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Jordan - Aqaba Community and Economic Development (ACED)



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Jordan - Aqaba Community and Economic Development (ACED) Program

Final Report, October 11, 2007 - October 10, 2012

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the U.S. Agency for International Development or the United States Government.



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The USAID/ACED Program improved the livelihoods of thousands of beneficiaries throughout the governorate of Aqaba. This was made possible in large measure by constant and valuable support from the Jordanian government, in particular from the Aqaba Special Economic Zone Authority, as well as from the USAID Mission in Jordan, community representatives, community support organizations and numerous NGOs.

The leaders of these institutions and organizations provided ongoing guidance and shared in the challenges and opportunities offered by the USAID/ACED Program, thereby making the success of the program their own.

Our particular thanks go to the USAID Economic Growth and Contracting Office teams. The project team is grateful for their support and understanding that a program of this size and magnitude, operating in remote areas throughout the government of Aqaba and urban centers, is essential to sustainable poverty alleviation and economic development in Jordan.

Finally, we offer our heartfelt gratitude to all the partners, volunteers, staff and beneficiaries identified in this report for their tireless efforts and contributions. Each individual effort and each single act have come together to constitute a formidable and sustainable impact on the lives of Jordanian men, women and children living in the southern region of Jordan.

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Acronyms

USAID/ACED	Aqaba Community and Economic Development Program	M/E	Monitoring & Evaluation
ADA	Aqaba Divers Association	MIS	Management Information System
ADC	Aqaba Development Corporation	MSME	Micro, Small & Medium Enterprises
AHA	Aqaba Hotels Association	NCC	NGO Coordination Committee
AMBI	Aqaba Micro-Business Incubator	NDA	Neighborhood Development Activity
ASEZ	Aqaba Special Economic Zone	NET	Neighborhood Enhancement Team
ASEZA	Aqaba Special Economic Zone Authority	NGO	Non-Governmental Organization
AWAD System	Archiving, Workflow and Document Management System	PIRS	Partners in Aqaba's Development
BCSS	Building Customer Service Skills	PMP	Performance Indicator Reference Sheets
CBO	Community-Based Organization	PPP	Performance Management Plan
CMS	Content Management System	SOW	Private Public Partnerships
CRM	Customer Relationship Management	TOR	Quality of Service Improvement Program
CSO	Civil Society Organization	USAID	Scope of Work
CSR	Corporate Social Responsibility	USG	Terms of Reference
GPS	Global Positioning System	VTC	United States Agency for International Development
HR	Human Resources		United States Government
IT	Information Technology		Vocational Training Center
JRF	Jordan River Foundation		
JTB	Jordan Tourism Board		
LCDD Directorate	Local Community Development (ASEZA)		



Name of USAID Activity: Aqaba Community and Economic Development (ACED)
Name of Prime Contractor: AECOM International Development

Total funding: USD 22.9 million
Start date: October 11, 2007
End date: October 10, 2012

Geographical location: Southern part of Jordan – Governorate of Aqaba and the Aqaba Special Economic Zone.

Overall goals and objectives:

- **Improve ASEZA's capacity to deliver services to their clients, especially in the areas of municipal services, regulation, inspection, enforcement, planning, policy formulation, promotion and development of ASEZ**
- **Provide the skills needed by local micro, small- and medium-sized enterprise (MSME's) owners and by citizens of Aqaba to enable them to maximize their benefits from the investments coming into the ASEZ**
- **Prepare citizens living in Aqaba to participate in decision-making in the Zone and to improve access to social infrastructure to ensure that the urban growth translates into a higher standard of living for residents**

The Aqaba Community and Economic Development (ACED) was implemented by AECOM International Development in accordance with the U.S. Agency for International Development (USAID) contract number 278-C-00-08-00301-00

Executive Summary

In 2007, the Aqaba Special Economic Zone Authority (ASEZA) requested that USAID continue its technical assistance program in Aqaba with a major new program to enhance ASEZA's capacity to deliver services to its clients and improve its internal operating procedures and Information Technology (IT) systems. At the time of program design, ASEZA was seeking support to improve municipal services, engage citizens in decision-making processes of the government and increase the vocational skills of established micro, small and medium enterprises (MSMEs).

By building upon previously implemented USAID sponsored programs in Aqaba - including the Aqaba Technical Assistance Support Program and the Aqaba Zone Economic Mobilization program – a new program was envisioned to develop an economic growth project that would build on lessons learned, adopt new approaches to suit the changing environment in the Aqaba Special Economic Zone (ASEZ), and expand interaction with the local community. As a result of a consultative approach to program design, a five-year program was designed and awarded to The Services Group in October 2007, and was acquired in 2008 by AECOM.

The new program was known initially as the NAHDAT al-Aqaba (Aqaba Rise) program and was later renamed the Aqaba Community and Economic Development Program (ACED). In 2009, an additional poverty alleviation component was added to the USAID/ACED Program. Since its inception, the USAID/ACED Program has been USAID's flagship activity in Aqaba.

The ACED project began in October 2007 as a key initiative designed to contribute to the achievement of USAID/Jordan's Strategic Objective 10 (SO10): "Improved Economic Opportunities for Jordanians". The program directly supported three Intermediate Results: IR 1: "More Transparent, Efficient and Responsive Public Sector"; IR 2: "More Effective Legal and Regulatory Environment"; and IR 3: "Increased Depth of Private Sector Growth". This project, using a budget of USD 22.9 million, assisted beneficiaries in the communities in the Aqaba Governorate.

To accomplish this, ACED worked within an implementation structure based on three interrelated components in addition to its cross-cutting grants:

- Program Area 1. Strengthened Government Institutions;
- Program Area 2. Strengthened Private Sector;
- Program Area 3. Enhance Community Development.

The purpose of the USAID/ACED Program was to provide technical assistance to strengthen the capacity of the ASEZA, to develop local businesses, and to improve the wellbeing of local citizens by delivering regulatory, inspection, enforcement, planning, policy formulation, and municipal services to clients.

This report provides a summary of the activities and successes of the USAID/ACED Program. Highlights include:

1. Development of ASEZA's 2011-2015 Strategic Directions Plan as both Aqaba Development Corporation (ADC) and ASEZA have clear visions to run their institutions. The USAID/ACED Program developed ASEZA's Strategic Directions Plan that provides for a detailed road map of interventions to clarify ASEZA and ADC Roles and to make ASEZA more efficient and effective as a regulator for the Aqaba Special Economic Zone (ASEZ). Both institutions can sustainably implement their plans since ownership of these strategic visions lies within the host institutions.

2. The USAID/ACED Program worked closely with ASEZA to improve the organization's efficiency with a large number of capacity building programs. The USAID/ACED Program provided training to over **546** government employees in Human Resources (HR), financial management, client service, quality management, occupational safety auditing, land use and zoning.
3. Development of a new tourism website – www.aqaba.jo. The website was awarded a bronze prize at the Pan Arab Web Awards 2012.
4. The design and printing of **7,100** tourism marketing and promotional materials on the Aqaba Castle, the Sharif Hussein Bin Ali House, ECO Aqaba, the AYLA Archaeological Site and the Aqaba Directory (printed in English and Arabic).
5. USAID/ACED Program has been instrumental in establishing mechanisms for the local community to participate in development decision-making for the ASEZ. For example, the program has successfully mobilized **11** neighborhoods under the program providing services to over **45,000** citizens.
6. Through a large number of programs, the USAID/ACED Program has been building the capacity of Aqaba Civil Society Organizations (CSOs) to provide relevant services to their constituencies. A total of **52** CSOs were trained during the life of the program and a total of **88** Neighborhood Enhancement Team (NET) and CSO community-led projects completed.
7. The USAID/ACED Program has actively encouraged local citizens to participate in the modern economy by creating opportunities for interaction between citizens and private sector. Approximately **100** citizens have become active members in new Aqaba business trade associations/entities as a result of USAID/ACED Program's assistance.
8. Through **\$900,000** of grants designated for poverty alleviation, the USAID/ACED Program supported up to **11** community prosperity activities and grantees to help reduce poverty as part of the "Izdihar Al Mujtama" poverty reduction program. Highlights of the program include: the Souk by the Sea weekly bazaar, product development and marketing programs (the Ceradisi ceramics workshop and World Associates Green Creations eco-friendly jewelry production facility) and improving literacy for women and children (through the procurement of books, the establishment of libraries and formal education support programs for the youth in Rahmah and Mubadarat, among others).
9. Improved the ability of the private sector in Aqaba to become competitive. Through the USAID/ACED Program, a total of **29** new MSMEs were owned and operated by Aqabites through an incubator (including those who are not registered Business/Home Business owners).
10. Improved skills of Aqabites to be able to join the modern workforce. A total of **1,668** people completed United States Government (USG)-funded workforce development programs.
11. A total of **101** members joined new Aqaba business trade associations/entities as a result of USAID/ACED Program assistance.
12. **1,529** non-public sector citizens received training on local community participation and development thereby further enhancing local participation and improved transparency in the decision-making processes in Aqaba.
13. \$2,525,604 of non-USG contributions leveraged in community-based activities exceeding initial target of \$1,852,608 - **36% above target**.

In a nutshell, the USAID/ACED Program instilled in its partners, beneficiaries, and other stakeholders a long-term vision that incorporated coordination between the public and private sector as a key factor. It created the opportunity for people to voice their concerns and participate in constructive dialogue through community-based development in southern Jordan.

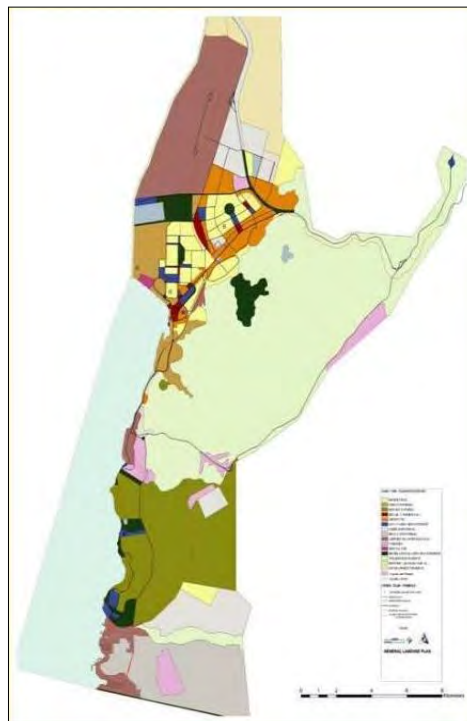
The program has created opportunities for owners of small and micro business enterprises to engage in new commercial activities, improve the livelihoods of disenfranchised youth and their families with new opportunities and assisted ASEZA to become a stronger and more efficient provider of services to citizens with new procedures, IT systems and client service approaches. Activities sponsored through the USAID/ACED Program laid the foundations for sustainability. Most importantly, the program empowered every person involved, every business that matured, and every participating local and national institution to become an agent of change.

Introduction and Background

The ASEZ was established in 2001 as a duty-free, low tax, multi-sectoral development zone encompassing the entire Jordanian coastline (27 km), the sea-ports of Jordan, an international airport and the historic city of Aqaba.

The zone covers an area of 375 square kilometers and offers global investment opportunities ranging from tourism to recreational services, from professional services to multi-modal logistics, and from value-added industries to light manufacturing. The zone is considered a model of a government-provided framework for private sector-led economic growth throughout the Hashemite Kingdom of Jordan.

In order to regulate the zone, the ASEZA was established in February 2001. It replaced three key institutions that operated and managed the Governorate of Aqaba: the Free Zone Corporation, the Aqaba Regional Authority and the Aqaba Municipality. Since its establishment, ASEZA is charged with the responsibility of ensuring that the zonal economic development activities result in economic and social benefits for the residents of Aqaba.



Land use plan for the ASEZ.

ASEZ/Aqaba – An Overview

- The ASEZ was established in 2001
- ASEZA is an autonomous institution responsible for the management, regulation and the development of the ASEZ
- ASEZA is governed by a Chief Commissioner and five commissioners
- The ADC was established in 2004 and owns the main port, airport and strategic parcels of land
- Area: 375 Km²
- Population: 107,115
- Biggest source of income: tourism and logistics
- Major employers: ASEZA, the Port Corporation, the tourism and logistics sectors
- Major tourism and logistics projects: Saraya, Ayla Oasis, Tala Bay, Port Relocation, Marsa Zayed.

In 2004, a decision was made to separate regulatory and zone administrative functions from investment promotion and development functions. As a result, ASEZA was split into two institutions: the ADC as a company jointly owned by the Jordanian government, and ASEZA, which was created with both private and public board members.

ASEZA's land and port assets (the zone's commercial lands, the sea ports and the airport) were transferred to ADC. ADC is principally responsible for attracting investments in tourism and industry.

Towards this end, it is involved in constructing business enablers; expanding and upgrading Aqaba's infrastructure; and modernizing the zone and the relocation of the ports to allow for redevelopment of the downtown area.

ASEZA and USAID agreed that in 2007:

1. There was a significant lack of capacity within ASEZA to properly and efficiently carry out its planning and regulatory functions
2. The private sector remained dominated by small and medium enterprises that had not yet adopted modern management principles and were not marketing themselves in order to become competitive in a global economy
3. The skill sets necessary to take advantage of the economic boom were not present among the local population.

Source: Section C Award 278-C-00-08-00301-00

Challenges and Goals

The Kingdom was facing two fundamental economic challenges: 1) high unemployment rates and 2) low private sector competitiveness. Both needed to be addressed if Jordan was to achieve the levels of sustainable economic growth needed to reduce poverty and develop a solid middle class. In addition, many MSMEs in Aqaba are family-owned companies with little expertise in modern management techniques, product development, marketing and trade promotion, which are increasingly required to compete in a global economy.

At the time of program design, economic prospects for Aqaba were excellent. ASEZ was on track to register fifteen percent per year growth between 2005 and 2010, creating as many as 66,000 new jobs. The original investment goal of bringing in \$6 billion by 2010 had already been surpassed in pledges prior to the launch of the new USAID/ACED Program. A number of investors from the Gulf had expressed interest in funding the relocation of the port. The first large tourism infrastructure program, Tala Bay, located 14 km south of Aqaba town, was partially completed, while groundbreaking for large tourism construction sites - Ayla, Saraya and later, Marsa Zayed - were underway. The challenge for ASEZA was to manage this projected growth.

The construction boom was seen to have critical implications for municipal housing, infrastructure, and public services, including security, transportation, health, education, training, regulations on such activities as building, and even recreational and cultural facilities. The demands for basic infrastructure—water, sewage, and electricity—would be enormous. The need for licenses, permits, environmental analyses and subsequent enforcement of environmental standards, compliance with building codes, safety and health codes and the like would be significant.

As a consequence of the 2007 financial crisis, the expected inflow of investment in the ASEZ decreased significantly. While a large regulatory system has been implemented, the turmoil in financial markets has delayed the implementation of major tourism programs and anticipated economic growth in the southern part of Jordan. In addition, the Arab Spring has had a significant impact on tourism expenditure in Aqaba. Despite these challenges, the USAID/ACED Program, in close partnership with ASEZA and numerous beneficiaries and counterparts, has been able to significantly contribute to the goals set forth for the program.

Project Design and USAID's Strategic Framework

To address challenges identified in previous sections, the USAID/ACED Program worked with ASEZA, training institutions, community support organizations, non-governmental organizations (NGOs) and the private sector in three focus areas.

Program Area 1 – Strengthened Government Institutions

Program Area 1 aimed to strengthen government institutions and mainly worked directly with the ASEZA. The objective was to support ASEZA as a sustainable and efficient institution capable of carrying out its role as regulator of the zone. This was accomplished through legislative and regulatory reform, through internal institutional capacity strengthening and by building linkages with other public and private institutions, including civil society, to ensure broad-based development in the zone and long-term sustainability.

Program Area 2 – Strengthened Private Sector

Program Area 2 aimed to strengthen the private sector by attracting investment, improving competitiveness, developing capabilities and increasing the number of MSMEs. The objectives were twofold: 1) to ensure that Aqabites were in a position to join the modern workforce and 2) to improve the ability of the private sector in Aqaba to be competitive.

Program Area 3 – Enhanced Community Development

Program Area 3 worked closely with the local community to develop its capacities and empower local civil society organizations such as NGOs and Community-Based Organizations (CBOs). The objectives of this program area were to: 1) establish mechanisms for the local community to participate in development decision-making for the ASEZ; 2) enhance the capacity of local civil society organizations to provide relevant services to members; and 3) encourage local citizens to participate in the modern economy and have access to social services and infrastructure.



Focus Areas

ASEZA as regulator and ADC
as developer

Micro and small business
growth

Local community involvement
in investments (tourism) and
decision-making

Opportunities

- ASEZA service delivery
- Involve communities
- Attract investment
- Enhance MSME opportunities
- Improve business environment
- Enhance education
- Generate employment opportunities
- Enhance infrastructure
- Change unwillingness to work in tourism and construction

Crosscutting Program Support

The USAID/ACED Program's crosscutting activities included training, grants and commodities that supported objectives within the program areas.

Gender Equality/Female Empowerment

The concept of "gender equality" is generally misunderstood in Aqaba, and is assumed to focus only on women. This is typical, since the term is relatively new in Jordan, especially in Aqaba, where much of the gender work focuses on women, who lag behind men in economic, political, and social development. Nevertheless, understanding that gender integration is about both men and women is equally critical to achieving valuable development results and to avoiding a backlash from a perceived threat to family values.

The gender norms for native Aqabites are considered more traditional/conservative even when compared to some other communities in southern Jordan. This raises a more difficult challenge in bridging the gap between the gender norms of the local population and those of the incoming economic development community and tourists, who may soon outnumber the local Aqabite population.

Many potentially qualified young women in Aqaba are either unwilling, or not allowed to work due to family pressure to maintain traditional roles due to concerns about a mixed-gender workplace. Young men who fail to complete their education are tracked to vocational training and have readiness challenges, while those who are well-educated expect high-paying office jobs.

Because of the substantial nature of gender integration challenges in Aqaba, a multi-sectorial approach that includes public, private, and community representatives would be necessary to achieve positive results.

In support of its activities, the USAID/ACED Program implemented a gender equality and female empowerment strategy that:

- Promoted gender integration throughout all aspects of the USAID/ACED Program work in the public and private sectors as well as communities
- Focused on specific identified needs of adult men and women (and youth) to achieve gender equity in participation and benefits through gender-balanced poverty alleviation and neighborhood mobilization programs. Through the Neighborhood Development Activity (NDA), the USAID/ACED Program supported gender-balanced volunteer leadership groups (NETs) to increase women's involvement in the decision-making process of the government and to facilitate the integration of male and female community members -including youth- in Aqaba development decision-making as part of the NDA process. Through the CSO Capacity Building Initiative, the USAID/ACED Program supported a variety of organizations which provide services and programs related to gender equality and/or women specifically.

Monitoring and Evaluation (M&E) – Overall Program Achievements

The M&E system of the USAID/ACED Program focused on helping team leaders and implementing partners realize targets and monitor the achievements and growth of the Program. The aim of the M&E system was to keep an open and impartial eye on the numbers achieved and provide guidance on the Key Performance Indicators. The Performance Management Plan (PMP) system was designed to assist program area team leaders, beneficiaries and staff to “tell their story,” as well as highlight their successes, and focus on areas that needed attention.

Program area team leaders were responsible for reporting on every indicator on the program’s quarterly reports. The Performance Indicator Reference Sheets (PIRS) were the source of information regarding every indicator listed in the PMP table, the calculation method, the data source and other indicator- related data. The PIRS were updated annually or as the need arose during program operations.

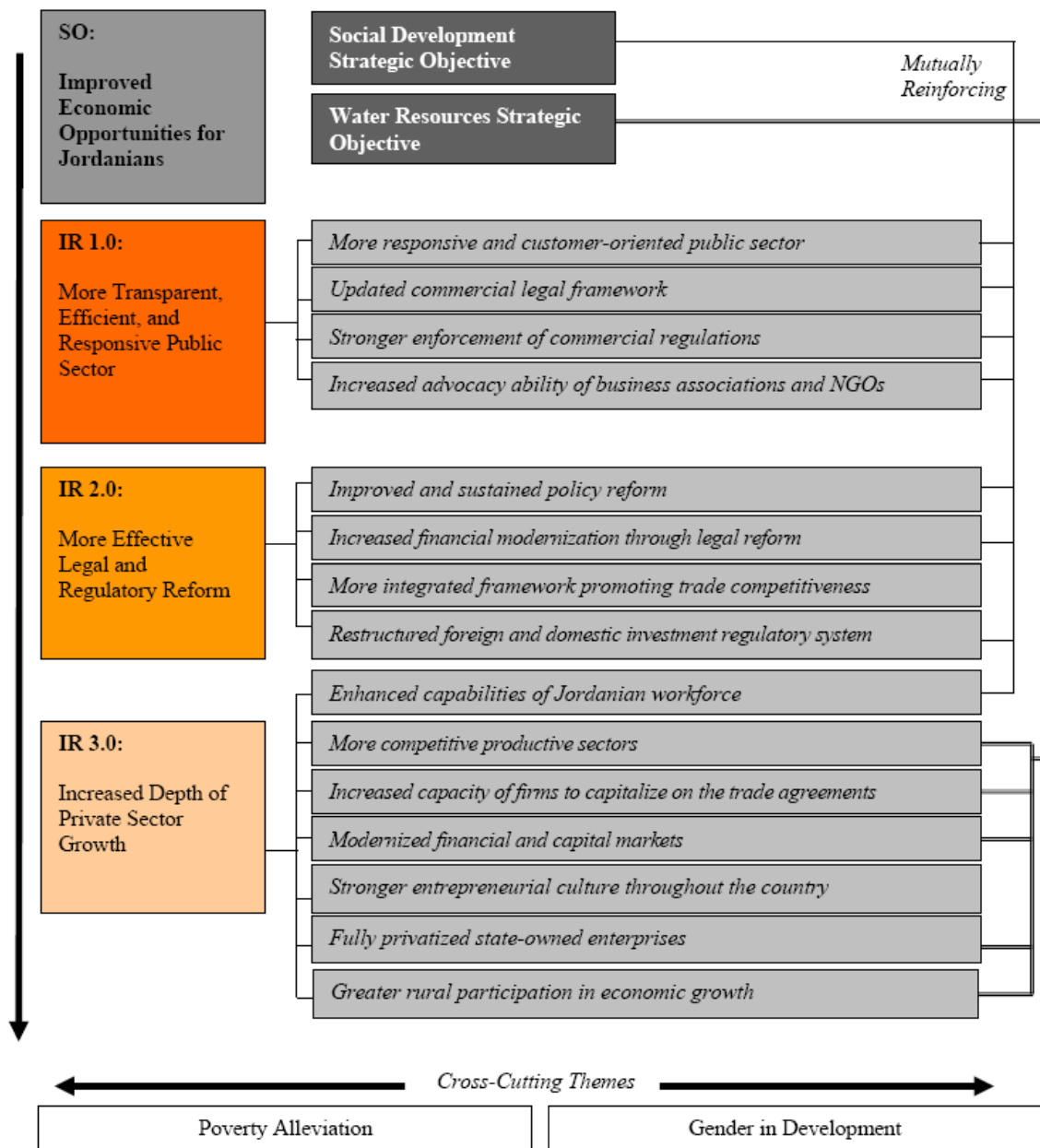
As a result of this robust monitoring and evaluation system, the USAID/ACED Program has been able to meet or surpass a significant number of targets.

Program Area I – Strengthened Government Institutions

- Development of the ASEZA 2011-2015 Strategic Directions Plan. Both ADC and ASEZA have clear visions to run their institutions. The USAID/ACED Program developed the ASEZA Strategic Directions Plan, which provides for a detailed road map of interventions to clarify ASEZA and ADC Roles and to make ASEZA more efficient and effective as a regulator for the ASEZ. Both institutions can sustainably implement their plans since ownership of these strategic visions lies within the host institutions.
- Provided training to **546** government employees in HR, financial management, client service, quality management, occupational safety auditing, land use and zoning.
- With USAID/ACED Program assistance, ASEZA has an operating document archiving system. The USAID/ACED Program provided assistance with the management of an Archiving Workflow Automation and Document Management System (AWAD System) contract. Over **700,000** documents have successfully been archived under the USAID/ACED Program. With the system, ASEZA established a unified document classification and management framework, including related policies and procedures, to ensure consistency and uniformity of the management of documents across the organization.

- Implementation of a comprehensive Quality of Service Improvement Program (QSIP) in ASEZA city services and one-stop shop units.

Improved Economic Opportunities: Strategic Orientation



Source: Section C Award 278-C-00-08-00301-00

- Revision of up to **500** of ASEZA job descriptions according to Civil Service Bureau regulations.
- Assistance provided to the ASEZA Financial Directorate to streamline internal financial procedures.
- Installation of a fully operational Vehicle Tracking and Fleet Management System at ASEZA and the public bus company in Aqaba. Since the introduction of the system, ASEZA fuel costs have been **reduced by 52%** after three months of installation, compared to the same period a year earlier. Effectively, the payback period for the

system is six months, making it a sustainable and cost-effective solution to reduce fuel and maintenance costs of vehicles for the Jordanian government.

- Execution of interior design works (renovation, equipping, and decoration) of the new Aqaba Tourism Information Center.
- Development of a new tourism website: www.aqaba.jo. The website was awarded a bronze prize at the Pan Arab Web Awards 2012.
- The design and printing of 7,100 tourism marketing and promotional materials on the Aqaba Castle, the Sharif Hussein Bin Ali House, ECO Aqaba, the AYLA Archaeological Site and the Aqaba Directory (printed in English and Arabic).

Program Area 2 – Strengthened Private Sector

- With the help of the USAID/ACED Program, the Aqaba Hotels Association and the Aqaba Divers Association were established.
- A total of **101** members joined new Aqaba business trade associations/entities as a result of USAID/ACED Program assistance.
- A total of **1,668** people completed United States Government-funded workforce development programs.
- With support from USAID/ACED, the Aqaba Hotels Association certified **six** of its members in Hazard Analysis and Critical Control Points HACCP standards.
- Production of a report on the feasibility of renewable energy for desert camps owned and managed by members of Bedouin associations in preparation for the implementation of a solar program under ACED II.
- Completion of first-of-their-kind for Aqaba reports on labor market study and a comprehensive business impediments study.
- Facilitation of 29 start-ups and home-based projects incubated under the Aqaba Micro Business Incubator (AMBI) program.
- Organization of a Syndicate of Mechanics exhibition resulting in the greater awareness of Aqaba residents of the capabilities of the light industry sector in providing locally produced products.

Program Area 3 – Enhanced Community Development

- Establishment of the Neighborhood Development Activity (NDA) Unit in ASEZA along with a strategic long-term plan and annual work plan.
- Mobilization of **11** neighborhoods through the establishment of elected Neighborhood Enhancement Teams (NETs).
- Final preparations for the institutionalization of the NDA, including bylaws.
- Implementation of numerous social projects under the NDA, including a social fund sponsored by ASEZA and the private sector.
- Development and implementation of **52** CSO capacity building plans to improve relevant services provided by those CSOs to their constituents.
- Establishment of an “NGO Coordination Committee” comprised of representatives from governmental and semi-governmental entities that support CSOs in Aqaba (LCDD, Ministry of Social Development, Ministry of Culture, Higher Council of Youth, Union of Charities).
- A total of **88** community-led projects were completed through the NETs and CSOs.

- Implementation of a comprehensive poverty alleviation program, by completing **11** activities and a grants program to help various local organizations in product development, literacy improvement, and youth participation.
- **1,529** non-public sector citizens received training on local community participation and development, thereby further enhancing local participation and improved transparency in the decision-making processes in Aqaba.
- \$2,525,604 of non-USG contributions leveraged in community-based activities exceeding initial target of \$1,852,608 - **36%** above target.

These and other achievements under the USAID/ACED Program are described in more detail in the following sections of this End of Project Report.



USAID/ACED Program Indicator Performance Tracking Table
October 2007 - September 2012

Goal: ASEZ is a world-class business hub and leisure destination on the Red Sea that enhances quality of life/prosperity of the community and is a driving force for the economic growth of Jordan

	USAID Strategic Objective 14: "Improved Economic Opportunities for Jordanians"	EOP Target	Achieved	Status
PA3+ Finc.	Value (US \$) of non-USG contributions leveraged in community-based activities:	\$1,852,608	\$2,525,604	Above target
2 PA3	# of non-public sector citizens who received training on local community participation and development (individuals counted each time they attend a training event):	900	1529	Above target
3 PA3	# of neighborhoods actively participating with the USAID/ACED Program (NDA):	10	11	Above target
4 PA3	# of completed community projects (NETs and CSOs):	34	88	Above target
5 PA3	# of local Aqaba CSOs that have received program-supported training:	50	52	Above target
6 PA 1	# of documents digitally archived by ASEZA:	700,000	700,000	On target
7 (F) PA2	# of persons completed USG-funded workforce development programs (an individual counted each time trained) (completed and/or received certificates):	1177	1668	Above target
8 PA2	# of new MSMEs owned and operated by Aqabites through project-assisted incubator (including those who are not registered Business/Home Business owners):	30	29	Nearly on target
9 PA2	# of members in new Aqaba business trade associations/entities as a result of USAID/ACED Program assistance:	110	101	Nearly on target
10 Ops.	# of training programs completed:	115	226	Above target
11 Ops.	# of people trained:	2100	4802	Above target
12 Ops.	# of person days of training completed:	9000	28862	Above target
13 Ops.	% of trained who were women:	30%	46%	Above target



I. Government Institutions Development Programs

Strengthened Government Institutions

Task Objective: The objective of the Strengthened Government Institutions program was to support ASEZA as a sustainable, efficient institution capable of carrying out its role as regulator. This was accomplished through legislative and regulatory reform when required; through internal institutional capacity strengthening of the organization; and by building linkages with other public and private institutions, including civil society, to ensure that development in the ASEZ was broad-based and sustainable over the long-term.

Technical Approach: The USAID/ACED Program provided short- and long-term technical assistance, commodities, automation of systems, upgrading of computer systems and extensive training programs.

I.1 Development of ASEZA's Strategic Directions Plan

The USAID/ACED Program supported ASEZA with the development of a Strategic Directions Plan. Numerous meetings and presentations were conducted with ASEZA senior and mid-level management to discuss the plan and ensure buy-in for sustainability and ease of implementation.

A revised final version of the ASEZA Strategic Directions Plan was submitted to ASEZA in December 2009 after incorporating ASEZA comments and feedback. The Plan was unanimously approved by the Board of Commissioners.

Based on the Strategic Directions Plan, the USAID/ACED Program developed and implemented programs in support of ASEZA organizational development and financial sustainability. Internal recruitment efforts to support the implementation of these initiatives started in January 2010. As with these activities, most assistance programs provided to ASEZA through the USAID/ACED Program were based on the recommendations formulated in the Strategic Directions Plan.

I.2 Organizational and Institutional Development

ASEZA has nearly 30 directorates and 100 divisions with around 500 officially defined job positions. The organization employs approximately 3,000 employees, half of whom are daily workers. In response to the growth of the organization in anticipation of Aqaba's economic growth, ASEZA requested support from the USAID/ACED Program to design and implement a



The new Strategic Directions Plan was developed with USAID/ACED support.



ASEZA's leadership discusses the new Strategic Directions Plan – 2009.

staff capacity and utilization program. This program was designed to optimize the organizational structure of ASEZA and strengthen the human resources function. The program was implemented in line with the recommendations of the ASEZA Strategic Directions Plan.

Human Resources Development: As part of an ASEZA organizational and institutional development assessment, the USAID/ACED Program provided the following support:

- Identification of core responsibilities and functions of individuals and units (departments) within ASEZA and review of individual positions in relation to core responsibilities of departments
- Assessment of ASEZA HR staff capabilities, responsibilities and procedures
- Review of all staff positions within ASEZA
- Development of an alternative organizational structure based on ASEZA's legal mandate, best corporate governance practices and functional design
- Revision and development of ASEZA staff job descriptions and work competencies
- Review of ASEZA staff files and identification of missing human resources documentation

Financial Systems Technical Assistance: As a result of the Strategic Directions Plan recommendations on how to improve the ASEZA financial system, ASEZA requested technical assistance from the USAID/ACED Program for further guidance on its financial policies and procedures. The USAID/ACED Program assisted with the development of manuals on the Finance Directorate procedures, and trained staff on improving ASEZA financial planning and budget controls.



Workshop organized by the USAID/ACED Program to document ASEZA's financial policies and procedures.

General Capacity Building: The USAID/ACED Program launched capacity building programs in close collaboration with ASEZA management. These included:

- Managerial and supervisory skills training programs
- QSIP
- Building Customer Service Skills (BCSS) training programs for front line staff, such as the employees working in the ASEZA one-stop shop center.

1.3 ASEZA Automation of Client Services

ASEZA was established in 2001 to serve as a model for other government institutions in Jordan with respect to the quality and efficiency of its services. To that end, ASEZA provides

e-services to its internal and external customers. The USAID/ACED Program assisted ASEZA with the automation of different services as part of its E-ASEZA program:

ASEZA Document Classification and Management Framework: The USAID/ACED Program provided assistance with the management of an AWAD System. ASEZA used the system to establish a unified document classification and management framework, including related policies and procedures, to ensure consistency and uniformity of the management of documents across the organization. This included the classification, indexing, storing and retrieval of documents, in addition to the management of access rights, security and retention protocols.

Business Requirements for ASEZA's ERP System: The ASEZA Management Information System (MIS) Directorate implemented several systems to automate processes and facilitate e-services. In support of the ambition to automate its internal working procedures and to create a paperless working environment, various IT projects have been integrated with USAID/ACED Program support.



A screenshot of the online AWAD portal for ASEZA

The USAID/ACED Program supported the integration of IT systems with the development of a MIS master plan as a road map for ASEZA IT efforts and initiatives during the period of 2010 – 2014. The USAID/ACED Program also assisted ASEZA with the development of an e-strategy in line with the ASEZA Strategic Directions Plan and the goal of providing e-services to both internal and external customers. Activities included:

- An **assessment of the ASEZA information model** and IT master plan
- The review of hardware and software deployed within ASEZA and the identification of systems integration opportunities with the National Customs, the Ports Corporation, Aqaba Airport, and other public and private stakeholders within the ASEZ
- **Conducting planning workshops** with stakeholders
- Developing the **E-strategy and the MIS Master Plan**.

Vehicle Tracking and Fleet Management System: The USAID/ACED Program finalized the implementation of a fully functional vehicle tracking system. The system was also implemented at the ASEZA bus and transport company, which provides public transportation in Aqaba. The system is now fully run by ASEZA; they can independently track government vehicles. Using car and trip reports generated by the system, the consumption of fuel has dropped significantly. Since the introduction of the system, fuel costs have been reduced by **52%** after three months of installation, compared to the same period a year earlier. Effectively, the payback period for the system is six months, making it a sustainable and cost-effective solution to reduce fuel and maintenance costs of vehicles for the Jordanian government. The system has not only significantly reduced operating costs of ASEZA vehicles, but management has also noticed that fewer traffic violations may take place as a result of the system. The trip reports assist ASEZA management in resolving traffic violations and disputes related to traffic tickets.



Equipment fitted to cars enabling ASEZA to manage its fleet with a sophisticated Global Positioning System (GPS) tracking system.

Paperless/E-ASEZA: Since its inception, ASEZA has implemented numerous software applications related to financial management, HR, cash flow management and property management. The applications were upgraded in 2005. In addition to upgrading existing modules, ASEZA has installed and implemented new inventory, online payment, i-recruitment and procurement software according to CMMI, ISO 12207 or ISO 15504 Standards. In support of the software deployment program, the USAID/ACED Program assisted ASEZA with:

- Reviewing of software, hardware and licensing requirements for an integrated, well-designed and well-documented solution that meets both current and future/expected needs
- Upgrading e-business suite applications and database
- Integrating the ERP with external applications including Asycuda (customs) and a Warehousing Management System
- Migrating and validating data
- Training ASEZA end users and super users on the features of the upgraded and newly installed software modules
- Testing software in a "parallel IT environment" to ensure the implementation and integration of software is up to standards before installation and rollout.

Public Sector CRM System: ASEZA sought assistance from the USAID/ACED Program to implement a Customer Relationship Management (CRM) system as part of its strategy to offer a higher level of service. A CRM system integrates IT systems into one portal that uses one unique customer number to view current and past requests and to track the progress/completion of tasks. In support of this effort, the USAID/ACED Program provided the following assistance:

- Assessment of systems requirements
- Review of software, hardware and licensing requirements for an integrated, well-designed and well-documented CRM solution that meets current and future/expected requirements.

Case Study

Fleet Management System Significantly Decreases ASEZA's Fuel Costs

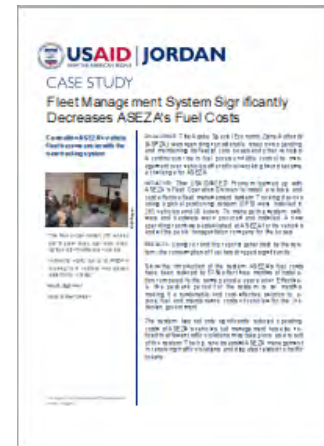
CHALLENGE: ASEZA was spending considerable resources operating and maintaining its fleet of cars, buses and other vehicles. A continuous rise in fuel prices and little control by management over vehicles after official working hours became a challenge for ASEZA.

INITIATIVE: The USAID/ACED Program teamed up with ASEZA's Fleet Operation Division to install a reliable and cost effective fleet management system. GPS tracking devices were installed in 283 vehicles and 30 buses. To manage the system, software and hardware were procured and installed. A new operating room was established at ASEZA for its vehicles and at the public transportation company for the buses.

RESULTS: Using car and trip reports generated by the system, the consumption of fuel has dropped significantly.

Within three months of the introduction of the system, ASEZA's fuel costs reduced by 52% compared to the same period a year earlier. Effectively, the payback period for the system is six months, making it a sustainable and cost-effective solution to reduce fuel and maintenance costs of vehicles for the Jordanian government.

The system has not only significantly reduced operating costs of ASEZA's vehicles but management has also noticed that fewer traffic violations take place as a result of the system. The trip reports assist ASEZA management in resolving traffic violations and disputes related to traffic tickets.



Controlling ASEZA's vehicle fleet became easier with the new tracking system

"The New system monitors 283 vehicles and 30 public buses, significantly reducing the costs of maintenance and fuel.

Vehicle trip reports also assist ASEZA in resolving traffic violations and disputes related to traffic tickets."

*Moath Zaghlawan
Head of Fleet Division*

1.4 BEN HAYYAN Laboratories

The Ben Hayyan Laboratories were created in March 2007 as a directorate in ASEZA with a vision of the lab becoming an autonomous and fully independent center of technological excellence. The ASEZA Strategic Directions Plan outlined the importance of outsourcing functions from ASEZA in order to provide better services to the public and ensure financial sustainability. In support of the strategy, the USAID/ACED Program provided technical assistance to build the technical capacity of the Ben Hayyan labs. By building on existing bylaws, human resources and finance procedures, the USAID/ACED Program also provided a roadmap for ASEZA to corporatize the lab as an independently



USAID/ACED has provided technical assistance to the Ben Hayyan Laboratories with world-renowned experts.

managed company under ASEZA ownership. The USAID/ACED Program assistance to the Ben Hayyan Laboratories included:

- **Ben Hayyan Laboratories Business Plan:** The USAID/ACED Program worked with ASEZA to update the 2006 business plan of the laboratory for 2011-2015.
- **Capacity Building:** The USAID/ACED Program provided international experts to train Jordanian lab personnel. World-renowned experts provided assistance in the fields of water/sludge parasitic testing, quality assurance and marine water biological testing.
- **Legal Support:** The USAID/ACED Program provided assistance to the laboratory with the design and implementation of a corporatization plan.

I.5 ADC Strategic Plan, ASEZ Investment Marketing and FDI Support

Marketing the Zone: In less than a decade, new investments have transformed the appearance of the Zone and opened up new business opportunities in a variety of areas. Despite the success that has been achieved to date in attracting investment commitments, major challenges remain in ensuring the successful implementation of these investment projects. Addressing these challenges require ASEZA, ADC and their partners to shift the focus of their activities from investment promotion to investment facilitation and diversification.

As part of this activity, the USAID/ACED Program assisted ASEZA and the ADC with marketing expertise in order to:

- Clarify marketing responsibilities among ASEZA, ADC and the private sector in Aqaba
- Introduce the concept of a Business Council for Aqaba
- Develop a detailed three-year marketing plan for the ASEZ with responsibilities divided between ASEZA and ADC, focusing on light industries and SMEs
- Identify possibilities for specialized industrial zones in Aqaba
- Develop targeted promotional campaigns to attract investors to Aqaba
- Provide on-the-job training for relevant ASEZA and ADC staff

ADC Corporate Strategy and Business Plan for 2010 – 2015: In response to a request for assistance from ADC leadership, a program was launched to develop a new ADC Corporate Strategy and Business Plan for 2010 – 2015. The plan reconciles ADC financial, organizational and staffing needs with specific targets and projected activities over the period. Specific activities included:

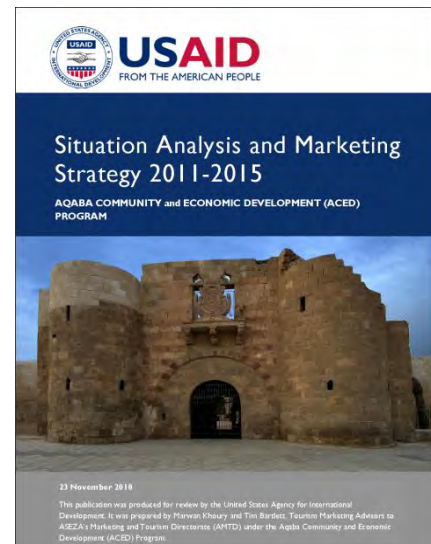
- Review of existing documentation related to the ADC plan including the 2006-2010 ADC Business Plan, ASEZA Progress Strategic Plan, the draft 2009 ASEZ Marketing Strategy and investment summary reports
- Interviews with ADC and other officials and ADC main customers/partners
- Preparation of a series of short papers/presentations on topics that were addressed in the Corporate Strategy and Business Planning process, including Market Assessments, Vision and Mission, Organizational Development of ADC, Staff Recruitment and Development and the financial situation of the ADC
- A workshop for ADC leadership and staff where issues relating to ADC's Corporate Strategy and Business Plan were presented and discussed

1.6 Tourism Support

The ASEZA Strategic Directions Plan stresses the development of Aqaba as a prosperous business and leisure destination. In line with this strategy, the USAID/ACED Program provided technical assistance to ASEZA in several areas related to tourism.

Support to the Tourism Directorate and Tourism Marketing: Aqaba was chosen the Arab Capital for Tourism in 2011. Accordingly, ASEZA sought USAID/ACED Program assistance to market Aqaba as a tourism destination and to prepare Aqaba for the 2011 events. Other activities included:

- Assisting the Commissioner responsible for tourism and the tourism director in implementing the Aqaba Tourism marketing and promotion plan
- Developing Scopes of Work (SOWs) and Terms of Reference (TORs) in support of product development, marketing and public relation campaigns needed to promote Aqaba
- Actively mentoring, training and sharing knowledge with ASEZA staff responsible for tourism activities
- Assisting ASEZA in revising the role of its Tourism Directorate to be a regulator of the tourism sector in the zone, and to delegate tourism marketing activities to the private sector whenever feasible
- Assisting ASEZA in clarifying its working relationship with the Jordan Tourism Board (JTB) and the role of each in regards to tourism promotion and marketing in the zone



The situation analysis and marketing strategy for 2011-2015.



Aqaba Tourism Website: To position Aqaba as the Arab Tourism Capital of 2011, ASEZA's Marketing and Tourism Directorate requested support from the USAID/ACED Program to develop a new website: www.aqaba.jo. The new website combines www.aqaba.jo, www.wadirum.jo and www.aqabamarinepark.jo. Activities of the USAID/ACED Program included:

- Conducting meetings with stakeholders: ASEZA, hotels, diving centers, restaurants, tour operators, and others, to collect data
- Ensuring the website was running on a safe and stable server that was maintained directly by ASEZA IT department
- Developing a multilingual site
- Training ASEZA marketing staff to maintain the website's Open Source Content Management System.

Design and Printing of Aqaba Branded Publications: The ASEZs Marketing and Tourism Directorate requested assistance from the USAID/ACED Program with the design and printing of tourism marketing and promotional materials. The 7,100 brochures on the Aqaba Castle, the Sharif Hussein Bin Ali House, ECO Aqaba, the AYLA Archaeological Site and the Aqaba Directory were printed in English and Arabic.

The New Aqaba Tourism Information Center: The USAID/ACED Program supported ASEZA with a new tourism information/welcome center in Aqaba. The new information center was designed based on the architectural designs sponsored by USAID's Siyaha II Project.

Tourism Visitor Expenditure and Satisfaction Surveys: With support from the USAID/ACED Program, ASEZA has been developing a new tourism action plan. A comprehensive and up-to-date market research was essential to this strategy and to accurately quantify the actual contribution of tourism to the Aqaba economy.

Since the last comprehensive research on Aqaba's tourism was over five years old, there was an urgent need to carry out new research in 2010 to guide the tourism marketing planning process.



Activities of the USAID/ACED Program in support of visitor expenditure and satisfaction surveys included:

- A review of all existing relevant studies and research, especially Aqaba tourism market research reports developed in 2006
- Conducting representative international and domestic visitor satisfaction surveys
- Conducting a representative visitor expenditure survey and estimation of the contribution to Jordan's tourism economy by visitors to Aqaba
- Implementation of a market research program involving face-to-face interviews with a representative sample of tourists in Aqaba, examining in detail visitor satisfaction and visitor expenditure at various points of exit from Aqaba.



The new Aqaba
Tourism Brand Book

Cleanup of Diving Sites: The Aqaba Marine Park and ASEZA approached the USAID/ACED Program with a request to support a specialized, technical deep diving cleanup project to open up currently underutilized dive sites. Under this program, the Aqaba Marine Park staff was trained in specialized cleanup diving techniques. An awareness campaign was launched to educate citizens and tourists of the impact of illegal fishing and to coordinate with ASEZA on the enforcement of the Aqaba Marine Park rules and regulations.



Examples of dive sites where fishing and other debris have damaged the reefs in Aqaba. Dive centers reported that they already avoid about one quarter of available dive sites due to the presence of fishing lines and other debris. The diving sites cleanup program was designed to address these issues in close coordination with ASEZA, the Aqaba Marine Park, the fishermen associations, the general public and the diver community.

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A year-long Warm Welcome from Aqaba

Aqaba is a fusion of history, nature, and city life surrounded by picturesque mountains and blue sea.

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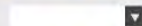
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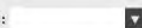
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What to Do

Forget the World - Petra



Typically Aqabawi



Live Like a Bedouin



Wake up in Aqaba



The website won a bronze prize at the Pan Arab Web Awards 2012

Before and After

Aqaba's Modern Tourism Information Center



BEFORE

The old Tourist Information Center was a crowded one desk operation, with no facilities to serve the visitors.



AFTER

A state of the art Tourist Information Center replaced the old offices, with new decorations, multimedia, a small gift shop offering local handicrafts and new informative brochures to guide tourists in Aqaba, Petra, Wadi Rum and other tourism sites in Jordan.



A New Information Center for Aqaba Visitors

Aqaba is making great strides to improve its standing as an international tourism destination. It offers beach and diving vacations in addition to its close proximity to the world-renowned tourism sites of Petra and Wadi Rum.

As a result, Aqaba attracts tourists from all over the globe. In an effort to improve marketing and the availability of tourism product information for those visiting Aqaba, the USAID/ACED Program and the USAID/Siyaha Program joined forces to support ASEZA in the renovation and decoration of a new Tourist Information Center.

The USAID/Siyaha Program provided detailed architectural designs, and the USAID/ACED Program conducted the interior and exterior renovation and furnishing of the center.

Strengthened Government Institutions – Achievements

- **ASEZA Strategic Directions Plan:** Developed the ASEZA Strategic Directions Plan that provides for a detailed road map of interventions to distinguish ASEZA and ADC roles and to make ASEZA more efficient and effective as a regulator for the ASEZ.
- **ADC Strategic Planning:** Organized a strategic planning session, report and presentations with ADC leadership and finalized the ADC 2011-2015 strategic plan.
- **AWAD System:** The goal of the ASEZA AWAD System was to archive all documents at the ASEZA Planning and Building Control Directorates. Approximately **700,000** documents - all documents within the directorates - have been scanned (originally estimated to be one million documents).
- **Ben Hayyan Laboratories:** The required legal documentation needed to corporatize the Ben Hayyan Laboratories was drafted, including supporting letters to the Prime Minister's office and the by-laws of the laboratory. In addition, a technical training program was launched in 2010 with world-renowned technical experts providing assistance to staff in the laboratory.
- **Streamlining ASEZA:** Assisted ASEZA with the design and implementation of a staff capacity and utilization program to optimize the organizational structure of ASEZA and to strengthen its Human Resources function as outlined in the ASEZA Strategic Directions Plan. ASEZA also formed a unit to work on this assignment.
- **Communication and Outreach Directorate:** Produced communication assessment reports for ASEZA and delivered a presentation of the findings on the communications framework to ASEZA. The ADC communication assessment report and ASEZ media usage report were finalized.
- **Public Utilities Regulatory Office:** Developed regulations for the ASEZA Regulatory Office. The program also prepared a concept paper for the ASEZA Regulatory Office and a detailed SOW for a local regulatory office expert.
- **Building Capacity within ASEZA:** Provided numerous training programs for 546 ASEZA staff.
- **ASEZA Transportation Master Plan and Mobility Study:** Provided technical assistance to prepare a mobility study, in addition to training sessions on zoning and land use.
- **Revenue Enhancement for ASEZA:** Produced ASEZA Revenue Enhancement Reports and provided IT equipment to the revenue department.
- **Work Force Development:** Developed an ASEZA competencies framework and defined competencies for several ASEZA jobs. Designed over 500 job descriptions.
- **Infrastructure:** Assisted ASEZA to form the Infrastructure Coordination Committee consisting of members from ASEZA, ADC and utility companies, resulting in the signing of a Memorandum of Understanding between these entities to update the Zone Infrastructure Master Plan.
- **ASEZ Customer Satisfaction:** Conducted ASEZ household customer satisfaction survey in 2008.
- **Aqaba Port:** Developed a TOR for the ADC to initiate the efforts needed to mitigate the impact of downsizing the Aqaba port corporation.



New equipment has been installed in ASEZA for IT programs including a new Fleet Management System.

- **King Abdullah Public Institutions Award for Excellence:** Technical assistance was provided to prepare ASEZA to participate in the award. As a result, ASEZA was ranked in 2009 as the second best public institution in the Kingdom.
- **Vehicle Tracking and Fleet Management System:** Implemented a vehicle tracking system and assisted ASEZA in equipping the Control Room for the installed vehicle tracking and fleet management system. The system was also implemented at the ASEZA bus company, which provides public transportation in Aqaba. Since the introduction of the system, ASEZA fuel costs have been reduced by **52%** after three months of installation, compared to the same period a year earlier.
- **Business Requirements for ASEZA's ERP System:** Supported ASEZA with the development of an MIS master plan as a road map for ASEZA IT efforts and initiatives during the period of 2010 – 2014, and assisted ASEZA with the development of an e-strategy in line with the ASEZA Strategic Directions Plan and goal of providing e-services to its internal and external customers.
- **Public Sector CRM System:** Provided support to the implementation of a CRM system, including the assessment of systems requirements and a review of software, hardware and licensing requirements for an integrated, well-designed and well-documented CRM solution.
- **Support to the Tourism Directorate – Tourism Marketing:** Prepared a five-year comprehensive (international) marketing and promotion plan; provided direct assistance to the Chief Commissioner and staff with town hall meetings and brainstorming sessions with stakeholders; developed SOWs and TORs in support of the product development, marketing and public relation campaigns to promote Aqaba; updated the ASEZA Aqaba Marketing Tourism Strategy to reflect the current and future needs of Aqaba to become a tourist destination; and assisted ASEZA to revise the role of its Tourism Directorate.
- **Aqaba Tourism Website:** Developed a new tourism website: www.aqaba.jo. The new website combines www.aqaba.jo, www.wadirum.jo and www.aqabamarinepark.jo.
- **Design and Printing of Aqaba Branded Publications:** Designed and printed marketing and promotional materials to enhance tourism.
- **Renovation, Equipping, and Decoration of the New Aqaba Tourism Information Center:** Supported ASEZA with a new tourism information/welcome center in Aqaba.
- **Tourism Visitor Expenditure and Satisfaction Surveys:** Conducted representative international and domestic visitor satisfaction surveys.
- **Cleanup of Diving Sites:** Trained Aqaba Marine Park staff in specialized cleanup techniques and directed an awareness campaign.



2. Private Sector Development Programs

Task Objective: The objective of the Strengthened Private Sector program was twofold: 1) to ensure that Aqabites were in a position to join the modern workforce and 2) to improve the competitiveness of the private sector in Aqaba. This program area worked directly with the private sector to enhance the ability of MSMEs to provide services and products for the tourism industry, manufacturing, and logistical services sectors.

Technical Approach: This program area required the USAID/ACED Program to use a range of approaches to enhance the skills of the local labor force and to stimulate private sector development. It utilized innovative public-private partnerships and built on lessons learned to date in Aqaba. Technical assistance, analyses, training, building rehabilitation, and commodities were provided through grant programs and technical assistance projects.



Launch ceremony of the Aqaba Hotel Association in the presence of the Chief Commissioner.

2.1 Enhancing the Capabilities of Hotels in Aqaba

The Aqaba hotel sector plays a major role in the development and prosperity of local and international tourism in Jordan. With approximately 2,500 rooms in classified hotels, and more planned due to tourism projects, the hotel sector needs significant support including proper representation, promotion, marketing, business development, and capacity building.

Aqaba hotels faced numerous challenges that hindered the prosperity of the sector, such as the absence of beach-front property for most locally owned and run hotels, competition from neighboring countries, and a lack of qualified human resources. These issues were addressed by a number of initiatives implemented through the USAID/ACED Program.

Establishment of the Aqaba Hotels Association: With the support from the USAID/ACED Program, the Aqaba Hotels Association (AHA) was founded by a group of hotels in Aqaba as a professional association under the umbrella of the Ministry of Tourism and Antiquities. The Association represents the hotel sector in Aqaba and cares for the sector's interests. By encouraging fair competition, enhancing professional work ethics and providing the necessary technical support, the hotel association assists Aqaba hotels to operate according to international hospitality standards.

In addition to the establishment of the AHA, the USAID/ACED Program supported the association with a marketing program and outreach activities; the facilitation of networking opportunities for members of the association; the provision of value-added services to the members and the community; and advocacy with the Government on sectorial issues. Noteworthy accomplishments of the AHA include: HACCP certification of six of its members and a series of training programs for staff of member business organizations. These programs centered on computer use, English language, cooking classes and front office operations training.

Assisting Hotels to Improve Hygiene Systems: Prior to the establishment of the AHA, the USAID/ACED Program worked directly with hotels to improve hygiene, enabling hotel management to provide healthy and safe services and products to their customers in compliance with ASEZA and Jordanian standards.

2.2 Enhancing the Capabilities of Diving Centers in Aqaba

The diving sector in Aqaba plays a major role in the development of tourism in Jordan. The Aqaba diving sector faces numerous challenges that hinder the prosperity of the sector, such as diminishing shore access to dive sites, severe competition from neighboring countries, increasing costs of registration fees and licenses, logistical challenges with equipment and parts, and a lack of qualified human resources.

Establishment of the Aqaba Divers Association:

With the support of the USAID/ACED Program, the Aqaba Divers Association (ADA) was founded by a group of dive centers in Aqaba as a professional association under the umbrella of the Ministry of Environment.



The Aqaba Divers Association has organized several cleanup dives to ensure the reefs are protected and safe.

The ADA represents dive centers, dive masters, instructors and other stakeholders in Aqaba and cares for the diving industry's interests, marine life and the marine environment. By encouraging fair competition, enhancing professional work ethics, providing technical support and increasing public awareness, the ADA aspires to have a unified voice. This will allow ADA to both influence policy and lobby for a regulatory and business environment that supports the growth ambitions of the sector.

In addition to the establishment of the ADA, the USAID/ACED Program supported the association with a marketing program and other activities; the facilitation of networking opportunities for members of the association; providing such value-added services to the members as the publication of a diving compendium for Aqaba; and organizing cleanup dives to protect and preserve the marine environment.

Prior to the establishment of the ADA, an air compressor was donated by the USAID/ACED Program to support small diving centers in the southern beach area.

2.3 Supporting Micro-Entrepreneurs

Capacity Building of members of the Syndicate of Mechanical Professions: The syndicate is located in the Herafeyah light industrial area in Aqaba. The USAID/ACED Program provided support and technical assistance to the members of the syndicate through:

- Training on both soft and technical skills including English language, occupational safety and computers skill
- A commodity transfer program, building upon the USAID/ACED Program's successful training program with the syndicate. Computers were granted to independent businesses which had successfully completed training and business development programs
- An exhibition of members' products held in Aqaba, which showcased products, the exhibitors' technical capabilities, and improved business links for the members of the syndicate
- The donation of office equipment to the syndicate



Computers donated to members of the Syndicate of Mechanical Professions in Aqaba.



Syndicate members in a group picture after a computer course graduation ceremony.



The syndicate exhibition in Aqaba.

Aqaba Micro-Business Incubator: With USAID/ACED Program support, the Aqaba Micro-Business Incubator (AMBI) has been providing business incubator services to local micro entrepreneurs, both at the incubator and outside the incubator (including those that were home-based) since October 2008. Specific activities of the AMBI included:

- Development of visibility plans introducing and developing the concept of micro-entrepreneurship and identifying micro-entrepreneurs in communities in Aqaba through educational and public awareness sessions and materials
- Support to new and existing entrepreneurs in developing their businesses
- Facilitating networking opportunities and identifying potential business links for micro and small enterprises in Aqaba
- Improving the regulatory framework for micro-entrepreneurs in Aqaba to ensure that obstacles for micro-business to legally operate in the ASEZ were removed or reduced



The Facebook page of the AMBI.

Wadi Rum Bedouin Cooperatives - “Solar Brings Power to the Desert” Feasibility Study: The study aimed to determine the feasibility of introducing renewable energy to the desert camps owned and managed by members of Bedouin associations. This initiative, if funded under future USAID programming in Aqaba, will contribute to reducing the carbon imprint of the camps while improving client experience by minimizing the use of noisy diesel generators used for lighting the camps in Wadi Rum and Disi.

Pilot Value Chain Support Program: Refrigerators were donated to Frutta Gelato in support of a pilot value chain support program that would create new marketing channels, improve the quality of locally produced ice cream, and create job opportunities for small ice cream vendors.

Fishermen Cooperative Society: The USAID/ACED Program provided the society with refrigerators, freezers and other necessary equipment. This activity is described in more detail in the community prosperity program “Izdiyar Al Mujtama” section at the end of the project report.

2.4 Reducing Bureaucracy for the Private Sector

The ASEZ was established to be a liberalized, low-tax, duty-free, and multi-sector development area. An original objective of ASEZ planners was to create and maintain a simplified business environment with streamlined administrative systems in order to attract investments and maximize private sector participation in all operations and development aspects of the zone. However, little research had been conducted to investigate impediments that investors and businesses may face in the zone. As a result, the USAID/ACED Program conducted a comprehensive business impediments study in close coordination with ASEZA leadership and initiated public debates on improving the business environment in the zone.

2.5 Workforce Development Activities

Labor Market Study: ASEZA requested that the USAID/ACED Program review the ASEZA scholarship program and recommend improvements, if necessary. As part of this activity, the program undertook a labor market assessment of the Aqaba labor market, with implications for (a) identifying the academic or skill set specialties of priority to ASEZA and (b) recommending government and donor-funded employment, education and training initiatives with justification based on market need. Two additional studies were completed documenting the gaps in the tourism and construction sectors. The studies revealed among other findings that there was a large skills gap between the labor needs for investments in Aqaba and the skills presented by the pool of HR currently available in Aqaba.

Jordan Business and Professional Women Association 2008: The USAID/ACED Program supported the Jordan Business and Professional Women Association, Aqaba Branch (BPW/Aqaba) by sponsoring its Chairwoman to attend the XXVI BPW International Congress in Mexico City. The Congress was held in Mexico City on 24-28 October 2008 under the theme, "Power to Make a Difference."



The Global Summit of Women 2009: The USAID/ACED Program supported an application from the ADC by covering a portion of the costs to send an ADC staff member to attend the Global Summit of Women 2009 in Santiago, Chile. The Summit focused on the emergence of women as political and business leaders.

The Organization of Professional Associations on Environmental Auditing: The USAID/ACED Program provided assistance to the association with the development of a strategic business plan.

Aqaba Coastal Women's Society: The USAID/ACED Program Assisted the Aqaba Coastal Women's Association with drafting its business plan.

Career Awareness Fairs: The USAID/ACED Program organized two career field trips to work sites (hotels, dive centers, construction sites, workshops, etc.) for high-school students and a hands-on construction skills practice day.

Supporting the VTC: The USAID/ACED Program cooperated with ASEZA to design an initiative to upgrade the Vocational Training Center (VTC) and train recent Aqaba VTC graduates.

Strengthened Private Sector – Achievements

- **“Develop Aqaba Green” Initiative:** Held a meeting and workshop to discuss better use of energy in coordination with USAID/Water Project (IDARA).
- **Labor Market Study:** Completed the labor market study that was presented to ASEZA along with a final report.
- **Food Safety and Hygiene:** Provided direct training and technical support to Aqaba MSMEs to improve food safety systems and hygiene practices in local hotels. Also assisted six hotels in achieving the HACCP food safety certification.
- **Skills Gap and Training Needs Assessment:** Conducted skills gap and training needs assessment for two sectors: tourism and construction.
- **Aqaba Divers Association:** Assisted dive centers and masters to establish the ADA and implement its business plan.
- **Aqaba Hotels Association:** Assisted hotels in establishing the AHA and implementing its business plan.
- **Syndicate of Mechanics:** Finalized a business plan to provide support to the syndicate and provided training and computers to members of the syndicate.
- **Pilot Value Chain Support Program:** Donated refrigerators to Frutta Gelato in support of a pilot value chain support program that would create new marketing channels, improve the quality of locally produced ice cream and create job opportunities for small ice cream vendors.
- **Bedouin Moon Village:** Through the MSME support unit, this institution received air compressors to fill oxygen tanks for divers.

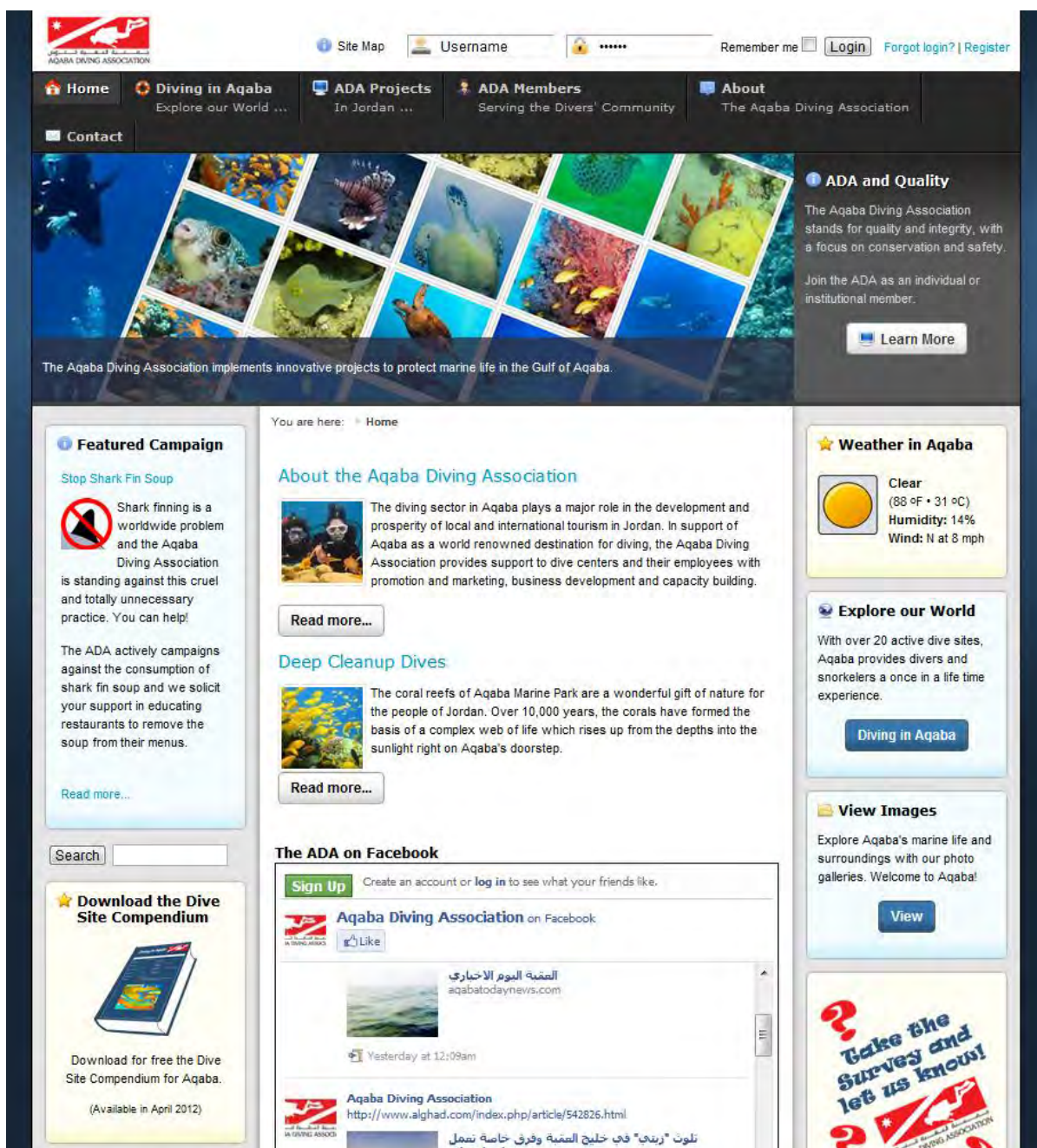


A total of 47 companies were represented at the career fair in Aqaba.

- **The Organization of Professional Associations on Environmental Auditing:** The USAID/ACED Program provided assistance to the association with the development of a strategic business plan.
- **Aqaba Coastal Women's Society:** Assisted the Aqaba Coastal Women's Association with a business plan.
- **Fishermen Cooperative Society:** Assisted with a feasibility study and the design of a new building that was developed in cooperation with ADC and ASEZA. The USAID/ACED Program provided the Society with refrigerators, freezers and other equipment.
- **Aqaba Micro-Business Incubator:** Start-up and home-based projects were incubated under the AMBI program as existing MSMEs received business process assistance under the AMBI program.
- **Al Rabia Workshop Restructuring:** Conducted an Opportunity Study for Al Rabia Workshop restructuring in response to a request from the ASEZA Local Community Development Directorate (LCDD).
- **The Handicraft Study:** Examined the handicraft sector in Aqaba with a diagnostic survey, identified opportunities for the development of the sector with recommendations to key decision makers and stakeholders for creating a favorable environment for the sector.
- **Impediments Study:** Conducted a comprehensive business impediments study in close coordination with ASEZA leadership and initiated public debates on improving the business environment in the zone.



- **Aqaba Tourism Marketing Company:** Developed the concept and the legal documentation of a Public Private Partnership (PPP) initiative aimed at promoting the zone upon the request of and in coordination with the tourism sector stakeholders in Aqaba, the ADC and ASEZA.
- **Wadi Rum Bedouin Cooperatives: “Solar Brings Power to the Desert”:** Produced a report on the feasibility of introducing renewable energy to the desert camps owned and managed by members of Bedouin associations.



The new website of the Aqaba Diving Association: www.ada-jordan.org



لجنة العرض الاقتصادية
للشباب الأردني

العمل في السياحة
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USAID

3. Community Development and Prosperity Programs

Enhanced Community Development

Task Objective: The objectives of the Enhanced Community Development Area were: 1) to establish mechanisms for the local community to participate in development decision-making for the ASEZ; 2) enhance the capacity of local NGOs and CSOs to provide relevant services to members; and 3) encourage local citizens to participate in the modern economy and have access to social services and infrastructure.

Technical Approach: This program area required the use of a range of approaches to enable community participation in decision-making in the zone. It also required providing niche services for citizens, building up local NGOs and CSOs, and augmenting labor force skills, which tied into the private sector programs of the USAID/ACED Program.

Technical assistance, analyses, training, the renovation of buildings and commodities were provided throughout the program.

The Participatory Action for Community Enhancement methodology was used to mobilize and empower the local community. Mobilization tools and activities included community surveys, formation of gender-balanced groups to represent the community, citizen-run analysis, and prioritization of neighborhood needs. The NETs were also tasked with the identification and selection of projects to address the needs, design and implementation of community projects through the mobilization of local resources in collaboration with the local government and the creation of long-term neighborhood development plans.

3.1 NDA Sustainability and Institutionalization

The USAID/ACED Program has established mechanisms for the local community to participate in decision-making for the ASEZ, enhancing the capacity of CSOs to provide relevant services, and encouraging partnerships between local citizens and the private sector.



The neighborhood enhancement team in Karamah has initiated youth programs as part of its long-term development plan.



Her Majesty Queen Rania meets with NETs to discuss the NET program in Aqaba and the feasibility of replicating the program throughout Jordan.



The new NDA Center in Aqaba, furnished with support from the USAID/ACED Program.

Of particular interest was the NDA under the USAID/ACED Program, which established NETs that represent the community and work on its behalf. The NETs have been able to channel resources to priority needs in their neighborhoods and act as liaisons between ASEZA and the community.

The USAID/ACED Program supported ASEZA and the LCDD to institutionalize the NDA, utilizing seven broad NDA sustainability activities: i) development of a clear mission, ii) identification of appropriate legal status for registration of the NDA, iii) development of a management structure, iv) definition of a membership structure, v) identification of relevant services to be provided, vi) design of an effective outreach strategy, and vii) capitalizing on local volunteer ethos. Specific activities included:

NDA Structure: In support of the institutionalization of the NDA process, the USAID/ACED Program assisted the LCDD of ASEZA with the development of the NDA by:

- Developing its vision and mission and identifying an appropriate legal status
- Defining a clear management and membership structure
- Identifying relevant and quality services that can be provided through the NDA
- Designing and initiating an outreach strategy
- Providing continued education to LCDD staff
- Finalizing an NDA Manual for the LCDD to assist with the institutionalization of citizen participation in development through the NDA.

Resolution of Legal Status: The USAID/ACED Program worked with the Legal Counsel Office of ASEZA to determine the appropriate legal status of the NDA and to specify the registration process and determine other needs.

Sustainability Committees and NETs: The USAID/ACED Program organized community meetings to collect input and validate decisions made regarding the NDA as an entity.

Development of Operational Procedures: The USAID/ACED Program developed operational procedures (e.g. membership requirements and eligibility, services offered, board member selection, organizational structure, membership fees/criteria, etc.) for the NDA.



The Radwan NET signed its commitment to represent the neighborhood in front of Radwan citizens during a neighborhood-wide meeting.



Long-Term Community Development Planning Training was delivered to participants from Aqaba NETs (Khazzan, North Shallalah and Alamiya).



NET members participating in the NDA sustainability training.

Volunteer Mobilization: The USAID/ACED Program supported the Sustainability Committee and NETs to mobilize volunteers to support the NDA, and the building of a volunteer ethos in Aqaba.

NDA Unit Structure Development: Support was provided to the LCDD to define and develop the NDA Unit within their directorate in which roles, responsibilities and tasks were delineated.

Humanitarian Assistance: Part of the assistance was directed towards the design and implementation of a system for ASEZA to manage humanitarian support through Aqaba CSOs.

LCDD Development: The USAID/ACED Program provided training-of-trainers to LCDD staff and shared constructive feedback to strengthen their performance through establishing coaching and/or mentoring relationships.

Transition Plan: The USAID/ACED Program supported the LCDD with a transition plan that details the mechanism and milestones for transferring leadership and the management of the NDA from the USAID/ACED Program and Jordan River Foundation (JRF) to the LCDD. Technical assistance was provided to facilitate the NDA Unit to create a long-term work plan and an annual work plan.



Children participating in a computer course at the USAID/ACED-sponsored computer center in Aqaba.

3.2 The NDA and Community Mobilization

With support from the USAID/ACED Program, the NDA has been able to successfully engage citizens in Aqaba's development involving the mobilization of 11 neighborhoods in Aqaba (Radwan, Rimal, Old Town, Khazzan, North Shallalah, Mahdoud, Alamiya, Third Area and Karamah, Shabieh, Shamieh). Activities included:

- **NETs and Neighborhood Planning:** The USAID/ACED Program facilitated NETs to develop long-term neighborhood development plans, identify potential neighborhood projects, support the implementation of neighborhood prioritized projects and support collaboration between and among NETs and the LCDD;
- **On-the-job training:** Training was provided to NET and NDA team members in supporting and building the capacity of ASEZA in their community development efforts and using participatory decision-making tools.



3.3 Enhancing the Capacity of Community Support Organizations

The USAID/ACED Program and LCDD have been actively building the capacity of CSOs who work in Aqaba to provide relevant services to their constituents. The CSOs respond constructively and effectively to the new opportunities available and challenges faced due to rapid economic growth of the ASEZ.

The USAID/ACED Program and the LCDD completed the CSO Capacity Building Initiative, working with almost all active CSOs in Aqaba. The initiative provided training and technical support to the Aqaba NGO Coordination Committee (NCC), which was a group of representatives from entities that assist Aqaba's CSOs including the LCDD, the Ministry of Social Development, the Ministry of Culture, the Union of Charities and the Higher Council of Youth.

In collaboration with the NCC, the USAID/ACED Program built the capacity of CSOs in Aqaba by:

- Providing training and technical assistance to the NGO Coordination Committee
- Providing technical support, monitoring and evaluation of CSO projects
- Facilitating CSO assessments, development and the implementation of Capacity Building Plans
- Organizing an annual award ceremony
- Introducing an internship program

Training and Technical Assistance to the NCC: The USAID/ACED Program provided training and technical assistance to the NCC and other relevant Aqaba-based CSO mentors to improve their ability to assess and address the needs of Aqaba's CSOs. The USAID/ACED Program provided training-of-trainers modules, mentoring, and practical experience to NCC members by engaging them in all CSO capacity building activities, and provided assistance to ASEZA to institutionalize the NCC and to transfer responsibility for CSO development to the NCC.

Annual Award Ceremony: The USAID/ACED Program and the NCC invited CSOs to apply (or be nominated) for recognition in the annual CSO Excellence Awards under the auspices of ASEZA (i.e., advertise, hold an event and support CSO award applications).

Long Term Community Development Plan (2013-2017): The USAID/ACED Program, ASEZA-LCDD and the NCC formed a steering committee for the development of the long-term community development plan, trained team members and developed an action plan for the implementation of the plan.

3.4 CSOs Capacity Building Programs

Educational Center for Orphans: The Aqaba Charitable Organization for Orphan Care participated in and graduated successfully from Phase 1 of the CSO Capacity Building Program. The association focused on educational, health and financial support for orphans in Aqaba. Under this project, the USAID/ACED Program supported the organization to establish a recreational and educational center for the orphans.

The project focused on establishing a computer training center to build the capacity of Aqaba orphans in using Microsoft Office applications and Internet usage (i.e. the International Computer Driving License). In total, 23 orphans and youth from Aqaba were trained on computer skills to help them enter the labor market in Aqaba.



Training and Capacity Building to Increase Work Opportunities: The Friends of Mouab Charitable Society researched the Aqaba job market. The results of the survey indicated that employees in general, and Aqaba port employees in particular, lack the skills to compete for new jobs and/or are vulnerable to losing their current jobs when the port is privatized and relocated. Key training needs identified included computer, English language and management training. With support from the USAID/ACED Program, the society assisted poor families and students to improve their socioeconomic situation and to improve the status of women through training.

Aqaba Society for Culture, Arts and Heritage - Training on Aqaba Traditional Crafts: The project organized workshops to attract more youth and artists to traditional handicrafts to preserve the cultural heritage of Aqaba.

The society conducted a wide variety of workshops that focused on sand art, Arabic calligraphy and playing the Semsemeyah (Aqaba traditional musical instrument).

Ajyal Charitable Organization for Rehabilitation - Skill Training in Aqaba: Under this project, the Ajyal Charitable Organization for the Rehabilitation of Special Needs trained people with disabilities in silkscreen and other printing techniques. The objectives of the program focused on creating opportunities for social interaction among beneficiaries and providing training facilities and activities for members of Ajyal.

Children's Library and Public Park – Al Shareef Naser Society: The project created a public park and a small library equipped with books and games for children. This project greatly benefitted the community, as no park or library existed in the area.

Preserving Aqaba Marine Folklore Heritage – Aqaba Marine Band for Folk Arts: The project promoted and preserved the unique maritime heritage of Aqaba by focusing on the performance of marine paintings and dances accompanied by the traditional Semsemeyah musical instrument.

The project trained a group of young men and women to demonstrate Aqaba marine art and dances, as well as to design and perform cultural dance. It also increased the capacity of the band members to participate in festivals and celebrations at local and international events. In addition, the project archived and recorded cultural songs, documentary video and photography in order to preserve Aqaba heritage.



Al Sha'abieh neighborhood volunteers celebrate their graduation from a neighborhood assessment training program in the presence of the Chief Commissioner.



Women participating in a workshop to master the skills of traditional sand bottle art.



Printing equipment and workshops provided the members of Ajyal with greater training and job opportunities.

Establishment of a Kindergarten in Al Ghal Village – Al Ghal Charity: The Al Ghal Charity participated in the CSO Capacity Building Program with a project to establish a kindergarten in Al Ghal for children under six years of age.

Training Unit for First Aid and Traffic Awareness – The Aqaba branch of Jordan Red Crescent: The project provided training for school students in first aid and traffic safety awareness.

Community Center for Meetings and Seminars – Al Nadwa Cultural Club: Since its establishment, the Al Nadwa Cultural Club has encouraged dialogue and meetings and seminars with key decision makers from various government agencies as well as private and civil society institutions.

With support from the USAID/ACED Program, the Al Nadwa Cultural Club is an important venue in Al Radwan neighborhood for community members to meet and to host activities. The community center provided a series of seminars, meetings, interviews, and training programs for the dissemination of knowledge and awareness for its members and the community.

Community Interaction Center – SOS Children Village: The grant established a community center to serve the people of the village and the local community and to link the village's children, youth and mothers with other children and mothers in the community through cultural, education, music and fine arts activities. The project established a community center with an electronic public library and provided training in music and fine arts for children from the SOS Children's Village and surrounding neighborhoods.

Sustainable Special Education for Deaf Children and Children with Cerebral Palsy – The Southern Badia Society for Special Education: With USAID/ACED assistance, the society provided special education to children with cerebral palsy and deafness who do not otherwise receive care and attention, and have no other opportunity to learn or gain necessary skills. The target group included special needs children from five to twelve years of age from Quweira and the surrounding area.

Procuring Equipment for a Physical Therapy Center Al-Sahraa' Association for Special Needs: The USAID/ACED program procured physical therapy equipment for a rehabilitation and physical therapy center for children in Risheh in the Wadi Araba area.



The project provided children in Al Ghal village with basic skills in reading, writing and math.



The new building for a kindergarten in Al Twessah was furnished by the USAID/ACED program with computers, toys and furniture. The program also provided for qualified teachers in the village.

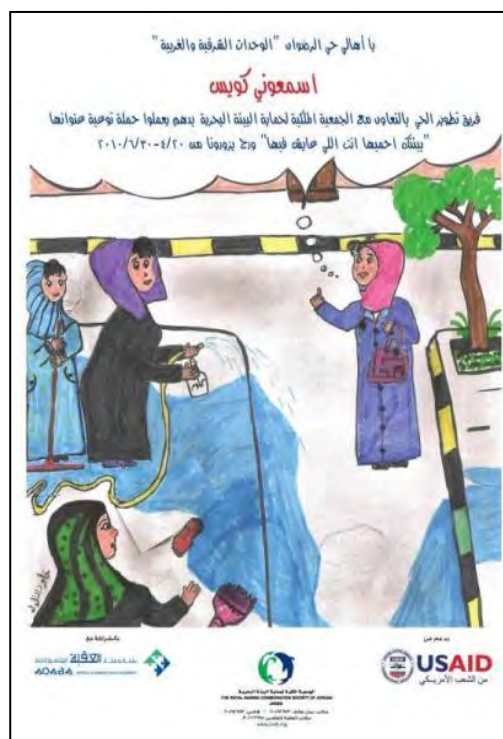


A group activity in drawing and fine arts for young children in the SOS Children village.

Improving the Living Standards for Al-Radwan Area - Royal Marine Conservation Society of Jordan (JREDS): Through USAID/ACED support, the project provided alternatives to the unsustainable water use practices in the Radwan and Al Rimal neighborhoods. The project raised the level of environmental awareness among the citizens of Al Radwan and Al Rimal neighborhoods in order to eliminate the disposal of wastewater, and the dumping of waste on the streets.

Training and Awareness for Young People – Jordanian National Forum for Women: Through USAID/ACED, this initiative addressed the high incidence of divorce among young couples, the increasing rate of domestic violence and family disintegration in Aqaba. The project created the only center in southern Jordan that provides comprehensive services on this sensitive and important issue.

Community Mobilization and Citizen's Integration in Al Sha'beh Neighborhood – Princess Basma Community Development Center: The program engaged the community in the decision-making related to the services provided by ASEZA to the neighborhood. The neighborhood would later join the NDA program.



A campaign poster in support of a water use awareness program.

The grant involved the community by utilizing participatory needs assessments and the formation of representative community committees.

Village Kindergarten – Qraqraeh Women Association for Social Development: The grant provided children in the Qraqraeh village with basic skills in reading, writing and math, thus reducing the number of village children without education.

3.5 Community Prosperity Program "Izdihar Al Mujtama"

The USAID/ACED Program has implemented a comprehensive community prosperity grants and commodities program in the Aqaba governorate to foster opportunities through education, address income security, facilitate empowerment and enhance cooperation and coordination on community prosperity.



New furniture, class materials and computers donated through the USAID/ACED Program to the new kindergarten in Qraqraeh village (at the Northern border of the Aqaba governorate). The program also provided for qualified teachers in the village.

The following grants were implemented under the program:

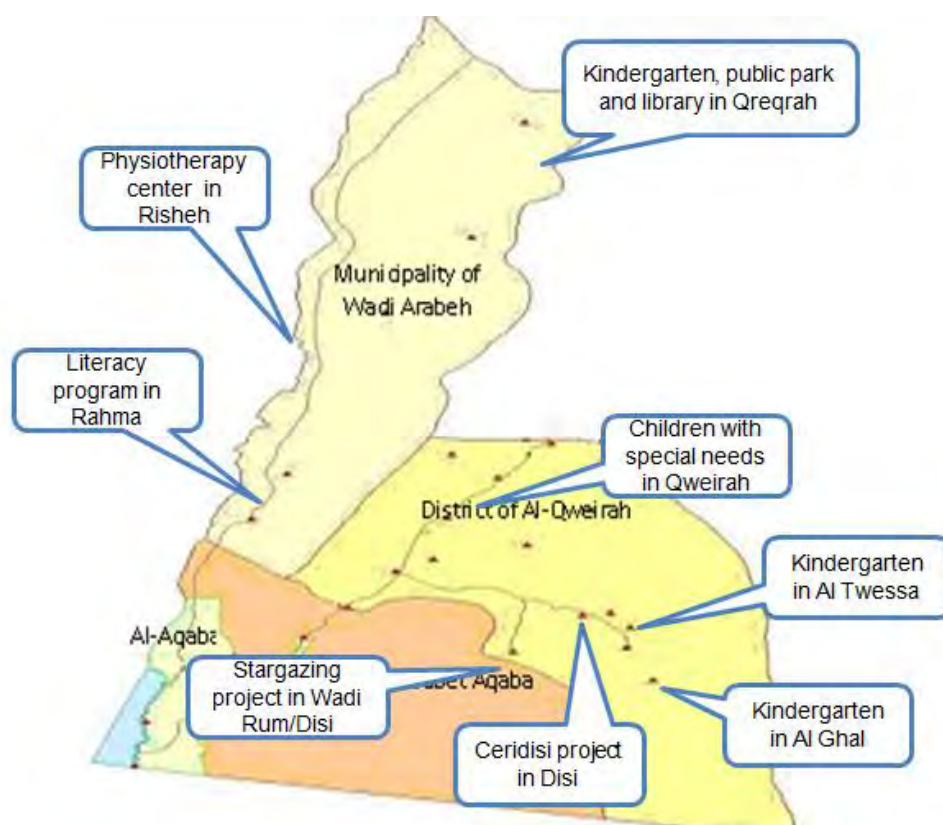
CeraDisi – Disi Women Association: The CeraDisi project established a pottery making and ceramic workshop for women in Disi to enhance their income. The project alleviated poverty and unemployment amongst women of Disi, by providing women from the area with job opportunities and specialized training in the handicraft sector. The project promoted the area for tourists by presenting the genuine heritage of the region in the form of handmade

pottery and ceramics. In addition, the project in Disi assisted in the integration of women in the business sector (handicrafts) and in the tourism sector.

Tawasol" – Al Thagher Foundation for People with Disabilities: The project trained teachers of Al Amal School for Deaf People and parents of deaf children, as well as teachers from Al Thagher Foundation for People with Disabilities, in sign language. The project translated school materials into sign language and standardized the signs for given words to ensure that teachers in various subjects use the same signs.

Arzag El Bahr" or "Catch of the Sea" – Fishermen's Association: The project was established to increase the income of fishermen and their families, through utilizing their skills and special knowledge about fish species and preservation methods in order to compete as fish traders to supply the Jordanian market.

A Map of CSO and Poverty Alleviation Projects in Rural Areas in Southern Jordan Sponsored through the USAID/ACED Program



The Creative Co-Op of Reuse" – World Associates Life Center: The USAID/ACED program supported World Associates with a program to use recycled materials for green income-generating products such as beads, jewelry, bags, bowls, and more. These items continue to be marketed and sold during the World Associates "Souk by the Sea" (an English-Arabic title for a weekly tourist market) and at other local and foreign markets, as well as through the Internet.

Sky Gate – Aqaba Astronomy Association: The project aimed to alleviate poverty through training and employment of people from Disi and the Wadi Rum to become astronomical guides. A site was dedicated for sky observation to complement touristic services available in the area. With assistance from the USAID/ACED Program, an observatory with a 16-inch GPS- and computer-guided telescope has been installed in the Wadi Rum Protected Area and training programs have been conducted to prepare the local Bedouin guides to operate the Observatory independently. In addition, technical assistance was provided to the Aqaba Astronomy Association with the marketing of the Sky Gate Project.

The Learning Community Program – Mubadarat for Development: The project aimed to enhance the quality of education for people living in some of the poorest neighborhoods in Aqaba. This project organized additional classes and group activities for school dropouts, students at risk of dropping out, slow learners from grade four and illiterate adult members of the local communities of Al Shallaleh, Old Town and Salah Adein.

Karamah Youth – JOHUD: The project directly benefitted youth in the Karamah neighborhood in Aqaba. The project targeted youth from the Shallalah Community who have migrated to the Karamah neighborhood with sports activities as a means to improve social and leadership skills of youth in the poorest neighborhood in Aqaba.

Semsemeyeh – Awraq Company: The project engaged women and youth in reviving the production of the Semsemeyeh, a local Aqabite instrument made of wood, now being sold as a souvenir at the USAID-sponsored Souk by the Sea, and at souvenir shops in downtown Aqaba.



The Rahma Charitable Association receiving a grant award certificate from the USAID Mission Director Mr. Jay Knott.



A product display workshop was organized as part of the Souk by the Sea program. Participants' products were screened by an expert panel.



Celebrating the graduation of coaches in Aqaba.





لو بيدي

أن أمسح عن هذا الكوكب
بصمات الفقر
وأحرره من أسر القهر
لو أني أملك ...
لو بيدي ...
أن أرفع للإنسان المعذب
في درب الحيرة والأحزان
قناديل رخاء وأطمئنان

قصيدة "لو بيدي" للشاعرة فدوى طوقان

يتشرف رئيس مجلس مفوضي سلطة منطقة العقبة الاقتصادية الخاصة
والوكالة الأمريكية للتنمية الدولية
ممثلة ببرنامج العقبة للتنمية المجتمعية والاقتصادية
بدعوتكم لحضور حفل اطلاق "مبادرة ازدهار المجتمع"
وذلك في تمام الساعة العاشرة من صباح يوم الأربعاء الموافق ١٤ نيسان ٢٠١٠
في نادي الأمير راشد الواقع بجانب مركز الأميرة بسمة



Manarah – Rahma Charitable Association: The USAID/ACED Program improved the quality of education for women and children of Rahma village through the establishment of an interactive library where children can enhance their reading and writing skills through fun and interactive methods with the librarians. Women also benefitted from the informal atmosphere and received free reading sessions with the librarians during the mornings.



Young students participate in a film course to document issues (infrastructure, transport, play grounds) in their neighborhood.

Souk by the Sea: Under the Souk by the Sea program, the USAID/ACED Program supported the organization of a one-day market on the weekends in the center of Aqaba with the procurement of displays and stands, the training of vendors and the marketing of the bazaar. Under the leadership of World Associates, the Souk continues to support local artisans, offers unique products - including those from associations sponsored by the USAID/ACED Program - and provides a platform for the residents of Aqaba to share their cultural heritage with tourists.



A sample of products produced by the women's cooperative sold online and in Aqaba.

Social Sports Academy – Real Madrid: With support from the USAID/ACED Program, the Social-Sports Academy assisted underprivileged children and young people to participate in sports. The Academy promoted sport as a vehicle for social integration and personal development, particularly for children and youth, by organizing sports events in conjunction with other services essential for the development of boys, girls and youth, such as education and occupational training, health promotion and training in values.

Aqaba Diver Training: In close partnership with the newly established ADA (with the support of the USAID/ACED Program), the USAID/ACED Program provided the opportunity to impoverished youth from Aqaba to become fully certified Dive Masters. The program provided all necessary technical courses to qualify the underprivileged youth from Aqaba as Dive Master, in addition to a series of courses in English and interpersonal skills, as well as marine conservation awareness sessions and clean-up dives. The Aqaba Divers Program trained **15** Aqaba youth to become internationally certified Dive Masters and work in the diving industry in Aqaba.



3.6 Other Programs

Native Deen: The Cultural Section of the American Embassy hosted a Hip Hop event in February 2011 in Aqaba featuring the American music group “Native Deen.” The event included a concert at the Prince Rashed Center on February 10, 2011.

Native Deen also delivered presentations to numerous school children in Aqaba on the importance of music and arts as a means of delivering a positive message. The American Embassy requested USAID/ACED Program assistance in advertising and organizing the event in Aqaba and providing sound and light equipment for the event.

English Language Summer Camps: The USAID/ACED Program co-sponsored the English summer camps, organized by the US State Department Regional English Language Office in cooperation with the Ministry of Education.

Local children between the ages of 13 and 14, drawn from economically disadvantaged areas of Aqaba and surrounding villages, practiced their English, engaged in arts and crafts and drama, and took part in other leadership and community-building activities.



The concert attracted an estimated 1,000 youth from Aqaba.



Children actively participated in the English Summer Camps co-sponsored by the USAID/ACED Program.



Souk By The Sea



"Souk by the Sea"

is an outdoor market held EVERY Friday, selling handicrafts and goods produced by the people of Aqaba.

The "Souk" is a community development project that is founded as a revenue-generating initiative for the community of Aqaba.

Location:

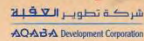
Al Nahda street next to Al Captain's Hotel



Souk by the Sea is a program of:



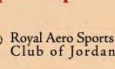
In co-operation with our partners:



Managed by:



Corporate sponsors:



Media Sponsors:



Enhanced Community Development and Prosperity – Achievements:

- **NDA Community Mobilization and NETs:** implemented the NDA to increase citizen participation in decision-making and coordination with the LCDD:
 - With support from the USAID/ACED Program, the NDA has been able to successfully engage citizens in Aqaba's development involving the mobilization of 11 neighborhoods in Aqaba (Radwan, Rimal, Old Town, Khazzan, North Shallalah, Mahdoud, Alamiya, Third Area and Karamah, Shabieh, Shamieh).
 - Designed and managed the NDA program with a focus on sustainability through LCDD and ASEZA involvement and ownership of the program.
 - Held orientation sessions and provided training workshops for LCDD as well as other stakeholders from ASEZA and the community. Topics included participatory processes, facilitation skills, long-term neighborhood development planning and stakeholder dynamics.
 - Designed criteria and processes for the selection of partner neighborhoods to join the NDA.
 - Mobilized eleven neighborhoods in the NDA (Radwan, Rimal, Old Town, Khazzan, North Shallalah, Alamiya, Mahdoud, Third Area and Karamah, Shabieh and Shamieh) and established volunteer NETs in each of those neighborhoods to lead the development process.
 - Held neighborhood-wide meetings, facilitated regular NET meetings and ran focus groups.
 - Provided training to NET members on proposal writing, long-term planning, community mobilization asset mapping and advocacy.
 - Provided training to NET members and neighborhood volunteers on community surveys and community mobilization.
 - Supported NETs to finalize Long-Term Neighborhood Development Plans with feedback from neighborhood citizens and potential partners (government, non-government, and private sector).
 - Established an "NDA Task Force" of ASEZA directors and representatives from the NDA management team in order to facilitate collaboration between NETs/neighborhood citizens and ASEZA.





Khazzan – A road paving project supported by the USAID/ACED Program.

- Developed brochures about NET activities and neighborhood projects
- Hung **12** billboards in Aqaba neighborhoods participating in the NDA, to be used as a tool for communication between neighborhood residents, NET and ASEZA
- Organized a study tour for NDA participants in order to share experiences, learn from other similar programs, and build belief in community participation
- Formed a “Committee of NETs” with two representatives from each NET to work on areas of collaboration across neighborhoods and to begin the process of building a sustainable organization to support NDA activities in the long-term
- Drafted an “NDA Manual” to document the procedures of running the NDA.
- **Neighborhood Planning and Long-Term Development:** The NDA Increased collaboration between citizens and government through the NDA on numerous projects, including:
 - **Radwan Neighborhood:** Safe street crossing for students, street beautification on high priority streets (with financial support from Saraya Aqaba), neighborhood cleanup and tree trimming, street lighting improvements, sidewalk maintenance, increased police presence on the street and an awareness campaign for the proper disposal of waste-water.
 - **Rimal Neighborhood:** Road paving, neighborhood cleanup including the removal of large debris and the placement of more trash dumpsters, painting buildings, improved pest-control activities and planning for a neighborhood park.
 - **Old Town Neighborhood:** Comprehensive neighborhood cleanup, including removal of large debris, painting of building facades, improved pest-control activities, and maintenance of street lighting.
 - **Khazzan Neighborhood:** Establishment of a public park and the formation of the “Park Friends Group” for long-term oversight.
 - **North Shallalah Neighborhood:** Painting of building facades, road paving and sidewalk maintenance.
 - **Alamiya Neighborhood:** Sidewalk maintenance, awareness campaign to change behaviors that bring pests to the neighborhood, pest-control activities, planning for a neighborhood park and planning for a substantial project to upgrade the wastewater network.

“The community has come alive. As a result of the projects, people are full of activity, initiative and hope for the future.”

Hamzah Bitoosh Said, NET member

“Certainly there are a lot of problems to be solved, but prioritizing problems by surveying community members was now also our responsibility.”

Widad Abu Amra, NET member

- **Coordination and Planning Committees:** Established and trained Coordination and Planning Committees for LCDD and other government entities to create coordinated action plans for issues related to health, education, NGOs, labor force and training, humanitarian assistance, disabled people and MSMEs.
- **Partners in Aqaba's Development:** Facilitated the formation of several Partners in Aqaba's Development (PAD) working groups, and facilitated the PAD Community Development working group meetings.
- **Humanitarian Assistance:** Established a system for the LCDD to regulate and encourage local stakeholders to implement humanitarian assistance, rather than direct implementation by LCDD.
- **NGO Coordination Committee:** Established, supported and engaged an “NGO Coordination Committee” comprised of representatives from governmental and semi-governmental entities that support CSOs in Aqaba (LCDD, Ministry of Social Development, Ministry of Culture, Higher Council of Youth, Union of Charities). Developed and provided training to the NGO Coordination Committee on institutional performance assessments.
- **CSO Capacity Building Activity:** Designed and piloted the CSO Capacity Building Activity to improve relevant services provided by CSOs to their constituents.
- **Financial and Technical Assistance to CSO Projects:** Supported CSOs to design projects and prepare proposals with input from their constituents:
 - **Aqaba Association for Culture, Arts and Traditions:** Grant support for training workshops on three Aqaba traditional arts for men and women, followed by the Aqaba cultural festival.
 - **Ajyal Charitable Organization for People with Special Needs:** Grant support for promotional printing training program for disabled people and commodity support for printing equipment.
 - **Aqaba Charitable Organization for Orphan Care:** Commodity support to furnish an educational center to provide courses for orphan children.
 - **Southern Badia Society for Special Education:** Grant support for educational classes for cerebral palsy and deaf children and commodity support to furnish classrooms.
 - **Friends of Mouab Association:** Grant support for training and capacity building to enhance working opportunities, and commodity support for training equipment.

- **Aqaba Gulf Club:** Commodities support to establish a community hall to hold events for youth club members.
- **Improving the Living Standards of Al Radwan and Al Rimal – JREDS:** The project raised the level of environmental awareness among the citizens of Al Radwan and Al Rimal neighborhoods.
- **CSO Excellence Awards:** Organized and held annual CSO Excellence Awards ceremonies to recognize organizations modeling best practices in their work in Aqaba.
- **Corporate Social Responsibility:**
 - Designed and ran a Corporate Social Responsibility (CSR) training workshop for five Aqaba-based businesses with CSR or community liaison offices and the ASEZA LCDD.
 - Supported Saraya Holdings to create a CSR strategic plan and created a connection between Saraya Aqaba and Radwan neighborhood for a street beautification benefitting all parties (approximately \$100,000 in funding has been contributed by Saraya).
- **Career Awareness and Opportunities:** Organized corporate volunteer events to increase positive interaction between citizens and the private sector. Events included private sector speakers at the US Embassy-sponsored American Village English Access Summer Camp programs, inspirational speakers and volunteer trainers at the career awareness activities, and private sector volunteers working on neighborhood projects.
- **Community Prosperity Programs - "Izdihar Al Mujtama":** Through community prosperity grants and commodity transfer programs in the Aqaba governorate, the USAID/ACED program has been instrumental in fostering opportunities through education, securing incomes, facilitating empowerment, and enhancing cooperation and coordination on community prosperity. Highlights include:
 - **Souk by the Sea:** Under the Souk by the Sea program, the USAID/ACED Program supported the organization of a one-day market on the weekends in the center of Aqaba with the procurement of displays and stands, the training of vendors and the marketing of the bazaar. Under the leadership of World Associates,



- Established the **CeraDisi Pottery Making and Ceramic Workshop**: for women in Disi to enhance their income. The workshop has an outlet at the Wadi Rum Visitors Center and is a successful vendor at the Souk by the Sea. The grant to Disi Ceradisi women association trained **12** female youth from Disi area on manufacturing ceramics.
- **Manarah – Rahma Charitable Association**: The USAID/ACED Program improved the quality of education for women and children of Rahma village through the establishment of an interactive library in the Wadi Araba area.
- **Mubadarat for Development**: The project aimed to enhance the quality of education for people living in some of the poorest neighborhoods in Aqaba: Al Shallaleh, Old Town and Salah Adein.
- **Sky Gate – Aqaba Astronomy Association**: With the assistance from the USAID/ACED Program, an observatory with a 16-inch GPS- and computer-guided telescope has been installed in the Wadi Rum Protected Area and training programs have been conducted to prepare the local Bedouin guides to operate the Observatory independently.
- **The Creative Co-Op of Reuse – Green Creations - World Associates Life Center**: The USAID/ACED program supported World Associates with a program to use recycled materials for green income generating products such as beads, jewelry, bags, bowls, and more.
- **Tawasol" – Al Thagher Foundation for People with Disabilities**: The project trained teachers of Al Amal School for Deaf People, parents of deaf children, and teachers from Al Thagher Foundation for People with Disabilities in sign language.
- **Aqaba Diver Training**: In close partnership with the newly established Aqaba Divers Association (with the support of the USAID/ACED Program), the USAID/ACED Program provided the opportunity to impoverished youth from Aqaba to become fully certified Dive Masters.



أخي العزيز، أختي العزيزة

"فلتجعل مهنة الغطس مهنة المستقبل"

بادر بالتسجيل للمشاركة في البرنامج التدريبي للحصول على دورات مجانية في الغطس - فقط لأبناء مدينة العقبة

تقبل الطلبات في مقر الجمعية الملكية لحماية البيئة البحرية - المنطقة السكنية الخامسة -
بناية رقم ٦ أثناء ساعات الدوام الرسمي من الساعة ٨ صباحاً - ٤ عصراً وذلك اعتباراً من يوم الأحد
الموافق ٢٠١١/١/٢٣ ولغاية يوم الأربعاء الموافق ٢٠١١/٢/٢

الشروط والوثائق المطلوبة للاشتراك في البرنامج التدريبي :
الشروط :

١. أن يكون عمر المتقدم ما بين -٣٠.٢ سنة
 ٢. أن يجيد السباحة من خلال امتحان قدرة
 ٣. أن يكون من مواليد العقبة أو من سكانها ولمدة لا تقل عن ١٥ عام
 ٤. أن يجيد القراءة والكتابة
 ٥. أن لا يكون على مقاعد الدراسة الجامعية أو المدرسية
 ٦. أن يكون لائقاً صحياً وبدنياً
 ٧. أن يكون قادر على الالتزام بساعات الدوام الرسمية من الساعة ٨ صباحاً وحتى ٦ مساءً يومياً ولمدة ٧ شهور
 ٨. أن لا يكون محكوم عليه بجناية أو جنائية مخلة بالشرف
 ٩. أن يكون لديه الرغبة للعمل في مجال الغوص
- الوثائق المطلوبة:
١. شهادة عدم محكوميه
 ٢. شهادة صحية (خلو من الأمراض) صادرة عن وزارة الصحة
 ٣. صورة عن هوية الأحوال المدنية
 ٤. صورة عن دفتر العائلة
 ٥. صورة عن عقد الإيجار إذا كان مستأجر
 ٦. صورة عن آخر مؤهل علمي
 ٧. تعبئة نموذج التحويلات
 ٨. صورة شخصية عدد ٣
 ٩. تعهد موقع من المتقدم للبرنامج وولي أمره بالالتزام



للاستفسار هاتف ٣٢٠٢٢٩٩٥، الجمعية الملكية لحماية البيئة البحرية





Annex A: List of local beneficiaries

No.	Grantee	Contact Person	Email Address	Phone
GRANTS				
1	Disi Women Cooperative Association	Qutneh Mohammed Al Huwaitat	alzawaidh@yahoo.com	0777306068
2	Awraq Company	Zaina Hamdan	zeina@darawraq.com	0775480700
3	Hip Hop	United States Embassy – cultural section	RihaniS@state.gov	079 5532566
4	JREDS	Faisal Abu El-Sundos	f.sondos@orange.jo	03-2022995
5	Aqaba Astronomical Association	Emad Qasaymeh	emadq@aqaba-astronomy.org	0776483626
6	Youth Achieve Development Foundation	In'am Malkawi	enam.malkawi@yadfoundation.org	0799811199
7	Fishermen's Association	Mahmoud Al Basyouni	N/A	0788449494
8	Ajyal Charitable Association	Mousa Dardasawi	mdardasawi@yahoo.com	0777076585
9	Al-Thager For Disabilities	Malek Rateb Al R'oud	mk-2010@hotmail.com	077-9668794
10	JOHUD	Dalia Al Houseini	dalia.a@zenid.org.jo	079-5353568
11	TraKlinK	Sameer Obeid	SObeid@Trak-Link.com	Tel: 06 541 281 Fax: 06 541 2282 Cell: 079 557 9535
12	Rahma Charitable Association	Ablah Al-nagmat	N/A	0776659430
13	The Business & Professional Women Association	Ms. Layali Nashashibi	layali.nashashibi@moevenpick.com	03 209 0704
14	Jordan River Foundation	Dina Shafaqouj	info@jrf.org.jo	069265933211
15	Noor Al-Hussein Foundation	Mohammed Al Zoubi	mzoubi@khf.org.jo	Fax: +962 6 560 6994
16	INJAZ	Deema Bibi\Muhammad Jarrah	dbibi@injaz.org.jo\mjarrah@injaz.jo	+9625657410
17	Aqaba Environmental Auditing Association	Faisal Abu sondos	f.sondos@orange.jo	03-2022995
18	Aqaba Islamic Charitable Association	Ali Karam	Aica-aqaba@yahoo.com	078 7330400
19	Friend Of Mouab Charitable Society	Mohammed Al-nwaysah	mnawa60@hotmail.com	795412222

No.	Grantee	Contact Person	Email Address	Phone
20	Aqaba Society for Culture ,arts And Heritage	Mohammed Al -asaili	sameer22112004@yahoo.com	03 206-0031 0777640772
21	Ajyal Association	Zaid Bashiti	zaid64b@yahoo.com	03 2064343
22	Southern Badia Society For Special Education	Sulaiman Al-njadat	N/A	03 2047506 0777406352
23	SOS	Ferial Nabas	aqabacv@sosjor.org	03 2016580 03 2016583
24	JREDS / The Royal Marine Conservation Society	Ebtehal Al Tarawneh	Aqaba@jreds.org	03 2022995
25	Qrairah women Association for Social Development	Fatema Saideen	N/A	0776238163
26	Princess Basma Development Center/Aqaba	Fatima Al- hinawi	aqaba@johud.org.jo	03 2012041
27	Jordanian National Forum for Women	Hanan Fadel al- kafaween	hanan_kafaween @yahoo.com	03 2031155
28	AlGhal Charity	Muawad Ameen	N/A	0777051406
29	Al Twasseh Charity	Aubaid Naser	N/A	0777416843
30	Jordan Red Crescent	Mahmoud Al Gharabli	N/A	0777727200
31	Aqaba Marine Band for Floklore Arts	Emad Al Kabariti	N/A	03 2033528 0795506174
32	Al Nadwa culture club for graduates of universities and institutes	Salah Al Bitar	nadwaaqaba@live.com	203-2984 0795534215
33	NDEV	Majdi Al-qorom	ndav@nefdev.org	64617441
34	Al Sharief Nasser Society	Shama abu Shosha	N/A	777257134
35	Aqaba Hotel Association	Salah Al Bitar	info@aqabahotels.org	03 206 0050
36	Al Sahraa' Association for special Needs	Abdullah Al Ounat	N/A	0777073588
37	AMIDEAST	Dana Shuqom	N/A	+96265929994
38	Syndicate of Mechanics	Sameer Alsai	Smp.aqaba@gmail.com	
39	Mubadarat for Development	Yusur Hassan	yusour2005@yahoo.com	079-9871871

No.	Grantee	Contact Person	Email Address	Phone
40	ADA	Abdallah Momani	Ada-jo@live.com	.
PUBLIC INSTITUTIONS				
41	ADC	Nasima Al-fakhri	nalfakhri@adc.jo	03 203-9100
42	ASEZA		info@asea.jo	2091000
SUBCONTRACTORS				
43	Insight	Mohammed Tubaishat	m.tubaishat@insight.com.jo	Tel: 06 4631310 Fax: 6 4631319 Cell: 79 5585541
44	Media Plus	Zaidon Karadsheh	Zaidoun@mediaplus.com.jo	Tel: 06 55 22 826 Fax: 06 55 22 836 Cell: 077 77 45603
45	Sketch Design Studio	Bader Salman	Bader_salman@yahoo.com	Cell: 079 963 6969
46	Savvytek	Sami Abu Rous	sami.aburous@savvytek.com	N/A
47	ZAD Consulting & Associates	Ahlam Shabaneh	ZAD.CONSULTING@GMAIL.COM	Cell: 079 513 4694
48	Sanad Law Group Attorneys & Legal Consultants	Tawfiq Tabba	Tawfiq@sanadlaw.com	Tel: 06-5660511/
49	Abu-Ghazalleh & Company Consulting	Yazeed Abdel-Sattar	yabdelsattar@abughazalehprojects.com	Cell: 07 95220265
50	PKF	Mohammed Khattab	N/A	N/A
51	Optimiza	Ala'a Shaaban	ashaban@optimizasolutions.com	Cell: 079-554009
52	MMIS Management Consultants	Fawwaz Abboushi	info@mmis.net	Tel.: 06 4649040 Fax: 06 4649041
53	Verrico Associate	Patrick Heringslack	N/A	USA
54	Al Jidara	Awni Al Nabulsi	anabulsi@aljidara.com	Tel: 06-5677908 Cell: 079-5656992
55	AGCON		ymaani@tag-consultants.com	65100600
56	ARCH EPE	Chaled Abu Gharbieh	N/A	Tel: 06 569 0526 Tax: 06 569 0527

No.	Grantee	Contact Person	Email Address	Phone
57	Eco Consult	Ra'ed Daoud	raed.daoud@ecoconsult.jo	Tel: 06 569 976 Cell: 0777-444700
58	General Computers & Electronics	Hanan Al Btoush	hbtoush@GCE.COM.JO	Mob.:+962 777 829 968 Tel .: +962 3 2050670 Fax: +962 3 2050680
59	Leading Point Management Advisory Services	Ahlam Shabaneh	ashabaneh@logic-management-consulting.com	Tel: 06 5549 333/3 Fax: 06 5549 335
60	GPCUBE Global Consultants	Ghassan A. Al Utaibi	utaibi@gpcube.com	Tel: 06-5352535
61	Medal	Rana Akhal	info@medalconsult.com	Telefax: 06 524 0203 Cell: 079 900 2056
62	INTRACOM	Tareq Abu Al Shaar	Tareq.Sharar@INTRACOM.jo	Tel: 06 460 3300 Fax: 06 462 2017 Cell: 0777 603 300
63	Khleif & Samman	Rami Samman	r.samman@moorestephens-jo.com	Tel: 06 5833240
64	TAGI –Consultants	Yazeed Al-maani	ymaani@tag-consultants.com	65100600
65	World Associates	Luke Glaze	luke.j.glaze@gmail.com	0779651354
66	Talal Abu Ghazaleh Professional Training Group (W.L.L)	Maher Ajjouri	malajjouri@tag-consultant.com	0799032120 06 5100600
67	SYNTAX	Ahmed Humeid	ahmad@syntaxdigital.com	Tel: 06 4612834 fax: 06 4612834
68	JBS	Emad Suwan	info@jbs.com.jo	Tel: 06 5000 999 Fax: 06 5000 990
69	SYNAPTIC Technologies	Mothanna Khasawneh	Mothnna.kh@synaptic.com.jo	Tel: 06 5523638 Fax : 06 5523698 Cell: 079 5402003

Annex B: Trainet

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
Orientation on Community Mobilization	2/19/2008	2/20/2008	Community Training	\$ 2,316.27	\$ 762.71	\$ 630.74	\$3,709.72	Community	7	8	15	(ACED) Program	Aqaba /032017761
Orientation on Community Mobilization	3/1/2008	3/1/2008	Community Training	\$ 1,784.60	\$ 3,527.50	\$ 1,059.32	\$6,371.42	Community	5	10	15	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Community Facilitation Skills	3/10/2008	3/13/2008	Community Training	\$ 2,316.27	\$ 762.71	\$ 630.74	\$3,709.72	Community	4	11	15	CHF international	8601 Georgia Avenue Silver Spring, MD 20910 USA +1 301 587-4700 www.chfinternational.org
Participatory Community Planning	3/30/2008	4/2/2008	Community Training	\$ -	\$ 762.71	\$ 630.74	\$1,393.45	Community	14	10	24	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
HR Competence training	4/24/2008	4/24/2008	Community Training	\$ 2,316.27	\$ 1,082.71	\$ 710.74	\$4,109.72	Community	5	3	8	Optimiza Academy	T + 962 6 5157193 F + 962 6 5157194 hayesh@optimizasolutions.com P.O. Box 940108 Amman 11194 Jordan
Orientation on Community Mobilization	6/9/2008	6/9/2008	Community Training	\$ 4,632.53	\$ 762.71	\$ 630.74	\$6,025.98	Community	14	3	17	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Project Cycle	6/13/2008	6/14/2008	Community Training	\$ 2,316.27	\$ 635.59	\$ 630.74	\$3,582.60	Community	6	5	22	CHF international	8601 Georgia Avenue Silver Spring, MD 20910 USA +1 301 587-4700 www.chfinternational.org
Long Term Community Development Planning	6/16/2008	6/17/2008	Community Training	\$ 2,316.27	\$ 635.59	\$ 630.74	\$3,582.60	Community	8	5	26	CHF international	8601 Georgia Avenue Silver Spring, MD 20910 USA +1 301 587-4700 www.chfinternational.org

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
Rimal neighborhood NET Developing concept paper	6/16/2008	6/17/2008	Community Training	\$ 2,316.27	\$ 635.59	\$ 655.74	\$3,607.60	Community	6	5	22	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
CSOs- Management & Administration	6/16/2008	6/20/2008	Community Training	\$ 6,948.80	\$ 953.39	\$ 874.32	\$8,776.50	Community	7	8	72	New Development (NDev)	Amman- Jordan +962 6 4617441
CSOs- Accounting and finance	6/16/2008	6/20/2008	Community Training	\$ 6,948.80	\$ 953.39	\$ 874.32	\$8,776.50	Community	7	8	75	New Development (NDev)	Amman- Jordan +962 6 4617441
CSOs- Enhancement Community Impact	6/26/2008	6/28/2008	Community Training	\$ 2,316.27	\$ 635.59	\$ 2,622.95	\$5,574.81	Community	13	8	60	New Development (NDev)	Amman- Jordan +962 6 4617441
Hospitality English Tourism Training	8/4/2008	9/30/2008	Community Training	\$21,186.44	\$ -	\$ -	\$21,186.44	Community	29	18	18	World Associates - Life Center – Aqaba	PO Box 936, Aqaba, Jordan 77110 Telefax 03-206-1101
Advanced Ms-Excel Training for ADC	8/10/2008	8/28/2008	Community Training	\$ 1,200.56	\$ 915.25	\$ 150.00	\$ 2,265.82	Community	9	3	89	General Computers & Electronics Aqaba branch	Abed Al-Qader Ghazi Tel: 0776704212 -0796716655 Aqaba Training Center
Asset Mapping and Visioning - Old Town - JRF	9/7/2008	9/7/2008	Community Training	\$ 926.51	\$ 1,588.98	\$ 655.74	\$ 3,171.23	Community	5	7	12	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Proposal Writing	9/6/2008	9/7/2008	Community Training	\$ 2,316.27	\$ 635.59	\$ 655.74	\$ 3,607.60	Community	5	4	18	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Community participatory	10/12/2008	10/12/2008	Community Training	\$ 2,316.27	\$ 300.14	\$ 150.00	\$ 2,766.41	Community	10	3	13	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Occupational Safety Accreditation Training	10/12/2008	12/22/2008	Community Training	\$16,949.15	\$ -	\$ 3,403.95	\$20,353.11	Community	5	23	28	Vocational Training	Tel : 06 5858481, 5858491 P.O. Box 925837

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
Community Facilitation Skills	10/13/2008	10/15/2008	Community Training	\$ 2,316.27	\$ 593.22	\$150.00	\$ 3,059.49	Community	8	5	13	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Environmental Compliance	10/26/2008	10/30/2008	Community Training	\$59,000.00	\$ -	\$5,823.45	\$64,823.45	Community	4	30	34	Verrico Associates	137 West State Street PA 19348 610 444 9752
Capacity-building for Organizations Supporting CSOs in Aqaba	10/26/2008	10/30/2008	Community Training	\$ 4,632.53	\$ 734.46	\$ 524.59	\$ 5,891.59	Community	3	6	9	New Development (NDev)	Amman- Jordan +962 6 4617441
How to Start Your Business	10/27/2008	11/19/2008	Community Training	\$ 8,474.00	\$ -	\$ -	\$ 8,474.00	Community	17	6	23	Nour Al-Hussein Foundation	Hana Mitri Shahin Executive Director Tel: +962 6 5607460 Fax: +962 6 5606994 Website: www.nooralhuseinfoundation.org
MS Project 2007	11/1/2008	11/12/2008	Community Training	\$16,567.80	\$ -	\$ -	\$16,567.80	Community	18	35	53	Talal Abu-Ghazalleh Professional Training Group (TAGI Training)	Amman - Jordan Tel: 06 5100 600 Fax: 06 5100 601
Cambridge International Diploma Program for Information Technology training	11/2/2008	2/22/2009	Community Training	\$ 2,118.64	\$ -	\$ -	\$ 2,118.64	Community	6	3	9	ASEZA	PO Box 2565, Aqaba, Jordan 77110 Tele 03-2091006
Youth Capacity building Training	11/3/2008	11/4/2008	Community Training	\$24,717.51		\$ -	\$24,717.51	Community	145	155	300	INJAZ	Tel : 06 5657410, Fax: 06 5657406 Amman Jordan
Concept Paper Writing -Old Town	11/16/2008	11/16/2008	Community Training	\$ 1,158.13	\$ 466.10	\$ 150.00	\$1,774.23	Community	5	5	10	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Proposal writing -old town	11/30/2008	11/30/2008	Community Training	\$ 3,531.07	\$ -	\$ -	\$ 3,531.07	Community	3	2	5	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
On-job training for Hygiene in Kitchens	12/29/2008	12/30/2008	Community Training	\$16,242.94	\$ -		\$16,242.94	Community	1	18	19	GP CUBE	Phone: +962 6 5352535 Mobile: +962 79 7077166 utaibi@gpcube.com
Human Resource Management for Non-HR Managers	1/5/2009	1/15/2009	Community Training	\$11,299.44		\$3,531.07	\$14,830.51	Community	3	27	30	ESTA	Um Al SumaqAmman / JordanTele: +692 6 5518761+962 6 5518 775Fax: +962 6 5518780Info@esta.com.jo
Financial Management for Non-Financial Managers	1/19/2009	2/25/2009	Community Training	\$20,805.08	\$ -	\$ -	\$20,805.08	Community	1	32	33	Talal Abu-Ghazalleh Professional Training Group (TAGI Training)	Amman - Jordan Tel: 06 5100 600 Fax: 06 5100 601
AMBI Training: How to start your business	1/20/2009	2/28/2009	Community Training	\$ 4,025.42	\$ -	\$2,118.64	\$6,144.07	Community	19	3	22	Nour Al-Hussein Foundation	Hana Mitri Shahin Executive Director Tel: +962 6 5607460 Fax: +962 6 5606994 Website: www.nooralhusseinfoundation.org
AMBI Training: How you improve your existing business	1/21/2009	2/28/2009	Community Training	\$ 4,025.42	\$ -	\$1,059.32	\$5,084.75	Community	7	6	13	Nour Al-Hussein Foundation	Hana Mitri Shahin Executive Director Tel: +962 6 5607460 Fax: +962 6 5606994 Website: www.nooralhusseinfoundation.org
Palm Leaves Products training	1/21/2009	2/19/2009	Community Training	\$ 6,709.04	\$ -	\$ -	\$6,709.04	Community	3	0	3	Nour Al-Hussein Foundation	Hana Mitri Shahin Executive Director Tel: +962 6 5607460 Fax: +962 6 5606994 Website: www.nooralhusseinfoundation.org
Office Management Skills	2/1/2009	2/18/2009	Community Training	\$ 9,604.52	\$ -	\$3,531.07	\$13,135.59	Community	51	0	51	Talal Abu-Ghazalleh Professional Training Group (TAGI Training)	Amman - Jordan Tel: 06 5100 600 Fax: 06 5100 601

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
Quality Management for Non-Quality Managers	2/1/2009	2/10/2009	Community Training	\$ 9,194.35	\$ -	\$ -	\$ 9,194.35	Community	4	34	38	AL JADARA	Tel (+962 6) 5677 908 ext. 202 Fax (+962 6) 5682 906 Cell (+962 79)5656 992 www.aljidara.com
Occupational Safety Auditor training	2/1/2009	2/3/2009	Community Training	\$ 2,824.86	\$ -	\$706.21	\$3,531.07	Community	6	18	24	VTC	Tel : 06 5858481, 5858491 P.O. Box 925837
Textile production training	2/2/2009	3/19/2009	Community Training	\$ 3,884.18	\$ -	\$ -	\$3,884.18	Community	3	0	3	Nour Al-Hussein Foundation	Hana Mitri Shahin Executive Director Tel: +962 6 5607460 Fax: +962 6 5606994 Website: www.nooralhuseinfoundation.org
Long Term Community Development Planning	2/10/2009	2/10/2009	Community Training	\$ 4,943.50	\$ -	\$211.86	\$5,155.37	Community	3	3	6	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
CSR Training	2/18/2009	2/19/2009	Community Training	\$ 6,002.82	\$ -	\$706.21	\$6,709.04	Community	7	4	11	New Development (NDev)	Amman- Jordan +962 6 4617441
Community Mobilization	2/19/2009	02/19/09	Community Training	\$ 2,118.64	\$ -	\$211.86	\$ 2,330.51	Community	13	0	13	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Hospitality English Tourism Training	2/23/2009	4/02/2009	Community Training	\$16,949.15	\$ -		\$ 16,949.15	Community	10	59	69	World Associates - Life Center – Aqaba	PO Box 936, Aqaba, Jordan 77110 Telefax 03-206-1101
Hygiene for Food Handlers	3/8/2009	3/8/2009	Community Training	\$16,242.94	\$ -	\$5,649.72	\$21,892.66	Community	10	95	105	GP CUBE	Phone: +962 6 5352535 Mobile: +962 79 7077166 utaibi@gpcube.com
Asset Mapping & Visioning	3/23/2009	3/23/2009	Community Training	\$ 2,118.64	\$ -	\$275.42	\$2,394.07	Community	5	7	12	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Lloyd's Register Quality Assurance	3/31/2009	4/02/2009	Community Training	\$ -	\$1,800.00	\$ -	\$1,800.00	Community	1	9	10	Lloyd's	Tel. +962-6-586 5740 / 582 3114, Fax +962-6-586 4286, Sweifieh, Amman Jordan

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
Long Term Community Development Planning	4/11/2009	4/11/2009	Community Training	\$ 2,118.64	\$ -	\$247.18	\$2,365.82	Community	9	10	19	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
AMBI Training: How to start your business	4/14/2009	5/6/2009	Community Training	\$ 8,050.85	\$ -	\$ -	\$ 8,050.85	Community	16	6	22	Nour Al-Hussein Foundation	Hana Mitri Shahin Executive DirectorTel: +962 6 5607460 Fax: +962 6 5606994 Website: www.nooralhusseinfoundation.org
AMBI Training: How you improve your existing business	4/14/2009	5/06/2009	Community Training	\$ 8,403.95	\$ -	\$ -	\$8,403.95	Community	7	1	8	Nour Al-Hussein Foundation	Hana Mitri Shahin Executive DirectorTel: +962 6 5607460 Fax: +962 6 5606994 Website: www.nooralhusseinfoundation.org
Study Tour-Lebanon	4/25/2009	4/30/2009	Community Training			\$23,218.87	\$23,218.87	Community	5	10	15	CHF international	8601 Georgia Avenue Silver Spring, MD 20910 USA +1 301 587-4700 www.chfinternational.org
Institutional Needs Assessment	5/12/2009	5/14/2009	Community Training	\$ 5,649.72	\$ -	\$ -	\$5,649.72	Community	1	4	5	New Development (NDev)	Amman- Jordan +962 6 4617441
Community Mobilization-AL-Shalaleh	5/17/2009	5/17/2009	Community Training	\$ 5,649.72	\$ -	\$2,118.64	\$7,768.36	Community	15	6	21	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210E-mail: info@jrf.org.jo
Project Management-CSOs	5/17/2009	5/21/2009	Community Training	\$ 5,649.72	\$ -	\$ -	\$5,649.72	Community	8	16	24	New Development (NDev)	Amman- Jordan +962 6 4617441
Construction Career Awareness Fair	5/20/2009	5/21/2009	Community Training	\$31,779.66	\$ -	\$ -	\$31,779.66	Community	114	123	237	INJAZ	Tel : 06 5657410, Fax: 06 5657406 Amman Jordan
Asset Mapping & Visioning Shallalah	6/14/2009	6/14/2009	Community Training	\$ 5,649.72	\$ -	\$1,341.81	\$6,991.53	Community	6	6	12	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
Communication Skills and Team Building	6/17/2009	6/18/2009	Community Training	\$ 9,180.79	\$ -		\$ 9,180.79	Community	19	21	40	New Development (NDev)	Amman- Jordan +962 6 4617441
Stakeholder Dynamics	6/23/2009	6/25/2009	Community Training	\$ 3,900.00	\$995.76	\$3,000.00	\$7,895.76	Community	12	5	17	CHF international	8601 Georgia Avenue Silver Spring, MD 20910 USA +1 301 587-4700 www.chfinternational.org
PRA & Project Design	7/13/2009	7/16/2009	Community Training	\$ 5,508.47			\$5,508.47	Community	16	6	22	New Development (NDev)	Amman- Jordan +962 6 4617441
Accounting & Finance,	7/27/2009	7/30/2009	Community Training	\$ 4,519.77			\$4,519.77	Community	3	10	13	New Development (NDev)	Amman- Jordan +962 6 4617441
Administration & Management	7/27/2009	7/30/2009	Community Training	\$ 5,296.61			\$5,296.61	Community	4	26	30	New Development (NDev)	Amman- Jordan +962 6 4617441
Hygiene for Food Handlers	7/27/2009	8/2/2009	Community Training	\$ 4,175.14	\$ 753.00	\$150.00	\$5,078.14	Community	2	43	45	GP CUBE	Phone: +962 6 5352535 Mobile: +962 79 7077166 utaibi@gpcube.com
Community Mobilization	7/9/2009	7/9/2009	Community Training	\$ 3,531.07		\$353.11	\$3,884.18	Community	8	3	11	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
AMBI Training: How you improve your existng business	6/28/2009	7/30/2009	Community Training	\$ 3,884.18			\$3,884.18	Community	10	0	10	Nour Al-Hussein Foundation	Hana Mitri Shahin Executive Director Tel: +962 6 5607460 Fax: +962 6 5606994 Website: www.nooralhusseinfoundation.org
AMBI Training: How you improve your existng business	07/30/2009	8/5/2009	Community Training	\$ 3,884.18		\$ -	\$3,884.18	Community	3	6	9	Nour Al-Hussein Foundation	Hana Mitri Shahin Executive Director Tel: +962 6 5607460 Fax: +962 6 5606994 Website: www.nooralhusseinfoundation.org
Proposal writing -ALSHALLAH	8/2/2009	8/2/2009	Community Training	\$ 3,531.07		\$ 353.11	\$ 3,884.18	Community	4	2	6	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
Strategic Planning Retreat	8/5/2009	8/5/2009	Community Training	\$10,000.00	\$6,294.82	\$18,482.20	\$34,777.02	Community	2	30	32	(ACED) Program	AQABA /032017761
Asset Mapping & Visioning Al alamia	8/9/2009	8/9/2009	Community Training	\$ 3,531.07		\$353.11	\$ 3,884.18	Community	5	4	6	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
PRA & Project Design	8/9/2009	8/12/2009	Community Training	\$ 5,296.61		\$918.08	\$6,214.69	Community	7	18	25	New Development (NDev)	Amman- Jordan +962 6 4617441
CSOs- Accounting and Finance Training	10/5/2009	10/8/2009	Community Training	\$ 800.00		\$721.28	\$1,521.28	Community	11	11	22	New Development (NDev)	Amman- Jordan +962 6 4617441
Enhancement Community Impact-CSOs	10/18/2009	10/22/2009	Community Training	\$ 800.00		\$ 852.42	\$1,652.42	Community	13	13	26	New Development (NDev)	Amman- Jordan +962 6 4617441
How to start you Business	10/28/2009	10/28/2009	Community Training	\$ 647.00		\$ -	\$647.00	Community	11	6	17	NHF	Hana Mitri Shahin Executive Director Tel: +962 6 5607460 Fax: +962 6 5606994 Website: www.nooralhusseinfoundation.org
How to facilitate a Wide Meeting	12/19/2009	12/19/2009	Community Training	\$ 100.00		\$417.31	\$517.31	Community	7	6	13	JRF	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Determination of ACWA Strategic Intent	12/21/2009	12/21/2009	Community Training	\$ 231.00		\$ -	\$ 231.00	Community	6	0	6	Al Jidara	Awni Nabulsi CEO Tel: +962-6-5677908
Land Use and Zoning	12/30/2009	12/30/2009	Community Training	\$ 444.23		\$ -	\$444.23	Community	1	1	2	Douglas Lucias	Short Term Assistant Consultant-USA
Development and Zoning	1/3/2010	1/6/2010	Community Training	\$ 444.23		\$ -	\$444.23	Community	5	1	6	Douglas Lucias	Short Term Assistant Consultant-USA
Training ASEZA staff about labor market study service design	2/28/2010	28/02/2010	Community Training	\$ 146.53	\$ -	\$ -	\$146.53	Community	5	6	11	Eco Consult	ECO Consult Shmeisani PO Box 941400, Amman 11194 Jordan Tel: +962 6 5699769, Fax: +962 6 5697264

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
Long Term Community Planning	3/20/2010	3/20/2010	Community Training	\$ 150.00	\$1,313.55	\$ -	\$ 1,463.55	Community	15	16	31	JRF	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Community Mobilization	3/27/2010	3/27/2010	Community Training	\$ 150.00	\$ -	\$ 84.74	\$ 234.74	Community	10	2	12	JRF	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Community Mobilization	3/28/2010	3/28/2010	Community Training	\$ 150.00	\$ -	\$ 84.74	\$ 234.74	Community	6	6	12	JRF	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
SPSS	4/20/2010	4/20/2010	Community Training	\$ 227.40	\$ -	\$ -	\$227.40	Community	5	4	9	Eco Consult	ECO Consult Shmeisani PO Box 941400, Amman 11194 Jordan Tel: +962 6 5699769, Fax: +962 6 5697264
M&E	4/21/2010	4/22/2010	Community Training	\$ 149.25	\$ -	\$ -	\$ 149.25	Community	4	3	7	Eco Consult	ECO Consult Shmeisani PO Box 941400, Amman 11194 Jordan Tel: +962 6 5699769, Fax: +962 6 5697264
CPR	5/17/2010	5/172010	Community Training	\$ 75.00	\$ 135.14	\$ -	\$210.14	Community	10	4	14	JREDS	Ahmad Yaseen 32022995
Mission & vision statements	6/9/2010	6/9/2010	Community Training	\$ 995.76	\$ -	\$70.62	\$1,066.38	Community	6	7	13	CHF international	8601 Georgia Avenue Silver Spring, MD 20910 USA +1 301 587-4700 www.chfinternational.org
Volunteers Training	6/12/2010	6/122010	Community Training	\$ 150.00	\$ -	\$70.62	\$220.62	Community	10	8	18	JRF	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Communication skills for shabyieh	6/27/2010	6/28/2010	Community Training	\$ 1,251.41	-	\$ -	\$1,251.41	Community	7	9	16	Princess Basma Center	Tel: + 962 3 2012041 Fax: + 962 3 2014382 E-mail: aqaba@johud.org.jo
NDA Sustainability frame work	7/1/2010	7/1/2010	Community Training	\$ 995.76	\$ -	\$56.49	\$1,052.25	Community	17	21	38	CHF international	8601 Georgia Avenue Silver Spring, MD 20910 USA +1 301 587-4700 www.chfinternational.org

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
NDA Sustainability frame work	7/6/2010	7/6/2010	Community Training	\$ 995.76	\$ -	\$120.00	\$1,115.76	Community	20	20	40	CHF international	8601 Georgia Avenue Silver Spring, MD 20910 USA +1 301 587-4700 www.chfinternational.org
MS Project	7/12/2010	7/19/2010	Community Training				\$ -	Community	15	5	20	JREDS	Ahmad Yaseen 32022995
Water Sludge Parasite Testing	7/12/2010	7/22/2010	Community Training	\$ 6,357.60	\$ 1,350.50	\$ -	\$7,708.10	Community	3	7	10	Morteza Abbaszadegan	Ph.D. Professor & Director NSF Water & Environmental Technology Center Arizona State University Civil, Environmental & Sustainable Engineering ECG Room 252 (Office ECG 207) Tempe, AZ 85287-5306 http://wet.asu.edu Tel:480-965-3868;Fax:480-965-0557
Negotiation skills and conflict management	8/1/2010	8/3/2010	Community Training	\$ 1,877.11	\$ -	\$418.32	\$2,295.43	Community	12	10	22	Princess Basma Center	Tel: + 962 3 2012041 Fax: + 962 3 2014382 E-mail: aqaba@johud.org.jo
Workshop skills to gain public support (advocacy)	8/7/2010	8/7/2010	Community Training	\$ -	\$ -	\$ -	\$ -	Community	23	29	52	JRF	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
The role of parents in the success of youth marriage	8/24/2010	8/24/2010	Community Training	\$ -	\$ -	\$ -	\$ -	Community	22	1	23	Jordanian National Form For Women	Mailing Address: P.O. Box 505- Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween@yahoo.com
Women's rights in the marriage contract	8/31/2010	8/31/2010	Community Training	\$ -	\$ -	\$ -	\$ -	Community	18	0	18	Jordanian National Form For Women	Mailing Address: P.O. Box 505- Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween@yahoo.com

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
The foundations of a happy married life	9/20/2010	9/20/2010	Community Training	\$ -	\$ -	\$ -	\$ -	Community	26	0	26	Jordanian National Form For Women	Mailing Address: P.O. Box 505-Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween@yahoo.com
Marine Water Quality	9/20/2010	9/30/2010	Community Training	\$3,900.00	\$ 1,180.00	\$ -	\$5,080.00	Community	3	8	11	Absar Alum	Absar.Alum@asu.edu
Basis for selecting a life partner	9/28/2010	9/28/2010	Community Training	\$ -	\$ -	\$ -	\$ -	Community	22	4	26	Jordanian National Form For Women	Mailing Address: P.O. Box 505-Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween@yahoo.com
How to start your own business	9/21/2010	10/7/2010	Community Training	\$ -	\$ -	\$ -	\$ -	Community	18	8	26	Nour Al-Hussein foundation	Hana Mitri ShahinExecutive Director Tel: +962 6 5607460Fax: +962 6 5606994Website: www.nooralhusseinfoundation.org
Participatory Rapid Appraisal	10/9/2010	10/14/2010	Community Training	1,271.19	\$847.46	\$3,241.53	\$5,360.18	Community	8	8	16	Princess Basma Center	Tel: + 962 3 2012041 Fax: + 962 3 2014382 E-mail: aqaba@johud.org.jo
Task Analysis Workshop	10/12/2010	10/12/2010	Community Training	\$ 995.76	\$ -	\$128.89	\$1,124.65	Community	5	3	8	Scott Yetter	Scott Yetter (SYetter@chfinternational.org)
Quality Control Program for Air Monitoring Stations	11/2/2010	11/10/2010	Community Training	\$ -	\$ -	\$ -	\$ -	Community	0	5	5	Larry Jackson	
Advocacy skills	11/3/2010	11/4/2010	Community Training	\$ 211.87	\$ -	\$ 423.73	\$635.60	Community	5	6	11	Princess Basma Center	Tel: + 962 3 2012041 Fax: + 962 3 2014382 E-mail: aqaba@johud.org.jo
Marriage without conflict	11/28/2010	11/28/2010	Community Training	\$ 113.00	\$ -	\$84.75	\$197.75	Community	0	45	45	Jordanian National Form For Women	Mailing Address: P.O. Box 505-Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween@yahoo.com

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
How to improve your own business	12/5/2010	12/30/2010	Community Training	\$ -	\$ -	\$ -	\$ -	Community	2	19	21	Nour Al-Hussein foundation	Hana Mitri Shahin Executive Director Tel: +962 6 5607460 Fax: +962 6 5606994 Website: www.nooralhusseinfoundation.org
Medical Test Before Marriage	12/6/2010	12/6/2010	Community Training	\$ 113.00	\$ -	\$84.75	\$ 197.75	Community	0	23	23	Jordanian National Form For Women	Mailing Address: P.O. Box 505-Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween@yahoo.com
Grants Writing Basics	12/13/2010	12/13/2010	Community Training	\$ -	\$ -	\$ 435.03	\$435.03	Community	18	13	31	World Associates - Life Center – Aqaba	PO Box 936, Aqaba, Jordan 77110 Telefax 03-206-1101
Train the Trainers workshop	12/14/2010	12/16/2010	Community Training	\$ 1,271.19	\$ -	\$ 2,803.68	\$4,074.87	Community	9	11	20	Mobadarat	Yusur Hassan yusor@mobadarat.org
The Sustainability of Happy Marriage	12/16/2010	12/16/2010	Community Training	\$ 113.00	\$ -	\$ 84.75	\$ 197.75	Community	22	0	22	Jordanian National Form For Women	Mailing Address: P.O. Box 505-Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween@yahoo.com
TOT for sports teachers	12/18/2010	12/21/2010	Community Training	\$ -	\$ 500.00	\$ 200.00	\$ 700.00	Community	6	9	15	Youth Achieve Development	Samer Taha- 065656668
Problems Pre-Marriage	12/19/2010	12/19/2010	Community Training	\$ 113.00	\$ -	\$ 84.75	\$ 197.75	Community	0	17	17	Jordanian National Form For Women	Mailing Address: P.O. Box 505-Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween@yahoo.com
How to start your own business	12/21/2010	1/6/2011	Community Training	\$ 3,186.44	\$1,101.69	\$ 531.14	\$4,819.27	Community	21	2	24	Nour Al-Hussein foundation	Hana Mitri Shahin Executive Director Tel: +962 6 5607460 Fax: +962 6 5606994 Website: www.nooralhusseinfoundation.org

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
Disi Ceramic Technical Training 1	12/26/2010	5/30/2011	Community Training	\$ 6,742.86	\$ -	\$ 9,428.57	\$16,171.43	Community	12	0	12	Disi Women Association	Main St., Disi Gate, Disi, Aqaba, Jordan, PO Box 674, Tel: 0777306068
Awareness about AIDS	12/29/2010	12/29/2010	Community Training	\$ 113.00	\$ -	\$ 84.75	\$ 197.75	Community	0	21	21	Jordanian National Form For Women	Mailing Address: P.O. Box 505-Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween@yahoo.com
Choosing the Right Marriage Partner	12/30/2010	12/30/2010	Community Training	\$ 113.00	\$ -	\$ 84.75	\$ 197.75	Community	0	24	24	Jordanian National Form For Women	Mailing Address: P.O. Box 505-Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween@yahoo.com
The Principles to a happy marriage life	1/6/2011	1/6/2011	Community Training	\$ 112.99	\$ -	\$ 84.74	\$ 197.73	Community	21	2	23	Jordanian National Form For Women	Mailing Address: P.O. Box 505-Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween@yahoo.com
Improve Your Business	1/18/2011	2/9/2011	Community Training	\$ 3,385.59	\$ 790.96	\$ 715.53	\$4,892.08	Community	25	2	27	Nour Al-Hussein Foundation	Hana Mitri Shahin Executive Director Tel: +962 6 5607460 Fax: +962 6 5606994 Website: www.nooralhusseinfoundation.org
How to start your own business	1/25/2011	2/10/2011	Community Training	\$ 3,362.99	\$ 1,355.93	\$ 1,019.35	\$ 5,738.27	Community	14	8	20	Nour Al-Hussein Foundation	Hana Mitri ShahinExecutive Director Tel: +962 6 5607460Fax: +962 6 5606994Website: www.nooralhusseinfoundation.org
Film Making	1/25/2011	1/29/2011	Community Training	\$ 500.00	\$ -	\$ 206.21	\$ 706.21	Community	6	8	14	Princess Basma Center	Tel: + 962 3 2012041 Fax: + 962 3 2014382 E-mail: aqaba@johud.org.jo

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
Marital Disputes	1/26/2011	1/26/2011	Community Training	\$ 112.99	\$ -	\$ 84.74	\$ 197.73	Community	20	0	20	Jordanian National Forum For Women	Mailing Address: P.O. Box 505-Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween@yahoo.com
Soft Skills Training	1/30/2011	2/3/2011	Community Training	\$ 300.00	\$ -	\$ 123.72	\$ 423.72	Community	9	12	21	Princess Basma Center	Tel: + 962 3 2012041 Fax: + 962 3 2014382 E-mail: aqaba@johud.org.jo
JOHUD: Soft Skills Training	1/30/2011	3/2/2011	Community Training	\$ 267.64	\$341.66	\$ 1,471.37	\$2,080.67	Community	12	9	21	Princess Basma Center	Tel: + 962 3 2012041 Fax: + 962 3 2014382 E-mail: aqaba@johud.org.jo
Awraq - Semsemeyeh Making 1	2/6/2011	2/17/2011	Community Training	\$ 4,023.30	\$ -	\$ 5,127.11	\$9,150.41	Community	0	10	10	Awaq	Mailing Address: P.O. Box 3333 Amman, Phone: 065332570, Fax No: 065332570, E Mail: zeina@darawraq.com
AIDS and sexually transmitted diseases	2/16/2011	2/16/2011	Community Training	\$ 112.99	\$ -	\$ 84.74	\$197.73	Community	35	0	35	Jordanian National Forum For Women	Mailing Address: P.O. Box 505-Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween@yahoo.com
Women's rights in marriage	2/17/2011	2/17/2011	Community Training	\$ 112.99	\$ -	\$ 84.74	\$ 197.73	Community	40	0	40	Jordanian National Forum For Women	Mailing Address: P.O. Box 505-Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween@yahoo.com
Green Creations - Sea Glass Jewelry Making	2/17/2011	2/23/2011	Community Training	\$ 282.48	\$ -	\$ 1,298.00	\$ 1,580.48	Community	20	0	20	Life Center	Phone:032061101 Fax No: 03-2061101 E Mail: Luke.j.glaze@gmail.com
Awraq - Semsemeyeh Making 2	2/20/2011	3/13/2011	Community Training	\$ 4,023.30	\$ -	\$ 5,127.11	\$9,150.41	Community	10	0	10	Awaq	Mailing Address: P.O. Box 3333 Amman, Phone: 065332570, Fax No: 065332570, E Mail: zeina@darawraq.com

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
The Principles to a happy marriage life	2/24/2011	2/24/2011	Community Training	\$ 112.99	\$ -	\$ 84.74	\$197.73	Community	35	0	35	Jordanian National Forum For Women	Mailing Address: P.O. Box 505-Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween@yahoo.com
Hospitality Skills Workshop	2/27/2011	3/3/2011	Community Training	\$ 734.46	\$ -	\$ 2,824.85	\$3,559.31	Community	89	21	110	Aqaba Hotel Association	Address: Al Saadeh Street - Ayla Complex – 4th Floor – Aqaba, Phone: 2060050, Fax No.: 2060051, Dana Khoulki (CEO) ceo@aqabahotels.org ; Salah AlBitar (Chairman) [salah.bitar@daysinn-aqaba.com
Life Skills	2/27/2011	3/3/2011	Community Training	\$ -	\$ -	\$ 282.48	\$ 282.48	Community	10	9	19	Princess Basma Center	Tel: + 962 3 2012041 Fax: + 962 3 2014382 E-mail: aqaba@johud.org.jo
First Aid	2/27/2011	3/2/2011	Community Training	\$ -	\$282.48	\$ 112.99	\$395.47	Community	33	0	33	Red Crescent	Mr. Mahmoud Ghrably, Tel: + 962 3 2032221; Fax:+ 962 3 2032221; E-mail: rcsc_aqaba@yahoo.com
Divers Training	3/3/2011	9/1/2011	Workforce training	\$28,428.57	\$ -	\$ 4,117.32	\$ 32,545.89	Community	0	15	15	JREDS	Abd Al Wahab Al Sheyab - 0779349007
JOHUD-Film Making	3/5/2011	5/5/2011	Community Training	\$ 720.00	\$717.50	\$ 1,243.25	\$2,680.75	Community	4	6	10	Princess Basma Center	Tel: + 962 3 2012041 Fax: + 962 3 2014382 E-mail: aqaba@johud.org.jo
Training of PRO Associations	3/13/2011	3/14/2011	Community Training	\$ 221.34	\$282.48	\$ 168.64	\$ 672.46	Community	3	4	7	Al Jidara	Awni Nabulsi CEO Tel: +962-6-5677908
Divers English Training Course	3/13/2011	7/4/2011	Community Training	\$11,088.75	\$ -	\$ 1,074.00	\$12,162.75	Community	0	15	15	JREDS	Abd Al Wahab Al Sheyab - 0779349007
Awraq - Marketing Training	3/14/2011	3/28/2011	Community Training	\$ 757.06	\$ -	\$ 1,016.94	\$1,774.00	Community	5	5	10	Awraq	Mailing Address: P.O. Box 3333 Amman, Phone: 065332570, Fax No: 065332570, E Mail: zeina@darawraq.com
Awraq - TOT	3/15/2011	3/29/2011	Community Training	\$ 1,556.49	\$ -	\$ 939.26	\$2,495.75	Community	19	0	19	Awraq	Mailing Address: P.O. Box 3333 Amman, Phone: 065332570, Fax No: 065332570, E Mail: zeina@darawraq.com

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
The Principles to a happy marriage life	3/16/2011	3/16/2011	Community Training	\$ 112.99	\$ -	\$ 84.74	\$ 197.73	Community	29	0	29	Jordanian National Form For Women	Mailing Address: P.O. Box 505-Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween @yahoo.com
Process Improvement	4/12/2011	4/14/2011	Community Training	\$ -	\$ 950.98	\$ -	\$ 950.98	Community	4	7	11	ACED Program	Aqaba, Jordan
Safety Training	4/17/2011	10/4/2011	Community Training	\$ 3,814.00	\$ -	\$ -	\$3,814.00	Community	0	20	20	Vocational Training	Tel: 962 6 488 4144, Fax: 962 6 487 5347, e-mail: vtc.oshi@vtc.gov.jo
AMBI training cycles-SYB training cycle	4/19/2011	5/3/2011	Workshop	\$ 3,070.62	\$ 1,793.78	\$ 996.04	\$ 5,860.44	Community	12	4	16	Nour Al-Hussein foundation	Hana Mitri Shahin Executive Director Tel: +962 6 5607460 Fax: +962 6 5606994 Website: www.nooralhusseinfoundation.org
TOT (NCC)	4/24/2011	4/28/2011	Workshop	\$ 411.99	\$ 706.21	\$ 706.21	\$ 1,824.41	Community	9	4	13	Talal Abu-Ghazalleh Professional Training Group (TAGI Training)	Amman - Jordan Tel: 06 5100 600 Fax: 06 5100 601
JOHUD: Youth Initiatives & Advocacy Training	4/25/2011	4/29/2011	Workshop	\$ 267.64	\$32.89	\$ 1,121.07	\$1,421.60	Community	10	6	16	Princess Basma Center	Tel: + 962 3 2012041 Fax: + 962 3 2014382 E-mail: aqaba@johud.org.jo
JOHUD: Photography	4/30/2011	5/2/2011	Community Training	\$ 175.71	\$ 307.50	\$ 532.82	\$1,016.04	Community	4	6	10	Princess Basma Center	Tel: + 962 3 2012041 Fax: + 962 3 2014382 E-mail: aqaba@johud.org.jo
JOHUD-Basic Life Skills Training 1	4/30/2011	5/4/2011	Community Training	\$ -	\$ 341.66	\$ 264.52	\$ 606.18	Community	10	9	19	Princess Basma Center	Tel: + 962 3 2012041 Fax: + 962 3 2014382 E-mail: aqaba@johud.org.jo
JOHUD-Basic Life Skills Training 2	5/2/2011	5/7/2011	Community Training	\$ -	\$ -	\$ 264.52	\$ 264.52	Community	7	18	25	Princess Basma Center	Tel: + 962 3 2012041 Fax: + 962 3 2014382 E-mail: aqaba@johud.org.jo

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
Civil Defense and Organizational Security	5/4/2011	5/5/2011	Community Training	\$ 353.10	\$ -	\$ 316.38	\$ 669.48	Community	5	14	19	Aqaba Hotel Association	Address: Al Saadeh Street - Ayla Complex – 4th Floor – Aqaba, Phone: 2060050, Fax No.: 2060051, Dana Khouli (CEO) ceo@aqabahotels.org ; Salah AlBitar (Chairman) [salah.bitar@daysinn-aqaba.com]
JOHUD-Basic Life Skills Training 3	5/8/2011	5/12/2011	Community Training	\$ -	\$ -	\$ 264.52	\$ 264.52	Community	9	12	21	Princess Basma Center	Tel: + 962 3 2012041 Fax: + 962 3 2014382 E-mail: aqaba@johud.org.jo
JOHUD-Basic Life Skills Training 4	5/8/2011	5/12/2012	Community Training	\$ -	\$ -	\$ 264.52	\$264.52	Community	14	9	23	Princess Basma Center	Tel: + 962 3 2012041 Fax: + 962 3 2014382 E-mail: aqaba@johud.org.jo
قبة فنية لخطوة	5/8/2011	5/8/2011	Community Training	\$ 112.99	\$ -	\$ 84.74	\$ 197.73	Community	41	0	41	Jordanian National Forum For Women	Mailing Address: P.O. Box 505-Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween@yahoo.com
اميل فشل لخطوة	5/9/2011	5/9/2011	Community Training	\$ 112.99	\$ -	\$ 84.74	\$ 197.73	Community	25	0	25	Jordanian National Forum For Women	Mailing Address: P.O. Box 505-Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween@yahoo.com
Computer Literacy for the Syndicate of Mechanics	5/9/2011	7/10/2010	Workforce training	\$ 2,570.62		\$ 2,570.62		Community	0	26	26	Syndicate of Mechanics	Al Herafiyeen Area ; P.O. Box 2202; Tel: (03)2033649; Aqaba, Jordan
للزواج و الاستقرار	5/11/2011	5/11/2011	Community Training	\$ 112.99	\$ -	\$ 84.74	\$ 197.73	Community	0	31	31	Jordanian National Forum For Women	Mailing Address: P.O. Box 505-Postal Code Aqaba 11077 - Jordan. Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween@yahoo.com

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
العهدز وللزواج	5/31/2011	5/31/2011	Community Training	\$ 112.99	\$ -	\$ 84.74	\$ 197.73	Community	18	0	18	Jordanian National Forum For Women	Mailing Address: P.O. Box 505-Postal Code Aqaba 11077 - Jordan.Phone: 2031155 Fax No.: 2031155 E Mail: hanan_kafaween @yahoo.com
Improve your Business	5/31/2011	6/15/2011	Workforce training	\$ 3,291.15	\$ -	\$ 388.17	\$ 3,679.32	Community	4	10	14	Nour Al-Hussein Foundation	Hana Mitri Shahin Executive Director Tel: +962 6 5607460 Fax: +962 6 5606994 Website: www.nooralhuseinfoundation.org
Proposal writing and OD	6/25/2011	6/30/2011	Community Training	\$ 2,843.85	\$4,340.39	\$ 2,824.85	\$10,009.09	Community	2	3	5	Talal Abu-Ghazalleh Professional Training Group (TAGI Training)	Amman - Jordan Tel: 06 5100 600 Fax: 06 5100 601
Al-Thagher-Sign Language Training Level 1	7/2/2011	8/3/2011	Community Training	\$20,571.43	\$ -	\$ 7,571.43	\$ 28,142.86	Community	39	3	39	Al Thagher	6th Residential Area; Aqaba, Jordan 77110; Aqaba, Jordan 77110; Tel: (03) 201 6466 ; Fax: (03) 203 5745
JOHUD-Basic Life Skills Training 5	7/10/2011	7/16/2011	Community Training	\$ -	\$ -	\$ 264.52	\$ 264.52	Community	3	17	20	Princess Basma Center	Tel: + 962 3 2012041 Fax: + 962 3 2014382 E-mail: aqaba@johud.org.jo
JOHUD-Basic Life Skills Training 6	7/17/2011	7/25/2011	Community Training	\$ -	\$ -	\$ 264.52	\$ 264.52	Community	18	0	18	Princess Basma Center	Tel: + 962 3 2012041 Fax: + 962 3 2014382 E-mail: aqaba@johud.org.jo
Basic Accounting and Admin Documentation "Basic level"	7/25/2011	7/26/2011	Community Training	\$ 338.98	\$ 141.24	\$ 70.62	\$ 550.84	Community	6	6	12	Talal Abu-Ghazalleh Professional Training Group (TAGI Training)	Amman - Jordan Tel: 06 5100 600 Fax: 06 5100 601
Marketing and Sales for NGOs	7/26/2011	7/26/2011	Community Training	\$ 397.86	\$ 70.62	\$ 70.62	\$ 539.10	Community	2	3	5	Talal Abu-Ghazalleh Professional Training Group (TAGI Training)	Amman - Jordan Tel: 06 5100 600 Fax: 06 5100 601
Strategic Planning & Project costing	7/27/2011	7/27/2011	Community Training	\$ 347.45	\$ 70.62	\$ 70.62	\$ 488.69	Community	7	5	12	Talal Abu-Ghazalleh Professional Training Group (TAGI Training)	Amman - Jordan Tel: 06 5100 600 Fax: 06 5100 601

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
Disi Ceramics Artistic Training	8/1/2011	9/1/2011	Community Training	\$ 2,857.14	\$ -	\$ -	\$2,857.14	Community	12	0	12	Disi Women Association - Artist HaZam Al Zo'ubi	Main St., Disi Gate, Disi, Aqaba, Jordan, PO Box 674, Tel: 0777306068
Green Creations - Sewing Training	8/2/2011	8/28/2011	Community Training	\$ -	\$ -	\$ 1,071.43	\$1,071.43	Community	3	0	3	World Associates - Life Center – Aqaba-Souk by the sea	PO Box 936, Aqaba, Jordan 77110 Telefax 03-206-1101
Fleet Management	8/16/2011	8/16/2011	ASEZA	\$ -	\$ -	\$ -	\$ -	ASEZA	0	9	9	Jordan Co. for Managing & Tracking Vehicles (TrakLink®)	Rajab Quotaish Commercial Complex, 2nd Floor, 26 Al Al-Bayt Street, Dabouq, P.O. Box 172, Amman 11822 – JORDAN, Phone: +962 (6) 541 2281 Fax: +962 (6) 541 2282 Mobile: E-mail: SObeid@Trak-Link.com
NDA review and needs assessment	9/14/2011	9/15/2011	Community Training	\$ 221.31	\$ 988.70	\$ 169.49	\$ 1,379.50	Community	10	5	15	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Souk by the Sea Artistic Training	9/22/2011	9/22/2011	Community Training	\$ -	\$ -	\$ 300.00	\$ 300.00	Community	16	4	20	World Associates - Life Center – Aqaba	PO Box 936, Aqaba, Jordan 77110 Telefax 03-206-1101
Communication s Skills and Report Writing	10/11/2011	10/13/2011	Community Training	\$ 635.59	\$ -	\$ 284.59	\$ 920.18	Community	10	11	21	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Persistent Organic Pollutants	10/17/2011	10/27/2011	On-the-Job	\$ 2,807.62	\$ 1,610.84	\$ -	\$ 4,418.46	ASEZA- Ben Hayyan Lab	1	2	3	Steve Szocik	D 303.228.3069 C 720.273.6384 717 17th Street, Suite 2600 T 303.228.3000 F 303.228.3001 steve.szocik@aecom.com
Community Facilitation	10/24/2011	10/27/2011	Community Training	\$ 664.06	\$838.98	\$ 381.00	\$ 1,884.04	Community	8	6	14	JRF	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
ASEZA To-Be phase	10/24/2011	10/24/2011	Workshop	\$ 221.36	\$ 354.23	\$ -	\$ 575.59	ASEZA	3	3	6	Murad Al Qasem	murad_alqasem@hotmail.com
Business Management and Marketing Strategy	10/31/2011	11/1/2011	Workshop	\$ 1,553.67	\$ -	\$ 1,180.79	\$ 2,734.46	Community	7	7	14	Rachel Patterson	361 Carlton Ave , Brooklyn, NY 11238 , rachelepatterson@gmail.com ,

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
Long-Term Planning	11/19/2011	11/19/2011	Workshop	\$ -	\$ -	\$ 350.00	\$ 350.00	Community	8	15	23	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Media & Strategic Communication	11/20/2011	11/22/2011	Workshop	\$ -	\$ -	\$ 716.80	\$ 716.80	Community	3	13	16	CSP Program	Tel: 06 5933116, Amman P.O. Box 1252, Amman 111821, Jordan
Finance workshop	11/21/2011	11/28/2011	ASEZA	\$ 664.08	\$2,281.56	\$ -	\$ 2,945.64	ASEZA	19	47	66	Yazan Qurashi	yazan.qurashi@yqconsulting.com, Mobile: 079 700 6060
NGO Media Relations	12/4/2011	12/5/2011	Community Training	\$ -	\$ -	\$ 423.37	\$ 423.37	Community	7	7	14	CSP Program	
Strategic Planning for establishing NDA unit	12/4/2011	12/8/2011	Community Training	\$ 3,117.96	\$1,694.91	\$ -	\$4,812.87	Community	6	11	17	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
AHA Communication s Skills	2/20/2012	2/22/2012	Workshop	\$ -	\$105.93	\$ 285.11	\$ 391.04	Community	0	16	16	Aqaba Hotel Association	Address: Al Saadeh Street - Ayla Complex – 4th Floor – Aqaba, Phone: 2060050, Fax No.: 2060051, Dana Khoulki (CEO) ceo@aqabahotels.org ; Salah AlBitar (Chairman) [salah.bitar@daysinn-aqaba.com
Financial Training for Souk by the Sea Participants (Cost Share)	1/24/2012	1/24/2012	Workshop	\$ -	\$ -	\$ -	\$ -	Community	24	6	30	World Associates - Life Center – Aqaba	PO Box 936, Aqaba, Jordan 77110 Telefax 03-206-1101
AHA Conflict Management	3/26/2012	3/28/2012	Workshop	\$ -	\$105.93	\$ 285.11	\$391.04	Community	0	37	37	Aqaba Hotel Association	Address: Al Saadeh Street - Ayla Complex – 4th Floor – Aqaba, Phone: 2060050, Fax No.: 2060051, Dana Khoulki (CEO) ceo@aqabahotels.org ; Salah AlBitar (Chairman) [salah.bitar@daysinn-aqaba.com
Project Management Training	3/6/2012	3/8/2012	Workshop	\$ 2,000.00	\$500.00	\$ 1,800.00	\$4,300.00	Community	10	8	18	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
Fundraising Concepts and Mechanisms	4/16/2012	4/17/2012	Workshop	\$ 1,270.00	\$250.00	\$850.00	\$2,370.00	Community	6	15	21	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Train the Trainers for LCDD	4/8/2012	4/12/2012	Workforce training	\$ 2,000.00	\$500.00	\$1,500.00	\$4,000.00	ASEZA	6	5	11	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
HACCP Training	19/4/2012	19/4/2012	Workshop	\$ 20,903.95	\$ -	\$ -	\$20,903.95	Hotels' Management	0	12	12	Dr. Nabil Sweiss/ as part of HACCP consultancy contract	Amman
Introduction to Administrative, Financial and Fund Raising activities in the CSOs	4/11/2012	4/12/2012	Community Training	\$ 350.00	\$ 200.00	\$550.00	\$ 1,100.00	CSOs	2	6	8	Talal Abu-Ghazalleh Professional Training Group (TAGI Training)	Amman - Jordan Tel: 06 5100 600 Fax: 06 5100 601
Basics of Strategies, Financial Planning, and Project Management	4/18/2012	4/19/2012	Community Training	\$ 525.00	\$ 300.00	\$700.00	\$1,525.00	CSOs	11	6	17	Talal Abu-Ghazalleh Professional Training Group (TAGI Training)	Amman - Jordan Tel: 06 5100 600 Fax: 06 5100 601
Starting out on the Journey to Excellence(Advanced)	4/22/2012	4/24/2012	Community Training	\$ 350.00	\$ 200.00	\$250.00	\$ 800.00	CSOs	5	7	12	Talal Abu-Ghazalleh Professional Training Group (TAGI Training)	Amman - Jordan Tel: 06 5100 600 Fax: 06 5100 601
Train of Trainers (Mission & vision, Service improvement)	5/8/2012	5/10/2012	Workforce training	\$ -	\$ -		\$ -	ASEZA	4	6	10	ACED Sr. Advisor - Mohammad Saleh	
Participatory Rapid Appraisal	27/5/2012	5/31/2012	Workforce training	\$ 1,900.00	\$ 250.00	\$1,500.00	\$ 3,650.00	ASEZA and Youth members	11	14	25	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
HACCP Training 2	23/5/2012	23/5/2012	Workshop	\$ -	\$ -	\$ -	\$ -	HACCP implementation teams in hotels	2	30	32	Dr. Nabil Sweiss/ as part of HACCP consultancy contract	Amman

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
Attracting Customers through Art	5/16/2012	16/5//2012	Workshop	\$ -	\$ -	\$ -	\$ -	Community	19	8	27	Life Center, Tray Martin	Aqaba, World Associates, trey@wamiddleeast.org
Service Improvement workshop	18/6/2012	19/6/2012	Workshop	\$ 2,213.60	\$ -	\$ -	\$2,213.60	ASEZA	10	10	20	Hala Abu Nwar & Mohammad Roud	
House Keeping	24/6/2012	30/6/2012	Workforce training	\$ 847.46	\$ 211.86		\$ 1,059.32	Housekeepers in hotels	1	18	19	Amer Abu Al-Failat	Aqaba
Leadership Development Skills - Amman	24/6/2012	28/6/2012	Workforce training	\$ 2,000.00	\$4,237.00	\$ 600.00	\$6,837.00	NCC	3	3	6	Talal Abu-Ghazalleh Professional Training Group (TAGI Training)	Amman - Jordan Tel: 06 5100 600 Fax: 06 5100 601
HACCP Internal Audit Training 3	23/6/2012	23/6/2012	Workshop	\$ -	\$ -	\$ -	\$ -	HACCP internal auditing teams in hotels	2	14	16	Dr. Nabil Sweiss/ as part of HACCP consultancy contract	Amman
Project Management Training	8/5/2012	10/5/2012	Community Training	\$ 1,270.00	\$250.00	\$850.00	\$2,370.00	Community	6	11	17	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Reporting and Communication Skills Training	6/26/2012	27/6/2012	Community Training	\$ 1,270.00	\$250.00	\$850.00	\$2,370.00	Community	21	15	36	Jordan River Foundation	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
English Language for Beginners and intermediate Disi	3/6/2012	25/6/2012	Community Training	\$ -	\$ -	\$ -	\$ -	Community	15	0	15	ESTA	Nuha Shanableh - nuha.sh@esta.com.jo
Dioxin and Furan Analysis	17/6/2012	28/6/2012	Workforce training	\$ 280.77	\$ 682.00	\$ 1,050.00	\$ 2,012.77	ASEZA	1	2	3	AECOM Environment	Steve Szocik
Food Production (hot and cold dishes)	6/17/2012	7/12/2012	Workforce training	\$2,824.86	\$ 487.30	\$479.15	\$ 3,791.31	Hotels staff (Chefs)	0	14	14	Chef. Asem Yousef	Aqaba-Movenpic Hotel
Food Production (Butchery)	6/30/2012	7/5/2012	Workforce training	\$ 847.46	\$ -	\$ -	\$ 847.46	Hotels staff (Chefs)	0	6	6	Chef. Firas Abdel Qader	Aqaba-Movenpic Hotel

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
Front office operations	6/24/2012	7/10/2012	Workforce training	\$3,300.00	\$1,073.40	\$487.28	\$ 4,860.68	Hotels staff (Receptionists)+VTC	3	7	10	Mohammad Qawasmeh	Amman- Tel: 079 5732277
QSIP building Customer service skills	7/1/2012	7/2/2012	Workforce training	\$626.90	\$ 282.00	\$ 452.00	\$ 1,360.90	ASEZA	4	9	13	Hala Abu Nuwwar , Mohammad Roud	
Action Planning	7/8/2012	7/9/2012	Workforce training	\$626.90	\$ 475.40	\$ -	\$1,102.30	ASEZA	7	11	18	Hala Abu Nuwwar , Mohammad Roud	
Building Customer Service skills 1 (level 1)	7/15/2012	7/16/2012	Workforce training	\$626.90	\$423.70	\$ -	\$1,050.60	ASEZA	4	12	16	Hala Abu Nuwwar , Mohammad Roud	
Building Customer Service skills 1 (level 1)	7/17/2012	7/18/2012	Workforce training	\$626.90	\$609.20	\$ -	\$ 1,236.10	ASEZA	4	19	23	Hala Abu Nuwwar , Mohammad Roud	
Project Management and Monitoring and Evaluation system design and development	7/16/2012	7/19/2012	Workforce training	\$ -	\$ -	\$ -	\$ -	NCC	4	3	7	Mahmoud Arda, Yazeed Maani (TAGI)	Amman - Jordan Tel: 06 5100 600 Fax: 06 5100 601
Safety Training for the Syndicate of Mechanics 1	7/7/2012	7/18/2012	Workforce training	\$,475.99	\$ -	\$ -	\$ 1,475.99	Syndicate of Mechanics	0	11	11	Adel Qatatsheh, Mohammad Aqrabawi (VTC)	VTC-Aqaba Tel 079 9059750
Safety Training for the Syndicate of Mechanics 2	7/8/2012	7/19/2012	Workforce training	\$ 1,610.17	\$ -	\$ -	\$1,610.17	Syndicate of Mechanics	0	12	12	Adel Qatatsheh, Mohammad Aqrabawi (VTC)	VTC-Aqaba Tel 079 9059751
Computer Literacy for the syndicate	6/10/2012	7/19/2012	Workforce training	\$ 2,118.60	\$ -	\$ -	\$2,118.60	Syndicate of Mechanics	0	13	13	Ahmad Al Amarien	Knowledge Station-NHF-Aqaba Tel 03 2012641
Computer Literacy for the syndicate	6/11/2012	7/18/2012	Workforce training	\$ 2,118.60	\$ -	\$ -	\$2,118.60	Syndicate of Mechanics	0	11	11	Ahmad Al Amarien	Knowledge Station-NHF-Aqaba Tel 03 2012641

Training Program Name	Start	End	Training Type	US\$				Trainee Information				Training Provider	Address
				Cost				Group Name	# of Female	# of Male	Total		
				Labor	Hotels	Misc.	Total						
Computer for beginners (hotels)	6/12/2012	7/15/2012	Workforce training	\$ 2,118.60	\$ -	\$ -	\$2,118.60	Hotels staff	2	4	6	Ahmad Al Amarien	Knowledge Station-NHF-Aqaba Tel 03 2012641
Computer/ ICDL hotels	6/16/2012	7/19/2012	Workforce training	\$ 3,813.60	\$ -	\$ -	\$3,813.60	Hotels staff	2	5	7	Widad Khawaldeh	Knowledge Station-NHF-Aqaba Tel 03 2012641
Computer/ ICDL hotels	6/12/2012	7/23/2012	Workforce training	\$ 3,813.60	\$ -	\$ -	\$3,813.60	Hotels staff	3	5	8	Ahmad Al Amarien	Knowledge Station-NHF-Aqaba Tel 03 2012641
English for beginners Syndicate 1	6/30/2012	7/18/2012	Workforce training	\$ 1,765.50	\$ -	\$ -	\$1,765.50	Syndicate of Mechanics	0	5	5	ESTA	Nuha Shanableh - nuha.sh@esta.com.jo
English for beginners Syndicate 2	6/30/2012	7/21/2012	Workforce training	\$,765.50	\$ -	\$ -	\$1,765.50	Syndicate of Mechanics	0	5	5	ESTA	Nuha Shanableh - nuha.sh@esta.com.jo
Intermediate English for Hotels	22/6/2012	7/17/2012	Workforce training	\$ 1,765.50	\$ -	\$ -	\$ 1,765.50	Hotels staff	1	4	4	ESTA	Nuha Shanableh - nuha.sh@esta.com.jo
Beginners English for Hotels	6/24/2012	7/12/2012	Workforce training	\$ 1,765.50	\$ -	\$ -	\$ 1,765.50	Hotels staff	0	4	4	ESTA	Nuha Shanableh - nuha.sh@esta.com.jo
Proposal Writing	7/3/2012	7/4/2012	Workforce training	\$ -	\$ -	\$ -	\$ -	Hotels staff	7	2	9	Sami Tarabieh (JRF)	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Community Mobilization and Facilitation Skills	7/16/2012	7/17/2012	Community Training	\$ -	\$ -	\$ -	\$ -	Community	12	12	24	Dina Shafaqouj (JRF)	Tel: + (962) (6) 5933211 Fax: + (962) (6) 5933210 E-mail: info@jrf.org.jo
Artistic clay training	6/24/2012	8/1/2012	Workforce training	\$ -	\$ -	\$ -	\$ -	Community	12	0	12	Ashraf Al Omari	Cell phone: 0795170366