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# JORDAN COMPETITIVENESS PROGRAM MONTHLY REPORT

**APRIL 2014**

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# ABBREVIATIONS

CDC	Career Development Center
CGO	Career Guidance Offices
CLIR	Climate Legal and Institutional Reform
CT	Clean Technology
GJU	German Jordanian University
GoJ	Government of Jordan
HLS	Healthcare and Life Sciences
ICT	Information and Communication Technology
JCP	Jordan Competitiveness Program
JFDA	Jordan Food and Drug Administration
JUST	Jordan University of Science and Technology
KAFD	King Abdullah Fund for Development
MDA	Ma'an Development Area
MDC	Ma'an Development Company
MoH	Ministry of Health
MoITS	Ministry of Industry, Trade and Supply
MoPIC	Ministry of Planning and International Cooperation
MTC	Medical Tourism Council
PMEP	Performance Management and Evaluation Plan
PSUT	Princess Sumaya University for Technology
R&D	Research and Development
SEE	Supportive Enabling Environment
SOW	Scope of Work
UJ	University of Jordan
VTC	Vocational Training Corporation
WFD	Workforce Development

# INTRODUCTION

The USAID Jordan Competitiveness Program (JCP) seeks to strengthen private sector competitiveness in Jordan, with the specific goals of attracting foreign direct investment, increasing exports, and expanding employment.

To do so, JCP deploys a focused, integrated approach across three sectors (Information Communications and Technology, Clean Technology, and Healthcare and Life Science) articulated around the following:

- Strengthening the Jordanian business enabling environment (including regulatory changes) to better support business development, growth, investment and innovation;
- Improving Jordanian workforce skills necessary to support growth and innovation in targeted sectors;
- Increasing access to finance for Jordanian businesses and entrepreneurs; and,
- Launching a portfolio of growth initiatives designed to promote cluster development within the sectors.

This report presents key highlights of the program overall and at the component level for the month of April 2014.

# KEY HIGHLIGHTS

Key activities in April included the following:

**Majesty King Abdullah II Tech Sector Promotion Visit to Silicon Valley** – To showcase Jordan’s ICT sector and promote investment partnerships, HM King Abdullah II will travel to Silicon Valley next month. JCP is working with the Royal Court, leading ICT companies and key counterparts to plan and organize the visit. JCP will sponsor eleven entrepreneurs to participate in meetings with investors, corporate executives of ICT companies in the area and leaders within the Jordanian diaspora during the visit.

**Collaboration with the High Health Council (HHC)** – The HHC invited JCP to support the development of Jordan’s national healthcare agenda which is currently under revision. Specifically, JCP has been asked to present the project’s strategy on developing the Medical Tourism Council and strengthening medical services in Jordan with the intent to integrate these within the developing national agenda. JCP presented to the Prime Minister and the Minister of Health on April 27<sup>th</sup>.

**Implementation Lab on Decentralized Renewable Energy** – JCP delivered a three-week Implementation Lab on Decentralized Renewable Energy, a priority focal area for Clean Tech sector development. The lab brought together key private sector players, officials of relevant government ministries, academicians and researchers to develop detailed action plans to drive implementation of a series of transformative initiatives designed to advance renewable energy options, such as solar and photovoltaic systems.

**Implementation Lab on Medical Tourism Council** – JCP also organized an Implementation Lab on development of a Medical Tourism Council which aims to promote Jordan as a medical tourism hub.



# COMPONENT I: SUPPORTIVE ENABLING ENVIRONMENT

In April 2014, the SEE team conducted a BizCLIR/GenderCLIR business enabling environment and gender assessment process, working with a team of DAI technical experts led by Anne Simmons-Benton, Trade, Regulatory Reform and Gender Lead. This work will result in the formulation of JCP's gender strategy which will then be incorporated into all project activities.

The SEE team continued its work with the Jordan Strategy Forum and key stakeholders (Ministry of Planning and International Cooperation (MoPIC), Ministry of Industry, Trade, and Supply (MoITS), Chambers). Of note, the team is in discussions with MoPIC to define the Ministry's technical needs related to the King's recent mandate to the Government to craft a 10-year economic development blueprint. SEE staff also completed an analysis of the alignment between the projects and initiatives listed in the National Innovation Strategy and those contained within JCP strategies to target areas for coordination.

JCP met with Mr. Emile Cubeisy and Mr. Laith Al Qasem, to discuss moving forward with the implementation of the proposed Public Innovation Accelerator activity. Based on the results of the meeting, Mr. Qasem will present a more detailed concept paper for review.

The SEE team remains engaged with various Component III cluster and sector development activities, including: supporting the Jordan Food and Drug Administration (JFDA) to evaluate the current drug registration process and prepare an assessment; facilitating the Waste Management Infrastructure Task Force meeting on April 15 held at the Greater Amman Municipality; and, conducting the second Waste Legal and Institutional Task Force meeting on April 22, held at the Ministry of Environment.

## **Activities Planned for May 2014**

- Complete the BizCLIR/GenderCLIR exercise which will inform and shape program activities.
- Complete the investment policy scope of work and secure resources to begin work on this activity.
- Advance work on the JFDA drug registration process evaluation and development of recommendations to strengthen and expedite the process.
- Complete review of Public Innovation Accelerator concept and determine next steps and associated timing.
- Provide ongoing facilitation for cluster task force and stakeholder meetings.

# COMPONENT II: WORKFORCE DEVELOPMENT

During this month, the JCP senior management team met with the director of the King Abdullah Fund for Development (KAFD), a key institutional partner for JCP in advancing a number of its workforce development (WFD) related objectives, including upgrading 25 university-based career guidance offices (CGOs) that fall under KAFD's supervision and helping KAFD launch a national employment portal. The meeting resulted in an agreement to proceed with a memorandum of understanding on WFD-related initiatives as well as on the need to meet separately to discuss other emerging areas of cooperation, especially in the area of renewable energy. KAFD management expressed their appreciation to WFD team efforts and their strategic thinking in upgrading the career guidance services in Jordan and at universities, in particular.

The WFD team continued its coordination efforts to upgrade KAFD Career Guidance Offices (CGOs) at the initially selected universities (JUST, GJU and PSUT). Visits for those universities were postponed until May following a request from KAFD. WFD staff is engaged with KAFD in drafting a policy paper to clearly define the roles of the Ministry of Higher Education, Scientific Research, KAFD and universities, which will result in institutionalizing the career guidance service offering at universities. After the policy paper is signed by the concerned parties, KAFD will arrange for visits to the potential universities to secure their buy-in.

The request for proposals (RfP) for entrepreneurship training services was completed this month. The RfP was issued on Sunday, April 13<sup>th</sup>, with bids due on Sunday, May 4<sup>th</sup>. The training will be delivered in coordination with KAFD Career Guidance Offices at three selected universities. It is designed to build on existing entrepreneurship models currently available in Jordan to ensure that the offered training includes a focus on competitiveness and innovation, and provides a clear bridge to the practical application of concepts covered during the training. All three of these areas were identified by JCP during the project's assessment phase as areas of weakness in current entrepreneurship training offerings.

Support continued to KAFD with its on-line Entrepreneurship and Employment Network/ portal, which has been an ongoing effort since January 2014. The team completed work on preparing a scope of work to contract a local technical advisor to develop the entrepreneurship portion of the portal and will build on JCP Access to Finance work to date to incorporate information on financing small and medium enterprises and start-ups into the portal.

The WFD team met this month with the Vocational Training Corporation (VTC) general directorate for technical affairs to discuss JCP's anticipated support for the Ma'an Development Company's (MDC) plans to upgrade the training skills center in Ma'an into a clean technology center of excellence. Gaining VTC's buy-in for the venture is important as responsibility for the training skills center is shared between the MDC and VTC. The meeting was successful in that VTC pledged its support and cooperation and made it clear that VTC did not need to be included in the anticipated Memorandum of Understanding (MOU) between JCP and MDC for the initiative to move forward. The WFD team developed a scope of work and has started to recruit for a consultant to help JCP define technical specifications for the center's support.

Attending the Implementation Lab sessions was informative for the WFD team. They learned during one of the Clean Tech sessions that a high degree of interest in adapting existing international certification programs for labor skill upgrade needs exists (rather than creating new standards and curriculum from scratch). This helped confirm JCP's overall approach to workforce development to date. During one of the Healthcare and Life Sciences lab sessions on the creation of a Medical Tourism Council (MTC), they heard that more work is needed on the revenue side of the MTC business model, so the WFD Component Leader and Deputy Chief of Party will assist with this task over the next month as needed.

### **Key Takeaways**

Meetings with the Clean Technology and Healthcare and Life Sciences teams to discuss how the WFD team could support the cluster initiatives going forward revealed that more work needs to be undertaken to align staffing with the management of the cluster development and task force facilitation work load. The meetings provided the team with a better understanding of the resources available to JCP other than direct hire staff (specifically, short-term consultant resources as well as procurement and grant funds) to support cluster team initiatives. Further discussions will be scheduled to ensure that the project is set up to adequately support cluster activities.

### **Activities Planned for May**

- Sign an MoU with KAFD reflecting mainly workforce-related areas of cooperation and conduct of field visits to probable universities (JUST, PSUT and GJU) to obtain buy-in.
- Sign an MoU with the MDC related to upgrading the Ma'an Center of Excellence.
- Participate in Clean Tech and HLS workforce task force meetings scheduled in May.

# COMPONENT III: CLUSTER DEVELOPMENT

Component III focuses on strategies and initiatives designed to advance the competitiveness of three target clusters: Clean Technology (CT), Health and Life Sciences (HLS), and Information and Communications Technology (ICT), and the cross-cutting area of Research and Development (R&D). A key focus this month for CT and HLS was rolling out the first set of Implementation Labs. The paragraphs below set forth highlights and key findings of the Labs. A list of participants who attended each session can be found in Annex A.

## CLEAN TECH CLUSTER

The JCP Clean Tech team conducted the first Implementation Labs on Decentralized/Distributed Renewable Energy (RE) with the aim of developing a detailed implementation plan for each of the key transformative and enabling initiatives identified in previous months' activities. The core of the Decentralized RE cluster development process involves increasing the penetration of solar water heaters, solar thermal systems and photovoltaic (PV) systems in residential, commercial and industrial facilities. Each day was structured according to a set of two or three core discussion questions, followed by development of detailed work plans for implementation. The following summary describes the key issues tackled during the Labs. (A full list of attendees can be found in Annex A.)

### Implementation Session on Financing, April 7<sup>th</sup>:

Question 1 (Q1): What are the programs and business models that need to be put in place to serve each type of customer to best improve penetration rates?

Answer 1 (A1): Contract structures to share financial and energy saving and energy production risks with potential customers. Mechanisms to monitor performance of STSs/PV installed to enable performance based/alternative contracts. Possible external guarantee or financing mechanisms supplied by government to increase incentives.

Q2: How will we facilitate the dissemination of information on all available sources of funding and procedures?

A2: Set up a one-stop source helping potential customers through the process of buying and installing STS/PV end to end. Develop a broad, national awareness-raising campaign on STS/PV and include financing mechanisms.

Q3: What should we tactically do to influence financing procedures through this program and other as ESCB?



A3: Build capabilities at potential funds and financing bodies to better assess STS/PV projects. Introduce standard business case and contract templates to make the industry more transparent. Potentially lobby for additional funding sources.

### **Implementation Session on Workforce Development and Training, April 8<sup>th</sup>:**

Q1: What specific gaps within human resources must be filled (in quantity and quality) to roll out the program?

A1: Determine the number of individuals and different skill sets required to roll out the envisioned program (i.e., number of engineers, technicians). Determine the skill sets required for engineers and technicians involved in solar thermal and PV installations. Determine what kinds of certifications would serve to strengthen the identified skill sets.

Q2: Through what kind of sustainable structure could these capabilities and skill upgrades be delivered (i.e., in-house departments, schools, courses, certification programs)?

A2: Create a vocational training program to train technicians in solar thermal and PV systems. Establish training programs or academies to re-skill engineers. Include solar thermal system and PV topics in university courses.

Q3: What are the regional training needs and what is the best approach to providing services to train regional staff?

A3: Determine expected regional market demand for solar thermal system and PV training. Research possible business models to make local training services relevant for serving the region. Develop a marketing approach to generate demand from regional players for Jordanian training programs on solar thermal systems.

### **Implementation Session on Legal and Institutional Framework, April 9<sup>th</sup>:**

Q1: What are the specific legal and regulatory adjustments that need to be made in regulations, building codes and other to support the proposed initiative, in addition to required enforcement?

A1: Setting a governmental or legal mandate for the proliferation of STSs/PV in Jordan. Specifying standards and specifications for local STSs and PV systems. Resolving outstanding regulations, such as wheeling and tax exceptions.

Q2: What institutional improvements are required in both the public and private sectors to facilitate implementation of this program?

A2: An institutional champion that drives the sector. Improved communication among STS and PV providers and ESCOs on best practices.

### **Implementation Session on Confidence Boosters – Accreditation, Testing and Third Party Monitoring, April 14<sup>th</sup>:**

Q1: The same question applied for the testing lab, the accreditation body and the third party monitoring body. What should be the objectives, operational model, scope and business model? The same answers were determined for each.

A1: A mandate, operational model, set-up and ‘ownership’ of the institution. An envisioned scope and regional impact of the body.

The business model and financial resources required for the effective long term sustainable operation of the institution were also discussed.

**Implementation Session on Infrastructure and Awareness, April 15<sup>th</sup>:**

Q1: How can we raise awareness on STSs and PV among potential customers, who will execute the campaigns and incur the costs?

A1: Develop and explore potential channels and mechanisms to reach customers. Create ownership for a campaign for implementation partners to execute. Develop a potential campaign financing model.

Q2: How can we raise awareness among the STSs and PV among governmental institutions which will execute campaigns and incur costs?

A2: Develop and explore potential channels and mechanisms to reach government workers. Create ownership for a campaign for implementation partners to execute. Develop a potential campaign financing model.

Q3: What are the basic infrastructure needs required to support the program?

A3: It was determined that additional research on infrastructure issues related to STS and PV system roll-out is needed.

**Implementation Session on Research and Development, April 21<sup>st</sup>:**

Q1: What are the top five to ten R&D areas where investment should be made to improve competitiveness of the sector and which can be effectively commercialized?

A1: Prioritize R&D topics for STSs to further improve competitiveness of systems in Jordan. Prioritize R&D topics for PV to improve the business case for potential customers.

Q2: How do we ensure a long-term, private educational sector R&D link that is market focused?

A2: Develop coordination mechanisms that can be deployed for increased coordination between the private sector and academia. Create incentives for academia and private sector to coordinate.

Q3: In what space should these research activities be conducted (universities, private sector, etc.) and how should they be funded?

A3: Ideally, applied research activities should be co-located. Support funding of potential private sector and academia coordination mechanisms.

**Implementation Session on Technology Roll-out of Decentralized RE, April 22<sup>nd</sup>:**

Q1: What are the project requirements and specifications (e.g., regions, technologies, institutions, building types, package provision)?

A1: Propose regions of focus for STS / PV technologies to be rolled out. Determine building focus and targets in large scale roll-out. Determine institutions to be involved in large scale roll-out.

Q2: How will the systems' providers organize themselves and collaborate to make this happen for local and regional markets?

A2: Coordination platforms to share non-IP related best practices among STS and PV providers. Joint lobbying taskforces to stimulate adoption of necessary legal adjustments by the public sector.

### **Task Force and Other Meetings**

Task force meetings have been crucial to maintain momentum for those areas without an impending Implementation Lab and to continue the work completed during the Labs.

A useful and important discussion took place between JCP, staff from USAID's Energy Sector Capacity Building program, and USAID's Contracting Officer's Representative for both projects. Both agreed to conduct regular meetings and to share information which would be of mutual benefit. Special emphasis will be given to activities in the areas of Legal Gap Analysis, Access to Finance, and Capacity Building and Awareness.

The team led a focus group discussion for women leaders from the Clean Tech sector with the GenderCLIR team on April 17th. The meeting was rich in ideas and shared experience.

### **Key Takeaways**

The JCP Clean Tech team conducted a feedback and evaluation session to discuss areas of improvement for future iterations of the Labs. It was agreed that, due to the limited time available and the burden of the level of commitment from the stakeholders over such a long duration, the labs should be considered a kick-off to the implementation process. Activities resulting from the Labs will be advanced through ongoing task force meetings facilitated by JCP.

The team also discussed the importance of employing a variety of approaches to advance cluster development strategies. These include conducting individual stakeholder meetings, delivering "catch-up" sessions for key participants who missed sessions and cross-cluster discussions, such as for stakeholders who interests span healthcare and ICT, for example.

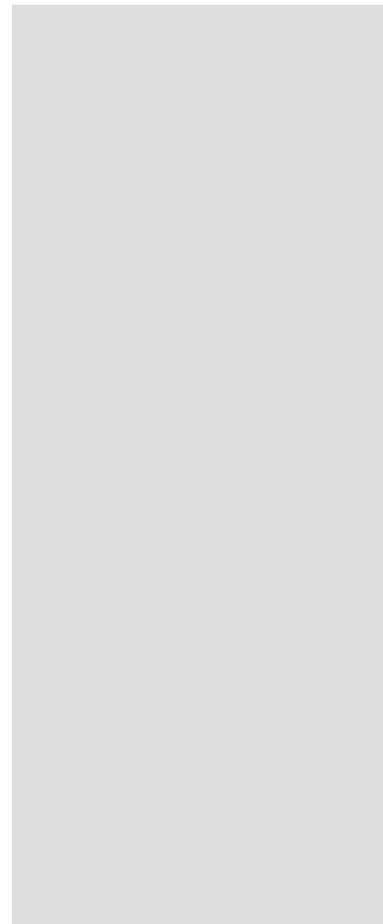
### **Activities Planned for May**

- Continue to conduct task force meetings.
- Hold a round table discussion with industrial stakeholders in waste resources market.

## **HEALTHCARE AND LIFE SCIENCES CLUSTER**

The HLS team conducted its first round of Implementation Labs in April. A list of participants who attended each session can be found in Annex B. Overall, the team was pleased with the composition and representation of attendees and expertise at the meetings.

**Implementation Session on Value Proposition of the Medical Tourism Council, April 7<sup>th</sup>:** The HLS team and stakeholders



discussed the value proposition of the MTC for patients, hospitals, healthcare personnel and the tourism sector. They also discussed the differentiation of the MTC from current organizations linked to medical tourism in Jordan. The group defined value propositions for the MTC which are presented in the following paragraphs.

*Value Proposition of MTC for Hospitals:* Through a web access site and social media, the MTC will market hospitals and brand Jordan as the medical tourism destination for the region. The MTC will create channels for the promotion of services, market the website and coordinate referrals with insurance companies. The MTC will also participate in conferences as a mechanism to market Jordan as a health destination. The public and private sectors must work hand-in-hand – committing to support the MTC initiative, raise public awareness of the importance of medical tourism and advocate for laws and regulations which support medical tourism.

*Value Proposition of MTC for Healthcare Personnel:* The MTC will promote doctors' specialties and skills on international level. The MTC will facilitate the provision of services, such as telemedicine for the purpose of initial diagnosis and follow-up, access to medical records prior to treatment, online consultations and patient referrals for complicated cases. Such efforts will improve efficiency and offer physicians the opportunity to expand revenues, network outside Jordan, attend training sessions remotely, and receive subspecialty and exposure/training on a wide variety of cases prevalent outside of Jordan.

*Value Proposition of MTC for Patients:* The MTC will facilitate visa and logistics, including arranging for the provision of private jet services for patients in emergency situations. The MTC will offer a consortium of doctors and a wide spectrum of services to help patients make educated decisions about their treatment and providers. The MTC will also offer list pricing for medical treatment to ensure transparency and to communicate quality of service vs. price (e.g., through design and offering of packages with varying levels of treatment which address specific patient requirements and desires).

*Value Proposition of MTC for Tourism Sector:* The MTC will cooperate closely with the tourism sector in Jordan and entities operating within it. The MTC will work to enhance the reputation of Jordan for the benefit of the broader sector through social media, internet, word of mouth, websites and other avenues which provide exposure. Support for medical tourism will facilitate the overall promotion of the Jordan as an international brand to the benefit of the tourism and hospitality sectors in Jordan.

**Implementation Session on Developing the Organizational Structure of the Medical Tourism Council, April 8<sup>th</sup>:** The HLS team and stakeholders discussed the organizational structure of the MTC, employees, roles and responsibilities, membership structure, legal form of the agency and governance structure. Shareholders council and board members' roles and responsibilities in relation to the governance structure were also covered.

The following decisions were taken:

- In the initial phase of the MTC (Years 1 and 2), a total of four employees



will report to a General Manager with finance experience. These employees include a Marketing Manager, Logistics and Hospitality Services Manager, Business Development and Advocacy Manager and a Strategy Development and Market Intelligence Manager.

- The stakeholders agreed on the following composition of membership for the MTC and will subsequently work to design a system of fees based on membership and benefits. Prerequisites required to become a member will be mandated by the MTC, with membership evaluation and decisions determined by the board of directors. The three types of membership will include: Hospitals and Clinics (private and public hospitals, RMS); Supporting Organizations (airlines, hotels/spas, travel agencies); and, Associated (individual, banks).
- Prerequisites to become a MTC Member will be decided by type of entity. For hospitals, accreditation and other criteria will be developed by the HCAC (e.g. ability to receive foreign patients). Hotels must be designated at the three-star level or above. Restaurants must be of an approved quality. No restrictions will be set for airlines. Taxi requirements will be determined at later date.
- The stakeholders also discussed the design options for the legal form of the MTC and agreed on private, non-profit as an entity with a shareholder structure similar to Health Care Accreditation Council (HCAC).

**Implementation Session on Financing of MTC and Year One Budget, April 9<sup>th</sup>:** The vision of the MTC is to increase medical tourism inflow by ten percent each year. With this in mind, the HLS team presented the financial model and future revenues for hospitals and discussed the year one budget. The meeting presented certain challenges, given the nature of the discussion and the lack of present of certain key decision makers at the CEO level. The deputies in attendance were not empowered to make specific commitments regarding the budget, membership fees and sharing of financial information regarding inflow and profit from medical tourism patients. Hence, achieving consensus and validation on the preliminary financial model was not possible at this point.

Multiple options to ensure sustainable funding for the MTC are under consideration, including:

- Member hotels and hospitals payment of an annual membership fee and a commission of 2% per patient
- Five founding member commitments to pay a start-up fee of a certain number of JD for year 1 and delegate employees to serve for a period of time on the start-up team.
- Ministry of Health and Ministry of Tourism/JTB financial commitment to support medical tourism.
- Donor commitment to provide seed funding for start-up costs and first initial years until the operation has reached scale and impact.



- Generation of revenue through advertisements on the web page and delivery of conferences.

### **Medical Services Cluster, Medical Tourism Council (MTC) Implementation Lab, April 14<sup>th</sup> to 15<sup>th</sup>:**

The HLS team and the MTC stakeholders discussed the topic of quality of care, hospital rating, and quality and accreditation criteria as related to MTC membership.

Expectations regarding development of a quality report were considered from the viewpoint of patients, providers, and insurance companies. Transparency about the types of services, quality and prices were determined to be the most important and reliable data and will be collected by an external third party.

The type of data to be collected over time was determined and classified into three categories: 1) immediate (data collected and available): demographic, patient data by diagnosis/procedure, patient experience, surgery data (use of prophylactic antibiotics), and infection indicators; 2) short term (data that can be collected or available but not currently being used/analyzed): patient satisfaction data, through third party (e.g. Hospital Consumer Assessment of Healthcare Providers and Systems) within 10 days of discharge, existing output data (e.g. anticoagulation, beta-blockers, blood sugar, SSI rate); and, 3) long term (data that should be collected and not available currently): disease specific outcome data, success rate for top medical tourism procedures/diagnoses (orthopedic, heart, neurologic). Data collection processes and development of the MTC IT system and third party systems to collect the data was discussed and decided, as was the need for training of data management and staff feed-back on quality data validation and audit.

A plan and time table for establishment of a quality report was established, with HCAC commitment to lead this task force.

### **Medical Services Cluster, Medical Tourism Council (MTC) Implementation Lab, April 22<sup>nd</sup> to 23<sup>rd</sup>:**

The HLS team and the MTC lab stakeholders explored the topic of marketing and business development for the medical tourism sector in Jordan. A review of the existing medical tourism context and identification of priority markets was also reviewed. Two sessions were designed to: 1) reach agreement on conduct of a demand analysis exercise; 2) define business development activities to be undertaken; and, 3) develop a detailed action plan and quarterly action plans for the remainder of 2014.

### **Other Activities**

JCP was asked by the High Health Council (HHC) to present the program's strategy on Medical Tourism and the MTC initiative to the Prime Minister (PM). The HHC is the highest health council body in Jordan; the PM serves as President and the Minister of Health (MoH) as Chairman of the Board. The HHC Secretary General Dr. Hani Kurdi, appointed by the MoH as the point of contact for JCP, participated in the MTC Implementation Lab. According to Dr. Kurdi, medical tourism and national health insurance have been designated as the PM's top priority items on the Healthcare National Agenda. Accordingly, HHC has been asked to support development of the national strategy on medical tourism and to assist in studying healthcare coverage and strategies for reducing overall healthcare costs. The JCP HLS team met with the HHC on April 30<sup>th</sup> to continue discussions around the MTC and future collaboration.

The HLS team also coordinated a number of meetings on gender issues during April. The first meeting focused on gender integration within identified initiatives from prior working sessions. Next, on April 17<sup>th</sup>, the HLS team facilitated a focus group of women leaders from the sector. The topics and ideas discussed in meeting closely aligned with the HLS strategy and findings of HLS sector analysis on gender

integration derived by the HLS teams. Finally, the HLS team lead met with the DAI GenderCLIR team to review and validate findings from focus group meetings and interviews and to plan the way forward. The HLS team lead recommended a set of data points to be collected and laws to be reviewed to validate the information compiled from the stakeholders and to address gender challenges in HLS.

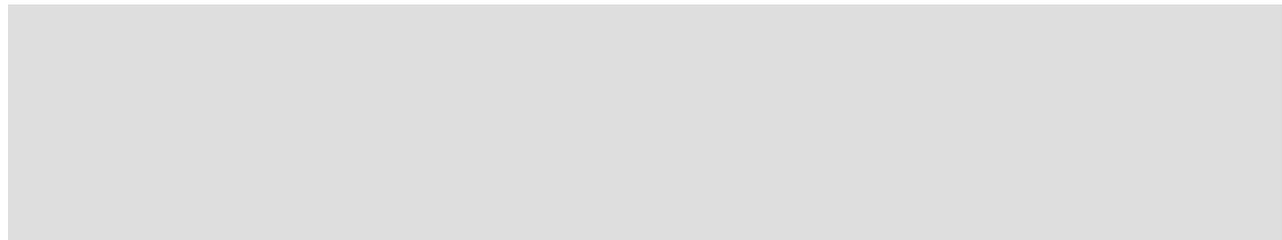
### **Key Takeaways**

The intensive level of commitment to attend multi-week Lab sessions presented a not unexpected challenge and resulted in the cancellation of a small number of sessions. The team is currently reviewing the design of the Labs and other approaches to be applied to future sessions.

Based on feedback from Lab attendees, the HLS team discussed the sessions and agreed that, due to the limited availability of key decision makers to attend three full weeks of sessions, the team will design round table meetings separate from the labs to secure consensus and reach agreement at key points of the decision process. Full-time commitment for all sessions proved infeasible for most stakeholders, so shorter, two-day sessions will be considered for future labs. Other feedback highlighted the importance and value of the HLS team as a catalyst in this process. Stakeholders emphasized that the facilitation role of JCP made it possible for stakeholders to collaborate and constructively cooperate to achieve a joint goal. It was also noted that when the right expertise is combined with decision makers, many objectives were quickly overcome and consensus progressed at a fast pace.

### **Activities Planned for May**

- Conduct of one-on-one meetings with key stakeholders on the MTC business model and financing.
- Planning for the production of a first Quality Report on MENA Region hospitals and healthcare personnel in coordination with the Health Care Accreditation Council and the MTC plan.
- Support for development of a survey of medical tourism markets in the GCC region in cooperation with the Private Hospital Association.
- Continued task force meetings and follow-up.
- Meetings with MTC stakeholders to discuss financing structure, validate business model and sustainability of MTC.
- Continued engagement with the HHC to support development of the national healthcare strategy and provide technical expertise on healthcare coverage, workforce development and medical tourism.



## **ICT CLUSTER**

Much of the ICT team's time this month has been dedicated to supporting the ICT sector promotion and investment visit by HM King Abdullah II to Silicon Valley in mid-May. Objectives of the visit include

showcasing the ICT sector in Jordan, helping Jordanian ICT start-up companies' access angel and venture capital financing, promoting more mature ICT companies to scale up and increase exports, and reaching out to Jordanian diaspora members to engage in the development of the sector. The JCP team assisted in the organization of a committee of major stakeholders in the ICT sector in Jordan (Inta@j, Oasis500, Silicon Badiya, the Royal Court and JCPO) to work on developing the visit agenda; identify Jordanian ICT companies to participate in a delegation to the U.S.; identify and recruit investors, VC firms and corporate executives to meet with; and, organize a meeting with influential members of the diaspora tech community in the Silicon Valley.

In another effort to move forward development of the ICT sector, the team finalized a proposal to expand McKinsey and Company's work in cluster development for the project to this sector. In May, work will begin on developing an export readiness framework and need assessment toolkit for ICT companies. JCP will select at least 20 companies to participate in an in-depth export readiness analysis which will then inform and shape a tailored, long-term export capacity building program for firms operating in the sector. This initiative will result in a well-developed, sustainable program which directly assists Jordanian ICT companies to increase exports, improve competitiveness and grow jobs.

ICT technical advisor, Mr. Mustafa Mustafa was hired to support the ICT team pending the arrival of the Cluster Development Leader, Mais Daoud, on May 18<sup>th</sup>.

#### **Activities Planned for May**

- Kick off the export capacity building initiative with McKinsey. Travel to San Francisco along with the delegation of HM King Abdullah II, May 11-17.
- Execution of an MOU with the Irbid Chamber of Industry and release of an RfP to conduct an energy management strategy development activity with the El Hassan Industrial Estate in Irbid.
- Signing of an MOU with iPARK Innovation Center and completion of the design of the business model for a new Center of Innovation at King Hussein Business Park.

## **RESEARCH AND DEVELOPMENT**

A major achievement for the R&D team for April involved completion of a comprehensive mapping of Jordan's universities and research centers. This map will be used to inform and shape the program's work to support strengthening R&D within the three target sectors. The team also participated in the R&D-focused Decentralized Renewable Energy Implementation Lab and two R&D task force meetings focused on Energy and Solid Waste Management. Finally, the R&D staff began preparation of a brief on technology transfer offices in Jordan and a brief on R&D in the area of Solid Waste Management.

#### **Activities Planned for May**

- Continued work with the CT and HLS R&D task forces.
- Exploration of issues involving the provision of incentives and grants for R&D with cluster development teams and the grants team based on outcomes of the Implementation Labs and task force discussions.
- Develop next steps for exploring partnerships with local R&D funding agencies.
- Discuss outcomes of April Implementation Labs with CT and HLS teams and agree on an action plans to move forward.
- Continue mapping of R&D demand side.

# COMPONENT IV: ACCESS TO FINANCE

The Access to Finance team submitted for internal review the first draft of a detailed financial model for the i-Park innovation center, which will serve as a business incubator and innovation center. The dynamic model allows for ad-hoc analysis on the potential pricing levels to be employed, based on the number of participating firms.

The ATF team is working closely with the HLS team to develop a detailed business model for the Medical Tourism Council (MTC) which will project the financial performance and sustainability of the MTC through testing different revenue models and corresponding costs. The model will serve as a discussion tool with various stakeholders to arrive at an agreed-upon, viable revenue template.

Together with the DAI GenderCLIR team, the Access to Finance team is conducting an assessment that will provide detailed diagnoses and targeted solutions for gender programming in JCP's three target areas. Additionally, the team compiled data from the Access to Finance mapping exercise interviews and convened a series of meetings with various business leaders, financing institutions, and investors to explore women's access to finance in Jordan.

The team conducted two task force meetings as part of the April Decentralized Renewable Energy Implementation Labs. As a result, the team plans to research the following areas:

- Building the capacity of banks to understand the technical side of RE.
- Establishing an accreditation body that certifies ESCOs and providers.
- Increasing awareness of financing options as part of a one stop shop for RE.
- Developing strategies to address the credit decision by banks.

## **Activities Planned for May**

- Meet with healthcare stakeholders to agree on a business model for the Medical Tourism Council.
- Hold cluster-specific meetings with hotels, hospitals, and schools to help educate them on Clean Tech and better determine their needs.
- Prepare for the June financing awareness session on Clean Tech.
- Conduct round table discussions with stakeholders as part of the gender strategy development process.
- Meet with stakeholders to advance the project strategy to support angel investment.

## **CROSS-CUTTING ACTIVITIES**

### **GENDER INTEGRATION**

The team attended a breakfast with Hala N. Ballouz, the President/Owner of Electric Power Engineers, Inc. which was organized by the USAID-funded Jordan Energy Sector Capacity Building Activity (ESCB). The event provided a networking and discussion opportunity for women in the energy sector in Jordan.

## **GRANTS**

The Grants team received feedback mid-month on the grants manual and will now make final revisions and resubmit for final approval. The team also delivered a training session for JCP staff covering on matters of grants compliance and guidance.

To better understand possible anticipated project grant needs, the team met with the JCP component leads to discuss potential grant opportunities identified through the Implementation Labs.

### **Activities Planned for May**

- Finalize the grants manual for USAID submission and approval.

## **MONITORING AND EVALUATION**

The M&E team continued work to develop the M&E section of the project's TAMIS, creating PMEP forms and reporting mechanisms. Work also continued to define the survey universe and population to support development of the JCP Index. In April, an official letter was sent to the Department of Statistics asking for the list of companies operating in the CT and HLS sectors. Although the project received verbal approval, a rejection letter was received from them, where they stated that disclosure of such information is prohibited according to the statistical law.

A technical advisor from Duke Network Analysis Center (DNAC), Mr. Jonathan Morgan, visited Jordan to: 1) identify the study methodology most appropriate given the constraints and opportunities associated with the project's three sectors, and 2) identify organizational relationships both within and among the three sectors with which the team can assess the project's direct and indirect impact.

### **Activities Planned for May**

- Continue working with TAMIS team in building the M&E tracking forms and systems.
- Evaluate the proposals received for the Survey Identification and Verification process, and, based on the final list of companies identified, initiate the survey process.

## **COMMUNICATIONS**

The first iteration of the JCP website was completed. The website developers trained the communications team on the website management process, and how to manage and update its content internally.

### **Activities planned for May**

- Continue work on development of the Arabic version of the website.
- Develop content for an updated program brochure.

## **OPERATIONS**

The team was largely engaged in the delivery of support for the Implementation Labs and the BIZ/GenderCLIR activity which ran through most of the month. A number of new hires were sent to

USAID for approval, including both long-term staff and short-term advisors. Recruitment continued to replace the project's Procurement Manager and Director of Operations.

# JCP CALENDAR - MAY 2014

SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
			1	2 (WFD) Meeting with KAFD TBD	1	2
3	4 (A2F) Meeting on investment readiness tools TBD	5 (WFD) Meeting with JUST TBD	6 (CT) Waste Management task force meeting- infrastructure development 10:00  (WFD) Meeting with Global Vision International 10:00	7 (CT) Energy efficiency task force meeting 10:00  (WFD) Meeting with T21 company 10:00	8 (WFD) Meeting with PSUT TBD	9
10	11 (WFD) Meeting with Hashemite University TBD	12 (CT) (SEE) Waste management task force meeting – legal and institutional 10:00	13	14 (A2F) Meeting on investment readiness tools TBD	15 (SEE) (HLS) Drug registration task force meeting TBD	16
17	18 (A2F) Meeting on investment readiness tools TBD	19 (CT) Roundtable with industrial stakeholders on waste resources market TBD	20	21 (A2F) Meeting on investment readiness tools TBD	22 (WFD) Meeting with GUJ TBD	23
24	25	26 (A2F) Meeting on investment readiness tools TBD	27 (CT) finance session TBD	28 (CT) Waste Management task force meeting- R&D 10:00	29	30