

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

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Management and Institutional Development Plan

For The

**Information & Communication Technology Advisory Council
(ICT Advisory Council)**

Final Report

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EXECUTIVE SUMMARY

This document presents a charter to reformulate the current REACH Advisory Council into a structure that will be institutionalized as an advisory group to the Ministry of Information and Communication Technology. It describes what the stakeholders have suggested and desire and continues to provide the mission, objectives, membership requirements, how meetings should be conducted and management structure and roles. For purposes of this first draft a work plan to review this document and to reconstitute and form a new council is included in the last Chapter. The content of the document was produced by the efforts of a working group consisting of Emile Cubessi of the MoICT, Razan Fasheh of MoICT, Raed Bilbessi of INT@J, Sherry Youssef of Amir, Abdulla ben Zed of the Ministry of Planning, Yasera A. Ghosheh, Assistant Director Economic Department The Royal Hashemite Court, Board member Majdi Yassin, and independent consultant Nelson Ireland.

1. INTRODUCTION

Background

At the request of the Ministry of Information and Communication Technology Project Amir provided a process to reconstitute and institutionalize the Reach Advisory prior to the International ICT Forum to be held in September, 2002. Consultant assistance from AMIR provided a process to interview major stakeholders and council members and form a working group consisting of AMIR Project and MoICT staff, [INT@J](#) staff representative, and representatives from the Ministry of Planning and the Royal Court. The working group conducted working sessions over a three-day period to produce the following document.

Purpose of this document

The following document provides a first-draft Charter to reconstitute the Reach Advisory Council and form the Information Communication Technology Advisory Council (ICT Council). It provides a stakeholder analysis and the mission, objectives, membership requirements, meeting guidelines and staffing requirements. These recommendations are the products of the working group with consultant assistance from the AMIR project. The results of the interviews with stakeholders and the deliberations of the working group, which conducted three days of working sessions, are attached as Annexes.

2. STAKEHOLDER ANALYSIS

The following stakeholders their needs from the Council were identified by the working group. A stakeholder is defined as a group, institution or entity that is either directly affected by the actions, decisions, recommendations or policies of the council, or has a desire, want or need for action from the council.

STAKEHOLDER	WANTS FROM THE COUNCIL
1. Royal Court	To realize the vision of Jordan ICT (e-Jordan)
2. The Prime Ministry	Coordination for implementation of e-Jordan
3. MoICT	A policy advisory group
4. Ministry of Higher Education	Strengthened linkages in research and development and knowledge
5. Ministry of Education	Advocacy for e-learning; to help create a coherent vision

- | | |
|--|---|
| 6. Ministry of Industry and Technology | IT investment direction and coordination; advocacy for e-learning; IT enterprise development. |
| 7. Ministry of Planning | Coordination for the ITC initiative; to focus donor assistance (channel to ICT) |
| 8. Free Zones [ASEZA] | To foster an environment conducive to investment |
| 9. Telecommunications Regulatory | Identify hindrances to ICT investment; Commission policy recommendations |
| 10. Higher Council for Science | Direction on where Jordan ICT wants Technology |
| 11. INT@J | Action-oriented lobby; ensure an enabling environment for growth of the IT industry; ensure implementation of the REACH initiative; provide a gateway/bridge into government. |
| 12. Individual Firms and businesses | To sell, grow an environment attractive to investments, and to anticipate market requirements. To stimulate a global perspective. |
| 12. Jordan Telecom | To support business growth of the IT industry and services; endorsement of the Jordan Technology Plan |
| 13. Jordan Computer Society | Involvement of its professionals in the process of policy making and recognition |
| 14. Banks | Support for e-transaction development. To foster an environment conducive to investments and to brokering them; a regional focus in the vision for wider investment. |
| 15. Donors | A coordinated ICT initiative and a public-private partnership |
| 16. Non-governmental Organizations | ICT directed towards development as an example of effective civil society; consideration for the under-privileged |

Synthesis of Stakeholder Needs and wants of the Council

Stakeholders expect the following from the Council:

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

3. THE MISSION OF THE COUNCIL

- THE MISSION IS TO DEVELOP, ADVISE AND TRACK THE LONG-TERM STRATEGIC VISION FOR THE SECTOR AS EMBODIED IN THE REACH INITIATIVE AND JORDAN'S EVOLUTION INTO A KNOWLEDGE-BASED ECONOMY.

4. OBJECTIVES

General Objectives (purposes)

The council will provide:

- Policy direction and a shared vision; to communicate the vision.
- Coordinate and facilitate information exchange among the various initiatives and activities in the sector (e-Government, e-Learning, initiatives)
- Support for an enabling environment conducive to the development of the ITC sector and eJordan
- A forum for stakeholders in the advisory-policy function (to have a voice and be heard).
- Support for a process that is visionary, promotional and growth-oriented, evolving and dynamic.
- An effective public-private partnership.
- Support a process that is visionary, promotional and growth-oriented, evolving and dynamic.
- Demonstrate an effective public-private partnership.
- Monitor the implementation of the strategic program, including the REACH process.
- Facilitate dialogue among all sector stakeholders to address common goals as a public/private partnership.

- Develop a blue print or “road map” to join the knowledge economy—what are the prerequisites for a strong, vibrant IT sector.
- Provide advocacy and be a third-party broker and offer honest opinions in disputes.

Priority Objectives for Next Year

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

Objectives for the Mid-term

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

5. MEMBERSHIP REQUIREMENTS AND QUALIFICATIONS

The Chair

The Chair and all members shall be appointed by the Prime Minister. Generally the Minister of the MoICT shall be the appointed Chair unless the Prime Minister decides to appoint an individual rather than an institutional Chair.

Terms of Service

Members are appointed for two-year terms and the appointment is reviewed annually by the Council Chair and each individual member. At this time, the member may gracefully decide to withdraw or continue according to desires and time demands.

Qualifications to be invited on the council

The Minister recommends to the Prime Minister the appointment of members within the following guidelines and parameters:

- Provide a cross section of visionary, informed, and experienced individuals
- Individuals the ICT Minister considers appropriate to further the development of the vision
- Members who are able to contribute to the sector and the council's agenda.
- An effort should be made to invite selected international figures from countries with parallel experience, and from successful private sector experience.
- People with vision and knowledge
- Dynamic contributors
- Individuals willing to give time, effort, and experience
- Individual willing to work on a team
- Based upon individual, not institutional qualifications taking into consideration appropriate institutional contributions. Efforts should be made to local individuals within a representative cross section of stakeholders.

Obligations of Membership

Members will:

- Participate, understand that absence will result in being removed
- Be willing to facilitate meetings and participate actively
- Be willing to bring issues to the Council
- Commit to a minimum time each month
- Be able to commit knowledge, experience in an open manner
- Contribute time and energy where relevant
- Be willing to do preparatory work and come prepared
- Willing to do a certain amount of work each year, adopt a project

Council size

- 11 Members
- 2 rotational from abroad
- 1 chair elected

6. MANAGEMENT OF THE COUNCIL

Agenda Development Guidelines

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

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

Meeting Process and Management

The following are meeting guidelines and norms for the Council:

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

Total time: 2:35

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

Guidelines for Ensuring Member Motivation and Contributions

The key to membership motivation is information and involvement. Members want to be involved in topics where they hold expertise and interest. Assign each member a topic of interest for the year in which they manage a process to bring this to the council. Each member should volunteer to facilitate at least one area per year, in addition to specific follow up tasks. The council shall present an annual summary of advice or achievements to the sector and the Prime Minister. The council will work through a training process in meeting management and facilitation on a yearly basis. The rotating facilitator will be trained prior to acting in that role.

7. COUNCIL SUPPORT STRUCTURE AND ROLES

The purpose, duties and work of the Council Management Support Group (Secretariat).

- Follow-up on council business and assignments
- Provide continuity for the council
- Manage the council budget
- Provide contract management for studies and work assigned as outsource
- Provide back office management (correspondence, member notifications, communication with members, filing and records, maintain web site, etc.)
- Provide coordination inside the council and external coordination with stakeholders
- Organize the meetings and agenda as directed by the council and the chair
- Provide member support in the tasks they are assigned
- Ensure the quality of the products and services, publications and presentations to the Council

- Provide communications and public information and public relations
- Conduct fund raising as needed with stakeholders and donors
- Provide a point of contact and reach into government for follow-up as needed.
- Assist in research and information requested by the council.

Positions Descriptions and Duties

1. The Council Staff Managing Director

- Supervises the Council staff
- Acts as council secretary
- Conducts fund raising
- Assists in research
- Provides follow-up on council business
- Organizes Council meetings
- Ensures the quality of products, services, and presentations to the Council
- Works with the Council to develop its annual management and workplan, and agenda.
- Oversees and leads the council assignment to develop a long-term vision and strategic plan for the sector and the movements towards a knowledge-based E-Jordan.
- Reports to the Chair of the Council.

2. The Council Public Relations and Communications Specialist

- Manages public information
- Provides liaison and outreach and follow-up to stakeholders and government; assist council in its lobby efforts.
- Maintains the council web site

3. Council Researcher and Technical Writer

- Assists Council members in conducting research related to issues presentations, policy papers, information projects and papers, and council publications.
- Provides liaison, oversight and contract management for outsource research projects and ensures that products are produced, given the annual workplan and objectives
- Assists in the development of the strategic planning process for the Council
- Provides primary liaison to [INT@J](#) and the REACH strategy unit to provide the council with organized up-dates and reports on the achievement REACH agenda.

4. Council Administrative Assistance

- Provides administrative support for the Council Managing Director and the staff.
- Maintains Council records and files
- Assists the council researcher and technical writer with research projects and service to council members in the products they deliver or present to the council
- Acts as the information management link between the council staff and the MoICT staff.
- Manages the records related to budgeting and budget control; maintains petty cash fund.
- Ensures that appropriate logistical arrangements and supplies are provided for the staff and Council events, meetings and training.
- Maintains the paperwork related to records, vouchers and expenditures made by the staff and for Council business.
- Provides telephone, email and reception services for council staff.

Reporting Relationships and Funding

The Council Managing Director reports to the Chair of the Council. Council staff are contract employees attached to Ministry of Information, Communication Technology.

Funding for essential operations will be provided by the MoICT. Funding for projects and special services will be raised from the private sector and donors. Foreign donations are subject to Council and Cabinet approval or appropriate delegation from the Prime minister.

8. WORK PLAN TO RECONSTITUTE THE REACH ADVISORY COUNCIL

TASKS	COMPLETION DATE
1. Complete the first draft of the Council Charter	6/1 DE
2. Minister reviews the draft	6/5 Minister
3. Charter is circulated to those interviewed and others for review	6/6 Emile
4. Input and comments are solicited	6/13

5. A review meeting for the new charter is conducted and this will be
The final meeting of the currently constituted RAC. The RAC is
officially dissolved. 6/16
6. New candidates are identified and interviewed: ongoing from 6/1
7. A New Council is appointed by the Prime Minister 6/20
8. Council members are notified and invited the first inaugural training
and team-building, and agenda planning event with 4
weeks advanced notice 6/21
9. Council Staff unit is formed, and provisionally staffed 6/27
10. Training event logistics are arranged. Beginning now and ready by:7/1
11. AMIR consultant Dan Edwards returns to review the final Charter
and prepare for the Council retreat. 7/13
12. AMIR consultant Edwards plans and designs the Training/Retreat
Event, interviewing and preparing the new council members. 7/14—18
13. Two day Training and Retreat event is conducted 7/19 &7/20
14. Final revision of the Council Charter is produced. 7/25
15. AMIR Consultant Report on final recommendations presented
to Council Chair and AMIR 7/24

ANNEX 1

REACH ADVISORY COUNCIL WORKING GROUP DOCUMENTATION AND INTERVIEWS

EXECUTIVE SUMMARY

This documentation provides the working session deliberations and the data from the interviews conducted with seventeen stakeholders and the council members of the REACH Advisory Council (RAC). It serves as Annex I to the Management and Institutional Development Plan for the reformulation of the RAC. Each working session is documented with the session task followed by the data from interviews. This is followed by the working group's individual contributions and finally the working group's recommendations. These are carried forward into the body of the parent document, titled Management and Institutional Development Plan for the Information and Communication Technology Advisory Council .

WORKING SESSION GOALS

To develop a management charter for the Information, Communication Technology Sector Advisory Council (ICT-Advisory Council) which includes:

1. Stakeholder Analysis
2. Mission and purpose
3. Objectives
4. Membership
5. Meeting Management
6. Support Structure and Staffing
7. Work Plan for review of the draft

AGENDA 3:00 Pm to 7:00 Pm each day

Breaks at 5:00 Pm or As needed

Day 1:

- Opening, Introduction and Norms
- Stakeholder Analysis
- Mission and purpose
- Objectives

Day 2:

- Membership
- Meeting Management

Day 3:

- Support Structure and Staffing
- A work plan for review of the draft Management Charter

WORKSHOP PRODUCT

The following stakeholders and their needs related to the Council were identified by the working group. A stakeholder is defined as a group, institution or entity that is either directly affected by the actions, decisions, recommendations or policies of the council, or has a desire, want or need for action from the council.

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- Support for a process that is visionary, promotional and growth-oriented, evolving and dynamic
- An effective public-private partnership

SESSION # 2 THE MISSION OF THE RAC

THE MISSION OF THE REACH ADVISORY COUNCIL

TASK: WRITE A BRIEF MISSION STATEMENT THAT CAPTURES THE ESSENTIAL PURPOSE AND REASON TO BE FOR THE RAC

- **Short, concise, communicative and clear phrase: The mission of the ICT Sector Advisory Council is.....**

WHAT THOSE INTERVIEWED HAVE SAID

- The council's purpose should be to monitor the REACH plan—to chase, to follow-up and support Int@j. Without action, there is no strategy.
- This is a national policy unit and it is there to advise the ministry on policy.
- It is the body to hold or maintain the overall vision. It comes from the REACH vision, the initiative paper. There is a danger that it falls into all talk and no action. The REACH initiative has given us a very positive image. Ireland said to us they wish they had begun with such a vision and program; it would have saved them a lot of time
- The RAC needs to keep the big picture in mind; get input to inform that big picture from Intaj and others.
- Setting sector strategy and implementation is something that Intaj should do as the interested party whose members live with the results.
- The Role of the RAC should be Education, Legislation. We count on the RAC to do high-level lobby work for us. The RAC should be looking at the big picture: e.g. Jordan Telecom and the IT sector; investments; why are we not really getting the big investments: [note: a management process for developing the issue agenda is needed]
- I Assume the purpose is to give strategic guidelines to the IT/Telecom sector.
- Intaj takes care of the private sector interests, enabling, informing public, representing Jordan at IT for a etc.
- The RAC is more broad-based in its vision, and Intaj should be one of its tools.
- There is a need to translate vision in to reality—e.g. Reach says we need 30k sectoral jobs; what do we need to do, laws to change etc. Currently, there is a disconnect the government and Fawaz. The industry needs to be doing something.
- The RAC is there to bridge the gap on what the government can do to support or enable the environment so industry can get what it needs and the public can be served.
- It is clear that the government wants to help, the cabinet and Secretaries want to help; someone needs to work with them; laws need changing. E.g., the situation we went through to set up the capacity for the status of share holding with a class of shares that are preferred. Currently there are only public and private shares. Laws needed to be changed. It took us two years; we could have used help. The end result is not a perfect

law, but it has started. We had to get the controller out of the way—we were criticized for this, self-serving, etc.

- The RAC could provide a higher level of protection. It is very important to get everybody there and in on this because of vested interests and lack of understanding.
 - REACH Advisory council has a need to exist. It's positioning is important as an advisory body for legislation; it reports to His Majesty through the PM.
 - REACH as a process has been owned by the MoICT; this limits it; there is a lot outside the MoICT that is in the REACH process. For example, investment as an interest; it took a lot of time to pass the legislation related to the current merger and set up of Estarta. We had to amend the law. The process took two years or more. I have several meeting with His Majesty. This could have been faster with a larger picture focus and help from the RAC.
 - The task of the RAC is to provide linkage between the private and public sector, and to provide a guiding vision.
 - With respect to the government linkage; where does it go within government to get results; how can it do more? Lobbying is its role.
 - It's structure should reach into all public and private segments; and for this, it needs to be independent and agile; not a formal part of the government bureaucracy per se.
 - In terms of the vision, the original REACH vision needs to be expanded. There are currently a lot of gaps in legal areas and legislation. There needs to be a lot of clarification.
 - It would be nice if the RAC had some delegated power to resolve disputes. The role is arbitration at times, as well as giving guidance.
 - People were invited on last year. Frankly the purpose was not made very clear to me. Generally, it was to supervise the REACH process; but REACH as a strategy has been done. The name RAC is no longer accurate. It should be called the IT Sector Advisory Council.
 - Perhaps the role is to do a map of the sector, a vision. This is time for a choice. We need to look at long-term vision, arbitration and coordination/supervision for the IT sector.
 - Mission: To be a high-level place to look after Jordan's purpose in the IT sector. For consistency sake, continue to call it the RAC but bring in new ideas and make it a dynamic process to look at strategy. We need to be continually forming a strategic vision and we can continue to call it the REACH process and capitalize on the fact that it is known.
-
- In summary: to maintain the Reach Initiative as a process and to keep the sector focused on it (overcoming distractions). To maintain the vision; to set the strategy; to consider and recommend on policy issues. THE RAC is supposed to be a body to hold the REACH initiative—it's an ownership issue. [Int@j](#) is supposed to work as its action arm.

Round Table:

- It is two-way. It serves the public sector for policymaking and grants, and the private sector as a channel.
- It is a vision developer for IT in Jordan
- It is a think tank for idea. It is there to stimulate thinking
- The original reason to be was to fill a gap between the government and the private sector. That is still valid but now it needs to move beyond that role.
- Its role is to push for the passage of laws as a high-level, respected body; to be proactive.
- There is a need for the RAC to be active: to have an agenda, to decide priorities for itself and to pursue the agenda actively. It needs to anticipate problems and be proactive; not to wait and sit for problems to come up. To be an advocate.
- The REACH framework was created as the vision, and the RAC should be the holder of that vision and to look where it is not meeting its goals and intervene to keep things moving; to ensure that the REACH vision is met.
 - It is there to serve the ICT sector in Jordan.
 - Its role is: vision, policy and arbitration (ensuring that interests of the sector are guarded)
 - Its role is not to be the direct advocate, but to step in where others fail; to break the barriers to change.
 - The policy role of the RAC should be the policies of the IT sector ministry, and should be largely private sector driven.
 - The emphasis for the role should be on the policy side.
 - The implementation or actions should be around the REACH boundaries: drive input. Add thought [Note: not really sure the minister needs to head it up; the RAC should be providing advice to the minister]
 - At this point, there is consensus on the REACH initiative; we need to move beyond this and consider the evolving vision; we need to be more task oriented; we need to seek the void where there are needs; set the vision and goals for the sector
 - There is a need for the RAC to act as a connector, a coordinator. There are many duplicative efforts, for example, in e-Learning. Many groups have initiatives that duplicate each other; the RAC should be tracking this and get people together. We find that the Ministry of Education, the Ministry of ICT, INTAS and others are all operating in separate islands.
 - The RAC needs to be defining the Jordanian knowledge worker of the future for 2005—2010.
 - The RAC needs to position itself among other committees and not duplicate. It should be the highest level of advisory councils.
 - The Objective is to publish opinions (credible); to be organized around certain issues, and to publish.
 - We need to be more than a link; we need to be able to get the best of the best and have challenge for the members.
 - The driving purpose is to be visionary and creative.

Round Table Summary: Develop vision and strategy, sustain dialogue, make linkages and monitor progress in the sector.

SUMMARY STATEMENT PROPOSED FROM INTERVIEWS:

The mission of the Information Communication Technology Sector Advisory Council (ICT sector council) is to develop, inform, advise and track the long-term, global strategic vision for the sector as embodied in the reach initiative and its evolution. It is a forum for a strong partnership between the public and private ICT sector with a purpose of promoting the sector, developing consensus on its direction and maintaining the focus of the sector. It's purpose is advice on national ITC sector policy.

WORKING GROUP PRODUCTS

1. THE MISSION OF THE COUNCIL

[drafting process]

Individual contributions:

- The mission of the RAC is to support the development of the ICT sector through the creation of an effective public-private partnership that ensures a growth-oriented, dynamic sector. [ITC sector]
- Clearly articulate a vision, strategy and policy on how to enable Jordan to transform into a knowledge-based economy. It will do so taking in global and regional considerations and experiences, assess the domestic situation, and advise (periodically) the “Executive Authority” on how to proceed and realize a clearly articulated vision-in practical terms. [e-Jordan, knowledge-based]
- RAC provides an ICT public-private partnership that works to strategically position Jordan in the global e-knowledge economy. The mission is to make Jordan’s ICT vision and goals a reality through its public-private partnership. [E-Jordan and IT Sector]
- To form and ensure the implementation of a national strategy to realize an e-Jordan. [eJordan]
- To ensure the REACH objectives and strategies are accomplished through this public-private body and to coordinate all current and future ICT-related initiatives toward one common goal.[ICT Sector]
- The mission of the ICT Sector Advisory Council is to articulate a vision, recommend policy, and promote the development of the ICT sector. [ICT Sector]

Synthesis # 1:

The mission of the Information Communication Technology Sector Advisory Council (ICT Sector Council, or ICTSC) is to develop, inform, advise and track the long-term, strategic vision for the sector as embodied in the reach initiative and its evolution. The role is to advise and develop policy, to coordinate, and to advocate and support an enabling environment for the development of the ICT sector and a knowledge-based e-Jordan. It is a forum for a strong public and private partnership for all stakeholders. Its purpose is to promote and develop consensus on sector direction while maintaining the focus. Its role is to advise the national ITC sector policy and the development of a knowledge-based e-Jordan.

In sum the purpose of the ICTSC to provide:

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

Final Synthesis:

- THE MISSION IS TO DEVELOP, ADVISE AND TRACK THE LONG-TERM STRATEGIC VISION FOR THE SECTOR AS EMBODIED IN THE REACH INITIATIVE AND JORDAN'S EVOLUTION INTO A KNOWLEDGE-BASED ECONOMY.

SESSION III : OBJECTIVES

WHAT SHOULD THE SPECIFIC OBJECTIVES OF THE REACH ADVISORY COUNCIL BE (THOSE THINGS THAT FIT UNDER THE OVERALL MISSION AS ACTIONS THE RAC SHOULD BE TAKING).

Task: Develop a list of the Objectives of the Reach Advisory Council consistent with the overall purpose or mission. The objectives are first the general purposes, and secondly the specific items that describe what the business agenda of the council should be. They need to be able to form actions, be topic of work, or research, information or policy papers or advice to the sector or the government.

Then, select from the list below those 12 priority items that should be on the council's agenda from September 2002—September 2002, (one year); then for five years. Add items as necessary.

WHAT THOSE INTERVIEWED HAVE SAID:

Round Table:

General Objectives

- It is a think tank for ideas. It is there to stimulate thinking
- To push for the passage of laws.
- To step in where others fail; to break the barriers to change.
- Advocacy: to step into issues
- E-internet Café's and be a bridge to the law.
- The emphasis for the role should be on the policy side.
- At this point, there is consensus on the REACH initiative; we need to move beyond this and consider the evolving vision; we need to be more task oriented; we need to seek the void where there are needs; set the vision and goals for the sector
- The RAC needs to be defining the Jordanian knowledge worker of the future for 2005—2010.
- To develop vision and strategy, sustain dialogue, make linkages and monitor progress in the sector.
- To publish opinions (credible); to be organized around certain issues, and to publish

Specific Objectives or Goals Suggested in Interviews

- To work with, support, monitor and update the reach initiative process as a strategic vision
- To ensure advice and vision on sector capacity for competition and to support development of regional capacity to be competitive

- To inform and support efforts for sector investment
 - To ensure that appropriate sector legislation is passed through high lobby efforts and research and review
 - To monitor and maintain a vision about sector human resource needs and to support educational and E-Learning progress.
 - To monitor and support initiatives to for E-Government development
 - To monitor and report on the quality of sector infrastructure
 - To recommend on how to build capacity for export of technology for the region
 - To monitor the global technology direction and inform stakeholders
 - To monitor implementation of achievements in the sector under the reach initiative process and additions to the strategic vision
 - To ensure that information about regional efforts and the positioning of Jordan as a regional IT takes place.
-
- The objectives need to be not only the REACH initiative but beyond it. For example, we need to focus on regional vision; lobby the region for change as well. We could move ahead much faster if we could land activities in Saudi Arabia; we need to be able to work flexibly in the region. We need to make Jordan attractive to Arab countries; easy to communicate with us; easy to maintain contacts, get things done (any hub needs to be easy, facilitative, open and able to do things that can't easily be done elsewhere). Right now 80% to 90% of our business comes and is exported t the US and Europe. We need a Trans-national perspective.
 - The REACH Agenda needs to enable the sector: Related to the current situation in the sector: we need to provide incentives for young people to get into the sector; they need access to tools, libraries, trade literature (magazines, book stores etc.). There are big hold-ups in time at customs and it is not agile in the environment. There is a need for access to tools. The Reach process will require a solid workforce. If young people do not get into the sector before 18 years of age, they will likely be left behind.

Summary Objectives from Interviews

The role is to advise and develop policy, to coordinate, and to advocate and support an enabling environment for the development of the ICT sector and a knowledge-based e-Jordan. It is a forum for a strong public and private partnership for all stakeholders. Its purpose is to promote and develop consensus on sector direction while maintaining the focus. Its role is to advise the national ITC sector policy and the development of a knowledge-based e-Jordan.

WORKING GROUP PRODUCT ON OBJECTIVES

General Objectives

[Those areas that need to form the work of the Council]

Individual Input:

#1

- Shared vision
- Effective public/private partnership
- Recognized effective lobby

#2

- Policy Direction
- Coordination
- Public/private forum
- To promote the sector
- Strategic Planing (vision/strategy)
- Advocacy
- Lobby regionally/internationally

#3

- Policy
- Vision
- Coordination

#4

- Policy direction
- Enabling Environment
- Effective public/private partnership

#5

- Policy direction
- Enabling environment
- Public/private partnership
- Think tank
- Linkages
- Monitor strategy and program implementation including the REACH process

#6

- Develop a long-term strategy, vision of the IT sector
- Advise the GOJ on policies and strategies impacting Jordan's drive towards a knowledge economy
- Serve as a model of public/private partnership
- Embody the "think tank" concept in challenging both the sector and the government

#7

- To facilitate the sector's growth

- To direct the sector's growth—develop an IT strategy
- To identify needs for Jordan in the transformation to a knowledge-based economy
- Set goals for the sector
- Facilitate dialogue among all sector stakeholders to address common goals as a public/private partnership.
- Advise relevant authorities on future and current issues—pro-active- anticipate- be ready.
- Third-party broker- honest opinions on disputes
- To develop a blue print or “road map” to join the knowledge economy—what are the prerequisites for a strong, vibrant IT sector.

Summary of General Goals of the council

To provide:

- Policy direction and a shared vision; to communicate the vision.
- Coordination
- An enabling environment conducive to the development of the ITC sector and eJordan
- Support for a process that is visionary, promotional and growth-oriented, evolving and dynamic.
- An effective public-private partnership.
- Monitor the implementation of the strategic program, including the REACH process.
- Facilitate dialogue among all sector stakeholders to address common goals as a public/private partnership.
- To develop a blue print or “road map” to join the knowledge economy—what are the prerequisites for a strong, vibrant IT sector.
- To provide advocacy and be a third-party broker and offer honest opinions in disputes.

Priority Objectives for Next Year

WORKING GROUP PRODUCTS

#1

- Lobby for and facilitate passage as 12 Reach laws
- Support investment incentives
- Support export promotion
- Monitor proper implementation of related laws
- Tackle regulations

#2

- Lobby current legislation (pass 1-2 laws)
- Policy papers 1-2
- Select a few goals in the REACH initiative to support
- Support investment opportunities
- Continue telecom deregulation
- Support education-related activities, e.g. better prepare graduates for the private sector
- Promote/support e-government activities

#3

- Advocate Reach 3.0
- Promote the reconstituted Council
- Establish a framework for building a long-term strategic vision for the sector
- Support the process to position Jordan as an investment location

#4

- Laws
- Jordanian knowledge workers
- Regional focus
- Support the REACH Initiative
- Coordinate and monitor other initiatives

#5

- Total evaluation of REACH program and for each segment identify facilitators and obstacles and develop plans on how to deal with them.
- Create a team (in parallel) to submit a comprehensive paper/concept on what e-Jordan entails, assess our readiness, and define how to proceed.

#6

- Pass laws (enforce the existing laws)
- Monitor and support initiatives

#7

- Communicate the vision
- Develop a policy framework
- Develop REACH 4.0
- Provide effective lobby- ensuring passage of o/s laws.

Synthesis of One-year Objectives

- Lobby for and facilitate passage of 12 REACH-related laws

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

Objectives for the Mid-term

Group Products

#1

- Plan beyond REACH
- Monitor global technology
- Ensure Jordan's environment for ICT investment is competitive
- Address industry innovation and creativity
- Address the development of a critical mass of ICT firms
- Shed light on future potential of e-services
- Draft framework recommendations for e-learning, e-commerce, and e-government from an industry perspective

#2

- On-going research and identification of issues, develop strategies and address them
- Institutionalize the Council, "stable," not "static"
- Achieve recognition for the Council
- Provide an effective lobby and voice for the sector

#3

- Conduct a review and update the legislative environment
- Strengthen the public-private linkages
- Update REACH on a yearly basis for e-Jordan sector development

Synthesis of Mid-term Objectives

- Plan beyond REACH
- Monitor global technology
- Ensure Jordan's environment for ICT investment is competitive
- Address industry innovation and creativity
- Address the development of a critical mass of ICT firms
- Shed light on future potential of e-services

- Draft framework recommendations for e-learning, e-commerce, and e-government from an industry perspective
- Conduct a review and update the legislative environment
- Strengthen the public-private linkages
- Update REACH on a yearly basis for e-Jordan sector development
- Institutionalize the Council, “stable,” not “static”
- Achieve recognition for the Council
- Provide an effective lobby and voice for the sector

SESSION V: MEMBERSHIP ON THE COUNCIL

TASK: DEFINE THE QUALIFICATIONS FOR MEMBERSHIP ON THE COUNCIL; THE OBLIGATIONS OF MEMBERSHIP, AND THE APPROPRIATE SIZE OF THE COUNCIL.

WHAT OTHERS HAVE SAID IN INTERVIEWS

Who should be a member and what are the qualifications?

- Some council members are not active.
- Membership: those people that have a direct stake or responsible action within the REACH action program should be on the council. People that can drive things. For example, Tax reform the IT sector tax reform is part of the Reach plan. Analyze the reach plan and choose people that have direct stakes for getting things done. Invite them to serve on the council.
- An Educator, e.g. because of the need to train in the schools; recent graduates need training. (cited Egypt example) Here no one is responsible to ensure that recent grads get training. This needs to be addressed.
- Should be people with vision; individuals selected for who they are, not because this is selection from certain sectors or a group representation.
- The minister should have a working list of potential members, who are invited to come and participate from time to time so he can evaluate them.
- It is desirable to have diversity in participation. We want talent and knowledge that bring perspectives and have something to offer; people that can contribute to the vision.
- It is OK to have creative, visionary people who do not necessarily have a practical implementation perspective (some of this type).
- Focus on the individual, not the organization. If we have only the organization as the representative then we set up an issue that whoever the person is for the group, we have to take.
- The process of membership needs to be open and dynamic. People should come and go. The Prime Minister needs to appoint but we need to manage the process. The time should not be fixed for being on the board. It should be variable.
- The usual suspects, difficult to find new actors, small community. We need someone from the regulatory, legal, government side, practitioners
- There is a need to define the criteria for membership, how to get on and off the Council.
- Should be based on the agenda and priorities for the next two years. Adding in someone from the education sector sounds good
- The best and the brightest
- The RAC needs to be protected: government changes fast and the last two years have been the most stable. The RAC membership can and should provide continuity.
- The Chair should be appointed as a person, not as the minister.

- We could have 4 government (with 2 members as private individuals and 2 as institutional members) and 4 private sector.
- Selection and invitation should be to provide an appropriate representation for different interests within the sector; make sure the right sector is being represented.
- People need to know the business of IT.
- Be bright, yes, and there need to be people that know the system and what can be done. They need to balance vision with practical knowledge.
- The way Ireland has set up their council is a model and there are comparable in size, educational level, resources, etc.
- Important: we need to involve some people from a) Ireland, B) India, and C) a Fortune 500 CEO (someone like a Cisco, or Chambers), or even if a lesser person in status a good CEO from abroad.
- Based on individuals who are good.
- There is a risk that we make it too exclusively or directly set up to protect the private sector interest. The representation should be broadly based. We need to have representation from the education sector.
- Visionary people. The majority private sector. Key representatives form the private sector. Needs to achieve the purpose of a channel into government.
- [INT@J](#) should sit on the RAC and not only be an observer. We represent a significant portion of the private sector. We cannot continue to be observer and secretariat. We don't have the time or energy. We can take on certain tasks and do them, especially when they benefit our membership. We have seven full-time people and will add 3 or 4 this year.

----- Contributions of the Round Table group -----

- People with vision should be on the RAC. People who work in the sector and are knowledgeable; people who understand what is happening in the sector.
- The members need to be able to have knowledge of the donors, the stakeholders, the private sector and the government process. They need to be actively involved in development in the sector. They need to link REACH to the purpose.
- Visionary—people with experience—it is much better to have people who have tried and made mistakes, who understand the industry. IT professionals.
- One wonders about the role of government. We need government representation because they know how things can get done in government and in the legislative process.
- The Ministry of Education needs to be involved.
- Membership should be dynamic, not permanent seats; nor seats reserved for an entity; it is the people, the individual that is important.
- Membership should be predominately the private sector.
- The composition should be 1 or 2 reserved seats (e.g. associations); the rest should be individuals
- Currently people are there because of who they are and their company or position, it would be great to just have really good people; important to have someone who has

been there and done that in the financial area; people who understand the purpose of the Cayman law.

- The membership issue goes to the question of understanding the environment

SUMMARY FROM INTERVIEWS: The choice of membership should provide a cross section of visionary, informed, and experienced individuals who the prime minister, with the advice of the ICT minister, considers appropriate to further the development of the vision and contribute to the sector and the council's agenda. An effort should be made to invite selected international figures from countries with parallel experience, and from successful private sector experience.

Responsibilities of Membership?

- We need to make clear what participation and membership requires. People need to know they are expected to contribute. If they don't, they will be replaced by those who do want to help.
- We should assess their performance: did they do what they were tasked to do?
- Members need to be clearly informed about the expectations for their role. They need to know how much time will be expected; the participation required.
- Members should have some kind of term
- Commitment required to be a member: Because there is a prestige factor to membership, it has the potential for people to become useless and just enjoy the position without doing anything. Membership requires action, commitment to doing things; make calls, lobby, make proposals, visit people. People need to be able to spend two or three hours a week on Council business to be a member.
- The requirement should be about two hours of preparation for each meeting. Attend a two-hour meeting one a month. An hour or so every week for follow-up activities such as lobbying, and an agreement to manage one issue presentation in an area of interest each year. (Manage means to ensure that the topic is presented by someone or themselves, then to facilitate the discussion afterwards so there is give and take, and to record any actions or resolutions for follow-up).

SUMMARY FROM INTERVIEWS: Members are expected to fully participate in all council meetings. This requires preparation for agenda items, availability for selected assignments to either bring information, chair studies, or conduct follow-up actions. Members should expect to commit four to eight hours of effort per month.

Appropriate Size?

- Size should be around ten members and only a limited amount of observers so that discussion may take place.
- The size depends on the purpose; but around the current 11 seems appropriate.
- 11 are a good size. Usually 2-3 absent each time.

- Keep it small. 8 to 10 is a good size for discussion. It gets too big with all the observers for purposes of discussion; if we are large, then we should break into smaller discussion groups and have report back to the full group (as in a workshop).
- We do not need to structure membership to please everyone. Is it a council, or a working group?

SUMMARY FROM INTERVIEWS: 11 members and two or three invited international members. Observers should be minimal and only participate if invited to do so.

WORKING GROUP PRODUCTS ON MEMBERSHIP

What Should the Qualifications for Membership be? (Who)

#1

- Be a direct stakeholder
- Can drive things
- People with vision
- Be nominated by name, not by organization
- Be a doer
- Able to contribute
- Needs to know the industry
- Select a cross-section of people that cover all strategic thrusts of REACH

#2

The choice of membership should:

- Provide a cross section of visionary, informed, and experienced individuals
- Individuals the prime minister, with the advice of the ICT minister, considers appropriate to further the development of the vision
- Contributes to the sector and the council's agenda.
- An effort should be made to invite selected international figures from countries with parallel experience, and from successful private sector experience.

#3

- Primary stakeholders but more importantly people hand-picked based on interviews and personal feel to assess his/her motivation, excitement and energy

#4

- Visionary
- Understanding of ICT

- Dynamic
- Able to offer “lessons learned”

#5

- Be actively involved and remain committed to the cause
- Be innovative in suggesting ideas—think out of the box
- Be willing to find a way, persistent
- Be willing to work on a team

#6

- Be willing to give time, effort, and experience

#7

- People with vision and knowledge
- Dynamic
- People who can contribute to the sector
- Different sectors should be involved
- Knowledge in ICT business

Summary of Qualifications

- Provide a cross section of visionary, informed, and experienced individuals
- Individuals the prime minister, with the advice of the ICT minister, considers appropriate to further the development of the vision
- Contributes to the sector and the council’s agenda.
- An effort should be made to invite selected international figures from countries with parallel experience, and from successful private sector experience.
- People with vision and knowledge
- Dynamic
- Be willing to give time, effort, and experience
- Be willing to work on a team

Responsibilities of Membership

WORKING GROUP CONTRIBUTIONS

#1

- Commit to attend all meetings
- Be willing to do preparatory work and come prepared
- Willing to do a certain amount of work each year, adopt a project

#2

- Be able to commit knowledge, experience in an open manner
- Contribute time and energy where relevant
- Fully participate in all Council meetings
- Engage in using their knowledge and experience to creatively contribute

#3

- Participate
- Give time
- Share Information Openly

#4

- Prepare for the agenda
- Commitment
- Assume responsibility for certain assignments

#5

- Participate, absence of more than three times subject to being removed.
- Be willing to facilitate meetings
- Be willing to bring issues to the Council
- Commit to a minimum time each month

Synthesis:

- Participate, understands that absence will result in being removed
- Be willing to facilitate meetings and participate actively
- Be willing to bring issues to the Council
- Commit to a minimum time each month
- Be able to commit knowledge, experience in an open manner
- Contribute time and energy where relevant
- Be willing to do preparatory work and come prepared
- Willing to do a certain amount of work each year, adopt a project

What should the size of the council be?

WORKING GROUP CONTRIBUTIONS

#1

- 8-10 members in order to be able to have a proper discussion

#2

- 11 members in a combination of public and private sector members

#3

- 11 is a good working group from past experience

#4

- 11 Members
- 2 rotational from abroad
- 1 chair elected

#5

- 11 seats including the chair

Synthesis on Council size

- 11 Members
- 2 rotational from abroad
- 1 chair elected

SESSION VI : COUNCIL MANAGEMENT

MEETING MANAGEMENT, AGENDA SETTING AND OPERATING NORMS FOR THE REACH ADVISORY COUNCIL

TASK: DESCRIBE

- **HOW THE RAC SHOULD DETERMINE ITS AGENDA?**
 - **HOW THE RAC SHOULD CONDUCT IS BUSINESS IN MEETINGS (OPERATING NORMS)?**
 - **HOW CAN PARTICIPATION OF MEMBERS BE MOST EFFECTIVE?**
-

WHAT OTHERS HAVE SAID FROM INTERVIEWS

Agenda Setting:

- Agenda development. We need to set up a year's calendar in advance so people can plan around it. Regular set meetings. If we set them up for a year, then they can be given a priority.
- A process for member input into the agenda in advance is important before setting the final agenda.
- The agenda needs to be set up with time in mind. Items coming to the board should be high profile, priority issues, filtered out in advance. People need to have advance notice of the agenda and do any necessary preparation for the topic. The secretariat needs to manage this. Special meetings may be called if an emergency issue need debate.
- Topics that are now under research by the two groups doing research should be brought to them from time to time for discussion (e.g. computer penetration; competitiveness). Currently much of these things are presented to the ministry; they should come to the RAC. Other issues, such as registration of web sites using the JO rather than the dot net or dot COM domain name could be debated and encouraged.
- It should concern itself with debate on issue affecting the industry
- RAC management should perhaps look at a quarterly agenda, not have a full year plan—the sector is too dynamic and things come up. The agenda needs to be modest and get things done, not take on too much and not deliver.
- The RAC needs more scheduled meetings. Each meeting needs to be planned in advance with an agenda. The overall plan for the work of the RAC needs to be set out, like a management plan, or calendar so people know what to expect and can plan for it.

- Each meeting should have something come out of it—a result, assignments, conclusion, task, etc.
- It needs to have an annual management plan:
 - Dates set in advance for the year of meetings
 - Assigned agenda topics by quarter (every three months). These will include study topics, topics to review policy position papers, monitoring actions on lobby efforts, legislation, progress report cards. Selected presenters may include either RAC members or invited guests.
- Meeting times should be set well in advance; an agenda is required; issues from the prior meeting should be updated at each meeting; a status up-date on REACH is essential.

- **SUMMARY FROM INTERVIEWS:** The agenda of the council needs to be planned in advance consistent with an annual work plan. Topics should be listed based upon the objectives we pursue for the time period with flexibility to add items. Meetings times should be planned in advance for the yearly calendar and reconfirmed each month. The final agenda should be circulated with sufficient time for members to properly prepare for the meeting.

WORKING GROUP INPUT ON Agenda Development

#1

- Council should have a minimum of 14 meetings per year: One each month. And, One per year as a retreat to review the year and plan ahead. One a year to do team building.
- Agenda items should be developed based on the objectives for the year and adhered to.
- The government or the private sector may introduce agenda items where important.
- Agenda and support documentation should be sent 14 days ahead of time.
- There should be annual objectives
- A yearly agenda and dates should be set one year in advance; updated quarterly

#2

- Agenda based on the objectives
- Council needs an annual strategy to reach its own vision
- It needs to set priorities and goals
- Be flexible enough to accommodate new issues
- Have a yearly or 6 month plan
- Have a result action or assignments at each meeting

#3

- Driven by objectives
- Collaboratively developed

- Focused on key issues
- Advance preparation

#4

- The secretary circulates the draft agenda and asks for input
- Members submit additional items with background material

#5

- Consistent with the work plan and objectives
- Member input on issues discussed in the meeting
- Information and time should be given to members to give intelligent input
- Meetings scheduled a year in advance
- Agenda sent to members one week in advance with requests for input

SUMMARY OF WORKING GROUP CONTRIBUTIONS

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

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

Meeting Process

Interview data:

- We need meeting guidelines
- They should have problems brought up to them that require discussion. Minor things should be filtered out by the secretariat or [Int@j](#). This is volunteer time. There should be staff to support, and others to do the work. It should be a sounding board for the minister on policy issues. They should work through groups like Int@j, which has an 11-person board, and 8 full-time staff. The RAC can depend on them to do work.
- The RAC should not concern itself with implementation; its job is to debate issue related policy and review ideas and stay ahead of the game.

- The meeting norms should be:
 1. One issue area or two at most pre-selected for each meeting.
 2. A presenter, who has researched or has put together a presentation on the topic, will first present.
 3. He will then have two or three questions prepared in advance for group debate and discussion.
 4. A moderator facilitates the discussion (or the presenter). The Chairman may delegate this. The discussion should follow a format in which discussion is systematic and consider the issue from different points of view (and not automatically shoot down suggestions).
 5. After debate, recommendations are made and agreed upon and actions assigned for follow-up.
- Meetings: one of the main functions of the meeting should be tracking progress; measuring where we are on progress in within the Sector (REACH is a part of that but not all). People need to be able to both develop and challenge vision. People in the industry need to be able to advise on steps (strategy/how), propose strategy; keep the process dynamic and adapt the strategy.
- Meetings: Step one at every meeting should be “Is our strategy of a year ago still OK; let’s verify if that strategy is on target; does it need changing? Step Two: Progress Report: How far have we gone on strategy. Yes it’s OK; no, how do we lobby to support this or that aspect? [Report card]. We can then also work on vision with new ideas presentations, etc.

-----Round Table Contributions-----

- The performance of the RAC needs to be improved: in one year it has only addressed 2 or 3 issues.
- We need an agenda, like a regular board meeting with action items and tasks out; tasks need to come back to the RAC and be voted on, then put forward to the secretariat for follow-up action, publishing etc. (the Ireland Board model).
- The chair needs not be shy to ask individual members what they think on issues and to draw them out.
- We need to have follow-up action items after discussion with assignments to either members or the secretariat or both.

SUMMARY FROM INTERVIEWS: The council should develop its own operating norms in a working session. The ideas above can form the basis for discussion. The consensus is that the meeting process should be like a business meeting with attention to member input and wide discussion.

WORKING GROUP INPUT ON MEETING PROCESS

#1

- Consider a public portion and a closed portion
- A short introduction followed by a discussion, followed by decisions to do x,y, or z.

#2

- A rotating facilitator structure (delegated by the Chair in advance)
- Discussion issues require a pro and con process, which must be allowed
- The meeting should be for two hours, and up to three hours
- The agenda should have as an order of business: 1) Review of the previous meetings action items; 2) industry issues- discussions-actions; 3) Presentations-discussions-actions; summary of tasks for next meeting and close.
- The working language should be English
- The agenda should not be overloaded

#3

- Based on a priority 2/3 issues discussed for decisions and immediate actions assigned
- Pre-determined issue area or concept so that opinions may be formulated
- Leave room for the spot issues and concerns

#4

- Regular meetings (e.g, first Monday of each months)
- Members' input is necessary
- Time oriented (starts-ends on time)
- Advance notice
- Process to 1) update on ongoing projects; 2) introduce new topics 3) must end with discussions and decisions/recommendations
- Go through the quick issues first
- Presenters must be prepared
- Members must be provided with background material

#5

- Chairman opens the discussion
- Determine time for each issue
- Stick to the agenda and facilitate the process
- Set targets and select member to follow up on issues

#6

- Meetings should be structures
- Time keeping, note taking and moderating
- Next steps should be identified.

SUMMARY OF WORKING GROUP INPUT ON MEEETING MANAGEMENT

[Note, this guidelines were developed based on discussion and with consultant input. They will require a training session with the board in meeting facilitation]

- A rotating facilitator structure (delegated by the Chair in advance). I.e., the facilitator the meeting is designated in advance by the Chair. The facilitator's job is not to present or discuss but to ensure the agenda is followed and member input is equitable and discussions have a pro and con to them.
- Discussion issues require a pro and con process, which must be allowed
- The meeting should be for two hours, and up to three hours maximum. Member should block out the morning or the designated time in advance.
- The agenda shall have as an order of business with the following time guidelines:
 - 7) Information items and quick reports (with no discussion) Time 15 minutes
 - 8) Review of the previous meetings action items and progress report. Time 30 Minutes;
 - 9) Industry issues- discussions-actions (as they arise). Time 20 minutes;
 - 10) Presentations-discussions-actions (on the agenda set up in advance) Time: present 20 minutes; discuss 40 minute ;
 - 11) Other business as required. Time: 20 minutes;
 - 12) Summary of tasks for next meeting and close. Time 10 minutes

Total time: 2:35

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

Getting the most out of the Members?

Guidelines for Ensuring Member Motivation and Contributions

[contributions from the roundtable]

- They don't assign us anything—feel they should. No set program of meetings; maybe only a two-day notice, when the Minister Fawaz is free. Not sure yet how the agenda is set. Good idea to set agenda in advance.
- Need to develop operating procedures.
- The RAC needs to deal with objectives, expectations, and how to measure results (set up performance measures for results). Set targets: number of legislation passed and ratified; to act to consolidate IT initiatives, especially in HRD, there are many duplicative initiatives in e-Learning. The RAC's objectives should be watchdog (monitor), consolidator, coordinator. They should be doing lobbying and set up to take on pushing for legislation. E.g. Internet Café legislation.
- The council needs to have a web site where information and dialogue are maintained. We could do a lot of work electronically and exchange things and need to meet, perhaps, less. We should publish our findings, papers, etc, on our site.
- We need to be proposing tasks and deadlines with follow-up work assigned out (not to council members but to support mechanisms).
- We need to be systematic and determine what we (as members) have to deliver.
- It is important to have a management plan (annual) and structured operating procedure.
- We should apply “best practice” around international standards.
- In terms of management and responsibilities for membership: most important to say what one can do, then do it rather than have a lot of talk. The council needs to work on a list of action items; assign responsibility; set up deliverables with dates, then monitor
- The council members need to assign themselves to issue areas, or areas of interest or sub-committees such as e-Learning, Export, or whatever the agenda is for the next several months or year. Sort of like a senate; different people responsible for different issues.
- Perhaps people could take on areas of interest around the letter of Regulatory framework, Enabling Environment and Infrastructure; Advancement of National IT programs, Capital and finance, and Human Resource Development.
- Expectations of council members for performance needs to be made clear: the time expected (not too much). The process needs to milk our brains, get our input, our thoughts. Members need to be provided information in advance. The secretariat needs to be the communication channel, and channel our thoughts and advice into deliverables. They may need to outsource work, ask one of the members, ask Int@j or others to do work.

- We need to be switched onto the topics, informed and prepped if we are going to lobby for the e-sector. We should not get something half way; expertise and time is required.
- We need to have a report card—measurable goals each year: are we just another board? Need to be held accountable. Need a framework.
- We need a simple operations plan; perhaps a working session; we need to know how we are doing.
- Information: we don't get much—we need the tools if we are to help. The information out is important.
- If it is conceived as a council, the process should be managed to give advice but if we want to get something out of the RAC, it needs a different management process. I missed the last two meetings. The notice was too short. Too ad hoc.
- We need a program in advance; at least a medium-term agenda. We need some animation and some mobilization in the process. With no preparation, we cannot participate, and two or three will dominate because they have been informed and have thought about the agenda.
- By virtue of being appointed by the PM, duties should include reporting to the PM. A report card is a good idea. As well, the members should approve the minutes and they should be in Arabic to be official.
- Members need to know what is expected of them and the purpose of their membership.

SUMMARY FROM INTERVIEWS: The key to membership motivation is information and involvement. Members want to be involved in topics where they hold expertise and interest. The council should consider asking members to assign themselves to areas of interest to chair and to facilitate at least one area per year, in addition to specific follow up tasks.

Many felt that the council should present an annual summary of advice or achievements to the sector and the Prime Minister.

Working Group Contributions:

#1

- Make sure the members understand the magnitude and importance of the council and that they were chosen for a specific reason.

#2

- Effective participation will be ensured by having a rotating facilitator at each meeting.
- The Chair should assign each member a task over the work year.
- Member selection is important to getting good people.

#3

- Provide training in meeting process. Take time for “advancing” through “mini-retreats” or progress reviews and planning.
- Build a team

#4

- Assign members according to their experience and interest

#5

- Ensure involvement of all members and let them all contribute.

SUMMARY WORKING GROUP RECOMMENDATIONS FOR MEMBER MOTIVATION

The key to membership motivation is information and involvement. Members want to be involved in topics where they hold expertise and interest. Assign each member a topic of interest for the year in which they manage a process to bring this to the council. Each member should volunteer to facilitate at least one area per year, in addition to specific follow up tasks. The council shall present an annual summary of advice or achievements to the sector and the Prime Minister. The council will work through a training process in meeting management on a yearly basis.

SESSION VII : MANAGEMENT STRUCTURE TO SUPPORT THE REACH ADVISORY COUNCIL

TASK: WHAT SHOULD BE THE STRUCTURE, COMPOSITION FUNCTION OF THE MANAGEMENT SUPPORT OF THE RAC?

- What is the purpose and work of the council management support group?**
- How many staff are needed?**
- What are their duties?**
- Who should they report to?**
- How should they be funded?**
- What should the group be called?**

What others have said in interviews:

STRUCTURE AND STAFFING

The Purpose and Role of the Management Support:

- The RAC needs to have an executive body working for it in order to get things done. This needs to be called the Reach Executive Group under the RAC. We also need to de-link the RAC from [INT@J](#). They should be there but they already have a significant role to protect the industry.
- Needs to be independent; it may be housed at the Ministry, or could be at [Int@j](#) but they need to have their budget, have some from the ministry, be able to raise some of their own funds for purposes of institutional freed and to be able to survive in the long term
- Their role is to ensure productivity; to bring information to the council, to ensure that products are produced for them to review—e.g. eLearning could be set up by them for presentation, review, and subsequent publication.
- Sometimes council members should be asked to participate in products that the Secretariat manages (review, input, or co-develop).
- The issue is that accountability needs to be managed for products and the Secretariat needs to fill this role.
- The size should be small, two people is enough.
- We need a minimum number of staff to enable the communication, preparation and follow-up process. We need to be efficient first. We need tools: a web site, communication.
- Funding should be from the government and also from independent sources—grants, sponsorship, donations.
- The Ministry (MoICT) needs to be firmly behind it and provide salaries, office space.
- The council should choose its staff; not the government.

- The staff of the Council should report to the Council, not to the MoICT. But it is important that there be government connection. We need to be able to reach into the government and have the weight of the MoITC behind us.
- Boards are by nature inherently inefficient
 - In Europe there is a management board and a board of directors
 - At the end of the day, the CEO gets it done; here we have no CEO
 - A board can give us its vision, direction, input but a CEO or executive needs to get it done.
 - We need a point man—somebody to hold accountable- we have areas of potential action: eGov. Etc—work needs to be centralized in one place.
- If we have a huge board, no one will be assigned to do things; Fawaz needs 4 or 5 people to assign work to; he can't do it himself. He needs a CEO under him, We need someone with status to get things done, not people on a part-time basis; Fawaz cannot do everything, he has too much on his plate.
- In Ireland they put every thing in one place and put a CEO on the project. We are not replacing ministries but having a dedicated work group. Somebody needs to be the CEO of the Reach initiative. If Reach is a serious effort; it needs to be set up like a project.
- The linkage to the Amir project is a real gift. There are so many potential, objective outside resources there.

SUMMARY:

SIZE: 2 OR 3

REPORTS TO: CHAIRMAN OF THE ICT ADVISORY COUNCIL

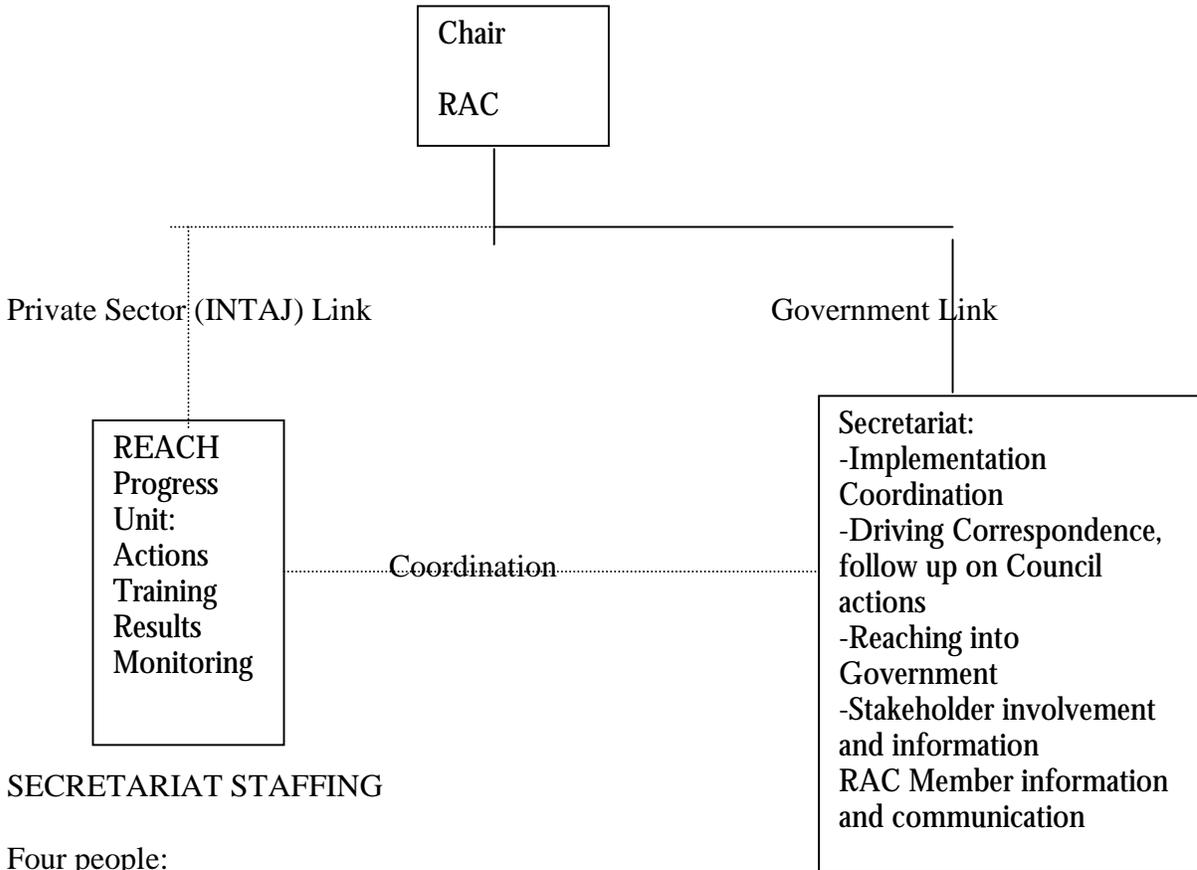
FUNDED BY THE MoICT

STAFF: COUNCIL COORDINATOR AND SECRETARY

LEGISLATIVE COORDINATOR AND GOVERNMENT LIAISON

ADMINISTRATIVE MANAGER AND TECHNICAL WRITER

The way I see it is (ONE SUGGESTION FROM INTERVIEWS):



SECRETARIAT STAFFING

Four people:

Title: Secretariat Manager, RAC Secretary

Technical Writer

Coordinator and Communications Linkage

Clerical Support and administrative assistant

WORKING GROUP CONTRIBUTIONS

[Note: the follow is based upon consensus discussions and represents the group's recommendations]

What is the purpose, duties and work of the council management support group?

- Follow-up on council business and assignments
- Provide continuity for the council
- Manage the council budget
- Provide contract management for studies and work assigned as outsourced
- Provide back office management (correspondence, member notifications, communication with members, filing and records, maintain web site, etc.)
- Provide coordination inside the council and external coordination with stakeholders
- Organize the meetings and agenda as directed by the council and the chair
- Provide member support in the tasks they are assigned
- Ensure the quality of the products and services, publications and presentations to the Council
- Provide communications and public information and public relations
- Conduct fund raising as needed with stakeholders and donors
- Provide a point of contact and reach into government for follow-up as needed.
- Assist in research and information requested by the council.

How many staff is needed and what are their positions and duties?

5. The Council Staff Managing Director

- Supervises the Council staff
- Acts as council secretary
- Conducts fund raising
- Assists in research
- Provides follow-up on council business
- Organizes Council meetings
- Ensures the quality of products, services, and presentations to the Council
- Works with the Council to develop its annual management and workplan, and agenda.
- Oversees and leads the council assignment to develop a long-term vision and strategic plan for the sector and the movements towards aknowledge-based E-Jordan.
- Reports to the Chair of the Council.

6. The Council Public Relations and Communications Specialist

- Manages public information
- Provides liaison and outreach and follow-up to stakeholders and government; assist council in its lobby efforts.
- Maintains the council web site

7. Council Researcher and Technical Writer

- Assists Council members in conducting research related to issues presentations, policy papers, information projects and papers, and council publications.
- Provides liaison, oversight and contract management for outsource research projects and ensures that products are produced, given the annual workplan and objectives
- Assists in the development of the strategic planning process for the Council
- Provides primary liaison to [INT@J](#) and the REACH strategy unit to provide the council with organized up-dates and reports on the achievement REACH agenda.

8. Council Administrative Assistance

- Provides administrative support for the Council Managing Director and the staff.
- Maintains Council records and files
- Assists the council researcher and technical writer with research projects and service to council members in the products they deliver or present to the council
- Acts as the information management link between the council staff and the MoICT staff.
- Manages the records related to budgeting and budget control; maintains petty cash fund.
- Ensures that appropriate logistical arrangements and supplies are provided for the staff and Council events, meetings and training.
- Maintains the paperwork related to records, vouchers and expenditures made by the staff and for Council business.
- Provides telephone, email and reception services for council staff.

Who should they report to?

The Council Managing Director reports to the Chair of the Council. Council staff are contract employees attached to Ministry of Information, Communication Technology.

How should they be funded?

Funding for essential operations will be provided by the MoICT. Funding for projects and special services will be raised from the private sector and donors. Foreign donations are subject to Council and Cabinet approval or appropriate delegation from the Prime minister.

What should the group be called?

The group shall be termed the Council Staff acting as Secretariat.

SESSION VIII : WORKPLAN**WORK PLAN TO RECONSTITUTE THE REACH ADVISORY COUNCIL**

TASKS	COMPLETION DATE
1. Completed the first draft of the Council Charter	6/1 DE
2. Minister reviews the draft	6/5 Minister
2. Charter is circulated to those interviewed and others for review	6/6 Emile
3. Input and comments are solicited	6/13
4. A review meeting for the new charter is conducted and this will be The final meeting of the currently constituted RAC. The RAC is Officially dissolved.	6/16
6. New candidates are identified and interviewed: ongoing from	6/1
5. A New Council is appointed by the Prime Minister	6/20
6. Council members are notified and invited the first inaugural training and team-building, and agenda planning event with 4 weeks advanced notice	6/21
8. Council Staff unit is formed, and provisionally staffed	6/27
9. Training event logistics are arranged. Beginning now and ready by:	7/1
10. AMIR consultant Dan Edwards returns to review the final Charter And prepare for the Council retreat.	7/13
11. Consultant plans and designs the Training/Retreat Event, interviewing and preparing the new council members.	7/14—18
11. Two day Training and Retreat event is conducted	7/19 &7/20
12. Final revision of the Council Charter is produced.	7/25
13. Consultant Report on final recommendations presented to Council Chair and AMIR	7/24