

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

Contract No.:	278-C-00-02-00210-00
Contractor Name:	Chemonics International, Inc.
USAID Cognizant Technical Office:	Office of Economic Opportunities USAID Jordan
Date of Report:	May 10, 2005
Document Title:	Final Work Plan 2006
Author's Name:	AMIR Program
Activity Title and Number:	Achievement of Market-Friendly Initiatives and Results Program (AMIR 2.0 Program) Draft Work Plan 2006 General Admin – Task No. 120.4

**FINAL WORK PLAN 2006**

**August 1, 2005 to July 31, 2006**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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## INTRODUCTION

The USAID-funded Achievement of Market-Friendly Initiatives and Results (AMIR) Program 2.0 is a four-year effort to promote economic growth and prosperity in Jordan through the development of a more favorable environment for business. It works in partnership with the government of Jordan (GOJ), the Jordanian private sector, and several non-governmental organizations (NGOs) to meet the challenges of economic globalization.

The AMIR Program is now in the final phase of program implementation. With the new Enhanced Competitiveness Initiative (ECI), the programs of microfinance and tourism concluded, the emphasis is now on knowledge transfer, sustainability, and exit planning.

This document is the program's fourth annual Work Plan and covers the period from August 1, 2005 to July 31, 2006, the final year. The Work Plan is the culmination of a series of meetings in February and March 2005 with AMIR Program counterparts in the private and public sectors, USAID/Jordan, and other donor projects and agencies. This participatory approach ensures that the AMIR Program understands clients' needs for technical assistance, training, and other events, grants, and commodities, as well as the timing required for the clients to accomplish their development objectives.

The Work Plan is fully consistent with the USAID contract for the AMIR Program, as subsequently amended, as well as with the regulations governing project implementation. It follows the same methodology and general structure developed and implemented during the four years of the AMIR Program 1.0. It is an organic document that will change as project implementation reveals new challenges and as the priorities of USAID and our host country private and public sector counterparts adjust to these challenges with the constraints of the project budget. Work Plan changes will be reflected daily in AMIR Management, Monitoring and Evaluation (MM&E2) System and may be monitored at any time by USAID via the homepage of its personnel.



## **I. GENERAL ADMINISTRATIVE**

### **A. INTRODUCTION**

The cross-cutting General Administrative Department supports all elements of the AMIR Program's operations. It is the backbone of the organization, enabling the technical initiatives and departments to carry out their primary functions without distraction. It is comprised of Senior Management, Administrative, Financial, IT, Training, and Communications Departments.

### **B. SPECIFIC TASKS**

#### **101 – 104 AMIR Program Administration.**

##### **104 Long-term Staff.**

###### ***104.1 General Management.***

Program Director Stephen Wade continues to provide the program with vision, leadership, and overall strategic direction. He supervises each initiative's work plans, ensuring quality results and positive client relations.

Rebecca Sherwood, deputy program director and grants manager, is responsible for coordinating the day-to-day work of initiative teams, anticipating and meeting resource requirements, ensuring that deadlines and quality standards are met, liaising with counterparts, and promoting open communications among initiatives and with USAID. She ensures contract compliance on local contractual arrangements, competition of procurements, and grants management.

Susanna Aulbach, senior special projects manager, assists the program director and deputy director with medium- and long-term special projects. She manages the development and implementation of the Monitoring, Management, and Evaluation system (MM&E2), the production of the AMIR Program's quarterly reports, subcontractor evaluations, and the development of the annual work plan and presentations. She ensures compliance on all reporting requirements.

Assistant Project Administrator Ruba Hattar, and Program Assistant Wafa' Qassis support the deputy and program director and special projects as needs arise. They are responsible for coordinating office space and drivers, as well as overall program logistic and clerical needs. Nahla Bashiti has been promoted from receptionist to administrative assistant and is in charge of maintaining a presence at the front desk, managing phone lines, and coordinating guest visits. Property Manager Alaa Aloul is responsible for maintenance and security of the office and expatriate housing. He continues to expedite and replaced Fahkri Nustas in December 2004.

###### ***104.2 Training Team.***

Sameera Qadoura, international education and training manager, manages all training activities and events and the communications activities. She is also responsible for the development and implementation of administrative procedures and systems, and ensures the smooth functioning of events and public awareness campaigns in all respects.

The Training and Events Department also has three training and events coordinators, Rami Khyami, Amjad Sawalha, and Tulin Bakeer, who are responsible for managing the logistical aspects of training events and workshops. Dima Mansour is the administrative assistant.

###### ***104.3 Communications Team.***

Diane Scott, communications manager, concluded her long-term position in July 2005. The Communications Department has now joined forces with the training team and is managed by Sameera Qadoura. Senior communications experts may come to AMIR short-term to provide expert guidance as it pertains to high-level strategies and design. Communications Specialists include Ranya

Abu Sharar, Sulaf Mubaideen, and Shereen Balkar who manage communication campaigns for the program's partners. The department handles publications, advertising, community relations, and public events. Shereen is committed full-time to support ECI.

#### ***104.4 Finance Team.***

Mustafa Jallad joined as the program's chief accountant in November 2004 in place of Osama Abdel Razik who left to join another USAID project. He works closely with the program's administration to prepare projected budgets and bank reconciliation. He also performs the financial tracking for grantees, conducts audits for business associations, issues checks, and processes payments for all initiatives. Mustafa Shaaban, accountant, provides support to the chief accountant by preparing checks and correspondence, issuing receipts, and following up on documents.

#### ***104.5 IT Team.***

Ayman Nimer replaced Bara' Zeidan as the IT Department manager in charge of the design and procurement of IT equipment for the program and its counterparts and ensuring our IT system is secure and maintained. Bara' Zeidan is now an ICTI subcomponent manager. Ramzi Shishani moved from FMD to be the network administrator. In cooperation with the initiatives, he manages the design, implementation, and maintenance of demand-driven IT solutions that comply with USAID regulations.

#### ***104.6 Drivers.***

Drivers include Khalid Shrouf, Faraj Abu Nofal, and Zuhair Jwainat, who facilitate travel and transportation for long-term staff and visiting consultants.

#### ***104.7 Office Cleaning Crew.***

The following individuals keep the office clean throughout the week on a part-time basis: Ali Mousa, Abdel Rahman Al Sadeq, Amel Khiara, Sarari Ahmed, and Yazan Al Hakim.

### **105 – 109 General Administration.**

#### **105 General Administrative.**

##### ***105.1 ST TA for Overall Programmatic Support.***

The department will hire short-term staff throughout the year to assist the administrative and contractual reconciliation of documents. We will also draw on consultants to assist with the development of the exit strategies where relevant.

As the need arises, we will enlist short-term local support to assist in translations, editing, filing, archiving, and non-financial audits. Rasha Bira will continue to scan all financial documentation in accordance with our need to be prepared for any audits.

##### *105.1.1 Review of Exit Strategies.*

We will draw on consultants to assist with the development of the exit strategies where relevant in February 2006.

##### ***105.5 HO Support.***

Throughout the year, home office procurement and contractual specialists provide guidance and support as needed.

##### *105.5.5 HO Support during COP and PA Absence.*

As the need arises (at least two times a year), it is envisioned that a home office manager will join the field team to increase proactive communications, as well as to provide management in the absence of the COP or DCOP.

##### *105.5.6 HO Support.*

Due to the timing and demand of events and many other activities occurring simultaneously, we request short-term overall administrative and coordination support from associates.

### **107 General AMIR Office Procurements.**

#### ***107.1 IT Procurements.***

The department will procure numerous IT items, including software, spare parts, and other supplies based on the program's needs. This includes many obligatory services such as the Leased Line Service from August 2005 to July 2006.

#### ***107.2 Non-IT Procurements***

Throughout the year, the property manager will purchase non-IT items such as furniture as the need arises.

### **108 Expendable Supplies.**

Throughout the year, the department will purchase expendable items as the need arises. This includes such items as the annual newspapers subscription.

### **109 General Office Costs.**

The department will pay the annual lease, office utilities, and other office-related costs.

## **110 – 114 Financial Management.**

### **110 Financial Management.**

#### ***110.1 Audits.***

In November and December, the department will conduct a financial audit of the program's accounting records and systems by seasoned consultants.

#### ***110.3 Support to Local Organizations across Components.***

We plan to field a short-term consultant to guide local organizations through the process of effective cost-recovery as well as instruct them on the process of determining their indirect rates. This will allow them to ensure thorough cost-recovery without having to substantiate indirect costs each month.

## **115 – 119 Personnel Development.**

### **115 Personnel Management.**

#### ***115.2.2 Personnel Development.***

We may require the specialized skills of a trainer on various topics for our AMIR staff such as presentations skills. Additionally, our accounting staff may attend a Regional Accounting Training.

## **120 – 124 Work Plan Development.**

### **120 Work Plan Development.**

#### ***120.4 Year Four Work Plan (2006).***

In the beginning of the final year work plan, we will arrange a presentation of the work plan to the subcontractors, AMIR staff and USAID. Additionally, upon the arrival of Dr. Diane Putman, we will arrange for a team building event outside of the AMIR offices for AMIR staff, subcontractors, and USAID.

## **125 – 129 MM&E2 Development.**

**125 MM&E2 Development.*****125.2 MM&E2 Upgrade.******125.2.2.1 MM&E2 Application Maintenance.***

The comprehensive web-based MM&E2 system has been integrated into day-to-day work since mid 2003. MM&E2 will require monthly maintenance and upkeep.

***125.2.6 Contractor Evaluation Module.***

The existing stand-alone contractor evaluation module will be integrated into MM&E2 to further streamline work flow processes.

***125.4 MM&E Performance & Impact Monitoring System.***

Subject to the availability of funding, the currently external performance management plan (PMP) framework will be incorporated into the web-based MM&E2.

***125.5 MM&E2 Reports.******125.5.1 Invoice Reconciliation.***

An automated invoice reconciliation report will be added to facilitate finer budget management for the final project year. It compares invoices with projections in a more efficient and structured manner.

**130 Grant Management.*****130.2 AMIR Grants Audit.***

USAID regulations require that a large grant that expends over \$300,000 in one fiscal year be audited. In the past year, we have competitively awarded a contract to KPMG to audit AMIR grants for YEA, JABA, ZENID, and int@j. We will release an RFP to audit the large grantees as necessary.

**140 Public Awareness and Communications.*****140.6 Communications Training.***

Communications training for program counterparts, including microfinance institutions, business associations, government agencies, and others, will teach staff how to develop and implement a communications strategy through material development, events, and media relations.

***140.7 Photographer.***

The program will hire a short-term photographer to document the program's successes for the final phase of the program.

***140.8 Program Writer and Editor.***

The program will hire short-term writers and editors throughout the final year of the AMIR Program to assist in the production of the quarterly report, success stories, and other deliverables.

***142.2 AMIR Website.******142.2.3 AMIR Website Updating.***

CNS Primus, a consortium member, will update the AMIR Program Website with press releases, press clippings, a training calendar, requests for proposals, and useful information for our counterparts and grantees.

***142.2.6 AMIR Website Hosting.***

CNS Primus will continue to manage the hosting of the Website.

**150 Reporting.**

***150.1 Quarterly Reporting.***

Each quarter, the program submits a report (in hard copy and CD-format as well as on the AMIR Website) to USAID. The report contains information on each initiative, including key accomplishments, activities that took place during the reporting period and that are planned for the next quarter, problems encountered and proposed remedial actions, training events and activities, initiative staff/mobilization, and results and indicators. The reporting period for this period is as follows:

- Quarter 3: July 1 to September 30, 2005 (comprises one month from Work Plan Year 3)  
 Quarter 4: October 1 to December 31, 2005  
 Quarter 1: January 1 to March 30, 2006  
 Quarter 2: April 1 to July 31, 2006 (comprises one extra month through end of program)

**160 General Administrative Training and Events.*****160.1 Training and Events Support.***

General support to the training and events department will be provided by short-term local consultants depending on the workload and number of events.

***160.2 Training Materials Editor.***

The program will hire short-term writers and editors throughout the final year of the AMIR Program to assist in the production of the training materials and workbooks that are then delivered to counterparts and USAID.

***160.4 Training and Events Publications.***

The program will hire short-term translators throughout the final year of the AMIR Program to assist in the production of the training materials and workbooks that are then delivered to counterparts and USAID.

***160.5 Event Management Software.***

The Events Management Software will be presented to all counterparts and partners through a demonstration. These partners that are interested will be given the software along with a tutorial along with follow-up support by our training team.

**170 AMIR Program Close-out.****171 Final Reports.**

- **M&E Final Assessment Report.** A short-term consultant will work with the senior special projects manager and component leaders to compile the data for the M&E Final Assessment Report.
- **AMIR 2.0 Final Report.** The program will write a report highlighting achievements and outlining tools, techniques, innovations, impacts, lessons learned, and recommendations. This will include its design and printing, its writing and editing, the production of the CD ROMs, and any additional photography.

**172 General Support.**

As necessary, short-term local and expatriate assistance will be required to ensure a smooth and accurate close-out. These individuals will assist with final inventory checks and property transfer as well as short-term accounting and scanning assistance, auditing, and file transfer to Washington, D.C.

**173 Audits.**

**173.1 Grants.**

USAID regulations require that a large grant which expends over \$300,000 in one fiscal year be audited. In the past year, we have competitively awarded a contract to KPMG to audit AMIR grants for YEA, JABA, ZENID, and int@j. We will release an RFP in the coming year to audit the large grantees as necessary.

**173.2 Accounting.**

Review of accounting procedures before close-out.

**174 MM&E2.**

This includes the MM&E2 data and documents transfer as part of the final close-out. This will be delivered at the end of the contract period. It comprises the handover of all electronic documents and data “of value” stored within the system. Delivery of these documents will be in a practical storage medium (i.e. CD/DVD, data back-up tape, etc.).

**175 Close-out Event.**

If any final materials or expendable supplies are needed for the final close-out, they will be contained here.

**176 AMIR Website Archiving.**

As necessary, the AMIR Website will be archived with all the data reflecting the successes and tasks managed by the AMIR Program.

**177 Training and Events Resources.**

Manage a close-out event which showcases the successes and experience of the AMIR Program for USAID, counterparts, and other donors.

## **II. INFORMATION AND COMMUNICATIONS TECHNOLOGY INITIATIVE (ICTI)**

### **A. INTRODUCTION**

The goal of the Information and Communications Technology Initiative (ICTI) is to strengthen the information and communications technology (ICT) sector in Jordan. Specifically, ICTI aims to increase ICT access and connectivity for all Jordanians, utilize technology to facilitate the provision of enhanced government services, increase business growth and employment in the industry, and upgrade Jordan's human resources to enable the Kingdom to use and develop new technologies. ICTI will continue to assist Jordan in five main areas:

- Implementing a coordinated national ICT strategy
- Strengthening institutions responsible for ICT public policy and regulation
- Developing e-government capabilities and applications
- Supporting ICT industry growth
- Increasing access to ICT services

Through this assistance, ICTI will continue to coordinate and strengthen the capacity of government, the private sector, and academic institutions in Jordan to support ICT growth and development, resulting in long-term benefits for all Jordanians.

#### **Implementing a Coordinated National ICT Strategy.**

With numerous ICT-related development initiatives under way in Jordan (including REACH, Connecting Jordanians, e-Government, e-Commerce, Digital Inclusion, e-Learning, Higher Education) involving an array of stakeholders (government, private sector, ICT businesses, academic institutions, vendors and donors), Jordan is flooded in ICT development efforts. However, Jordan's success is constrained by a shortage of capital resources and technical expertise, limited market and sectoral data, and poor communication among the stakeholders about who is doing what.

It is the responsibility of ICTI to continue to track the various initiatives, facilitate cooperation among stakeholders where applicable, assist in the creation of a coordinated national strategy development process, and manage its work plan in a way that efficiently utilizes resources to fulfill USAID objectives.

#### **Strengthening of the Institutions Responsible for ICT Public Policy and Regulation.**

ICTI will continue to assist the Ministry of Information and Communications Technology (MOICT) in working effectively with all stakeholders to create a business-friendly strategy for enhancing Jordan's infrastructure. It will also provide training and technical assistance to the Telecommunications Regulatory Commission (TRC) to build the commission's capacity to operate effectively and in a way that stimulates sector growth and investment.

#### **Developing e-Government Capabilities and Applications.**

The government of Jordan has fully embraced e-government as part of its overall ICT vision. e-Government initiatives offer a unique opportunity to accelerate administrative reform, enabling the government to automate more efficient and streamlined services. Using Jordanian firms to implement these initiatives also serves to develop the local ICT industry. The ultimate goal, however, is to enable citizens and businesses to interact more effectively with a transparent, customer-oriented, and highly responsive government.

ICTI will continue to build the capacity of the MOICT's e-Government Department to manage a national e-government program. A Program Management Office (PMO) has been established within the Ministry to coordinate e-government projects, integrate systems, and set standards. In addition, the first phase of a secure government network and government e-mail system has been established, and MOICT has begun the second phase of these projects. ICTI will continue to support a number of e-

government projects, including an e-government informational portal designed to increase economic opportunities in Jordan and promote a citizen- and business-centric approach to governance. ICTI will follow up the business process re-engineering at the municipality of Madaba, and implement the trade and investment information system.

### **Supporting ICT Industry Growth.**

Jordan's ICT sector has grown steadily in the last few years. Since the launch of the REACH Initiative in 1999, a vibrant, export-oriented IT services industry has emerged. With ICTI's support, Jordan's ICT industry association, int@j, has rapidly grown into a dynamic representative of the ICT sector. Under AMIR 1.0, int@j received grant support for staff training, e-commerce workshops, initiating IT-related reforms, human resources development, and other projects. Under AMIR 2.0, ICTI dramatically increased assistance to the ICT industry through additional grant support to int@j and other selected stakeholders.

Additionally, ICTI, PSPI and ECI have worked together on developing an investment promotion strategy for the ICT sector. The objective of this strategy is to evaluate Jordan's competitive position in the ICT sector, identify the particular areas within that sector in which it enjoys an advantage, and develop an appropriate three-year national export and investment promotion strategy for MOICT and int@j to implement.

ICTI will also support Open Source Software workshops with int@j to increase the awareness of open source in Jordan and to help build a base of knowledge and expertise in the country to be able to target business locally, regionally and internationally.

To help meet the industry's human resources needs, ICTI will promote computer-related education at the university level by working with Yarmouk University to develop the link between academia and the ICT industry.

### **Increasing Access and Connectivity to ICT Services.**

Numerous initiatives are under way in Jordan to increase access to ICT services and learning. ICTI will build on and enhance ongoing initiatives while fostering innovation and outreach efforts that accomplish the following objectives:

- Assist with the development and implementation of MOICT's Connecting Jordanians Forward Agenda
- Increase citizens' access to ICT services that will assist them in improving their everyday lives
- Use ICT as a tool for social and economic development of communities around the country

## **B. SPECIFIC ACTIVITIES**

### **401 – 409 ICTI Administration.**

#### **404 Long-term Staff.**

The ICTI staff brings a range of skills to the table, including in-depth technical expertise and project management capabilities. Four staff members will be responsible for managing and coordinating ICTI's work plan; three based at the AMIR Program office and one at the TRC.

#### **404.1 AMIR-based Staff.**

- Abdelmajeed Shamlawi, Team Leader
- Bara' Zeidan, Subcomponent Manager
- Eman Al-Fayoumi, Administrative Assistant

#### **404.3 TRC-based Staff.**

- Bob McDonald, Telecom Regulatory Specialist

#### **410 – 429 ICT Policy.**

##### **412 Connecting Jordanians Initiative.**

Building on previous work related to the Connecting Jordanians Business Plan in 2004, ICTI helped institutionalize the Broadband Network Program Management Unit at MOICT to manage the build-out of the University Network and the 226 Discovery Schools, and oversee the K-12 network build-out.

ICTI also worked on two subcomponents of the Connecting Jordanians Initiative – access and connectivity – by developing the Knowledge Stations Financial Sustainability Plan, promoting the involvement of youth through the NetCorps Jordan Program, and studying the feasibility of developing a community portal for community-related content.

Building on the previous support, in 2006 ICTI will:

- Continue to support the pilot implementation of the Mother and Child Program at the two Knowledge Stations in Ajloun and Madaba.
- Implement a pilot project aimed at linking the Knowledge Stations with the National Tourism Strategy.
- Promote youth involvement by supporting the expansion of the NetCorps Program.
- Support the e-Services Center at the e-Village, a model development approach that focuses on the integration of national e-initiatives at the local level. The e-Village will create ICT-related economic opportunities for the Lib and Mleih villages and serve as a model that can be replicated in other villages and cities in Jordan, and other countries around the region. This initiative supports His Majesty King Abdullah II's vision of developing Jordan as a knowledge-based economy and society.

##### ***412.7 Connecting Jordanians: Digital Inclusion.***

In 2004 and 2005, ICTI developed a plan to ensure the social, economic, technological, and political sustainability of Jordan's approximately 100 Knowledge Stations. The plan is based on the strengths and needs of the communities that the Knowledge Stations serve. This process contributed to the sustainable cultural and socio-economic development of the targeted communities.

To contribute to the sustainability of the Knowledge Stations, ICTI will implement the following:

- **Mother and Child Program.** This program focuses on providing enhanced learning skills to 3- to 5-year-old children in a setting that involves one of their parents, typically their mother, and is delivered in close proximity to their kindergarten. It uses "edutainment" software to:
  - Teach computer literacy, including machine operation, software loading, operation and shutdown, keyboarding.
  - Strengthen the child's primary education in mathematics, written/spoken language skills in both Arabic and English and other primary education skills.
  - Demonstrate that IT education can and should be delivered in a format that is fun and enjoyable for children.
  - Encourage the mothers to enroll in other training programs offered by the Knowledge Stations.

The program is currently being piloted in two Knowledge Stations, one in Mlieh and the other one in Ajloun; the pilot will conclude in August 2005.



Children and their mothers learn more about technology through the Mother and Child Program.

- Knowledge Station and Tourism.** ICTI conducted a scoping study that explores the possible synergies between the National Tourism Strategy and the objectives of the Knowledge Station (KS) and Tourism Program. The study revealed that ICT-tourism related projects can be implemented by the KS, which was validated by tourism experts, Jordanian tour agencies, and key stakeholders. It also proposes a design of a pilot project that will be implemented in 2006.

#### **423 TRC Capacity Building.**

To foster growth and investment in the telecommunications sector, a well-equipped and well-functioning telecommunications regulatory agency is crucial. The TRC is charged with regulating the telecommunications sector in Jordan. The amended Telecom Law, passed in 2002, adopted a new structure that brings Jordan into line with international best practices and grants the TRC legal and administrative autonomy. Under the new law, the TRC is governed by five commissioners, with the chair of the commission acting as CEO of the agency. The new law also gives the TRC new responsibilities and powers. The chairperson, Muna Nijem, is a dynamic leader dedicated to reinventing the TRC as a first-class agency capable of meeting challenges effectively.

The new law empowers the TRC to take action to foster growth and investment in the telecommunications sector. The law also requires that the TRC implements the policy articulated by the government. The most significant elements of government policy include a requirement to open both the mobile and fixed telecommunications sectors to competition. In accordance with this policy, the TRC issued a license to a new mobile operator last year and adopted a new licensing framework for fixed services operators. Still, the TRC faces significant challenges in developing the appropriate regulatory measures that will ensure a fully competitive market in the future. In order to adopt the regulatory measures to meet these challenges, the TRC needs to continue to develop its institutional and professional capacity to optimize its ability to deal with the expected changes in the market. The TRC has taken major steps in the past two years to improve its institutional and regulatory capacity. Still, improvements need to be made to ensure that the TRC has the regulatory tools and internal capacity to fulfill its mandate.

The AMIR Program assistance to the TRC is scheduled to end in December 2005. Thus, the focus for the final year's work plan is to complete the regulatory assistance that began in 2005 and to continue with training and capacity building.

ICTI staff member Bob McDonald works full-time at the TRC, advising on regulatory issues and coordinating the specific regulatory assistance provided by AMIR Program technical experts.

#### ***423.4 TRC Regulatory Issues and Enforcement.***

A proper telecommunications regulatory framework in Jordan will facilitate investment in the sector by occupying the middle ground between the law and license agreements. ICTI will work with the TRC to establish a body of regulations that will guide all players.

##### *423.4.1 Strengthening Legal Capabilities of TRC.*

During 2005, ICTI assisted the TRC in developing internal legal and administrative controls to ensure decisions are handled efficiently and with legal certainty. Particularly important among these procedures are those devoted to ensuring effective dispute resolution and enforcement processes. Legal activities during the balance of 2005 will focus on ensuring that the TRC staff master these procedural rules and work effectively within the new procedural framework.

##### *423.4.3 Regulatory Assistance.*

During 2004 and 2005, the AMIR Program has assisted the TRC in modifying the framework that governs the regulation of interconnection arrangements between different operators. Activities during the balance of 2005 will focus on implementing the plans that have been previously developed in order to provide the TRC with a solid framework to govern interconnection.

##### *423.4.5 Fixed Services Licensing.*

During 2004 and 2005, the AMIR Program has assisted the TRC in developing a new licensing framework to govern licensees in a liberalized telecommunications environment. During the balance of 2005, the AMIR Program will assist the TRC to bring all licensees into the new licensing framework

##### *423.4.6 Competition Safeguards.*

In a competitive, fixed-line environment, adequate safeguards to ensure that dominant operators are unable to distort the competitive market or abuse their dominant position are extremely important. ICTI assisted the TRC in developing such safeguards during the past year, and in the balance of the project will assist the TRC in implementing them and ensuring that TRC staff has a sound understanding of the relevant concepts.

##### *423.4.9 Price Regulation.*

The licenses for telecommunications operators in Jordan allow the TRC to regulate retail and wholesale prices in certain circumstances. As the market for fixed services opens, it will be important to ensure that such regulations are in line with competitive market forces. ICTI will provide the TRC with the appropriate technical resources to develop changes to the existing regulatory regime and build its capacity to manage such regulation on an ongoing basis.

##### *423.4.10 Information Collection /QOS.*

As the telecommunications regulator, the TRC is charged with developing and maintaining adequate procedures and processes for collecting and releasing statistical and other information from licensed operators. Making detailed industry information available to the public is critical to ensuring transparency and encouraging investment in the telecommunications market in Jordan. ICTI will assist the TRC in developing such processes and procedures, and in creating a Website to make information available to interested stakeholders and the public.

#### ***423.7 TRC Consumer Awareness.***

During 2005, the AMIR Program has assisted the TRC to implement a public relations program designed to ensure that the public and stakeholders understand the coming changes to the telecommunications marketplace and the role of the TRC as the guardian of consumer welfare. This assistance will continue during the balance of 2005.

#### ***423.8 Regulatory Training.***

The TRC added a large number of new staff in the last year. These staff members are, in large part, young and energetic new graduates with strong potential, but limited experience. Even the more experienced staff is in large part unaware of the challenges they will face as the market opens to full competition. ICTI will assist the TRC in building staff capacity by conducting a training program focused on internal management and governance skills, as well as further training on telecommunications regulatory principles.

### **430 - 439 e-Government.**

#### **431 Capacity Building for e-Government Department of MOICT.**

Under AMIR 2.0, the e-Government Initiative has grown from two fast-track projects into a comprehensive program of development with numerous high-profile e-government projects being implemented at a rapid pace. ICTI supported and will continue to support MOICT's e-Government Department to develop its long-term capacity to manage and coordinate these projects.

##### *431.8 e-Gov Legal Strengthening.*

IBLAW will develop a comprehensive and realizable regulatory assessment for the e-government legal framework building on the e-transactions and the National Information Technology Center (NITC) laws.

#### **432 e-Gov Project Design and Development.**

##### *432.1.3 IQC Monitoring and Coordination – Phase 2.*

Subcontractor DevIS, international experts in implementing e-government solutions, will continue to manage the scoping, development, implementation, monitoring and coordination for all projects handled by the IQC firms.

##### ***432.12 Municipal Licensing BPR.***

During the 2004-2005 work plan period, ICTI has worked on a business process re-engineering (BPR) task for the municipality of Madaba. This project aims to improve municipal business licensing procedures. The AMIR Program proposed a set of recommendations for measurably reducing the licensing and renewal periods in Madaba. The municipality approved and implemented the recommendations.

In 2006, ICTI will continue working with the municipality of Madaba to scope and implement an appropriate automation option that will facilitate the operation of the simplified processes and simplify other processes that can be improved through information technology applications.

The municipality of Madaba was chosen from among five municipalities nominated by the Ministry of Municipalities and Rural Areas (MMRA) to be the first municipality outside of Amman to undergo licensing BPR. The new processes will be rolled out to another municipality outside Amman under the umbrella of MMRA.

##### ***432.14 Trade and Investment Information System.***

In cooperation with ECI, ICTI worked on a proof of concept for developing a data governance model for trade and investment data. The proof of concept demonstrated the benefits of the system. In 2006, ICTI will work on implementing the results of the pilot project by establishing a data governance

framework for the trade and investment data and developing an information system that will facilitate reporting consistent, accurate, and on the spot statistics.

#### ***432.16 Customs HR Software.***

In cooperation with PSPI, ICTI has been working on implementing a human resources software solution at Jordan National Customs. This implementation will be completed in 2006.

### **450 - 459 Access/e-Learning and Connectivity.**

#### **450 Access/Connectivity.**

##### ***450.2 e-Village Support.***

The e-Village Pilot Project at Lib and Mleih intends to help bridge Jordan's digital divide, benefit rural communities, and combine IT initiatives to develop new, innovative, gender-sensitive IT strategies. Lessons learned from the pilot project will be applied in planning and implementing similar initiatives.

The project uses a model development approach that integrates national e-initiatives at the local level to meet the above objectives. This model will be replicated in other villages and cities in Jordan, and elsewhere in the region. This project follows King Abdullah's goal of developing Jordan as a knowledge-based economy and society.

Three major components were formulated to address the project's needs:

- **Information and Awareness.** Raise villagers' awareness using technology in the e-Village initiatives.
- **Capacity Building.** Build the capacity and professional skills of village citizens and allow them to benefit from IT services.
- **Economic Empowerment.** Expand economic opportunity in the village by creating new job opportunities and providing professional marketing and entrepreneurial services.

The final component of the e-Village project includes the establishment of an e-Services Center to provide a source of employment that villagers (women in particular) can tap into as soon as they have developed the necessary skills. The center is housed in two houses in Lib and accommodates approximately 30 employees. The aim of this center is to enhance the quality of life for villagers by providing citizens the capabilities and professional skills necessary to benefit from the ICT sector, and by providing trained villagers with jobs in an environment conducive to the formulation of new creative ideas.

ICTI has also equipped the center and issued an RFP for a private sector firm to operate and manage the center; this private firm will hire the villagers to work at the center resulting in employment and skill development for the community. In 2006, ICTI will continue to supervise the private firm and ensure the center's success.

ICTI will also promote the center by conducting a launch ceremony at the village.

### **490 – 495 Grants.**

#### **490 ICT Grants.**

ICTI may provide grants focusing on grassroots access and connectivity programs and ICT industry development to support the development of creative approaches and the implementation of innovative pilot concepts, programs, and practices. Support includes a grant to expand the NetCorps Jordan Program and the ongoing grant to int@j to support the ICT industry.

***490.1 Grants to int@j.******490.1.1 ICT-PDG-INT-005.***

ICTI will continue to support int@j in promoting and coordinating ICT industry development locally, regionally, and internationally. The focus will be on building the association's and the private sector's capacities.

***490.4 Grant to NetCorps Jordan Organization.***

NetCorps Jordan is a pioneering program that actively involves Jordan's youth in the socio-economic development of the country through ICT. In May 2005, after two years of incubation with the Queen Zein al Sharaf Institute for Development (ZENID), the NetCorps Jordan program is poised to be launched as an independent national program and organization.

In 2006, ICTI will support the establishment of NetCorps Jordan as an independent, Jordanian, not-for-profit company, and help NetCorps Jordan achieve its potential as an innovative ICT for Development Program. It will be owned by Jordanians and set up in partnership with USAID, MOICT and Digital Opportunity Trust.

### **III. PRIVATE SECTOR POLICY INITIATIVE (PSPI)**

#### **A. INTRODUCTION**

The AMIR Program is dedicated to increasing economic opportunity and prosperity for Jordanian citizens by facilitating and stimulating the development and growth of private enterprise. The Private Sector Policy Initiative (PSPI) is a key element of the program. It focuses on improving the economic policy environment and developing, improving, and streamlining the institutions and organizations responsible for private sector policy, promotion, and facilitation. PSPI aims to introduce international best practices into the organizations with which it works and to develop the structures, skills, and other resources for effective implementation of these practices.

Internal restructuring of the program in October 2004 focused PSPI's activities to international trade, comprised of market access and customs, and a general policy area that responded to targets of opportunity.

The Trade and Market Access (TMA) subcomponent made significant progress in 2004-2005 towards helping Jordan raise awareness of its membership in the World Trade Organization (WTO) and meet its commitments of that organization and the Jordan-U.S. Free Trade Agreement (JUSFTA). The main counterparts included the Ministry of Industry and Trade (MIT), the Ministry of Agriculture (MOA), and the Jordan Institute for Standards and Metrology (JISM). In the coming year, this part of the initiative's activities will continue supporting the government in WTO tariff negotiations through targeted research and in helping develop a national trade strategy. Based on the TMA exit strategy, no support will be offered for events and overseas travel.

Efforts to improve the operations of the Jordan Customs Department through the automation of procedures and training of personnel will continue in the 2005-2006 final year. The primary objective of the last year of the customs subcomponent will be to achieve self-sustainability in the following lead programs:

- Human capital management and development (HCMD)
- Comprehensive Integrated Tariff System (CITS)
- Risk management partnership between the private sector and Jordan Customs Department through the Golden List Program

One key initiative that has been slow in startup is the Border Management Task Force (BMTF). Subject to the government of Jordan taking the promised actions, this program will also receive support through technical assistance.

No activities are planned under the General Policy Implementation (GPI) subcomponent for the final year, with the exception of part-time advisory services to help manage the King Abdullah Awards under the direction of the Ministry of Administrative Development (MOAD). Past activities enabled the successful achievement of results and indicators for this subcomponent in 2004. Under grants, limited funds are planned for follow-on activity in customs for voluntary compliance and a no-cost extension is slated for Excellence, Inc. The latter will result in cost savings.

#### **B. SPECIFIC ACTIVITIES**

##### **501 – 509 PSPI Administration.**

##### **504 Long-term Staff.**

PSPI will experience additional restructuring of long-term expatriate staff in the final year. During the first quarter of 2005, PSPI Team Leader Greta Boye assumed the portfolio of the TMA subcomponent, formerly managed by Geoff Wright, who left the program in February 2005. Due to

more active management of the TMA subcomponent, Boye discovered that the roles of PSPI team leader and manager of the TMA and GPI subcomponents will change significantly during the last six months of the program. First, one of the component's main trade partners, the MIT, is unwilling to move forward on difficult trade-related issues, such as rationalizing its tariff structure in upcoming WTO negotiations and taking steps to develop a consistent national strategy. Second, other PSPI partners, such as MOAD, prefer to use scarce AMIR Program resources to fund and manage events. Moreover, during the 2004-2005 work plan period, the U.S. Embassy made more and more ad hoc requests to fund trips regionally and to the United States, some of which were prompted by inter-agency agreements that are due to expire by July 2005. Additionally, few activities that contribute to the overall program goal are planned in the GPI subcomponent during the upcoming work plan period. Lastly, and perhaps most importantly, in 2004-2005 the CRM subcomponent took on an increasingly dominant role in overall component activities, and accordingly was allocated the majority of component funds.

Given the combination of events with PSPI's main partners, the downplaying of the importance of GPI, the ability to meet TMA and GPI results and indicators ahead of schedule, and the significant shift in emphasis towards customs-related activities, it is no longer cost-effective to maintain a long-term expatriate staff member in the roles of PSPI team leader and TMA/GPI manager. Therefore, TMA and GPI activities will be phased out from August 2005 to January 2006 and customs-related activities will continue to dominate the component. Accordingly, Boye will leave the program in February 2006 and will work remotely to assist in project close-out as needed. Customs Reform and Modernization (CRM) Manager Walter Hekala will add remaining component activities to his customs portfolio and take over the role of PSPI team leader.

#### ***504.1 AMIR-based Staff.***

**General.** Until February 2006, Boye, PSPI team leader, will provide overall management, coordination and oversight, as well as technical inputs, especially in the TMA and GPI subcomponents. Thereafter, Hekala will assume the responsibilities of the component in addition to customs-related activities.

Habis will provide administrative support in her role as program assistant, and has assumed the lead in managing the customs recommendations database in addition to managing the MM&E2 system for the entire team.

**CRM.** Hekala will lead the CRM team, and as described above will assume the role of PSPI team leader in February 2006. Hekala has experience working with both the public and private sector to develop customs modernization programs, including shared responsibility initiatives that encourage public/private cooperation.

Olaimat, customs specialist, will continue to work on technical issues and maintain close rapport with Jordan's customs officials.

**TMA.** Until February 2006, Boye will continue to direct the TMA subcomponent, focusing on phasing out WTO compliance and FTA issues and guiding other trade-related policy and business environment initiatives. A limited number of these activities also fall under GPI. After Boye's departure, Hekala will manage miscellaneous remaining trade and general policy activities with the support of a newly-hired local staff member.

**GPI.** Boye will manage the few GPI activities that are planned for the reporting period until February 2006. Hekala, with a local hire, will take on responsibility through the program's end.

#### **530 – 549 Trade and Market Access (TMA).**

TMA will focus equally on Jordan's membership in the WTO and the JUSFTA and its exit strategy due to the close-out of program activities. In the past, activities under this subcomponent dealt mainly with compliance issues, such as improving enforcement of intellectual property rights and market access, which in turn helped Jordan to increase its exports and attract foreign direct investment. Now, Jordan has moved to a higher level in the area of trade than several years ago and a shift needs to take place. The new focus should be on strategy and long-term vision rather than just compliance, even though certain compliance issues need to be addressed. TMA therefore will focus equally on assisting Jordan in meeting its commitments to key trade agreements and helping the country develop and adopt long-term strategies to improve international trade. Given the component restructuring and the achievement in 2005 of subcomponent results and indicators over which the program has control, TMA activities are planned to be phased out by February 2006.

### **531 Ministry of Industry and Trade.**

#### ***531.1 General Policy.***

In collaboration with the MIT, TMA will offer support to build the capacity of the Jordan Agency for Enterprise and Investment Development (JAED) Trade Policy Unit, once established. This is part of an initiative to improve trade policy formulation in Jordan. The unit will provide research findings and policy recommendations to a Cabinet trade subcommittee. The purpose is to develop a pro-active process for the government to generate and consult on trade policy issues. These ideas will be detailed in the national trade strategy for which the Minister of Industry and Trade has requested AMIR support to develop. Training will focus on teaching awareness of key trade issues and quantitative techniques, and could also include software, data, and materials.

TMA will work closely with the Communications Department on media outreach to highlight policy changes that are developing economic growth in Jordan. Four press releases are planned on the topics of intellectual property rights, JAED trade policy, a study on the services sector, and a general summary of trade policy in Jordan.

#### ***531.2 Foreign Trade Policy Directorate.***

**Trade Study Support.** The Foreign Trade Policy Directorate at the MIT is responsible for issues related to all international trade agreements. In the past, the directorate focused on promoting awareness and understanding of the WTO and the JUSFTA, and received USAID support to host regional and national workshops and fund attendance at training courses at international organizations. During the final program year, the directorate will shift its focus to implement new bilateral agreements and will carry on with normal reporting as required by the WTO. Given this new emphasis and following the directive of USAID, TMA will no longer fund seminars, events, training courses or travel. Instead, TMA will field expatriate consultants to undertake trade studies to address specific policy issues that will be raised during the government's tariff negotiations at the WTO Doha Development Round.

The Royal Court and Prime Ministry recently initiated the development of a national social and economic strategic overview that will guide specific economic and social strategies to be developed after its release. As a result, TMA will support the Minister of Industry and Trade in the preparation of a national trade strategy, which is part of a national enterprise strategy, once the national agenda is published.

#### ***531.4 Industrial Property Protection Directorate.***

**Enforcement of Intellectual Property Rights.** Article 4(26) of the JUSFTA requires that Jordan (and the United States) permit their respective authorities to prosecute both copyright and trademark infringements without a formal complaint from right holders. The National Library currently exercises this power; however, law changes and significant capacity building is necessary before the MIT can

fulfill this duty. The Ministry does not want to invest in new staff and procedures until it has successfully implemented the Patent Cooperation Treaty and Madrid Protocol, which is scheduled to happen before June 2005. Assistance will include legal support to draft amendments to the Trademark Law and regulation, drafting staff manuals, staff training, public workshops and judicial training.

### **535 Jordan-U.S. Free Trade Agreement.**

#### **535.4 JISM.**

**Implementation of Recommendations.** In 2004, a standards and metrology expert recommended programmatic and structural reforms to JISM should it be able to terminate the pre-shipment inspection program known as DAMAN. The DAMAN Program had been considered as hindering trade, especially with United States, for companies exporting to Jordan. Main initiatives included supplier self-certification and market surveillance. If these recommendations are accepted by JISM after advocacy by the private sector, then TMA will provide modest assistance in terms of training and drafting procedural manuals to JISM staff.

### **550 – 579 Customs Reform and Modernization (CRM)**

#### **555 CRM Subcomponent.**

Like other advanced customs administrations around the world, the Jordan Customs Department (JCD) has now made a serious commitment to the strategy of informed, voluntary compliance. With the assistance of the AMIR Program, the JCD is in the process of developing a Comprehensive Integrated Tariff System (CITS) that will be the single source for identifying all tariff and non-tariff measures for import, export, or transit. CITS will be a pillar of the information provided to the public for their day-to-day transactions with the JCD. The second pillar is promoting voluntary compliance. The JCD has agreed to a “Golden List Program” to give highly compliant companies both recognition and rewards. Through this process, Jordan can promote legitimate international trade, including Jordan’s vital export industry. With the successful implementation of this program, Jordan will join other customs administrations in playing a critical role to ensure supply chain security for international shipments. Given the increased importance of supply chain security, customs administrations face increasing pressure to intercept non-compliant shipments.

The customs subcomponent will also continue to support changes in managing the most valuable resource of the JCD: its employees and the knowledge that they possess. The final year of the AMIR Program will support the roll-out of the new processes supported by the change to a human capital management and development system for employee management and the application of the systems approach to training. Building on the results of the pilot project started in 2005, CRM will provide the JCD with a roll-out strategy to implement the substantive changes of human capital management based on competency requirements in position descriptions, measurement of individual competencies, certification of competencies, and training to close identified skill gaps throughout the organization. In addition to working directly with the JCD, CRM will continue to support the efforts initiated last year to form a multi-agency border management task force (BMTF) to oversee border management reforms. CRM will provide limited additional technical assistance to promote the proposed reforms in customs legislation. This will include advice to move previously developed recommendations for legislative reforms into legal practice.

Finally, CRM will continue to support the JCD Risk Management Directorate by building its capacity to conduct voluntary compliance audits as part of the “Golden List Program.” This activity supports the overall strategy of shifting customs to a risk-based organization and builds on activities started in 2003. Specific emphasis will be on expanding the application of due diligence models developed in partnership with the JCD and the private sector in 2004 and 2005. The exit strategy for this activity in 2006 will be the development of the private sector by building the capacity of companies to successfully market services to implement the due diligence requirements.



Greta Boye, PSPI team leader, shakes hands with Customs Director General Mahmoud Quteishat after signing a Memorandum of Understanding with Customs that will improve the way it manages its human resources and training.

#### **555.1 Customs Institutional Development.**

This task addresses not only the overall institutional and strategic framework, but also critical technical issues. In 2006, CRM will continue to assist the JCD in updating its strategic plan and increasing its institutional knowledge of modern customs practices. Work will emphasize recognizing and implementing national strategic goals in partnership with other border-related agencies, and enhancing the capacity of the JCD to manage its most valuable asset: its personnel. Activities in 2006 will close out those previously initiated and include the following:

**Rollout of Human Resources and Training Reforms.** Developing the JCD into a model agency for human resource management and training is a substantial element of customs modernization efforts. CRM will continue to provide technical assistance to the JCD to apply the previously re-designed job descriptions based on core competency requirements and the related systems approach to training. The CRM exit strategy for this macro component is to focus on full transfer of ownership to the JCD of the critical steps needed to implement this activity. The key elements for transfer include leadership management, training, and human resource (HR) integration, in addition to the HR and training applications of the new automated system.

**Border Management Task Force.** In 2005, CRM held two workshops on forming a multi-agency BMTF for Jordan, which the Prime Minister approved under the leadership of the Minister of Finance. During 2005-2006, CRM will provide recommendations and support to BMTF-related activities, including the development of a fully integrated tariff system, whose concept is co-shared by the JCD and the BMTF. CRM will also provide support directly to the JCD on process re-engineering for border clearance. The exit strategy for this activity will be to, as quickly as possible, assist the BMTF in building high impact, high visibility process change recommendations that will give credibility to the BMTF for continuing direct government of Jordan support.

**Customs Strategic Plan.** CRM will continue to provide technical assistance to help JCD implement its 2004-2006 strategic plan for adopting international best practices on an ad hoc basis.

**Increased Regional and International Customs-to-Customs Cooperation.** In 2004, CRM technical experts assisted Customs in developing a Customs Mutual Administrative Agreement with U.S.

Customs and Border Protection Agency. In 2004 and 2005, the CRM assisted the JCD in moving forward a proposal for a World Customs Organization (WCO) Regional Office for Capacity Building (ROCB) for the Middle East and Northern Africa Region. Subject to approval of the WCO to establish this ROCB in Jordan as proposed, CRM will provide limited technical assistance to move this initiative forward. Customs-to-customs cooperation will include continuing efforts to strengthen ties with the U.S. Department of Homeland Security as an exit strategy.

**Donor Coordination.** In the area of donor coordination, we will continue to actively interface with our colleagues from other projects, such as the U.S. Export Control and Related Border Security Assistance Program to prevent duplicative efforts.

#### **560 Customs IT Solutions.**

Improving automated systems complements all other modernization efforts. Customs has already adopted the ASYCUDA system and is expanding it to all appropriate sites. Work with the JCD on the development of a web-enabled application for a Comprehensive Integrated Tariff System (CITS) has confirmed that Customs' internal IT management capacity is rapidly outgrowing the limits of the ASYCUDA system. CRM will provide technical assistance for IT-related development projects, such as risk management, public information, and human resources and training management systems.

**The Comprehensive Integrated Tariff (CITS) Project** will be developed as a web-based application to provide the information pillar of an informed, voluntary compliance approach to relations between the JCD and the international trading community. CITS will become the single resource used by both the government and private sector to identify all regulatory requirements at the time of importation, exportation, or transit of goods across Jordan's borders. With the correct tariff classification, CITS will lead the user to all applicable Jordan customs and other Jordanian government agency regulations. The building of the CITS has already resulted in procedural changes to Customs' practices that are preparing the JCD to move towards a paperless declaration process. The CITS project has significant obstacles due to the limitations of the automated system used by Jordan (ASYCUDA); however, a first version is scheduled for launch later this year. In 2006 CRM will support the development of a CITS version 2 that will incorporate the activation of features being built into version 1, such as online tariff advice, corrections of obstacles not overcome for integration of data between CITS and ASYCUDA, and potentially an English version of CITS. The CRM exit strategy is for CITS to be fully incorporated into the JCD core business applications to the degree of self-sustainability. Further, the objective is to make CITS utilization a standard business practice by other government agencies and the private sector.

**Human Capital Management and Development Software.** AMIR has awarded a contract for a software solution to support the business practices of human capital management and development, as well as the Systems Approach to Training (SAT). CRM will work with ICTI to provide technical assistance and oversight to the JCD to roll out the new software. Subject to time constraints, limited assistance may be provided to other applications of the new software that may have a cross-over application for document issuance and management. The exit strategy for the software application for HCMD will be primarily business-driven to ensure that the new software is applicable and used by the business process owners.

### **580 – 594 General Policy Implementation (GPI)**

#### **580 GPI Subcomponent.**

GPI is structured to have the flexibility to address long-term structural issues in the policy area, as well as to respond to immediate needs for assistance and advice referred to as "targets of opportunity." During the AMIR Program's implementation, especially between 2004 and 2005, GPI mainly responded to ad hoc, short-term requests. Two recent examples are the insurance scoping study and the review of Audit Bureau legislation and capacity building, both of which failed to lead to follow-on assistance. In the case of the insurance sector study, implementation of recommendations would have gone beyond the life of the AMIR Program so USAID decided to wait for a future

program. For the Audit Bureau, it was discovered that the European Union had already developed an extensive assistance plan, so no USAID support will be needed. Because few, if any, activities will take place under GPI during the reporting period, the new PSPI team leader will manage this subcomponent, with support of the former team leader working remotely and a newly hired local consultant based in Amman, as described below.

#### ***580.1 GPI General.***

A local consultant will be hired during the last four months of the AMIR Program, depending on need, to support the PSPI team leader address activities in this subcomponent. The former PSPI team leader will also work remotely, on a part-time and limited basis, to support this transition and the program close out.

#### **591 General Policy.**

##### ***591.5 Ministry of Administrative Development.***

**King Abdullah Award Management.** After the winners of the King Abdullah II Award for Distinguished Governmental Performance and Transparency (KAAGPT) were announced in January 2004, award management moved to MOAD. At the same time, discussions took place to extend the award scheme beyond the public sector to include business associations and non-governmental organizations, and consolidate its management with the existing private sector scheme. Given the likely growth of the award program during the next few years and the fact that no current plan exists concerning its future management, GPI plans to offer assistance, through an advisor, to help manage the KAAGPT and to advise on the consolidation and expansion of the award scheme. Assistance will be on a part-time basis and through December 2005.

#### **595 Grants**

##### **595 PSPI Grants.**

###### **Customs.**

CRM proposes one new grant in the final year. This grant will build on progress made in increasing the capacity of the private sector to participate in the management of risk by Customs through the application of documented due diligence and the Jordan Customs Golden List Program. The objective of the grant will be tied to the exit strategy of building a sustainable capacity to assist Jordanian companies to implement and document the due diligence processes needed for participation in the Jordan Customs Golden List Program.

Additional grants may be made to help the private sector develop self-sustaining programs for self-regulation, in line with the broader strategy of shifting responsibility for compliance onto the private sector.

**Excellence, Inc.** Excellence Inc. (EXI), the non-profit organization charged with continuing the Centers of Excellence (COE) Program, requested a no-cost extension through December 2005 due to the government's delay in formal company registration, the need to modify the COE methodology to meet the requests of clients, and the seasonal demand for EXI services triggered by the KAAGPT. If approved, the extension would result in cost savings of 18,000 JD.

#### **IV. FINANCIAL MARKETS DEVELOPMENT (FMD)**

##### **A. INTRODUCTION**

The aim of Financial Markets Development (FMD) is to ensure broadened and deepened financial markets by leveraging unused capital for developing and modernizing financial institutions.

The initiative addresses the following key issues:

- Causes of illiquidity in long-term funding, where real long-term finance is virtually non-existent and the fixed income market is undeveloped.
- Absence of significant financial intermediaries (other than banks and brokers).
- Weak and insufficient competition to bank debt as a means of financing business.
- Distortions in capital pricing.
- Need for more modern and efficient financial market regulatory and self-regulatory institutions.

##### **Strategy.**

FMD's key strategic objectives are to enhance capital market and bank regulation; introduce new investment instruments; expand the government bond market; and further develop the housing finance market in cooperation with capital market institutions. The initiative will continue to provide assistance in strengthening capital market surveillance and developing market regulations with cooperation from the U.S. Securities and Exchange Commission (SEC), the National Association of Securities Dealers (NASD), and the Federal Deposit Insurance Corporation (FDIC). In addition, FMD will enhance investor education and public awareness activities to promote Jordan's capital and financial markets.

Combined, these approaches can address the causes of illiquidity in long-term finance and harness Jordan's \$2 billion locked in low yield investments with little development impact.

In the final year's work plan, FMD will focus on the following:

1. Financial Regulation
2. Institutional Development
3. Industry Development
4. IT Solutions

Counterparts include:

- Amman Stock Exchange (ASE)
- Central Bank of Jordan (CBJ)
- Jordan Mortgage Refinance Company (JMRC)
- Jordan Securities Commission (JSC)
- Securities Depository Center (SDC)
- Social Security Investment Commission (SSIC)
- Other industry players, including banks, investment banks, brokers, pension funds and other financial institutions

##### **B. SPECIFIC TASKS**

##### **601 - 609 FMD Administration.**

**604 Long-Term Staff.*****604.01 AMIR-based Staff.***

- Khush Choksy, Team Leader
- Asma Abu Taleb, Business Operations Advisor
- Elham Musa, Program Assistant

**608 Training Events and Research Assistance.**

A short-term consultant will provide assistance to the FMD team in preparing and managing training events for Jordan's financial institutions and professionals, in addition to coordinating other special events.

**620 - 639 Financial Markets Institutions Development.****621 Institutional Strengthening of JSC, ASE and SDC.*****621.02 World Federation of Stock Exchanges (WFE) Membership for ASE.***

AMIR will provide technical assistance to the ASE during all stages of the WFE application process. The ASE will finalize and submit the application package for WFE Full Membership. Once the WFE reviews the application, the ASE will be subject to an extensive audit by one of the WFE's member exchanges to confirm and inspect the exchange's acceptance and implementation of globally accepted best practices. WFE is a private international organization comprised of the operators of the world's leading markets that are committed to the highest levels of market quality and provides a forum for communication, analysis, and debate among members. Membership in the WFE is often a prerequisite for investment consideration by asset management firms and institutional investors worldwide.

***621.03 NASD Technical Assistance.*****Market Surveillance Implementation.**

NASD consultants will assist the JSC, ASE and SDC in implementing comprehensive market surveillance enhancements. Specifically, NASD assistance will include, but not be limited to, the following:

1. Memorandum outlining NASD's comments on the agreement prepared by the JSC, ASE and SDC describing the allocation of market surveillance responsibilities
2. Surveillance process manuals for the JSC and ASE
3. News release policy memorandum
4. Material news memorandum
5. Document detailing the IT systems needed for the electronic collection and dissemination of material news through the JSC and ASE websites
6. Sanction guidelines for the JSC and ASE for trading and other violations
7. Enforcement action publication processes memorandum for the JSC and ASE
8. JSC process manual outlining its oversight responsibilities of the market surveillance activities of the ASE and SDC
9. Report presenting NASD's recommendations to enhance the ASE's management information system (MIS) used for market surveillance
10. Memorandum detailing NASD's recommendations on the data elements of the ASE's corporate filing database
11. Memorandum on the required company report filings

**Anti-Money Laundering Implementation.**

In order to detect and prevent money laundering in Jordan's capital market, NASD consultants will perform a comprehensive evaluation of the country's anti-money laundering capabilities and provide detailed recommendations to eliminate any activity. During the evaluation, NASD consultants will meet with Central Bank of Jordan (CBJ) officials responsible for the Financial Intelligence Unit, a division of the CBJ devoted to strengthening anti-money laundering initiatives in the Kingdom. The consultant's recommendations will include suggested amendments to Jordan's capital market laws, regulations and instructions; requirements for financial services companies to establish anti-money laundering programs; and proven methods to detect anti-money laundering violations and impose sanctions.

**U.S. SEC/NASD Training Programs in Jordan.**

The AMIR Program will work with the JSC, SEC and NASD to host the Market Regulation Program in 2005. This highly successful annual program attracts more than 100 participants from across the region.

**Corporate Governance Code.**

NASD consultants will work closely with the JSC, ASE, SDC and CBJ to discuss policy objectives and assess the status of corporate governance in Jordan. In addition, they will draft a Corporate Governance Code in accordance with the principles of the Organization for Economic Co-operation and Development (OECD), an international organization with members from 30 countries committed to fostering democratic government and the market economy. The consultants will also develop and deliver a corporate governance workshop to educate companies listed on the ASE about the importance and requirements of the new code. Corporate governance is particularly central to the health of developing economies and their stability. The enforcement of a Corporate Governance Code in Jordan will enhance transparency and fair trading in the market and lead to increased investor confidence.

**Investor Protection Fund Guidelines.**

In another step toward enhancing investor confidence in Jordan's capital market, NASD consultants will draft investor protection fund guidelines in cooperation with the JSC, ASE and SDC. The guidelines will be established and enforced to help protect investors from the insolvency of an individual investment firm or broker.

**Broker Audit Manual.**

NASD consultants, in close cooperation with Jordan's capital market institutions, will develop a Broker Audit Manual to outline effective audit policies and procedures and help ensure broker compliance with securities laws, regulations and instructions including anti-money laundering legislation. The manual will contain detailed audit requirements, frequency recommendations and appropriate methods of data analysis.

**Broker Compliance Officer Workshop.**

This workshop will define the roles and responsibilities of broker compliance officers participating in Jordan's capital market. Securities legislation will be reviewed and specific topics such as qualifications and licensing, sales practices and suitability, as well as broker-dealer advertising and sales communications will be presented. Officers will learn specific requirements for broker supervision; how to investigate and report concerns; and workshop presenters will discuss what actions may be taken when a violation is discovered.

**634 Central Bank, Bank Supervision Department.*****634.02 Bank Examinations and Supervisory Framework.***

On-site examinations and supervision are critical components of the CBJ's mandate to ensure the safety and soundness of Jordan's banks. The CBJ's Bank Supervision Department is evaluating the

benefits of implementing the FDIC's automated examination report format and associated examination documentation to provide consistency, comparability and improved examination results. FDIC will undertake the following:

*Enhance Bank Examinations:*

- Review current examination forms for consistency and thoroughness. Identify gaps from best practice. Suggest improvements as warranted.
- Review current examination policies, including scheduling, rotation, process and associated actions. Suggest improvements as warranted.
- Convert current Bank Examination Instruction Manual to FDIC's examination documentation, recommending changes, if any, to improve its effectiveness in assisting examiners in producing meaningful and timely examinations/inspections in Jordan.

*Develop and Deliver Workshop on Bank Examinations/Inspections:*

- Identify gaps in examination processes relative to international best practice, including data analysis.
- Develop materials and deliver training on application of new examination format and processes.

The FDIC assistance will be funded through an interagency agreement.

**634.08 Financial Intelligence Unit.**

The CBJ is establishing a Financial Intelligence Unit (FIU) to focus on anti-money laundering supervision and enforcement. The AMIR Program will work in close collaboration with the U.S. Treasury in helping the CBJ establish a FIU and train FIU staff. In addition, the AMIR Program may assist in procuring IT systems for the FIU.

**636 Housing Finance.**

**636.05 Securitization Law.**

The AMIR Program completed a comprehensive review of Jordan's existing legislation related to asset-backed, fixed-income securities. In cooperation with the JSC, government of Jordan agencies and other members of Jordan's securities industry, the AMIR Program will work to further clarify the legal changes required and draft the laws and regulations to permit the issuance and trading of asset-backed securities in the Kingdom. This will include preparation of a new collateralized bonds law and related workshops.

**640 - 659 Financial Markets Industry Development.**

**644 Government Bond Market Development.**

Work will include establishing a comprehensive program to develop the primary and secondary markets for bonds issued by the government. In close cooperation with and help from the U.S. Treasury Program in Jordan, AMIR will provide technical assistance to establish a legal and licensing framework for primary dealers, a modern public debt department, and open market operations. In addition, consultants will develop and deliver an extensive training program for CBJ staff and industry participants and provide technical assistance to implement a comprehensive investor education program.

**648 U.S. SEC/NASD Training Programs in Jordan.**

The AMIR Program will work with the JSC, SEC and NASD to host the Market Regulation Program in 2005. This highly successful annual program attracts more than 100 participants from across the region.



(Right to left) U.S. Embassy Chargé d'Affaires David Hale and Executive Chairman of the Jordan Securities Commission H.E. Dr. Bassam Saket present a certificate to the general manager of the Iraq Stock Exchange at the closing ceremony of the Market Regulation Program.

**660 - 689 Financial Markets IT Solutions.**

**664 Procurements.**

***664.16 Financial Intelligence Unit.***

The AMIR Program will consider the procurement of an IT system for anti-money laundering.

## V. ENHANCED COMPETITIVENESS INITIATIVE (ECI)

### A. INTRODUCTION

The goal of the Enhanced Competitiveness Initiative (ECI) is to enhance Jordan's national competitiveness through innovative, integrated public-private efforts focusing on priority challenges and leading to accelerated economic growth.

“Competitiveness” refers to Jordan's ability to create robust, sustained economic growth, while improving the quality of life of its citizens through employment creation, rising incomes, and other means. Improving competitiveness involves encouraging investment, developing enterprise, promoting exports, upgrading human resources, and creating a favorable environment for doing business, all in an effort to improve the productivity of local firms. It is an ongoing process that requires focused, sustained, and coordinated national efforts.

ECI contributes to the improvement of national competitiveness by integrating ongoing AMIR Program activities in the areas that are related to competitiveness, such as investment promotion, business development services, and business association development, in a way that will maximize their efficiency, effectiveness, and competitiveness impacts.

As we enter the final year of the AMIR Program, ECI will focus broadly on two objectives: first, making its best effort to achieve all of its result and indicator targets and secondly, exiting from its activities in a gradual, timely manner and ensuring the sustainability of those activities beyond the life of the AMIR Program and USAID support. These two themes are a common denominator in the entire component's planned activities.

It is important to note that two important changes have been made to the structure of ECI in the final year of the program. First, no regular, direct support to microfinance institutions will be offered in final year's work plan, as such support concluded the previous year. This is a reflection of the fact that the AMIR Program has completely achieved (and in most cases exceeded) its targets and fulfilled its obligations in this area, as all of the supported microfinance institutions have achieved full financial and operational sustainability. Second, no support to the tourism sector will be offered in the final year. This is due to the fact that the AMIR Program's notable successes in this area – especially the development, endorsement, and launch of the National Tourism Strategy 2004-10, as well as the development of a true public-private partnership for its implementation – have merited the support of an independent, USAID-funded project, which is scheduled to begin in summer 2005.

### B. SPECIFIC TASKS

#### **Business Association/Jordan Vision 2020 (BA/JV) Subcomponent.**

##### **7201 – 7209 BA/JV Administration.**

###### **7204 Long-Term Staff**

The following staff members will continue to work under the BA/JV Subcomponent.

- Randa Muasher, BA/JV Subcomponent Manager
- Muna Dahdaleh, Program Assistant

Muasher will manage all aspects and oversee the ongoing development and implementation of the subcomponent. Dahdaleh will continue to provide administrative support.

##### **7230 – 7249 Business Association Development.**

The AMIR Program has made great efforts over the past three years to support local business associations. This support began with such basics as the development of three-year strategic plans and organizational development programs, the introduction of effective governance practices, and efficient association structures, and the implementation of action plans. As associations have gained maturity, support has extended into conducting advocacy through public-private partnerships; contributing to the Jordanian economy through the provision of training and the development of management skills; and increasing networking opportunities with international counterparts in an effort to promote investment. As a result of this support, which has been extended to 16 business associations to date, business associations have emerged as the primary representatives of particular economic sectors and the coordination of private sector efforts in the face of global challenges.

Entering the final year of the AMIR Program, it is critical to ensure operational and financial sustainability, as well as the maturity of these business associations, so that the benefits of effective business associations are sustained in the future. Such should be done according to the best practices followed by their U.S. and international counterparts.

Accordingly, three major projects will be undertaken to build upon and ensure the sustainability of previous achievements: the establishment of an internationally-recognized business association accreditation program; the encouragement of financial sustainability through services development and enhanced membership; and institutionalizing public-private partnerships to enhance the private sector contribution to national enterprise policy formulation.

### **7230 Business Association Development.**

#### **7231 Implement Accreditation Program.**

The private sector now plays a more critical role in the Jordanian economy, especially with respect to competitiveness, exports, and investment. As representatives of the private sector, Jordan's business associations and non-governmental organizations (NGOs) have emerged as important advocates for market-friendly reforms to accelerate private sector-led economic growth. At the same time, they have begun to deliver valuable business development services to their members, including management training and networking, further increasing their value to the Jordanian economy.

Currently there is no means of verifying the competence of business associations in Jordan. Accreditation by a nationally-recognized accrediting body would enhance the credibility and effectiveness of business associations among constituents, as well as other stakeholders such as government and international counterparts. Furthermore, a sustainable accreditation program promises to sustain the contribution that the AMIR Program has made to the improvement of business associations by establishing a standard of excellence for associations according to international best practices and providing an incentive to achieve such excellence on an ongoing basis.

##### ***7231.1 Develop Association Program.***

An accreditation program manager will be hired to coordinate all efforts with the different parties that will be involved, including the Jordanian partner, the U.S. partner, and the team of consultants that will develop the program.

##### ***7231.2 Development of Accreditation Program.***

###### ***7231.2.1 Selection of U.S. Partner.***

Local and foreign consultants will be contracted to identify and select a Jordanian partner and a U.S. partner to form the institutional representation responsible for accrediting business associations and NGOs. The role of the Jordanian partner will be to host and administer the accreditation program. The role of the U.S. partner, which should be specified in a memorandum of understanding or other agreement with the Jordanian partner, will include training of the accreditation program auditors and the provision of the updated business association and NGO benchmarks, based on best practices in the United States.

#### *7231.2.3 Accreditation Application Development.*

Local and foreign consultants will also be contracted to develop the criteria that will be used as the basis for accreditation, as well as the standards that will be used to determine the level of maturity of the accredited organization. The inclusion of a measurement for level of maturity is intended to provide an incentive for continuous progress of business associations, even after initial accreditation.

#### *7231.2.4 Development of Website.*

A Website will be developed to publicize the accreditation program, and to offer a self-assessment tool for those associations that are interested in accreditation. This tool will allow associations to gauge their level prior to downloading the accreditation application from the website and paying the fees required for evaluation.

#### *7231.2.5 Implementation of 1<sup>st</sup> Accreditation Cycle.*

In the course the program's final year, it is hoped that the first cycle of accreditation will be initiated – marked by a launch event – and completed – marked by an award ceremony.

### ***7231.4 Strengthen Financial Sustainability***

The financial health of a business association enables it to better serve its members and supports the achievement of its goals. The two cornerstones of business association financial sustainability are for-fee services and membership dues. While the business associations with which the AMIR Program works have made notable improvements in these areas, some are still falling short of ambitions and expectations. For this reason, BA/JV will place special emphasis on these areas in its final year.

While most business associations have begun providing a variety services for a fee, they do not always do so profitably. Even if services are profitable, they generally cover only general and administrative expenses, and do not compensate for cost centers.

Accordingly, BA/JV will conduct training and provide technical assistance to business associations on the costing and pricing of services, which has been identified as one of the primary challenges that business associations face for profitable service delivery.

As mentioned above, the other major source of income for most business associations is membership dues. While most business associations have increased the size of their membership base over the past years, such growth has reached a plateau, and new efforts must be made to reach the next level.

Accordingly, BA/JV will conduct training and provide technical assistance to business associations on the costing and pricing of membership, which has been identified as one of the primary challenges that business associations face in developing attracting membership.

BA/JV will provide training in the area of sales and sales management, to strengthen the capabilities of membership officers to build a strong membership base. The training will also include other parties involved in membership development, such as the boards of directors.

BA/JV will develop and provide a customized membership information system to improve the ability of business associations to discover membership trends and identify member needs. These results, in turn, will enable associations to adapt and satisfy their members in a systematic and ongoing fashion.

#### ***7231.5 BAs Financial Sustainability Incentive Program.***

To encourage the implementation of the aforementioned practices and skills, which will be introduced early in the year, BA/JV will offer a special incentive program later in the year. The program consists of a competition for three mini-grants (the only grants that BA/JV will offer to business associations) to fund the development of the three most sustainable (i.e., over a period of three years), profitable, and value-added programs.

BA/JV will solicit concept papers from business associations, develop criteria for the selection of the best three programs, and award mini-grants for the implementation of those programs.

Furthermore, the three months after the mini-grants have been awarded, associations will report on their achievements. These achievements will also be evaluated, and the association undertaking the program with the best performance will be rewarded. The reward will take the form of a trip for the chief staff executive (the highest management post within business associations) and the most active board member of that association to the United States, in order to interact with their counterparts in leading U.S. associations, which will provide them with valuable hands-on experience and help them to establish strong links with international organizations in the same field. It is expected that this study tour will not only act as an additional incentive to participate in the competition, but will also strengthen the financial and institutional sustainability of the organization. Upon returning from this study tour, the two participants will share the lessons learned with other associations through a structured event, including a presentation and question/answer session.

### **7232 Strengthen Associations' Organizational Development.**

#### ***7232.3 Business Association Legal and Regulatory Environment.***

BA/JV will provide a limited amount of legal and regulatory technical assistance to ensure that business associations remain compliant with the law in light of the new services or membership packages that they may develop. This technical assistance will also ensure that associations successfully meet the new tax requirements and other regulations that are emerging as the result of government reform.

### **7238 Develop World-Class Association Executive Corps.**

#### ***7238.2 Support Association CEO's Attain International Association Management.***

In its effort to help Jordanian associations achieve international standards of operation, BA/JV will continue to support the Certified Association Executive (CAE) program for business association executives in cooperation with the American Society of Association Executives (ASAE). A total of eight participants in the program are eligible to sit the CAE examination. Four participants have already completed the online preparation course. The other four will complete it in summer 2005. All eight participants will sit for the certification examination in fall 2005.

### **7250 – 7253 Jordan Vision 2020.**

The aim of reinvigorating the Jordan Vision 2020 (JV2020) coalition is to create a private sector strategy for Jordan's economic growth by building on the successes achieved through the original phase of JV2020. In addition, this second phase adds a new sector-focus approach to the initiative.

Significant effort has been invested in achieving buy-in from the private sector to participate in the JV2020 initiative. Several sectoral strategies have reached the final stages of completion that will become part of the JV2020 phase II document to be presented to His Majesty as *the* private sector national strategy. This document will address the cross-cutting issues for government to consider when making changes to enhance the business environment and the private sector's role in that process. The document will be presented in an event acknowledging the coalition's achievements and the future integration of JV2020 with the Jordan Authority for Investment and Enterprise Development (JAED), which will become the institutional home for JV2020 after the end of the AMIR Program.

### **7252 Achieve Economic Consensus Strategy via JV 2020.**

#### ***7252.1 Support JV2020 Development.***

Through a no-cost extension of its grant to YEA, BA/JV will support the JV2020 Coordination Unit to complete the development and publication of the JV20200 phase II document. This includes the completion of the sectoral strategies that are currently being developed by various business associations, the distillation of key cross-cutting issues from those sectoral strategies, the publication of the document (editing, layout, and printing), and the presentation of the document to His Majesty King Abdullah II at a gala event. This event will not only mark the conclusion of the JV2020 2.0 process, but also the inauguration of the collaboration between JV2020 and JAED, as well as the integration of JV2020 with the government's National Agenda.

#### **7254 Integration of JV2020 with JAED.**

BA/JV will support the institutionalization of the JV2020 process (structured private sector input into public economic policy) by designing and supporting the establishment of standing advisory councils to address priority issues (for example, national competitiveness) on an ongoing basis and with a mandate from government. As a part of their design, these councils will receive secretarial services from JAED. BA/JV will build the capacity of JAED to serve in this capacity as secretariat, as well as to incorporate the vital private sector input that these councils provide as the basis for their national enterprise policy formulation. A fundamental aspect of this capacity building will be bringing together the members of the JV2020 Coordination Unit with their counterparts at JAED to exchange experiences and develop systems.

While most of this support will be conducted under the new YEA JV2020 grant, further support for the integration process will be provided through foreign consultants.

#### **7255 Support Continuity of Private Sector input to JAED.**

To enable the continuous flow of input from all members of the private sector regarding economic reform, BA/JV will support the establishment of an electronic bulletin board, as well as the conduct of quarterly plenary sessions. It is hoped that these secondary channels of communication will complement and complete the primary channels of communication that will be created by the standing advisory councils.

#### **7290 – 7295 BA/JV Grants.**

##### **7290 BMI/ECI Grants.**

*7290.1.3 BMI-PDG-JAB-001; 7290.4.3 BMI-PDG-YEA-002; 7290.4.4 BMI-PDG-YEA-003; 7290.8.2 ; 7290.16 Grants to JFBPW.*

It is expected that no-cost extensions will be granted to the following business associations. The award and focus of these no-cost extensions are still to be determined by the Grant Evaluation Committee meeting to be held in the second quarter of 2005.

1. Young Entrepreneurs Association (YEA) – PDG 002
2. YEA – PDG 003 (JV2020)
3. Jordan-American Business Association (JABA) – PDG 001
4. Jordan Intellectual Property Association (JIPA) – PDG 004
5. Jordan Garments, Accessories and Textiles Exporters' Association (JGATE) – PDG 005
6. Jordan Forum for Business and Professional Women (JFBPW) – PDG 001

*7290.4.5 ECI-PDG-YEA-005.*

In addition, a new grant is expected to be awarded to YEA, in order to institutionalize the support to the JV2020 process and coalition through the newly-established JAED. Such integration will be the cornerstone of the AMIR Program's exit strategy from this activity.

##### **7290.21 Financial Sustainability Grants.**

It is also expected that the three mini-grants for the financial sustainability incentive program described in section 7231.5.

**7290.22 BAs Excellence Support Grant.**

If Excellence, Inc. becomes ready to extend their services to Business Associations, the AMIR Program may consider financial support to Excellence, Inc. in form of a grant.

**Business Development Services (BDS) Subcomponent.**

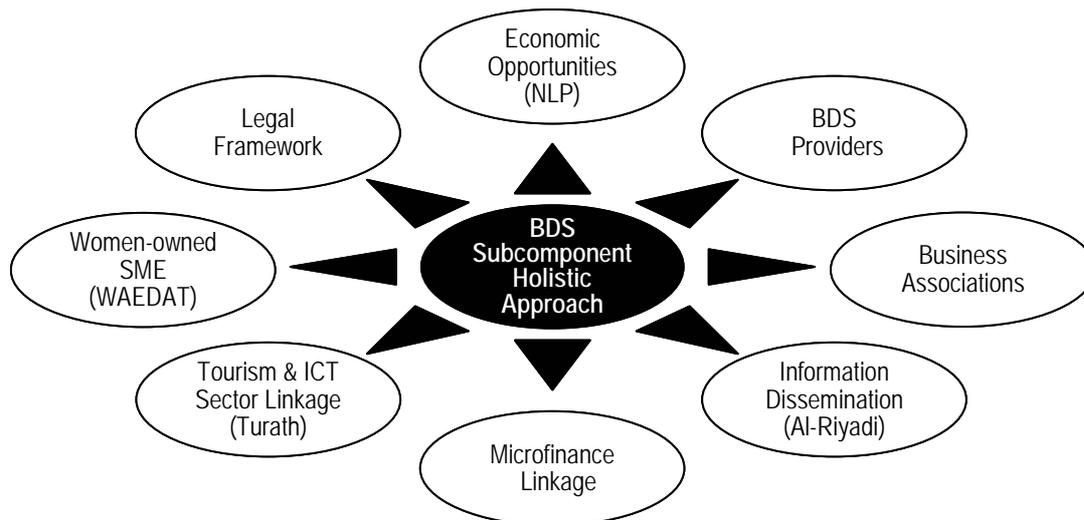
The BDS Subcomponent is setting a new standard for the business development services (BDS) market in Jordan. The programs supported by the BDS Subcomponent do not deliver aid and subsidies directly to beneficiaries. Instead, it focuses its resources on the sustainable development of the BDS sector and building the capacity of local BDS providers and facilitators to serve micro- and small-sized enterprises. These BDS providers, in turn, offer their development services for a fee, thereby ensuring sustainability and alignment with markets. Furthermore, the BDS Subcomponent has adopted a holistic and sustainable development approach to the sector. All of its interventions are based on a thorough study of the demand and supply forces in the BDS market, as well as sectoral studies that have identified sectors with high potential for growth. In addition, it approaches its work from a variety of perspectives, including legal, informational, and advocacy.



For example, the BDS Subcomponent has supported the legal framework for businesses by supporting to the streamlining of business licensing and registration in priority areas within selected municipalities, through the municipal licensing project. It has responded to the need of information by developing the Al-Riyadi website, which disseminates business-related information and offers legal counsel to enterprises and entrepreneurs. The website now receives an average of 25,000 hits

per month. The subcomponent has raised awareness of entrepreneurship in target communities by designing and conducting entrepreneurship forums to promote BDS and microfinance services through interactive theatre. It has contributed to increased economic opportunities by supporting the National Linkage Program (NLP), whereby small and medium enterprise (SME) suppliers are linked to large purchasers, including any business upgrading that is required to meet the purchasers' standards. Grants under the BDS Subcomponent have also been awarded to enable private projects to provide development services in specialized, under-served market segments. For example, the Turath Empowerment Program strengthens the skills of Jordanian artisans and micro-entrepreneurs through training, networking, and marketing channels. This program is currently working closely with National Tourism Strategy stakeholders to become the National Crafts Mall of Jordan. Similarly, the Women's Access to Entrepreneurial Development and Training (WAEDAT) contributes to Jordan's economic development by encouraging more women to enter the private sector and supporting the development of enterprises. Finally, the BDS Subcomponent provides direct capacity building to BDS providers through training or seminars, such as the BDS Conference 2005: Shaping Jordan's Industry with International Practices.

The following diagram illustrates the holistic approach of the BDS Subcomponent.



In the final year of the AMIR Program, the BDS Subcomponent will focus on its exit strategy. It will continue to deliver innovative activities, while building on its established successes to ensure the sustainability of all BDS programs and initiatives beyond AMIR Program support. Major activities will include the enhancement of the WAEDAT Program; assisting the Turath Empowerment Program to become a national focal point for the handicraft industry in line with the National Tourism Strategy and supporting its new export initiatives; completing the design of the National Linkages Program and providing sufficient technical assistance to ensure its operation in accordance with international best practice.

### **7301 – 7309 BDS Administration.**

#### **7304 Long-Term Staff.**

The following staff members will continue to work under the BDS Subcomponent.

- Suhair Khatib, BDS Subcomponent Manager
- Muna Dahdaleh, Program Assistant

Khatib will manage all aspects and oversee the development and implementation of the BDS Subcomponent. She will also provide support, as necessary, to the IVP Subcomponent. Dahdaleh will continue to provide administrative support focusing on the BDS and IVP Subcomponents.

### **7310 – 7329 Microfinance Institutional Development.**

#### **7318 Sustainable Microfinance Training Program.**

##### **7318.2 SMTP Advanced Course.**

An advanced course for managers and senior officers from the Microfinance and lending institutions where the successful trainees will be certified from the IBS and AMIR as Microfinance Specialists. The objective of this course is to provide them with a high level of knowledge and skills necessary to successfully implement and manage sustainable microfinance programs in Jordan and other Arab Countries.

### **7330 – 7349 Business Development Services.**

#### **7339 National Linkages Program.**

##### **7339.1 Staff Support.**

BDS will continue to support the salaries of NLP staff until March 31, 2006, namely Riyadh Al-Khatib, program director; Rima Qaisi, executive officer; and Mohammad Nejem, executive officer. At that point, the staff will be absorbed into the Jordan Upgrading and Modernisation Programme (JUMP), as already with JUMP.

### ***7339.2 Capacity Building.***

#### *7339.2.2 National Linkage Program Implementation Support.*

#### *7339.2.5 National Linkage Program Strengthening.*

BDS will complete its program of capacity building and technical support to the NLP to ensure its successful implementation going forward. This will include periodic reviews and assessments of program progress.

### ***7339.4 Communication.***

BDS will continue its support for the implementation of the NLP communications strategy to ensure that the program receives the communications exposure that it requires for success.

### ***7339.6 Small Scale Enterprise Linkage Pilot Program.***

BDS will complete its program of capacity building and technical support to the small-scale enterprise pilot project in Zarqa, which is being undertaken in collaboration with the Zarqa Chamber of Industry, to ensure its successful implementation. This will include periodic reviews, as well as the formulation of recommendations to replicate the program in other regions.

### ***7339.7 NLP Program Implementation.***

BDS will continue to provide the general logistical support that is required by the NLP, including arranging company audit visits outside Amman.



Representatives from USAID, the AMIR Program and the National Linkages Program plan for the start of the National Linkages Program.

***7362 Microenterprise Public Awareness Media Campaign.***

BDS will sponsor three additional Entrepreneurs Forums. General geographic expansion and outreach to disadvantaged areas, as well as outreach to university communities, will be taken into consideration when selecting the locations. Currently, the proposed locations are Ajloun, Wadi Mousa, and Azraq.

BDS will also make an arrangement with a suitable organizations or group of organizations to continue the series of Entrepreneurs Forums in the future. Currently, the proposed organizations include the microfinance institutions and YEA.

***7362.2.2 Entrepreneurs Forum Follow-up.***

BDS will contract a local consultant to conduct an overall impact assessment of the Entrepreneur Forums and formulate recommendations for their improvement. These recommendations will be shared with the organization(s) that is (are) expected to continue the Entrepreneurs Forums, in order for them to improve the forums going forward.

**7380 – 7389 General Training.**

The BDS Subcomponent will provide a series of general training modules to BDS providers and facilitators to enhance their capabilities to deliver BDS services to their beneficiaries.

***7380.9 Event Management: Protocol and Seating Plans.***

The objective of this training module is to introduce best practices in event protocol to BDS providers, including WAEDAT and Turath staff.

***7380.11 Event Evaluation.***

The objective of this training module is to sharpen the skills of BDS providers, including WAEDAT and Turath staff, in event evaluation, covering such issues as event definition, purpose, benefit, type, and timing.

***7380.13 Media and Communications TOT.***

The objective of this training is to train WAEDAT and Turath trainers in the areas of media and communication, in order for them to deliver the training to the beneficiaries of their programs going forward. The training module was developed and will be delivered by the AMIR Program Communications Department. The communications training module covers the development and implementation of a communications strategy, as well as effective writing. The media training module covers the techniques and skills to develop good relations with the media and how to develop and implement a media plan.

***7380.15 Executive Management Training.***

The objective of this training is to teach BDS providers, including WAEDAT and Turath staff, executive management skills, including strategic planning, crisis management, time management, resource management, project management, and finance for non-financial managers. By enhancing the capabilities of the management staff within these organizations, it is hoped that this training will contribute to their development and sustainability.

***7380.16 WAEDAT Business Woman of the Year.***

BDS will provide assistance to design, develop, and establish the annual WAEDAT Business Woman of the Year award. The AMIR Program will host the first award ceremony at the end of the program year. Afterwards, the award will be incorporated into and administered by WAEDAT. It is expected that this award will promote female entrepreneurship, as well as the WAEDAT program itself.

**7390 – 7395 BDS Grants.****7391 BDS Grants.**

***7391.2 WAEDAT Jordanian Grant.***

BDS expects to provide grant support to WAEDAT under a no-cost extension until March 30, 2006. WAEDAT will use this extension to expand its geographic coverage to new governorates, including Aqaba, Karak, and Balqa, and to increase its number of target clients from 100 to 250, due to higher than expected demand. In addition, WAEDAT will use this extension to complete some tasks, which were originally programmed for the 2004 – 2005 work plan year, but postponed until the final year due to its intensive focus on completing the program design and testing with AMIR Program subcontractor Making Cents within the original timeframe of its subcontract.

***7391.4 BDS-Seven Dimensions Company.***

BDS expects to provide grant support to the Turath Empowerment Program, which is administered by Seven Dimensions, under a no-cost extension until November 30, 2005. Building on its successes to date, Seven Dimensions will expand the scope of Turath and provide the following additional services.

- Implement a marketing strategy to enhance the image of Turath and to brand the project, similar to WAEDAT.
- Focus on marketing efforts to improve sales results.
- Provide design consultancy services to establish a “Made in Jordan” labeled product for both local and export markets.
- Expand the project’s geographic coverage to include two new regions south of Amman.
- Develop cost and fee structures for the provided services to ensure sustainability.
- Improve the design/marketing office services to ensure sustainability.
- Establish the project’s virtual mall and the national handcraft mall, in line with the National Tourism Strategy.
- Continue efforts to establish linkages with other programs, such as the one already established with the WAEDAT Program.

**Investment Promotion (IVP) Subcomponent.****7501 – 7509 IVP Administration.**

The Investment Promotion (IVP) Subcomponent assists the government of Jordan to improve Jordan’s national competitiveness by delivering international best practice solutions to improve the structures and capacities of key government institutions and the environment in which companies do business.

In fiscal year 2005, IVP focused its efforts on working with Dr. Halaïqa to shape his proposed institutional framework into one that is more aligned with international best practice. This was achieved through dedicated legal support, as well as leading the minister along with his official delegation on a study tour to Ireland in August 2004 to examine the Irish model first hand. Soon thereafter, however, Dr. Halaïqa was replaced as Minister of Industry and Trade in October 2004 by His Excellency Dr. Ahmed Hindawi. Dr. Hindawi expressed his interest in moving rapidly to implement the framework reforms for the investment institutions, while simultaneously reaching a consensus on the specific framework to be implemented. In December 2004, the Council of Ministers appointed JAED’s board of directors and chief executive officer. In response, IVP provided initial support, including senior advisory services, three full-time local consultants, legal services, and commodity support, for the CEO to begin establishing JAED. In February 2005, IVP also led the CEO on a study tour to examine the Irish experience first hand.

In April 2005, Dr. Hindawi was replaced as Minister of Industry and Trade by His Excellency Sharif Ali Zubi.

In final program year, IVP intends to focus its activities on the establishment of JAED, as well as the restructuring of JIB. In addition, the IVP plans to push forth with other projects that will contribute to enhancing Jordan's competitiveness in attracting and retaining investments, in order to achieve its results and indicators.

#### **7504 Long-Term Staff.**

The following staff members will continue to work under the IVP Subcomponent.

- Brad Fusco, Team Leader
- Mohamad Al-Ississ, IVP Subcomponent Manager

Fusco will provide overall management, coordination, and oversight of ECI. Al-Ississ will manage all aspects and oversee the ongoing development and implementation of the IVP Subcomponent.

#### **7510 – 7529 Investment Promotion.**

##### **7511 JAED.**

In fiscal year 2006, IVP plans to furnish JAED with the following comprehensive support required to complete the institutional set-up and organizational development of JAED.

##### **7511.3 Strategic Planning.**

- Benchmark JAED against international best practice
- Support the development of the JAED strategic plan, including its budget request for 2006

##### **7511.5 Communications Support.**

Support the implementation of the JAED communication strategy.

##### **7511.6 Organizational development.**

- Design the JAED monitoring and evaluation division
- Human resource development
- Support the recruitment of qualified staff

##### **7511.7 Capacity Building.**

Build the capacity of JAED staff to ensure that it is able to execute its functions effectively.

#### **7512 Investment & Export Development Research & Policy.**

##### **7512.2 Investment Incentives.**

In June 2003, Jordan passed Interim Law No. (68) for the Year 2003: The Investment Law which replaces The Investment Promotion Law of 1995.

In fiscal years 2004 and 2005, IVP completed three major studies on behalf of the Minister of Industry and Trade to serve as the basis for the regulation required by the Investment Law. The first study evaluates the existing incentives program, and recommends a new program, which promises greater effectiveness and efficiency by replacing the current, selective income tax reductions with universal accelerated depreciation and the current, selective capital good duty exemptions with universal capital good duty exemption. The second study looks at non-fiscal incentives that are available to attract investment whether Jordan should offer additional incentives to compensate for its volatile geopolitical environment. The third study focuses on the non-incentive aspects of the law, such as investor guarantees and arbitration procedures. In addition, IVP has provided legal services to redraft the Investment Law and other relevant legislation to reflect the recommendations of the three studies.

##### *7512.2.4 Investment Incentives Implementation.*

In fiscal year 2006, IVP intends to complete its work in the area of investment law by providing the government with the comprehensive support required to implement the recommendations of the three studies. Following is a description of the expected elements of that support.

**Capital Goods Guideline.** IVP will assist the Ministry of Finance (MOF), especially the Jordan Customs Department (JCD), and the Ministry of Industry and Trade (MIT), especially JIB, to develop and publish a guideline identifying those goods that qualify as capital goods and are thus eligible for duty-free import.

**Dispute Resolution Mechanism.** IVP will assist the MOF (especially the JCD) and the MIT to develop and implement a transparent, equitable, and efficient mechanism whereby investors importing capital goods can resolve disputes with the JCD regarding the decisions it makes about the nature of imported goods (i.e., capital or non-capital goods).

**Expense Election Determination.** IVP will assist the MOF (especially the Income Tax Department) and the MIT to determine an appropriate level for the small- and medium-sized enterprise expense election on capital investment offered by the recommended program of investment incentives.

**Income Tax Department Capacity Building.** IVP will provide the Income Tax Department with the training to process tax returns claiming the 20 percent accelerated depreciation and small- and medium-sized enterprise expense election offered by the recommended program of investment incentives.

**JIB Training.** IVP will provide JIB with the support that it requires to promote the conditions and benefits of the recommended program of investment incentives accurately and effectively.

**Public Awareness Campaign.** IVP will assist the MOF (especially the JCD) and the MIT (especially JIB) in publicizing the conditions and benefits of the recommended program of investment incentives accurately and effectively.

#### ***7512.4 National Enterprise Strategy.***

In late 2004, the Minister of Industry approached the AMIR Program to assist him in developing national industrial, trade, and investment strategies. In response, the AMIR Program proposed developing a unified national *enterprise* strategy, as per the model Irish experience in this area. When the National Agenda initiative emerged shortly thereafter, including its investment related pillars, the need for coordinating the National Enterprise Strategy with the National Agenda became apparent. The Government Performance Directorate at the Prime Ministry and MIT finally agreed that the National Agenda will take precedence. After reviewing the outcomes of the National Agenda in the investment area, IVP will consider the need for additional support to develop a more detailed strategy to advance those outcomes.

#### **7513 Investment & Export Promotion.**

##### ***7513.1 Support to JIB.***

In final program year 2006, IVP will support the JIB in developing its organization to reflect its new role as per the JAED initiative and according to international best practice.

##### ***7513.1.6 Capacity Building.***

IVP will endeavor to build the capacity of JIB personnel to empower them to undertake their responsibilities effectively.

#### **7515 Trade and Investment Information (ICTI 432.14).**

If Jordan's investment promotion and enterprise development entities are to perform at the level of international best practice, accurate and timely data with which to make effective policy decisions

must be available. In fiscal year 2004, ICTI and the IVP Subcomponent took the first steps to create an integrated trade and investment information system to accomplish this. These steps have included the completion of a pilot project with a sample data set from sample entities. This pilot project has revealed the issues involved in developing an integrated trade and investment information system, proven the benefits of the concept (“proof of concept”), and yielded both a replicable data governance structure and a detailed project plan for post-pilot implementation. In 2005, IVP has worked on bringing the involved external parties to the table under the championship of MIT.

In the final program year, ICTI and IVP plan to expand on the pilot project to create a data governance model according to the ISO 11179 standard. In light of the frequent leadership changes at MIT and the resulting delays, ICTI and IVP will seek to advance the project rapidly. A dedicated project manager for this initiative will be hired to ensure that the implementation process is moving forward on timely bases. The tasks for this project will be funded from the ICTI budget, while IVP will provide technical input. Please refer to task 432.14 in the ICTI narrative for details.

#### **7516 Investment Facilitation.**

In 2004, PSPI collaborated with MEI and ICTI to implement two pilot projects to improve the licensing process for establishing and operating a business at the municipal level. These projects have resulted in more simple and rapid procedures in priority business areas at both the Wadi Seer municipality (part of the Greater Amman Municipality) and the Madaba municipality. They have also yielded a municipal licensing reform model that can be replicated in other locations. At the same time, IVP designed a similar project to improve the licensing process for establishing and operating a business at the ministerial level.

##### ***7516.1 Business Licensing Reform.***

In the final program year, IVP intends to undertake a pilot project to improve the licensing process to establish and operate a business at the ministerial level. This project will focus on the licensing of investments in hotels and accommodations facilities. Upon the completion of this pilot project, IVP will develop an e-government solution to streamline the business licensing process for investments in this area. To ensure the project maintains its momentum, IVP will hire a dedicated manager for this initiative. In the course of this pilot project, IVP will identify an appropriate government counterpart to roll out the reform process that is developed to other priority economic activities. IVP will build the capacity of that counterpart and fully transfer the know-how of its technical team, in order to ensure the sustainability of the activity.

##### ***7516.2 Investment Facilitation.***

In fiscal year 2006, IVP will improve the investment facilitation approach through developing standard operating procedures based on international best practice and building the capacity of the implementing staff.

##### ***7516.3 Investment Facilitation Aftercare.***

In fiscal year 2006, IVP will improve the investment facilitation aftercare through developing standard operating procedures based on international best practice and building the capacity of the implementing staff.

**Annex A**  
**Work Plan Gantt Charts**

# **General Administrative**

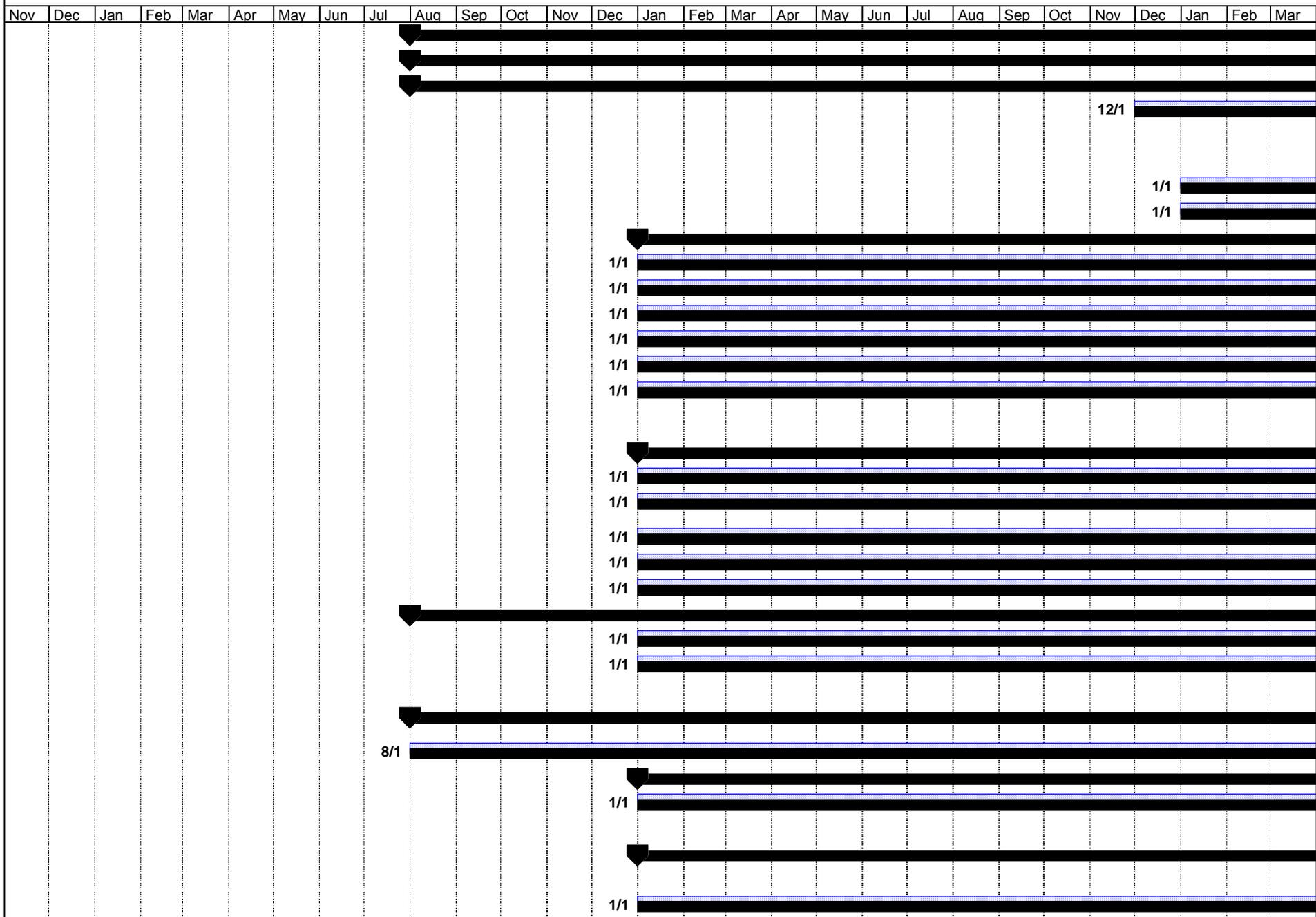
ID		Task Name	Start	Finish	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
1		<b>100 General Administrative</b>	<b>Thu 8/1/02</b>	<b>Mon 7/31/06</b>										
2	✓	<b>101-104 AMIR Program Administration</b>	<b>Thu 8/1/02</b>	<b>Mon 7/31/06</b>										
3	✓	<b>104 Long Term Staff</b>	<b>Thu 8/1/02</b>	<b>Mon 7/31/06</b>										
4	✓	DBA Est. Premiums (2004-2006)	Mon 12/1/03	Fri 12/2/05										
5	✓	Potential Staff Increases LT Loc Prof	Wed 2/1/06	Mon 7/31/06										
6	✓	Potential Staff Increases LT Loc Support	Wed 2/1/06	Mon 7/31/06										
7	✓	Travel, Regional & In-country	Thu 1/1/04	Mon 7/31/06										
8	✓	Overtime of LT Staff	Thu 1/1/04	Mon 7/31/06										
9	✓	<b>104.01 General Management</b>	<b>Wed 1/1/03</b>	<b>Mon 7/31/06</b>										
10	✓	Program Director/COP (S. Wade)	Wed 1/1/03	Mon 7/31/06										
11	✓	PA & Grants Manager (R. Sherwood)	Wed 1/1/03	Mon 7/31/06										
12	✓	Assistant Project Administrator (R. Hattar)	Wed 1/1/03	Mon 7/31/06										
13	✓	Program Assistant (W. Qassis)	Wed 1/1/03	Mon 7/31/06										
14	✓	Senior Special Projects Manager (S. Aulbach)	Wed 1/1/03	Mon 7/31/06										
15	✓	Receptionist and Administrative Assistant (N. Bashiti)	Wed 1/1/03	Mon 7/31/06										
16	✓	Property Manager (A. Al-Aloul)	Sat 1/1/05	Mon 7/31/06										
17	✓	<b>104.02 Training Team</b>	<b>Wed 1/1/03</b>	<b>Mon 7/31/06</b>										
18	✓	Training & Events Manager (S. Qadoura)	Wed 1/1/03	Mon 7/31/06										
19	✓	Training & Events Administrative Assistant (D. Mansour)	Wed 1/1/03	Mon 7/31/06										
20	✓	Training & Events Coordinator (R. Khyami)	Wed 1/1/03	Mon 7/31/06										
21	✓	Training & Events Coordinator (A. Sawalha)	Wed 1/1/03	Mon 7/31/06										
22	✓	Training & Events Coordinator (T. Bakeer)	Wed 1/1/03	Mon 7/31/06										
23	✓	<b>104.03 Communications Team</b>	<b>Thu 8/1/02</b>	<b>Mon 7/31/06</b>										
24	✓	Public Relations Specialist (R. Abu Sharar)	Wed 1/1/03	Mon 7/31/06										
25	✓	Public Relations Specialist (S. Mubaideen)	Wed 1/1/03	Mon 7/31/06										
26	✓	Public Relations Specialist (S. Balkar)	Sun 12/5/04	Wed 5/31/06										
27	✓	<b>104.03.01 Long Term Local Support Staff_AI Jidara</b>	<b>Thu 8/1/02</b>	<b>Mon 7/31/06</b>										
28	✓	D/Provision of Long Term Local Support	Thu 8/1/02	Mon 7/31/06										
29	✓	<b>104.04 Finance Team</b>	<b>Wed 1/1/03</b>	<b>Mon 7/31/06</b>										
30	✓	Accountant (M. Shabaan)	Wed 1/1/03	Mon 7/31/06										
31	✓	Chief Accountant (M. Jallad)	Mon 11/1/04	Mon 7/31/06										
32	✓	<b>104.05 IT Team</b>	<b>Wed 1/1/03</b>	<b>Mon 7/31/06</b>										
33	✓	IT Assistant (R. Al-Shishani)	Tue 2/1/05	Mon 7/31/06										
34	✓	IT Department Manager (A. Nimer)	Wed 1/1/03	Mon 7/31/06										

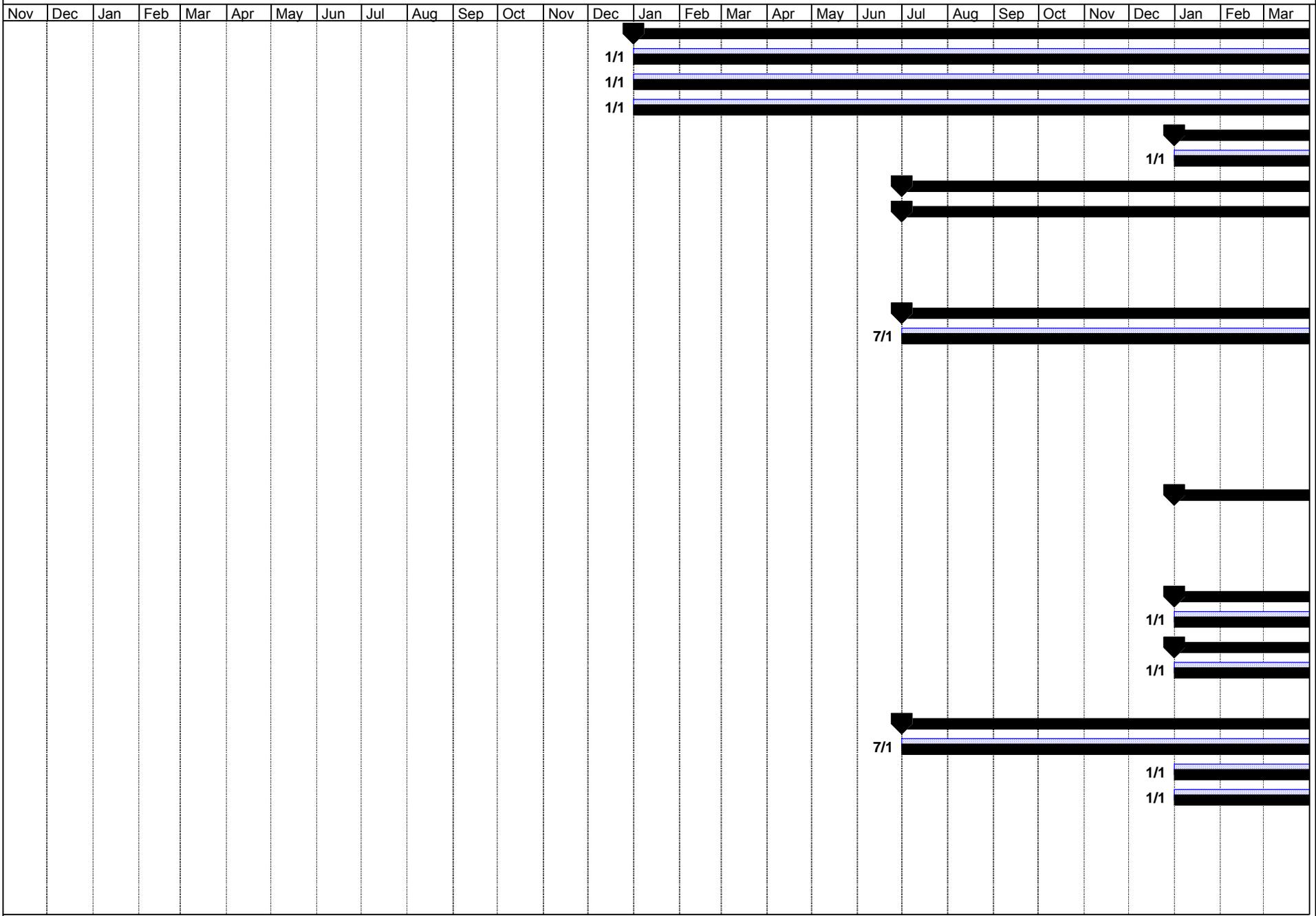
ID		Task Name	Start	Finish	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
35	✓	<b>104.06 Drivers</b>	<b>Wed 1/1/03</b>	<b>Mon 7/31/06</b>										
36	✓	Driver (Z. Jwainat)	Wed 1/1/03	Mon 7/31/06										
37	✓	Driver (F. Abu Nofal)	Wed 1/1/03	Mon 7/31/06										
38	✓	Driver (K. Shrouf)	Wed 1/1/03	Mon 7/31/06										
39	✓	<b>104.07 Office Cleaning Crew</b>	<b>Thu 1/1/04</b>	<b>Mon 7/31/06</b>										
40	✓	D/Office Cleaning Crew 2004-2006	Thu 1/1/04	Mon 7/31/06										
41		<b>105-109 General Administration</b>	<b>Tue 7/1/03</b>	<b>Mon 7/31/06</b>										
42		<b>105 General Administrative</b>	<b>Tue 7/1/03</b>	<b>Mon 7/31/06</b>										
43	☐	<b>105.01 ST TA for Overall Programmatic Support</b>	Mon 8/1/05	Tue 5/30/06										
44	☐	Overall Programmatic Support	Mon 8/1/05	Tue 5/30/06										
45	✓	105.01.01 Review of Exit Strategies	Wed 2/1/06	Tue 2/28/06										
46	✓	<b>105.05 HO Support</b>	<b>Tue 7/1/03</b>	<b>Mon 7/31/06</b>										
47	✓	F/Intermittent Support from HO Contracts and Procurement Departments	Tue 7/1/03	Mon 7/31/06										
48	✓	<b>105.05.05 HO Support during COP and PA Absence</b>	<b>Thu 12/1/05</b>	<b>Sat 12/31/05</b>										
49	✓	F/ HO Support during COP and PA Absence	Thu 12/1/05	Sat 12/31/05										
50	✓	<b>105.05.06 HO Support</b>	<b>Thu 11/3/05</b>	<b>Wed 11/30/05</b>										
51	✓	F/ ST Overall Administrative and Coordination Support	Thu 11/3/05	Wed 11/30/05										
52	✓	<b>107 General AMIR Office Procurements</b>	<b>Thu 1/1/04</b>	<b>Mon 7/31/06</b>										
53	✓	<b>107.1 IT Procurements</b>	<b>Sat 1/1/05</b>	<b>Mon 7/31/06</b>										
54	✓	Computer Equipment 2005-2006	Sat 1/1/05	Mon 7/31/06										
55	✓	Leased Line Service Aug 05 - Jul 06 (ISP and JTC)	Mon 8/1/05	Tue 8/2/05										
56	✓	<b>107.2 Non-IT Procurements</b>	<b>Thu 1/1/04</b>	<b>Mon 7/31/06</b>										
57	✓	Office Equipment/Furniture 2004-2006	Thu 1/1/04	Mon 7/31/06										
58	✓	<b>108 Expendable Supplies</b>	<b>Thu 1/1/04</b>	<b>Mon 7/31/06</b>										
59	✓	Annual Newspapers Subscription	Thu 1/1/04	Mon 7/31/06										
60	✓	Expendable Supplies 2005-2006	Sat 1/1/05	Mon 7/31/06										
61	✓	<b>109 General Office Costs</b>	<b>Tue 7/1/03</b>	<b>Mon 7/31/06</b>										
62	✓	Office Rent and Utilities	Tue 7/1/03	Mon 7/31/06										
63	✓	AMIR Office Costs	Thu 1/1/04	Mon 7/31/06										
64	✓	Computer and Software Maintenance 2004-2006	Thu 1/1/04	Mon 7/31/06										
65	✓	<b>110-114 Financial Management</b>	<b>Thu 12/1/05</b>	<b>Mon 1/30/06</b>										
66	✓	<b>110 Financial Management</b>	<b>Thu 12/1/05</b>	<b>Mon 1/30/06</b>										
67	✓	<b>110.01 Audits</b>	<b>Thu 12/1/05</b>	<b>Thu 12/22/05</b>										
68	✓	F/ Accounting Records and Systems Audit	Thu 12/1/05	Thu 12/22/05										

ID		Task Name	Start	Finish	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
69	✓	<b>110.03 Support to local organizations across components</b>	<b>Wed 1/4/06</b>	<b>Mon 1/30/06</b>										
70	✓	Support to local organizations across components	Wed 1/4/06	Mon 1/30/06										
71	✓	<b>115-119 Personnel Development</b>	<b>Sun 11/20/05</b>	<b>Wed 2/8/06</b>										
72	✓	<b>115 Personnel Management</b>	<b>Sun 11/20/05</b>	<b>Wed 2/8/06</b>										
73	✓	<b>115.02 Staff Training</b>	<b>Sun 11/20/05</b>	<b>Wed 2/8/06</b>										
74	✓	<b>115.02.02 Personnel Development</b>	<b>Sun 11/20/05</b>	<b>Wed 2/8/06</b>										
75	✓	TCT/Regional Accounting Training	Sun 2/5/06	Wed 2/8/06										
76	✓	IC/ Specialized Skills Training	Sun 11/20/05	Tue 11/22/05										
77	✓	<b>120-124 Work Plan Development</b>	<b>Mon 8/1/05</b>	<b>Wed 8/31/05</b>										
78	✓	<b>120 Work Plan Development</b>	<b>Mon 8/1/05</b>	<b>Wed 8/31/05</b>										
79	✓	<b>120.4 Year Four Workplan (2006)</b>	<b>Mon 8/1/05</b>	<b>Wed 8/31/05</b>										
80	✓	Team-Building for AMIR Staff, Subs, and USAID	Mon 8/1/05	Wed 8/31/05										
81	✓	Work Plan Presentations to Staff and Subs	Mon 8/1/05	Wed 8/31/05										
82	✓	<b>125-129 MM&amp;E Development</b>	<b>Mon 9/15/03</b>	<b>Mon 7/31/06</b>										
83	✓	<b>125 MM&amp;E Development</b>	<b>Mon 9/15/03</b>	<b>Mon 7/31/06</b>										
84	✓	<b>125.02 MM&amp;E Upgrade</b>	<b>Mon 9/15/03</b>	<b>Mon 7/31/06</b>										
85	✓	<b>125.2.2 MM&amp;E2 - Application Design and Development</b>	<b>Mon 9/15/03</b>	<b>Mon 7/31/06</b>										
86	✓	<b>125.2.2.1 MM&amp;E2 Application Maintenance</b>	<b>Mon 9/15/03</b>	<b>Mon 7/31/06</b>										
87	✓	F/MM&E2 Application Maintenance	Mon 9/15/03	Mon 7/31/06										
88	✓	<b>125.2.6 Contractor Evaluation Module</b>	<b>Thu 7/21/05</b>	<b>Wed 8/24/05</b>										
89	✓	Contractor Evaluation Module	Thu 7/21/05	Wed 8/24/05										
90	✓	<b>125.04 MM&amp;E Performance &amp; Impact Monitoring System</b>	<b>Tue 5/3/05</b>	<b>Wed 8/31/05</b>										
91	✓	Monitoring and Evaluation in MME2	Tue 5/3/05	Wed 8/31/05										
92	✓	<b>125.05 MM&amp;E2 Reports</b>	<b>Fri 7/15/05</b>	<b>Wed 8/31/05</b>										
93	✓	<b>125.05.01 Invoice Reconciliation</b>	<b>Fri 7/15/05</b>	<b>Wed 8/31/05</b>										
94	✓	F/ Reconciliation Report	Fri 7/15/05	Wed 8/31/05										
95	✓	<b>130 Grant Management</b>	<b>Wed 10/5/05</b>	<b>Wed 10/12/05</b>										
96	✓	<b>130.02 AMIR Grants Audit</b>	<b>Wed 10/5/05</b>	<b>Wed 10/12/05</b>										
97	✓	Annual Grants Audit FY 2005	Wed 10/5/05	Wed 10/12/05										
98	✓	<b>140 Public Awareness &amp; Communications</b>	<b>Tue 2/1/05</b>	<b>Mon 7/31/06</b>										
99	✓	<b>140.06 Communications Training</b>	<b>Tue 8/30/05</b>	<b>Fri 12/16/05</b>										
100	✓	IC/Communications Training	Tue 8/30/05	Wed 8/31/05										
101	✓	IC/Communications Training	Thu 12/15/05	Fri 12/16/05										
102	✓	<b>140.07 Photographer</b>	<b>Tue 2/1/05</b>	<b>Sat 4/1/06</b>										

ID		Task Name	Start	Finish	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
103	✓	Photographer	Tue 2/1/05	Sat 4/1/06										
104	✓	<b>140.08 Program Writer and Editor</b>	<b>Fri 7/15/05</b>	<b>Mon 7/31/06</b>										
105	✓	140.08.06 Writer / Editor - QR4-2005	Sun 1/15/06	Wed 2/15/06										
106	✓	140.08.08 Writer / Editor - QR2-2006	Sat 7/1/06	Mon 7/31/06										
107	✓	140.08.10 Writer / Editor - Success Stories	Sun 1/1/06	Wed 3/1/06										
108	✓	140.08.04 Writer / Editor - QR2-2005	Fri 7/15/05	Mon 8/15/05										
109	✓	140.08.05 Writer / Editor - QR3-2005	Sat 10/15/05	Tue 11/15/05										
110	✓	140.08.09 Writer / Editor - Success Stories	Mon 8/1/05	Thu 9/15/05										
111	✓	<b>142.02 AMIR Website</b>	<b>Fri 4/1/05</b>	<b>Mon 7/31/06</b>										
112	✓	<b>142.02.03 AMIR Website updating</b>	<b>Mon 8/1/05</b>	<b>Mon 7/31/06</b>										
113	✓	AMIR Website Updating	Mon 8/1/05	Mon 7/31/06										
114	✓	<b>142.02.06 AMIR Website Hosting</b>	<b>Fri 4/1/05</b>	<b>Mon 7/31/06</b>										
115	✓	AMIR Website Hosting	Fri 4/1/05	Fri 3/31/06										
116	✓	AMIR Website Hosting	Sat 4/1/06	Mon 7/31/06										
117	✓	<b>150 Reporting</b>	<b>Sat 1/1/05</b>	<b>Mon 7/31/06</b>										
118	✓	<b>150.1 Quarterly Reporting</b>	<b>Sat 1/1/05</b>	<b>Mon 7/31/06</b>										
119	✓	Web-enabled Quarterly Reporting for Year 2006	Sun 1/1/06	Mon 7/31/06										
120	✓	Web-Enabled Quarterly Reporting for Year 2005	Sat 1/1/05	Sat 12/31/05										
121	✓	<b>160 General Administrative Training and Events</b>	<b>Sun 4/17/05</b>	<b>Wed 3/22/06</b>										
122	✓	<b>160.01 Training and Events Support</b>	<b>Sun 4/17/05</b>	<b>Sat 12/31/05</b>										
123	✓	General Support to Training Department	Sun 4/17/05	Sat 12/31/05										
124	✓	<b>160.02 Training Materials Editor</b>	<b>Wed 2/15/06</b>	<b>Wed 3/22/06</b>										
125	✓	English Editing for Evaluation Training Course	Wed 2/15/06	Tue 2/21/06										
126	✓	English Editing for Registration Training Course	Wed 3/15/06	Wed 3/22/06										
127	✓	<b>160.04 Training and Events Publications</b>	<b>Wed 3/15/06</b>	<b>Wed 3/22/06</b>										
128	✓	Arabic Translation for Registration Materials	Wed 3/15/06	Wed 3/22/06										
129	✓	Arabic Translation for Evaluation Materials	Wed 3/15/06	Wed 3/22/06										
130	✓	<b>160.05 Event Management Software</b>	<b>Sun 1/15/06</b>	<b>Mon 1/16/06</b>										
131	✓	EMS Demo to AMIR Partners	Sun 1/15/06	Mon 1/16/06										
132	✓	<b>170 AMIR Program Close-out</b>	<b>Sun 5/1/05</b>	<b>Mon 7/31/06</b>										
133	✓	<b>171 Final Reports</b>	<b>Sun 1/1/06</b>	<b>Mon 7/31/06</b>										
134	✓	D/ M&E Final Assessment	Sat 4/1/06	Wed 5/24/06										
135	✓	Final Report - Design / Printing	Mon 5/1/06	Mon 7/31/06										
136	✓	Final Report - Writing / Editing	Sat 4/1/06	Mon 7/31/06										
137	✓	Final Report - CD Production	Sat 7/1/06	Mon 7/31/06										

ID		Task Name	Start	Finish	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
138		Final Report - Photography	Sun 1/1/06	Fri 6/30/06										
139		<b>172 General Support</b>	<b>Sun 5/1/05</b>	<b>Mon 7/31/06</b>										
140		D/ Accounting and Scanning Clerk	Sun 5/1/05	Mon 7/31/06										
141		D/ Short-term Support for Disposition	Mon 5/1/06	Mon 7/31/06										
142		D/ Audit and File Clerk	Sun 1/1/06	Mon 7/31/06										
143		General Office Costs	Thu 6/1/06	Mon 7/31/06										
144		F/ HO Support for Close out	Wed 3/1/06	Fri 6/23/06										
145		<b>173 Audits</b>	<b>Mon 5/1/06</b>	<b>Thu 6/15/06</b>										
146		<b>173.1 Grants</b>	<b>Thu 6/8/06</b>	<b>Thu 6/15/06</b>										
147		Final Grants Audit FY 2006	Thu 6/8/06	Thu 6/15/06										
148		<b>173.2 Accounting</b>	<b>Mon 5/1/06</b>	<b>Wed 5/31/06</b>										
149		F/ Review of Accounting Procedures before Close out	Mon 5/1/06	Wed 5/31/06										
150		<b>174 MME2</b>	<b>Wed 7/12/06</b>	<b>Wed 7/19/06</b>										
151		MME2 Data and Documents Transfer	Wed 7/12/06	Wed 7/19/06										
152		<b>175 Close-Out Event</b>	<b>Thu 6/1/06</b>	<b>Fri 6/30/06</b>										
153		Materials Procurement	Thu 6/1/06	Fri 6/30/06										
154		<b>176 AMIR Website Archiving</b>	<b>Mon 5/1/06</b>	<b>Mon 7/31/06</b>										
155		AMIR Website Archiving - writing	Mon 5/1/06	Mon 7/31/06										
156		AMIR Website Archiving - Web development	Thu 6/1/06	Mon 7/31/06										
157		<b>177 Training and Events Resources</b>	<b>Thu 6/1/06</b>	<b>Thu 6/8/06</b>										
158		Close out Event	Thu 6/1/06	Thu 6/8/06										

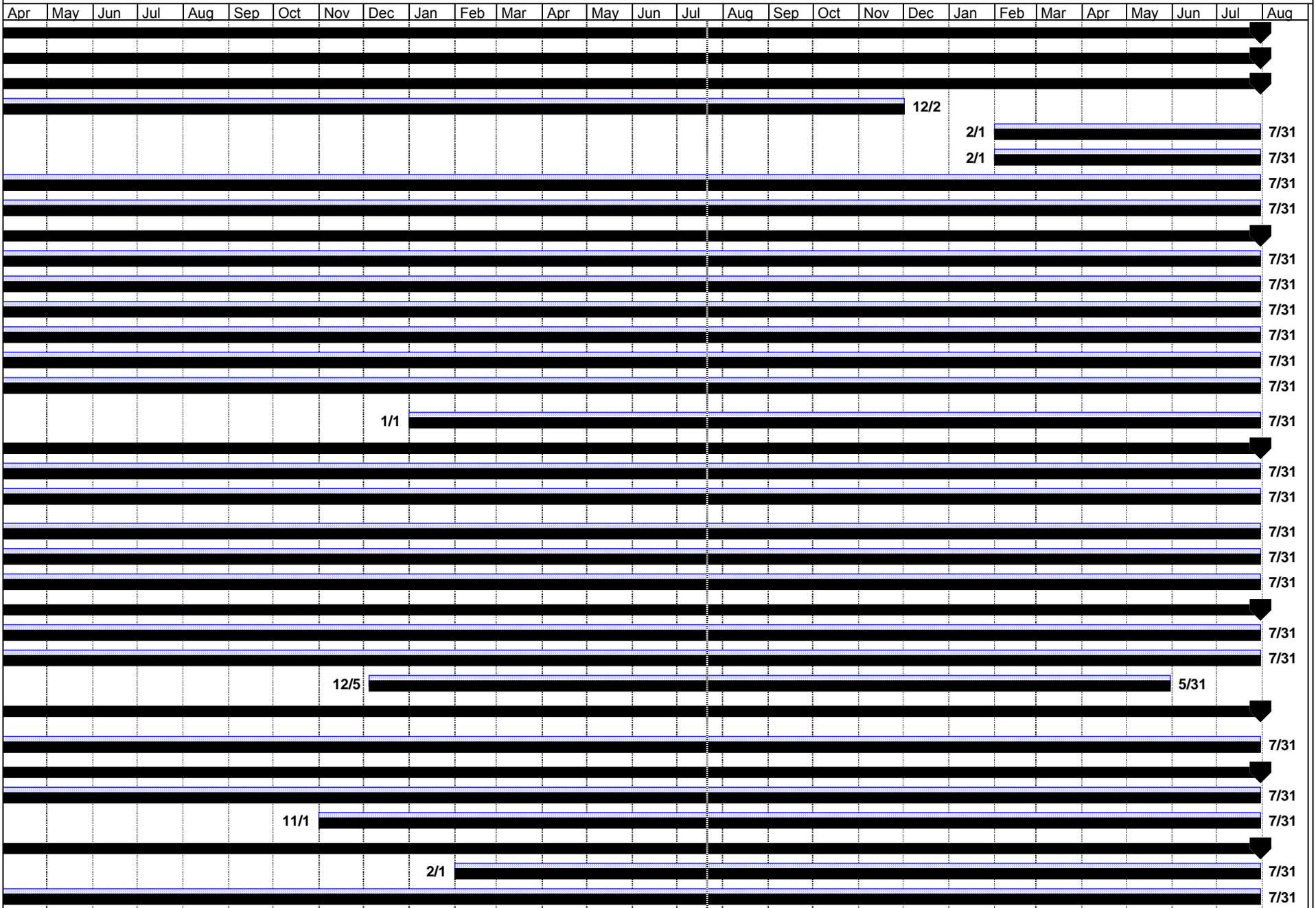


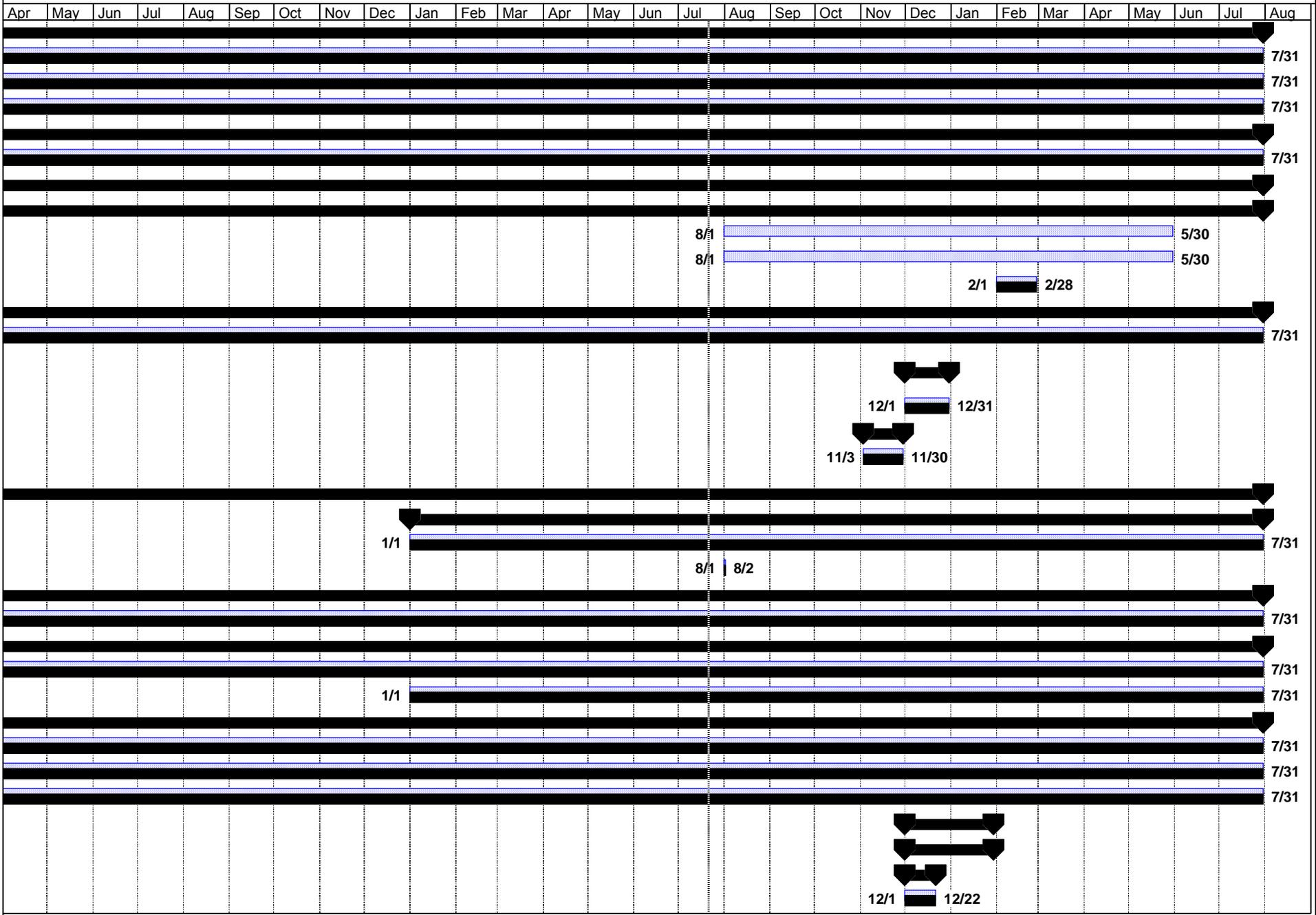


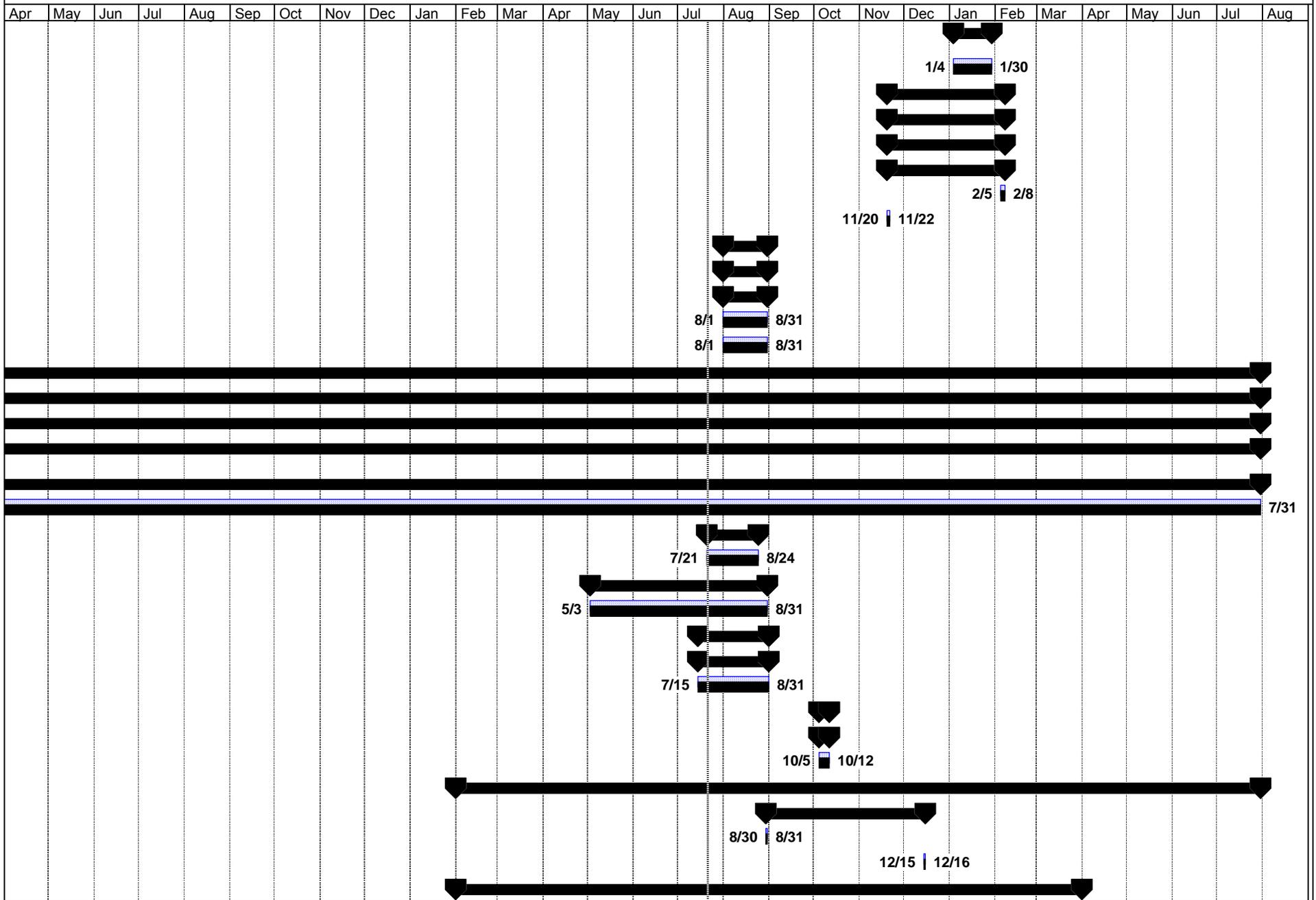


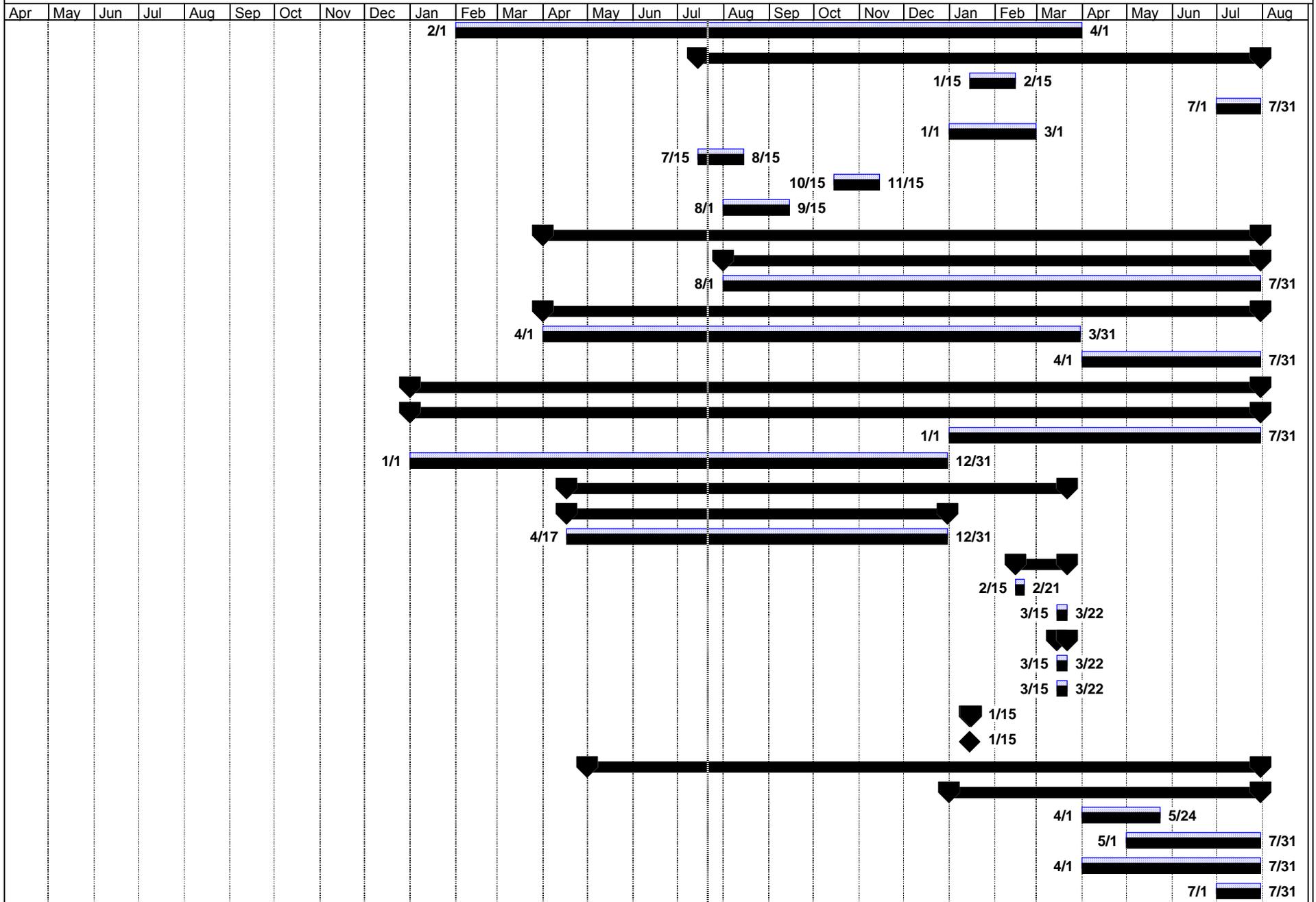
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Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	









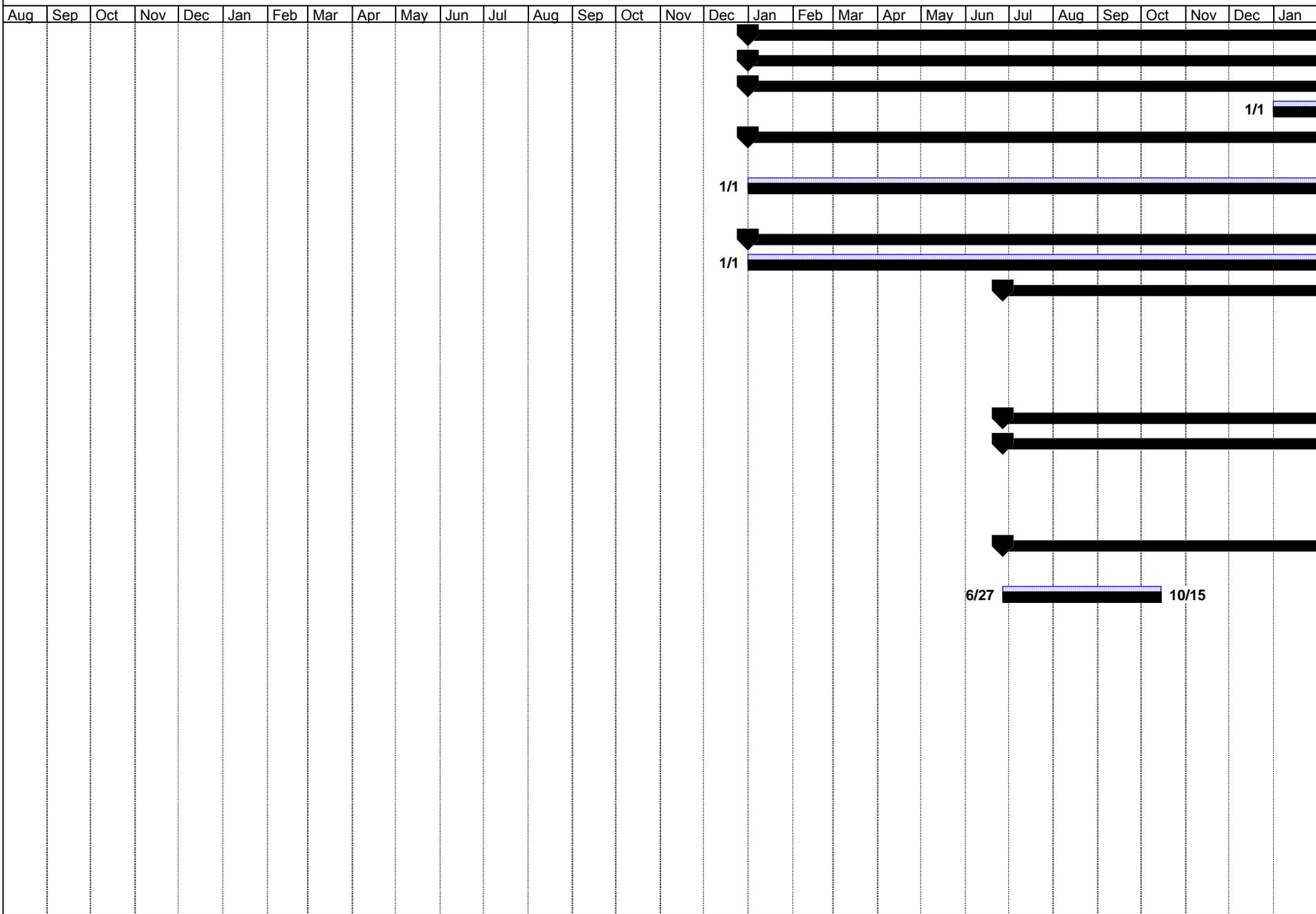


# ICTI

ID		Task Name	Start	Finish	Predecessors	Jan	Feb	Mar	Apr	May	Jun	Jul
1	✓	<b>400 Information Communication Technology Initiative (ICTI)</b>	<b>Wed 1/1/03</b>	<b>Mon 7/31/06</b>								
2	✓	<b>401-409 ICTI Administration</b>	<b>Wed 1/1/03</b>	<b>Mon 7/31/06</b>								
3	✓	<b>404 Long-Term Staff</b>	<b>Wed 1/1/03</b>	<b>Mon 7/31/06</b>								
4	✓	Overtime of LT Staff	Thu 1/1/04	Mon 7/31/06								
5	✓	<b>404.01 AMIR-based Staff</b>	<b>Wed 1/1/03</b>	<b>Mon 7/31/06</b>								
6	✓	ICTI Subcomponent Manager (B. Zeidan)	Sun 11/7/04	Mon 7/31/06								
7	✓	ICTI Component Manager (A. Shamlawi)	Wed 1/1/03	Mon 7/31/06								
8	✓	ICTI Admin. Assistant (E. Al-Fayoumi)	Mon 10/4/04	Mon 7/31/06								
9	✓	<b>404.03 TRC-based Staff</b>	<b>Wed 1/1/03</b>	<b>Sat 12/31/05</b>								
10	✓	ICTI Telcom Regulatory Specialist (R. McDonald)	Wed 1/1/03	Sat 12/31/05								
11	✓	<b>410-429 ICT Policy</b>	<b>Fri 6/27/03</b>	<b>Mon 7/31/06</b>								
12	✓	<b>412 Connecting Jordanians Initiative</b>	<b>Wed 6/1/05</b>	<b>Wed 11/30/05</b>								
13	✓	<b>412.7 Connecting Jordanians: Digital Inclusion</b>	<b>Wed 6/1/05</b>	<b>Wed 11/30/05</b>								
14	✓	D/ Knowledge Stations and Tourism	Wed 6/1/05	Wed 11/30/05								
15	✓	M&C PR	Fri 7/1/05	Wed 8/31/05								
16	✓	<b>423 TRC Capacity Building</b>	<b>Fri 6/27/03</b>	<b>Mon 7/31/06</b>								
17	✓	<b>423.4 TRC Regulatory issues and Enforcement</b>	<b>Fri 6/27/03</b>	<b>Mon 7/31/06</b>								
18	✓	<b>423.4.01 Strengthening Legal Capabilities of TRC</b>	<b>Wed 9/1/04</b>	<b>Mon 7/31/06</b>								
19	✓	F/Procedures Implementation & Training	Tue 3/1/05	Mon 7/31/06								
20	✓	F/Ethics Guidelines	Wed 9/1/04	Sat 10/15/05								
21	✓	<b>423.4.03 Regulatory Assistance</b>	<b>Fri 6/27/03</b>	<b>Mon 10/31/05</b>								
22	✓	F/Interconnection	Sat 1/15/05	Mon 10/31/05								
23	✓	F/Mobile Licensing	Fri 6/27/03	Wed 10/15/03								
24	✓	<b>423.4.05 Fixed Services Licensing</b>	<b>Tue 3/1/05</b>	<b>Mon 10/31/05</b>								
25	✓	F/License Transition	Mon 3/7/05	Thu 9/1/05								
26	✓	D/Licence Assistance	Tue 3/1/05	Mon 10/31/05								
27	✓	<b>423.4.06 Competition Safeguards</b>	<b>Sat 1/15/05</b>	<b>Mon 10/31/05</b>								
28	✓	F/Competition Safeguards Development	Sat 1/15/05	Mon 10/31/05								
29	✓	<b>423.4.09 Price Regulation</b>	<b>Wed 12/1/04</b>	<b>Fri 9/30/05</b>								
30	✓	F/Retail Price Regulation	Mon 3/14/05	Thu 9/15/05								
31	✓	F/Price Cap Formula	Wed 12/1/04	Fri 9/30/05								
32	✓	<b>423.4.10 Information collection/QoS</b>	<b>Tue 3/1/05</b>	<b>Sat 10/1/05</b>								
33	✓	F/Quality of Service Assistance	Tue 3/1/05	Thu 9/1/05								
34	✓	F/Information Collection, Management and Reporting	Wed 6/1/05	Sat 10/1/05								
35	✓	<b>423.7 TRC Consumer Awareness</b>	<b>Tue 3/1/05</b>	<b>Wed 8/31/05</b>								

ID		Task Name	Start	Finish	Predecessors	Jan	Feb	Mar	Apr	May	Jun	Jul
36	✓	Communications Campaign	Tue 3/1/05	Wed 8/31/05								
37	✓	<b>423.8 Regulatory Training</b>	<b>Thu 9/1/05</b>	<b>Mon 10/31/05</b>								
38	✓	IC/Writing training	Thu 9/1/05	Fri 9/30/05								
39	✓	IC/Governance Training	Sat 10/1/05	Mon 10/31/05								
40	✓	<b>430-439 e-Government</b>	<b>Wed 10/1/03</b>	<b>Mon 7/31/06</b>								
41	✓	<b>431 Capacity Building for E-Gov. Department of MoICT</b>	<b>Sun 5/1/05</b>	<b>Fri 9/30/05</b>								
42	✓	<b>431.8 e-Gov Legal Strengthening</b>	<b>Sun 5/1/05</b>	<b>Fri 9/30/05</b>								
43	✓	D\e-Gov Legal FrameWork	Sun 5/1/05	Fri 9/30/05								
44	✓	<b>432 E-gov Project Design and Development</b>	<b>Wed 10/1/03</b>	<b>Mon 7/31/06</b>								
45	✓	<b>432.01.03 IQC Monitoring and Coordination - Phase 2</b>	<b>Wed 10/1/03</b>	<b>Mon 7/31/06</b>								
46	✓	F/ Sr. Technical Advisor	Wed 10/1/03	Mon 7/31/06								
47	✓	<b>432.12 Municipal Licensing BPR</b>	<b>Wed 6/1/05</b>	<b>Sat 12/31/05</b>								
48	✓	D/Design, Develop and implement e solution at Madaba	Wed 6/1/05	Wed 11/30/05								
49	✓	Municipal BPR PR	Sat 10/1/05	Mon 10/31/05								
50	✓	D/Supervise e Solution Development	Wed 6/1/05	Wed 11/30/05								
51	✓	D\BPR Rollout to One More Municipality	Wed 6/1/05	Sat 12/31/05								
52	✓	<b>432.14 Trade and Investment Information System</b>	<b>Tue 12/21/04</b>	<b>Fri 3/31/06</b>								
53	✓	Trade & Investment Information System - Phase 2 - Infor	Sat 10/1/05	Fri 3/31/06								
54	✓	Trade & Investment Information System Phase 1 – Data C	Tue 12/21/04	Tue 2/28/06								
55	✓	<b>432.16 Customs HR Software</b>	<b>Sat 10/1/05</b>	<b>Fri 3/31/06</b>								
56	✓	D/Beyond Pilot Rollout	Sat 10/1/05	Fri 3/31/06								
57	✓	<b>450-459 e-Access/e-Learning &amp; Connectivity</b>	<b>Wed 6/1/05</b>	<b>Sat 12/31/05</b>								
58	✓	<b>450 Access/Connectivity</b>	<b>Wed 6/1/05</b>	<b>Sat 12/31/05</b>								
59	✓	<b>450.2 e-Village Support</b>	<b>Wed 6/1/05</b>	<b>Sat 12/31/05</b>								
60	✓	e-Services Center Management and Operation	Wed 6/1/05	Sat 12/31/05								
61	✓	e-Services Center PR	Mon 8/1/05	Fri 9/30/05								
62	✓	<b>490-495 Grants</b>	<b>Sun 5/1/05</b>	<b>Fri 3/31/06</b>								
63	✓	<b>490 ICT Grants</b>	<b>Sun 5/1/05</b>	<b>Fri 3/31/06</b>								
64	✓	<b>490.1 Grants to Int@j</b>	<b>Mon 8/1/05</b>	<b>Sat 12/31/05</b>								
65	✓	<b>490.1.1 ICT-PDG-INT-005</b>	<b>Mon 8/1/05</b>	<b>Sat 12/31/05</b>								
66	✓	Interval 19- December 2005	Thu 12/1/05	Sat 12/31/05								
67	✓	Interval 15-August 2005	Mon 8/1/05	Wed 8/31/05								
68	✓	Interval 17-October 2005	Sat 10/1/05	Mon 10/31/05								
69	✓	Interval 16-September 2005	Thu 9/1/05	Fri 9/30/05								
70	✓	<b>490.4 Grants to NetCorps Jordan Organization</b>	<b>Sun 5/1/05</b>	<b>Fri 3/31/06</b>								

ID		Task Name	Start	Finish	Predecessors	Jan	Feb	Mar	Apr	May	Jun	Jul
71		<b>490.4.1 ICT-PDG-Netcorps</b>	<b>Sun 5/1/05</b>	<b>Fri 3/31/06</b>								
72		Netcorps Jordan	Sun 5/1/05	Fri 3/31/06								

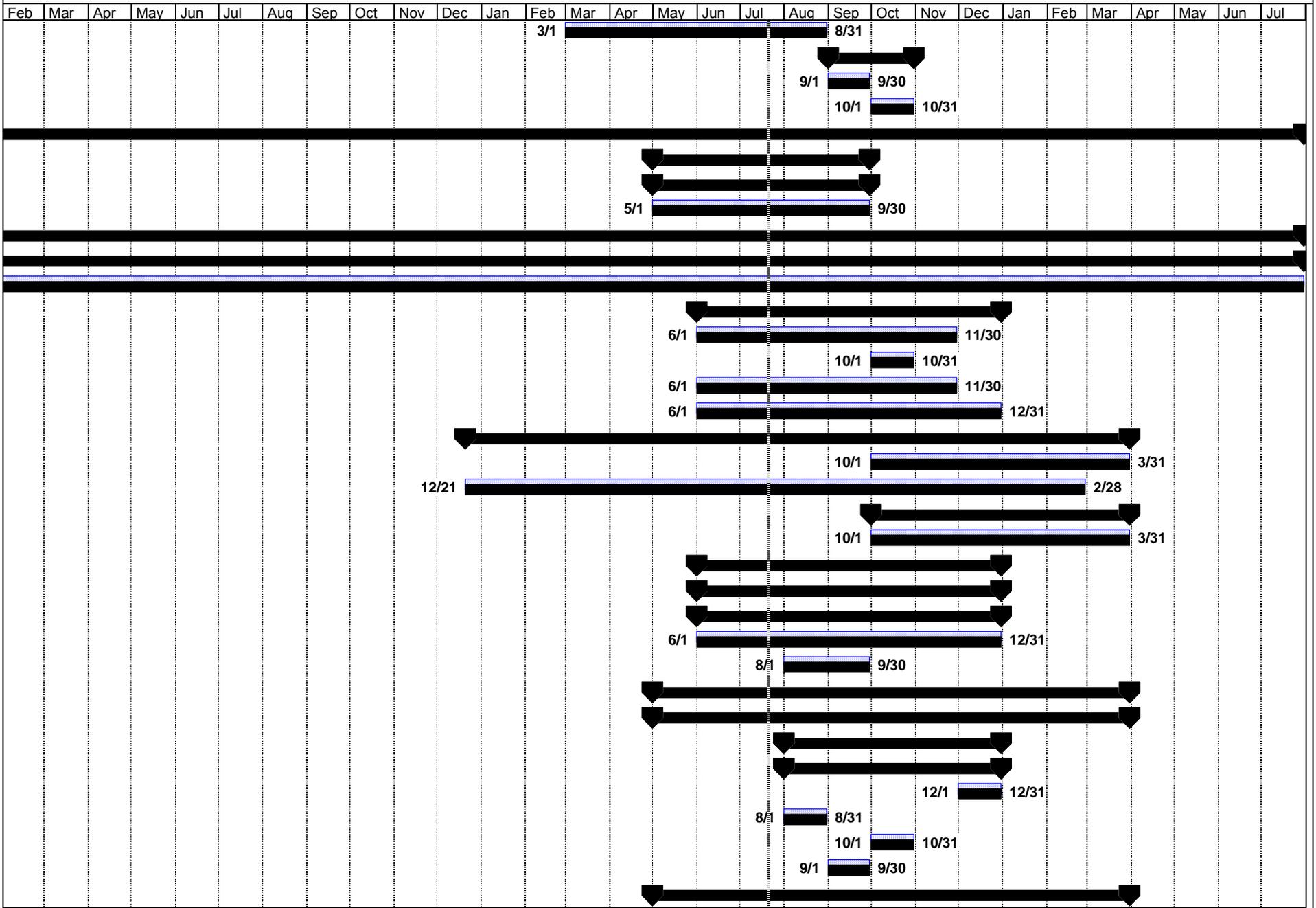




Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan

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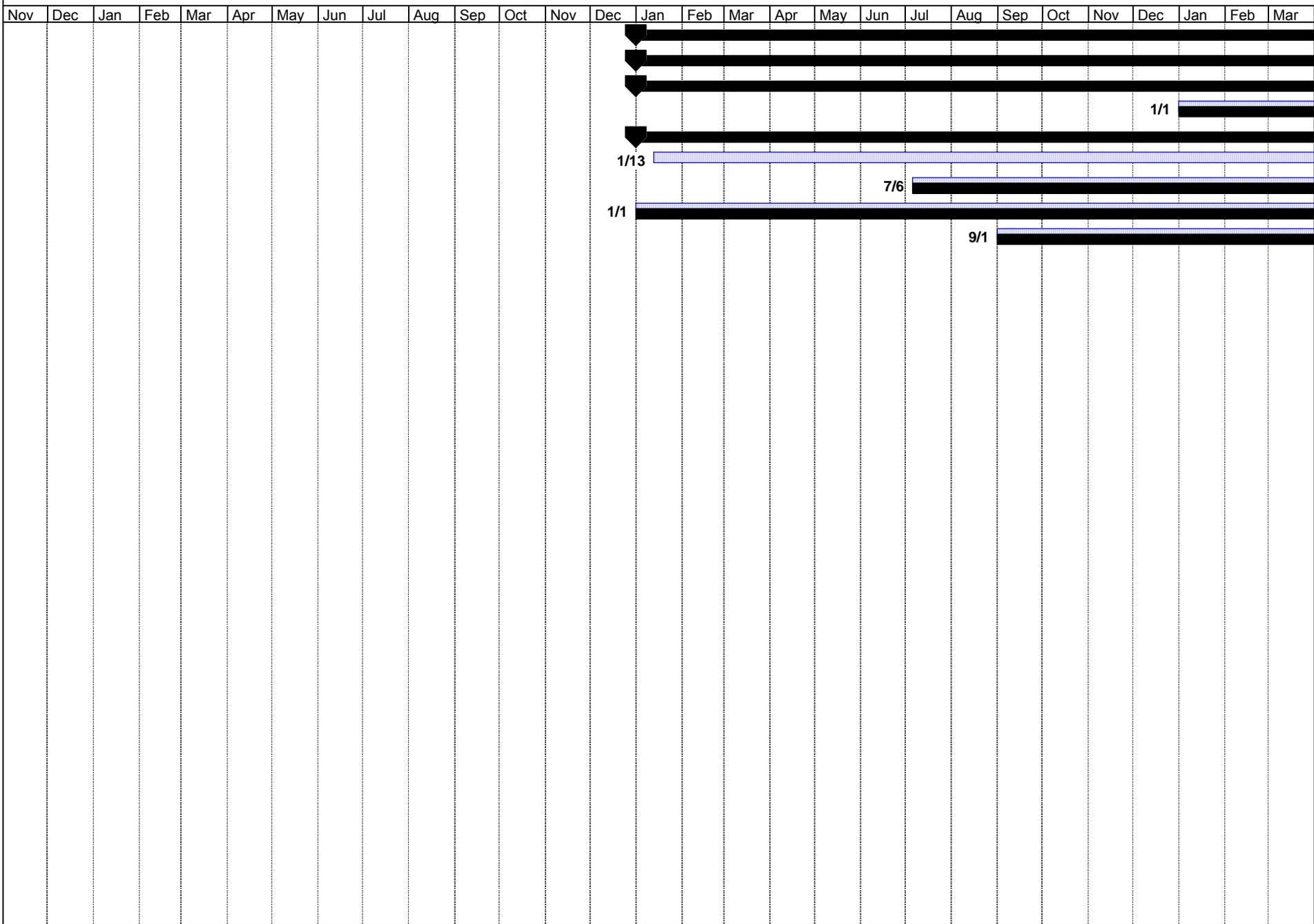




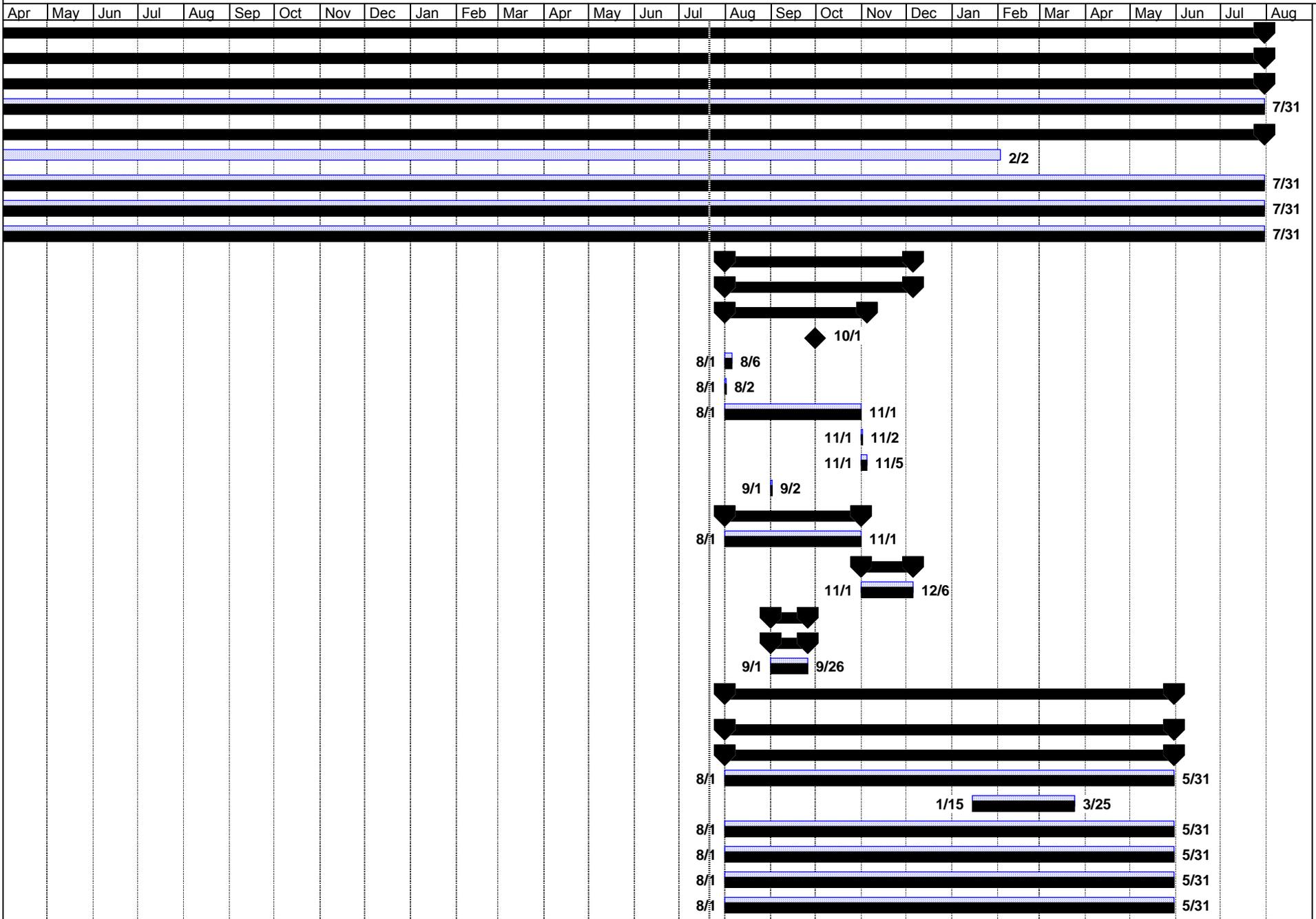
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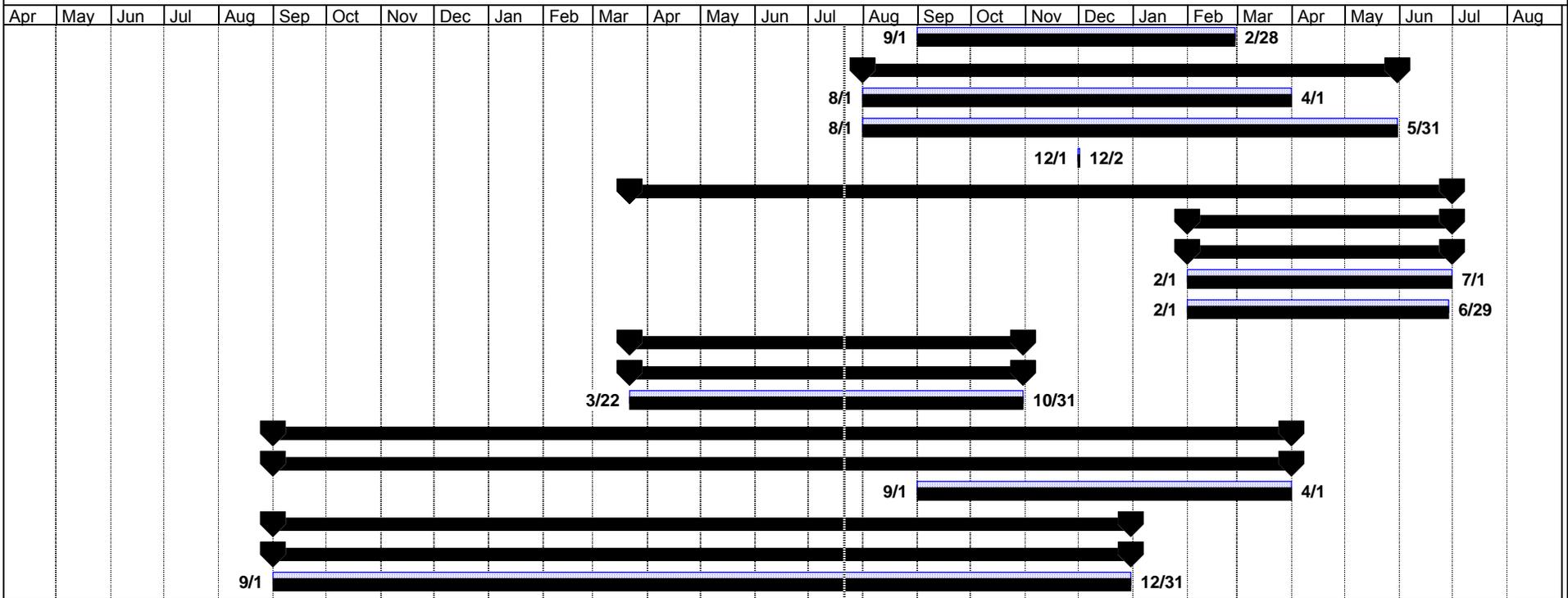
ID	Task Name	Start	Finish	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
1	<b>500 Private Sector Policy Initiative (PSP)</b>	<b>Wed 1/1/03</b>	<b>Mon 7/31/06</b>										
2	<b>501-509 PSP Administration</b>	<b>Wed 1/1/03</b>	<b>Mon 7/31/06</b>										
3	<b>504 Long-Term Staff</b>	<b>Wed 1/1/03</b>	<b>Mon 7/31/06</b>										
4	✓ Overtime of LT Staff	Thu 1/1/04	Mon 7/31/06										
5	<b>504.01 AMIR-Based Staff</b>	<b>Wed 1/1/03</b>	<b>Mon 7/31/06</b>										
6	📅 F/Component Leader (G. Boye)	Mon 1/13/03	Thu 2/2/06										
7	✓ F/CRM Subcomponent Leader (W. Hekala)	Sun 7/6/03	Mon 7/31/06										
8	✓ D/Customs Specialist (J. Olaimat)	Wed 1/1/03	Mon 7/31/06										
9	✓ D/Program Assistant (A. Habis)	Mon 9/1/03	Mon 7/31/06										
10	✓ <b>530-549 Trade &amp; Market Access (TMA)</b>	<b>Mon 8/1/05</b>	<b>Tue 12/6/05</b>										
11	✓ <b>531 Ministry of Industry and Trade</b>	<b>Mon 8/1/05</b>	<b>Tue 12/6/05</b>										
12	✓ <b>531.01 General Policy</b>	<b>Mon 8/1/05</b>	<b>Sat 11/5/05</b>										
13	✓ IC/Trade Press Release: IPR	Sat 10/1/05	Sun 10/2/05										
14	✓ IC/PSP Partners COMM Training	Mon 8/1/05	Sat 8/6/05										
15	✓ IC/Trade Press Release: Services	Mon 8/1/05	Tue 8/2/05										
16	✓ F/JAED Trade Policy Unit Capacity	Mon 8/1/05	Tue 11/1/05										
17	✓ IC/Trade Press Release: Final	Tue 11/1/05	Wed 11/2/05										
18	✓ IC/PSP Partners Events Management Training	Tue 11/1/05	Sat 11/5/05										
19	✓ IC/Trade Press Release: General	Thu 9/1/05	Fri 9/2/05										
20	✓ <b>531.02 Foreign Trade Policy Directorate</b>	<b>Mon 8/1/05</b>	<b>Tue 11/1/05</b>										
21	✓ F/Trade Study Support	Mon 8/1/05	Tue 11/1/05										
22	✓ <b>531.04 Industrial Property Protection Directorate</b>	<b>Tue 11/1/05</b>	<b>Tue 12/6/05</b>										
23	✓ F/Strengthen IPR Enforcement	Tue 11/1/05	Tue 12/6/05										
24	✓ <b>535 Jordan-US Free Trade Agreement</b>	<b>Thu 9/1/05</b>	<b>Mon 9/26/05</b>										
25	✓ <b>535.04 JISM</b>	<b>Thu 9/1/05</b>	<b>Mon 9/26/05</b>										
26	✓ F/JISM Review Implementation	Thu 9/1/05	Mon 9/26/05										
27	✓ <b>550-579 Customs Reform &amp; Modernization Subcomponent (CRM)</b>	<b>Mon 8/1/05</b>	<b>Wed 5/31/06</b>										
28	✓ <b>555 CRM Subcomponent</b>	<b>Mon 8/1/05</b>	<b>Wed 5/31/06</b>										
29	✓ <b>555.01 Customs Institutional Development</b>	<b>Mon 8/1/05</b>	<b>Wed 5/31/06</b>										
30	✓ Increased Regional Customs Cooperation	Mon 8/1/05	Wed 5/31/06										
31	✓ F/Border Management Task Force	Sun 1/15/06	Sat 3/25/06										
32	✓ D/F/Rollout of HR and Training Reforms	Mon 8/1/05	Wed 5/31/06										
33	✓ Donor Coordination	Mon 8/1/05	Wed 5/31/06										
34	✓ Border Management Task Force	Mon 8/1/05	Wed 5/31/06										
35	✓ Customs Strategic Plan	Mon 8/1/05	Wed 5/31/06										

ID		Task Name	Start	Finish	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
36	✓	IC/border management task force -Research Trips	Thu 9/1/05	Tue 2/28/06										
37	✓	<b>560 Customs IT Solutions</b>	<b>Mon 8/1/05</b>	<b>Wed 5/31/06</b>										
38	✓	L/CITS.V2 database and design	Mon 8/1/05	Sat 4/1/06										
39	✓	D/F/Comprehensive Integrated Tariff System (CITS)	Mon 8/1/05	Wed 5/31/06										
40	✓	PC/HR software Rollout	Thu 12/1/05	Fri 12/2/05										
41	✓	<b>580-594 General Policy Implementation Subcomponent (GPI)</b>	<b>Tue 3/22/05</b>	<b>Sat 7/1/06</b>										
42	✓	<b>580 GPI Subcomponent</b>	<b>Wed 2/1/06</b>	<b>Sat 7/1/06</b>										
43	✓	<b>580.01 GPI General</b>	<b>Wed 2/1/06</b>	<b>Sat 7/1/06</b>										
44	✓	F/GPI General Support	Wed 2/1/06	Sat 7/1/06										
45	✓	L/GPI General Support	Wed 2/1/06	Thu 6/29/06										
46	✓	<b>591 General Policy</b>	<b>Tue 3/22/05</b>	<b>Mon 10/31/05</b>										
47	✓	<b>591.05 Ministry of Administrative Development</b>	<b>Tue 3/22/05</b>	<b>Mon 10/31/05</b>										
48	✓	L/King Abdullah Awards Management Consultancy	Tue 3/22/05	Mon 10/31/05										
49	✓	<b>595 Grants</b>	<b>Wed 9/1/04</b>	<b>Sat 4/1/06</b>										
50	✓	<b>595 PSPI Grants</b>	<b>Wed 9/1/04</b>	<b>Sat 4/1/06</b>										
51	✓	Increased Voluntary Compliance	Thu 9/1/05	Sat 4/1/06										
52	✓	<b>595.02 Grants to EID</b>	<b>Wed 9/1/04</b>	<b>Sat 12/31/05</b>										
53	✓	<b>595.02.02 PSP-PDG-EID-001</b>	<b>Wed 9/1/04</b>	<b>Sat 12/31/05</b>										
54	✓	COE Business Association	Wed 9/1/04	Sat 12/31/05										



Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	





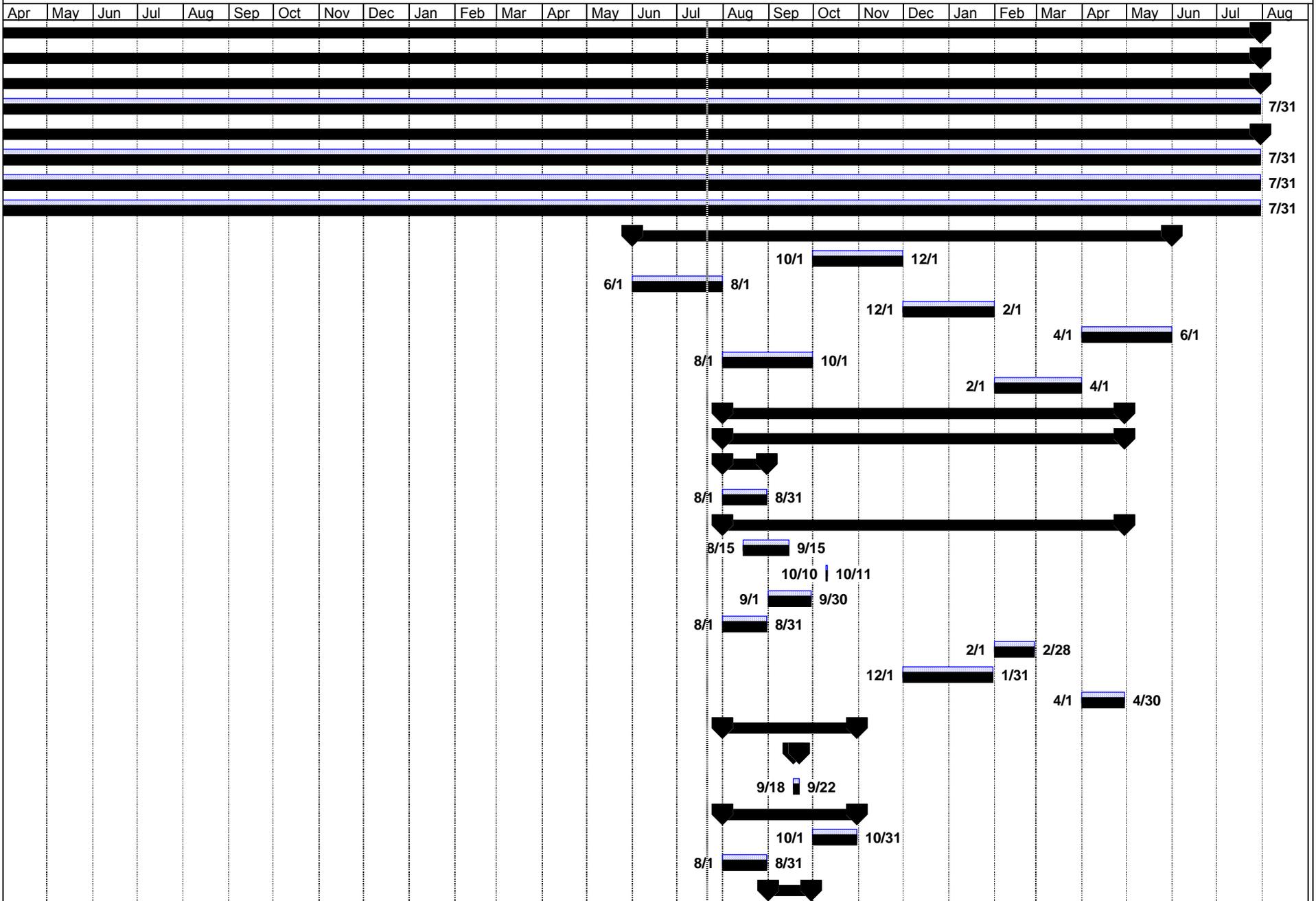
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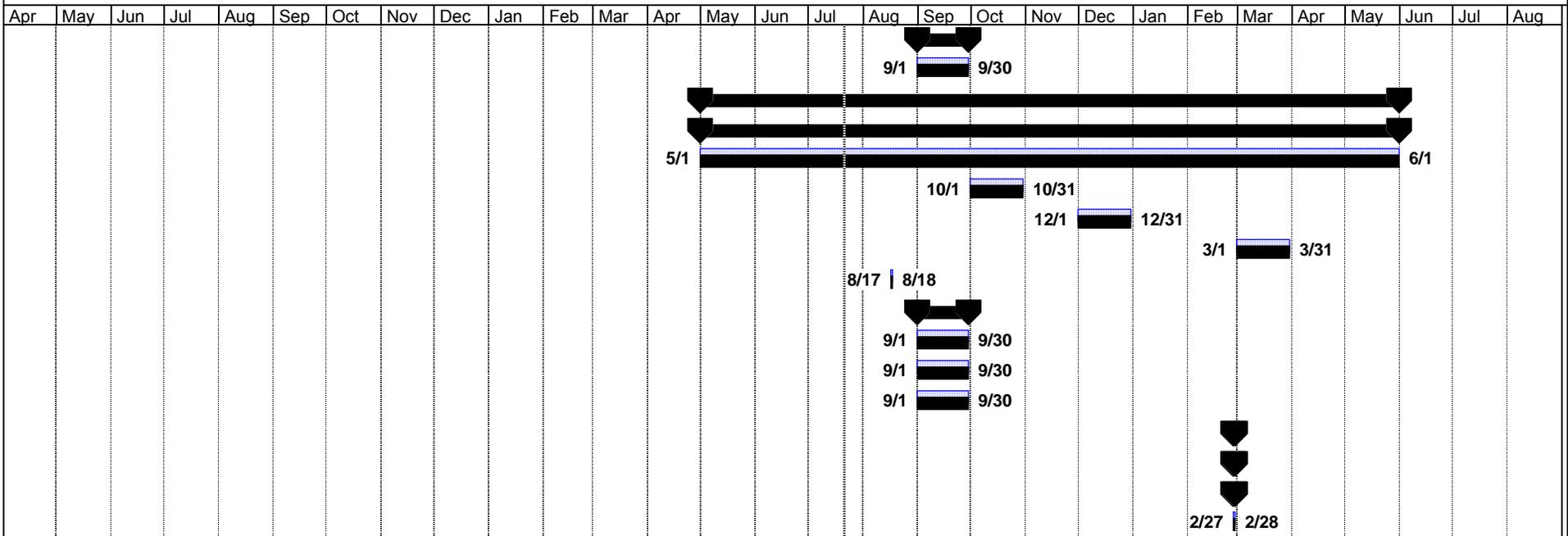
ID		Task Name	Start	Finish	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
1	✓	<b>600 Financial Market Development (FMD)</b>	<b>Wed 1/1/03</b>	<b>Mon 7/31/06</b>										
2	✓	<b>601-609 FMD Administration</b>	<b>Wed 1/1/03</b>	<b>Mon 7/31/06</b>										
3	✓	<b>604 Long Term Staff</b>	<b>Wed 1/1/03</b>	<b>Mon 7/31/06</b>										
4	✓	Overtime of LT Staff	Thu 1/1/04	Mon 7/31/06										
5	✓	<b>604.01 AMIR-based Staff</b>	<b>Wed 1/1/03</b>	<b>Mon 7/31/06</b>										
6	✓	FMD Component Leader (K. Choksy)	Wed 1/1/03	Mon 7/31/06										
7	✓	FMD Business Operations Advisor (A. Abu Taleb)	Wed 1/1/03	Mon 7/31/06										
8	✓	FMD Program Assistant (E. Musa)	Wed 1/1/03	Mon 7/31/06										
9	✓	<b>608 Training Events and Research Assistance</b>	<b>Wed 6/1/05</b>	<b>Thu 6/1/06</b>										
10	✓	F/Research and Training Assistance	Sat 10/1/05	Thu 12/1/05										
11	✓	F/Research and Training Assistance	Wed 6/1/05	Mon 8/1/05										
12	✓	F/Research and Training Assistance	Thu 12/1/05	Wed 2/1/06										
13	✓	F/Research and Training Assistance	Sat 4/1/06	Thu 6/1/06										
14	✓	F/Research and Training Assistance	Mon 8/1/05	Sat 10/1/05										
15	✓	F/Research and Training Assistance	Wed 2/1/06	Sat 4/1/06										
16	✓	<b>620-639 Financial Markets Institutions Development</b>	<b>Mon 8/1/05</b>	<b>Sun 4/30/06</b>										
17	✓	<b>621 Institutional Strengthening of JSC, ASE and SDC</b>	<b>Mon 8/1/05</b>	<b>Sun 4/30/06</b>										
18	✓	<b>621.02 World Federation of Stock Exchanges Membership for ASE</b>	<b>Mon 8/1/05</b>	<b>Wed 8/31/05</b>										
19	✓	F/WFE/ASE Audit By WFE	Mon 8/1/05	Wed 8/31/05										
20	✓	<b>621.03 NASD Technical Assistance</b>	<b>Mon 8/1/05</b>	<b>Sun 4/30/06</b>										
21	✓	F/NASD/Market Surveillance Agreement and Surveilla	Mon 8/15/05	Thu 9/15/05										
22	✓	IC/NASD/Corporate Governance Code Workshop	Mon 10/10/05	Tue 10/11/05										
23	✓	F/NASD Market Regulation Program For 2005	Thu 9/1/05	Fri 9/30/05										
24	✓	F/NASD/Anti-Money Laundering Implementation Assis	Mon 8/1/05	Wed 8/31/05										
25	✓	F/NASD/Broker Audit Manual	Wed 2/1/06	Tue 2/28/06										
26	✓	F/NASD/Investor Protection Fund Guidelines	Thu 12/1/05	Tue 1/31/06										
27	✓	F/NASD/Broker Compliance Officer Workshop	Sat 4/1/06	Sun 4/30/06										
28	✓	<b>634 Central Bank, Bank Supervision Department</b>	<b>Mon 8/1/05</b>	<b>Mon 10/31/05</b>										
29	✓	<b>634.02 Bank Examinations and Supervisory Framework</b>	<b>Sun 9/18/05</b>	<b>Thu 9/22/05</b>										
30	✓	IC/Bank Examination Instruction Manual and Training	Sun 9/18/05	Thu 9/22/05										
31	✓	<b>634.08 Financial Intelligence Unit</b>	<b>Mon 8/1/05</b>	<b>Mon 10/31/05</b>										
32	✓	F/FIU/Designing Systems Requirements	Sat 10/1/05	Mon 10/31/05										
33	✓	F/FIU IT Assessment	Mon 8/1/05	Wed 8/31/05										
34	✓	<b>636 Housing Finance</b>	<b>Thu 9/1/05</b>	<b>Fri 9/30/05</b>										

ID		Task Name	Start	Finish	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
35	✓	<b>636.05 Securitization Law</b>	<b>Thu 9/1/05</b>	<b>Fri 9/30/05</b>										
36	✓	F/Review of Law with Government	Thu 9/1/05	Fri 9/30/05										
37	✓	<b>640-659 Financial Markets Industry Development</b>	<b>Sun 5/1/05</b>	<b>Thu 6/1/06</b>										
38	✓	<b>644 Government Bond Market Development</b>	<b>Sun 5/1/05</b>	<b>Thu 6/1/06</b>										
39	✓	F/Investor Education Seminars	Sun 5/1/05	Thu 6/1/06										
40	✓	F/Primary Dealer Training	Sat 10/1/05	Mon 10/31/05										
41	✓	F/Investor Education Strategy	Thu 12/1/05	Sat 12/31/05										
42	✓	F/Investor Education Seminars	Wed 3/1/06	Fri 3/31/06										
43	✓	IC/Investor Education Seminar	Wed 8/17/05	Thu 8/18/05										
44	✓	<b>648 US SEC Training Programs in Jordan</b>	<b>Thu 9/1/05</b>	<b>Fri 9/30/05</b>										
45	✓	F/US SEC & NASD Market Regulation Program For 2005	Thu 9/1/05	Fri 9/30/05										
46	✓	F/US SEC & NASD Training Program Implementation Assi:	Thu 9/1/05	Fri 9/30/05										
47	✓	IC/US SEC & NASD Market Regulation Program For 2005	Thu 9/1/05	Fri 9/30/05										
48	✓	<b>660-689 Financial Markets IT Solutions</b>	<b>Mon 2/27/06</b>	<b>Tue 2/28/06</b>										
49	✓	<b>664 Procurements</b>	<b>Mon 2/27/06</b>	<b>Tue 2/28/06</b>										
50	✓	<b>664.16 Financial Intelligence Unit</b>	<b>Mon 2/27/06</b>	<b>Tue 2/28/06</b>										
51	✓	Systems Procurement (\$70,000)	Mon 2/27/06	Tue 2/28/06										



Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	





**ECI**

ID		Task Name	Start	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1		<b>7000 Enhanced Competitiveness Initiative (ECI)</b>	<b>Mon 9/1/03</b>												
2	✓	<b>7201-7209 BA/JV Administration</b>	<b>Thu 1/1/04</b>												
3	✓	<b>7204 Long-Term Staff</b>	<b>Thu 1/1/04</b>												
4	✓	ECI Program Assistant (E. Warwar)	Sat 1/1/05												
5	✓	BA/JV2020 Subcomponent Manager (R. Muasher)	Fri 10/1/04												
6	✓	Overtime of LT Staff	Thu 1/1/04												
7	✓	<b>7230-7249 Business Association Development</b>	<b>Tue 3/23/04</b>												
8	✓	<b>7231 Implement Accreditation Program</b>	<b>Sun 5/1/05</b>												
9	✓	<b>7231.1 Develop Association Program</b>	<b>Thu 9/1/05</b>												
10	✓	D/Accreditation Program Manager	Thu 9/1/05												
11	✓	<b>7231.2 Development of Accreditation Program</b>	<b>Sun 5/1/05</b>												
12	✓	D/Develop Agreement for Jordanian/US Partners	Sun 7/3/05												
13	✓	<b>7231.2.1 Selection of US Partner</b>	<b>Sun 5/1/05</b>												
14	✓	F/Preparation of Partnership Package	Sun 5/1/05												
15	✓	<b>7231.2.3 Accreditation Applicaton Development</b>	<b>Sun 11/6/05</b>												
16	✓	Accreditation Application Development	Sun 11/6/05												
17	✓	<b>7231.2.4 Development of Website</b>	<b>Thu 12/1/05</b>												
18	✓	Development of Website	Thu 12/1/05												
19	✓	<b>7231.2.5 Implementation of 1st Accreditation Cycle</b>	<b>Mon 1/2/06</b>												
20	✓	Implementation of 1st Accreditation Cycle	Mon 1/2/06												
21	✓	<b>7231.4 Strengthen Financial Sustainability</b>	<b>Sun 12/4/05</b>												
22	✓	D/Conduct BAs Financial Assessment	Sun 12/4/05												
23	✓	<b>7231.5 BAs Financial Sustainability Insentive Program</b>	<b>Fri 8/5/05</b>												
24	✓	D/Assess Performance and reports on Achievements	Mon 4/17/06												
25	✓	IC/Award Launch	Mon 5/22/06												
26	✓	F/Enhance Services and Training Marketing	Sun 9/4/05												
27	✓	D/Conduct Assessment of Concept Papers	Sat 10/1/05												
28	✓	D/Support & Customized membership electronic System	Sun 9/4/05												
29	✓	F/Capacity building in sales management	Sun 12/11/05												
30	✓	D/Develop Financial Sustainability Grant Award Criteria	Mon 8/15/05												
31	✓	F/Support Costing & Princing of BAs Services	Fri 8/5/05												
32	✓	D/Support Marketing of BAs Services and Training	Sun 9/4/05												

ID		Task Name	Start	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
33	✓	<b>7232 Strengthen Associations' Organizational Development</b>	<b>Sun 8/7/05</b>												
34	✓	<b>7232.3 Business Associations Legal and Regulatory Environment</b>	<b>Sun 8/7/05</b>												
35	✓	D/BAs Legal Support	Sun 8/7/05												
36	✓	<b>7238 Develop World-Class Association Executive Corps</b>	<b>Tue 3/23/04</b>												
37	✓	<b>7238.2 Support Association CEO's Attain International Association Management Certification</b>	<b>Tue 3/23/04</b>												
38	✓	FFPC/Certification Program for Business Associations Executives	Tue 3/23/04												
39	✓	<b>7250-7253 Jordan Vision 2020</b>	<b>Mon 1/10/05</b>												
40	✓	<b>7252 Achieve Economic Consensus Strategy Via JV2020</b>	<b>Mon 1/10/05</b>												
41	✓	<b>7252.1 Support JV 2020 Development</b>	<b>Mon 1/10/05</b>												
42	✓	D/Support Bay Web for BAs Activities	Sun 9/4/05												
43	✓	F/Support to JV2020 Ph 2	Mon 1/10/05												
44	✓	<b>7254 Integration of JV2020 with JAED</b>	<b>Sun 8/14/05</b>												
45	✓	F/Support JV2020/JAED Integration Implementation	Sun 10/2/05												
46	✓	F/Design mechanism for Secretariate & Councils Integration	Sun 9/25/05												
47	✓	F/ Support JV2020/JAED Capacity Building	Sun 11/27/05												
48	✓	F/Support Integration of JV2020 with JAED	Sun 8/14/05												
49	✓	<b>7255 Support Continuity of Private Sector input to JAED</b>	<b>Sun 11/6/05</b>												
50	✓	F/Support Continuity of Private Sector input to JAED	Sun 11/6/05												
51	✓	IC/Launch Website	Wed 3/29/06												
52	✓	FPC/Website Development for Private Sector Input	Sun 12/11/05												
53	✓	<b>7290-7295 BA/JV Grants</b>	<b>Mon 9/1/03</b>												
54	✓	<b>7290 BMI/ECI Grants</b>	<b>Mon 9/1/03</b>												
55	✓	<b>7290.1 Grants to JABA</b>	<b>Mon 9/1/03</b>												
56	✓	<b>7290.1.3 BMI-PDG-JAB-001</b>	<b>Mon 9/1/03</b>												
57	✓	BMI-PDG-JAB-001 (\$423,143.01)	Mon 9/1/03												
58	✓	<b>7290.16 Grants to JFBPW</b>	<b>Mon 1/10/05</b>												
59	✓	Grant Interval JFBPW (\$70000)	Mon 1/10/05												
60	✓	<b>7290.20 Grants to JGate</b>	<b>Sat 1/1/05</b>												
61	✓	Grants Interval for JGate PDG \$150000	Sat 1/1/05												
62	✓	<b>7290.21 Financial Sustainability Grants</b>	<b>Sun 1/1/06</b>												
63	✓	Mini Grant # 1	Sun 1/1/06												
64	✓	Mini Grant # 2	Sun 1/1/06												

ID		Task Name	Start	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
65	✓	Mini Grant # 3	Sun 1/1/06												
66	✓	<b>7290.22 BAs Excellence Support Grant</b>	<b>Sun 1/1/06</b>												
67	✓	BAs Excellence Support Grant	Sun 1/1/06												
68	✓	<b>7290.4 Grants to YEA</b>	<b>Mon 9/1/03</b>												
69	✓	<b>7290.4.3 BMI-PDG-YEA-002</b>	<b>Mon 9/1/03</b>												
70	✓	BMI-PDG-YEA-002 (\$415,205)	Mon 9/1/03												
71	✓	<b>7290.4.4 BMI-PDG-YEA-003</b>	<b>Wed 2/25/04</b>												
72	✓	BMI-PDG-YEA-003 (\$189,705)	Wed 2/25/04												
73	✓	<b>7290.4.5 ECI-PDG-YEA-005</b>	<b>Sun 5/15/05</b>												
74	✓	ECI-PDG-YEA-005	Sun 5/15/05												
75	✓	<b>7301-7309 BDS Administration</b>	<b>Thu 1/1/04</b>												
76	✓	<b>7304 Long-Term Staff</b>	<b>Thu 1/1/04</b>												
77	✓	BDS Subcomponent Manager (S. Khatib)	Fri 10/1/04												
78	✓	Overtime of LT Staff	Thu 1/1/04												
79	✓	ECI Program Assistant (M. Dahdaleh)	Sat 1/1/05												
80	✓	<b>7310-7329 Microfinance Institutional Development</b>	<b>Sun 8/7/05</b>												
81	✓	<b>7318 Sustainable Microfinance Training Program</b>	<b>Sun 8/7/05</b>												
82	✓	<b>7318.2 SMTP Advanced Course</b>	<b>Sun 8/7/05</b>												
83	✓	IC/SMTP Advanced Course (Regional) August 2005	Sun 8/7/05												
84	✓	<b>7330-7349 Business Development Services</b>	<b>Mon 11/1/04</b>												
85	✓	<b>7339 National Linkages Program</b>	<b>Mon 11/1/04</b>												
86	✓	<b>7339.01 Staff Support</b>	<b>Mon 11/1/04</b>												
87	✓	D/National Linkages Program Executive (R. Qaisi)	Sun 1/30/05												
88	✓	D/National Linkages Program Manager (R. Al-Khatib)	Sun 2/6/05												
89	✓	D/National Linkages Executive Officer (M. Nijem)	Mon 11/1/04												
90	✓	<b>7339.02 Capacity Building</b>	<b>Sat 1/1/05</b>												
91	✓	<b>7339.02.02 National Linkage Program Implementation Support</b>	<b>Sat 1/1/05</b>												
92	✓	F/National Linkage Program Implementation Support (D. Lovegrove)	Sat 1/1/05												
93	✓	<b>7339.02.05 National Linkages Program Strengthening</b>	<b>Tue 8/9/05</b>												
94	✓	F/Technical Support 3	Tue 9/13/05												
95	✓	F/NLP Annual Review	Thu 3/16/06												
96	✓	F/Technical support 1	Tue 8/9/05												
97	✓	F/Technical support 5	Wed 1/11/06												

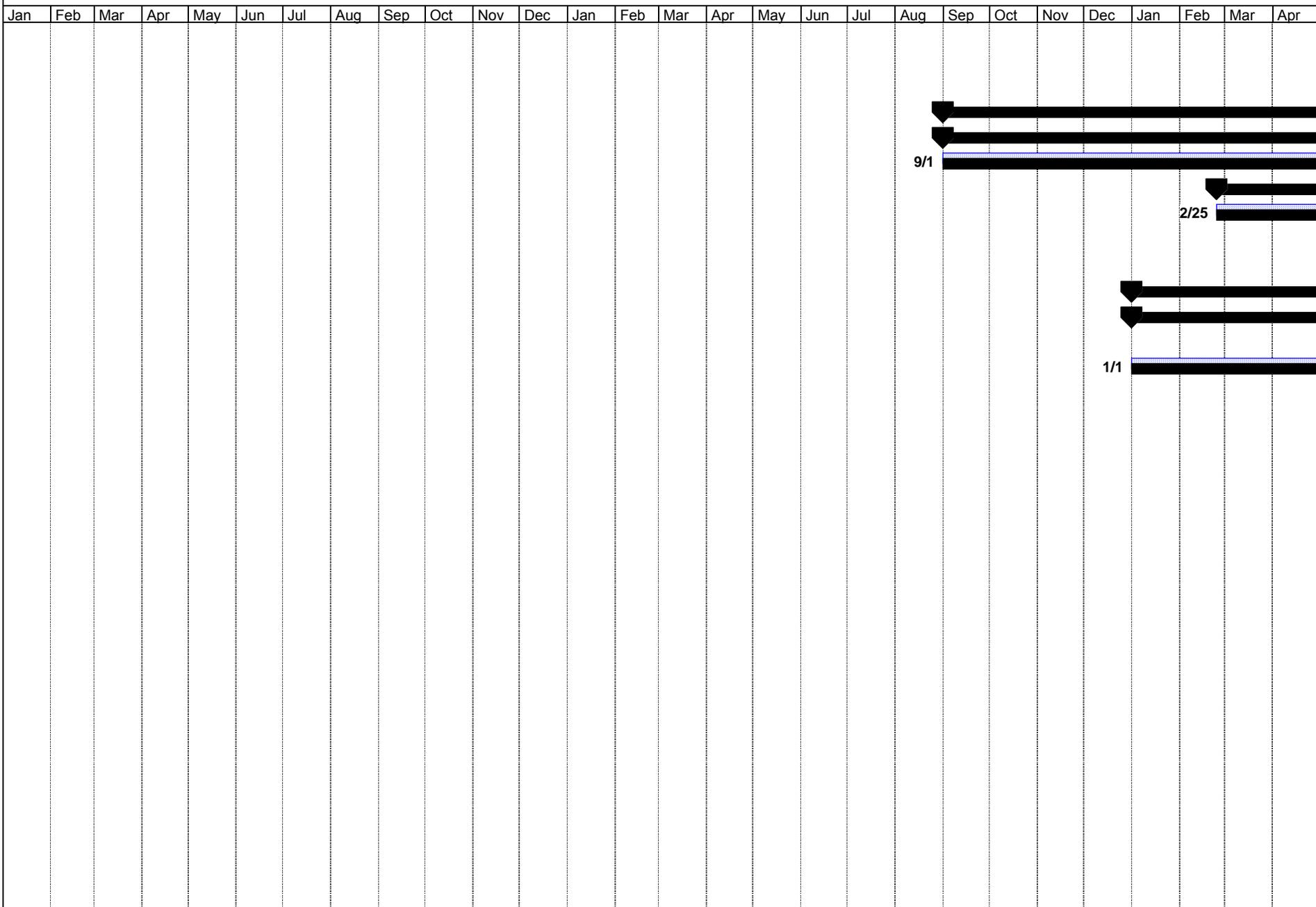
ID		Task Name	Start	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
98	✓	F/Technical support 6	Wed 4/12/06												
99	✓	F/Technical support 2	Wed 8/17/05												
100	✓	F/Technical Support 4	Wed 9/14/05												
101	✓	<b>7339.04 Communications</b>	<b>Tue 1/4/05</b>												
102	✓	Communication Support (Year 4)	Mon 8/1/05												
103	✓	Communications	Tue 1/4/05												
104	✓	<b>7339.06 Small Scale Enterprise Linkage Pilot Program</b>	<b>Wed 8/17/05</b>												
105	✓	D/SSE Training Session 4 Trainer/Facilitator	Wed 9/14/05												
106	✓	D/SSE Training Session 6 Trainer/Facilitator	Wed 11/9/05												
107	✓	IC/Training Session 7	Sun 1/22/06												
108	✓	IC/SSE Training Session 9	Sun 3/19/06												
109	✓	D/ SSE Training Session 5 Trainer Facilitator	Wed 10/12/05												
110	✓	IC/SSE Training Session 6	Sun 11/13/05												
111	✓	D/SSE Training Session 7 Trainer/Facilitator	Wed 1/18/06												
112	✓	D/ SSE Training Session 8 Trainer/Facilitator	Wed 2/15/06												
113	✓	IC/SSE Training Session 8	Sun 2/19/06												
114	✓	D/SSE Pilot Assessment	Wed 5/17/06												
115	✓	IC/SSE Training Session 4	Sun 9/18/05												
116	✓	D/SSE Training Session 3 Trainer /Facilitator	Wed 8/17/05												
117	✓	IC/SSE Training Session 5	Sun 10/16/05												
118	✓	<b>7339.07 NLP Program Implementation</b>	<b>Mon 3/28/05</b>												
119	✓	IC/General technical audit costs	Mon 8/1/05												
120	✓	NLP Implementation Expenses	Mon 3/28/05												
121	✓	<b>7362 Microenterprise Public Awareness Media Campaign</b>	<b>Mon 11/14/05</b>												
122	✓	Microentrepreneur Forum - Ajloun	Mon 11/14/05												
123	✓	IC/Microentrepreneur Forum - Wadi Mousa	Mon 2/13/06												
124	✓	IC/Microentrepreneur Forum - Azraq	Tue 4/11/06												
125	✓	<b>7362.02.02 Entrepreneurs' Forum Followup</b>	<b>Mon 5/1/06</b>												
126	✓	D/Entrepreneur Forums Impact Assessment	Mon 5/1/06												
127		<b>7380-7389 General Training</b>	<b>Thu 2/19/04</b>												
128	✓	<b>7380.09 Event Management: Protocol and Seating Plans Training Program</b>	<b>Mon 11/14/05</b>												
129	✓	IC/Event Management: Protocol and Seating Plans Training Program	Mon 11/14/05												
130	✓	<b>7380.11 Event Evaluation</b>	<b>Tue 9/13/05</b>												

ID		Task Name	Start	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
131	✓	IC/Event Evaluation	Tue 9/13/05												
132	✓	<b>7380.13 Media and Communications TOT</b>	<b>Sun 9/18/05</b>												
133	✓	IC/Media and Communications TOT	Sun 9/18/05												
134	✓	<b>7380.15 Executive Management Training</b>	<b>Sat 11/19/05</b>												
135	✓	IC/Strategic Planning Training	Sun 2/12/06												
136	✓	IC/Resource Management Training	Mon 5/15/06												
137	✓	D/Crisis Management Trainer	Thu 3/9/06												
138	✓	IC/Time Management Training	Mon 4/10/06												
139	✓	D/Project Management Trainer/Facilitator	Wed 1/11/06												
140	✓	IC/Crisis Management Training	Sun 3/12/06												
141	✓	IC/Project Management Training	Sun 1/15/06												
142	✓	IC/Finance for Non-Financial Managers Training	Sun 11/20/05												
143	✓	D/Resource Management Trainer	Sat 5/13/06												
144	✓	D/Time Management Trainer	Sat 4/8/06												
145	✓	D/Strategic Planning Trainer/Facilitator	Wed 2/8/06												
146	✓	D/Finance for Non-Financial Managers Trainer	Sat 11/19/05												
147	✓	<b>7380.16 WAEDAT Entrepreneur of the Year</b>	<b>Wed 4/12/06</b>												
148	✓	IC/Business Woman of the Year	Wed 4/12/06												
149		<b>7391 BDS Grants</b>	<b>Thu 2/19/04</b>												
150	📅	7391.2 WAEDAT Jordanian Grant	Thu 2/19/04												
151	📅	7391.4 BDS - Seven Dimensions Company	Tue 6/1/04												
152	✓	<b>7501-7509 IVP Administration</b>	<b>Fri 10/1/04</b>												
153	✓	<b>7504 Long-Term Staff</b>	<b>Fri 10/1/04</b>												
154	✓	D/IVP Subcomponent Manager (M. Al-Ississ)	Fri 11/12/04												
155	✓	F/ECI Component Manager (B. Fusco)	Fri 10/1/04												
156	✓	<b>7510-7529 Investment Promotion</b>	<b>Sun 5/1/05</b>												
157	✓	<b>7511 JAED</b>	<b>Sun 5/1/05</b>												
158	✓	<b>7511.03 Strategic Planning</b>	<b>Fri 7/1/05</b>												
159	✓	Develop Strategy for JAED & JIB	Fri 7/1/05												
160	✓	<b>7511.05 Communications Support</b>	<b>Sun 5/1/05</b>												
161	✓	Launch Event	Thu 9/1/05												
162	✓	Communications Support	Sun 5/1/05												
163	✓	<b>7511.06 Organizational Development</b>	<b>Thu 12/1/05</b>												
164	✓	Develop Monitoring & Evaluation system for JAED	Thu 12/1/05												
165	✓	<b>7511.07 Capacity Building</b>	<b>Sat 10/1/05</b>												

ID		Task Name	Start	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
166	✓	Cross-Cutting Capacity Building For All Institutions of JAED Initiative	Sat 10/1/05												
167	✓	Capacity Building for JAED	Sat 10/1/05												
168	✓	JAED Study Tour	Sun 1/1/06												
169	✓	<b>7512 Investment &amp; Export Development Research &amp; Policy</b>	<b>Mon 8/15/05</b>												
170	✓	<b>7512.02 Investment Incentives</b>	<b>Mon 8/15/05</b>												
171	✓	<b>7512.02.04 Investment Incentives Implementation</b>	<b>Mon 8/15/05</b>												
172	✓	Capacity Building	Mon 8/15/05												
173	✓	Develop Implementation Mechanisms and Guidelines	Mon 8/15/05												
174	✓	Public Awareness	Thu 12/1/05												
175	✓	<b>7512.04 National Enterprise Strategy</b>	<b>Thu 9/1/05</b>												
176	✓	Strategy Experts	Thu 9/1/05												
177	✓	<b>7513 Investment &amp; Export Promotion</b>	<b>Tue 11/1/05</b>												
178	✓	<b>7513.01 JIB</b>	<b>Tue 11/1/05</b>												
179	✓	JIB Organizational Development Support	Tue 11/1/05												
180	✓	<b>7513.01.06 Capacity Building</b>	<b>Sun 1/15/06</b>												
181	✓	JIB Capacity Building	Sun 1/15/06												
182	✓	<b>7516 Investment Facilitation</b>	<b>Wed 6/1/05</b>												
183	✓	<b>7516.01 Business Licensing Reform</b>	<b>Wed 6/1/05</b>												
184	✓	Project Manager	Wed 6/1/05												
185	✓	Develop E-government Application for Business Licensing	Thu 12/1/05												
186	✓	<b>7516.02 Investment Facilitation</b>	<b>Thu 9/1/05</b>												
187	✓	Standard Operating Procedures	Thu 9/1/05												
188	✓	Capacity Building	Tue 11/1/05												
189	✓	<b>7516.03 Investment Facilitation Aftercare</b>	<b>Tue 11/1/05</b>												
190	✓	Standard Operating Procedures	Tue 11/1/05												
191	✓	Capacity Building	Sun 1/1/06												







Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	

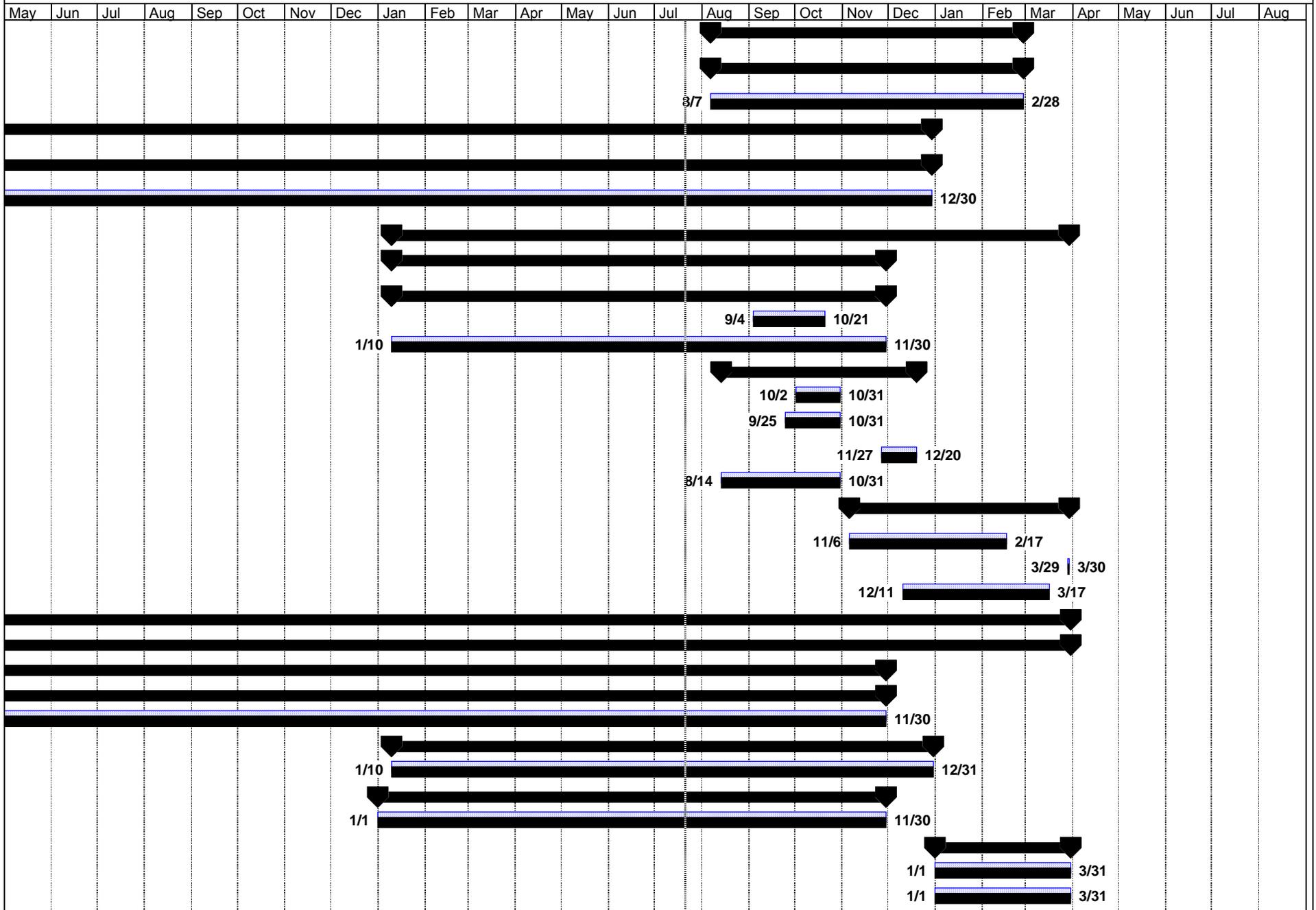


Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	

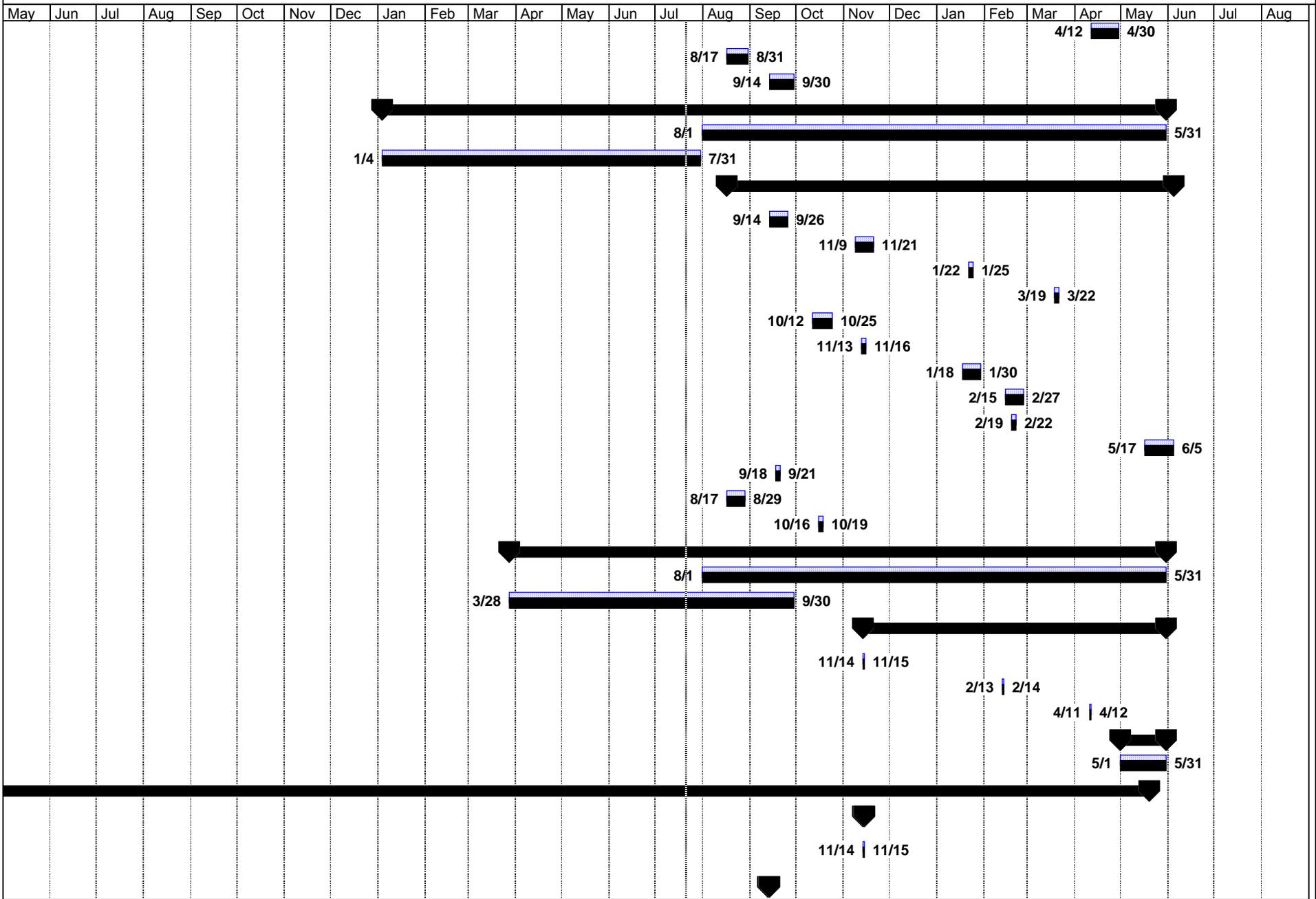
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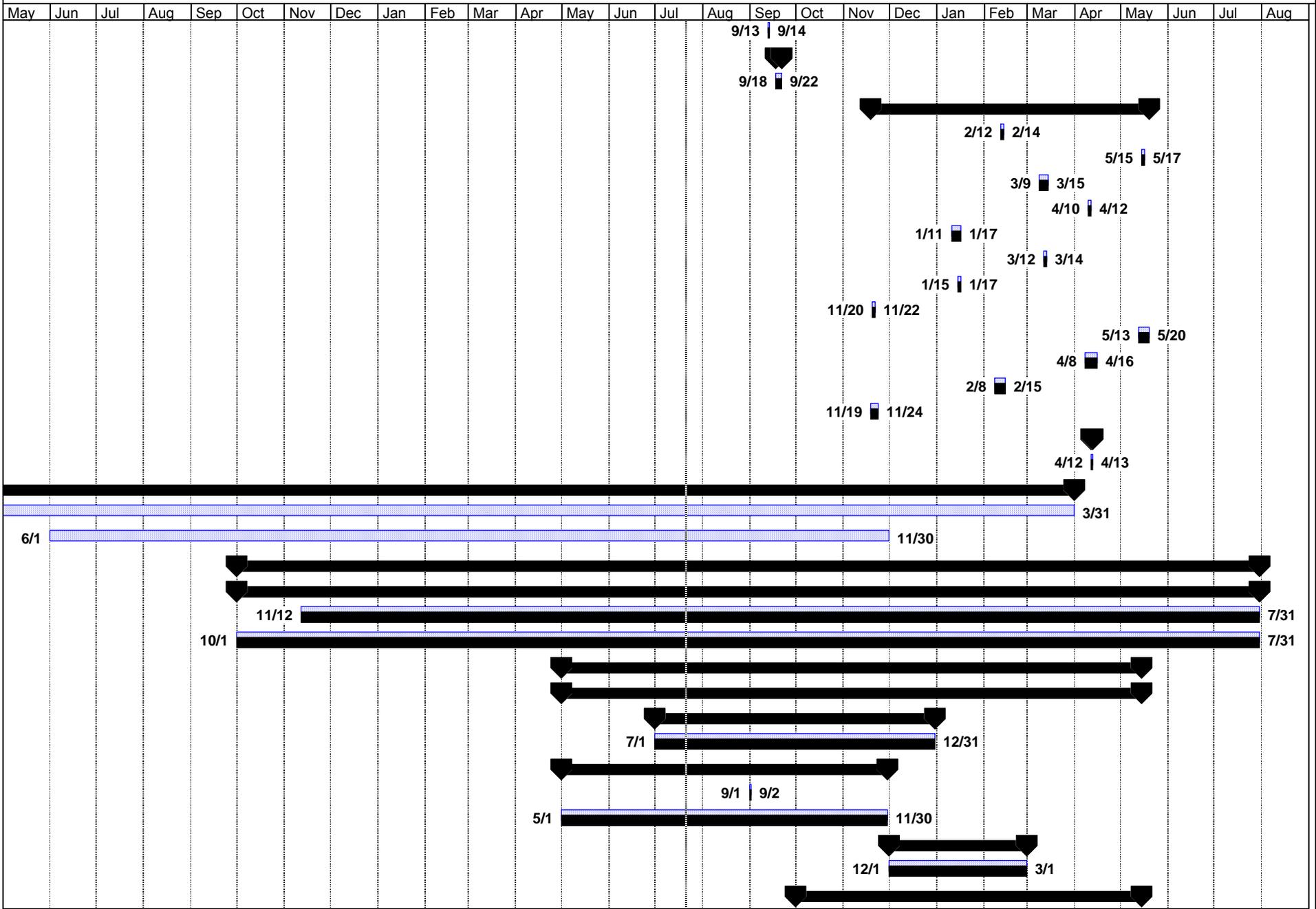
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	













**Annex B**  
**Financial Projections**

Financial Projections for Work Plan 2006

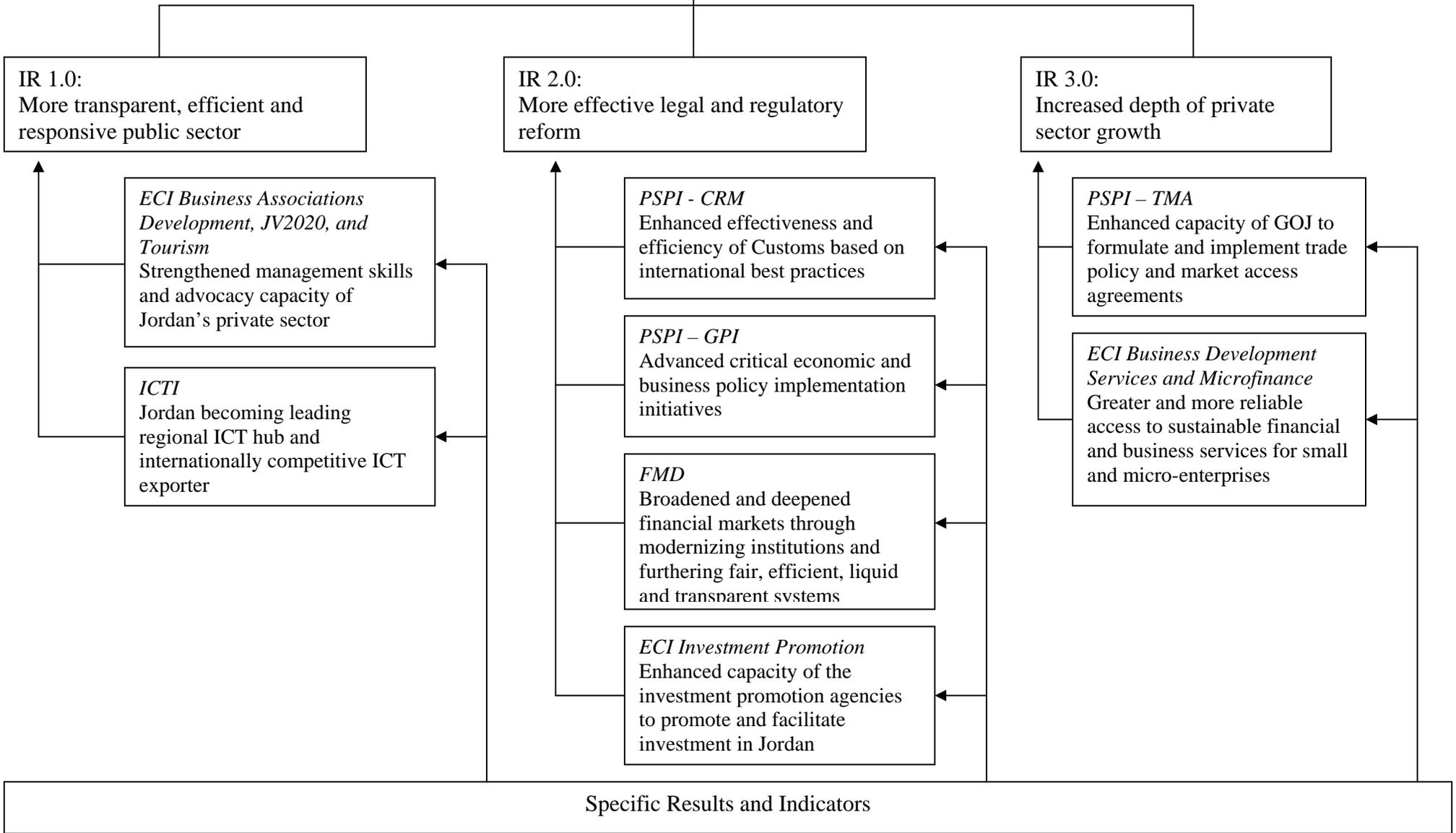
Technical Components*	2005					2006							TOTAL
	August	September	October	November	December	January	February	March	April	May	June	July	
400 Information and Communications Technology Initiative (ICTI)	380,438	320,008	294,642	255,627	346,995	127,056	121,331	116,033	64,574	75,703	96,630	90,155	<b>2,289,192</b>
500 Private Sector Policy Initiative (PSPi)	232,521	208,705	182,077	200,602	369,015	199,627	179,779	160,756	109,882	121,942	121,524	132,447	<b>2,218,877</b>
600 Financial Market Development (FMD)	288,919	328,002	147,772	84,239	156,082	114,213	132,022	120,603	146,284	122,698	116,336	140,050	<b>1,897,219</b>
700 Enhanced Competitiveness Initiative (ECI)	279,665	319,514	296,385	310,603	190,622	264,280	225,431	208,505	149,735	144,847	145,393	147,173	<b>2,682,154</b>
Grand Total	<b>1,181,544</b>	<b>1,176,228</b>	<b>920,875</b>	<b>851,071</b>	<b>1,062,715</b>	<b>705,176</b>	<b>658,562</b>	<b>605,896</b>	<b>470,476</b>	<b>465,191</b>	<b>479,884</b>	<b>509,825</b>	<b>9,087,443</b>

\*These are estimated financial projections. The invoice will differ depending on billing cycle and actual costs of items.

## **Annex C**

# **Results Framework and Results and Indicators**

**SO: Improved Economic Opportunities for Jordanians**



Specific Results and Indicators

Result	Indicator	Data Source	Frequency	2003			2003 Target	2004				2004 Target	2005 Target	2006 Final Target	
				Actuals	Actuals	Actuals	Dec 31, 2003	Actuals	Actuals	Actuals	Actuals	Dec 31, 2004	Jul 31, 2005	Jul 31, 2006	
				Baseline	Q2 2003	Q3 2003	Q4 2003	Per Apr 11, 2003	Q1 2004	Q2 2004	Q3 2004	Q4 2004	Per Sep 8, 2004	Per Sep 8, 2004	Per Sep 8, 2004
<b>Investment Promotion</b>															
1. Increase in investment	(a) % increase in total annual foreign direct investment <sup>[1]</sup>	JIB	Quarterly	2001-2002 % Δ:-68% (\$186 m)	99%	-10%(-10%)	2% (2%)	15% increase over previous year (\$213 m)	23% YTD (\$36.7 m)	55% YTD (\$59.6 m)	25% YTD (\$85.8 m)	-20% YTD (\$150,387,811)	+15% (\$245 m)	+50% (\$214 m YTD)	41% annual average increase (\$1.26 billion)
	(b) % increase in total annual domestic direct investment <sup>[1]</sup>	JIB	Quarterly	2001-2002 % Δ:-65% (\$240 m)	0%	56% (56%)	20% (20%)	8% increase over previous year (\$259 m)	-51% YTD (\$57.5 m)	14% YTD (\$177.3 m)	29% YTD (\$279.5 m)	58% YTD (\$455,314,147)	+15% (\$298 m)	+25% (\$216 m YTD)	23% annual average increase (\$1.25 billion)
2. Increase in jobs	(a) # of jobs generated directly annually in Amman <sup>[2]</sup>	JIB	Quarterly	9,062 for 2002	15,452	18,095 (9,033)	22,582 (13,520)	15,767 (6,705 for 2003)	30,093 (7,514 YTD)	31,902 (9,323 YTD)	34,373 (11,794 YTD)	39,924 (17,345 YTD)	23,478 (7,711 for 2004)	29,582 (6,104 YTD)	44,648
	(b) # of jobs generated directly annually outside Amman <sup>[2]</sup>	JIB	Quarterly	13,429 for 2002	19,097	25,564 (12,135)	30,790 (17,361)	23,487 (10,058 for 2003)	34,266 (3,479 YTD)	38,686 (7,899 YTD)	43,366 (12,579 YTD)	45,673 (14,886 YTD)	35,053 (11,566 for 2004)	44,210 (9,157 YTD)	66,808
3. Increase in exports	% increase in annual domestic exports <sup>[3]</sup>	DOS	Quarterly	2001-2002 % Δ: 15% (\$2.19 billion); previously -5% (\$2.07 billion)	8.42%	4.24%	2.02%	2.5% increase over previous year (\$2.22 billion)	44% (change Jan 1 - Jan 31 2004)	44% YTD (\$959.6 m)	46% YTD (\$2.14 billion)	60% YTD (\$3,373,512,712)	+3.5 % (\$2.32 billion)	+5% (\$1.41 billion YTD)	4.1% annual average increase (\$8.48 billion)
4. Increase in backward linkages	Total annual revenues in subcontracts to local SMEs	National Linkage Program host	Annually	0 (Feb 1, 2002)	annual	annual	n/a	\$0.5 m	annual	annual	annual	0	\$0.5 m	\$2.41 m (\$1.9 m YTD)	\$7.61 m
5. Improvement in enabling environment	# of laws, regulations, processes related to investment that are improved	Participating government entities	Annually	0 (Feb 1, 2002)	annual	annual	4	2	annual	annual	annual	24	5	10 (3 YTD)	15
<b>Business Associations and Jordan Vision 2020</b>															
1. Strengthened global business management skills among Jordanian executives	# of business executives trained in competitive practices as result of AMIR assistance and grants	Business associations records	Quarterly	0 (Feb 1, 2002)	244	591	1,037	150	1,637	1,855	3,857	4,699	1,837	2,837	4,037
2. Enhanced global business management skills among Jordanian companies	# of companies trained in competitive practices as a result of AMIR assistance and grants	Business associations records	Quarterly	0 (Feb 1, 2002)	128	262	356	50	735	843	1,285	2,876	706	1,106	1,606
3. Strengthened associations' capacity to design and conduct executive training work shops	# of for-fee training programs conducted throughout calendar year by associations	Business associations records	Quarterly	0 (Jan 1, 2002)	18	33	50	8	58	76	113	113	100	160	230
4. Financial viability of associations	% of operating costs covered by revenues other than grants	Business associations records	Annually												
	(a) JABA			79% (Dec 31, 2003)	annual	annual	79%	50%	annual	annual	annual	72.5%	80%	90%	100%
	(b) intaj			30% (Dec 31, 2003)	annual	annual	30%	65%	annual	annual	annual	73%	70%	90%	100%
	(c) JIPA			43% (Dec 31, 2003)	annual	annual	43%	50%	annual	annual	annual	105%	80%	100%	100%
	(d) JEA			67% (Dec 31, 2003)	annual	annual	67%	30%	annual	annual	annual	104%	70%	80%	100%
	(e) YEA			62% (Dec 31, 2003)	annual	annual	62%	70%	annual	annual	annual	248%	75%	85%	100%
	(f) AWTC			5% (Dec 31, 2003)	annual	annual	5%	80%	annual	annual	annual	Available Q1 2005	85%	90%	100%
	(g) JAPM			24% (Dec 31, 2003)	annual	annual	24%	50%	annual	annual	annual	81.41%	60%	80%	100%
	(h) IMC			123% (Dec 31, 2003)	annual	annual	123%	n/a	annual	annual	annual	55.97%	70%	80%	100%
5. Increased business association paid membership	# of paying members increased in supported associations	Business associations records	Annually												
	(a) JABA			138 (Dec 31, 2002)	annual	annual	301	n/a	annual	annual	annual	315	487	597	706
	(b) intaj			116 (Dec 31, 2002)	annual	annual	53	n/a	annual	annual	annual	153	175	182	192
	(c) JIPA			93 (Dec 31, 2002)	annual	annual	98	n/a	annual	annual	annual	77	250	275	300
	(d) JEA			114 (Dec 31, 2002)	annual	annual	110	n/a	annual	annual	annual	118	120	190	260
	(e) YEA			130 (Dec 31, 2002)	annual	annual	131	n/a	annual	annual	annual	135	412	527	850
	(f) AWTC			36 (Dec 31, 2002)	annual	annual	102	n/a	annual	annual	annual	Available Q1 2005	200	250	350
	(g) JAPM			12 (Dec 31, 2002)	annual	annual	12	n/a	annual	annual	annual	12	14	14	14
	(h) IMC			79 (Dec 31, 2002)	annual	annual	125	n/a	annual	annual	annual	110	155	170	185

6. Enhanced private sector advocacy capacity	(1) Jordan Vision 2020 coalition revived	BMI team and business associations	Quarterly	(1) Jordan Vision 2020 coalition revived (Dec 31, 2002)	(2)	(2)	(2)	(2) JV 2020 update strategy developed	(2)	(2)	(2)	(2)	(3) 10 private sector-led planning workshops held	n/a	(4) Final JV 2020 strategy produced (Dec 31, 2005)
	(2) JV 2020 update strategy developed														
	(3) 10 private sector-led planning workshops held														
	(4) Final JV 2020 strategy produced														
<b>Tourism</b>															
1. Strengthened institutional framework of JTB	(1) Reviewed new personnel management system	JTB and BMI team	Quarterly	(1) Reviewed new personnel management system (Dec 31, 2002)	(5)	(5)	(5)	(2) to (5)	(5)	(5)	(5)	(6)	(6)	(7)	n/a
	(2) New personnel management system developed														
	(3) Personnel regulations drafted														
	(4) Personnel regulations approved by JTB and ratified by government														
	(5) New organizational structure developed														
	(6) New organizational structure filled														
	(7) New staff trained														
2. Strengthened financial viability of JTB	Increase in JTB budget	JTB financial records	Annually	JD5 m (Jan 1, 2002)	annual	annual	JD5 m	JD5.5 m	annual	annual	annual	JD9 m	JD5.5 m	JD6 m	JD6.6 m
3. Increased Jordan's tourism revenues	Increase in tourism revenues <sup>[4]</sup>	CBJ records	Annually	JD496 m (Jan 1, 2002)	annual	annual	JD546.6 m	JD577.7 m <sup>[5]</sup>	annual	annual	annual	Available in Q1 2005	JD580 m	JD620 m	JD645 m
<b>Business Development Services</b>															
1. Cost recovered for advisory and training services	% of costs recovered for advisory and training services per product per provider	BDSO records	Quarterly					10%							n/a
	(a) JABA/SIYB			2.5% (Sep 1, 2003)	n/a	n/a	4.35%	n/a	5.18%	3.26%	3.46%	5.08%	5%	7%	10%
	(b) JMCC B2B			0 (Sep 1, 2003)	n/a	n/a	10.50%	n/a	14.3%	14.3%	14.3%	23%	25%	35%	50%
2. Increased usage of BDS by micro and small entrepreneurs	(a) JABA/SIYB: # entrepreneurs trained	BDSO records	Quarterly	998 (Sep 1, 2003)	n/a	n/a	1,079	n/a	1,266	1,469 (274 men; 1,195 women)	1,668 (315 men; 1,353 women)	1,753 (361 men; 1,392 women)	1,500	2,000	2,750
	(b) JABA/SIYB: % women trained	BDSO records	Quarterly	82.26% (Sep 1, 2003)	n/a	n/a	82.85%	n/a	81.75%	81.35%	81.11%	79.4%	>50%	>50%	>50%
	(c) JMCC B2B: # entrepreneurs purchased TA	BDSO records	Quarterly	0 (Sep 1, 2003)	n/a	n/a	107	n/a	133	133	133	676	300	550	1,000
	(d) JMCC B2B: % women purchased TA	BDSO records	Quarterly	0 (Sep 1, 2003)	n/a	n/a	32%	n/a	25.5%	25.5%	25.5%	49%	>40%	>40%	>40%
	(e) YEA: # hits on entrepreneur website	BDSO records	Quarterly	0 (Sep 1, 2003)	n/a	17,273	102,731	n/a	188,284	233,976	257,952	327,976	300,000	400,000	800,000
	(f) YEA: # unique visitors	BDSO records	Quarterly	0 (Sep 1, 2003)	n/a	303	1,909	n/a	3,965	5,208	5,816	8,050	7,500	10,000	15,000
	(g) WAEDAT: # of entrepreneurs trained	BDSO records	Quarterly	0 (Sep 1, 2004)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	102	108	216	422
	(h) Seven Dimensions: # of entrepreneurs trained	BDSO records	Quarterly	0 (Sep 1, 2004)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	302	80	200	400
	(i) Seven Dimensions: % women trained	BDSO records	Quarterly	0 (Sep 1, 2004)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	95%	>40%	>50%	>50%
3. Satisfaction with BDS provision	Average score on product satisfaction survey	BDSO records and surveys	Annually												
	(a) JABA/SIYB			89.86% (Sep 1, 2003)	annual	annual	84.33%	n/a	annual	annual	annual	89.33%	>85%	>85%	>85%
	(b) JMCC B2B			0 (Sep 1, 2003)	annual	annual	73.30%	n/a	annual	annual	annual	69%	>85%	>85%	>85%

	(c) WAEDAT			0 (Sep 1, 2004)	n/a	n/a	n/a	n/a	n/a	n/a	annual	86.9%	n/a	>75%	>85%	
	(d) Seven Dimensions			0 (Sep 1, 2004)	n/a	n/a	n/a	n/a	n/a	n/a	annual	80%	n/a	>75%	>85%	
<b>Microfinance</b>																
1. Regional microfinance industry leader <sup>[6]</sup>	(a) Total # of active clients		Quarterly	10,718 (Dec 31, 2001) <sup>[7]</sup>	20,777	22,016	22,517	20,000	16,557	18,475	20,747	22,580	18,000	20,000	22,000	
	(b) % of women clients		Quarterly	76% (Dec 31, 2001)	66%	64%	63%	>50%	76%	77.46%	79.1%	80.1%	>50%	>50%	>50%	
	(c) % of clients outside Amman		Quarterly	57% (Dec 31, 2001)	74%	69%	59.50%	>50%	62%	66.1%	80.03%	89.34%	>50%	>50%	>50%	
	(d) % of repeat clients		Quarterly	52% (Dec 31, 2001)	60%	59%	64.80%	>50%	63.5%	60.3%	51.9%	55.93%	>50%	>50%	>50%	
	(e) Portfolio at risk >30 days as % of gross portfolio		Quarterly	7.1% (Dec 31, 2001)	7.6%	5%	7.01%	<10%	5.6%	4.94%	4%	3.13%	<10%	<10%	<10%	
2. Leveraged MFI funding from other sources	% of total MFI capital for lending obtained from non-USAID sources (incl. commercial bank loans using WFF guarantees)	MFI and WFF records	Annually	0 (Dec 31, 2001)	annual	annual	41%	>35%	annual	annual	annual	44.43%	>40%	>50%	>50%	
3. Commercial viability of MFIs <sup>[6]</sup>	% of operational and financial costs covered by fees, revenues and interest from operations	MFI records	Quarterly	97% (Dec 31, 2001)	98%	98%	104.49%	>100%	139.417%	146.23%	146.3%	146.62%	>100%	>100%	>100%	

**Note: Given the limited time remaining in the project, we consider it appropriate to keep the 2005 and 2006 targets at the same levels as approved by USAID in Work Plan 2005.**

[1] The target value for 31 December 2004 represents percent increase in the current year over the same period in the previous year, with the actual investment value in parentheses. The Final Target represents percent increase over the Baseline during the period 1 January 2003 to 31 July 2006, with the actual cumulative investment value in parentheses.

[2] The target value for 31 December 2004 represents the cumulative number of jobs, with the number of jobs created in 2004 in parentheses. The target value for 31 July 2005 represents the cumulative number of jobs, with the number of jobs created in 2005YTD in parentheses. The final target for 31 July 2006 represents the number of jobs created during the period 1 January 2002 to 31 July 2006.

[3] The target value for 31 December 2004 represents the percent increase in the current year over the same period in the previous year, with the actual export value in parentheses. The Final Target represents percent increase over the Baseline during the period 1 January 2003 to 31 July 2006, with the actual cumulative export value in parentheses.

[4] The actuals and target values are annual values; they are not cumulative.

[5] Nature of modification request: Correction of Q4 2003 actual number  
Reason for modification: The 2003 actual figure was incorrectly reported as JD545.6 million. The correct 2003 actual figure is JD577.7 million.

[6] All actual and target values under this result are point in time measures; they are not cumulative.

[7] Baseline net of JLGC is 10,718. Previously reported baseline of 15,132 includes JLGC numbers.



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