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Advocacy Campaign for a New Government Procurement Regulation in Jordan

AMIR II Achievement of Market-Friendly Initiatives and Results

June 2006

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JORDAN AMIR II

Achievement of Market-Friendly Initiatives and Results

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Advocacy Campaign for a New Government
Procurement Regulation in Jordan

Final Report
June 2006

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Data Page

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Abstract

This report presents an outline for an advocacy campaign designed with the National Procurement Committee. It includes background information on the campaign, a detailed agenda and timeline for the forum, and explanations of processes to be followed.

Abbreviations and Acronyms

AMIR	Achievement of Market-Friendly Initiatives and Results Program
GPA	Government Procurement Agreement
USAID	United States Agency for International Development

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Executive Summary

This report presents the result of a follow-on consultancy that took place in March 2006 to support the National Procurement Committee in implementing its proposed advocacy campaign, which is to culminate in a public forum to be held in June 2006. After a brief introduction, Part 2 lays out the details of the campaign design, which is based on the objective of issuing and enacting a unified government procurement regulation by the end of 2006. The central campaign activity is organizing a forum for representatives of key stakeholders from government entities with representation from potential and existing government vendors and contractors. The forum should create public discussions that should highlight the need for introducing such a regulation to Jordan.

The outline of the campaign is divided into six parts: (i) preparing the political scene, (ii) organizing a forum, and (iii) building on the momentum of the forum to pass and enact the regulation. Annex 1 presents a report on meetings held with the National Procurement Committee during December 2005. Annex 2 lists the organizations that will likely be invited to the public forum. Annex 3 sets out the forum outline, and Annex 4 presents a detailed action plan.

1. Background

Based on his previous work in December 2005 with the Jordanian National Procurement Committee, USAID-funded AMIR Program consultant Nader Tadros returned to Jordan during March 5-9, 2006 to assist the Committee in designing a campaign to advance the passing and enactment of a new government procurement regulation that all government entities should follow in Jordan. Annex 1 of this report on the work that the Committee and the consultant conducted in December is attached to this report.

The focus of the consultancy undertaken in March 2006 was to support the National Procurement Committee in implementing its proposed advocacy campaign, which is to culminate in a public forum to be held in June 2006.¹ The output of this scope of work is a detailed agenda and timeline for the forum, explanations of processes to be followed, and possibly initial correspondence with key speakers.²

Following is the **objective** for this assignment:

“To provide technical assistance to the National Procurement Committee in the preparation of one or two public fora on procurement, to take place in Amman, Jordan in June 2006.”³

¹ Since the finalization of this report, the forum as supported by USAID was cancelled due to limited funding. However, the Committee is planning a down-sized event to take place at the Ministry of Public Works in July or August 2006.

² Scope of Work developed for this assignment.

³ Ibid.

2. Details of Campaign Design

2.1 Participants

The Committee and USAID-funded AMIR Program consultant held daily meetings for the five days of the visit. Members of AMIR Program staff participated in some of these meetings. The report refers to all participants in this activity as the *Team*. Following are the participants who were in these meetings.

National Procurement Committee Participants

1. Mr. Yahya Kisbi, General Manager
2. Mr. Khamis Andi, Committee Member
3. Mr. Mohammad Hazaimah, Committee Member
4. Mr. Assad Jamokha, Committee Member
5. Ms. Tharwat Nouredin, Committee Member
6. Ms. Insherah Atieh Shehadeh, Committee Secretary
7. Ms. Suhair Amireh, Committee Member (*participated on the first day of meetings only*)

AMIR Program Participants

1. Greta Boye, Senior Manager, Private Sector Policy Initiative
2. Rami Khyami, Training and Events Specialist
3. Sulaf Mubaideen, Communication Specialist
4. Nader Tadros, Advocacy Consultant

2.2 Campaign Design Details

Based on the work that was done in December 2005, the Team developed the following details in the campaign planning and design.

Campaign Objective

By the end of 2006, a unified government procurement regulation is issued and enacted.

The central campaign activity is organizing a forum for representatives of key stakeholders from government entities with representation from potential and existing government vendors and contractors. The forum should create public discussions that should highlight the need for introducing such a regulation to Jordan.

Following are activities that the Team identified for the campaign.

2.3 Outline of Proposed Campaign Actions

1. Preparing the Political Scene

The Team clearly understands that the forum is only one part of many activities to be done to ensure success of this campaign. Preparing the political scene for receiving the new regulation is critical for the success of the forum. Throughout the discussions, the Team identified the following steps to prepare the political scene for the new regulations.

1.1. *Reaching out to key political stakeholders:* the Team has identified the following key stakeholders in the political arena that should be prepared for the new regulation. Mr. Kisbi is to lead the efforts to reach out to those key political stakeholders.

- Prime Minister
- Minister of Public Works and Housing
- Minister of Finance
- Minister of Industry and Trade
- Minister of Planning and International Cooperation
- Director General, Government Supplies Department
- Minister of Foreign Affairs (the possibility comes from the Minister's exposure to pressures from international circles on pushing Jordan to amend current regulations)

1.2. *Using the media:* Talking directly to the Media without getting the green light from the political leadership is not preferred at this point. Nevertheless, the media can play a crucial role in starting a public discussion about the problems resulting from having several procurement regulations in Jordan. This media campaign should achieve the following objectives:

- Raise public awareness of the problem
- Create pressure on the stakeholders to do something about these problems
- Enriches the process (and the product) by giving a chance to many stakeholders to express their needs from a new regulation.
- Gives a chance to the government to be responsive to the demands of the public by introducing the new regulations

Later on, when the leadership gives an OK on officially engaging with the media, the Team can talk directly to the media about the proposed regulation. Mr. Mohammed Al Hazaymeh will start talks with media representatives to start such a media campaign. Sulaf Mubaideen of AMIR will provide a limited support to Mr. Hazaymeh in regards to dealing with the media.

2. Organizing a Forum on the New Regulation

2.1. Purposes of the Forum

The Forum on the new government procurement regulation is the central piece in the campaign to introduce and enact this new piece of legislation. It serves a few purposes, including:

- Shows the support of the national leadership toward this new regulation;
- Functions as a high profile event to highlight the benefits of the new regulation;
- Provides an opportunity for the stakeholders to express their dreams and fears about this new regulation, learn about the proposed new regulation, and provide objective feedback to the Team on the draft regulation in a transparent way.
- Increases the level of support from key government entities.

2.2. Identifying Potential Invitees and Extending Invitations

Identifying whom to invite to the Forum was not an easy exercise for the Team. Had the Team decided to invite representatives from all concerned government entities, the number would have been close to 300 hundred participants, which is not practical for such an interactive and participatory Forum. To meet the set objectives of the Forum – with the exception of the opening session which is expected to have a large number of participants, the Team decided to have about 60 participants in addition to the Team members. Given this limitation, the Team decided to invite representatives from key government entities and fewer representatives from government vendors and contractors, in addition to other circles. *Annex 2* is a list of the proposed invitees.

Expecting much work is done around preparing the invitations, sending them out, following up with the invited government entities to get their nominations, sending out information to the nominees, etc, Mr. Kisbi kindly agreed to form a Logistics Committee to carry out these time and energy consuming tasks.

2.3. Forum Time and Place

The forum is planned to be over two days during the first half of June. To ensure the maximum attention of the participants, the Team will try to hold the Forum in a near place outside Amman, probably the Dead Sea area. If funding is available to hold the Forum in the Dead Sea area, the Forum will provide daily transportation from and to a meeting point in Amman. The Forum schedule is scheduled to start at 9:15 am and end at 4:00 pm every day. Rami Khyami of AMIR will work on identifying potential venues for the Forum, and arrange for transportation as needed.

2.4. Forum Design

The first session will have a large number of participants as the Committee hopes that the Prime Minister will open the Forum with the participation of USAID Mission Chief and a number of high profile guests. Starting the second session, about sixty participants representing key government entities and a number of representatives from government

vendors and contractors and other participants will continue through the rest of the Forum.

Following the opening session, participants will work in small groups to identify their dreams as well as their fears about a new regulation. This session should help having a more objective discussion about how the draft regulation can address these points.

In sessions 3 to 6, participants will receive a brief introduction to one of the major four parts of the draft regulation, and then they will have a chance to work in small groups to provide feedback on each of these parts.

The seventh session is a chance for the participants to have an overall look at the draft regulation after they learnt the details of its parts. In this session, participants will review the draft regulation against the earlier identified *dreams and fears*.

The last session provides a chance to the participants to identify follow on activities and means of communicating the draft regulation to their colleagues and providing feedback to the Committee to prepare a final draft of the regulation to be submitted to the Cabinet for approval and enactment.

Annex 3 is a more detailed design of the Forum. *Annex 4* is an action plan that includes the tasks that should be done to prepare for and implement the Forum. The design could change subject to the final agenda.

2.5. Forum Implementation

Forum implementation needs a high level of coordination among the team members. To achieve this goal, the Team will have a daily debriefing meeting to review the significant events and results of each day, and, if needed, revise the following day's sessions to address any emerging situations. On the day following the Forum, the Team will have a debriefing meeting to assess the results of the Forum and develop follow-on actions to build on the created momentum.

3. Building on the Momentum Created by the Forum to Have the Regulation Passed and Enacted

The Committee should capitalize on the momentum created by the Forum. Examples of the activities that could be done to ensure the campaign success are:

- 3.1. Continue working with media to raise public awareness about the need to have one government procurement regulation for all government entities.
- 3.2. Follow up with the cabinet and other decision-making entities, to troubleshoot possible blockages in the process.
- 3.3. Be ready with clear argument to defend the essential parts of the regulation in case the Committee is summoned to the Cabinet.

Annex 1⁴ Report on the Meeting with the National Procurement Committee

Date: Monday, December 20, 21, & 22, 2005 (totaling 11 hours)

ATTENDANTS:

National Procurement Committee

8. Mr. Yahya Kisbi, General Manager
9. Ms. Suhair Amireh, Committee Member (participated in the first day of meetings)
10. Mr. Khamis Andi, Committee Member
11. Mr. Mohammad Hazaimah, Committee Member
12. Mr. Assad Jamokha, Committee Member
13. Ms. Tharwat Nouredin, Committee Member
14. Ms. Insherah Atieh Shehadeh, Committee Secretary

AMIR Program

1. Nader Tadros, Advocacy Consultant

Background on the Issue Raised in the Meeting⁵

The National Procurement Committee was formed about five years ago with a mandate to establish a unified procurement regulation to be used by all government agencies. Currently, Jordan has forty procurement regulations that government entities use for their procurement. Many of these regulations are not well developed and using them causes many problems for both government agencies as well as to the providers who cannot cope with these many regulations. The committee worked very hard and also used the expertise of international procurement experts to develop a comprehensive procurement regulation, which, I believe, is a state of the art in that field and, if approved, will be the most advanced in the Arab World.

The work of the Committee went through a major setback about two years ago when the Committee wanted to present the draft regulation to the stakeholders and was met by much criticism by many stakeholders. This criticism was largely due to the way the regulation was presented and how it was perceived as the Committee was condescending and exercised a top-down approach. On one hand, this setback helped the Committee to significantly improve the regulation they were developing. On the other hand, it pushed the Committee to close on themselves and not sharing the great advancement they achieved for fear of having it killed by powerful opponents.

One of the obstacles they have been facing is the frequent change in the executive branch of Jordan. With frequently changing cabinets, the Committee had to establish relationships with every new cabinet, and by the time they got some momentum going, a new cabinet comes and they had to go through the cycle again.

The point that this report will mention about the work of the National Procurement Committee has to do with the Government Procurement Agreement (GPA) of the World

⁴ This version of the report is not the final one, but it is very close to the final version.

⁵ This background is based on an Arabic document summarizing the process the Committee has gone through to date. The document is attached to this report.

Trade Organization (WTO). The procurement regulation that the Committee has prepared had in mind the conditions for joining the GPA and included many articles that should support Jordan's application to join this agreement. However, joining the GPA clearly goes beyond the authority of this committee as it falls under the authority of the Jordanian Parliament that should endorse such agreements. The issue with the GPA is that many Jordanian stakeholders, especially the private sector, has fears about the GPA. The Committee is, however, perceived as the biggest promoter of the GPA and thus these stakeholders may initially reject the new regulation on the basis that it only serves the purposes of joining the GPA.

Proposed Actions

AMIR Consultant, Nader Tadros, had three meetings with the Committee to help the Committee develop an advocacy Campaign to advance the process of issuing and enacting the new unified regulation. Through the work with the Committee, the following actions have been proposed and discussed.

Guidelines for the Campaign:

The discussion about the above points helped the group to identify the following guidelines for the campaign:

- The Committee should not concentrate on the GPA as much as possible, as this falls within the authority of the Parliament, and not the Committee. Nonetheless, USAID requested that GPA be included in a session and the Committee members agreed. If the audience asks about the GPA, the Committee members will share their honest opinion that Jordan will probably join the GPA, but it is beyond their authority to commit Jordan to accession. The main message is that this is a badly needed regulation for Jordan to avoid the problems caused by too many regulations.
- Given the frequent cabinet changes, the Committee should move quickly in no more than a year to ensure the issuance of the new regulation.
- The Committee should overcome its fears resulting from its past experience and adopt a transparency and involvement campaign to advance the issue. Transparency and involvement will force the discussion to be more objective than subjective, and will help to hold all the stakeholders accountable to address all relevant issues.
- Showing the political will of the Jordanian leadership represented in the Prime Minister is critical to ensuring the full involvement of all the stakeholders in the process.

Campaign Objective and Action Outline

Campaign Objective

By the end of 2006, a unified procurement regulation for Jordanian government entities is issued and enacted.

Outline of Proposed Actions

1. Garner and demonstrate political will of Jordan leadership to establish and apply an advanced procurement regulation that is tailored for the Jordanian context while

meeting the international procurement standards and practices. The main output of this activity is an invitation by the Prime Minister addressed to the stakeholders to participate in a forum to review and revise the draft regulation. Hopefully, The Committee will try to have the Prime Minister give the opening speech as a strong way of showing this political will.

2. Involving all stakeholders in a transparent way to develop, adopt and implement a new regulation. This activity includes the following:
 - a. Inviting all stakeholders to a forum to review and revise the draft regulation. The stakeholders will include:
 - i. Representatives of all government agencies who are involved in procurement processes.
 - ii. Representatives of the private sector including trade unions and chambers of commerce.
 - iii. Local experts and university professors who can give an unbiased opinion about the regulation.
 - iv. Representatives of international agencies. This group should be carefully selected to avoid allegations that they might be exercising external pressure on Jordan to accept the GPA or other controversial agreements.
 - b. Organize a forum to present the draft regulation and start a process of involving all stakeholders in the process. The stakeholders will also develop criteria for a committee to review all comments and revise the regulation accordingly.
 - c. Form a Committee from among the stakeholders to receive, review all comments, and make final revisions to the regulation.

The main outputs of this activity are (1) the forum, (2) the formulation of a committee, and finally (3) the preparation of a final draft of the regulation to be submitted to the Cabinet to approve and enact.

3. Work with political leadership to approve and enact the new regulation. This activity recognizes that the Committee can not rest on the assumption that the Cabinet will necessarily approve the submitted draft regulation. The Committee will need to follow up with the Cabinet to ensure the proper explanation and rationale behind the whole regulation and also ensure keeping the momentum in the Cabinet till the new regulation is passed and enacted.
4. Develop a plan to provide needed training and technical assistance to the end users of the new regulation to ensure smooth and efficient transition and application.

The National Procurement Committee has initially approved the above plan and is interested in following its outline.

Annex 2 List of Invitees

Serial No	Ministry or Directorate or etc.	Number of Invitees
1	Aqaba Special Economic Region Authority	1
2	Central Bank of Jordan	1
3	Highest Youth Council	1
4	Petra Region Authority	1
5	Privatization Executive Commission	1
6	Legislation and Opinion Bureau	1
7	Accountancy Bureau	1
8	Armed Forces	1
9	Ministry of Interior, Armed and Forces, Public Security, Civil Defense	4
10	Ministry of Justice	1
11	Ministry of Public Sector Development	1
12	Ministry of Foreign Affairs	1
13	Ministry of Finance, General Supply Department, Customs Department	3
14	Ministry of Industry and Trade, Investment Promotion Corp., Industrial Estates Corp.	3
15	Ministry of Planning and International Co-operation	1
16	Ministry of Municipal and Rural Affairs, Municipal and Rural Development Bank	2
17	Ministry of Tourism and Ruins	1
18	Ministry of Power and Mineral Resources/ Natural Resources Authority	2
19	Ministry of Housing and Public Works, Public Corp. for Housing and Rural Development, Government Tender Department	3
20	Ministry of Agriculture	1
21	Ministry of Water and Irrigation, Water Authority,	3

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	Jordan Valley Authority	
22	Ministry of Environment	1
23	Ministry of Education	1
24	Ministry of Higher Education	1
25	Ministry of Waqf and Islamic Affairs	1
26	Radio and TV corporation	1
27	Integrated Purchase Department	1
28	Ministry of Health	1
29	Ministry of Culture	1
30	Ministry of Communication and Information Technology	1
31	Ministry of Transport	1
32	Civil Aviation of Jordan	1
33	University of Jordan	1
34	Mu'tah University	1
35	Yarmouk University	1
36	Larger Amman Municipality	1
37	Irbid Municipality	1
38	Zarqa Municipality	1
39	Engineers' Association	1
40	Contractors Association	1
41	Union of Chambers of Industry	1
42	Union of Chamber of Commerce	1
43	Purchase Regulation Task Force	10
44	Standby Invitees	5
Total		70

قائمة المدعويين

عدد المندوبين المدعويين	اسم الوزارة أو الدائرة أو الجهة	الرقم
1	سلطة منطقة العقبة الاقتصادية الخاصة	1.
1	البنك المركزي الأردني	2.
1	المجلس الأعلى للشباب	3.
1	سلطة إقليم البتراء	4.
1	الهيئة التنفيذية للتخاصية	5.
1	ديوان التشريع والرأي	6.
1	ديوان المحاسبة	7.
1	القوات المسلحة	8.
4	وزارة الداخلية/القوات المسلحة / الأمن العام/ الدفاع المدني	9.
1	وزارة العدل	10.
1	وزارة تطوير القطاع العام	11.
1	وزارة الخارجية	12.
3	وزارة المالية/ دائرة اللوازم العامة/ دائرة الجمارك	13.
3	وزارة الصناعة والتجارة / مؤسسة تشجيع الاستثمار/ مؤسسة المدن الصناعية	14.
1	وزارة التخطيط والتعاون الدولي	15.
2	وزارة الشؤون البلدية والقروية/ بنك تنمية المدن والقرى	16.
1	وزارة السياحة والآثار	17.
2	وزارة الطاقة والثروة المعدنية / سلطة المصادر الطبيعية	18.
3	وزارة الأشغال العامة والإسكان/ المؤسسة العامة للإسكان والتطوير الحضري/ دائرة العطاءات الحكومية	19.
1	وزارة الزراعة	20.
3	وزارة المياه والري / سلطة المياه/ سلطة وادي الأردن	21.
1	وزارة البيئة	22.
1	وزارة التربية والتعليم	23.
1	وزارة التعليم العالي	24.
1	وزارة الأوقاف	25.
1	مؤسسة الإذاعة والتلفزيون	26.
1	دائرة الشراء الموحد	27.
1	وزارة الصحة	28.
1	وزارة الثقافة	29.
1	وزارة الاتصالات وتكنولوجيا المعلومات	30.
1	وزارة النقل	31.
1	سلطة الطيران المدني	32.
1	الجامعة الأردنية	34.
1	جامعة مؤتة	35.
1	جامعة اليرموك	36.
1	أمانة عمان الكبرى	37.
1	بلدية مدينة إربد	38.
1	بلدية مدينة الزرقاء	39.

1	نقابة المهندسين	.40
1	نقابة المقاولين	.41
1	اتحاد غرف الصناعة	.42
1	اتحاد غرف التجارة	.43
10	أعضاء فريق عمل إعداد نظام المشتريات	.44
5	خمسة مدعويين احتياط	.45
70	المجموع	

Annex 3 Suggested Forum Outline⁶

DAY ONE

Opening Session (The only session with a large audience)

- Prime Minister's Opening Speech: *Why the New Regulation?*
- USAID Mission Chief's Word: *What This New Regulation Means from the International Perspective*
- Head of the National Procurement Committee's Word: *A Brief Introduction the Draft Regulation*

Note: the Team needs to prepare talking point for each of the keynote speakers. For instance, none of them should mention any link to the GPA.

Second Session: *Dreams and Fears*

With the small audience that will continue with the Forum, participants will work in small groups to identify their dreams for a new regulation, and also their fears of a new regulation! The objective of this session is help the participants put all of their dreams and fears at the table to be able to address those in the best way possible.

Third Session: *The First Part of the Regulation (TBD)*

Following a brief introduction (15 minutes) on the First Part of the draft regulation, participants will have a chance to provide feedback on the this part, and share this feedback with the rest of the groups.

DAY TWO

Fourth Session: *The Second Part of the Regulation (TBD)*

Following a brief introduction (15 minutes) on the Second Part of the draft regulation, participants will have a chance to provide feedback on this part, and share this feedback with the rest of the groups.

Fifth Session: *The Third Part of the Regulation (TBD)*

Following a brief introduction (15 minutes) on the Third Part of the draft regulation, participants will have a chance to provide feedback on this part, and share this feedback with the rest of the groups.

Sixth Session: *The Fourth Part of the Regulation (TBD)*

Following a brief introduction (15 minutes) on the Fourth Part of the draft regulation, participants will have a chance to provide feedback on this part, and share this feedback with the rest of the groups.

⁶ The outline will be redesigned according to a two-day event.

DAY Three

Seventh Session: *Review of the Draft Regulation in Its Totality*

Participants will review the draft regulation in its totality and match it to their earlier identified *dreams and fears*.

Eighth Session: *Next Steps and Wrap up*

In this final session, participants will identify next steps in the process and means to communicate suggestions to the National Procurement Committee. Following this, the Forum will come to its closure with a brief closing word.

Annex 4 Detailed Action Plan for Forum

#	ACTIVITY/TASK DESCRIPTION	WHO	HOW	When						
				Mar.	Apr.	May	Jun	Jul	Aug	Sep
1	Preparing the Political Scene									
1.1	<i>Work with the Minister of Public Works to reach out to and involve key Political Leaders</i>	Mr. Kisbi		X	XXX	XXX				
1.1.1	Obtain an OK to have Prime Min. sponsor the Forum	Mr. Kisbi								
1.2	<i>Using the Media</i>	Mr. Hazaymeh, Ms. Mubaideen								
	Identifying media reps, and providing info to them	Mr. Hazaymeh, Ms. Mubaideen		X	XXX	XXX	XXX			
2	Organize a Forum on New Regulation	Team								
2.1	<i>Develop Forum objectives and outline</i>	Team	Meeting	Done						
2.2	<i>Invite Participants</i>									
2.2.1	Identify who to invite for the full Forum	Team		Done						
2.2.2	Identify who to invite for the opening session	Mr. Kisbi, Team			XXX					
2.2.3	Prepare invitation letter	Team, Mr. Kisbi								
2.2.4	Form Forum Logistics Committee	Mr. Kisbi			XX					
2.2.5	Send invitations to full participants	Logis. Team, Team			XXX					
2.2.6	Send invitations to opening session participants	Logis. Team, Team			XXX					
2.2.7	Follow up with entities to get nominations	Logis. Team, Team				XXX				
2.2.8	Develop info package to send to nominees	Team				XX				

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#	ACTIVITY/TASK DESCRIPTION	WHO	HOW	When						
				Mar.	Apr.	May	Jun	Jul	Aug	Sep
2.2.9	Send info to nominees	Logis. Team, Team				XX				
2.3	Forum Time and Place									
2.3.1	Develop Criteria for Place	Nader, Team			X					
2.3.2	Identify potential venues	Mr. Khyami			XX					
2.3.3	Select a Venue	Team, Rami			XX					
2.3.4	Arrange for transportation (<i>if needed</i>)	Mr. Khyami			XX					
2.3.5	Arrange for parking space (MPW??)	Ms. Atieh			XX					
2.4	Forum Prep & Design									
2.4.1	Identify and hire a second facilitator	Ms. Boye, Nader, Team			XXX					
2.4.2	Finalize Forum Outline	Team			X					
2.4.3	Develop Talking Points for Keynote Speakers	Team				XX				
2.4.4	Session Design	Facilitators Team			XX	XX				
2.4.5	Identify Presenters	Mr. Kisbi, Team			XX					
2.4.6	Prepare Presentations & Handouts	Presenters, Facilitators, Team				XX				
2.4.7	Have a pre-Forum Team meeting (2 days)	Facilitators, Team					X			
2.4.8	Prepare logistics (name tags, folders, copies of regulation parts, etc.)	Logis. Team, Team				XXX				
2.4.9	Arrange with media to cover the Forum	Mr. Hazaymeh, Ms. Mubaideen, Team				XXX				
	Conduct a regular conference call to follow up on progress		Nader, Team		XX	XX				
2.5	Forum Implementation						XX			
	Facilitation	Facilitators					XX			

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#	ACTIVITY/TASK DESCRIPTION	WHO	HOW	When						
				Mar.	Apr.	May	Jun	Jul	Aug	Sep
	Receive and register participants	Logis. Team					X			
	Organize work with media (as needed)	Mr. Hazaymeh					X			
	Conduct daily feedback for Team	Facilitators, Team					X			
	Review session design based on feedback (as needed)	Facilitators, Team					X			
	Conduct one-day debrief meeting	Facilitators, Team					X			
3	Past Forum Follow on									
	TBD						XX	XX	XX	XX