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JORDAN COMPETITIVENESS PROGRAM MONTHLY REPORT

FEBRUARY 2014

MARCH 2014

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JORDAN COMPETITIVENESS PROGRAM MONTHLY REPORT

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ABBREVIATIONS

ACWUA	Arab Countries Water Utilities Association
APS	Annual Program Statement
CDC	Career Development Center
CRO	Clinical Research Organization
CT	Clean Technology
EHBP	El Hassan Business Park
GBC	Green Building Council
GJU	German Jordanian University
GoJ	Government of Jordan
HLS	Healthcare and Life Sciences
ICT	Information and Communication Technology
IP	Intellectual Property
IPCO	Intellectual Property Commercialization Office
IRDF	Industrial Research & Development Fund
JAPM	Jordan Association of Pharmaceuticals Manufacturing
JCP	Jordan Competitiveness Program
JFDA	Jordan Food and Drug Administration
JIB	Jordan Investment Board
JSMO	Jordan Standards for Property Organization
JSSR	Jordan Society for Scientific Research
JUST	Jordan University of Science and Technology
JVA	Jordan Valley Authority
KAFD	King Abdullah Fund for Development
MDA	Ma'an Development Area
MDC	Ma'an Development Company
MEMR	Ministry of Energy and Mineral Resources
MoH	Ministry of Health
MoITS	Ministry of Industry, Trade and Supply
MoPIC	Ministry of Planning and International Cooperation
NCARE	National Center for Agricultural Research and Extension
NCIC	National Competitiveness and Innovation Council
PMEP	Performance Management and Evaluation Plan
PSUT	Princess Sumaya University for Technology
R&D	Research and Development
RSS	Royal Scientific Society
SEE	Supportive Enabling Environment
SME	Small-Medium Enterprises
SRSF	Scientific Research Support Fund
UJ	University of Jordan
WAJ	Water Authority of Jordan
WFD	Workforce Development

KEY HIGHLIGHTS

Identifying Investment Opportunities – Building on a successful launch in the last week of January, the Jordan Competitiveness Program (JCP) convened five more 4-day Innovation Accelerator Workshops in February, focusing on the Clean Tech and Healthcare and Life Sciences sectors. Initiatives in six focus areas were selected to take to the next step in the process, the Implementation Labs, which will take place starting in March. (See the individual sections of this report for greater detail on the outcomes of the workshops.)

Strategizing JCP’s Future – A two-day retreat took place with JCP senior management, McKinsey subcontractor representatives, and the project’s USAID Contracting Officer’s Representative. The participants developed a framework for the project’s five year strategy, which will be delivered to USAID on March 7th. Also significant was the completion of several key deliverables. On February 9th, the team submitted for USAID’s review and approval the Environmental Manual and Framework Environmental Mitigation and Monitoring Plan. Additionally, after significant contribution from the entire technical team, JCP finalized and submitted the Year One Workplan and the Performance Management and Evaluation Plan.

Supporting Networking Events – In line with JCP’s plans to play a key role in facilitating major waste projects in Jordan, it supported an EDAMA power breakfast on Waste to Energy, an event that brought together many senior government officials, private sector managers, and business owners, including the Mayor of Amman, the Ministry of Environment, and the Ministry of Energy. A large number of local and international private sector companies also attended the event. Additionally, JCP supported the DealMaker Weekend event organized by Intaj and Endeavor. This second annual regional matchmaking event provided participating investors and companies with valuable networking opportunities.



DCOP Wissam Rabadi addresses the audience at the JCP sponsored Waste to Energy power breakfast.

COMPONENT I: SUPPORTIVE ENABLING ENVIRONMENT

With the February 5th onboarding of We'am Obeidat, through a subcontract with Ihtiraf, the Supportive Enabling Environment (SEE) team is now complete. Mr. Obeidat has many years of experience working on King Abdullah II Awards for Excellence in the public sector and brings a wealth of knowledge in the areas of processes, procedural and capacity building constraints within the GoJ line ministries and agencies which oversee JCP's targeted sectors. He will work closely under the direction of the SEE component lead, Jamal Al-Jabiri, and two highly qualified colleagues. Ms. Lana Nimri, a lawyer with many years of experience working with the GoJ, will cover policy and regulatory issues with an insider's perspective, and Ms. Gina Farraj, a former senior advisor to the Minister of Industry, Trade and Supply (MoITS), who brings an in depth knowledge of trade issues as they relate to the US Jordan Fair Trade Agreement as well as WTO and other trade agreements to which Jordan is a party.

The SEE team was heavily involved in the Innovation Acceleration Workshops between February 3rd – 13th. The component staff met with GoJ officials from a number of line ministries to discuss possible areas of cooperation with JCP in the near future. Meetings included the MoITS, the Ministry of Energy and Mineral Resources, the Jordan Investment Board, and the Jordan Food and Drug Administration (JFDA).

Another key meeting for the month took place between the SEE component leader and Dr. Mukhallad Omari, the head of the Policies and Strategies Directorate at the Ministry of Planning and International Cooperation (MoPIC). In addition to agreeing on a plan of engagement with the Directorate, the discussion also touched on the ways in which the project may coordinate its efforts with the National Competitiveness and Innovation Council (NCIC). The possibility is likely given that Dr. Omari serves as the Secretary in support of HE the Minister of MoPIC.

Also in February, the component leader accompanied a USAID delegation to Aqaba to meet with the Aqaba Special Economic Zone Authority (ASEZA) Chief Commissioner, Dr. Kamel Mahadin. The purpose of the trip was to brief ASEZA administrators on the activities of JCP and the USAID Local Enterprise Support project, which was represented by the COP Mr. William Seas.

Activities Planned for March

The team plans to commence on a BizCLIR/GenderCLIR exercise which will produce a regulatory map of the business environment as it relates to business and gender issues.

Additionally, a series of stakeholder meetings are scheduled for next month that will include the Jordan Strategy Forum, sector associations, the GoJ, and universities with the goal of developing a plan to address regulatory, process and capacity issues affecting the GoJ's ability to encourage innovation in the JCP sectors.

COMPONENT II: WORKFORCE DEVELOPMENT

During the month of February, the Workforce Development (WFD) team began compiling the findings of their assessment of Jordan's career development centers (CDCs). In addition to reporting on their findings, the team will also be suggesting a model for establishing and upgrading these centers based on models they have researched in universities from US, European and MENA countries. The report is expected to be finalized in early March and presented to senior staff at JCP and USAID. Once their feedback is incorporated, the team will begin implementation in cooperation with the King Abdullah Fund for Development. On a related note, the WFD team finalized a concept paper outlining the implementation of the JCP internship program to be offered at a number of the CDCs.

Key stakeholder meetings included:

Ma'an Development Company (MDC). To further establish Jordan as a premium investment destination and to capitalize on the regional economic growth and Ma'an's potential, the Ma'an Development Area (MDA) was set up in the South of Jordan, with the goal of serving as a regional hub for industrial activity propelled by its competitive labor force and favorable legal, regulatory and fiscal framework. MDA is managed and promoted by the MDC. The purpose of the meeting was to discuss potential future cooperation, including the establishment of a center of excellence that would serve the clean tech industry in Jordan and the whole region.

The Challenger Team. The Challenger Team is a Jordanian private company that was established in 1995 with their main objective to help individuals work more effectively and efficiently through skill development. The Challenger Team has signed a MoU with the University of Jordan to introduce new courses to their curricula with a special focus on leadership, team work, computer skills, and interpersonal relationships. The purpose of the meeting was to discuss possible future cooperation to help JCP introduce entrepreneurship courses into the university's curricula.

Green Building Council (GBC). GBC is a not-for-profit professional association that aims to spread environmental friendly green building concepts and applications in Jordan. The purpose of the meeting was to discuss Jordan GBC's plans to establish a Green Academy that would spread awareness and enhance green practices through courses and awareness sessions.

Al-Khalidi Education and Training Center. This private sector organization educates and trains healthcare providers. The center includes two labs fully equipped with manikins, simulators, and models to be used in nursing and resuscitative training. The purpose of the meeting was to have a better understanding of the center and its services and to discuss potential future cooperation in relation to one of the projects that was identified during a session of the Health and Life Science sector at the Innovation Accelerator Workshop.

A/E Business Council. The council is a not-for-profit association offering professional services to architecture and engineering consulting companies based in Jordan. Its principal objectives are to promote quality, excellence, and competitiveness standards in the sector and to facilitate trade

through best practices both in Jordan and in overseas export markets. The purpose of the meeting was to learn about their iSustain initiative as well as their training offerings in the Clean Tech field, in addition to discussing potential future cooperation.

Activities Planned for March

Present the CDC assessment findings to JCP management and staff, USAID and the KAFD and work on CDC strengthening next steps.

COMPONENT III: CLUSTER DEVELOPMENT

As JCP prepares to open its Irbid office in the upcoming months, it held its first meeting with the Irbid Chamber of Industry Board of Directors at the US Embassy to explore their plans and needs. JCP will be working closely with the Chamber to identify ways the two can work closely together to support the needs of different clusters in Irbid.

The continuation of the Innovation Acceleration Workshops from February 3-13 and post event follow-up consumed much of the efforts of the Clean Tech (CT) Cluster and the Healthcare and Life Sciences (HLS) teams. Both cluster leaders were pleased with the highly active participation of the attendees. (For a complete listing of all the workshop attendees, please see Annex A.) Projects with the greatest potential were identified and are briefly described in the following pages. Each project has its own set of challenges that were identified, discussed and will be addressed during the Implementation Labs scheduled to start in March.

CLEAN TECH CLUSTER

The Clean Tech Innovation Acceleration Workshops were conducted in the areas of energy efficiency, water management and waste management.

Energy Efficiency Workshop

The Energy Efficiency (EE) Workshop had excellent participation from the private, public and civil sectors, relevant business, architects, engineers, utilities and relevant governmental bodies. It is worth noting that about 50% of the participants were women and there was significant representation from institutions in Irbid.

Eco-Cities was identified as a project that would consolidate a number of opportunities and support the EE cluster development. This project focuses on the rollout of energy efficiency programs for new and existing buildings in a few flagship cities. It would enable the sector through a combination of training, R&D, design services and monitoring, enforcement and accreditation bodies. It is estimated that the combination of the components in this project could generate roughly 5,200 jobs, 80% of which would be outside Amman and 930 of which would be female. In total, it is estimated that the project would save the import of about 290 thousand barrels of oil annually.

“The past four days have represented a chance to meet all those people working with institutions that are very relevant to our work and more importantly represent the first time for all of us to meet face-to-face, exchange knowledge, debate different viewpoints, and agree on the common goal of moving forward in this important sector.” Seren Shahin, Royal Scientific Society

Water Management Workshop

The Water Management workshop hosted 26 participants from the public, private, and civil sectors. Around 30% of the participants were female in addition to substantial representation from Irbid and Aqaba. Two projects were identified to kick-off the non-existing water cluster: Agri-point and the Drop.

“This workshop is brilliant, because for the first time I see my role in the ministry not just in light of solving water problems, but solving them while also addressing job creation.” Eng. Basem Telfah, Secretary General, Ministry of Water and Irrigation

Agri-point focuses on water efficiency in the agriculture sector since that is where 60% of Jordan’s water is used. This project supports the growth of an economic cluster in water efficiency technologies including hi-tech trickle irrigation driven by solar powered pumps and retrofitting current greenhouses. It is estimated that the combination of the components in this project could generate roughly 1,690 jobs, 90% of which would be outside Amman and approximately 450 of which would be female. In total, it is estimated that the project will lead to a reduction of water used in the agricultural sector of 30 million cubic meters (MCM) of water annually.

The Drop project focuses on the implementation of municipal water efficiency improvements. It would facilitate the introduction of water efficient outlets and the construction of a plant for groundwater desalination. It hopes to enable the sector through a combination of targeted training of engineers and technicians, engineering services, and testing and R&D labs. It is estimated that the combination of the components in this project could generate roughly 1,100 jobs, 800 of which would be outside Amman and 350 of which would be female. In total, it is estimated that the project will lead to a reduction of water used in municipalities of 42 MCM of water annually.

Waste Management Workshop

An impressive 37 individuals from private, public and civil organizations participated in the Waste Management Workshops. The number of participants increased by an additional ten people during the Challengers session and included, but was not limited to, the Mayor of Amman, heads of departments in the related ministries, as well as four CEOs of waste management companies operating in Jordan.

Waste backbone overhaul was defined as the project needed to boost the waste cluster in Jordan. The project focuses on unlocking major sector projects and deploying some alternative waste management solutions in the Jordanian market to divert waste streams from conventional landfills. It hopes to enable the sector through a combination of increased collection efficiency, deployment of additional transfer stations, creation of a national waste market place, engineering and consulting services and training and R&D programs. It is estimated that the combination of the components in this project could generate roughly 3,700 jobs, 80% of which would be outside Amman and 270 of which would be female. In total, it is estimated that the project could divert up to one million tons away from landfills.

Activities Planned for March

Follow up on project development at the Implementation Labs.



“Thank you very much. It is very enlightening for a mayor that just stepped into office like me. This is one of the most major and most visible issues in Jordan. I am all for this program. The team is very active and I am very proud to be part of it and it proves that there is a light at the end of the tunnel.” H.E. Mr. Aakl Al-Baltaji, Mayor of Amman (pictured above on right)

HEALTHCARE AND LIFE SCIENCES

The Healthcare and Life Sciences (HLS) Innovation Acceleration Workshops covered the areas of Pharmaceuticals and Supporting Services, Medical Services, and Medical Education.

Pharmaceuticals and Supporting Services Workshop

The 31 participants of the pharmaceuticals workshop were ideally distributed, with the majority coming from private firms, biotech startups, and business associations, with strong representation from the public sector and academia. Sixty-five percent of the participants were women, and several organizations and firms from outside Amman (Irbid and Na'oor) participated as well. In particular, the constant attendance of two staff from the JFDA, and two four-hour visits by the Chairman of the JFDA, set the tone for strong public-private dialogue.

There was strong consensus that the pharmaceutical industry is facing regulatory hurdles, and that policy reform and innovation are a must for its livelihood and sustainability. After this workshop the industry views JCP as a crucial component in leading such efforts and moving the country into the much needed implementation phase.



Participants listen to a presentation at the Pharmaceuticals and Supporting Services Workshop.

Three potential flagship projects, nine cluster projects and four focus areas for enabling projects were identified. The group agreed on three flagship initiatives that have a combined potential to create 4,200 jobs by 2018 and require roughly \$500 million of investment. The three flagship projects are listed below:

- A central blood and plasma bank to serve the entire region, involving collection, a high quality cold chain distribution system, and a state-of-the art fractionation plant. This system, using existing technologies, would make Jordan the regional leader in providing this high-value product.
- A Clinical Research Organization (CRO) initiative that includes Clinical Management Units as well as a Phase I clinical trials hospital.
- HLS innovation center for startups and early stage pharmaceutical companies. (Champions: JPM, MonoJo, Copiatic LLC., JUST and University of Jordan). The center will be a platform/hub for biotechnology and applied sciences, converting ripe IP's and inventions into platform products ready for commercialization. This will support the pharmaceutical industry in its innovation and diversification strategy.

“This workshop is one of the best-if not the best-productive workshops I have attended. We must keep the momentum going and today JCP is simply doing that. I feel confident that we have a partnership that delivers results.” Dr. Hanan Sboul, Jordan Association of Pharmaceuticals Marketing Secretary General

Medical Services Workshop

Thirty-five participants from hospitals, public and private organizations, various ministries, and smaller insurance companies were in the workshop and challengers session. About 50 percent of the participants were women, and included participation from the King Abdullah University Hospital in Irbid.

The workshop facilitated an engaged and constructive dialogue between private hospitals and the Ministry of Health. The group identified three flagship initiatives that have a combined potential to create 10,000 jobs by 2018 and would require \$425 million of investment. A clear way forward with detailed next steps and responsibilities were agreed in the group. The upcoming implementation labs will provide options in solving critical bottlenecks (e.g. hospital price levels, quality measurement for hospital services, funding of homecare services). The three flagship projects are listed below:

- Create a Medical Tourism Council: Foreign patient revenue in the amount of \$1.2 billion contributes to financing Jordan's health system. However, current activities are fragmented and lack coordination. The Medical Tourism Council would develop a fact based strategy, lead the overarching marketing and promotion, and drive critical multi-stakeholder topics (e.g. price setting for foreigners, quality measurement and communication).
- Establish a stem cell center: Jordan is fairly advanced in stem cell research and benefits from liberal regulations, compared to nations such as the USA. Building on the existing stem cell research, the workshop participants under the leadership of Jordan University aim to establish a broader research and treatment center.
- Build up the homecare industry: The availability of professional homecare services for elderly and disabled patients is minimal. Building up homecare providers in urban areas (e.g. Amman, Irbid) would provide up to 5,000 jobs over five years (at least 75% for women) while simultaneously increasing the efficiency of the health system by lowering the workload of hospitals. Leaders of King Abdullah University Hospital discussed the idea of launching a pilot in Irbid with students and graduates of their nursing school.

“Please make sure you write a letter to His Excellency the Minister about our participation in this workshop, so that he will send us for the labs as well.”
Directors from
Minister of Health

“It is a true pleasure working with you; I congratulate you on this successful workshop. I am very much looking forward to the next meetings.” Chairman of Private Hospital Association and CEO of Specialty Hospital

Medical Education Workshop

Twenty-five participants from the nursing council, ministries, hospitals, and universities were in the workshop and challenge sessions. About 50% of the participants were women, and there was participation from the Jordan University of Science and Technology in Irbid.

The workshop leaders facilitated an engaged and constructive dialogue between the education institutes, councils, and hospitals from private, public and army sectors. Participants mentioned that this cross-sectorial interaction rarely happens and that they are very motivated to continue working with JCP. The group identified three flagship initiatives that have a combined potential to create 5,000 jobs by 2018 and require \$100-\$150 million of investment.

- Establish Centers for Continuous Medical Education (CME): The healthcare workforce in Jordan is currently not obliged to continuously update their skills and knowledge through training and courses. The initiative suggests to set up a centralized CME training center to organize CME

events, coordinate and communicate various providers' decentralized CME activities, and administer the accreditation and collection of CME credit hours. The Hashemite University committed to invest one million JD into the project and provide the land, if the center was to be established in their institution.



Starting from the left, JCP DCOP Wissam Rabadi, JCP HLS Cluster Lead Maggie Barghouti, Secretary General of the Jordan Nursing Council Muntaha Moughrabi, President of Hashemite University Kamal Bani Hani, Khaldon Bdoor, JUST University.

- Create a nursing bridge program for Jordan and the region: Most Jordanian novice nurses require practical training after graduating from nursing school in order to be ready to practice their job. Currently, hospitals (private and army) provide individual training. Unfortunately, many nurses in private hospitals leave very soon to the Gulf after being trained; hence, private hospitals keep educating new graduates. Gulf countries recruit large numbers of nurses directly from Asia, which equally requires onboarding training to work efficiently in Arabian hospitals. The initiative aims to (1) professionalize and centralize six months of onboarding training for Jordanian nurses, (2) provide a comprehensive recruitment and training product to Gulf countries, and (3) subsidize the cost for bridge training of Jordanian nurses from the international revenues the program would generate, so that hospitals don't have the financial loss for the training if their nurses decide to leave after 2 years. The Jordan Nursing Council has pledged to donate half a million Jordanian dinars to the project.
- Develop Jordan as a healthcare education hub for the region: Jordan has a great reputation for medical education at affordable cost. Jordanian graduates obtain scores similar to their peers in the US and Canada in US physician tests (USMLE). Currently, Jordan educates significant numbers of foreign students and generates roughly \$20,000 per student per year in tuition fees at a 50% profit margin. The initiative aims to scale up the education services to double graduates in medical, nursing and allied health professionals, following international examples of Australia and Malaysia. The aspiration is to increase student levels by 25,000 and generate \$150 million in direct revenues plus indirect revenues through living expenses. In total this leads to 4,000-5,000 direct jobs in the newly established schools and universities. Malaysia, in comparison, educates 90,000 international students and generates \$1 billion in revenues.

Activities Planned for March

Follow up on project development at the Implementation Labs.

ICT

A long recruitment effort for the ICT Component Lead has resulted in the hiring of Mais Daoud. Ms. Daoud brings over 10 years of experience working in ICT in the public and private sectors. She began her career working for the Ministry of ICT and has been at Intaj for the last six years where she has played a leading role in developing and implementing the national ICT sector's strategy and program development. She is scheduled to start in early May 2014.



Speed networking at the DealMakers' Weekend. Participants were especially pleased with these sessions at the event.

A major activity for the cluster in February was the support of the DealMakers' Weekend, an event organized by Intaj and Endeavor, held February 15-16 at the Four Seasons in Amman. It was a regional matchmaking event of leading investors and companies operating in the ICT and ICT enabled services sectors that offered exposure and valuable networking opportunities. Forty investors and thirty eight entrepreneurs participated in the event that opened with a panel discussion on innovation and investing. This was followed by a second day of more panel discussions, plenary sessions, and two speed-networking rounds which were one-on-one 15-minute meetings between investors and entrepreneurs. The one-on-one meetings received positive feedback from participants and many attendees felt they would have benefitted if more time had been allotted for these quick sessions. While no immediate deals were sealed at the

event, several investors have expressed interest in a number of companies at the event and discussions are underway regarding future collaboration. JCP will continue to report on any future outcomes of the event.

One participant from the event shared, "We found the event tremendously impactful and really fantastic how you got so many high caliber people in one room. Really appreciate all the time you took to put this all together - we look forward to many more events with you!" Joanne Kubba, Head of Strategy, Partnerships & Outreach, Eureeca Capital SPC.

As part of a mapping exercise to learn more about the ICT sector in Jordan, the JCP team held several meetings with major stakeholders including the Intaj Board of Directors, the e-Health Task force, Princess Sumaya University for Technology (PSUT), the Ministry of Information and Communications Technology (MoICT), and a focus group with leading ICT firms. Based on these meetings, it was clear that JCP should focus on developing the ICT Cluster "Engines for Growth", namely:

- Identifying and developing a high-growth cluster with the ICT sector such as e-health, e-education, creative design, and electronics design;
- Designing and supporting an export development program to increase ICT firms' access to large markets such as KSA, UAE and USA, and enhance the enabling environment especially as it relates to workforce development and government regulations.

The exact structure and details of these activities will be developed through the Implementation Labs starting in March.

Activities Planned for March

The MoICT, in collaboration with Intaj, recently finalized the National ICT Strategy 2013-2018 that highlights the sector's main areas of interest. Over the next month, JCP will be working with Intaj, MoICT and other stakeholders to validate and refine the strategy. Additionally, the team will be working closely with stakeholders (MoICT, universities, Centers of Innovation, Intaj) to further develop the JCP ICT cluster strategy.

RESEARCH AND DEVELOPMENT

In February, the Research and Development (R&D) team continued to follow-up with Deans of scientific research departments at 30 Jordanian universities, research centers, and other research funding agencies on research mapping (supply side analysis), as well as reviewing the received data on research mapping. Additional meetings to introduce JCP and discuss future collaboration were held with El Hassan Business Park and the President and directors of centers at the American University of Madaba (AUM). While meeting with various university presidents and researchers, it seems many of them are looking for funding from USAID, rather than collaboration. The team has learned that it is actually better to try to meet with individuals working on projects related to JCP goals to find the best collaborators.

The team also had a multi-faceted meeting with the Assistant Secretary General for Scientific and Technological Affairs at the Higher Counsel for Science and Technology (HCST) to: collect data for research mapping, gain access to the national database to be used as a base for the web portal on research (JCP deliverable) and make it available to the private sector, and learn the latest updates of HCST programs under the national center for R&D and their role in research. The meeting ended with a draft agreement/MOU between HCST and JCP to facilitate future coordination and collaboration.

Activities planned for March

The team will meet with individuals from the German Jordanian University (GJU) to discuss their ideas for an innovation and technology transfer center. They will also continue research mapping and prepare the first draft of the report, which is due at the end of the month.

COMPONENT IV: ACCESS TO FINANCE

The Access to Finance team completed the Mapping of Finance Report for USAID. Based on research and extensive interviews, the report maps out the supply-side of available funding in the form of bank loans, guarantees, private equity, and venture capital, and the demand-side (firms) in the three JCP sectors. The report provides conclusions and recommendations on ways to facilitate access to finance for SMEs, early-stage companies, and green projects, to name a few.

The team also completed a mission to assess the early-stage financing landscape including supply and demand and the regulatory environment. The preliminary analysis emphasizes the apparent financing gap for early-stage companies between \$500,000 and \$2 million. Banks are the main source of financing, however, banks require high interest rate, a short payback period and substantial collateral that most of these companies are not able to provide. The other sources of financing are investors and venture capital funds. These strategies are based on having a high potential for successful exits which, in the absence of an efficient capital market for IPOs and a very low level of activity in the merger and acquisition space, most companies seeking capital from these funds do not make good investment opportunities. The report details these challenges and attempts to propose new and innovative financing mechanisms for early-stage companies in Jordan

Activities Planned for March

In March the Access to Finance staff will follow up on specific initiatives in both HLS and CT that came out of the innovation workshops. They will also finalize the editing of the aforementioned Finance Mapping Report and submit the report to USAID. Also, JCP management will finalize a long-term staffing solution for the Access to Finance Component.

CROSS-CUTTING ACTIVITIES

GENDER INTEGRATION

During this month, two additional members were added to JCP gender committee. The committee now consists of three members and a business analyst. They all convened this month to discuss JCP's approach for addressing gender into different activities and tasks. The committee then worked on updating the JCP gender presentation to include the different cluster targets in terms of female/male employment. Additionally in February three JCP staff attended the Gender Equality and Female Empowerment presentation at the US Embassy. While there they learned of the availability of a 90-minute sensitization-training course called "Gender 101" for all USAID projects that is available on line.

Activities planned for March

The gender committee members plan to obtain USAID's "Gender 101" course as a tool to improve awareness and understanding for all JCP staff.

GRANTS

The grants team submitted a revised version of the Grants Manual to USAID for review and approval. Once approved, the manual will help JCP to follow the stipulated procedures during the remaining years of the project.

Activities planned for March

JCP will prepare an Annual Program Statement (APS) to be released in the local Jordanian newspapers which will be open for one year from date of issuance. The APS will include program activities that JCP will be willing to fund under the various project components.

MONITORING AND EVALUATION

After finalizing the inputs for the report, including the 20 Performance Indicator Reference Sheets for JCP, the Performance Management and Evaluation Plan (PEMP) was submitted to USAID on February 23, 2014. It was noted that it is best to have the workplan developed before drafting the PEMP. Modified timing in the future would be ideal.

Activities planned for March

Next month, the team plans to define the universe of firms that fit into JCP clusters and the sampling frame for the survey, prepare the RFP for selecting the firm that will conduct the JCP Competitiveness Index survey, and continue building the M&E tracking forms and systems including the quarterly report form.

COMMUNICATION

Activities conducted by the Communication team during February included:

- **Website:** The Communication team finalized developing the content for JCP's website. JCP is awaiting USAID approval of the website domain name.
- **Social media:** The Innovation Accelerator Workshops provided another opportunity in February for a large social media presence. The team wrote more than 35 posts and uploaded over 50

pictures on social media channels. The impact was obvious through the large number of comments on the success of these workshops.

- **Sponsorships:** The Communications team worked out a deal for JCP to be promoted at two events it was sponsoring for Intaj and EDAMA. In exchange for the project's sponsorship, JCP was given the opportunity to:
 - Display banners at the entrance of the venues and inside the meeting rooms.
 - Give a five-minute presentation at the beginning of the each event.
 - Distribute JCP fact sheets as part of the materials given to the participants.
 - Be included in the press releases and have the printed materials include the USAID brand.
- **Media Monitoring:** The team started monitoring the mainstream local media channels this month not just for news about JCP activities but also for news and articles pertaining to competitiveness activities such as new legislations and laws on the labor market, any initiatives related to our mandate, healthcare services, pharmaceuticals and supporting services, renewable energy, energy efficiency, water efficiency, waste management, and information and communication technology.

Activities planned for March

Next month the team will continue to work on the development of the website, which is expected to go live in March. They will also develop content for a general brochure on JCP, and ensure social media coverage of JCP's ongoing activities.

OPERATIONS

Significant activities undertaken by the operations team include:

- Provided support to EDAMA and Intaj during their events.
- Relocated the JCP project offices from building #4 to building #3.
- Received and installed the JCP's core IT equipment (servers, user machines and associated peripherals).
- On-boarded four new employees:
 - Zaid Jabarin, IT Administrator;
 - Mohammed Abu-Nasr, Business Analyst;
 - Meera Shamma, Business Analysts; and
 - Mohammed Al-Araedeh, Driver.

JCP CALENDAR - MARCH 2014

SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
1	2 HLS: General Manager of Al Khalidi Hospital WFD: CMC 10:00	3 HLS: Jordan Engineering Association WFD: Dajani Company 1:00 CT: ESCB Workshop 9-4	4 HLS: Chairman of Hotel Association WFD: Mowgli 12:00 SEE: MITS	5 HLS: Minister of Health Jordan Chamber of industry WFD: KUFD Employment Portal Workshops 11-2	6 HLS: the Royal Court SEE: MoPIC	7 JCP Competitiveness Index due Five year strategy report due Monthly report due
8	9 M&E: ESCB SEE: JEDA	10 HLS: Sector meeting and Steering Committee 9-12 WFD: KUFD Employment Portal Workshops 11-2 WFD: T21 12:00	11 HLS: Sector meeting and Steering Committee 9-12 CT: Sector meeting and Steering Committee 9-12	12 CT: Sector meeting and Steering Committee 9-12 SEE: Dinner with Parliament Economic committee members 7-9	13 WFD: KUFD Employment Portal Workshops 11-2 SEE: JSF	14
15	16 WFD: Present findings of career development centers assessment to USAID	17 Implementation lab at KHBP 9-2 SEE: Amman Chamber of Commerce	18 Implementation lab at KHBP 9-2 WFD: KUFD Employment Portal Workshops 11-2	19 Implementation lab at KHBP 9-2	20 SEE: Amman Chamber of Commerce	21
22	23 WFD: Present findings of career development centers assessment to King Abdulla Fund	24 Implementation lab at KHBP 9-2 SEE: Jordan Chamber industry	25 Implementation lab at KHBP 9-2	26 Implementation lab at KHBP 9-2	27 SEE: Zarqa Chamber industry	28
29	30	31 EDAMA Power Breakfast Implementation lab at KHBP 9-2	April 1 Implementation lab at KHBP 9-2	2 Implementation lab at KHBP 9-2	3	4