

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

Funded By U.S. Agency for International Development

ICT Communications and Events Joint Planning Session

Final Report

**Deliverable for ICTI Component, Task No. 431.2
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Executive Summary and Acknowledgements

Several key organizational players shape communication regarding Information and Communication Technology in Jordan:

- MoICT Communications
- MoICT e-Government
- [INT@J](#) (Information Technology Association of Jordan)
- Training and Events (from the AMIR Program)
- PR/Communications (from the AMIR Program)
- ICTI (from the AMIR Program).

On July 29th, following interviews to determine purposes of the meeting as input for designing the agenda, key members from these entities met to coordinate their planning efforts.

Subsequently, participants transcribed their outputs:

- Characteristics of Effective Teamwork across Organizations
- Understanding Roles and Responsibilities
- Joint Calendar

The Coverdale Organization is proud to have facilitated your meeting as part of the AMIR Program. You are the authors of this report and we congratulate you for your enthusiasm and commitment.

Rania Abu-Sharar	Ghada Mukhalalaty
Tulin Bakeer	Sameera Qadoura
Ra'ed Bilbessi	Elizabeth Rohde
Emile Cubeisy	Rasheed Rousan
Maha El-Sheikh	Diane Scott
Razan Fasheh	Oraib Toukan
Dana Jaber	Sherry Youssef
Amna Kilani	Barbara Zadina

We also thank Abeer Qaryouti for transcribing the MoICT inputs. Finally, Luma Atallah assumed the tedious responsibility for assembling of the transcriptions in this attractive format, for which we are very grateful.

Task 1: Characteristics of Effective Cooperation across Organizations

- Communication (5)
- Targeted communication
- Effective communication
- Communications/e-mail
- Clear lines of communication

- Assign one person from each organization to ensure effective communication
- Listening skills (2)
- Common vision
- Shared purpose
- Share a vision

- Clear understanding of common objectives
- Each understanding his role
- Organization
- Individual
- Clearly defined roles

- Understanding of roles
- Clear roles
- Different roles
- Doing different tasks with each others' help
- No duplication of effort

- Knowing the others' exact roles
- Information sharing
- On time
- On target
- Timely

- Focus
- Respect
- Collaboration
- Discipline
- Learn

- Seamless interaction
- Clear procedures for achieving agreement on issues
- Concise
- Good, brief defined strategy
- Planning

- Effective teamwork
- Team spirit (2)
- Organization
- No personal agenda
- Consultation

Task 2: Understanding Organizational Roles and Responsibilities

- **Purposes**
- **Skills**
- **Resources**
- **Key Messages**

Purposes (MoICT Communication)

- Ministry Vision
 - An ICT Sector in Jordan in which the market is given the widest possible scope to contribute to improve services and to the economic growth of the country.
 - Setting Jordan's ICT policy and strategy plan for ICT.
 - Coordinating the E-government program.
 - Promoting awareness and adoption of ICT to citizen, businesses & government.
 - Attracting investment to the ICT sector.
- ICT Promotion Department
 - To coordinate and facilitate interaction among the various E-initiative.
 - To play as an active partner in the public / private partnerships.
 - To develop strategies that encourage Jordanians to incorporate ICT into their daily lives.
 - To promote the sector as a whole and the MoICT as a center of excellence.
 - To provide relevant and timely information to stakeholders, including: Media, Government, donors & Private Sector.

Skills (MoICT Communication)

- Familiarity and respect of government.
- Support of His Majesty
- Specialization
 - E -Government
 - E -Commerce
 - E -Learning
 - IT Industry
- Point of coordination
 - Web Site
 - Global Government Support
- Creative, Dynamic Government Partner.
- Depth in understanding sector requirement
- Accessible
- Depth of understanding of national vision and ICT strategy
- Government contracting experience.
- E-initiatives owner/ creator
- Outreach to international organizations
- Accepted partner with private sector
- ICT Promotion Department;
- **Emile**
- Contribute Jordan's strategy and policy to promote ICT regionally, locally and internationally.
- Strategic Action Plan to make MoICT a recognized ministry in the global arena.
- Create and attract funds and donations from international organization.
- Assist and plan with minister the policy and strategy of MoICT.
- Coordinate and plan strategic approach with all different programs (MoICT) and outside stakeholders
- Assure a shared vision/ quality/ unified messaging between all departments, private sector/

- stakeholders.
- Make sure that His Majesty's vision is being implemented.
- Abeer***
 - Assist in Emile's day to day activities.
 - Organize ICT promotion department.
 - Plan and coordinate events and meetings with other department and stakeholders.
 - Assist team in building a filing system, organized offices.
- Ghada***
 - Advertising
 - Public Relations
 - Events
 - Press Releases
 - Collaterals
 - Quality assurance
 - Corporate Identity
 - Website
 - Follow – up
 - Coordination between MoICT and media
 - Coordination between MoICT and stakeholders
- Razan / E-Initiatives***
 - Support and promote E-Initiatives
 - Facilitate and encourage sustainability of current e-initiatives.
 - Facilitate coordination between e-initiatives.
 - Coordinate meetings with related parties.
 - Oversee and support
 - Process and direct e-initiatives to investors.
- Nabeel***
 - Training programme
 - Coordinate between training institutions and government.
 - Attract donors to provide and support training for government
 - E-government training for all 1000 ministries employees.
 - E-culture / E-learning
 - Develop and implement e-culture, e-learning strategy.
 - Oversee e-culture / e-learning initiatives / projects.

Resources (MoICT Communication)

- Royal Palace
- Public Relation / Spot On
- Cubeisy / E-government
- Med Design / Corporate Identity.
- ICT Advisory Council
- IT Expertise & Education Expertise
- ICT Promotion Department; Full team to be
- Private sector sponsorships
- Focal point for donors (ICT) in coordination with Ministry of Planning.
- Ministry of Planning budget
- Government Budget
- Very positive donor acceptance.
- Connecting Jordanians / J. Walter Thompson.

Key Messages (MoICT Communication)

- Enable Infrastructure for investment.
- Jordan's commitment to develop its ICT strategy second to none.
- Jordan is a fertile technology environment
- Jordan is committed to an "all-inclusive" development process in its ICT strategy.
- Jordan is "being smart" in the way that it enables business, government, and citizens to benefit from ICT.
- The MoICT is establishing itself as a "center of excellence" and a model of good governance.
- Jordan is open for investment.
- Public – Private partnership are the key to Jordan's policy making.

Purposes (MoICT e-Government)

- Coordinate the national e-government program
- Integrate e-government projects in the government of Jordan.
- Promote e-government projects for government of Jordan.
- Provide e-government project management and expertise across the government of Jordan
- Provide e-government standards to the Government (CM, PM, Tech.).

Skills (MoICT e-Government)

- Communication (*Amna*)
- E-Government expertise (*Mohamoud, Deema, EDS*)
- Change Management
- Technical (*Mahmoud, EDS*)
- Contracts (*MoICT Legal Advisor*)
- Planning (*Deema, Mahmoud*).
- Program MoICT (*Mahmoud, EDS*)
- Financial & HR Planning (*Zina, Richard, Mahmoud*)
- BPR (*Amna*)

Resources (MoICT e-Government)

- Government of Jordan
- Royal Court
- AMIR
- MoICT E-Government budget.
- EDS
- GTZ
- National Information Center
- Dev. 15.
- IQC (AMIR)
- Halion DOT – G8

Key Messages (MoICT e-Government)

- Place Jordan E-government in the global market.
- Create sustained change and continuous improvements.
- Promote transparency and accountability
- Make government more effective and efficient.
- Access of government services to citizens.
- Improve skills of the government's employee.
- Improve government operations and services.
- E-government will provide a SGN, e-government infrastructure and postal to facilitate e-government.
- E-government PMO will provide E-Government standards for interoperability and security.
- E-government PMO will provide the E-government framework for the national initiative.
- Government of Jordan programme is planned and coordinated while executing.
- E-government PMO provides expertise and skills to assist all

Purposes (INT@J)

- Represent Jordan's ICT Industry (Private).
- Advocate / Lobby issues & laws.
- Market Jordan's IT sector: - Local, Regional and international.
- Ensure HRD Development.
- Train Members.
- Analyze skills demand – Map/Coordinate.
- Implement the REACH initiative & Jordan ICT Forum.

Skills (INT@J)

- Events Management / Logistics.
- PR / Communication
 - Long – Term
 - Strategic.
 - Campaigns. (*Dana Jaber*)
- Web Mastering
 - News Flashes.
 - Newsletters. (*Rawan Khoury*)
- Research / info
- REACH follow up (*Samer Younis*)
- - Micro Logistics Follow-ups on Projects (*Lara Al Masou*)
- - Marketing
 - Members' services.
 - Projects Management. (*Bilal AbuZeid*)
- - Strategic Planning.
 - Fund Raising.
 - Financial Management.
- Management. (*Ra'ed Bilbessi*)

Resources (INT@J)

- Effective Lobbying Group.
- Strong support from Members.
- Market info.
- Strong Government support.
- Strong link with other NGO's and BA's
- Access to the latest technologies
- Access to donors / funds.
- Private sector access.
- Vast access to legal resources.

Key Messages (INT@J)

- We will make REACH work.
- Our only concern is the ICT sector.
- We represent the ICT private sector.
- The Government supports our work.
- We will put Jordan on global ICT map.

Purposes (Training and Events)

- Manage all of AMIR Program training and non training activities inside and outside of Jordan
- Manage Information for training and events
 - History data
 - Coming activities
- Track impact of training
 - Written evaluations
 - Periodic follow-up based on submitted action plans and documenting the training impact.
 - Escorting Study Tours

Skills (Training and Events)

- HO Training Department
- *Sameera* – Manage the overall department activities
- *Tulin* – Coordinate ICTI & BMI activities
- *Rawan* - Coordinate MEI & CMD activities
- *Lina* – Coordinate PSPI activities

- Dealing with different personalities and backgrounds (AMIR staff, consultants, participants and counterparts)
- Working under pressure
- Attention to details
- Flexibility in dealing with new systems and unplanned events
- Facilitation skills

- Training Delivery Skills
- Computer Skills
- Preparing Training Materials

Resources (Training and Events)

- MM&E system
- Training Institution
- Vendors
- US\$ 4 million (from all AMIR components)

Key Messages (Training and Events)

- Lead planning time for Events and Training
- Seamless integration with AMIR components, USAID and HO

Purposes (PR/Communication)

- To promote and support activities (for ICTI clients) through creating strategies to support growth of ICT sector in Jordan
- Enforce USAID regulations (ie contracts)
- Create strategies and materials (and implement) to influence opinion of ICT in Jordan

Skills (PR/Communication)

- Collateral development (brochures, folders, etc)
- Media Relations (writing press releases, feature stories, etc)
- U.S. IT media (*Barbara Zadina*)
- Managing PR vendors and contractors
- Project management including events theming and signage

- Communication strategies
- Multimedia production
- Advertising campaigns
- Attitudinal surveys
- Website creation

- PR Best Practices
- Speaker talking points and training
- Dealing with different personalities and backgrounds (AMIR staff, consultants, participants and counterparts)
- Working under pressure
- Attention to details

- Flexibility in dealing with new systems and unplanned events
- Facilitation skills
- Training Delivery Skills
- Computer Skills
- Preparing Training Materials

Challenges (PR/Communication)

- Four person team
- No “department” budget
- IQC for design and PR firms
- IT part of message in all components

Key Messages (PR/Communication)

- Keep PR/Communication team informed
- Follow USAID rules
- No competition
- Cross-cutting
- Plan ahead

Skills (ICTI)

- Technical Specialist cross component, e-Government (*Abed*)
- Component Logistics, Administrative Assistant (*Luma*)
- E- Government PMO, MIS, Training (e- Government), (*Oraib*)
- REACH 3.0, ICT Forum (*Tanna*)
- Industry Development, E-Learning, Access/ Connectivity (*Sherry*)

Task 3: Joint Calendar

- Trends
- August
- September
- October

Trends (MoICT Communication)

- Remodeling government & building
- Hiring
- Need support in planting seeds / relevant projects.
- End of an era Post is gone (Aug 1st, 2002)
- Focusing on implementation, Now.
- Selective & opting prioritization. Training
- Building internal capacity
- Focusing on integrating efforts with [Int@j](#).

Date not set yet

- Ministry Policy Paper
- University Network Launch
- Citizen Portal Launch
- E-Government Messaging
- Ministry Corporate Identity
- Wireless Liberalization Study
- Fixed lines liberalization study
- Appointing TRC regulators
- ICT sector messaging
- ICT marketing kit
- Regional E-government conference
- Item Conference
- Still Institutionalizing
- Awareness e-commerce law
- MOU with government and Singapore
- ICT stakeholders Forum

August

- Roll – out of ICDL training (Aug.10th, 2002)
- GTZ event signing (Aug 4th, 2002)
- NetCorps briefing session (Aug 5th, 2002)
- Launch of IT.Jo (Aug 21st, 2002)
- Focus groups
- Connecting Jordanians Business plan.
- Selection of NetCorps NGOs.

September

- OSS Workshop
- Launch of NetCorps
- MoICT Communications Plan
- Connecting Jordanians-Business Plan (Sept.30th, 2002)

- E-Readiness Assessment Report (Sept.30th, 2002).
- Intel
- IBM
- ICT Advisory Council

October

- Jordan Telecon IPO
- MoICT Website launch
- Gitex 2002 (Oct. 12th -17th, 2002)
- Sofex (Oct. 14th – 17th, 2002)
- Media Training in Dubai
- ICT Advisory Council

November

- ICT Advisory Council Secretariat.
- ICT Advisory Council vacation.

(MoICT e-Government)

August

- Development of communications expertise with in MoICT PMO
- Visioning Workshop
- G2G – Key Message for e-government
- Web Standards
- Project Managers kit , E-government
- ICDL Training Awareness Sessions 1, 2

- Future Ministries' content Managers.
- E-government project Managers series
- Secretary Generals Workshop
- E-government focus groups perception (outputs to Amir comm..)
- E-government PM/CM standards

- Operationalization of e-government PMO
- EDS Contracts closing for PMO
- New Secretary General

September

- ICDL Training Awareness Sessions 3,4
- G2G key messages for PMO
- Security Standards for SGN
- PMO Orientation Binder
- E-government project managers' series.

- Hiring MoICT resources for e-government PMO and project managers (outsourcing).
- Tremendous outreach from MoICT E-government to rest of GOJ

October

- E-government projects throughout GOJ to be coordinated and publicized
- On going training for MoICT PMO Staff.
- SGN Online
- Portal Launch E-Government project managers series.
- Opening of E-Government data and operations center.

Trends (INT@J)

- August: REACH 3.0
- Aug., Sept: www.IT.jo
- September: Jordan ICT Forum.
- October: Gitex Dubai.

Reports

- Revised int@j strategic plan POW, Budget. (July, August)
- E-Readiness Assessment Report. (August).
- REACH 3.0 Report. (August – Sept.)
- REACH 3.0 Report. (September).

Events

- REACH 3.0 Development. (July, August)
- Press trip to UAE & Bahrain. (August).
- Press conference & Building ICT Forum (August – September)
- Monthly CEO's Breakfast meet w/ministers. (Aug – Sept – Oct.)
- Press conference and building for ICT Forum. (September)
- Press conference & Building up for Gitex Dubai (Sept., Oct.)
- Gitex Dubai (October)
- Press Conference & Build up for Gitex Dubai (October)

Others

- www.IT.jo

Trends (Training and Events)

- ICT Forum Grants v. RFP
- AMIR I 151 event per year vs. AMIR II 340 event per year

Events

August

- 5 Events (without the AMIR funded activities from the MOICT and without the updates from Oraib Toukan) and without all of new the planned MoICT activities funded by AMIR
- REACH 3.0

September

- 6 Events (without the AMIR funded activities from the MOICT and without the updates from Oraib Toukan)
- ICT Forum

October

- 1 Event (without the AMIR funded activities from the MOICT and without the updates from Oraib Toukan)

Reports

August

- 1st Follow up for US & Third Country training (1st half of August)

September

- 3rd Quarterly Report for all activities & events
 - per gender
 - per location
 - per component
- TraiNet Report 30 September

Trends (PR/Communication)

- AMIR office move
- Short staffed

Events

September

- AMIR office move
- ICT Forum Materials (binders)
- Promoting ICDL

October

- ICT Forum
- E-government portal launch
- Successful Entrepreneur Campaign Launch
- Microentrepreneur Awards

Reports

August

- PR portion of ICTI Quarterly Report

September

- Forbes over story

Trends (ICTI)

- Intense workload until end of year
- Human resource constraints
- Missing a component Leader
- Capacity Building activities
- Heavy Communications /PR
- Over spending

August

- ICDL Campaign
- ICTI Forum Website
- E-Gov. Standards/ documents (end of August)
- Tech. Advisor and Canada
- OSS Conference (1st September)
- ICT English Language training (Aug. 4)

September

- Connecting Jordanians Campaign
- REACH 3.0 Documents for editing
- JITCCs needs assessment
- LJI Bus Plan
- REACH 3.0
- E Readiness
- ICTI Forum
- Connecting Jordanians Campaign launch

October

- Portal Launch
- Workshop to establish women's ICT working group

Meeting Purposes, based on Interviews

Subj:	Communications and Events joint planning meeting
Date:	7/27/02 6:16:06 PM Egypt Daylight Time
From:	Goddardc
To:	Goddardc
CC:	bzadina@AMIR-Jordan.org (Barbara Zadina), rabusharar@AMIR-Jordan.org (Ranya Abu Sharar), rroussan@AMIR-Jordan.org (Rasheed Roussan), ecubeisy@AMIR-Jordan.org (Emile Cubeisy), rfasheh@AMIR-Jordan.org (Razan Fasheh), gmukhalalaty@moict.gov.jo ('gmukhalalaty@moict.gov.jo'), akilani@moict.gov.jo ('akilani@moict.gov.jo'), rawan.khoury@intaj.net, squadoura@amir-jordan.org, syoussef@AMIR-Jordan.org (Sherry Youssef), dana.jaber@intaj.net, raed@intaj.net

Dear Participants,

Monday, June 29th, we'll meet at the INT@J conference room at 12:30 for falafel sandwiches, and start work promptly at 12:45. We have a lot to cover, so but we'll finish by 3:30 so we can go to the REACH program on Human Resource Development. If we all cooperate, we can meet that schedule.

You've expressed many purposes for this meeting and if we hold to realistic expectations, we can accomplish a lot. This should be the first of ongoing meetings and correspondence between three principal organizations:

- o MoICT
- o INT@J
- o AMIR office.

Each of you is working, through communications and events, to promote the utilization of ICT for the development of Jordan. Let's take a quick look at what you've told me you wanted when we began planning this meeting in June.

Purposes

- o Clarify our overall objectives
- o Create a shared vision of what we are doing in the next 3 months (leading to a calendar we update regularly)
- o Understand our roles and responsibilities, individually and institutionally
- o Get to know each other better
- o Develop a framework for cooperation among all participants

- o Identify milestones (events and key communications deliverables)
- o Identify our common themes and move toward unified messaging
- o Identify other players (vendors, partners, external stakeholders) and figure out when to involve them in the process
- o Begin clarifying some of our terminology
- o Begin to clarify confusion that others may have about what we do

- o Understand that we are all working very hard and can help each other more effectively
 - if we're more compassionate with each other,

- if we have lead time and
- if, when we find ourselves short staffed, we make arrangements and seek help promptly.

Results

- o Shared vision
- o Map of who's doing what in the next 3 months (some want more...)
- o Sense of priorities
- o Review of current work plans
- o Institutional roles and responsibilities (MOICT, INT@J, AMIR)
- o Individual roles and responsibilities (draft and evolving)

- o Common themes and main messages for target audiences

Criteria

- o Start on time, end by 3:30 pm.
- o Bring a copy of any work plans or current communication RFPs
- o Stay focused
- o Take time now to save time and energy later, but don't believe we can finish it all in one session
- o Stay positive and supportive.

We may be as many as 15 people, but if we cooperate, we can actually enjoy this and accomplish a lot.

Look forward to seeing you.

Best regards,

Cathryn Goddard

Participant Contact List

FINAL ATTENDANCE LIST
 "ICT Communications and Events Joint Planning Session"
 29-Jul-02
 INT@J, Amman

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