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# **VEGA Jordan Long Term Business Advisors Quarterly Report (January –March 2007)**

**LEADER WITH ASSOCIATE AGREEMENT (LWA)  
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**Prepared for the United States Agency for  
International Development (USAID)**

*Implementing Organizations:*

**INSTITUTE OF  
INTERNATIONAL  
EDUCATION**

## **Summary:**

This is a final report on the 2005-2006 Advisers to Jordan and also covers the progress of the current 2006-2007 Advisers, including the addition of one new Adviser who joined the current group of five at the end of this reporting period.

## **Tasks completed during this quarter:**

- 2005-2006 Advisers attended a de-briefing on March 8 & 9, 2007, in Washington, DC. Alumni evaluated the program's impact, discussed ways to keep connected with one another, and with the program, received career advice from USAID and university representatives, and made presentations about their assignments to USAID stakeholders, VEGA and IIE. They also spent a half-day with their case study mentor who assisted them in developing their case studies. (One exceptional case study is highlighted on the following page).
- Oriented new Jordan Adviser Gabriela Prudencio for her assignment with JOPEA, which began on March 18, 2007.
- IIE EMDAP Director Bill Dant made a site visit to Jordan in January. He met with all Advisers whose assignments were in progress at that time, as well as with all host organizations and the USAID Mission. His observations are incorporated under each Adviser's assignment update.
- Monitored Case Study development progress of both the current Advisers and alumni.
- Disbursed funds to Advisers.
- Received and evaluated reports submitted to IIE.

**NOTE: Beginning with the 2006-2007 groups, IIE, in consultation with VEGA, designed two sets of report templates to measure impact: the Projected Impact Report and the Training and Technical Assistance Activity Report. Advisers are required to submit these reports to IIE periodically along with other standard reports. All Projected Impact Reports and Training and Technical Assistance Activity Reports received to date are included as separate files with this report. Future quarterly reports to USAID/VEGA will include the Adviser reports received for the given reporting period.**

**Adviser Case Study as illustration of impact:** EMDAP is pleased to report that the Marriott Corporation is currently using an Adviser-developed case study in its worldwide general manager training this spring. **Robert Haynie**, EMDAP Adviser with the Business Development Center in 2005-2006, has used the Marriott hotel based in Amman as the subject of his case study, entitled "Tourism in a Terrorist World: Jordan's 9-11 and the Amman Marriott Hotel." The case study examines a dilemma currently facing hotels in Jordan: how to increase customers in the midst of the post-bombing decline. It was developed in cooperation with the general manager of the Marriott Amman Hotel and senior officials based in Marriott's Bethesda, Maryland headquarters. The case highlights the company's worldwide approach to security management and how this is

being implemented at the local level. Events on the ground in Amman actually hastened the local implementation of worldwide security standards.

EMDAP business case studies are unique in that they are conceived and written by people with a rare on-the-ground perspective and understanding of a given subject matter within a specific cultural context. Although EMDAP Adviser case studies are routinely requested for academic use by graduate business schools in the U.S. and around the world, it is notable that the Marriott Corporation has recognized the practical value of an EMDAP case study to improve its internal operations. The use by a major multinational for corporate-wide training adds an exciting new dimension to the possibilities for EMDAP's case study requirement.

Robert's case study is in the final stages of publication and will soon be available on the EMDAP website. Previous Adviser case studies are available in the meantime at [www.emdap.org/casestudies.shtml](http://www.emdap.org/casestudies.shtml).

### **Volunteers and Assignments:**

**1. Kathleen Keiser, Economic Advisor, Aqaba Special Economic Zone Authority (ASEZA)**

Contact e-mail: [kathleenkeiser@gmail.com](mailto:kathleenkeiser@gmail.com)

Assignment Period: 10 months: September 10, 2006-July 10, 2007

After his site visit to Jordan in January, Bill Dant observed that Kathleen's skills appeared to be underutilized in what was turning out to be a part-time assignment. He further explained "there have been some staff changes in her unit at ASEZA...leaving a gap in staffing such that projects are slowing down at this point." In addition, ASEZA is "seeking to develop M&E systems that rely on progress indicators that are not tracked at present." While in Jordan, he raised this concern both with ASEZA and the USAID Mission.

Recently Kathleen has shown considerable initiative in the face of what she describes as an essentially unchanged work situation. "I have started to make contacts outside ASEZA for parallel work assignments, particularly with the Professional Women's Business Association, INJAZ, and Tatweer/Maharat." Kathleen has added these organizations to her work plan, which now includes analyzing the business plan of a new bakery for the Professional Women's Business Association; advising INJAZ volunteer trainers on training techniques for Junior Achievement youth courses; and creating a participant database for Tatweer/Maharat's training/internship program for recent university graduates in Aqaba. She also continues to work with ASEZA, primarily on editing the English version of its 2007-2010 Strategic Plan and producing summaries of strategic reports as requested.

In a good example of EMDAP synergy, Kathleen also reports on her participation in the "1<sup>st</sup> Annual Regional Conference on Developing Service Markets and

Value Chains” which was organized by the Business Development Center’s EMDAP Adviser Greg Swarin (*refer to his assignment update for more details*). “One of ASEZA’s six main strategic goals is to improve the socio-economic standing of the local community, and there is much talk about SME support...This conference gave me ideas about proposing ASEZA as a BDS facilitator within the Zone and gave me potential contacts through which to develop this idea.”

**2. Erica Stuhldreger, Promotion Officer, Jordan Investment Board (JIB)**

Contact e-mail: [estuhldreger@gmail.com](mailto:estuhldreger@gmail.com)

Assignment Period: 10 months: September 10, 2006-July 10, 2007

At the time of Bill Dant’s visit, Erica was working in the ‘front office’ of JIB’s executive suite, where she interacted with all departments of the organization. Bill reported that “Erica seems to be fitting in well with this setting...and comes across as very professional and poised in this job.” Since then, there has been a significant positive shift in Erica’s scope of work due to two very welcome changes. The first was a change in office setting to the Promotion Department located on a different floor, where Erica feels less isolated and can more easily engage with colleagues. The second is a new professional opportunity. Erica explains:

“For the last four months of my time at JIB I will be assigned to work with JOINUS: Jordan Overseas Investment Network in the United States. Currently I am in the preliminary stages of familiarizing myself with this program. [In mid March] we will be attending a SABEQ training for promotional officers that will help enhance my current understanding of the promotional field and will also aid the transition process into JOINUS. I will also stay abreast of the work that the consulting firms are completing for JIB: the strategic planning, investment intelligence and investment map, and the new branding campaign. In addition...I will be assisting the Oxford Business Group in their partnership with JIB in publishing the Emerging Market 2007 Report for Jordan.

“At JIB my role has developed into being a gatekeeper of leading world reports on Jordan [which has] not only benefited my knowledge on the sector, but has also led to a more significant database of indicators for JIB. Additionally, I have created a Knowledge Management System that will...make the collecting of data more efficient in the future.”

**3. Greg Swarin, Program Officer, The Business Development Center (BDC)**

Contact e-mail: [greg\\_swarin@yahoo.com](mailto:greg_swarin@yahoo.com)

Assignment Period: 10 months: September 10, 2006-July 10, 2007

Greg was responsible for implementing two major events for BDC during this reporting period. The first “Friends for Success” partnership between Thunderbird University and three local SMEs (underway when Bill Dant visited

in January) was well-received by the participating students and beneficiary organizations alike. (An article on this activity appears in the April edition of the VEGA newsletter and is also available on the VEGA website at [www.vegaalliance.org/files.asp?FileCatId=99](http://www.vegaalliance.org/files.asp?FileCatId=99); click on Friends for Success link). The second round of the program with a different university is currently in the planning stages and will focus more on public sector reform.

The “1st Annual Regional Conference on Developing Service Markets and Value Chains,” took place February 19-21 in Amman. Greg regards this effort as “a definite highlight of my assignment so far.” He continues: “I was fully responsible for all logistical and administrative aspects of the conference and managed a staff of 6...The conference brought together 107 speakers and participants from around the Arab region, Europe, the U.S. and Asia...This event generated revenues of USD 90,000 in participant fees and sponsorships and realized a USD 25,000 profit for the BDC to be used as future operating capital.” To ensure that the BDC can offer this conference on an annual basis, Greg is working on systems and speaker follow-up.

Greg’s major focus going forward will be on an SME export promotion initiative, still in its infancy, which will support the objectives of the USAID-funded Tatweer export and competitiveness development project. Greg is looking forward to what he regards as a more challenging assignment which will involve surveying and assessing possible new distribution channels and clients.

**4. Kate Weber, Marketing and Business Development Officer, Jordan Garments, Accessories and Textiles Exporters’ Association (JGATE)**

Contact e-mail: [kateaweber@hotmail.com](mailto:kateaweber@hotmail.com)

Assignment Period: 10 months: September 10, 2006-July 10, 2007

Bill Dant’s visit to Jordan coincided with a flurry of activity within JGATE. He was able to observe Kate’s involvement in “hosting potential investors in a whirlwind tour of factories” while simultaneously planning an upcoming trade show in Las Vegas.

Kate reports that JGATE has taken a downward turn since her last report triggered by the recent labor rights troubles in Jordan’s garment sector. “We have very little money and therefore haven’t been able to do much except engage in reactive activities.” As a result, Kate’s scope of work has been very fluid, requiring that she take on assignments “as they come up,” such as writing position papers addressing the ongoing labor concerns. Nonetheless, Kate does have a strategy, concentrating her energies on bolstering member services now that budgetary constraints have put all events on hold.

Kate has recently turned more of her attention to improving the JGATE website, which will be one of her primary goals for the remainder of her assignment. “We decided as an office to try and make the JGATE site ‘the’ place to get news about the apparel industry in Jordan.”

Kate has also completed work on a JGATE member survey of 23 factories in four different industrial zones around Jordan. This survey, which involved in-depth on-site interviews, revealed that “JGATE is not communicating effectively with its members...I learned a great deal about the industry and the challenges our members are currently facing.”

**5. Raymond Grant, Financial Adviser, Excellence, Inc.**

Contact e-mail: [ray\\_grant562000@yahoo.com](mailto:ray_grant562000@yahoo.com)

Assignment Period: 10 months: November 27, 2006-September 27, 2007

Raymond reports that his work is proceeding according to plan and is gratified that his host organization has already begun to implement his recommendations. During this reporting period, Raymond conducted several training sessions focused on enhancing productivity through improved reporting mechanisms and standardization of work methodology.

Bill Dant’s site visit occurred about a month after Raymond’s arrival. Although it was still too early to make judgments about his new assignment, he observed that Raymond appeared comfortably settled in and was well-regarded by counterparts.

**6. Gabriela Prudencio, Jordan Olive Products Exporters Association (JOPEA)**

Contact e-mail: [gabriela.prudencio@gmail.com](mailto:gabriela.prudencio@gmail.com)

Assignment Period: 10 months: March 18, 2007-January 17, 2008

Gabriela is an EMDAP alumna, having recently successfully completed an EMDAP assignment in Zambia. In addition to attending a briefing at IIE to prepare her for her Jordan assignment, she participated in the de-briefing for returned Advisers where she had the opportunity to interact with Jordan alumni and hear their presentations on their assignments. Gabriela arrived in Amman on March 16. The Fulbright House staff and the current Advisers made her feel welcome and have helped her settle in.

**Date of Report:** 21 Nov 2006

**Report # (circle 1):** 1. Begin Assignment 2. End 1st Term 3. ~~End 2<sup>nd</sup> Term~~  
 4. ~~End of Assignment~~ 5. ~~(Host only) 6 Mos. following Assignment~~  
 (DID NOT submit report at beginning of assignment.)

Name of Adviser: Kathleen Keiser

Country: Jordan

Name of Host Organization<sup>1</sup>: ASEZA, Strategic Planning Department

Address: Aqaba, Jordan

Contact Name, Title, Phone, Email: Bashar Salman, Strategic Planning Director

Period of Adviser Assistance: Sept '06 – July '07

**I. INDICATORS OF IMPACT** (Provide data *only* for those indicator(s) that you believe have been/will be impacted by Adviser's advice/assistance and where data can be obtained without excessive effort/expense.)

(all financial data in \$USD)

| Indicator  | Amount during Period Preceding Assistance [specify] <sup>1</sup> | Amount during Current Period [specify] <sup>1</sup> | Projection of Amount during Next Period [specify] <sup>1</sup>   |
|--|--|---|--|
| Number of client processes introduced/strengthened       | Not applicable   |   | (1)<br>M&E database and updating system;   |
| Number of client products introduced/strengthened        | Not applicable   |   | (6)<br>Reports and data library;<br>Intra/internet updated; regular press releases; quarterly bulletins; annual report; internal announcements submitted by SP-econ initiative |
| Number of client services introduced/strengthened        | Not applicable   |   | (1)<br>Regular monitoring of ASEZ data in comparison to national data;   |
| Number of new client initiatives [specify]               | Not applicable   |   |  |
| Number of people trained                                 | Not applicable   |   | (1)<br>Liaise b/t economist mentor and SP dept   |
| Number of new contracts signed by clients [specify kind] | Not applicable   |   |  |
| Value of clients' new contracts                          | Not applicable   |   |  |
| Other indicator(s) of impact [specify]                   | Not applicable   |   |  |

<sup>1</sup>Preferably, the period is a year, to facilitate comparison with other periods.

<sup>1</sup>The organization with which the Adviser is working on a day-to-day basis during his/her assignment. If assistance is being/was provided in a particular sub-division or product line of the enterprise, name and present data about the sub-division, not the entire enterprise.

**II. BENEFICIARIES** *(Provide any quantification you can of the people who have received/will receive an increase in income or other tangible improvement in their lives as a result of Adviser’s work. Some of these data may match/duplicate data in the table in Section I.)*

(all financial data in \$USD)

| Category of Beneficiary | Number of People in Category | Income <sup>1</sup> during Period Preceding Assistance <sup>1</sup> [specify] <sup>2</sup> | Income <sup>1</sup> during Current Period [specify] <sup>2</sup> | Projection of Income <sup>1</sup> during Next Period [specify] <sup>2</sup> | Other Tangible Improvement in Lives [specify] |
|-------------------------|------------------------------|--|--|---|---|
|                         |                              |  |  |   |   |

<sup>1</sup>Specify whether income figures are “Net” (with production expenses subtracted) or “Gross” (with no deduction for costs of production). Net is preferable to Gross.

<sup>2</sup> Preferably, the period is a year, to facilitate comparison with other periods.

**III. DISCUSSION** (please use additional pages as necessary)

- A. *Briefly discuss the meaning of each of the impacts listed in Sections I and II. Elaborate how Adviser’s assistance was/is/will be instrumental in producing them. Please see workplan.*
- B. *Confirm the source(s) of the numbers and how reliable they are.*  
Internal monitoring.
- C. *If there are indicators not included in the questionnaire that would provide better indication of impact, please identify them.*  
N/A
- D. *If there are indicators that would provide good indication of impact but cannot be obtained without excessive effort/expense, please identify them.*  
The best indicators would be the smooth running of the SP department data collection and processing unit, the continued initiative of the econ analysis unit, and the regular production of the variety of reports that have been suggested by all concerned as necessary to be started during the Advisor’s term. These tend to be un-measurable things.
- E. *For all projections (the last column in both tables), explain how certain they are. Are there major threats or risks that could prevent them from being realized?*  
Generally, all of these things are dependent at some level on work by or information from other people. The majority of people at ASEZA and in our collaborative organizations are overworked and so frequently do not work within the Advisor’s external timeframe. It seems that these are all reasonable goals, but the timeline is to be taken as an “ideal case” scenario only.

**Date of Report:** 01 March 2007

**Report # (circle 1):** ~~1. Begin Assignment~~ ~~2. End 1st Term~~ ~~3. End 2<sup>nd</sup> Term~~  
~~4. End of Assignment~~ ~~5. (Host only) 6 Mos. following Assignment~~

Period of Adviser Assistance: Sept '06 – July '07

**I. INDICATORS OF IMPACT** (Provide data only for those indicator(s) that you believe have been/will be impacted by Adviser's advice/assistance and where data can be obtained without excessive effort/expense.)

(all financial data in \$USD)

| Indicator  | Amount during Period Preceding Assistance [specify] <sup>1</sup> | Amount during Current Period [specify] <sup>1</sup>   | Projection of Amount during Next Period [specify] <sup>1</sup> |
|--|--|---|--|
| Number of client processes introduced/strengthened       | Not applicable   | PWBA: Business plan for bakery analyzed for feasibility   |  |
| Number of client products introduced/strengthened        | Not applicable   |   |  |
| Number of client services introduced/strengthened        | Not applicable   | INJAZ: 2 curricula in English made clearer to trainers and students, 1 curricula connected to foreign students using same |  |
| Number of new client initiatives [specify]               | Not applicable   | ASEZA: I hope to promote the possibility of ASEZA as a BDS facilitator  |  |
| Number of people trained                                 | Not applicable   | INJAZ: Should be involved in student trainings in some way  |  |
| Number of new contracts signed by clients [specify kind] | Not applicable   | Tatweer: Could be responsible for finding new collaborating companies at which to place interns                           |  |
| Value of clients' new contracts                          | Not applicable   |   |  |
| Other indicator(s) of impact [specify]                   | Not applicable   |   |  |

<sup>1</sup>Preferably, the period is a year, to facilitate comparison with other periods.

**II. BENEFICIARIES** (Provide any quantification you can of the people who have received/will receive an increase in income or other tangible improvement in their lives as a result of Adviser's work. Some of these data may match/duplicate data in the table in Section I.)

(all financial data in \$USD)

| Category of Beneficiary | Number of People in Category | Income <sup>1</sup> during Period Preceding Assistance <sup>1</sup> [specify] <sup>2</sup> | Income <sup>1</sup> during Current Period [specify] <sup>2</sup> | Projection of Income <sup>1</sup> during Next Period [specify] <sup>2</sup> | Other Tangible Improvement in Lives [specify] |
|-------------------------|------------------------------|--|--|---|---|
| Workers at PWBA bakery  | ?                            | ?  | ?  | ?   | ?   |

<sup>1</sup>Specify whether income figures are "Net" (with production expenses subtracted) or "Gross" (with no deduction for costs of production). Net is preferable to Gross.

<sup>2</sup> Preferably, the period is a year, to facilitate comparison with other periods.

**III. DISCUSSION** (please use additional pages as necessary)**A.** *Briefly discuss the meaning of each of the impacts listed in Sections I and II. Elaborate how Adviser's assistance was/is/will be instrumental in producing them.*

PWBA: Layali would like me to help analyze the feasibility of the bakery business plan. It is unclear to me at this time how many business women are members of the PWBA, and of those how many are active in the implementation of the bakery. Most of those I met at the bakery meeting were applying for jobs at the bakery, or were recent graduates without a great deal of experience. It seems that simply having more people to analyze and debate the merits of the project will be useful. The bakery is not yet open, but is meant to be staffed by low-income local women. I don't know the expectations for specific increase in income or other lifestyle improvements.

INJAZ: INJAZ, partnered with Junior Achievement, institutes several youth training courses for middle, high school, and university students. Two that they are newly implementing in English are TTBiz (Travel and Tourism Business Program) and the Company Course (about starting your own business). They would like a "go-to" person to clarify some of the lessons (only printed in English), due to language difficulty. They would also like to brainstorm interactive teaching/training techniques. Finally, for the TTBiz program, Junior Achievement has set up a website to connect schools around the globe who are teaching the same program. In this way students can talk to each other and I think learn about the tourism opportunities and mechanisms in other places. Ghadeer would like to partner with another school but has been unable to because of language difficulties. (Her English is fine for explaining things to me but it seems she's not very comfortable using it in non-face-to-face interactions.)

Tatweer/Maharat: Maharat is an internship/training program for recently-graduated university students. They have successfully started programs in several other cities in Jordan, and are opening one now in Aqaba. They are offering a week-long training course followed by a 6-month internship at local companies. I met Zein when she was in Aqaba during the week of training, and she explained that she would like me to create a database of participants (students and companies). She would provide the information later in the week. It seems that the students were not happy with the options available for companies to work for; I'm not sure what has happened to the program in the last few weeks since the training. I know Zein was busy with the BDC conference (Tatweer is run by BDC) in Amman, so she may not have had time to deal with this program. If I am able to help, and do more than just create a database, I may be able to meet with companies in Aqaba to convince them to participate in the program.

**B.** *Confirm the source(s) of the numbers and how reliable they are.*

Only qualitative information available.

**Report # (circle 1):** 1. Begin Assignment 2. ~~End 1st Term~~ 3. ~~End 2<sup>nd</sup> Term~~  
4. ~~End of Assignment~~ 5. ~~(Host only) 6 Mos. Following Assignment~~

Name of Adviser: Erica Stuhldreier Country: Jordan

Name of Host Organization<sup>1</sup>: Jordan Investment Board

Address: P.O. Box 893 Amman 11821

Contact Name, Title, Phone, Email: Erica Stuhldreier, Promotion Officer  
Mobile: 0796158690  
Work Tel: (962)6-5608400 ext 103  
E-mail: [erica@jib.com.jo](mailto:erica@jib.com.jo)

Period of Adviser Assistance: September 2006 – July 2007

**I. INDICATORS OF IMPACT** (Provide data *only* for those indicator(s) that you believe have been/will be impacted by Adviser's advice/assistance and where data can be obtained without excessive effort/expense.)

(all financial data in \$USD)

| Indicator                                     | Amt during Period Preceding Assistance <sup>1</sup>                                 | Amt during Current Period <sup>1</sup> | Projection of Amt during Next Period |
|---|---|--|--------------------------------------|
| Number of services introduced/strengthened    | Not applicable  | 1                                      | 4                                    |
| Number of new training courses offered        | Not applicable  | N/A                                    | 2                                    |
| Number of new training events offered         | Not applicable  | N/A                                    | 1                                    |
| Number of clients                             | N/A   | N/A                                    | N/A                                  |
| Number of people trained                      | 5   | 0                                      | 25                                   |
| Number of new initiatives [specify]           | Not applicable  | 4                                      | N/A                                  |
| Number of new contracts signed [specify kind] | Not applicable  |  | N/A                                  |
| Value of new contracts signed                 | Not applicable  |  |                                      |
| Number of employees                           | 70  | 75                                     | 100                                  |
| Employee payroll                              | <b>Govt. Workers:</b> \$280 - \$705/month<br><b>Govt. Contractors:</b> \$850+/month | Same                                   | Same                                 |
| Financing accessed [specify kind]             | \$7.1MM   | \$9.8MM                                | \$12.7MM contingent on FDI           |
| Income from sale of services                  | 0   | 0                                      | 0                                    |
| Profits                                       | \$1 billion   | \$2.2 bn                               | \$4 bn                               |
| Other indicator(s) of impact [specify]        |   |  |                                      |

<sup>1</sup>Preferably, the period is a year, to facilitate comparison with other periods.

<sup>1</sup>The organization with which the Adviser is working on a day-to-day basis during his/her assignment.

**II. BENEFICIARIES** (Provide any quantification you can of the people who have received/will receive an increase in income or other tangible improvement in their lives as a result of Adviser's work. Some of these data may match/duplicate data in the table in Section I.)

(all financial data in \$USD)

| Category of Beneficiary | Number of People in Category | Income <sup>1</sup> during Period Preceding Assistance <sup>1</sup> [specify] <sup>2</sup> | Income <sup>1</sup> during Current Period [specify] <sup>2</sup> | Projection of Income <sup>1</sup> during Next Period [specify] <sup>2</sup> | Other Tangible Improvement in Lives [specify] |
|-------------------------|------------------------------|--|--|---|---|
| Owners                  |                              |  |  |   |   |
| Employees               |                              |  |  |   |   |
| Clients                 |                              |  |  |   |   |
| Other [specify]         |                              |  |  |   |   |
| <b>Total</b>            |                              |  |  |   |   |

<sup>1</sup>Specify whether income figures are "Net" (with production expenses subtracted) or "Gross" (with no deduction for costs of production). Net is preferable to Gross.

<sup>2</sup> Preferably, the period is a year, to facilitate comparison with other periods.

**III. DISCUSSION** (please use additional pages as necessary)

**A. Briefly discuss the meaning of each of the impacts listed in Sections I and II. Elaborate how Adviser's assistance was/is/will be instrumental in producing them.**

As an Advisor with JIB I might not directly impact many of the indicators listed in the above sections, but I felt it was pertinent to provide the figures and then clarify how significant a role I had in their outcome. The new services introduced this year are the country offices that have opened up. Two country offices have been officially opened in 2006 and four more will open in 2007. This reflects the path of JIB and my role as a Promotion Officer will impact this as I help produce marketing strategies and presentations to be used in the promotion of these services. I am currently working on a Marketing Strategy for China, one of the offices to be opened in 2007, and will then present it and hold a training seminar on creating marketing strategies. The number of businesses or clients that JIB has relations with is difficult to assess because it is dependent on a market added value. JIB does not receive income from these businesses for the services it provides, but its overall operating budget correlates with the amount of foreign direct investment it generates for Jordan per year. The number of new initiatives that JIB is currently developing include: Investment Map, Branding, Strategy Planning, Investment Intelligence, and Foreign Offices. I hope to play a role in the development of each of these throughout my time at JIB. Additionally, I listed the employee payroll and contracts signed to reflect more of the agency's character even though I have had no impact on these in my few months here. My future endeavors in the promotion department might assist the success of contracts signed, but that has yet to be determined.

**B. Confirm the source(s) of the numbers and how reliable they are.**

I have gained these numbers from colleagues at JIB and feel that they are rather accurate.

**C. If there are indicators not included in the questionnaire that would provide better indication of impact, please identify them.**

It was difficult to map out direct impact based on the indicators given. JIB is a large agency and my impact here when reflected through these indicators is difficult to assess.

*D. If there are indicators that would provide good indication of impact but cannot be obtained without excessive effort/expense, please identify them.*

For the last few weeks I have been focusing on quantitative research which will then be used in a variety of presentations and will contribute to the overall marketability of JIB. It is difficult to assess the direct impact of this, but in the future as my marketing strategies develop it might be easier to assess what impact I am having at JIB.

*E. For all projections (the last column in both tables), explain how certain they are. Are there major threats or risks that could prevent them from being realized?*

The projected figures are accurate for this time period. The reports on Jordan have identified that for the country to increase its GDP, FDI needs to be around \$2.2 billion, the current figure for 2006. JIB hopes to increase the amount of FDI with the new country offices, but right now the projected outlook for 2007 is to keep the FDI where it is or above this level and not to fall below \$2.2 billion.

**Report # (circle 1):** ~~1. Begin Assignment~~ ~~2. End First Term~~ ~~3. End 2<sup>nd</sup> Term~~  
~~4. End of Assignment~~ ~~5. (Host only) 6 Mos. Following Assignment~~

Period of Adviser Assistance: September 2006 – July 2007

**I. INDICATORS OF IMPACT** (Provide data only for those indicator(s) that you believe have been/will be impacted by Adviser's advice/assistance and where data can be obtained without excessive effort/expense.)

(all financial data in \$USD)

| Indicator                                     | Amount during Period Preceding Assistance [2005] <sup>1</sup>                       | Amount during Current Period [2006] <sup>1</sup> | Projection of Amount during Next Period [2007] |
|---|---|--|--|
| Number of services introduced/strengthened    | Not applicable  | 1  | 4  |
| Number of new training courses offered        | Not applicable  | N/A  | 1  |
| Number of new training events offered         | Not applicable  | N/A  | 1  |
| Number of clients                             | N/A   | N/A  | N/A  |
| Number of people trained                      | 5   | 0  | 0  |
| Number of new initiatives [specify]           | Not applicable  | 4  | 4  |
| Number of new contracts signed [specify kind] | Not applicable  |  | N/A  |
| Value of new contracts signed                 | Not applicable  |  |  |
| Number of employees                           | 70  | 75   | 100  |
| Employee payroll                              | <b>Govt. Workers:</b> \$280 - \$705/month<br><b>Govt. Contractors:</b> \$850+/month | Same   | Same   |
| Financing accessed [specify kind]             | \$7.1 million   | \$9.8 million                                    | \$12.7 million contingent on FDI               |
| Income from sale of services                  | 0   | 0  | 0  |
| Profits                                       | \$1 billion   | \$2.2 billion                                    | \$4 billion                                    |
| Other indicator(s) of impact [specify]        |   |  |  |

<sup>1</sup>Preferably, the period is a year, to facilitate comparison with other periods.

**II. BENEFICIARIES** (Provide any quantification you can of the people who have received/will receive an increase in income or other tangible improvement in their lives as a result of Adviser's work. Some of these data may match/duplicate data in the table in Section I.)

(all financial data in \$USD)

| Category of Beneficiary | Number of People in Category | Income <sup>1</sup> during Period Preceding Assistance <sup>1</sup> [specify] <sup>2</sup> | Income <sup>1</sup> during Current Period [specify] <sup>2</sup> | Projection of Income <sup>1</sup> during Next Period [specify] <sup>2</sup> | Other Tangible Improvement in Lives [specify] |
|-------------------------|------------------------------|--|--|---|---|
| Owners                  |                              |  |  |   |   |
| Employees               |                              |  |  |   |   |
| Clients                 |                              |  |  |   |   |
| Other [specify]         |                              |  |  |   |   |
| <b>Total</b>            |                              |  |  |   |   |

<sup>1</sup>Specify whether income figures are "Net" (with production expenses subtracted) or "Gross" (with no deduction for costs of production). Net is preferable to Gross.

<sup>2</sup> Preferably, the period is a year, to facilitate comparison with other periods.

**III. DISCUSSION** (please use additional pages as necessary)

A. Briefly discuss the meaning of each of the impacts listed in Sections I and II. Elaborate how Adviser's assistance was/is/will be instrumental in producing them.

As an Advisor with JIB I might not directly impact many of the indicators listed in the above sections, but I felt it was pertinent to provide the figures and then clarify how significant a role I had in their outcome. The new services introduced this year are the country offices that have opened up. Two country offices have been officially opened in 2006 and four more will open in 2007. This reflects the path of JIB and my role as a Promotion Officer will impact this as I help produce marketing strategies and presentations to be used in the promotion of these services. I am currently working on a Marketing Strategy for China, one of the offices to be opened in 2007, and will then present it and hold a training seminar on creating marketing strategies. The number of businesses or clients that JIB has relations with is difficult to assess because it is dependent on a market added value. JIB does not receive income from these businesses for the services it provides, but its overall operating budget correlates with the amount of foreign direct investment it generates for Jordan per year. The number of new initiatives that JIB is currently developing include: Investment Map, Branding, Strategy Planning, Investment Intelligence, and Foreign Offices. I hope to play a role in the development of each of these throughout my time at JIB. Additionally, I listed the employee payroll and contracts signed to reflect more of the agency's character even though I have had no impact on these in my few months here. My future endeavors in the promotion department might assist the success of contracts signed, but that has yet to be determined.

B. Confirm the source(s) of the numbers and how reliable they are.

I have gained these numbers from colleagues at JIB and feel that they are rather accurate.

C. If there are indicators not included in the questionnaire that would provide better indication of impact, please identify them.

It was difficult to map out direct impact based on the indicators given. JIB is a large agency and my impact here when reflected through these indicators is difficult to assess.

- D. If there are indicators that would provide good indication of impact but cannot be obtained without excessive effort/expense, please identify them.*

For the last few weeks I have been focusing on quantitative research which will then be used in a variety of presentations and will contribute to the overall marketability of JIB. It is difficult to assess the direct impact of this, but in the future as my marketing strategies develop it might be easier to assess what impact I am having at JIB.

Recently, I was assigned to work on JOINUS. With this project I will be able to assess my impact at JIB in a more direct way. Prior to this assignment my impact assessment was difficult to quantify because I had not been consistently working on a specific project. I am also working on a knowledge management system for JIB which will represent something less abstract to impact JIB.

- E. For all projections (the last column in both tables), explain how certain they are. Are there major threats or risks that could prevent them from being realized?*

The projected figures are accurate for this time period. The reports on Jordan have identified that for the country to increase its GDP, FDI needs to be around \$2.2 billion, the current figure for 2006. JIB hopes to increase the amount of FDI with the new country offices, but right now the projected outlook for 2007 is to keep the FDI where it is or above this level and not to fall below \$2.2 billion.

I have noticed in the last few months that JIB is experiencing a high turn over rate due to dissatisfaction with the work environment. I question JIB's internal structure and the environment that is created for employees here. This could be symptomatic of a government agency, but there is a lot of unnecessary overlap and unproductiveness due to a lack of effective organization and management. Considering the excellent caliber of JIB's employees, it is very easy for talents to go to waste due to improper structuring or utilization of skill.

**Report # (circle 1):** 1. Begin Assignment—2. End 1<sup>st</sup> Term—3. End 2<sup>nd</sup> Term  
4. End of Assignment—5. (Host only) 6 Mos. following Assignment

Name of Adviser: Greg Swarin

Country: Jordan

Name of Host Organization<sup>1</sup>: Business Development Center

Address: 7<sup>th</sup> Circle, Jordan

Contact Name, Title, Phone, Email:

Nayef Stetieh, President & CEO, +962-6-5928865, [nstetieh@tatweer.org.jo](mailto:nstetieh@tatweer.org.jo)

Maha Shawareb, VP, +962-6-5854085, [mshawareb@bdc.org.jo](mailto:mshawareb@bdc.org.jo)

Period of Adviser Assistance: Sept. '06 - June '07

**I. INDICATORS OF IMPACT** (Provide data *only* for those indicator(s) that you believe have been/will be impacted by Adviser's advice/assistance and where data can be obtained without excessive effort/expense.)

(all financial data in \$USD)

| Indicator                                     | Amount during Period Preceding Assistance [specify] <sup>1</sup> | Amount during Current Period [specify] <sup>1</sup> | Projection of Amount during Next Period [specify] <sup>1</sup> |
|---|--|---|--|
| Number of services introduced/strengthened    |  | 1 in Planning (BDS Conference)                      | 1 in Planning (BDS Conference)                                 |
| Number of new training courses offered        |  | -   | -  |
| Number of new training events offered         |  | -   | -  |
| Number of clients                             |  | 3   | 6  |
| Number of people trained                      |  | -   | -  |
| Number of new initiatives [specify]           |  | 3   | 4  |
| Number of new contracts signed [specify kind] |  | 3   | 2  |
| Value of new contracts signed                 |  | -   | -  |
| Number of employees                           | -  | -   | -  |
| Employee payroll                              | -  | -   | -  |
| Financing accessed [specify kind]             | -  | -   | -  |
| Income from sale of services                  | -  | -   | -  |
| Profits                                       | -  | -   | -  |
| Other indicator(s) of impact [specify]        | -  | -   | -  |

<sup>1</sup>The organization with which the Adviser is working on a day-to-day basis during his/her assignment.

**II. BENEFICIARIES** (Provide any quantification you can of the people who have received/will receive an increase in income or other tangible improvement in their lives as a result of Adviser's work. Some of these data may match/duplicate data in the table in Section I.)

(all financial data in \$USD)

| Category of Beneficiary | Number of People in Category | Income <sup>1</sup> during Period Preceding Assistance <sup>1</sup> [specify] <sup>2</sup> | Income <sup>1</sup> during Current Period [specify] <sup>2</sup> | Projection of Income <sup>1</sup> during Next Period [specify] <sup>2</sup> | Other Tangible Improvement in Lives [specify]    |
|-------------------------|------------------------------|--|--|---|--|
| Owners                  | 2                            |  |  |   | Marketing assistance for export promotion.       |
| Employees               | 2                            |  |  |   | Marketing assistance for export promotion.       |
| Clients                 | -                            |  |  |   |  |
| Other [Students]        | 13                           |  |  |   | Utilizing knowledge gained in their MBA program. |
| <b>Total</b>            |                              |  |  |   |  |

<sup>1</sup>Specify whether income figures are "Net" (with production expenses subtracted) or "Gross" (with no deduction for costs of production). Net is preferable to Gross.

<sup>2</sup> Preferably, the period is a year, to facilitate comparison with other periods.

**III. DISCUSSION** (please use additional pages as necessary)

A. Briefly discuss the meaning of each of the impacts listed in Sections I and II. Elaborate how Adviser's assistance was/is/will be instrumental in producing them.

I am currently involved in the logistical and administrative planning of the 1<sup>st</sup> Annual Regional Conference on Business Development Services which is to take place in Amman on Feb 19-21, 2007. We expect approximately 80 participants who will receive training and information on best practices for developing service markets, improving value chains and expanding exports to large markets. This event should also earn valuable operating capital for the BDC.

Two of the new initiatives are related to the Friends for Success Program which I am spearheading. The first partnership that has been formalized is between the BDC, Thunderbird University and 3 SMEs (the Royal Society for the Conservation of Nature, Al Burgan Handicrafts and Jordanian-Cypriot Construction Materials). Under this partnership 13 MBA students from Thunderbird will be working with the SMEs above to provide marketing assistance for expanding the access to US and other international markets. The students will also be traveling to Jordan in Jan. 2007 to work directly with their host organizations and revise their marketing strategies. I am involved in all aspects of this initiative from liaising with the school and the SMEs to arranging all logistics.

We are also working to formalize a partnership between the University of Chicago's Harris School of Public Policy and the Ministry of Public Sector Development. This initiative is still

in the planning stages and we are developing an MOU to formalize the effort. Conceptually, teams or individual students will be assigned to various offices within the Ministry to assist them with streamlining their operations and increasing cooperation between branches of the government. We hope to bring the first group of students in the summer of '07. I am also involved very deeply in this initiative and am working with the Ministry to create the MOU and with the school to formalize the program.

Another new initiative, which is still in its infancy, is attempting to partner the BDC with marketing associations in the US to act as the hub of marketing training here in Jordan. More on this initiative will be forthcoming.

The beneficiaries listed in Section II are all related to the current Friends for Success Partnership with Thunderbird University. Those corresponding to the BDS Conference and the future partnerships will be included in future reports once more concrete numbers are available.

*B. Confirm the source(s) of the numbers and how reliable they are.*

The numbers for the university partnerships are reliable and are from my personal communications with the universities, the Ministry and the SMEs.

The numbers for the BDS Conference are still unclear as we are waiting for registration and the conference does not begin until Feb. 2007.

*C. If there are indicators not included in the questionnaire that would provide better indication of impact, please identify them.*

None that I can think of at the moment. Possibly asking about new initiatives/programs that are in the planning stages as not everything is quite so cut and dry here.

*D. If there are indicators that would provide good indication of impact but cannot be obtained without excessive effort/expense, please identify them.*

N/A

*E. For all projections (the last column in both tables), explain how certain they are. Are there major threats or risks that could prevent them from being realized?*

For all projections related to the BDS Conference, there is an element of risk as we are still waiting for registration. We are hoping for between 80 and 100 participants, but the final number will not be known for some time.

The projections related to the university partnerships are more firm, but those for future partnerships are unknown until we formalize the agreements. We are also looking to increase the number of partnerships, but cannot make a projection on the impact until more is known.

Projections for the marketing initiative will be included in the future, once more research and outreach has been done.

**Report # (circle 1):** ~~1. Begin Assignment~~ ~~2. End 1<sup>st</sup> Term~~ ~~3. End 2<sup>nd</sup> Term~~  
~~4. End of Assignment~~ ~~5. (Host only) 6 Mos. following Assignment~~

Period of Adviser Assistance: Sept. '06 - June '07

**I. INDICATORS OF IMPACT** (Provide data only for those indicator(s) that you believe have been/will be impacted by Adviser's advice/assistance and where data can be obtained without excessive effort/expense.)

(all financial data in \$USD)

| Indicator                                     | Amount during Period Preceding Assistance [specify] <sup>1</sup> | Amount during Current Period [specify] <sup>1</sup>                          | Projection of Amount during Next Period [specify] <sup>1</sup> |
|---|--|--|--|
| Number of services introduced/strengthened    |  | 1 completed (BDS Conference)   | 1 Export Promotion for SMEs                                    |
| Number of new training courses offered        |  | -  | -  |
| Number of new training events offered         |  | -  | -  |
| Number of clients                             |  | 3 (FFS SME Clients)  | 2 (FFS SME Clients)  |
| Number of people trained                      |  | 92 (conference participants, including BDC Staff)<br>12 FFS student advisors | 4 FFS student advisors   |
| Number of new initiatives [specify]           |  | 1 (SME Export Promotion)   | 1 (SME Export Promotion)                                       |
| Number of new contracts signed [specify kind] |  | 2 (FFS Client Agreements)  | 1-3 (SME Export Promotion Distribution)                        |
| Value of new contracts signed                 |  | -  | -  |
| Number of employees                           | -  | 4 interns for conference   | -  |
| Employee payroll                              | -  | -  | -  |
| Financing accessed [specify kind]             | -  | -  | -  |
| Income from sale of services                  | -  | USD 90,000 (income from conference)  | -  |
| Profits                                       | -  | USD 25,000 (BDS Conference)  | -  |
| Other indicator(s) of impact [specify]        | -  | -  | -  |

**II. BENEFICIARIES** (Provide any quantification you can of the people who have received/will receive an increase in income or other tangible improvement in their lives as a result of Adviser's work. Some of these data may match/duplicate data in the table in Section I.)

(all financial data in \$USD)

| Category of Beneficiary              | Number of People in Category | Income <sup>1</sup> during Period Preceding Assistance <sup>1</sup> [specify] <sup>2</sup> | Income <sup>1</sup> during Current Period [specify] <sup>2</sup> | Projection of Income <sup>1</sup> during Next Period [specify] <sup>2</sup> | Other Tangible Improvement in Lives [specify]    |
|--------------------------------------|------------------------------|--|--|---|--|
| Owners (BDC – BDS Conference)        | 2                            |  | + USD 90,000   |   | Profit – USD 25,000                              |
| Owners (FFS Chicago)                 | 2                            |  |  |   | FFS service delivery and efficiency enhancement  |
| Owners (FFS Thunderbird)             | 2                            |  |  |   | Market access and export promotion               |
| Employees (FFS Chicago)              | 20                           |  |  |   | FFS service delivery and efficiency enhancement  |
| Employees (FFS Thunderbird)          | 2                            |  |  |   | Market access and export promotion               |
| Clients                              | 92                           |  |  |   | BDS Conference participants and BDC Staff        |
| Other [Thunderbird student advisors] | 12                           |  |  |   | Utilizing knowledge gained in their MBA program. |
| Other [Chicago student advisors]     | 4                            |  |  |   | Utilizing knowledge gained in their MBA program. |
| <b>Total</b>                         | <b>134</b>                   |  | <b>+USD 90,000</b>   |   | <b>Profit USD 25,000</b>                         |

<sup>1</sup>Specify whether income figures are "Net" (with production expenses subtracted) or "Gross" (with no deduction for costs of production). Net is preferable to Gross.

<sup>2</sup> Preferably, the period is a year, to facilitate comparison with other periods.

**III. DISCUSSION** (please use additional pages as necessary)

A. Briefly discuss the meaning of each of the impacts listed in Sections I and II. Elaborate how Adviser's assistance was/is/will be instrumental in producing them.

I have recently completed the 1<sup>st</sup> Annual Regional Conference on Business Development Services which took place in Amman on Feb 19-21, 2007. Following the departure of my co-planner, I was fully responsible for all logistical and administrative aspects of the conference and managed a staff of 6 (2 full-time and 4 interns). The conference hosted 85 local, regional and international participants who received training and information on best practices for developing service markets, improving value chains and expanding exports to large markets.

Also in attendance were 15 international speakers and 7 BDC staff members. This event generated revenues of USD 90,000 in participant fees and sponsorships (cash and in-kind) and realized a USD 25,000 profit for the BDC to be used as future operating capital.

Two other initiatives are related to the Friends for Success Program which I am spearheading. The first partnership that has been successfully completed was between the BDC, Thunderbird University and 3 SMEs (the Royal Society for the Conservation of Nature, Al Burgan Handicrafts and Jordanian-Cypriot Construction Materials). Under this partnership 12 MBA students from Thunderbird worked with their clients above to provide marketing assistance for expanding the access to US and other international markets. The students traveled to Jordan in Jan. 2007 and worked directly with their host organizations to revise their export, marketing and strategic plans. I was responsible for all aspects of this initiative from liaising with the school and the SMEs to arranging all logistics.

I have also formalized a partnership between the University of Chicago's Harris School of Public Policy and 2 new client organizations, the Jordan Investment Board and the King Abdullah Center for Excellence. Under this initiative, 4 student advisors will be traveling to Jordan this summer to assist their clients with service delivery improvement and efficiency enhancement for 10-12 weeks. The students are currently being chosen.

Another new initiative, which is still in its infancy, is attempting to partner the BDC with distributor(s) in the US to facilitate exports of Jordanian goods to the US markets. This new initiative will support the objectives of the USAID-funded Tatweer export and competitiveness development project. As this is a new project, numbers have not been calculated or included above.

*B. Confirm the source(s) of the numbers and how reliable they are.*

The numbers related to the Friends for Success initiative are all accurate as they reflect the student advisors from Thunderbird (12) who were in Jordan in Jan. 2007 and their clients (3 organizations). Those related to the University of Chicago are also accurate as they reflect the student advisors (4) who will be selected this month and their clients (2 organizations & approximately 20 employees to be affected).

The numbers for the business development conference are accurate as they reflect the actual participation in the conference (85 participants, 7 BDC staff, and 15 speakers). The revenue (USD 90,000) and profit (USD 25,000) numbers are accurate as they reflect the total revenues generated from participant fees and sponsorships (cash and in-kind) minus the real costs of the activity.

*C. If there are indicators not included in the questionnaire that would provide better indication of impact, please identify them.*

None that I can think of at the moment. Possibly asking about new initiatives/programs that are in the planning stages as not everything is quite so cut and dry here.

D. *If there are indicators that would provide good indication of impact but cannot be obtained without excessive effort/expense, please identify them.*

N/A

E. *For all projections (the last column in both tables), explain how certain they are. Are there major threats or risks that could prevent them from being realized?*

The projections related to the University of Chicago partnership are firm, but those for future partnerships are unknown until we formalize the agreements. We are also looking to increase the number of partnerships, but cannot make a projection on the impact until more is known.

Projections for the SME export promotion and distribution initiative will be included in the future, once more research and outreach has been done.

**Report # (circle 1):** 1. Begin Assignment 2. End 1st Term 3. ~~End 2<sup>nd</sup> Term~~  
4. ~~End of Assignment~~ 5. ~~(Host only) 6 Mos. following Assignment~~

Name of Adviser: Kate Weber

Country: Jordan

Name of Host<sup>1</sup>: JGATE

Address: PO Box 840255

Contact Name, Title, Phone, Email: Raghad al Hadid, CEO, +962 6 5620045,

r.hadid@jgate.org.jo

Period of Adviser Assistance: September 2006 – July 2007

**I. INDICATORS OF IMPACT** (Provide data only for those indicator(s) that you believe have been/will be impacted by Adviser's advice/assistance and where data can be obtained without excessive effort/expense.)

(all financial data in \$USD)

| Indicator   | Amount during Period Preceding Assistance [specify] <sup>1</sup> | Amount during Current Period [specify] <sup>1</sup> | Projection of Amount during Next Period [specify] <sup>1</sup> |
|---|--|---|--|
| Number of members   | 73 factories   | 69 factories  | Hopefully more   |
| Income from membership dues   |  | Still in the due-collecting process                 | Uncertain  |
| Number of employees   | 6  | 4   | 6-7  |
| Number of services introduced/strengthened                            |  | 1-2   | 3-4  |
| Income from services  | Don't know   | Don't know  | \$5000 (writing a business plan)                               |
| Number of new initiatives [specify]                                   |  | 3-4 (for JGATE as a whole, not just from me)        | 5 or 6   |
| Number of members participating in & benefiting from new initiatives  |  | Approx. 40 factories                                | Hopefully more   |
| Income to members resulting from association initiatives              |  | Not quantified                                      | Not quantified   |
| Number of contracts signed by association [specify kind of contracts] |  | n/a   | n/a  |
| Value of contracts signed   |  | n/a   | n/a  |
| Total income to association   |  | We've got \$5000 in the bank now, so not much       |  |
| Other indicator(s) of impact [specify]                                |  |   |  |

<sup>1</sup>Preferably, the period is a year, to facilitate comparison with other periods.

<sup>1</sup>The organization with which the Adviser is working on a day-to-day basis during his/her assignment.

**II. BENEFICIARIES** (Provide any quantification you can of the people who have received/will receive an increase in income or other tangible improvement in their lives as a result of Adviser's work. Some of these data may match/duplicate data in the table in Section I.)

(all financial data in \$USD)

| Category of Beneficiary | Number of People in Category | Income <sup>1</sup> during Period Preceding Assistance <sup>1</sup> [specify] <sup>2</sup> | Income <sup>1</sup> during Current Period [specify] <sup>2</sup> | Projection of Income <sup>1</sup> during Next Period [specify] <sup>2</sup> | Other Tangible Improvement in Lives [specify]       |
|-------------------------|------------------------------|--|--|---|---|
| Employees               | 4                            |  |  |   |   |
| Member employees        | 69                           | Don't know   | Don't know   | Not sure  | Increased business from trade shows, not quantified |
| Other [specify]         |                              |  |  |   |   |
| <b>Total</b>            |                              |  |  |   |   |

<sup>1</sup>Specify whether income figures are "Net" (with production expenses subtracted) or "Gross" (with no deduction for costs of production). Net is preferable to Gross.

<sup>2</sup> Preferably, the period is a year, to facilitate comparison with other periods.

**III. DISCUSSION** (please use additional pages as necessary)

A. Briefly discuss the meaning of each of the impacts listed in Sections I and II. Elaborate how Adviser's assistance was/is/will be instrumental in producing them.

I attempted to fill in the boxes above, but I must clarify that JGATE quantifies very few of the results of its activities, and I really have no way of knowing how much revenue my work personally has generated for JGATE. We are working on several revenue-generating activities, such as the MAGIC Show in Las Vegas (JGATE charges member companies for organization/coordination services), and a partnership we're entering with JUMP and UNIDO wherein we will write business plans (at a fee) for a ladies wear consortium and a men's wear consortium of Jordanian garment companies. I am active in both of these initiatives, so my work will affect JGATE financially in a positive way, but I don't know exact figures.

B. Confirm the source(s) of the numbers and how reliable they are.

The numbers I have I got from Raghad. I have reason to believe they are fairly reliable.

C. If there are indicators not included in the questionnaire that would provide better indication of impact, please identify them.

See answer to question A.

D. If there are indicators that would provide good indication of impact but cannot be obtained without excessive effort/expense, please identify them.

It would be useful simply to quantify the activities we're doing now financially, but I'm not aware that we do that. It would be most interesting to track how our activities have affected

our member companies financially (i.e. bringing them new business, etc.), but this would be extremely difficult to do.

- E. *For all projections (the last column in both tables), explain how certain they are. Are there major threats or risks that could prevent them from being realized?*

The garment industry is in trouble in Jordan currently. The viability of an organization like JGATE is still being tested. We are having trouble with members paying their dues this quarter, and our funding is limited from other sources, so we'll see what the next four or five months bring for JGATE. If JGATE is able to work effectively with the government and achieve a positive outcome with regard to the issues the garment manufacturers care the most about (i.e. labor law, minimum wage, etc.), then JGATE will succeed and remain important. If not, fewer companies will see the value in paying dues and working to sustain JGATE.

**Report # (circle 1):**    1. ~~Begin Assignment~~ — 2. ~~End 1st Term~~ 3. End 2<sup>nd</sup> Term  
 4. ~~End of Assignment~~ — 5. ~~(Host only) 6 Mos. following Assignment~~

Period of Adviser Assistance: **September 2006 – July 2007**

**I. INDICATORS OF IMPACT** (Provide data only for those indicator(s) that you believe have been/will be impacted by Adviser's advice/assistance and where data can be obtained without excessive effort/expense.)

(all financial data in \$USD)

| Indicator   | Amount during Period Preceding Assistance [specify] <sup>1</sup> | Amount during Current Period [specify] <sup>1</sup> | Projection of Amount during Next Period [specify] <sup>1</sup> |
|---|--|---|--|
| Number of members   | 73 factories   | 69 factories  | Hopefully more   |
| Income from membership dues   |  | Approx. 2000 JD right now, I believe                | Uncertain  |
| Number of employees   | 6  | 6   | 6-8  |
| Number of services introduced/strengthened                            |  | 1-2   | 3-4  |
| Income from services  | Don't know   | None  | Hopefully something, but unsuer                                |
| Number of new initiatives [specify]                                   |  | 1-2   | 5 or 6   |
| Number of members participating in & benefiting from new initiatives  |  | Approx. 20  | Hopefully more   |
| Income to members resulting from association initiatives              |  | Not quantified                                      | Not quantified   |
| Number of contracts signed by association [specify kind of contracts] |  | none  | none   |
| Value of contracts signed   |  | none  | none   |
| Total income to association   |  | We have 2000 JD in the bank, so not much            |  |
| Other indicator(s) of impact [specify]                                |  |   |  |

<sup>1</sup>Preferably, the period is a year, to facilitate comparison with other periods.

**II. BENEFICIARIES** (Provide any quantification you can of the people who have received/will receive an increase in income or other tangible improvement in their lives as a result of Adviser's work. Some of these data may match/duplicate data in the table in Section I.)

(all financial data in \$USD)

| Category of Beneficiary | Number of People in Category | Income <sup>1</sup> during Period Preceding Assistance <sup>1</sup> [specify] <sup>2</sup> | Income <sup>1</sup> during Current Period [specify] <sup>2</sup> | Projection of Income <sup>1</sup> during Next Period [specify] <sup>2</sup> | Other Tangible Improvement in Lives [specify]       |
|-------------------------|------------------------------|--|--|---|---|
| Employees               | 6                            | Everything is on hold at the moment, so no income right now                                |  |   |   |
| Member employees        | 69                           | Don't know   | Don't know   | Not sure  | Increased business from trade shows, not quantified |
| Other [specify]         |                              |  |  |   |   |
| <b>Total</b>            |                              |  |  |   |   |

<sup>1</sup>Specify whether income figures are "Net" (with production expenses subtracted) or "Gross" (with no deduction for costs of production). Net is preferable to Gross.

<sup>2</sup> Preferably, the period is a year, to facilitate comparison with other periods.

**III. DISCUSSION** (please use additional pages as necessary)

A. Briefly discuss the meaning of each of the impacts listed in Sections I and II. Elaborate how Adviser's assistance was/is/will be instrumental in producing them.

I attempted to fill in the boxes above, but I must clarify that JGATE quantifies very few of the results of its activities, and I really have no way of knowing how much revenue my work personally has generated for JGATE. We are working on several revenue-generating activities, such as the MAGIC Show in Las Vegas (JGATE charges member companies for organization/coordination services), and a partnership we're entering with JUMP and UNIDO wherein we will write business plans (at a fee) for a ladies wear consortium and a men's wear consortium of Jordanian garment companies. I am active in both of these initiatives, so my work will affect JGATE financially in a positive way, but I don't know exact figures.

**UPDATE: For several months now, JGATE activities have been on hold because JGATE is no longer receiving assistance from USAID and is out of money.**

B. Confirm the source(s) of the numbers and how reliable they are.

The numbers I have I got from Raghad. I have reason to believe they are fairly reliable.

**UPDATE: No change.**

C. If there are indicators not included in the questionnaire that would provide better indication of impact, please identify them.

See answer to question A.

- D. *If there are indicators that would provide good indication of impact but cannot be obtained without excessive effort/expense, please identify them.*

It would be useful simply to quantify the activities we're doing now financially, but I'm not aware that we do that. It would be most interesting to track how our activities have affected our member companies financially (i.e. bringing them new business, etc.), but this would be extremely difficult to do.

- E. *For all projections (the last column in both tables), explain how certain they are. Are there major threats or risks that could prevent them from being realized?*

The garment industry is in trouble in Jordan currently. The viability of an organization like JGATE is still being tested. We are having trouble with members paying their dues this quarter, and our funding is limited from other sources, so we'll see what the next four or five months bring for JGATE. If JGATE is able to work effectively with the government and achieve a positive outcome with regard to the issues the garment manufacturers care the most about (i.e. labor law, minimum wage, etc.), then JGATE will succeed and remain important. If not, fewer companies will see the value in paying dues and working to sustain JGATE.

**UPDATE:** since the last report, things have changed for the worse at JGATE. USAID has suspended all funding to the organization, and many of our members have not renewed their memberships. Even our Chairman has not paid his dues. We have very little money, and therefore haven't been able to do much except engage in reactive activities.

**Report # (circle 1):** 1. Begin Assignment 2. ~~End 1st Term~~ 3. ~~End 2<sup>nd</sup> Term~~  
4. ~~End of Assignment~~ 5. ~~(Host only) 6 Mos. following Assignment~~

Name of Adviser: Raymond Grant

Country: Jordan

Name of Host Organization<sup>1</sup>: Excellence, Inc.

Address: P.O. Box 9353, Amman 11191 - Jordan

Contact Name, Title, Phone, Email: Raymond Grant, Business Adviser, Cell no.: 0797190967

Period of Adviser Assistance: November 2006 – September 2007

**I. INDICATORS OF IMPACT** (Provide data only for those indicator(s) that you believe have been/will be impacted by Adviser's advice/assistance and where data can be obtained without excessive effort/expense.)

(all financial data in \$USD)

| Indicator  | Amount during Period Preceding Assistance [specify] <sup>1</sup> | Amount during Current Period [specify] <sup>1</sup> | Projection of Amount during Next Period [specify] <sup>1</sup> |
|--|--|---|--|
| Number of project clients assisted                       |  | 1   | 3  |
| Number of client processes introduced/strengthened       |  | 1   | 3  |
| Number of client products introduced/strengthened        |  | 1   | 3  |
| Number of client services introduced/strengthened        |  | 1   | 3  |
| Number of new contracts signed by clients [specify kind] |  | 3   | 6  |
| Value of clients' new contracts                          |  |   |  |
| Financing accessed by clients [specify kind]             |  |   |  |
| Number of jobs created                                   |  |   |  |
| Total client sales volume                                |  |   |  |
| Total client sales value                                 |  |   |  |
| Other indicator(s) of impact [specify]                   |  |   |  |

<sup>1</sup>Preferably, the period is a year, to facilitate comparison with other periods.

<sup>1</sup>The organization with which the Adviser is working on a day-to-day basis during his/her assignment.

**II. BENEFICIARIES** (Provide any quantification you can of the people who have received/will receive an increase in income or other tangible improvement in their lives as a result of Adviser's work. Some of these data may match/duplicate data in the table in Section I.)

(all financial data in \$USD)

| Category of Beneficiary       | Number of People in Category | Income <sup>1</sup> during Period Preceding Assistance <sup>1</sup> [specify] <sup>2</sup> | Income <sup>1</sup> during Current Period [specify] <sup>2</sup> | Projection of Income <sup>1</sup> during Next Period [specify] <sup>2</sup> | Other Tangible Improvement in Lives [specify]                                 |
|-------------------------------|------------------------------|--|--|---|---|
| Client organization owners    | N/A                          |  |  |   |   |
| Client organization employees | 100                          |  |  |   | The adviser proposed programs to increase the training for clients' employees |
| Other [specify]               | N/A                          |  |  |   |   |
| <b>Total</b>                  | <b>100</b>                   |  |  |   |   |

<sup>1</sup>Specify whether income figures are "Net" (with production expenses subtracted) or "Gross" (with no deduction for costs of production). Net is preferable to Gross.

<sup>2</sup> Preferably, the period is a year, to facilitate comparison with other periods.

**III. DISCUSSION** (please use additional pages as necessary)

A. Briefly discuss the meaning of each of the impacts listed in Sections I and II. Elaborate how Adviser's assistance was/is/will be instrumental in producing them.

I have not worked on any projects that would increase beneficiaries' income. However, I have developed recommendations in business audits to improve clients' operations (e.g. developed recommendations to increase staff training).

B. Confirm the source(s) of the numbers and how reliable they are.

The numbers are based on EXI's past experiences with clients. Therefore, they are fairly reliable.

C. If there are indicators not included in the questionnaire that would provide better indication of impact, please identify them.

N/A

D. If there are indicators that would provide good indication of impact but cannot be obtained without excessive effort/expense, please identify them.

N/A

E. For all projections (the last column in both tables), explain how certain they are. Are there major threats or risks that could prevent them from being realized?

EXI primarily works on projects for the public sector. Therefore, the only major threat is if the government reduces the budget for our clients during the next fiscal year.

**Report # (circle 1):** 1. ~~Begin Assignment~~ — 2. End 1st Term 3. ~~End 2<sup>nd</sup> Term~~  
4. ~~End of Assignment~~ — 5. (Host only) 6 Mos. following Assignment

Period of Adviser Assistance: November 2006 – September 2007

**I. INDICATORS OF IMPACT** (Provide data only for those indicator(s) that you believe have been/will be impacted by Adviser's advice/assistance and where data can be obtained without excessive effort/expense.)

(all financial data in \$USD)

| Indicator  | Amt during Period Preceding Assistance <sup>1</sup> | Amt during Current Period <sup>1</sup>                            | Projection of Amt during Next Period <sup>1</sup>                 |
|--|---|---|---|
| Number of project clients assisted                       |   | 3   | 3   |
| Number of client processes introduced/strengthened       |   | 1   | 1   |
| Number of client products introduced/strengthened        |   | 2   | 3   |
| Number of client services introduced/strengthened        |   | 5   | 4   |
| Number of new contracts signed by clients [specify kind] |   | 4 (business consulting contracts with the public sector and NGOs) | 6 (business consulting contracts with the public sector and NGOs) |
| Value of clients' new contracts                          |   |   |   |
| Financing accessed by clients [specify kind]             |   |   |   |
| Number of jobs created                                   |   |   |   |
| Total client sales volume                                |   |   |   |
| Total client sales value                                 |   |   |   |
| Other indicator(s) of impact [specify]                   |   |   |   |

<sup>1</sup>Preferably, the period is a year, to facilitate comparison with other periods.

**II. BENEFICIARIES** (Provide any quantification you can of the people who have received/will receive an increase in income or other tangible improvement in their lives as a result of Adviser's work. Some of these data may match/duplicate data in the table in Section I.)

(all financial data in \$USD)

| Category of Beneficiary | Number of People in Category | Income <sup>1</sup> during Period Preceding Assistance <sup>1</sup> [specify] <sup>2</sup> | Income <sup>1</sup> during Current Period [specify] <sup>2</sup> | Projection of Income <sup>1</sup> during Next Period [specify] <sup>2</sup> | Other Tangible Improvement in Lives [specify] |
|-------------------------|------------------------------|--|--|---|---|
|                         |                              |  |  |   |   |
| Other [specify]         |                              |  |  |   |   |
| <b>Total</b>            |                              |  |  |   |   |

<sup>1</sup>Specify whether income figures are "Net" (with production expenses subtracted) or "Gross" (with no deduction for costs of production). Net is preferable to Gross.

<sup>2</sup> Preferably, the period is a year, to facilitate comparison with other periods.

**III. DISCUSSION** (please use additional pages as necessary)

- A. *Briefly discuss the meaning of each of the impacts listed in Sections I and II. Elaborate how Adviser's assistance was/is/will be instrumental in producing them.*

I have not worked on any projects that would increase beneficiaries' income. However, I have developed training sessions for organizations to increase their productivity level. This was done by implementing policy changes (such as weekly strategy meetings, new reporting system, etc.).

- B. *Confirm the source(s) of the numbers and how reliable they are.*

The numbers are based on EXI's past experiences with clients. Therefore, they are fairly reliable.

- C. *If there are indicators not included in the questionnaire that would provide better indication of impact, please identify them.*

N/A

- D. *If there are indicators that would provide good indication of impact but cannot be obtained without excessive effort/expense, please identify them.*

N/A

- E. *For all projections (the last column in both tables), explain how certain they are. Are there major threats or risks that could prevent them from being realized?*

These projections are based on input that I received from my host country supervisor. There are no major threats.

**EMDAP ADVISER TRAINING AND TECHNICAL ASSISTANCE ACTIVITIES**

Under USAID reporting requirements, EMDAP must compile data on specific Adviser training and technical assistance activities. Advisers are requested to fill in the following two charts on an ongoing basis, adding lines as required, and include them in their quarterly reports to IIE.

**TABLE B: DATA ON ADVISER TECHNICAL ASSISTANCE<sup>1</sup> ACTIVITIES**

| Technical Assistance Event No. | Location (Locality) | Date(s)     | Topic(s)   | Technical Assistance Provided By |   | Duration      |           |           |                   | Primary Host/Target Group             |                              |         |                 |                                    |   | Number of People Assisted             |                                     |      |        |       |
|--------------------------------|---------------------|-------------|--|----------------------------------|---|---------------|-----------|-----------|-------------------|---------------------------------------|------------------------------|---------|-----------------|------------------------------------|---|---------------------------------------|-------------------------------------|------|--------|-------|
|                                |                     |             |  | Adviser Name                     | Other Trainer(s) (name and affiliation)                               | 1 day or less | 2- 7 days | 8-30 days | More than 30 days | For-Profit Enterprise(s) <sup>2</sup> | Business Service Provider(s) | Bank(s) | Credit Union(s) | Farmer Cooperative(s) <sup>3</sup> | Not-For-Profit Organization(s) <sup>4</sup> | Educational & Research Institution(s) | Government Agency(ies) <sup>5</sup> | Male | Female | Total |
| 1                              | Amman               | 1/4 – 1/23  | Strategic, Export and Marketing Plan Development (Friends for Success Program) | Greg Swarin                      |   |               |           | X         |                   | 2                                     |                              |         |                 |                                    | 1   |                                       |                                     | 13   | 5      | 18    |
| 2                              | Amman               | 2/19 – 2/21 | Developing Service Markets and Value Chains Conference                         | Greg Swarin                      | International Training Center of the International Labor Organization |               | X         |           |                   | X                                     | X                            | X       | X               |                                    | X   | X                                     |                                     | 67   | 40     | 107   |
| <b>Totals</b>                  |                     |             |  |                                  |   |               |           |           |                   |                                       |                              |         |                 |                                    |   |                                       |                                     |      |        |       |

<sup>1</sup>Technical assistance defined as any educational activity that is not a formally structured group educational activity with formal learning objectives.

<sup>2</sup>Excluding business service providers and for-profit financial institutions.

<sup>3</sup>Not-for-profit farmer cooperatives. For-profit cooperatives are reported as for-profit enterprises

<sup>4</sup>Non-governmental, other than farmer cooperatives and educational institutions.

<sup>5</sup>Other than educational and research institutions.

**EMDAP ADVISER TRAINING AND TECHNICAL ASSISTANCE ACTIVITIES**

**TABLE A: DATA ON ADVISER TRAINING<sup>1</sup> ACTIVITIES**

| Training Event No. | Location (Locality) | Date(s)     | Topic(s)   | Training Performed By |   | Duration      |           |           |                   | Primary Host/Target Group             |                              |         |                 |                                    |   |                                       | Number of People Trained            |      |        |       |   |   |   |
|--------------------|---------------------|-------------|--|-----------------------|---|---------------|-----------|-----------|-------------------|---------------------------------------|------------------------------|---------|-----------------|------------------------------------|---|---------------------------------------|-------------------------------------|------|--------|-------|---|---|---|
|                    |                     |             |  | Adviser Name          | Other Trainer(s) (name and affiliation) | 1 day or less | 2- 7 days | 8-30 days | More than 30 days | For-Profit Enterprise(s) <sup>2</sup> | Business Service Provider(s) | Bank(s) | Credit Union(s) | Farmer Cooperative(s) <sup>3</sup> | Not-For-Profit Organization(s) <sup>4</sup> | Educational & Research Institution(s) | Government Agency(ies) <sup>5</sup> | Male | Female | Total |   |   |   |
| 1                  | Host Org's Office   | 21 Feb 2007 | How the staff can improve their reporting method | Raymond Grant         | N/A                                     | X             |           |           |                   |                                       |                              |         |                 |                                    |   | X                                     |                                     |      |        |       | 4 | 5 | 9 |
| 2                  |                     |             |  |                       |   |               |           |           |                   |                                       |                              |         |                 |                                    |   |                                       |                                     |      |        |       |   |   |   |
| <b>Totals</b>      |                     |             |  |                       |   |               |           |           |                   |                                       |                              |         |                 |                                    |   |                                       |                                     |      |        |       |   |   |   |

<sup>1</sup>Training defined as a formally structured group educational activity, usually in a classroom or workshop, with formal learning objectives.

<sup>2</sup>Excluding business service providers and for-profit financial institutions.

<sup>3</sup>Not-for-profit farmer cooperatives. For-profit cooperatives are reported as for-profit enterprises

<sup>4</sup>Non-governmental, other than farmer cooperatives and educational institutions.

<sup>5</sup>Other than educational and research institutions.

**TABLE B: DATA ON ADVISER TECHNICAL ASSISTANCE<sup>1</sup> ACTIVITIES**

| Technical Assistance Event No. | Location (Locality) | Date(s)     | Topic(s)  | Technical Assistance Provided By |   | Duration      |           |           |                   | Primary Host/Target Group             |                              |         |                 |                                    |   |                                       | Number of People Assisted           |      |        |       |
|--------------------------------|---------------------|-------------|---|----------------------------------|---|---------------|-----------|-----------|-------------------|---------------------------------------|------------------------------|---------|-----------------|------------------------------------|---|---------------------------------------|-------------------------------------|------|--------|-------|
|                                |                     |             |   | Adviser Name                     | Other Trainer(s) (name and affiliation) | 1 day or less | 2- 7 days | 8-30 days | More than 30 days | For-Profit Enterprise(s) <sup>2</sup> | Business Service Provider(s) | Bank(s) | Credit Union(s) | Farmer Cooperative(s) <sup>3</sup> | Not-For-Profit Organization(s) <sup>4</sup> | Educational & Research Institution(s) | Government Agency(ies) <sup>5</sup> | Male | Female | Total |
| 1                              | Host Org's Office   | 12 Feb 2007 | How to improve an organization's productivity by standardizing work methodology               | Raymond Grant                    | N/A                                     | X             |           |           |                   |                                       |                              |         |                 | X                                  |   |                                       |                                     | 4    | 6      | 10    |
| 2                              | Host Org's Office   | 28 Feb 2007 | How to improve an organization's productivity by making files assessable to all staff members | Raymond Grant                    | N/A                                     | X             |           |           |                   |                                       |                              |         |                 | X                                  |   |                                       |                                     | 4    | 6      | 10    |
| <b>Totals</b>                  |                     |             |   |                                  |   |               |           |           |                   |                                       |                              |         |                 |                                    |   |                                       |                                     |      |        |       |

<sup>1</sup>Technical assistance defined as any educational activity that is not a formally structured group educational activity with formal learning objectives.

<sup>2</sup>Excluding business service providers and for-profit financial institutions.

<sup>3</sup>Not-for-profit farmer cooperatives. For-profit cooperatives are reported as for-profit enterprises

<sup>4</sup>Non-governmental, other than farmer cooperatives and educational institutions.

<sup>5</sup>Other than educational and research institutions.