INT@J ACTION PLAN

Five-Year Strategic Plan for the Information Technology Association of Jordan (int@j)

2007- 2011

July 2007

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Five-Year Strategic Plan for the Information Technology Association of Jordan (int@j) with a Business Model for Sustainability

2007- 2011

SUSTAINABLE ACHIEVEMENT OF

BUSINESS EXPANSION AND QUALITY (SABEQ)

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BEARINGPOINT, INC.

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EXECUTIVE SUMMARY

The next five years are critical ones for the Jordanian ICT sector. Accomplishing the goals of the National ICT Strategy requires strong leadership and effective management. As the implementation arm of the private sector, the Information Technology Association of Jordan (int@j) has a key role to play in achieving these goals. It is therefore essential that int@j has a clear mandate, that it is managed properly, and that it can support itself financially over the coming five years.

The objective of this five-year strategy for int@j is to define that mandate and to provide a roadmap for sustainability. Accompanying this strategy is a five-year business model that illustrates the impact of specific activities on the long-term financial outlook at int@j. The business model provides for a phased reduction of outside financial support for int@j over the period, as the association builds internal capacity and is able to generate adequate resources on its own through increasing the value of membership.

Int@j should focus on its core competencies. These are promoting Jordan's ICT sector, advocating for regulation and policy reform, building capacity in ICT companies, providing information and research on the ICT sector, and delivering membership services. Int@j should not attempt to provide services, such as training, that are better left in the hands of the private sector.

Sustainability of int@j will require a long-term strategy, effective management and a renewed focus on its membership. The activities outlined in this document are closely aligned with the national goals of the ICT sector. To manage these activities, appropriate project management practices should be put in place that focus on productivity, cost reduction, performance measurement, and accountability.

Int@j requires a renewed focus on its membership and their needs. A survey has been developed as a part of the strategy to determine the attitudes and perceptions of members. Ultimately, if companies in the sector do not see the value in membership, the association will become ineffective. Membership dues are the lifeline of the association and int@j needs membership revenues that cover the greater part of operating expenses.

On the majority of its activities, int@j should strive to at least break even and to generate a profit whenever possible. This will happen when companies realize the tangible benefits to them from the services professionally delivered by int@j. Int@j should not have to subsidize the attendance of companies in GITEX, for example, or on trade missions to the Gulf. Participating companies ought to see the value of these activities and be willing to pay their full share. If they do not, int@j should not be in the business of providing a service that the market is unwilling to buy.

Ultimately, only a focused, efficient and properly financed business association can carry out the critical tasks that are required for the ICT sector to reach its national goals within the next five years.

BACKGROUND

THE HISTORY OF INT@J

In response to a challenge put forth by His Majesty King Abdullah II in July 1999 for the private sector to prioritize the development of Jordan's ICT sector, a core group of members of the ICT industry devised a strategy and action plan identified as the REACH initiative.

The REACH initiative came about because of a major consultation and research process conducted by Jordanian ICT industry leaders and international and local consultants to design a national ICT strategy for Jordan. The goal was to develop a vibrant, export oriented ICT services sector—thus paving the way for Jordan to become a regional leader and internationally recognized exporter of ICT products and services. The strategy was to be led by the private sector, in partnership with the Government, with the ultimate purpose of favorably positioning Jordan within the knowledge-based economy of the future.

To formulate these initiatives and provide continuity for the efforts, the need for a support program in the form of an ICT business association arose in order to aggressively promote the commercial development of the sector as a whole. Such a body was required to develop and implement policies and strategies in close cooperation with the private sector and take the lead in innovative approaches to human capital development, active support in marketing and financing, upgrading industry capabilities and infrastructure provision.

VISION

Int@j's vision for the national ICT sector in Jordan is for it to become a major regional ICT leader, and an internationally recognized exporter of ICT products and services, exploiting its core human capital advantage. This vision is captured in the National ICT Strategy for Jordan, 2007-2011, which int@j facilitated among stakeholders in the private and public sectors.

MISSION

Int@j's mission is to promote and advance the Jordanian software and ICT service industry in the local and global market. It is "results-oriented" rather than "activities-oriented," meaning it emphasizes the results being produced by the efforts of the organization, instead of simply listing the activities in which the staff and the directors have been involved. Int@j is a "customer-friendly" organization. It continuously informs members, Government and other Stakeholders on the need for the institution. It has adopted a formal public policy advocacy program as a part of its program of work and strategic plan. The plan outlines the organization's recommendations for changes in specific laws that will improve the business investment climate of Jordan. It strongly seeks relationships with other Jordanian organizations that can leverage int@j's impact to increase the size of the ICT sector.

STRATEGIC OBJECTIVES

Int@j leadership has defined two strategic objectives and the following sub-objectives for the next five years:

- Sustain int@j's business model

  - Increase revenue to become self-sufficient

  - Diversify services offered to members

  - Increase internal organization capacity

- Support implementing the National ICT Strategy

  - Execute projects for which int@j has primary implementation responsibility

  - Support projects for which int@j has affiliate role

  - Monitor implementation of the strategy as a whole

The following table describes the relative importance of int@j's activities (discussed in the final section of this document) to both the National ICT Strategy strategic objectives and int@j's strategic objectives.

int@j 2007-2008 Project	National ICT Strategic Objectives			Sustain int@j Business Model		
	Increase internet usage penetration to 50%	Increase ICT sector revenues to $3B	Increase ICT sector jobs to 35,000	Increase revenue to become self-sufficient	Diversify services offered to members	Increase int@j organization capacity
Jordan ICT Forum (4.1.1)		H	H	H	L	
GITEX (4.1.2.1)		H	M	M	M	
International Trade Fairs and Events (4.1.2)		H	M	L	L	
Incoming and Outgoing Trade Missions (4.1.3)	L	H	M	L	H	
Communications, Community Outreach, PR, and Marketing (4.1.4)	L	M	M	H	L	
Eye on Technology Quarterly Magazine (4.1.5)	L	M	M	H	H	
Advocacy of ICT Sector Positions (4.2.1)	H	M	M		L	M
Capacity Building (4.5)	M	H	H		H	H
Web Site (4.4.1)			H	L	L	H
Membership Drive to Increase Membership Revenue and Better Meet Member Needs (4.5.3)				H	H	L
Membership Recruitment and Retention (4.5.1)				H	M	L
Membership Events (4.5.2)		L	L	M	M	
Office Move (4.5.4)				M	M	H

FUNCTIONS

Int@j aims to fulfill its mission through performing the following functions:

- Promotion of Jordan's ICT sector

- Regulations, Policy and Strategy Formation

- Capacity Building for ICT companies

- Information and Research

- Member Relations

Function One: Promote Jordan's ICT Sector

Int@j's primary function is the promotion of Jordan's ICT sector. This function entails marketing and representing Jordan's ICT sector at the local, regional, and international level as a top-notch regional ICT hub. This also involves promoting Jordan's products, services and companies, and communicating developments, success stories, and related news to members, stakeholders, and the local and international ICT and business communities in a professional and effective manner. Activities include:

- Jordan ICT Forum

- Trade missions and regional exhibitions (e.g., GITEX-Dubai)

- Producing promotional materials

- Holding industry specific seminars and workshops.

Function Two: Advocate on Behalf of the ICT Sector

Int@j should be the primary representative of the private sector to the Jordanian government in all matters relating to the ICT sector. It is a critical partner with government in developing the National ICT Strategy, and it advocates for legitimate changes to policies that would support the entire ICT sector. Activities include:

- Representing ICT industry interests by advocating with governmental and international groups

- Providing membership of commissions and boards, as appropriate, to assure that the ICT industry voice is included in Government policymaking

- Monitoring and analyzing Government (Parliament, policy, and regulatory) activity to pro-actively identify risks to the ICT sector and business community as a whole.

Function Three: Build Capacity of ICT Companies

Int@j will assist its membership in gaining the resources necessary to meet the demand of the growing ICT sector in Jordan. This encompasses expanded financing opportunities, the development of human capital, improvements to quality standards and the enhancement of job-opportunities for fresh graduates and others seeking employment in this sector. Activities include:

- Improving the ability of ICT graduates to perform well in a business environment

- Promoting the adoption of the CMMI standard for software development

- Promoting the improvement of standards in the ICT sector through awards for quality achievement

- Developing a strategy for effectively managing an ICT R&D fund

Function Four: Provide Information and Conduct Research

Int@j will be a source of industry data, for both existing companies seeking to expand and entrepreneurs seeking to invest in Jordan. Well-defined industry statistics and market research can play a significant role in marketing the Jordan ICT sector internally and externally. Int@j can also publicize success stories, such as ICT innovations or effective use of ICT applications in other sectors, to improve the culture of research and development in the ICT industry and promote the diffusion of ICT in other industries. Activities include:

- Annual ICT Industry Statistics Report

- Develop an ICT sector classification system jointly with the MoICT

- Market Studies

Function Five: Provide Member Services

Membership services are focused on adding value to members to expand and strengthen the association's network of member companies on a continuous basis, in order to reach a point of financial and organizational self-sustainability and client satisfaction. Activities include:

- Surveying membership to determine the most relevant activities

- Organizing social and networking events for members

- Visiting members and listening to their concerns.

Int@j will aim to increase the effectiveness of these services throughout the 2007 - 2011 Action Plan period as a way to build value for its members. Where possible, Int@j will build partnerships with other organizations to leverage work that is already being done in some of these areas.

NATIONAL ICT STRATEGY

The National ICT Strategy, development of which was facilitated by int@j, defined three high-level strategic goals: to increase internet usage penetration to 50% of the Jordanian population, to increase ICT sector revenues to $3B, and to increase ICT sector jobs to 35,000 by 2011. The strategy defined 14 strategic objectives, decomposed into approximately 64 outcomes, required over the next five years to achieve these high-level objectives. The outcomes are classified into one of four pillars, representing the dimension of activity to be conducted:
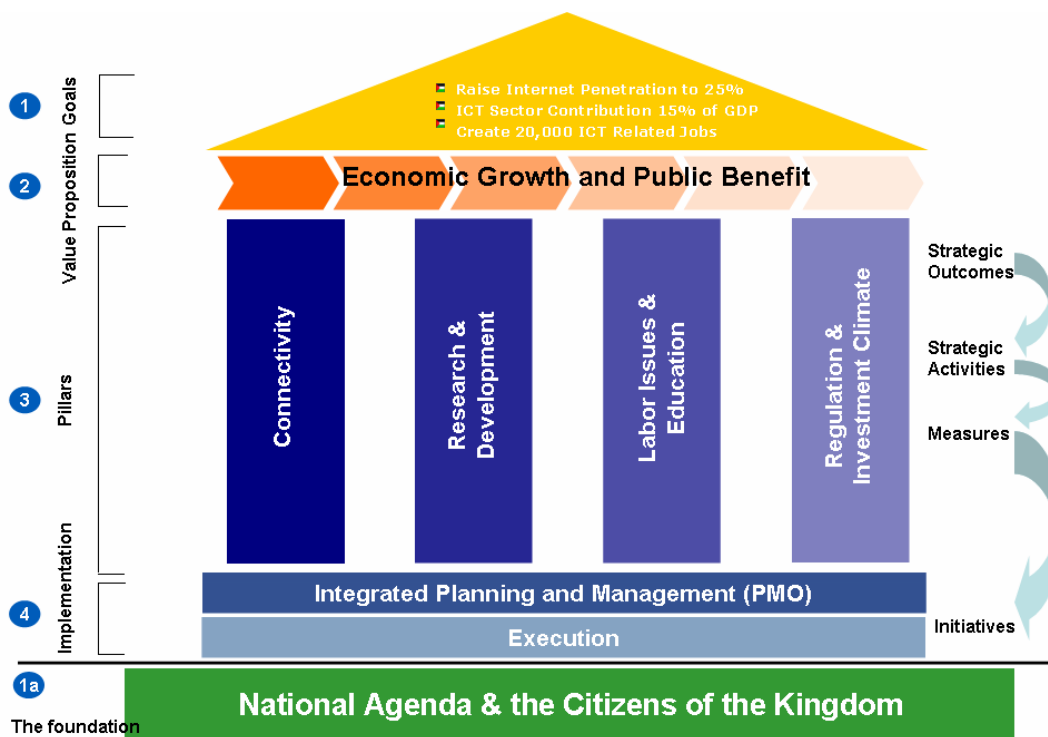
In turn, the strategy defined a number of projects to be conducted by int@j and the other stakeholders in the ICT industry within each outcome. Int@j has created four pillar teams, each headed by a member of the Board of Directors, to take ownership of the outcomes, and hence the projects, over the life of the strategy.

ACTION PLAN

OVERVIEW

This section describes the planned activities to be carried out. The activities have been designed to capitalize on the strengths and opportunities in the ICT sector, eliminate identified weaknesses, and convert such into strengths and to develop strategies to neutralize the threats.

The general purpose of the Action Plan is to determine what will be done, by whom, when, and how much in resources will be required. A set of criteria will be utilized to measure the successful implementation of the planned activities.

For each activity, the following details are described:

Description of Activity: A description of the planned activity.

Objectives: The objectives that each activity will accomplish in serving the members and the entire sector.

Tasks: A list of all tasks that will be undertaken to accomplish each objective.

Measurement Criteria: The criteria that will be used to measure the successful implementation of each activity.

Budgets & Sustainability: Financial resources that will be required for successful implementation of planned activities. This section will also address how the activity will become self-sustainable over the five year period of this strategy.

Time Table: A description of when each activity will begin, end, and how long it will last.

DIRECT NATIONAL ICT STRATEGY PROJECTS, Q3 2007 – Q2 2008

This section provides detail for the projects that int@j is scheduled to lead in the first year of the National ICT Strategy (through Q2 2008). The National ICT Strategy is represented as a project plan, provided in Appendix A, providing the detailed tasks, time-frames, and dependencies for each task.

PRESENT A RECOMMENDATION FOR ADJUSTING SALES TAX ON PCS (PROJECT PLAN TASK 1.3.2.1) (Q1 2008)

Description of Activity

Studies have cited the cost of PCs and internet access as the principal barriers to increased internet usage penetration. One of the strategic objectives in the National ICT Strategy is to "Improve affordability of internet access and personal computers" (Strategic Objective 1.3). Eliminating the 16% sales tax would reduce the price of out-of-pocket cost of PCs by about 14%. Moreover, the publicity associated with this move should further spur demand for PCs, both through news coverage as well as possible additional incentives by retailers.

Objective

In order to make a credible recommendation to the Ministry of Finance, int@j should estimate the revenue impacts of eliminating the sales tax. Partnering with the Ministry of ICT, it should then advocate with MoF to make the investment—citing HM's mandate for the National ICT Strategy and its fundamental goal of increasing internet usage penetration as a worthy cause for investment. In order to estimate the revenue impacts, int@j will likely have to engage the services of a tax/finance economist, from a member company (if available), SABEQ, or on the market.

Tasks

See project plan (task 1.3.2.1) in Appendix A for complete list of tasks.

- Conduct a study detailing revenue impacts and present a recommendation for adjusting taxation of PCs

- Engage tax/finance economist familiar with revenue loss estimation techniques

- Review previous studies of PC sales taxes and their impacts

- Benchmark experience in other countries

- Obtain revenue data from Ministry of Finance

- Build estimation model

- Publish report detailing revenue loss scenarios

- Devise strategy for disseminating report and advocating for change

- Devise public relations strategy and engage necessary resources

- Execute advocacy and public relations strategies

Measurement Criteria

- Completion of deliverables as specified in the project plan.

Resources

- Economist part-time for approximately five weeks.

- int@j resources to advocate for change once study is completed.

Time Table and Level of Effort

This project should take approximately 15 weeks — two weeks to identify the economist, five weeks (with lag times waiting for MoF to provide data) for the economist to conduct the study, and 10 weeks for int@j to advocate for the change once the study is complete.

MARKET JORDAN AS AN OUTSOURCING DESTINATION (2.2.2.2) (BEGIN BY Q4 2007)

Description of Activity

The National ICT Strategy cites call centers and other forms of outsourcing as one of the key sub-sectors in which Jordan can gain a competitive advantage (Strategic Objective 2.2). Part of the action to achieve this objective—in addition to removing government constraints; studying workforce, infrastructure, real estate, and other requirements; and providing government incentives—entails marketing Jordan to companies throughout the Arab region and the world.

Objective

Int@j will spearhead a project, working with JEDCO, to market Jordan. The marketing strategy should be based on articulation of Jordan's competitive advantages in the industry—derived from study of competitive drivers of the outsourcing industry globally. Int@j can obtain marketing brochures from countries with developed outsourcing markets and adopt ideas for developing its own brochure and marketing message.

Tasks

See project plan (task 2.2.2.2) in Appendix A for complete list of tasks.

- Research key drivers of outsourcing/contact center industry success

- Research key outsourcing/contact center markets (e.g., India, Philippines, Egypt) for ideas

- Develop promotional brochure highlighting government incentives and competitive advantages

- Develop promotion strategy and plan

– Begin to execute promotion plan

Measurement Criteria

– Completion of deliverables as specified in the project plan.

Resources

– int@j resources to conduct research, develop brochure, and develop marketing campaign

– Leverage member companies for ideas

– Work closely with MoICT, which has a similar priority, JEDCO, and other Jordan trade promotion bodies

Time Table and Level of Effort

This project should take one person approximately three months—one month (working 50% time) to conduct research, six weeks (working part-time) to develop the brochure (in collaboration with all stakeholders in the government)—and one month (working 50% time) to develop a marketing strategy and plan, with specific tailored messages and communication mechanisms, for implementation.

INCREASE USE OF ICT APPLICATIONS IN KEY SECTORS (2.3.1) (BEGIN BY Q1 2008)

Description of Activity

A key focus of the National ICT Strategy is to promote ICT diffusion across industry. The strategy concludes that businesses in all non-ICT industries have not fully realized the potential to leverage ICT applications to improve efficiency and quality of production processes in the back office and front line.

Objective

The private market must address this weakness—with the ICT sector cultivating demand by marketing value-adding solutions—but int@j will spur growth by promoting ICT solutions. This activity represents an important area of service by int@j to members—it will leverage the reach of the organization to promote some of the best products being marketed by its members.

Tasks

See project plan (task 2.3.1) in Appendix A for complete list of tasks.

– (2.3.1.1) Promote ICT applications in vertical sectors

– Brainstorm with members to collect materials for marketing

– Develop marketing packages targeted at certain sectors

– Begin delivering marketing packages

– Begin to leverage media contacts to place articles about innovate ICT solutions in vertical sectors in Jordan publications

- (2.3.1.2) Hold periodic seminars focused on ICT in a selected vertical sector

  - Decide to dedicate periodic Power Breakfasts to a particular vertical industry

  - Research possible sectors to highlight member products

  - Research invitees from among sector companies and concerned government organizations

  - Begin conducting Power Breakfasts

  - Devise additional seminars (e.g., panels at the ICT Forum) devoted to vertical sectors

  - Begin conducting program of additional seminars

- (2.3.1.3) Showcase Jordanian and regional success stories so far

  - Research possible sectors to highlight member products

  - Coordinate with MoICT, JIB, JEDCO, and other government organizations to devise strategy

  - Define strategy and plan for publishing case studies

  - Begin publishing case studies

Measurement Criteria

- Completion of deliverables as specified in the project plan.

Resources

- int@j resources to define content for publication

- Leverage member companies for ideas

- Work closely with MoICT, which has a similar priority, JEDCO, JIB and other Jordan trade promotion bodies

Time Table and Level of Effort

This project will entail ongoing effort over the next several months, with a target of having begun to conduct activities to showcase and market ICT solutions to additional sectors by the end of March 2008. One int@j person should conduct research, prepare materials, and facilitate brainstorming among members.

PROMOTE APPLICABILITY OF STANDARDS, AND ICT APPLICATIONS TO HELP MEET THEM (2.3.2.1) (BEGIN BY Q1 2008)

Description of Activity

Adoption of international quality standards is an important element for Jordanian companies to improve international competitiveness. The ICT

industry can provide many tools to help companies adhere to international standards.

Objective

The private market must address this weakness—with the ICT sector cultivating demand by marketing value-adding solutions—but int@j will spur growth by promoting awareness of relevant international standards in a variety of industries and promoting ICT solutions to help companies achieve them. This activity represents an important area of service by int@j to members—it will leverage the reach of the organization to promote some of the best products being marketed by its members.

Tasks

See project plan (task 2.3.2.1) in Appendix A for complete list of tasks.

- Hold periodic seminars focused on ICT in a selected vertical sector

- Showcase Jordanian and regional success stories so far

- Research relevant international standards most beneficial for Jordan

- Coordinate with relevant government organizations with an interest in standards for certain sectors

- Brainstorm possible ICT solutions applicable for standards

- Develop marketing plan and materials tailored to appropriate vertical sectors

- Begin marketing ICT solutions to appropriate sectors

Measurement Criteria

- Completion of deliverables as specified in the project plan.

Resources

- int@j resources to research applicable standards appropriate to Jordan industry

- Leverage member companies for ideas

- Work with relevant government organizations (e.g., CBJ, MIT, Ministry of Health) that have initiatives or concepts to promote standards in the private sector

Time Table and Level of Effort

This project will entail ongoing effort over the next several months, with a target of having begun to conduct activities to market ICT solutions to additional sectors to help them comply with international standards by the end of March 2008. One int@j person should conduct research, prepare materials, and facilitate brainstorming among members.

STUDY MARKET TO DETERMINE AVAILABLE FUND SOURCES FOR R&D (2.4.2.1) (Q1 2008)

Description of Activity

Increasing the magnitude and effectiveness of R&D in the ICT sector is a major focus of the National ICT Strategy. A preliminary step that will contribute to a variety of strategic outcomes related to this objective is to identify private and government sources available to fund ICT R&D.

Objective

Int@j will conduct a basic market study to explore options available to entrepreneurs and innovators.

Tasks

See project plan (task 2.4.2.1) in Appendix A for complete list of tasks.

– Brainstorm possible sources

– Conduct interviews with public and private potential sources

– Write brief summary report for members

– Update National ICT Strategy to cultivate identified and additional potential sources based on findings

Measurement Criteria

– Completion of deliverables as specified in the project plan.

Resources

– int@j resources, particularly the Research & Development pillar team, to conduct research and prepare report for members

Time Table and Level of Effort

This project will entail a small amount of effort (one person, devoted 20% time on average) over two to three months, with lag times to conduct interviews with various potential resources. In order to complete it by March 2008, it should begin no later than January 1, 2008.

ACTIVATE THE R&D FUND TO FUND PROJECTS IN THE ICT SECTOR (2.4.3) (Q4 2007)

Description of Activity

This project is one of the four highest-priority "key focus projects" presented to His Majesty, King Abdullah II, in June 2007. The National ICT Strategy presents it as a key first step in improving the magnitude of R&D in the ICT sector and, by extension, spurring growth. The R&D Fund, through which certain companies contribute 1% of their profits to a pool designed to fund specific R&D projects on a competitive basis, has languished. The government has not done an effective job implementing the Fund, no

processes for providing grants and monitoring implementation exists, and the industry does not know how much money is available in the fund.

Objective

Int@j will spearhead a project to activate the fund—by researching legal requirements and defining business processes to give R&D grants—in collaboration with many stakeholders, including MoF, which is responsible for the Fund; MoICT, a partner in seeking to promote growth in the ICT sector; and the government R&D community.

Tasks

See project plan (task 2.4.3) in Appendix A for complete list of tasks.

- (2.4.3.1) Design and implement improved mechanisms to disburse funds and evaluate funded projects, with expanded role for MoICT to select ICT-related projects for a portion of the funds

    - Research legal foundations of fund

    - Interview MoF to determine how much money is in the fund and their current operating parameters

    - Research similar public funds in other countries around the world

    - Develop new business processes for soliciting and evaluating applications, awarding grants, and monitoring project implementation

    - Formally propose processes to MoF

    - Adopt processes

    - Develop public materials surrounding the program to begin soliciting applications

    - Publicize program

- (2.4.3.2) Start to develop national visionary ICT-focused R&D projects that add value to Jordan's ICT industry

- (2.4.3.3) Start to publicize ICT-related R&D success stories

Measurement Criteria

- Completion of deliverables as specified in the project plan.

- Percentage of the fund actually disbursed beginning in 2008

Resources

- int@j resources, particularly the Research & Development pillar team, to conduct research

- int@j resources to define new business processes for Fund and work with MoF and MoICT to gather current-state information, socialize future state, and push for adoption

- Legal expert to determine legal requirements and any constraints that they impose on the new processes

- int@j resources to market the Fund, once the new processes are in place, to members

Time Table and Level of Effort

This project should last for approximately four months, thus it should begin soon to be completed by the deadline of the end of 2007. One int@j person should be devoted full-time for about two months to conduct research across the government and into similar funds in other countries, meet with MoF and MoICT to gather requirements, and design the future-state business processes. The legal expert should work for two weeks during the beginning of this period to gather legal information and document constraints or recommended legal or regulatory changes. int@j leadership should then facilitate presentation of the proposal to MoF as well as HM, work with MoF as MoF evaluates the proposal and implements the processes, and then publicize the process once it is adopted.

ENSURE THAT THE LABOR LAW PROTECTS COMPANIES' INVESTMENTS IN R&D (2.4.6.2) (Q4 2007)

Description of Activity

This task is simply to advocate a change to the draft R&D Strategy being developed by MoICT. The latest draft states, "Improve Labor Law to ensure recognition and benefits for persons working in R&D-related projects and tasks" (Strategy Theme I, item 3). Based on discussions with the Ministry, int@j interprets this to mean that the Labor Law should assign ownership of intellectual property developed by employees to the employees themselves, rather than to the company. Such a provision would severely undercut companies' incentives to invest in R&D, such that the industry would suffer significantly.

Objective

Int@j will aggressively advocate against this position, both by trying to convince the Ministry to remove it—supported by research and a position paper—or by intervening with Parliament to ensure that this provision is not written into law.

Tasks

See project plan (task 2.4.6.2) in Appendix A for complete list of tasks.

- Review Labor Law and MoICT draft R&D Strategy

- Develop research and position paper articulating potential impacts of proposed protection or lack thereof

- Advocate institutionalization of company ownership of company-funded R&D in law

Measurement Criteria

- Completion of deliverables as specified in the project plan.

- Protection eventually written into law

Resources

- int@j resources, particularly the Research & Development pillar team, to conduct research, monitor policy, and meet with stakeholders

Time Table and Level of Effort

The only full-time level of effort required is for an int@j person to write a position paper articulating int@j's viewpoint and demonstrating (based on research, such as case studies from other countries, economic analyses in the literature, or surveys of members indicating behaviors should the law not adequately protect their R&D investments) the implications of the outcome. This paper should take one to two weeks, or a bit longer if int@j conducts a survey of members. Beyond this intensive effort, int@j leadership will monitor this issue and meet as needed with MoICT and Parliamentary representatives to advocate its position.

SUPPORT PRIVATE COMPANIES TO UNDERSTAND THE VALUE OF QUALITY CERTIFICATIONS (E.G., CMMI, ITIL), OBTAIN TRAINING, AND RECEIVE CERTIFICATION (2.5.2.1) (BEGIN Q3 2007)

Description of Activity

In Jordan today there are no Capability Maturity Model Integration (CMMI)–certified ICT companies. The CMMI is a model for improving and appraising the performance of software development organizations. It was developed and is managed by the Software Engineering Institute (SEI). ICT training companies may partner with SEI to provide training in CMMI and perform SCAMPI (Standard CMMI Appraisal Method for Process Improvement) appraisals. Currently there are no authorized SEI partners in Jordan who can provide these training services to the local ICT market, although some companies are beginning to test the market by partnering with SEI affiliates in Dubai and elsewhere.

Objective

To address the urgent need for CMMI training services in Jordan, int@j will support local software development companies who want to gain the needed accreditation by subsidizing some of the cost of training and consulting fees in Jordan. Additionally, int@j will reimburse some of the cost to Jordanian IT Training companies who wish to become SEI partner organizations themselves and Centers of Excellence for CMMI training. The project will include mechanisms for ensuring that companies achieve results (i.e., certification) as a condition for receiving financial assistance.

Tasks

See project plan (task 2.5.2.1) in Appendix A for complete list of tasks.

− Catalog companies offering CMMI certification and/or consultancy services

− Define cost model and develop budget for subsidies

− Research potential sources of subsidies for companies

− Define mechanism to select companies to receive a subsidy

− Host a CMMI educational seminar announcing the support int@j will provide to its members

− Solicit applications and award subsidies

− Companies begin receiving subsidized training

− Begin monitoring progress of program

Measurement Criteria

− Number of training companies participating in subsidy program

− Number of companies receiving subsidized training

− Number of companies that eventually receive CMMI certification by the end of 2008.

Resources

− int@j person to conduct research, meet with companies, and develop mechanisms and budget for subsidy program

Time Table and Level of Effort

This project will require one full-time person for approximately eight weeks to identify potential training providers, research possible funding mechanisms, develop the mechanism and budget for the program, and plan and conduct an educational seminar for members announcing the benefits of CMMI certification and the details of the subsidy program. Int@j leadership will then receive applications from companies and select companies to receive the subsidized training. An int@j person will then be required to spend very modest level of effort monitoring the program and following up with companies and training providers to assess success.

ADVOCATE TO MAINTAIN STATUS QUO ON TAX-EXEMPT STATUS OF EXPORTS (2.4.7.1) (Q3 2007)

Description of Activity

This task is simply to advocate that the law exempting exports from taxes does not change.

Objective

Int@j will aggressively advocate against this position, via research and a position paper if necessary.

Tasks

See project plan (task 2.4.6.2) in Appendix A for complete list of tasks.

− Advocate to maintain status quo

Measurement Criteria

− Tax-exempt status of exports maintained in law

Resources

− int@j resources to monitor issue, meet with stakeholders as necessary, and conduct research if necessary

Time Table and Level of Effort

This task should begin immediately (as it is prioritized for Q3 2007), but will require minimal level of effort. Someone in int@j must be assigned to monitor this issue and meet with stakeholders as necessary. Should research or a position paper be required to substantiate its position, int@j leadership must assign someone to perform this activity.

ENSURE THAT THE ICT SECTOR CONTINUES TO BE REPRESENTED ON APPROPRIATE GOVERNMENT BOARDS/COMMITTEES/COMMISSIONS AND MINISTRY POLICY-MAKING BODIES (2.6.8) (BEGIN Q3 2007)

Description of Activity

A great many government commissions, committees, and boards, as well as permanent policy-making bodies within various Ministries, take actions that impact the ICT sector. It is important that these bodies understand the impacts of their actions. The National ICT Strategy calls for industry representation on the bodies as a key mechanism to ensure that they do.

Objective

The nature of ICT sector representation will vary depending on the operating parameters of the different bodies. In some cases, it might be appropriate for a representative to sit on a body itself; in other cases, the body and int@j might agree on a formal protocol for ensuring industry input prior to decisions being finalized.

Tasks

See project plan (task 2.6.8) in Appendix A for complete list of tasks.

- (2.6.8.1) Institutionalize int@j's relationship with MoICT

    - Institutionalize ICTAC to formalize the relationship between int@j and MoICT

- (2.6.8.2) Institutionalize int@j's relationship with other bodies

    - Catalog all relevant bodies and define the operating parameters of each

    - Mandate MoF and MoICT to obtain ICT sector input on draft laws

    - Define recommended mechanism for industry representation on all other bodies

    - Implement a formal Memorandum of Understanding between int@j and the government outlining mutual obligations and benefits

- (2.6.8.3) Strengthen int@j's advocacy effectiveness

    - Obtain advocacy training

    - Begin attending legal committees of parliament

Measurement Criteria

- Percentage of identified government bodies in which a viable method for ensuring industry representation is institutionalized

- Completion of relevant Memorandums of Understanding

Resources

- int@j people to conduct research

- Outside support to conduct advocacy training

- Legal support to understand operating parameters of some bodies, draft Memorandums of Understanding, and advise on agendas for legal committees of Parliament

Time Table and Level of Effort

In order to complete this task by the end of March 2008, work must begin immediately. One full-time person will be required for approximately a month

to research all relevant government bodies and define appropriate mechanisms to ensure industry representation, based on the respective bodies' operating parameters. An additional several months time will be required for int@j leadership to meet with the bodies to agree on mechanisms.

For advocacy training, one external consultant will be required for a few weeks to develop and deliver a (e.g., one-day) course on advocacy techniques for business associations. Attendance should be comprised of int@j staff and board members.

Resources required to attend legal committees of parliament are to-be determined. A few hours of time will be required periodically for int@j staff to obtain the agendas of the committees and for leadership to determine which ones int@j should attend and to devise an advocacy strategy for each one. Some legal support might be required on occasion for this activity.

DEVELOP A JOINT ACTION PLAN WITH JCS TO INCREASE OPPORTUNITIES AVAILABLE TO ICT PROFESSIONALS AND MEET ICT INDUSTRY'S RESOURCE NEEDS (2.7.2.1) (Q2 2008)

Description of Activity

The Jordan Computer Society (JCS), an association of professionals in the ICT industry, shares the same strategic objectives—i.e., growth of ICT sector revenues and jobs—as articulated in the National ICT Strategy. This activity is designed to improve linkages between the organizations.

Objective

The nature of ICT sector representation will vary depending on the operating parameters of the different bodies. In some cases, it might be appropriate for a representative to sit on a body itself; in other cases, the body and int@j might agree on a formal protocol for ensuring industry input prior to decisions being finalized.

Tasks

See project plan (task 2.7.2.1) in Appendix A for complete list of tasks.

− Meet with JCS to define a joint strategy

− Develop a joint action plan to increase opportunities available to ICT professionals and meet with ICT industry's resource needs

Measurement Criteria

− Completion of deliverables in project plan

Resources

− int@j people to work with JCS

Time Table and Level of Effort

A small level of effort will be required for int@j staff over three weeks to meet with JCS and define a plan.

CONDUCT STUDY ON HISTORICAL LABOR MARKET OUTCOMES FOR ICT GRADUATES (3.1.1.1) (Q4 2007)

Description of Activity

As part of the strategic objective to "Improve the ability of universities to supply ICT graduates with the skills that industry needs" (3.1), the National ICT Strategy has identified this key focus project. The results will depict the supply of and demand for ICT graduates, and thereby serve as a foundation for all of the activity geared toward achieving this strategic objective over the next five years.

Objective

The task will require obtaining data on ICT graduates from universities and on ICT employees from the Social Security Corporation (SSC). It will be important for HM to endorse this concept and thereby direct SSC to cooperate by providing data and supporting interpretation as needed. The main challenges will be in obtaining this data and in assessing its completeness and quality. Following the first steps of exploring these matters, int@j might decide to focus on a subset of universities.

Tasks

See project plan (task 3.1.1.1) in Appendix A for complete list of tasks.

- Define study outline

- Obtain input from MoHESR and other interested stakeholders on research questions

- Research data availability from SSC and universities

- Obtain data from SSC and universities

- Analyze data

- Conduct and publish study

- Provide reports to members, universities, and MoHESR with further recommendations

Measurement Criteria

- Study completed

Resources

- int@j people, supplemented if necessary by external database developer (to conduct complex queries and data cleaning) and data analyst, to design study, obtain data, analyze data, and publish report

Time Table and Level of Effort

The most challenging and time-consuming aspect of the project will be to obtain data from SSC and universities. Int@j will collaborate with these entities, request data, and receive files back. Especially in the case of SSC, it will likely be necessary to work with an expert on the data inside the organization to interpret the data. Also especially in the case of SSC, it might be necessary to sign a formal memorandum outlining what int@j will do with the data and providing adequate safeguards for sensitive information.

Once a complete and well-documented data set is compiled from the input sources, the study should take no longer than about a month. Int@j will analyze the data and produce a report, then provide conclusions and policy recommendations to universities, the government, and other stakeholders, as well as advice to members, as a result.

IDENTIFY AND PROMOTE SIX-MONTH INDUSTRY INTERNSHIPS AND OTHER COORDINATION PROGRAMS BETWEEN INDUSTRY AND UNIVERSITIES (3.1.2.1) (Q1 2008)

Description of Activity

The National ICT Strategy defines internships as an effective tool to contribute to improving the compatibility between the supply of and demand for ICT graduates. This activity begins a collaboration between universities and industry by soliciting interns for ICT companies.

Objective

Int@j will facilitate this activity by brainstorming with member companies on intern needs, supporting them in defining requirements, and helping market the industry to prospective interns on their behalf. In turn, int@j will track the program to learn lessons for improving ICT education and building capacity of ICT firms to train new graduates and integrate them into their workforce.

Tasks

See project plan (task 3.1.2.1) in Appendix A for complete list of tasks.

- Brainstorm with members on possible markets for interns

- Research existing internship programs in the ICT industry

- Define basic parameters of internship program

- Work with universities to define mechanisms to advertise internships

- Begin to support companies in selecting interns and monitoring success

- Maintain a database of interns to support labor market analysis in the future

Measurement Criteria

- Number of internships in the ICT industry through program

Resources

- int@j people to facilitate brainstorming among members and design program, work with universities to advertise jobs, work with members to interview and select interns, and track progress to formulate lessons learned

Time Table and Level of Effort

A modest, sporadic level of effort will be required from one int@j person in order to complete the project by the end of March 2008. About half-time effort for one month will be required to gather requirements from members and research existing programs. The most time-consuming aspect will be to work with universities to define protocols once they are defined. This will require meetings with universities and presentation of a process to which they can agree.

HOLD AN ANNUAL CONFERENCE FOR THE JORDANIAN DIASPORA, SHOWCASING THE LOCAL ICT INDUSTRY TO JORDANIANS WHO RETURN (3.2.2.2) (Q1 2008)

Description of Activity

This key focus project identified in the National ICT Strategy promotes the strategic objective to "Improve Jordan's ability to attract ICT investment and skilled ICT professionals to come to or remain in the country" (3.2). It will serve as the foundation for many future activities toward this strategic objective, as Jordan equips a global team of advocates to advance the ICT sector to promote employment, foreign investment, and marketing of Jordanian ICT products.

Objective

Int@j will facilitate this ambitious activity in partnership with various interested government organizations, perhaps as a cross-sectoral (i.e., not just ICT) conference. The key challenge will be in identifying Jordanians abroad who might be interested in attending the event. Int@j will work with MoFA to identify Jordanians whose presence in countries around the world is known by the Ministry. It will also conduct targeted general marketing in venues likely to be seen by Jordanians. It will also built a toolkit to support word-of-mouth by Jordanians who know compatriots living abroad who might be interested.

Tasks

See project plan (task 3.2.2.2) in Appendix A for complete list of tasks.

- Interview government ministries to solicit participation

- Brainstorm with members on techniques to reach target audience

- Interview MoFA to determine availability of mailing lists of Jordanians who have registered residency in other countries

- Develop plan for conference, including agenda and budget

- Solicit funding from private and public sources

- Schedule conference

- Conduct marketing and public relations activities

- Manage registration and logistics

- Hold conference

- Maintain database of attendees

Measurement Criteria

- Successful execution of the conference

- Attendance at the conference

Resources

- Significant labor time from will be required from int@j for this activity.

- Additionally, significant direct costs will be required for facility rental, food and beverage, promotional materials, etc.

Time Table and Level of Effort

One full-time person will spend about eight weeks planning the conference agenda, based on input from all stakeholders. Additionally, one person will spend part time on marketing and public relations activities as well as logistical planning for the event.

DIRECT NATIONAL ICT STRATEGY PROJECTS, Q3 2008 AND BEYOND

The project plan provides the current list of activities that int@j is scheduled to lead in the second through fifth years of the National ICT Strategy period (Q3 2008 and beyond). These projects, especially those after 2009, are defined in less detail at this point, because the specifics will change over time—within the constant strategic objectives and outcomes defined in the strategy—as the sector makes progress toward achieving the overall objectives. Through the governance mechanism described in the next sub-section, int@j will monitor these projects and modify them over time.

This sub-section lists of the key projects identified for this period, for which int@j should begin planning now. The tasks are defined in general areas here; int@j should, in the next six months, define them explicitly, determine resource requirements, and incorporate them into the project plan.

CREATE A "JORDANIAN AMBASSADORS' PROGRAM" (3.2.2.4) (Q4 2008)

Description of Activity

Jordan is experiencing an exodus of mid- and senior-level human resource talent to the Gulf countries, Western Europe, and the United States. Most of these individuals are expected to remain and work abroad.

The ICT industry believes that such individuals can still form a significant advantage, and contribute significantly to the development of Jordan's economy, by assuming the role of "ambassadors" and representatives.

Many Jordanians who immigrated to other countries hold powerful positions within their organizations and social statues, and are in position to generate a significant amount of investment to Jordan. Additionally, influential Jordanians residing abroad are able to encourage foreign investors to consider Jordan as a destination for their ambitions.

Objective

To capitalize on such individuals, int@j will develop a "Jordanian Ambassadors" program, that is designed to equip influential Jordanians residing abroad with the necessary awareness, knowledge, and support to effectively represent their country among their peers. This program includes continuous updated information about Jordan's accomplishments, statistics, promotional material, and as many "tools" as possible to support Jordan's reputation and cause abroad. Outstanding Ambassadors will be recognized at the bi-annual ICT Forum.

Tasks

Develop guidelines of the "Ambassadors" Program: In order to ensure a successful program, implementation needs to be planned very carefully, providing detailed guidelines as to the various components, objectives, methodology of selecting and recruiting ambassadors, and the continuous support thereof. Once the program has been fully designed and is ready to

be launched, int@j will host a large-scale reception inviting potential candidates to a presentation and "pitch" to participate.

Identify and recruit a national patron for the program: As most other national initiatives, a champion or patron willing to adopt the program will play a critical role in attracting as many potential candidates and supporters as possible. Ideally, His Majesty Kind Abdullah would be the ultimate candidate for this program's champion, as His Majesty's call for assisting Jordan will be heard and abided.

Build web-based portal for exchange of ideals and contact: An online portal will be developed and maintained for the exchange of ideas, business opportunities, and contact information. Int@j will be responsible for maintaining the site.

Develop comprehensive promotional package: To support the future endeavors of the "ambassadors," int@j will develop an attractive and comprehensive promotional kit about Jordan's ICT sector, and distribute such to regional distribution hubs (Jordanian diplomatic corpses) for further distribution to Jordanian expatriates. Kits will include economic & market data, information about Jordan's legislative environment, a booklet highlighting success stories, testimonials, and several other promotional tools.

Measurement Criteria

- A Patron has been identified and prepared for this responsibility.

- The "Ambassador's Program" is fully developed and ready to be launched and implemented.

- A comprehensive and highly interactive web-site is developed, launched online, and maintained up-to-date.

- A comprehensive promotional package is developed, distributed, and updated on a continuous basis.

- The program is recruiting more and more expatriates and continues to grow in significance, recognition, and success.

IMPROVE INDUSTRY CLASSIFICATION OF ICT COMPANIES (2.6.5) (Q4 2008)

Description of Activity

In Jordan there is no standard methodology for classifying the many different types of ICT companies that inhabit the sector. The Ministry of Industry and Trade (MIT) uses over 11,000 categories to classify companies country-wide (compared with an international standard for a complex economy of 3,000 categories). More than 1500 companies are listed as ICT providers. In order to properly manage and regulate the sector, it is important to accurately categorize each of these companies.

Improvement of the classification system will carry multiple advantages. External investors will have a streamlined view of the Jordan ICT sector to

determine market opportunities. The government will be positioned to provide targeted incentives to the sector. Improved classification will also facilitate achievement of a major industry goal to classify ICT service activity as "industry" rather than "trade," subjecting it to the 15% income tax rate (strategic outcome 2.6.6).

As the body with knowledge of ICT industry activity in Jordan and as industry-standard worldwide, Int@j may play a role in helping the government classify ICT sector activity. This role will be determined through the project.

Objective

To fill this gap, and address the urgent need for standardization, int@j has the support of both MoICT and MIT to support classification for the ICT sector. To begin, int@j will develop a world-class methodology for categorizing ICT companies in Jordan, based on international best practice. Int@j will then collaborate with MIT to classify companies in a manner to be determined. Through this service int@j will gain better insight into the makeup and overall development of the industry.

Tasks

Investigate international standards for classification: Int@j will identify key information sources and entities regulating the classification process in other major economies. The identified sources will be investigated for the classification methods and categories applied.

Develop a new classification methodology for Jordan: Int@j will define and justify the suggested company categories in the new classification scheme. It will propose an end-to-end methodology for classifying ICT companies, based on the current MIT process and possibly recommending enhancements (especially as MIT re-engineers its process over time). A small working group of several int@j member companies from each new classification category will be created to review criteria for classifying companies under the proposed scheme. The committee will also review the checklist for companies to fill out when applying for classification.

Develop database for managing and tracking new companies in the ICT sector: The new database will be used for marketing and research purposes, in collaboration with MIT, MoICT, and NITC record-keeping. Int@j will also use it to compile some critical statistics associated with the sector.

Measurement Criteria

– A methodology for classifying ICT companies will be in use by the government

– Int@j will be producing improved data on the ICT sector in Jordan

PUBLISH STATISTICS ON THE ICT JOB MARKET IN JORDAN (3.1.5.2) (Q3 2008)

Description of Activity

In a market as small as Jordan, it is critical to match available skills to the needs and demands of the private sector, i.e., the employer. Although the number of graduates per year is increasing tremendously, employers continue to complain about the lack of certain skills that can not be found.

A study first conducted by int@j in 2001 entitled "ICT Skills in Jordan" revealed that graduations almost doubled from 1999 to 2000, with ICT-related fields increasing at the same ratio. Many fresh graduates are not able to find employment. Likewise, according to the same report, the private sector complained of a significant shortage of individuals with particular ICT skills currently in demand.

The study conducted by int@j was the first of its kind and provides a wealth of information for universities, educational institutions, students, and employers.

Objective

It is essential to update the report and findings on a continuous basis, at the same time aiming at expanding the sample sizes of the segments that provide feedback. Providing the education sector, students, and employers with updated reports about Jordan's available and needed ICT skills is a critical need that will provide the foundation for curricula, education, career, and employment planning.

Int@j will develop this report as a follow-up to the landmark study on historical labor market outcomes for ICT graduates (3.1.1.1), through which it will gain an understanding of available data and establish relationships with data providers (i.e., the Social Security Corporation and universities) to repeat the analysis over time.

Tasks

Define long-term data sources: Based on the study to be conducted in 2007 and the data used for previous ICT skills reports, which came from surveys of individuals and companies, int@j will define the long-term sustainable data sources for the study.

Publish updated annual reports: Int@j will update the report periodically based on the data sources identified.

Conduct public presentations: Prior to publishing reports and updates, int@j will invite representatives of educational institutions and employers to presentations about the most recent findings to discuss such, solicit feedback, and create a dialogue between both sectors to address the problems in today's educational sector.

Measurement Criteria

– The report "ICT Skills in Jordan" is updated and published on an annual basis

– Int@j organizes an annual meeting prior the publication of each updated report, inviting representatives of the educational and private sectors to discuss findings and address the issues stated within the findings.

PUBLISH STATISTICS ON THE ICT SECTOR IN JORDAN (2.6.5.3) (Q1 2009)

Description of Activity

As int@j strives to encourage the growth of the ICT sector in Jordan, it requires a process for benchmarking and reporting on the industry. The Economic Data Unit to be created within MoICT (2.6.5.2) will spearhead publication of reports on the ICT sector, and int@j will be among the major stakeholders in providing requirements for that body. Once the Economic Unit is created, int@j will work closely with it to supplement its efforts, with the objective of producing relevant data on the ICT market for use by the private sector.

Objective

The objective of this activity is to provide clear benchmarks of the local ICT sector on a period basis to enable ICT companies to more effectively market their products.

Tasks

Define requirements: Through collaboration with members, int@j will collect reporting requirements. Through collaboration with the MoICT Economic Unit, int@j will establish an agenda for reports to be produced.

Help MoICT collect data: Int@j should be a major source of data on its members. It will provide data to the MoICT Economic Unit (upon defining protocols to preserve company-confidential and -proprietary data). Int@j will attempt to continuously increase the quality of the data, e.g., by increasing coverage for data that are based on company surveys.

Publish periodic reports: To provide ongoing updated information and monitor trends, int@j will provide periodic updated reports. Prior to publishing reports and updates, Int@j will invite stakeholders to presentations about the most recent findings.
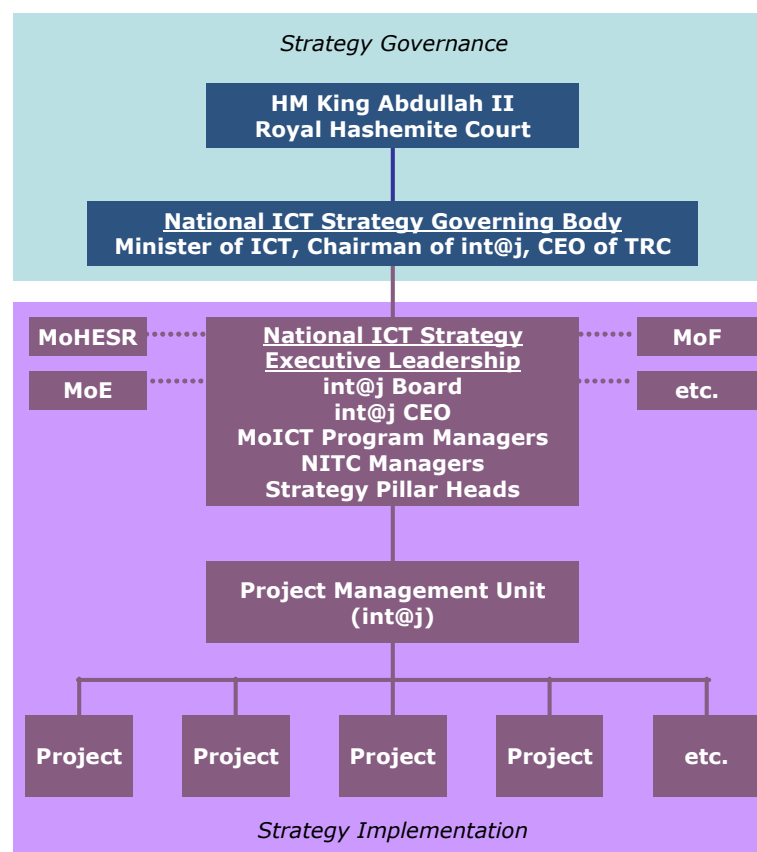
Measurement Criteria

- The report "ICT Industry Statistics," or a similar report, is updated and published on a periodic (e.g., annual) basis

- Int@j organizes an annual meeting prior the publication of each report, inviting stakeholders to discuss findings and address the issues stated within the findings.

GOVERNING AND IMPLEMENTING THE NATIONAL ICT STRATEGY

In addition to its own projects, as described in the previous two sub-sections, int@j is the primary stakeholder responsible for governing and implementing the National ICT Strategy as a whole. The strategy document identified the following governance model as a crucial element of successful achievement of the strategic objectives:

Strategy Governance

HM King Abdullah II Royal Hashemite Court

National ICT Strategy Governing Body
Minister of ICT, Chairman of int@j, CEO of TRC

MoHESR

MoE

National ICT Strategy Executive Leadership
int@j Board
int@j CEO
MoICT Program Managers
NITC Managers
Strategy Pillar Heads

MoF

etc.

Project Management Unit (int@j)

Project | Project | Project | Project | etc.

Strategy Implementation

The strategy calls for int@j to play four distinct roles:

NATIONAL ICT STRATEGY GOVERNING BODY

The Chairman of int@j will serve, along with the Minister of ICT and CEO of TRC, on the National ICT Strategy governing body, which will receive reports periodically and will report to the Royal Hashemite Court on overall implementation. This body will serve as the main senior executive champion for the strategy, ensuring that government and private-sector resources are allocated, arbitrating issues that arise, and ensuring that the government remains focused on the strategy in a manner consistent with HM's direction.

NATIONAL ICT STRATEGY EXECUTIVE LEADERSHIP

The int@j CEO, along with his counterparts in MoICT, NITC, and TRC, will be responsible for overseeing execution of the strategy implementation. This

activity will involve establishing and monitoring the Project Management Unit (see below), reporting progress to and raising issues with the Governing Body, and ensuring that int@j remains dedicated to strategy implementation.

PROJECT MANAGEMENT UNIT

Int@j will establish a Project Management Unit of three staff, headed by a project manager who will be dedicated to managing the National ICT Strategy project full-time. The project manager's role will be monitor the project plan, align stakeholders to staff the project execution teams, and track performance and calculate performance indicators.

The Project Management unit will produce a quarterly report to the Governing Body and Royal Hashemite Court outlining progress in implementation. The report will contain the following elements:

- Progress on the National ICT Strategy project plan, including tracking of project plan milestones and reports of any issues or challenges.

- Any recommended changes to the project plan (the strategic objectives and outcomes should not change, but the actions will evolve over time).

- Calculations for the key performance indicators identified for the strategic outcomes, as well as recommended additions or changes to the indicators.

PROJECT EXECUTION

Many of the projects in the National ICT Strategy project plan will be led by int@j. The Project Management Unit will constitute teams—comprised of the Project Management Unit itself, int@j staff, pillar teams, volunteers from member companies, others, or some combination—to execute the projects assigned to it.

CROSS-CUTTING INT@J PROJECTS

In addition to the projects directly from the National ICT Strategy, int@j will conduct a number of ongoing activities that support many or all of the strategic objectives. These are labeled under activity 4 in the project plan (see Appendix A) and grouped by int@j function below.

FUNCTION ONE: PROMOTE JORDAN'S ICT SECTOR (4.1)

HOST THE ICT FORUM (4.1.1)

Description of Activity

The Jordan ICT Forum is the Kingdom's premier international ICT industry event, held under the patronage of His Majesty King Abdullah II. The Forum brings together over 1,000 regional and international ICT leaders and professionals to review progress made to date in reaching Jordan's strategic ICT goals and share lessons learned.   It acts as a gateway for international, regional and local ICT leaders to network and explore the myriad opportunities available in Jordan and across the regional ICT market.

Objective

The objective of the ICT Forum is to promote the image of Jordan as a top-notch regional and international ICT hub. Attendees will learn about Jordan's accomplishments over the preceding two years, success stories, future plans, and any new objectives that have been identified in the National ICT Strategy.

Tasks

Host the ICT Forum in Jordan every two years: Int@j will manage the ICT Forum. It will be responsible for promoting the Forum to its members and other stakeholders in Jordan and throughout the region. Int@j will prepare presentations and line up keynote speakers for the conference. Int@j will coordinate with event sponsors to share the cost of the Forum and to lead to long term sustainability.

Set up an ICT Exhibition concurrently with the ICT Forum: At the next ICT Forum, int@j will organize an ICT exhibition in an adjacent location where Jordanian and other companies may promote their products. Fees will be charged to exhibitors, which will go toward covering the cost of the exhibition. Over time to exhibition should become a profit center for int@j.

Measurement Criteria

– Int@j holds an ICT Forum in Jordan every two years

– Int@j will host an ICT Exhibition concurrently with the Forum every two years

– Support from USAID for the ICT forum is eliminated entirely within five years

– The ICT Forum exhibition becomes a profit-making activity for Int@j within five years.

Resources & Sustainability

Int@j currently covers the costs of the Forum from several sources: grants, sponsorships and entrance fees. Due to the enduring national importance of the ICT Forum under the patronage of HM, MoICT provides a grant each year, which totaled JD100,000 in 2006. USAID also provided funding in 2006 totaling JD47,000. The remainder of the approximately JD420,000 needed to stage the Forum comes from fees from entrants and exhibitors, and through sponsorships.

Over time the goal is to increase the revenue generated from entrants and exhibitors, and through sponsorships. This should eliminate the need for support from USAID altogether and may reduce the amount of support needed from the MoICT. Better bargaining with the venue provider may also help bring down costs in future Forums.

Time Frame

The ICT Forum is a bi-annual event

REPRESENT JORDAN'S ICT SECTOR IN INTERNATIONAL TRADE FAIRS AND EVENTS (4.1.2)

Description of Activity:

Several ICT-related conferences, seminars, and forums are organized every year on a local, regional, and international basis. Such events promote new trends, economic developments, and new technologies, and they can be a critical marketing tool for countries such as Jordan. Global Industry leaders participate in international events for networking and business development purposes.

Objectives

Since the majority of such events are for the purpose of marketing and promoting the host country, its ICT sector, and business environment, it is critical that Jordan is properly represented in as many major events as possible, and that it be given the opportunity to deliver its message about accomplishments in the ICT sector in Jordan and future development plans.

Tasks

Represent Jordan at Major ICT Events: Int@j will maintain a calendar of all the major ICT-related events that are scheduled each year. Int@j will determine which events provide the most impact for itself and member firms, and will provide its recommendations to member companies. For those events deemed critical, int@j will contact the organizers thereof, and request an opportunity to deliver speeches or presentations on each event's specific topic and on the advantages Jordan offers to international ICT firms and investors. Int@j will support attendance at GITEX (activity 4.1.2.1), a major regional IT conference.

Maintain contacts with international event organizers and reciprocate: To make sure int@j is repeatedly invited to important events, the association needs to maintain close contacts with the organizers thereof, and provide them the same opportunities to speak during events that are organized by int@j in Jordan and abroad.

Build relationships with int@j counterparts in other countries: As part of establishing relationships with organizers of ICT events, int@j will build relationships with ICT industry associations in countries throughout the region (and perhaps more broadly). It will leverage these relationships to promote the Jordan market and facilitate joint ventures and other partnerships between Jordanian firms and firms in other countries, as well as consider joint events benefiting the ICT sectors in all participating countries.

Participate in GITEX: Int@j will participate in GITEX Dubai each year. This trade fair is the largest in the region and the most critical. Int@j's participation will be in the form of a national pavilion, whereby a number of member companies are consolidated and organized in one space which is properly supported by a PR campaign, logistics, and direct marketing services. Direct expenses per participant are thus reduced significantly as all participants share such efforts. The cost of attending GITEX is currently subsidized through grants from USAID and the Business Development Center (BDC).

Measurement Criteria

– Int@j has established a comprehensive calendar of annual international events, maintains close communications with organizers, and offers such opportunities to speak during events organized by Int@j.

– Int@j will make available to members via its quarterly magazine its event recommendations so they can determine the probable value of each event to their business.

– Int@j's participation in GITEX Dubai yields enough funds directly from participants within five years to eliminate the need for subsidies from BDC.

Resources & Sustainability

Int@j reserves enough exhibition space at GITEX for ten companies. Then companies interested in attending GITEX apply to BDC for a subsidy. If approved by BDC, the companies pay BDC half of the costs, and BDC will pay int@j the full amount for each company. The amount charged per company has been kept lower than the full costs in order to increase participation. There are other expenses, such as public relations and marketing that have needed additional support from USAID. Companies do pay their own travel expenses, and int@j staff travel is considered an activity expense.

Over time, companies should come to see the value of attending GITEX and should be willing to pay more of the total cost themselves, without a subsidy from BDC. At the end of five years, BDC should no longer be subsidizing GITEX attendance for companies.

Time Table

Recurring annual events

ORGANIZE IN-COMING AND OUTGOING TRADE MISSIONS (4.1.3)

Description of Activity

Meeting potential vendors and clients at trade fairs and other events is a critical element in establishing business contacts. However, as final contracts and sales are usually not signed during such events, more follow-up work is necessary to attain tangible results. After participating in industry trade-shows, int@j will arrange incoming and outgoing trade-missions for firms and investors from countries that show the highest interest in or potential for Jordan's ICT sector.

Objective

To take advantage of the contacts made during industry trade events, thus assisting members in completing the sales cycle, and encouraging inward investment into Jordan.

Tasks

Organizing trade missions following participation in international ICT trade events: Int@j will organize trade missions to and from target markets that have been identified as potential business opportunities. Outgoing missions will include representatives from int@j and member companies, while incoming missions may include foreign firms and investors. These missions are co-organized with business associations located in the targeted regions. The counterparts will be required to assist in identifying local companies that may be interested in meeting with the Jordanian delegation, assist in logistics, and the overall successful execution of each trade mission. Int@j will require external counterparts in target regions to assist in planning, logistics, and execution.

Participate in the organization of incoming trade missions arranged by others: In addition to arranging its own incoming trade-missions, int@j will also participate actively in incoming trade-missions that are arranged by other entities, such as the government or other business associations. Int@j will assume the role of co-organizers, and ensure that incoming visitors operating in the ICT industry meet a sufficient number of local companies and stakeholders. Int@j will require close cooperation with—and support from— other business association and organizations that organize incoming trade mission for their members.

Measurement Criteria

– Int@j organizes at least one outgoing trade mission to potential target markets.

– Int@j participates in the management and logistics of incoming trade missions that are organized by other business associations.

Resources & Sustainability

Currently, participating companies pay their own travel expenses on the outgoing trade missions. Nevertheless, that leaves many other expenses to be covered by int@j, including marketing and promotion of the trade mission, and int@j staff travel. Over the course of five years, participating companies

should be encouraged to pay more of the marketing and promotion costs themselves, leaving only the Int@j staff travel as an activity expense.

Time Table

Ongoing annual events

DEVELOP PUBLIC RELATIONS AND MARKETING MATERIALS (4.1.4)

Description of Activity

Marketing and Public Relations (PR) can be effective tools in disseminating information about Jordan's ICT sector. These functions will be required to support a variety of strategic outcomes identified in the strategy. Jordan's ICT accomplishments should be communicated in a professional and attractive manner.

Objectives

Int@j will at all times maintain informative and professionally presented marketing materials, including brochures, literature, a CD-ROM about the industry and other materials that provide important information about Jordan. These products will be distributed in packages, which will also be made available to other organizations that continuously disseminate information about Jordan.

Tasks

Maintain updated corporate brochure: As an organization, Int@j will provide a corporate brochure that includes the association's mission statement, objectives, and other important information about the association.

Maintain updated documentation on latest accomplishments: A number of press-releases and publications will be prepared and included in the package. Visitors and others that receive the package will at all times be informed about Jordan's most recent accomplishments and success stories. CD-ROMs will also be developed for all major events that are organized by int@j, such as the annual Jordan ICT Forum and others.

Maintain hard copies of the National ICT Strategy: The National ICT Strategy is probably Jordan's most critical marketing tool, as it clearly demonstrates the Kingdom's unified and aggressive vision.

Measurement Criteria

− Int@j's corporate brochure is continuously updated and offered within the package and an updated and comprehensive CD-ROM about Jordan's ICT sector is available at all times.

− Recent accomplishments are well documented and made readily available to interested parties.

− Int@j package includes small flyers & brochures about Jordan's major initiatives, stating their respective mission statements, objectives, visions, and purposes.

Resources & Sustainability

The goal, over time, is to have all of the int@j PR expenses paid entirely from advertising in the quarterly magazine (see task 4.1.5).

Time Table

Ongoing activity

Description of Activity

Int@j currently publishes *Eye on Technology* quarterly. This magazine has grown from a simple newsletter into a full-fledged publication about the ICT Sector in Jordan. Int@j currently distributes the magazine for free to its membership and to other stakeholders throughout Jordan and in the Gulf. Int@j also sells advertising in the magazine.

Objectives

Int@j should endeavor to use proceeds from the magazine (advertising sales, and perhaps subscriptions or newsstand sales in the future) to fund not only magazine production, but other PR events as well—that is, make the magazine self-funding at a minimum, and profitable at best.

Tasks

Conduct feasibility study to commercialize the magazine: Int@j should solicit professional help (e.g., from SABEQ and/or a member company and/or a consultant) to conduct a market study to determine the commercial viability of the magazine. Part of this effort would be construction of a business model to analyze scenarios for frequency, print run, production costs, and advertising volume.

Improve the magazine: Based on the results of the study, int@j should devote the necessary resources to producing the magazine with some frequency.

Measurement Criteria

–   Net revenue to int@j from magazine operations.

Resources & Sustainability

Int@j currently estimates a target of advertising sales of JD5,000-6,000 in for each edition. Costs to produce the magazine may go down over time as it becomes a regular publication.

Time Table

Ongoing activity

FUNCTION TWO: ADVOCATE ON BEHALF OF THE ICT SECTOR (4.2)

DEVELOP AND ADVOCATE ICT SECTOR POSITIONS (4.2.1)

Description of Activity

To assist in improving the policy environment and to promote good ICT sector regulation, int@j will foster a partnership with the government. This advocacy

should reduce the risk and cost of doing business in Jordan, improve competitiveness and empower consumers.

Objective

To ensure the continuous strengthening and renewal of Jordan's legislative environment, int@j will identify the most critical ICT sector policy and regulatory issues each year, develop advocacy position papers, and work with the government to resolve any inefficiencies or outstanding problems.

Tasks

Build advocacy capacity at int@j: Int@j will develop an advocacy strategy, network, and action plan. It will build data collection capacities such as surveys or business test panels to support analysis and recommendations. Int@j will build skills such as regulatory impact analysis in assessing business impacts of government policies, and in identifying lower-cost options that the government should consider. Finally, int@j will develop analytical tools for identifying, quantifying and advocating for governmental reform.

Host public awareness meetings and networking opportunities: To maintain established ties and support, int@j will ensure that all supporters are invited to all the member events that are organized by the association. Furthermore, int@j will organize quarterly public awareness meetings with all supporters and other stakeholders to discuss current advocacy efforts by the various other entities, which in turn will ensure coordination and eliminate duplication of efforts.

Form coalitions with other business associations and non-governmental organizations: Many issues that are identified and addressed will affect more than one sector, so int@j will create and nurture close coalitions with other business associations. Having more than one business association advocate for a particular cross-sectoral cause will strengthen the issue's position significantly, leading to more fruitful results.

Measurement Criteria

–   Int@j's capacity to effectively advocate for change has been improved

–   Int@j organizes public awareness meetings each year, including relevant stakeholders and business associations to discuss overall advocacy issues.

–   Int@j successfully identifies, and forms coalitions with other business associations and stakeholders to advocate for shared interests.

Resources & Sustainability

Int@j will need access to legal expertise and research resources. Retainers and fees for such services will be paid out of the Int@j operating budget. Quarterly public awareness meetings will generate a small income from sponsorships. Extensive support from the PR and communications committees will be required for effective dissemination of current, ongoing, and accomplished projects to members and the public. In-kind support for this activity may also be received from SABEQ.

Time Table

Ongoing annual activity

FUNCTION THREE: BUILD CAPACITY OF ICT COMPANIES (4.3)

PROVIDE TRAINING OPPORTUNITIES (4.3.1)

Description of Activity

Int@j will provide training workshops on various subjects of interest to members and individuals. Int@j will outsource the training to qualified companies (ideally, members) that are in a position to deliver the content efficiently and cost effectively.

Objective

To ensure that ICT professionals continuously acquire new skills in state-of-the-art technologies.

Tasks

Provide technical and non-technical training opportunities: Int@j will make its facilities available to member companies to receive training in technical skills of a direct ICT-related nature (programming, development). The purpose of such training sessions is to elevate the skills of individuals that are employed at member companies. Int@j will contract member companies that provide training services to deliver the training, thus promoting the services and business thereof.

Measurement Criteria

− Int@j organizes up to six technical training workshops per year.

Resources & Sustainability

Int@j will make its training room available for the delivery of the courses. Students will pay a fee for attendance, which will be shared with int@j to cover the costs of promoting the training and providing the venue.

Time Table

Ongoing activity

FUNCTION FOUR: PROVIDE INFORMATION AND CONDUCT RESEARCH (4.4)

MAINTAIN WEB SITE AND INFORMATION REPOSITORY FOR MEMBERS (4.4.1)

Description of Activity

The web site should be main information portal for int@j members and members of the public. Int@j must maintain the web site with all information about events, publications, and other relevant content to encourage members to visit, market int@j to non-members, and project a strong, credible image for the organization.

Objective

Maintain a strong internet presence that is professional and provides good information.

Tasks

Maintain web site: Int@j must have a "web-master" who is skilled in both content management and site design. The web-master must maintain the web site on a nearly daily basis.

Develop new internet-delivered products: In addition to static information, int@j should implement tools to drive visits to the web, such as a brief daily news update, mini-polls on the site, or other fresh and interactive content. Int@j leadership should solicit ideas from members and track usage of the site.

Measurement Criteria

- Number of unique visitors to the site each day and month.

Resources & Sustainability

Int@j must maintain a part-time web-master. The level of effort should be modest, with the exception of periodic major updates to the site. In addition, int@j must fund direct costs associated with the web site, e.g., server maintenance, connectivity, software licenses, and domain name registration.

Time Table

Ongoing Activities

FUNCTION FIVE: PROVIDE MEMBERSHIP SERVICES (4.5)

CONDUCT MEMBERSHIP RECRUITMENTS AND PROMOTE RETENTION (4.5.1)

Description of Activity

Recruiting and retaining members is crucial to the long-term viability of the association. Int@j will assign one membership services representative for every 50 members. Each membership officer will be responsible for an identified number of members, and look after their individual needs and best interests.

Objective

Increase recruitment and maintain current memberships.

Tasks

Employ one "membership services officer" for each fifty current members: As the association's membership grows, member companies need to receive the same level of personalized attention and service. Int@j will therefore expand its membership services department at a ratio of one staff member per 50 member companies. Membership services officers will be responsible for recruiting new member companies and retaining current members.

Train staff members in professional membership recruitment and retention techniques: In addition to the membership recruitment officers, board members and other staff members should continuously act as the association's ambassadors, and assist in recruiting and retaining as many members as possible. This is especially critical for board members and the chief executive officer.

Conduct periodic visits to members: The membership services officers, membership services coordinator, and the CEO need to meet with each single member at least twice a year. Such meetings will ensure that any potential problems and dissatisfaction with services offered are detected at early stages, and well before renewal times. Detailed records of all visits need to be stored in a database accessible to all, and monitored very carefully.

Maintain updated "exit interview" records for lost members: Losing members is inevitable and will occur for a number of reasons. However, such incidents will provide the association with valuable lessons and information about the reasons for why companies decide not to renew their memberships. Such "reasons" need to be kept on record and monitored very carefully, in order to eliminate as many causes as possible.

Assess member needs on an annual basis: In order to serve members properly, int@j will update its information about what members expect on an annual basis. This can be largely accomplished during the individual visits, but should also be properly documented through at least one annual comprehensive membership survey. To that end, int@j will distribute an annual survey, soliciting the members' feedback in terms of what they expect from their association, and whether those expectations are being met.

Measurement Criteria

–   Membership recruitment increases each year over the five years

–   Staff members are trained in professional membership recruitment and retention techniques.

–   Each member company is visited at least twice each year.

–   Members resigning from the association are interviewed and detailed records are maintained and analyzed.

–   Int@j conducts and annual "members' needs assessment" analysis to determine the level of client satisfaction with their association.

Resources & Sustainability

Int@j should employ one full-time membership services for each 50 current members. This team will require strong support from the PR and communications function to develop updated membership recruitment and retention materials.

Time Table

Ongoing Activities

PROVIDE ADEQUATE MEMBERSHIP SERVICES (4.5.2)

Description of Activity

Membership benefits that can be measured in received (or perceived) value are necessary to maintain existing members and to recruit new members. Effective membership services will assist in recruiting new companies as well as provide valuable sales tools to the membership recruitment officers.

Objective

In order to ensure highest retention ratios, int@j will offer a comprehensive set of membership services to ensure that members realize and appreciate the value of their investment.

Tasks

Quarterly Power Breakfasts: To ensure appropriate networking activities amongst members, int@j will organize quarterly power breakfasts, to which top-level executives are invited. To ensure significant attendance, distinguished speakers will be invited to join the meeting and address the guests briefly.

Annual gala event: Following each ICT Forum, int@j will hold a gala dinner to celebrate the previous year, provide a high level networking opportunity, highlight special achievements, and honor a number of member companies.

Semi-annual members' social events: To provide further networking opportunities among member companies and their staff members, int@j will hold semi-annual social events that are designed to gather individuals of all levels working at member companies in a relaxed and friendly atmosphere.

Develop membership recruitment and retention materials: In cooperation with the marketing, public relations & communications committee, int@j needs to maintain a comprehensive set of publications, membership kits, and gifts. Such materials need to be updated on a continuous basis to ensure that the latest publications, success stories, and information are included. Furthermore, the association will develop a "members' welcome kit," providing a complete and comprehensive set of publications that will orient new members about the benefits they have invested in.

Access to research services: Members are in continuous need to access recent industry related reports and research resources. Many of such services are very expensive and unaffordable to many small and medium sized companies. To provide members with access to such critical resources, int@j will maintain current subscription with a number of service providers, and allow members to access such. Examples of such services include the Gartner Group, the Arab Advisors Group, etc. Int@j has a current subscription with the Arab Advisors Group, providing members with valuable information that focuses on ICT, the Internet, and communications trends in the MENA region. This subscription will be kept current by renewing on an annual basis. Int@j will attempt to secure two additional research services for its portfolio, while current and existing subscriptions will be kept up-to-date.

Measurement Criteria

- Int@j is successfully organizing one "power breakfast" per quarter.

- A bi-annual gala dinner is hosted following each ICT Forum.

- Two social events are conducted per year.

- Int@j offers a complete members' welcome kit, and provides updated information packages to current members, stakeholders, and other interested parties.

- Research services are accessible at the int@j offices.

Resources & Sustainability

Quarterly power breakfasts will each be sponsored by one or more of the membership, and should generate a small profit for int@j. The funding for general assembly meetings, gala dinners and social workshops will be paid out of the int@j operating budget. The funding for membership recruitment and retention materials will be paid out of the int@j operating budget, with some potential support from SABEQ's marketing component.

Time Table:

Ongoing activities

CONDUCT MEMBER AND NON-MEMBER SURVEYS (4.5.3)

Description of Activity

Int@j should survey members at this point and periodically to determine their overall satisfaction with the organization and their interest in current and future potential service offerings. The survey has a dual benefit: it will gather

useful information for int@j, but it will also serve as a tool in and of itself to market int@j, remind members of its value, and illustrate int@j's commitment to meeting its members' needs.

Int@j should conduct a similar survey of non-member ICT companies, again for the dual purposes of gathering information that it can use to design its programs as well as to market the association itself. An effective survey should result in increased membership, because it will raise awareness of int@j and demonstrate the organization's objectives in a professional way.

Objective

To conduct a rigorous member survey, and to conduct an adapted version of the survey with non-members.

Tasks

Design the survey for members: Int@j, with the help of SABEQ and/or a member firm with expertise in market research, should design an effective instrument to gather satisfaction data about the organization and to market-test potential service offerings to gauge interest.

Administer the survey to members: The survey could be administered over the internet using any number of free services, which could be linked to int@j's web site. Int@j should market the survey for a period prior to administration and issue periodic reminders to member companies to complete the survey.

Design the survey for non-member ICT companies: A slightly tailored version of the survey, with more explanatory information, will be appropriate for non-member companies.

Administer the survey to non-member companies: Administering the survey to non-member companies will be more of a challenge, partially in identifying them and obtaining their contact information. Int@j should start by attempting to identify candidate companies via MIT. It then must determine the best administration method, which might be by internet, phone, or mail, perhaps with a general announcement (such as a newspaper advertisement) to direct them to the survey.

Analyze the data and act on the results: With a good survey design, the results will be actionable. Int@j will use them to update this Strategic Plan.

Measurement Criteria

– Successful completion of an inaugural survey in 2007, with periodic surveys thereafter.

– Survey response rate, which should be 80% for members and 10%-20% for non-members.

Resources & Sustainability

Minimal int@j staff resources will be required for the member survey. For the non-member survey, costs might be required to administer the survey (if it is

by mail or phone, as well as for promotional materials) and to follow-up with non-respondents if desired.

Time Table:

One-time member survey in 2007, followed by one-time non-member survey in 2007, followed by periodic surveys (e.g., once per year).

MOVE INT@J'S OFFICES (4.5.4)

Description of Activity

Int@j has identified new office space at the Third Circle. This expanded space will showcase the organization and provide it more resources to conduct work.

Objective

To move offices in 2007-2008, including through some sponsorship support from member companies.

Tasks

Complete office move.

Measurement Criteria

– Successful occupation of the new offices.

Resources & Sustainability

This move will take some int@j staff time. Most planning has been completed.

Time Table:

TBD in 2007-2008.

AGGREGATE RESOURCES REQUIRED

The National ICT Strategy estimates a Project Management Unit of three full-time staff to perform all of the governance and implementation activities associated with the National ICT Strategy, as well as manage a bulk of the int@j-led projects. The resource estimates provided in the description of each project for the Q3 2007 – Q2 2008 period are in addition to this fixed staff. These additional resources could come from the remainder of the int@j staff, pillar teams, or SABEQ.

Appendix B shows a financial model describing int@j's budget projections over the next five years. It shows the funds that will be required such that int@j will be self-sufficient by the end of this period.

APPENDIX A

NATIONAL ICT STRATEGY PROJECT PLAN

APPENDIX B

FIVE-YEAR FINANCIAL MODEL

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