



**USAID**  
FROM THE AMERICAN PEOPLE

# JORDAN COMPETITIVENESS PROGRAM FINAL PROJECT REPORT



**DECEMBER 13, 2019**

This publication was produced for review by the United States Agency for International Development. It was prepared by DAI.



# JORDAN COMPETITIVENESS PROGRAM

## FINAL PROJECT REPORT

<b>Program Title:</b>	<b>Jordan Competitiveness Program</b>
<b>Program Dates:</b>	<b>April 4, 2013, to September 13, 2019</b>
<b>Sponsoring USAID Office:</b>	<b>Economic Development and Energy</b>
<b>Contract Number:</b>	<b>AID-278-C-13-00005</b>
<b>Contractor:</b>	<b>DAI Global, LLC</b>
<b>COTR:</b>	<b>Shatha Al Haj</b>
<b>Contracting Officer:</b>	<b>Michael Ashkouri</b>
<b>Chief of Party:</b>	<b>Dr. Wissam Rabadi</b>
<b>Program Director:</b>	<b>Alia Afshar</b>

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



# CONTENTS

<b>ABBREVIATIONS .....</b>	<b>VII</b>
<b>DISCLOSURE .....</b>	<b>X</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>XI</b>
<b>THE PATH TO ECONOMIC GROWTH .....</b>	<b>XII</b>
Economic Reform and Enabling Environment .....	xii
Ecosystem Development.....	xiv
Entrepreneurship and Enterprise Support .....	xiv
Education and Employment.....	xv
<b>THE JOURNEY TO SELF-RELIANCE .....</b>	<b>XV</b>
<b>KEY RESULTS.....</b>	<b>1</b>
<b>EMPLOYMENT .....</b>	<b>1</b>
<b>INVESTMENTS.....</b>	<b>3</b>
<b>EXPORTS .....</b>	<b>3</b>
<b>FIRMS ASSISTED .....</b>	<b>4</b>
<b>REFORMS.....</b>	<b>6</b>
<b>ACTIVITIES .....</b>	<b>8</b>
<b>1. ECONOMIC REFORM AND ENABLING ENVIRONMENT .....</b>	<b>8</b>
1.1. Building the Foundations .....	8
1.2. Increasing Exports.....	14
1.3. Promoting Investments.....	16
1.4. Supporting Reforms .....	23
1.5. Support to the Jordan Compact through the Project Management Unit .....	27
<b>2. ECOSYSTEM AND CLUSTER DEVELOPMENT .....</b>	<b>34</b>
2.1. Clean Tech.....	34
2.2. Information and Communications Technology .....	42
2.3. Medical Services .....	49
2.4. Pharmaceuticals.....	54
<b>3. ENTERPRISE AND ENTREPRENEURSHIP SUPPORT .....</b>	<b>62</b>
3.1. Firm Level Assistance for Startups .....	62
3.2. Firm Level Assistance for Scale-Up.....	64

<b>4. EDUCATION AND EMPLOYMENT.....</b>	<b>73</b>
4.1. Training for Employment .....	73
<b>MONITORING, EVALUATION, AND LEARNING.....</b>	<b>83</b>
LOGICAL FRAMEWORK .....	83
M&E CORE ACTIVITIES.....	85
COMMUNICATIONS .....	87
COLLATERAL PRODUCED.....	87
COMMUNICATIONS CORE ACTIVITIES .....	88
LESSONS LEARNED .....	89
OPERATIONS MANAGEMENT .....	90
JCP PREMISES .....	90
PROCUREMENT .....	90
FINANCE .....	90
COMPETITIVENESS PARTNERSHIP FUNDS/GRANTS .....	91
ORGANIZATIONAL STRUCTURE.....	91
DEVELOPMENT OF ORGANIZATIONAL CONFLICT OF INTEREST PLAN FOR THE PMU.....	91
CLOSEDOWN AND INVENTORY TRANSFER .....	91
POLITICAL CONTEXT AND THE EVOLUTION OF JCP .....	92
CHALLENGES AND OPPORTUNITIES.....	93
1. POLITICAL UNCERTAINTY .....	93
2. CHANGES IN GOVERNMENT .....	93
3. COMMITMENT FROM PARTNERS .....	94
4. LONG-TERM NATURE OF THE WORK VS. SHORTER IMPLEMENTATION TIMEFRAMES .....	94
5. OVERLY AMBITIOUS TARGETS .....	95
LESSONS LEARNED AND RECOMMENDATIONS .....	96
1. CLOSE <i>COLLABORATION</i> WITH PARTNERS .....	96
2. NEED FOR CONTINUOUS <i>LEARNING</i> .....	97
3. NEED FOR ADAPTABILITY .....	97
4. IDENTIFYING LEVERS OF CHANGE .....	97
5. FOCUS ON SUSTAINABILITY .....	98
OPPORTUNITIES MOVING FORWARD .....	99
Importance of the business-enabling environment and a long-term approach .....	99
Building consensus for and spinning off the best ideas .....	99

Diaspora Engagement.....	99
Cross-Sectoral Collaboration.....	99
<b>ANNEX 1: KEY PERFORMANCE INDICATORS TABLES .....</b>	<b>100</b>
<b>ANNEX 2: LAWS, POLICIES, STRATEGIES, AND REGULATIONS ADDRESSING PRIVATE SECTOR COMPETITIVENESS .....</b>	<b>103</b>
<b>ANNEX 3: GOVERNMENTAL REFORMS ADOPTED AND IMPLEMENTED .....</b>	<b>105</b>

# TABLES AND FIGURES

## **TABLES**

Table 1: JCP Achievements Against Targets for High-Level Indicators .....	2
Table 2: Investments Achieved by Activity .....	3
Table 3 Closed Export Deals by Activity .....	4
Table 4: Summary of Phases of JCP's Firm-Level Assistance to Export to Europe Program ....	65
Table 5 High-Level Results from JCP's Partnership with AmCham .....	69
Table 6: Summary of JCP supported exhibitions .....	71
Table 7: Summary of JCP Grants Pool .....	91
Table 8: Jordan Competitiveness Program (2013-2019) Indicators Summary .....	100
Table 9: JCP Jobs Indicators Summary .....	101
Table 10: JCP Export Indicators Summary .....	101
Table 11: JCP Investment Indicators Summary .....	101
Table 12: JCP Other Performance Indicators .....	102

## **FIGURES**

Figure 1: JCP High-Level Achievements .....	xi
Figure 2: Areas of JCP Interventions .....	xiii
Figure 3: Jobs Created by Type of Intervention .....	1
Figure 4: Job Placement by Type of Intervention, Excluding Work Permits Issued .....	3
Figure 5: JCP Investment Results .....	3
Figure 6 Infographic: Firms Assisted by Export Market .....	5
Figure 7: Number of Firms Assisted to Export by Type of Intervention .....	6
Figure 8: Firms Assisted to Improve Business Performance .....	6
Figure 9: JCP Implementation Labs approach .....	9
Figure 10: JCP Initial Target Sectors .....	10
Figure 11: JCP's Focus Areas .....	11
Figure 12: JCP Portfolio of Tools/Activities by Sector .....	12
Figure 13: Jordan Exports logo, developed with support from JCP .....	14



Figure 14: Cover of the EU Export to Europe Guide.....	16
Figure 15: Cover of the Investment Window Licensing Manual .....	16
Figure 16: JIC staff receive certificates on November 29, 2017, after completing training .....	17
Figure 17: Representatives from the Jordanian public and private sectors discuss investment opportunities during a panel at the Jordan Investment Seminar. ....	18
Figure 18: Cover of the JIC Investors' Guide.....	19
Figure 19: Participants in a September 13, 2018, meeting of key stakeholders in Jordan's VC industry. ....	22
Figure 20: Dr. Saif Al Riyalat was the first Jordanian to register a patent in the country following its accession to the PCT .....	24
Figure 21: Infographic showcasing the process of the online collateral registry .....	26
Figure 22: Results of the Simplified Rules of Origin Scheme with the EU, as of June 2019 .....	30
Figure 23: Work Permits Issued to Syrians by Sector, January–July 2019 .....	32
Figure 24: Clean Tech Sector Strategy .....	35
Figure 25: The Journey to eMobility: How USAID Developed the Electric Vehicle Industry in Jordan 36	
Figure 26: First solar-powered electric vehicle charging station in a public space. ....	37
Figure 27: Lewis Tatum speaks at the December 2016 Clean Tech Summit.....	39
Figure 28: Solid Waste Management Center of Excellence Launch .....	40
Figure 29: A May 2015 workshop introduced school administrators to renewable energy options and announced a unit to help finance those options.....	41
Figure 30: National ICT Strategy 2013–2017 .....	43
Figure 31: H.M. King Abdullah II and members of his delegation during the trip to the United States to promote Jordan's ICT sector .....	43
Figure 32: Services of the ICT Export Development Program .....	45
Figure 33: Three Jordanian Companies—Maysalward, Tamatem, and Beelabs—participated in two major gaming events, the Game Developers Conference and Game Connection Game Connection.....	46
Figure 34: JoSSOr: Vision, Mission and Roles .....	47
Figure 35: Government Incentives to the ICT Sector.....	49
Figure 36: JCP Medical Services Strategy .....	50
Figure 37: Students of the Palliative Care and Home Healthcare Diploma .....	51
Figure 38: Joint JFDA and USAID Achievements 2013–2019 .....	55

Figure 39: USAID Mission Director Dr. Jim Barnhart and JFDA's Director General Dr. Hayel Obeidat sign a partnership agreement to boost the competitiveness of the Kingdom's pharmaceutical sector .....	56
Figure 40: Impact of JCP's Work with the Pharmaceutical Industry .....	59
Figure 41: H.E. Marwan Juma during an awareness session with startups .....	62
Figure 42: Founders of EDaura, an online educational platform that connects teachers with their students virtually .....	64
Figure 43: Dr. Maher Al-Mahrouq of JCI, AmCham Chairman Mohammed Bataineh, and USAID Deputy Mission Director Lewis Tatem speak at the March 2018 launch of the Tijara Coalition's five-year strategy .....	68
Figure 44: Covers of Three Doing Business Guides Published by AmCham.....	69
Figure 45: Members of the small trade delegation from Jordan during their trip in Kenya.....	71
Figure 46: Rami Haikal, Founder of Toffimelt, one of several companies supported by JCP to attend the Yummex food exhibition in Dubai. ....	72
Figure 47: Safeyah Uthman, Microsoft Accelerator Program graduate.....	74
Figure 48: Disruptive Technologies and the global economy.....	75
Figure 49: Layth Hamad, Intel training graduate, inventor and entrepreneur .....	76
Figure 50: FABLAB, Amman's first public tech lab .....	77
Figure 51: Graduates pose with their certificates at a ceremony marking the completion of the EFE-Jordan program.....	78
Figure 52: Ahmad Khawaldeh, A Jordanian Career Counselor, Found Guidance in a USAID Program.....	80
Figure 53: ShAHD DOUGLAS, ENTREPRENEUR and Youth TRAINEE .....	81
Figure 54: JCP Logic Framework .....	84

# ABBREVIATIONS

ACI	Amman Chamber of Industry
AmCham	American Chamber of Commerce in Jordan
AMELP	Activity Monitoring, Evaluation, and Learning Plan
ASEZA	Aqaba Special Economic Zone Authority
B2B	Business-to-Business
BIT	Bilateral Investment Treaty
CBJ	Central Bank of Jordan
CCD	Companies Control Department
CI	Creative Industries
CoP	Chief of Party
COR	Contracting Officer's Representative
CRM	Customer Relationship Management
DA	Development Areas
DLIs	Disbursement-Linked Indicators
DPL	Development Policy Loan
eCTD	electronic Common Technical Document
EDAMA	EDAMA Association for Energy, Water & Environment
EFE-Jordan	Education for Employment-Jordan
EMRC	Energy and Minerals Regulatory Commission
EU	European Union
EED	Export and Exhibitions Directorate
FDI	Foreign Direct Investment
FLA	Firm-Level Assistance
FMCG	Fast-Moving Consumable Goods
FTA	Free Trade Agreement
FZ	Free Zones
GAM	Greater Amman Municipality
GCC	Gulf Cooperation Council
GenderCLIR	Gender Climate Legal and Institutional Reform Assessment
GJU	German Jordan University
GMP	Good Manufacturing Practice
GoJ	Government of Jordan
HBB	Home-Based Business
HHC	Home Healthcare
ICT	Information and Communications Technology
IFC	International Finance Corporation
IDA	Irbid Development Area
IoT	Internet of Things
IP	Intellectual Property
IPCO	Intellectual Property Commercialization Office

IPD	Investment Promotion Directorate
IPPD	Intellectual Property Protection Directorate
IPS	Investment Promotion Strategy
IR	Intermediate Result
ISSF	Innovative Startups and SMEs Fund
IT	Information Technology
JABA	Jordan Africa Business Association
JAPM	Jordanian Association of Pharmaceutical Manufacturers
JCI	Joint Commission International
JCP	Jordan Competitiveness Program
JEA	Jordan Exporters' Association
JEDCO	Jordan Enterprise Development Company
JEGP	Jordan Economic Growth Plan
JFDA	Jordan Food and Drug Administration
JFZC	Jordan Free Zones Corporation
JIC	Jordan Investment Commission
JIEC	Jordan Industrial Estates Corporation
JISMO	Jordan Institution for Standards and Metrology
JMTC	Jordan Medical Tourism Consortium
JNC	Jordan Nurses Commission
JoSSOr	Jordan Sector Skills Organization
JU	Jordan University
JUST	Jordan University of Science and Technology
KA	King Abdullah Award
KAFD	King Abdullah II Fund for Development
KHCC	King Hussein Cancer Center
KPI	Key Performance Indicator
LT	Long-term technical advisor
M&E	Monitoring and evaluation
MENA	Middle East and North Africa
MoEnv	Ministry of Environment
MoITS	Ministry of Industry, Trade, and Supply
MoL	Ministry of Labor
MoMA	Ministry of Municipal Affairs
MoPIC	Ministry of Planning and International Cooperation
MoU	Memorandum of Understanding
OECD	Organization for Economic Co-operation and Development
PC	Palliative Care
PCT	Patent Cooperation Treaty
PforR	Program for Results
PHA	Private Hospitals Association
PIC/S	Pharmaceutical Inspection Cooperation Scheme
PPP	Public-Private Partnership
PSUT	Princess Sumaya University for Technology

PMO	Prime Minister's Office
PMU	Project Management Unit
RE	Renewable Energy
RoO	Rules of Origin
SG	Secretary General
SIBA	Syrian International Business Association
SME	Small and medium-sized enterprise
SSO	Sector Skills Organization
STTA	Short-Term Technical Advisor
TPO	Trade Promotion Organization
ToT	Training of Trainers
USG	United States Government
VAM	Value Added Medicines
VC	Venture Capital
WIPO	World Intellectual Property Organization

# DISCLOSURE

*In March 2019 with USAID's approval, DAI implemented a plan to establish and maintain a firewall between DAI and JCP's Project Management Unit (PMU) to mitigate risks of Organizational Conflict of Interest (OCI). Specifically, PMU has operated on a stand-alone server that DAI cannot access. All staff were trained in the details of the mitigation plan requirements and signed non-disclosure agreements. Please note that the PMU section of this report, (1.5) and the PMU data included in the Annex, were prepared by and included on behalf of the PMU.*

# EXECUTIVE SUMMARY

The Jordan Competitiveness Program (JCP) was a six-year, \$50 million U.S. Agency for International Development (USAID)-funded program that operated from 2013 to 2019 to boost the competitiveness of the Jordanian economy by working with policymakers, business associations, and the private sector to: 1) draft and advocate for business-enabling legislation and regulation; 2) support firms and intermediaries in the private sector to stimulate exports and attract foreign direct investment (FDI); and 3) ensure that these investments result in employment opportunities for Jordanians and, where appropriate, other residents of the Kingdom.

From its impact on key sectors of the economy to its work strengthening Jordan’s business-enabling policy environment, JCP worked at all levels of the economy, training hundreds of young professionals, building the capacity of local firms, strengthening sector associations, and assisting in the enactment of dozens of forward-thinking laws and regulations that made possible tens of millions of dollars in new investment and exports while creating thousands of jobs. All told, JCP had an outsized impact on Jordan’s economy—stimulating about \$70 million in new Jordanian exports, facilitating more than \$100 million in investment opportunities, contributing to the creation of nearly 1,000 jobs, and assisting in securing new or better work opportunities for nearly 30,000 individuals.

**FIGURE 1: JCP HIGH-LEVEL ACHIEVEMENTS**



Initially JCP concentrated its efforts on innovation in four target knowledge economy sectors—clean technology, information and communications technology (ICT), medical services, and pharmaceuticals. JCP began by positioning Jordanian innovators to create “sophisticated demand,” steering the Kingdom’s consumers toward solutions that were as good for the economy as they were for individual pocketbooks. With the advent of the [Jordan Compact](#), however, which aimed to turn the Syria crisis—and resulting closure of borders and markets—into a development opportunity, JCP expanded its focus to identify opportunities to boost trade and attract investments across all sectors<sup>1</sup>.

<sup>1</sup> See the section called “Political Context and the Evolution of JCP” later in this report for more information.

As part of this broad remit, the program leveraged relationships with a range of stakeholders across Jordanian society. This included the creation and operation of the Jordan Compact's Program Management Unit (PMU), housed at the Ministry of Planning and International Cooperation (MoPIC), as well as significant efforts to support the Government of Jordan (GoJ) in its export and investment promotion through close partnerships with the private sector, business associations, and government institutions.

### Key Achievements

Together with the PMU, JCP exceeded its ambitious, overall target of 23,000 jobs by 60 percent by:

- creating 946 new jobs
- placing 33,090 individuals in new or better employment
- assisting in the creation of an estimated 4,055 direct and indirect jobs
- In addition, the project also surpassed its other high-level targets as well by:
- bringing in \$406.8 million in new investments and \$69.4 million in exports
- helping to advance 46 legislative reforms and strategies addressing the private sector, as well as 23 governmental reforms

These targets were achieved through support to 374 Jordanian firms—201 were assisted in exportation and 178 were helped to improve their business performance.

## THE PATH TO ECONOMIC GROWTH

To achieve these impressive results, JCP worked on all levels of the economy through what we refer to as the “4 Es” of economic growth:

- To support Economic Reform and the Enabling Environment, JCP worked with the GoJ to improve Jordan’s business-enabling environment by supporting needed regulatory and institutional reforms, investment and export promotion, process re-engineering and automation, as well as the Jordan Compact, which aimed to foster economic opportunities for Jordanians and Syrian refugees.
- JCP’s work on Ecosystem Development sought to boost whole sectors of the economy by supporting intermediaries such as business associations, chambers of industry, business incubators, technology accelerators, and educational institutions to provide needed services for the private sector to prosper and create jobs.
- JCP’s Enterprise and Entrepreneurship Support involved direct support to entrepreneurs, startup companies, and small and medium-sized enterprises (SMEs) by providing direct technical support to increase their access to capital, markets, talent, and technology.
- Under Education and Employment, training and capacity building programs were developed to provide individuals with the skills needed to meet the demand of firms in specific sectors and assist in job placement through internship programs, job fairs, and direct placement.

JCP’s primary contributions under each of the four Es are summarized below:

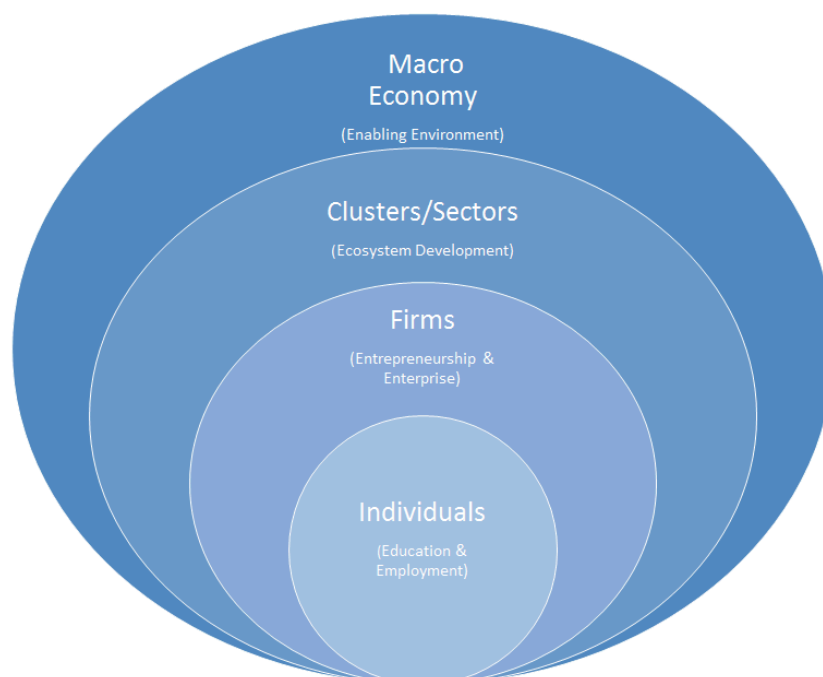
### ECONOMIC REFORM AND ENABLING ENVIRONMENT

A supportive enabling environment for business is critical for sustained economic growth. As part of JCP’s efforts to influence and improve Jordan’s business environment, the project worked closely with



the GoJ to support macroeconomic reforms and key government institutions to advance **46 legislative reforms and strategies addressing the private sector**, as well as **23 governmental reforms**.

**FIGURE 2: AREAS OF JCP INTERVENTIONS**



**Centralizing export development and promotion.** Among its many efforts to increase Jordanian exports, JCP’s biggest legacy may be its contribution to the **establishment of a new national Trade Promotion Agency for the Kingdom**—Jordan Exports—which, for the first time, will centralize all export development and promotion functions in one institution as a public-private partnership. In addition, JCP has supported other efforts to boost exports, including support to a World Trade Organization (WTO)-compliant alternative subsidy scheme for the manufacturing industry and the production of Export Guides for trade with the European Union (EU), United States, and selected African countries.

**Creating a more supportive enabling environment for investment.** Similarly, JCP’s assistance to Jordan’s investment environment has been broad and deep. The program’s comprehensive support to the Jordan Investment Commission (JIC) over several years has left an enduring impact on the institution and its work by supporting the development of regulations and processes needed to activate the 2014 Investment Law and investing heavily in the establishment and capacity of JIC’s Investment Promotion Department, which resulted in **\$65 million in investments facilitated**. Significant efforts were also made to boost critical investment opportunities on a national scale, including investment from the Jordanian diaspora, strategic investment projects, governance and prioritization, angel investment, and the venture capital industry.

**Supporting high-impact reforms.** JCP has supported various forward-thinking legislation. These include **assisting in Jordan’s accession to the Patent Cooperation Treaty** to help keep Jordan’s intellectual property at home; supporting the adoption of the Secured Lending Law and **creation of an online moveable collateral registry** to unlock financing options for SMEs; and **designing world-class wheeling and pooling regulations** to allow for increased investments in the renewable energy sector.

**Supporting the Jordan Compact.** Through JCP, USAID established the PMU at the MoPIC in 2016. Through seconded staff, logistical and procurement support, and technical assistance, the PMU has been the backbone of the Jordan Compact’s implementation and oversight. It has been a catalyst for successful progress of the Compact, which has aimed to turn the Syria crisis into a development opportunity, principally through economic reforms.

## ECOSYSTEM DEVELOPMENT

JCP also worked with select sectors of the knowledge economy and its associations to promote investment, exports, and jobs. Through wide-ranging support to the ICT, clean tech, medical services and pharmaceutical industries, JCP directed assistance to sectors with the highest potential for growth.

**Building the capacity of target sectors.** Some of the most significant achievements include:

- Successfully advocating for the adoption of tax incentives for both the ICT and clean tech sectors.
- Paving the way for massive private-sector investment in the infrastructure of [electric vehicle charging stations](#).
- Streamlining the drug registration process, thereby significantly increasing pharmaceutical exports and creating an estimated 1,601 direct and indirect jobs as a result.
- Significantly scaling up palliative and [home health care](#) in Jordan.
- Contributing to a 193 percent growth in medical tourists visiting Jordan Medical Tourism Consortium (JMTTC) hospitals from targeted markets between 2016 and 2018.
- Supporting the development of REACH2025, a plan to strengthen the digital economy in Jordan and create a more attractive business destination for investments and international partnerships.

### **Supporting the private sector through empowering relevant business associations.**

Through support to sector associations, JCP not only sponsored a variety of interventions, but also invested in the institutions and individuals needed for long-term sustainability of its efforts. These groups included [int@j](#) for the ICT sector, [EDAMA](#) Association for the clean tech sector, [Private Hospitals Association](#) (PHA) for medical services, and the [Jordanian Association of Pharmaceutical Manufacturers](#) (JAPM).

## ENTREPRENEURSHIP AND ENTERPRISE SUPPORT

Private sector growth requires new, bigger, and better businesses as well as savvy businesspeople. JCP has **supported 374 Jordanian firms**, as well as assisting Jordan’s entrepreneurs to **launch and grow more than 200 startups**.

**Entrepreneurship support and creating new businesses.** JCP supported the launching of new startups through partnerships with incubators [Oasis500](#) and [iPARK](#), which also **brought in more than \$4 million in new seed investments** for early stage businesses. JCP also supported iPARK in the creation of **two regional incubators** in Aqaba and Irbid, creating opportunity for entrepreneurs outside Amman.

**Supporting established firms to export and improve performance.** Through numerous initiatives, JCP has improved the performance of Jordanian firms. We created the **Growth Readiness Program**, which targeted top executives of promising medium-sized firms to overcome barriers to growth, and we supported the American Chamber of Commerce in Jordan (AmCham) to establish a **dedicated Free Trade Agreement unit**, develop a **national trade coalition**, and sponsor dozens of firm-level trainings, investment forums, and trade missions.

Additionally, JCP's rigorous **Firm-Level Assistance (FLA) program** supported Jordanian enterprises seeking to export their products to external markets. Focusing on competitive sectors, such as cosmetics and food products, participating companies received comprehensive assistance, including export-readiness audits, tailored training, new and improved marketing materials, and matchmaking with potential buyers. Collaborating with various associations, JCP also assisted a variety of Jordanian product manufacturers and service providers to participate in international trade exhibitions and missions to countries as diverse as Canada, Kenya, Morocco, and the United Arab Emirates.

## EDUCATION AND EMPLOYMENT

To directly support the foundation of Jordan's economy—its people—JCP also invested heavily in individual capacity through workforce development training and jobs placement.

**High-impact training.** JCP's skills development trainings spanned a **renewable energy certification program** for female engineers, training for **young tech professionals** on Intel's Galileo boards, and **entrepreneurship training** in university career offices. All of these trainings were anchored in robust partnerships with sustainable institutions, including first-of-their-kind memoranda of understanding with Microsoft and Intel, which, together, trained three cohorts of Jordanian students and recent graduates.

*Skills for the future.* JCP introduced new programs to equip individuals with advanced skills to capitalize on the opportunities presented by technological disruption, such as:

- The internet of things (IoT), which culminated in the Kingdom's first-ever Maker Competition.
- Three-dimensional printing (3D), which led to the establishment of the country's first-ever FabLab, in partnership with the Crown Prince Foundation.
- Cloud computing, which included partnerships with tech powerhouses Intel and Microsoft.

**Connecting Jordanian graduates with employer needs.** JCP established relationships with grantees involved in training recent graduates and helped them find jobs in their chosen career paths. For example, several grants designed to directly create jobs for young Jordanian professionals yielded significant numbers:

- Institutionalizing career guidance offices at leading universities resulted in 89 graduates placed in jobs.
- A grant to career network [Akhtaboot](#) to conduct job fairs yielded 400 job placements.
- A grant to youth employment organization [Education for Employment-Jordan](#) to conduct skills training and placement services placed 642 young people in jobs.

## THE JOURNEY TO SELF-RELIANCE

Given its focus on sectors, intermediaries and systemwide challenges, JCP was always conscious of the importance of sustainability. Through its multi-level approach, JCP worked to improve entire ecosystems—whether for a specific sector or the entire export and investment environment. JCP's approach aligned to USAID's [Journey to Self-Reliance](#) strategy directly by:

- Building the capacity of the state by equipping GoJ institutions with the knowledge and tools to become more effective and self-reliant.
- Engaging private sector partners—especially through associations and intermediaries such chambers of industry and commerce, and business incubators—to ensure the institutionalization and sustainability of all interventions.

- Developing business models that are sustainable either through public-private partnerships or sound financial models.

# KEY RESULTS

For all high-level goals—total jobs, total exports, and total investments—JCP exceeded its targets. Targets and results achieved from 2013 to 2019 are shown in the table on the following page.

The following data-driven analysis details JCP’s cumulative achievements. While the very nature of JCP’s work—especially its efforts to improve Jordan’s business-enabling environment—mean that much of its impact cannot be fully captured within the project’s lifetime, nevertheless the project has been able to demonstrate significant results during its lifetime. In this section, results are presented against the project’s high-level targets, while progress on individual activities is summarized in the following Activities section of the report. A Key Performance Indicators Table is included as an Annex.

## EMPLOYMENT

JCP’s planned jobs target was 23,000 for the life of project. JCP has successfully managed to report **38,091 jobs**—with **33,090** of those coming from job placement, **946** from job creation, and **4,055** from direct and indirect jobs. These categories of job placement and creation are explained below.

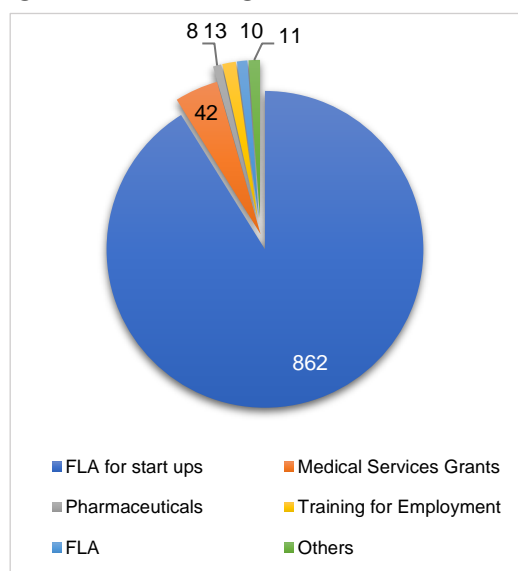
**Jobs Created.** A job is considered “created” when a new job or position exists where it previously did not, usually due to the project addressing strategic constraints to growth. JCP created 946 new jobs during its six years (under USAID indicator PMP 1.a). The vast majority of these emerged from grants to startup accelerators iPARK and Oasis500. The remaining results came mostly from the implementation of activities in JCP’s sectors, as well as training programs and JCP firm-level assistance.

**Job Placement.** This indicator (USAID indicator PMP 1.2.a/EG.6-1) measures the number of people who received new or better employment (including better self-employment) as a result of JCP activities. All told, 33,090 individuals were placed in new or better employment under this indicator. This category includes JCP’s contributions to results under the Jordan Compact through the establishment of the PMU at MoPIC, namely a percentage of work permits issued to Syrian workers since the Compact began. A methodology for calculating the PMU’s attribution to work permit issuance was approved by USAID in 2018. Based on this methodology, 31,438 of the work permits issued can be attributed to PMU efforts.

As shown in Figure 4, the remaining results came from JCP grants and activities, particularly its training for employment work.

**Estimated jobs.** Finally, the last jobs indicator, “direct and indirect jobs,” includes the estimated jobs created, based on research rather than a precise count, as a result of JCP interventions. While the results of the two previous jobs categories were tallied from actual counts of individuals, those falling into this category (number of direct and indirect jobs created, but not filled as a result of JCP intervention, a custom indicator) resulted from JCP’s work on the enabling environment or sector-level process reforms and must be estimated due to the impossibility of obtaining information on

**FIGURE 3: JOBS CREATED BY TYPE OF INTERVENTION**



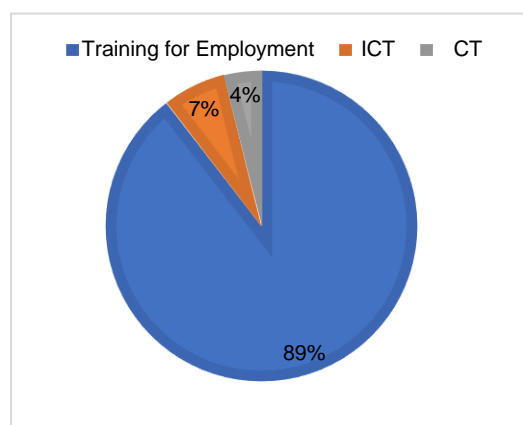
**TABLE 1: JCP ACHIEVEMENTS AGAINST TARGETS FOR HIGH-LEVEL INDICATORS**

Indicator	Year 2 Results	Year 3 Results	Year 4 Results	Year 5 Results	Year 6 Results	Total Direct	Total Indirect	LoP Target	Total LoP Achievements
<b>Total Jobs</b>						<b>36,875</b>	<b>1,216</b>	<b>23,000</b>	<b>38,091</b>
Number of jobs created as a result of USG assistance (PMP 1.a)	63	145	119	253	366	698	248	1,000	946
Number of direct and indirect jobs created but not filled as a result of JCP intervention				2,835	1,220	3087	968	6,000	4,055
Number of individuals with new or better employment following completion of USG-assisted workforce development programs (PMP 1.2.a) (EG.6-1)	38	408	9583	13,851	9,210	33,090		16,000	33,090
<b>Total Investment</b>								<b>\$370,000,000</b>	<b>\$406,828,429</b>
Amount of Private Sector investment leveraged in targeted sectors as a result of USG assistance (PMP 1.b)	\$7,107,345	\$7,400,000	\$12,163,565	\$78,145,847	\$7,119,018	\$111,935,775		\$118,000,000	\$111,935,775
Amount of finance (investment, credit, equity, loans) leveraged in targeted sectors as a result of USG assistance			\$3,000,000			\$3,000,000		\$10,000,000	\$3,000,000
Estimated Value of Increased Investments in targeted sectors as a result of JCP Sector-Level Intervention				\$152,697,740	\$139,194,915	\$291,892,655		\$242,000,000	\$291,892,655
<b>Total Exports</b>									<b>\$69,419,458</b>
Estimated Percentage Increase in Two Key Export Sectors of JCP Sector Level Intervention						14.77%		5%	14.77%
Value of Increased Exports in Targeted Firms as a result of JCP Firm-Level Support		\$1,341,397	\$4,004,059	\$6,390,141	\$57,683,861	\$69,419,458		\$2,650,000–3,650,000	\$69,419,458

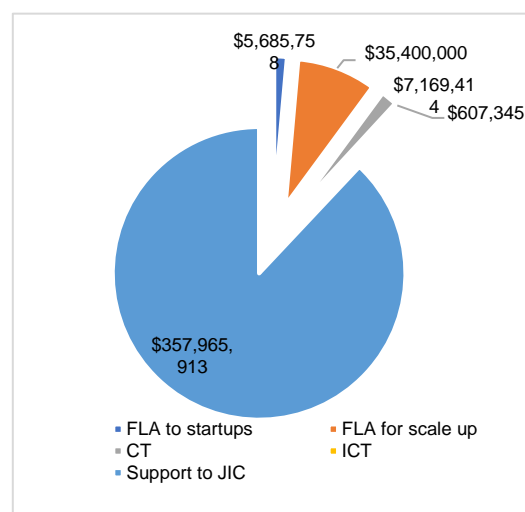
actual jobs resulting from these reforms. Based on JCP-commissioned and USAID-approved attribution studies, the project reports **4,055 direct and indirect jobs** resulted from the following:

- **2,454 direct jobs** resulting from JCP's support to JIC in developing the regulations and licensing manual under the Investment Law No. 30 in 2014.
- **633 direct jobs and 968 indirect jobs** resulting from 1) JCP's impact on reducing drug registration times by clearing the drug backlog between 2013 and 2015, and 2) the impact of JCP on drug registration based on the timelines saved and on the actual number of registered dossiers in 2016.

**FIGURE 4: JOB PLACEMENT BY TYPE OF INTERVENTION, EXCLUDING WORK PERMITS ISSUED**



**FIGURE 5: JCP INVESTMENT RESULTS**



## INVESTMENTS

JCP's planned target for investment was \$370 million. JCP successfully facilitated and secured **\$405,755,172** in investment. As shown in the table, the highest value of investment was generated from JCP's support to JIC in developing regulations and a licensing manual under the Investment Law No. 30 in 2014, while the remaining investment was achieved through the implementation of grants and other activities.

**TABLE 2: INVESTMENTS ACHIEVED BY ACTIVITY**

Activity	Value of Investment (USD)
Jordan Investment Commission	\$356,892,655
Growth Readiness Program	\$20,400,000
Grant to AmCham	\$15,000,000
Energy and Environmental Sustainability Unit	\$3,929,977
Grants to Oasis500	\$4,095,080
Solar-Enabled Green Facilities	\$3,239,437
iPARK Grant	\$1,590,678
MENA ICT Forum	\$607,345
Total	\$405,755,172

## EXPORTS

JCP has worked with different partners to boost exports, particularly by targeting new markets through FLA, grantmaking to AmCham, support to Jordan's pharmaceutical and ICT sectors, and its development

of a new national Trade Promotion Organization, Jordan Exports. JCP has played a leading role in fast-tracking the Kingdom's export growth targets and has achieved the following results:

- **12.27 percent** improvement in annual pharmaceutical exports due to streamlining the drug registration process with the Jordan Food and Drug Administration (JFDA) by clearing the drug backlog between 2013 and 2015.
- **2.5 percent** improvement in annual pharma exports in 2019 from streamlining the drug registration process based on the timelines saved and on the actual number of registered dossiers in 2016, given that actual exports realization starts at least 2.23 years after registration.
- A value of **\$69,419,459** in closed deals generated throughout the life of project from the following activities:

**TABLE 3 CLOSED EXPORT DEALS BY ACTIVITY**

Activity	Value of Closed Export Deals in USD
<b>Pharma</b>	
JAPM eCTD Grant	\$55,620,000
Regulatory Affairs Consultation	\$170,000
Good Quality Control Laboratory Practice Accreditation	\$886,397
Incorporating CROs into the Global Value Chain	\$1,800,000
<b>Medical Services</b>	
PHA Grant	\$6,590,326.28
Medical Tourism Conference	\$455,000
<b>ICT</b>	
Mobile World Congress (Barcelona)	\$989,864
ICT Export Development Program	\$400,000
<b>FLA</b>	
Firm-Level Assistance Program	\$375,000
<b>Exhibitions and Conferences</b>	
AmCham Grant	\$1,780,241
Yummex Middle East 2017 Exhibition	\$38,160
Yummex Middle East 2018 Exhibition	\$49,470
SPATEC Europe 2018	\$8,000
Gulfood Exhibition 2018	\$182,000
SIAL Canada 2019	\$75,000
<b>Total Value of Closed Export Deals</b>	<b>\$69,419,458</b>

## FIRMS ASSISTED

JCP assisted Jordanian firms in three primary ways: 1) supporting the creation of startups, 2) helping companies increase exports of goods and services, and 3) improving business performance.

**Startups Launched.** JCP has assisted more than 200 startup firms to launch and grow—in Amman and nationwide—through its grantmaking to iPARK and Oasis500, as well as entrepreneurship training.

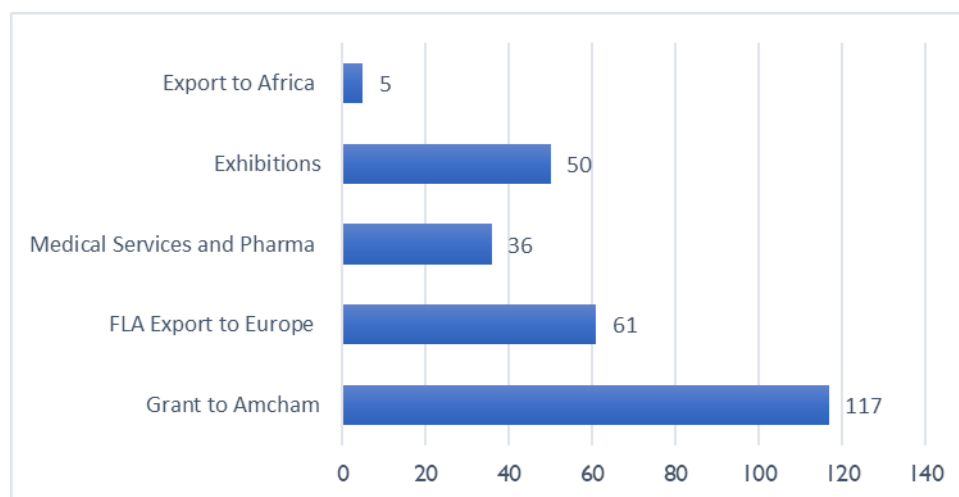
**Firms Assisted to Export.** JCP's efforts at accelerating exports have been fueled by its FLA activities, which have helped hundreds of Jordanian firms improve their ability to find and secure new deals in external markets such as Europe, the United States, Canada, Africa, and sector-specific markets in the Arab world. All told, JCP supported **267 Jordanian firms** to improve their readiness to export through the implementation of different grants and activities. Of these, **201** firms were supported to attend tradeshow, missions, exhibitions, trainings, and/or to receive communication and marketing assistance. An additional **66** companies received additional support to enhance their export capabilities. The chart below illustrates the number of firms assisted per activity.



FIGURE 6 INFOGRAPHIC: FIRMS ASSISTED BY EXPORT MARKET

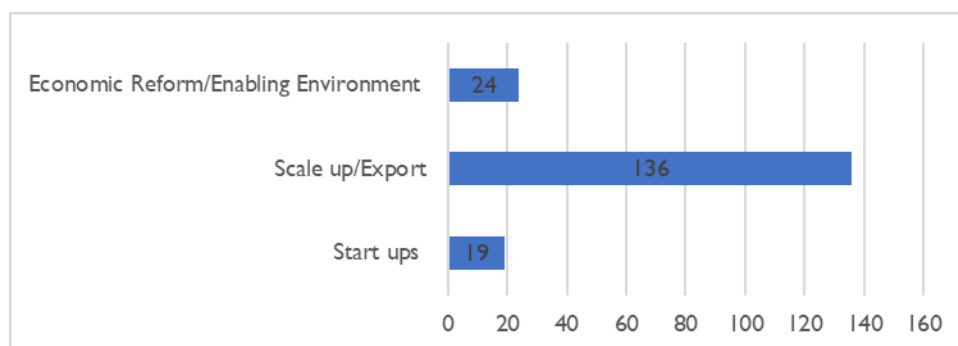


**FIGURE 7: NUMBER OF FIRMS ASSISTED TO EXPORT BY TYPE OF INTERVENTION**



**Firms Assisted to Improve Business Performance.** Through the following activities, JCP helped **178 firms** to improve their business performance through capacity-building programs that boosted revenues, improved management, or increased industry or market-specific knowledge and practices:

**FIGURE 8: FIRMS ASSISTED TO IMPROVE BUSINESS PERFORMANCE**



## REFORMS

Over the last six years, JCP worked closely with key GoJ ministries and commissions to advance 46 legislative reforms that strengthened private sector competitiveness, as well as 23 governmental reforms to remove impediments to effectively conduct business.

### **Laws, policies, strategies, and regulations addressing private sector competitiveness.**

JCP supported the drafting articles of laws, policies, strategies, or regulations designed to promote or strengthen private sector competitiveness in the various stages of progress towards an enhanced business-enabling environment. JCP has helped to advance the following 46 legislative laws and regulations addressing the private sector, which are listed in Annex 2

**Governmental reforms adopted and implemented.** JCP also supported adopting and/or improving governmental procedures to remove impediments to effectively conduct business such as

licensing, customs, and intellectual property procedures that impact growth. JCP and the PMU helped to adopt and implement 23 governmental reforms. These are listed in Annex 3.

# ACTIVITIES

## 1. ECONOMIC REFORM AND ENABLING ENVIRONMENT

JCP's economic reform and enabling environment efforts have provided policy and regulatory reform support to drive competitiveness, investment, and trade, as well as improve the capacity of the GoJ. These efforts included training and technical assistance to achieve the following:

- Pushing through key regulations that have had a demonstrable impact on Jordan's ability to attract investment, such as ensuring passage of a new investment law and regulations and instructions to support venture capital firms, advocating for the adoption of tax incentives for both the ICT and clean tech sectors (described later in this report under the section on Ecosystem Development), and designing world-class regulations that led directly to the establishment of a previously nonexistent electric vehicle sector.
- Boosting exports by helping establish the national trade promotion organization, Jordan Exports.
- Providing comprehensive, multiyear assistance to JIC and its Investment Promotion Department—efforts which yielded \$65 million in direct, facilitated investments, greatly increased staff capacity, and produced an array of new publications and marketing materials.
- Promoting investment from the Jordanian diaspora and angel investors, as well as supporting strategic investment projects and their governance.
- Supporting critical reforms to unlock access to finance for SMEs and an effective ecosystem for intellectual property rights in Jordan.
- Catalyzing successful progress on the Jordan Compact and its goals by supporting MoPIC's Jordan Compact PMU.

### 1.1. BUILDING THE FOUNDATIONS

During JCP's first year, significant efforts were made to intensively engage and build trust with stakeholders, conduct necessary research, and identify gaps and market failures in targeted sectors to better refine JCP's scope, approach, and interventions. As such, McKinsey & Co. was hired to help develop JCP's five-year Strategy for Cluster Development through an approach called **Innovation Accelerator and implementation Labs**, which are intensive workshops (three days a week for four weeks) where key players in each cluster from the public and private sectors, academia, and business associations get together to address challenges, gaps, and market failures as well as brainstorm possible interventions to increase the sector's competitiveness.

There were three distinct phases of this approach: sector diagnostic, stakeholders mapping, and synthesis of existing strategic work; innovation accelerator workshops; implementation labs and development of other portfolio of implementation tools. These phases were implemented approach for each industry with which JCP worked.

#### **Phase 1: Sector Diagnostic, Stakeholders Mapping, and Synthesis of Existing Strategic Work**

In November and December 2013, the JCP team collected all available reports, strategic plans, and sector reviews, mapped stakeholders (private, public, academia, and civil organizations), and met many of their members, in addition to conducting internal program analyses that identified opportunities the sector can

adopt moving forward. Collectively, the first phase generated a solid portfolio of 64 specific opportunities within each sub-sector.

### Phase 2: Innovation Accelerator Workshops

In January and February 2014, seven intense workshops were conducted, each bringing together 25 to 30 participants relevant to key sectors to agree upon the priority opportunities within each cluster. Each innovation accelerator workshop reviewed the output of phase one, chose initiatives that were transformative, enabling, supportive, and necessary for the development and growth of critical sectors of the Jordanian economy. Output from the workshops was summarized and a strategy for each cluster was developed based on input from stakeholders. Alignment on those strategies was ensured through one-on-one meetings, cluster group meetings, and the establishment of a consultative committee per cluster.

### Phase 3: Implementation Labs and Other Implementation Tools

In March and April 2014, we held two- to three-week intense, full-time implementation lab sessions. Projects and programs going through the implementation labs were given this extra push due to their importance on the transformation of the various clusters. During these labs, key private sector players and officials of relevant government ministries and institutions of higher education and research came together to identify the best interventions. Facilitated by world-class experts in each field, these labs generated detailed implementation plans with full ownership by all participants, capped off with a demonstration of commitment of all stakeholders.

**FIGURE 9: JCP IMPLEMENTATION LABS APPROACH**



The outcome of these workshops was presented in a strategy and detailed implementation plan for each of the project’s initial targeted sectors:

**FIGURE 10: JCP INITIAL TARGET SECTORS**



JCP directed considerable effort during the startup phase to identify the key opportunities for growth, and their associated constraints, working with stakeholders to define *transformative initiatives* that can mobilize resources and generate breakthroughs, while signaling to investors and markets that Jordan is ready to operate at a higher level. These transformative initiatives would also unveil the specific constraints hindering cluster growth and bring together public and private sectors to strengthen the various entities within the clusters. The approach also enhances multidimensional links between the players working to transform their sectors into productive hubs generating jobs, enhancing exports, and increasing overall competitiveness. JCP has identified several *supporting initiatives* with the potential to become equally transformative in the targeted clusters as they focus on maintaining momentum in the clusters.

In addition to the main elements described above, JCP's cluster development approach incorporated *enabling components* customized to support cluster development, namely:



Enhancing the supportive enabling environment (SEE) for each of these clusters by identifying hurdles for growth and designing activities to address these hurdles.



Addressing the gap between the supply and demand in workforce development (WFD) by implementing customized capacity-building programs for each cluster.



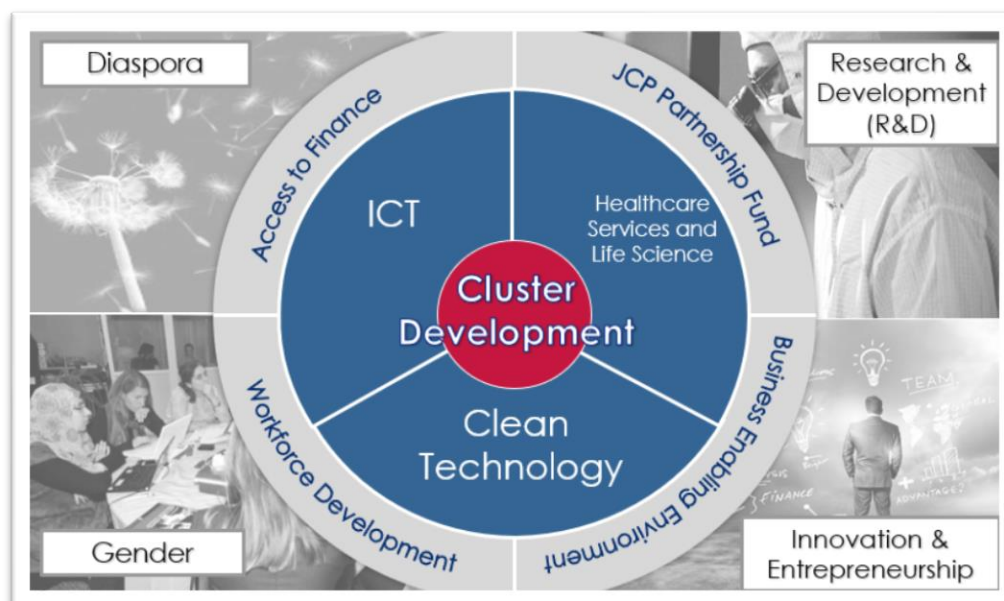


Identifying finance needs and different mechanisms to improve firms' access to finance (ATF).



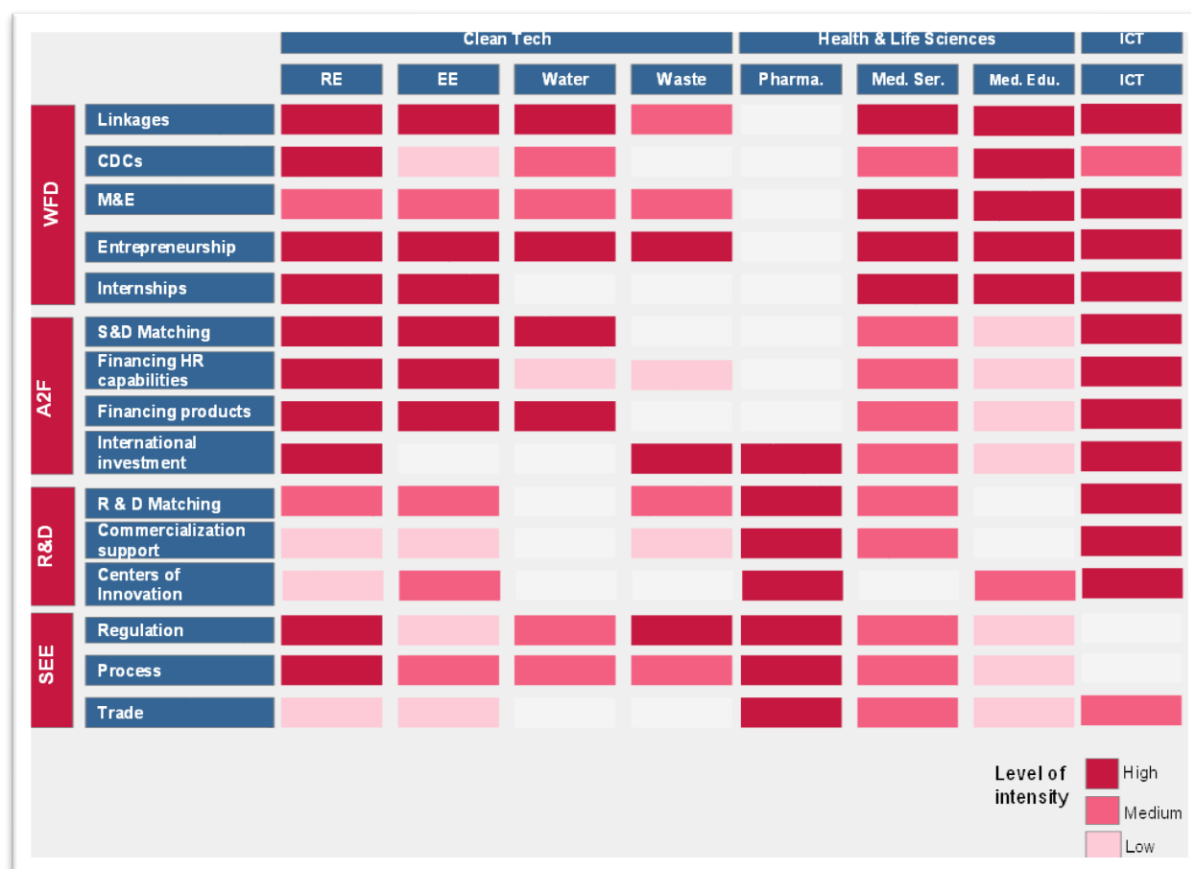
Working on crosscutting issues related to each cluster, such as research and development, innovation and entrepreneurship, diaspora engagement, and gender empowerment.

**FIGURE 11: JCP'S FOCUS AREAS**



Within each component, tools are designed to address cluster development needs and gaps across the various transformative initiatives, as illustrated below.

**FIGURE 12: JCP PORTFOLIO OF TOOLS/ACTIVITIES BY SECTOR**



### Economywide Initiatives

In addition to working on specific clusters, JCP supported and produced crosscutting plans and assessments; the most noteworthy of which are described below.

**Jordan's 10-Year Economic Blueprint.** In March 2014, H.M. King Abdullah II Bin Al Hussein directed the GoJ to prepare a comprehensive economic development plan for the next 10 years. This government mandate presented a window of opportunity for JCP to work together with the public and private stakeholders of what was then dubbed Jordan's "10-Year Economic Blueprint" to incorporate reform measures and include JCP's transformative initiatives in the plan. JCP worked closely with MoPIC, and MoITS by providing a resident technical expert to MoPIC and serving on the MoITS technical committee to support the blueprint's initial design. JCP provided an econometric modeling tool to MoITS so that it could provide its own input to the blueprint using an evidence-based approach. Jordan Vision 2025, as the blueprint came to be known, was launched in May 2015 during JCP's second year.

**Gender Climate Legal and Institutional Reform Assessment (Gender CLIR).** JCP worked closely with gender experts to examine the enabling environment through a regulatory, procedural, and cultural lens to identify impediments hindering women's economic integration. The work involved a legal review, in-depth desk research, focus groups, and public-private discussions including interviewing more than 70 representatives from the GoJ, business community, civil society organizations, and academia sector.

**Foreign Direct Investment (FDI) Readiness Assessment.** JCP completed an FDI Readiness Assessment focusing on knowledge economy sectors to ensure the attraction of "quality" investments. Conducted in conjunction with McKinsey & Co. and based upon a proprietary McKinsey tool, the assessment was



performed to demonstrate opportunities for investment across sectors as well as impediments, from an investor's viewpoint. JCP conducted more than 20 meetings with public and private sector representatives and business associations. The assessment concluded that JCP's focus sectors—ICT, clean tech, and medical services—possessed high potential for FDI, provided that the GoJ engaged with current sectors to develop mega projects to attract value-added FDI. Additionally, the assessment noted the need to improve logistical services, utilities, and the overall business environment

**Mapping Access to Finance in Jordan.** In alignment with JCP's goal to improve access to finance for companies within the targeted clusters, the team conducted a comprehensive mapping exercise to assess available financing for SMEs, (grants, donations, venture capital, private equity, angel investing, bank loans, leasing, and microfinancing), highlighting gaps in the market and designing interventions to address those gaps.

The mapping exercise was undertaken to support:

- Establishing a case as to what is currently available in the market in terms of financing options
- Evaluating the requirements, ease of reach, and funding level for companies at various stages of their growth lifecycle
- Revealing challenges of the existing financing sources
- Identify financing gaps and needs
- Proposing interventions and programs to address these gaps

The recommendations of this exercise led JCP to implement various activities including the support of new venture funds (Oasis OV2 and Creative Fund), including the ICT sector within the sectors eligible for low interest loan under the Central Bank of Jordan SME Window, green loan instruments, and investment readiness for SMEs.

### **Mapping Research and Development (R&D) at Jordan's Universities and Research Centers**

It is well known that research, development, and innovation are key to the competitiveness of firms. This R&D mapping exercise was designed to support JCP's objectives related to strengthening R&D capabilities and to linking academia, research centers, and researchers (supply side) to help solve problems specific to, and demanded by, the private sector (demand side). The scope of the exercise extended to Jordanian public and private universities, research centers, and research funding institutions and programs to:

- Identify the range of research activities being conducted within Jordanian universities and research centers
- Identify the researchers working in JCP key sectors
- Match research activities with needs identified by the (private sector)

This exercise revealed that there are major structural challenges within the R&D landscape in the country, including:

- A lack of qualified researchers
- Inadequate financial support
- Lack of time for university professors to conduct research due to heavy teaching burdens
- Migration of qualified researchers ("brain drain")

- Unsupportive legislation and government processes
- Limited enabling environments for R&D and researchers
- Few incubators and accelerators in medical biotechnology and clean technology sectors
- Limited experience in commercializing technology

Given that the process of strengthening and commercializing R&D is a long and risky endeavor for a short project like JCP to tackle, project management, in agreement with USAID, decided to drop this effort from the scope and to focus on supporting startups, accelerators, and incubators. JCP encouraged existing organizations to support startups in areas such as clean technology, creative services, and health.

## 1.2. INCREASING EXPORTS

### 1.2.1. Supporting the Establishment of Jordan Exports

*Partners: Jordan Exports and the Ministry of Industry, Trade, and Supply*

**FIGURE 13: JORDAN EXPORTS LOGO, DEVELOPED WITH SUPPORT FROM JCP**



To overcome the absence of a centralized enterprise support setup to assist SMEs in obtaining technical and export marketing services, in 2017 the PMU proposed the Jordan export accelerator model, “GenEx,” as a comprehensive approach to catalyzing Jordanian exports, by bringing together relevant government entities, donor agencies, international organizations, and the private sector. The GenEx proposal was followed up by a request from the MoITS to revamp the national export institution, the Jordan

Enterprise Development Corporation (JEDCO). JCP then commissioned a study for assessing the legal options available for restructuring JEDCO or establishing a new institution. The recommendation of the study was to establish a new institution under the name of Enterprise Jordan, which later became Jordan Exports. This new institution was formally established as a not-for-profit, private shareholding company, owned by the government and the private sector, in January 2019. Conceived as a one-stop shop for all things export related—from regulatory information and data on prospective markets to business upgrading and technical support—Jordan Exports will be the leading national trade promotion organization responsible for the development and promotion of the exportation of Jordanian products and services.

JCP steered the institution’s development by reviewing international best practices and national policies, conducting interviews with relevant stakeholders to gather critical information and identify needs and gaps, and assessing the legal options for the institution’s establishment. JCP also conducted a full mapping exercise of all related efforts of private and public trade service providers—including JEDCO and major donors—in an effort to align and integrate all enterprise development and export support services within the new entity. JCP proposed an operational and governance structure; authored a comprehensive plan for the entity’s growth, including a four-year plan, a logo and branding guidelines, and information technology needs; and developed a human resources management system. JCP also assisted the Board of Directors in identifying and vetting suitable candidates for the position of chief executive officer. These efforts helped build momentum and support among policymakers and the private sector for the public-private partnership, streamlining their work and improving prospects for the new organization’s sustainability. Jordan Exports was officially announced in August 2019 at an event with private and public sector institutions and representatives under the patronage of the Minister of MoITS.

The predicted impact of the new institution is significant; it is estimated that **every \$1 spent in the budget of an export promotion agency in the Middle East region should generate \$53 of exports** (Lederman et.al., World Bank, 2006). The institution, though still in its infancy, plans to provide assistance to firms to export and will sustain previous firm-level assistance efforts conducted by JCP.

"The design and development of Jordan's new Export Promotion Agency 'Jordan Exports' has been a breakthrough and will be an enduring legacy for USAID-JCP for many years to come."

—Dr. Loay Sehwal, Board Chairman,  
Jordan Exports

### Lessons Learned

- *Stay focused on the mandate.* JEDCO was established in 2003 to legally replace the Jordan Export Development and Commercial Centers Corporation, which itself was a national public-private partnership dedicated to export promotion. As JEDCO's mandate widened to include enterprise development, SME support, and ecosystem development, it became a large and bureaucratic organization heavily dependent on donor support, and its effectiveness was compromised. Lest Jordan repeat history, it is important that Jordan Exports keeps a clear focus on its mandate of export development and promotion.
- *Identify counterpart ownership early on.* One of the major challenges facing JCP during the development of the strategy and business plan for Jordan Exports was the absence of a Board of Directors and chief executive during most of the development period. Meanwhile, MoITS was the JCP counterpart providing vision and direction for the new organization. However, when a Board of Directors was elected (no CEO was yet appointed as of the time of this report), it seemed to have a different vision and expectations. By this time the business plan was in its final stages of development and, with JCP's planned end date less than month away, this put significant pressure on the JCP team to modify the original business plan and get the Board's buy-in.
- *Create value... quickly.* Needless to say, establishing and sustaining a new organization is always challenging and risky. Given the important role Jordan Exports will play as the central agency for export development, it will be crucial for the organization to demonstrate its value and impact to shareholders, clients, and donors early on to ensure continuous support and sustainability.

### 1.2.2. Supporting the Design of an Industry Support Program Consistent with the WTO Partner: Ministry of Industry, Trade, and Supply

The WTO granted Jordan a waiver for more time to phase out its export subsidy scheme, which expired in 2015. Since the GoJ wanted to continue supporting Jordan's manufacturing industry without violating its commitments to WTO, the MoITS requested JCP to help identify alternative mechanisms to support the Jordanian domestic industry, in compliance with WTO commitments. Multiple schemes were proposed; the selected one was based on the premise of giving a percent deduction on net industrial income for the manufacturing industry. Based on simulations undertaken by experts, the recommended deduction was set at 70 percent of industrial income. The Council of Ministers endorsed the proposal in July 2017.

The alternative subsidy of 70 percent on net industrial income is having a significant impact on Jordan's economy. The tax incentive encourages increased industrial activities in the manufacturing sector in Jordan for domestic and export sales. Additionally, the replacement measure encourages retention and expansion of foreign investments in Jordan.

### 1.2.3. Supporting the Production of an Export Guide to the EU

Partner: Ministry of Industry, Trade and Supply

In 2018, JCP supported the production of an Export Guide to inform the private sector of the procedures for exporting products and services to Europe and provide practical tips on how to overcome barriers by aligning Jordanian products with the needs of other, less traditional markets. The guide was originally developed in English. JCP supported MoITS with production, design, and translating the guide to Arabic, as well as printing it for stakeholders. Together with MoITS, JCP then conducted a series of outreach activities with private-sector representatives to promote the guide. By provide guidance on new export opportunities and specific guidance on EU requirements and processes, the guide is a stepping stone for Jordanian SMEs to reach largely untapped European markets. The guide was uploaded on several websites, including those of MoITS, JIC, and the Jordan Institution for Standards and Metrology (JISMO), for wider outreach.

FIGURE 14: COVER OF THE EU EXPORT TO EUROPE GUIDE



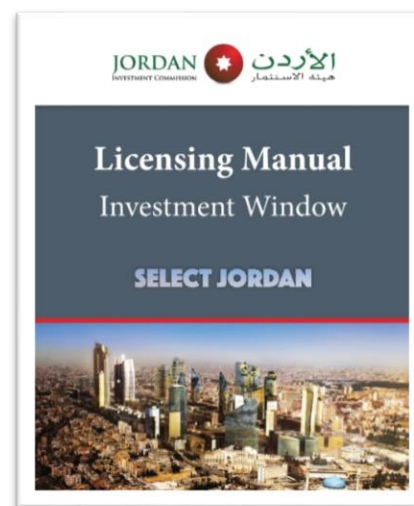
## 1.3. PROMOTING INVESTMENTS

### 1.3.1. Promoting Jordan as a Desired Investment Destination

Partner: Jordan Investment Commission

From developing forward-thinking policies that make it easier for outside investors to set up businesses in Jordan, to training the staff charged with investment promotion, to facilitating individual investments—JCP has added value at every level of the investment continuum by working extensively with JIC since 2014. JIC is a government institution that oversees the economic zones in Jordan (except for the Aqaba Special Economic Zone, ASEZA), the national investment promotion agency, and the national export support agency. To support JIC in achieving its strategic objectives in these three separate areas, JCP put in place the required strategic plans and supported their implementation. These policies and strategies allowed JIC to identify clear targets, overcome obstacles to investment, mobilize private investment, and contribute to ensuring that adequate human and budgetary resources are allocated to achieving these objectives. The following provides a summary of this support.

FIGURE 15: COVER OF THE INVESTMENT WINDOW



### Regulatory Reforms

*Drafting 13 Regulations Under the Investment Law.* JCP supported JIC in drafting and submitting 13 regulations required under Investment Law No. 30 of 2014. JCP helped JIC draft legal processes and hold public dialogue and consultation sessions with all stakeholders. The 13 regulations have helped facilitate the work of JIC and properly translated the Articles of the Investment Law itself, including the Non-Jordanian Investments Regulation that removed the minimum capital requirement and reduced the ownership thresholds for foreigners in a number of sectors.



*Investment Window Licensing Manuals.* One of the most complicated parts of establishing a business in Jordan is securing licenses and permits. JCP worked with JIC staff to make investment procedures clear and transparent by consolidating requirements, registration, and licensing procedures of different government authorities, in addition to incentives and investor services, in a single manual. As per Article 17 of the Investment Law, JCP supported JIC in developing the Investment Window Licensing Manuals for investors inside and outside the Development and Free Zones. The manuals include step-by-step guidance for investors in manufacturing, ICT, health, tourism, and agriculture, as well as a more robust set of business services. The manuals were published on the JIC website and have streamlined registration and licensing procedures for incoming investors.

### **Institutional Development**

*Conducting Training and Capacity Building.* JCP provided numerous trainings to JIC on bilateral investment treaties (BITs); avoidance and resolution of investment disputes, in cooperation with the OECD; and other related topics. In 2016, JCP held trainings for the staff of JIC's Investment Promotion Department (IPD) on the fundamentals of investment promotion and included staff from the Ministry of Foreign Affairs. In 2017, training was conducted for JIC staff from the IPD and Research Department, as well as several other stakeholder groups (Development and Free Zones, Chambers of Industry and Commerce). The program consisted of 12 classroom sessions and on-the-job coaching and included topics such as FDI fundamentals and trends, image building and marketing, lead generation, investor servicing, aftercare and policy advocacy. The capacity building program was developed based on a pre-assessment of the JIC IPD and Research Department.

**FIGURE 16: JIC STAFF RECEIVE CERTIFICATES ON NOVEMBER 29, 2017, AFTER COMPLETING TRAINING**



*King Abdullah II Award (KAA) for Excellence.* In 2019, JCP provided support to JIC in assessing the commission against performance criteria of the KAA for Excellence in government performance and transparency. JCP then provided recommendations, an upgrading plan, and training plan to address the gaps identified.

**FIGURE 17: REPRESENTATIVES FROM THE JORDANIAN PUBLIC AND PRIVATE SECTORS DISCUSS INVESTMENT OPPORTUNITIES DURING A PANEL AT THE JORDAN INVESTMENT SEMINAR.**



#### **Development and Implementation of the JIC Investment Promotion Strategy (IPS).**

*Formulation of JIC's IPS.* JCP helped JIC to form its IPS and budgeted three-year implementation plan that was adopted by the Council of Ministers in August 2016. The IPS provided a plan of action to enable JIC to achieve its objectives as identified in the Law No. 30 of 2014, namely the promotion of foreign and domestic investments on a sectoral basis, as well as providing organizational advice on how to structure of the IPD, including detailed job descriptions.

*Supporting JIC in Implementing the IPS.* JCP supported JIC in implementing the recommendations of the IPS and promoting and positioning Jordan internationally as a desired investment destination leading to the facilitation, creation, and closing of investments. Interventions included: 1) deal generation, 2) transaction facilitation, 3) aftercare services, 4) the development of marketing tools and materials, and 5) capacity building programs, which are all described in this section.

*Investment Promotion and Facilitation.* Over two years, JCP provided a full slate of investment promotion and facilitation services to the IPD. This included generating a target list of more than eight potential greenfield or expansion FDI targets; attending nine regional and international investment forums on JIC's behalf or in conjunction with JIC staff to attract and facilitate investment and promote Jordan; organizing an investment seminar in May 2018 for local and international investors; and accompanying serious international investors during their visits to the country. Through this support, JCP worked with JIC staff to upload 150 leads into their customer relationship management (CRM) system and **facilitated \$65 million in investments.**

*Producing Tools and Marketing Materials.* JCP helped **produce numerous marketing and technical tools** to help JIC better understand the global competitive environment, identify targets, market to new prospective investors, and secure new investments. These included:

- An Investor's Guide
- Seven sector profiles in ICT, industry, healthcare, energy, agriculture, tourism, and transportation and logistics
- A promotional video
- A branding plan, social media manual, and planner
- Various templates, including a country profile, newsletter, and PowerPoint
- A Capital Investment Mapping Report outlining the key countries and sectors upon which outreach and investment facilitation efforts should be focused

*Developing Strategies and Policy Papers.* JCP supported JIC in the development of various strategies, including:

- *Export support framework.* JCP supported JIC in the design and setup of the Export and Exhibitions Directorate framework by identifying the type and scope of export promotion services and tools need for the functioning of the Directorate.
- *Proposed merger between JIEC and JFZC.* JCP developed a policy paper with recommendations to the GoJ relating to the proposed merger of the Jordan Industrial Estates Corporation (JIEC) with the Jordan Free Zones Corporation (JFZC). JCP's recommendation was **not** to merge, and it helped the JIC and MoITS submit an official letter to the Prime Minister, who decided not to merge the two organizations.
- Other works include drafting of BIT text between Jordan and Saudi Arabia, drafting an MOU between JIC and the Ministry of Foreign Affairs for interorganizational cooperation in investment promotion and export support, and a three-year IT strategy.

Based on a JCP-commissioned and USAID-approved impact study, it is estimated that, as a result of the substantial support provided to JIC, 12.5 percent of the total investments benefiting from Investment Law No. 30 as reported by JIC in 2017–2018 can be attributed to JCP's efforts—that is **206 million Jordanian dinars**. **An estimated 2,190 jobs resulted from those investments.**

### **Lessons Learned**

- *Investment facilitation is a lengthy process* which takes at least 12 months to reach an investment decision and up to 36 months to start operations, if successful. Accordingly, when investment facilitation support is the goal of a donor, such support should begin early in the project's lifetime and continue for at least several years.
- *Investment facilitation requires continuous follow-up with potential investors.* A cadre of dedicated and well-trained staff must be available to support investors in making informed decisions. Investment promotion staff at JIC can benefit both from local and international expertise and knowledge transfer. Additional expertise is needed on specific, high-priority sectors, rules and regulations, and taxation and registration.

**FIGURE 18: COVER OF THE JIC INVESTORS' GUIDE**



- *Importance of aftercare.* JCP found that aftercare services and support to existing companies with their expansion plans yielded higher results than generating new leads.
- JIC could benefit from conducting *business process re-engineering*, streamlining current processes, and making them more attractive for investors to invest in Jordan.
- *Event attendance* is useful to promote Jordan to investors. These events are most useful when investors can be presented with specific, investment-ready opportunities.

### **1.3.2. Supporting the Promotion Efforts of the Irbid Development Area (IDA)**

Partner: IDA

Economic zones are among the key instruments of economic development to integrate a country into global markets through export-led growth. Economic zones offer different, more economically liberal and administratively effective rules dealing with investment conditions, international trade and customs, and taxation from those in the rest of the country. JCP supported the IDA in developing its website, which serves as a tool for promoting Irbid to attract foreign and local investments. JCP trained IDA staff on web content management.

### **1.3.3. Promoting Diaspora Engagement and Investments**

Partner: JIC

To address the migration of Jordanian workers and harness the energy of talent abroad, JCP has made efforts to engage the diaspora through several initiatives. Initially, JCP conducted an assessment of opportunities to leverage diaspora resources in Jordan, which identified key members of the diaspora in the United States, United Arab Emirates, and Saudi Arabia. JCP then organized a network—called connect.jo—of key influential technology executives and entrepreneurs among the diaspora in the United States to help bring investment, knowledge, and market access to firms and universities in Jordan. JCP was instrumental in organizing a meeting for the group with H.M. King Abdullah II during his trip to Silicon Valley in May 2014 as well as organizing a formal launch of the network a month later. The network registered as a nonprofit in the United States in 2016 and its membership expanded into other countries. Connect.jo established internship and mentorship programs for budding entrepreneurs and generated ideas designed to create jobs, attract investment, or boost exports for Jordan.

JCP worked to attract investors from the diaspora on another front as well. To outline the existing economic, social, and investment environment in the governorates, 120 small and medium-sized projects outside Amman have been identified by JIC in what is called the Governorate Investment Map. With a total value of 302 million Jordanian dinars, the investment opportunities are focused on industrial, agricultural, tourism, and professional services. To better utilize these investment opportunities and to support JIC in promoting them to the diaspora and investors in the Gulf Cooperation Council (GCC), in 2019 JCP evaluated the various opportunities in the Governorate Investment Map to prioritize the most promising ones according to investment size, opportunity attractiveness, feasibility, and market needs. After excluding 31 opportunities that were already implemented, JCP provided technical support to JIC to select 14 of the highest potential investment opportunities, with at least one project from each of the 12 governorates. These investment opportunities were fully discussed with the JIC IPD and the Research Directorate to highlight the main features and selling points of each. In October 2019, JIC plans to present these opportunities at a roadshow in the GCC. Additionally, JCP supported JIC in identifying a list of 200 Jordanian diaspora and local investors in Kuwait and Saudi Arabia.

In collaboration with JIC, JCP identified a potential investor who was interested in one of the projects (the Classified Tourist Camp in Madaba), with an estimated cost of 761,554 Jordanian dinars, and developed a feasibility study to enable the investor to make a better-informed decision. Based on the study, the investor proceeded with the investment.



### Lessons Learned

- *More needs to be done to tap into the diaspora.* There are more than 1 million Jordanians living outside of Jordan, transferring back around \$3.4 billion annually. However, most of this capital is being used to support families and purchase real estate. This is a largely underutilized asset, and more effort needs to be made to turn at least a portion of these funds into investments.
- *Quality and trust are key to attracting diaspora.* Mobilizing diaspora investments is relationship-based and is very difficult to scale; it has to be tailored and targeted with a focus on quality more than quantity.

### 1.3.4. Promoting Strategic Investment Projects

Partner: JIC

To support the GoJ in accelerating the development of large strategic investment projects identified in the Jordan Economic Growth Plan and other policy documents, JCP produced critical tools for project prioritization and marketing. In its fifth year, JCP reviewed the state of strategic infrastructure development of 41 government projects. Of those, the 12 most market-ready opportunities were selected for the development of stylized project profiles to be used to market to national and international investors. JCP identified barriers to implementation and recommended high-level implementation plans for each project.

In addition, JCP created a framework for strategic investment prioritization, including a working definition of “strategic investment project,” and a readiness scale, based on international best practices and local requirements. A final report of all tools, findings, and recommendations was prepared and shared with JIC.

As a result of this activity, some of **the country’s most market-ready opportunities, valued at more than \$3 billion combined, are now being marketed by JIC to international investors** using professional materials and know-how gained with the support of USAID JCP.

### Lessons Learned

- *Identify the counterpart early on.* This activity was very important and came at critical time right before the London Initiative (the international donor funded event to support Syrian refugees) held in London in February 2019, where the results of this activity were presented to an international audience. However, it was challenging to identify the right counterpart where this effort can be housed and institutionalized after the end of the project. In its sixth year, JCP continued to advance and develop strategic investment projects. This initiative was originally supported by the Minister of Investment, and later by the Minister of the Institutional Development Ministry. However, due to a reshuffle in Cabinet in early 2019, no government champion or owner of the initiative was identified. Clearly, having the right institutional stakeholder is critically important to institutionalize the work done by USAID.
- *Implementing public-private partnerships (PPPs) is high priority* for Jordan, hence there were several entities and donor programs involved in this area (including USAID, DIFD, World Bank, MoPIC, MoITS, PMO) with a serious lack of coordination between these actors. It is the responsibility of the GoJ to ensure coordination for better utilization of resources and higher impact.

### 1.3.5. Promoting Jordan's Venture Capital Industry

Partner: Companies Control Department (CCD), MoITS

A healthy venture capital (VC) industry contributes to economic growth, business development, job creation, and the influx of FDI. It also encourages local and diaspora investments. Following the enactment of the amendments to the 1997 Companies Law No. 34 in 2017, which allowed the establishment of VC companies in Jordan, JCP supported the CCD at MoITS with authoring the accompanying regulations in accordance with best practices.

JCP supported the CCD in drafting the regulations that manage VC companies including their capital, work, management, distribution, and liquidation, which were drafted in accordance with international best practices. In addition, JCP supported both the CCD and the Ministry of Finance in advocating for exempting VC companies from applicable taxes by supporting the GoJ in drafting the related article allowing a transparent structure of VC companies in line with international best practices. In 2018, the Cabinet enacted the Venture Capital Regulations No. 143 of the Year 2018. In addition, VC companies were exempted from applicable taxes as per Article 4 Paragraph 6 of the amended Income Tax Law No. 38 of the Year 2018.

“We thank USAID for its assistance in developing the new venture capital law, as their support played a major role in pushing through the regulation for venture capital companies.”

—H.E. Ramzi Nuzha, General Controller of CCD, MoITS

**FIGURE 19: PARTICIPANTS IN A SEPTEMBER 13, 2018, MEETING OF KEY STAKEHOLDERS IN JORDAN’S VC INDUSTRY.**



As a result, several local fund managers approached JCP to further discuss and comprehend the VC regulations as they are in the process of establishing new funds and considering registering as a Jordanian VC company.

By having a vibrant VC industry that meets international best practices, local and international fund managers are now encouraged to register their funds in Jordan rather than in more expensive offshore countries such as the Netherlands or the Cayman Islands, ultimately positioning Jordan as a regional hub for VC funds while providing economic opportunities for Jordanian companies, which would manage related supporting services.

### **Lessons Learned**

- *Public-private dialogue.* To ensure the proper development, implementation, and adoption of the VC regulations by local fund managers as a first step, and then by regional and international managers, the regulations were drafted in close coordination with local private sector VC companies. Several consultations took place with VC companies where the articles of the regulations were thoroughly discussed and analyzed to measure their impact on the Jordanian market and compatibility with international best practices to accommodate the requirements of the regional and international fund

managers. This engagement of the private sector is itself a best practice and an approach that should be utilized in other work.

- *The counterpart champion is critical to the success of any activity.* Due mainly to the vision and persistence of the CCD Director at MoITS, this was one of the most effective and successful activities and assistance that JCP provided to the GoJ. Having a counterpart champion who believes in the activity and can lead the development effort makes USAID support very effective and sustainable.

### 1.3.6. Boosting Angel Investment

To assist Jordanian startups and SMEs with access to equity, quasi-equity and debt financing, JCP strengthened the capacity of investors of early stage companies. After conducting an assessment of existing angel networks and analyzing successful angel ecosystem models from other markets for applicable best practices, in its second year, JCP established Jo-Angels. The angel investor network launched with 28 members and registered as an independent Jordanian entity, enabling it to apply for grants. JCP helped the entity create a visual identity and brand, set up a website, and participate in a platform called GUST, through which applications for funding are submitted and investors can receive applications. Five formal partnerships for deal origination facilitated with Cairo Angels, Womana, Galata, Serb, and Oqal. Events for potential investors and investees were held. With support from JCP, the network received some 55 “deals” from Jordanian businesses looking for seed funding for their ventures. The network yielded investment interest in two ICT-related startups—one focused on electronic books and the other an online travel package solution for inbound tourists. The group of angel investors continues to screen for the brightest business ideas.

### Lessons Learned

*Angel investment in Jordan is still nascent.* The Jo-Angels network worked relatively well in identifying, preparing, and allowing entrepreneurs to present their ideas to angel investors while receiving JCP support by covering the cost of a part-time network manager responsible for network activities. Unfortunately, once the support stopped, the network became inactive. JCP was not able to convince members to pay for a network manager. The reason probably is that there are a few well-known active angel investors in Jordan who felt that they can access deals without the help of a network. Also, those active angel investors tend to prefer investing in deals alone and not through syndication as the size of the investment tickets at this stage is relatively small. The angel investor ecosystem remains underdeveloped in Jordan.

## 1.4. SUPPORTING REFORMS

### 1.4.1. Assisting Jordan’s Accession to the Patent Cooperation Treaty (PCT)

Partner: Industrial Property Protection Directorate (IPPD), MoITS

Early in its partnership with MoITS, JCP conducted an impact assessment study to identify risks and benefits associated with PCT accession and provided benchmark data on the performance of similar countries in the region before and after PCT accession. The study showed something remarkable: Of all the intellectual property (IP) being developed in Jordan, as many as a quarter of innovations were being registered by Jordanians *outside* the Kingdom. In other words, if Jordanian IP was lacking, it was not due to a dearth of ideas but, rather, an effective way to protect and market these ideas internationally. To make this process easier, JCP worked in close coordination with the IPPD at MoITS and the World Intellectual Property

Organization (WIPO) to accede in 2017 to the PCT, an international agreement that facilitates the acquisition of patent rights in a large number of countries, as well as streamlining the process of securing

“The assistance provided by USAID-JCP had a tremendous impact in enhancing the intellectual property rights ecosystem in Jordan, especially in automating and streamlining services. This will widen the horizon for local entrepreneurs and the next generation of Jordanian innovators.”

—Zain Al Awamleh, Director, IPPD, MoITS

patents for an invention in multiple countries by eliminating duplications in filing separate patent applications for the same invention in several countries. JCP then supported MoITS in fulfilling its obligations under the treaty.

The GoJ submitted its instrument of accession to the PCT in March 2017. Jordan's accession to the PCT went into effect in June 2017 and made the Kingdom the 152nd member of the WIPO-administered IP treaty.

JCP worked with MoITS to produce outreach materials for an awareness campaign— informational brochure, banners, and posters—aimed at users of the new PCT system. JCP and MoITS also organized and conducted several workshops on the PCT in Amman, Aqaba, and Irbid for MoITS staff, other public and private organizations, and university representatives. Patent department staff and the industrial property protection agents were trained on the patent system; three user manuals were produced.

To facilitate greater investment in the country by making more a transparent and efficient process for registering patents, as well as reducing the backlog of trademark applications at the IPPD, JCP streamlined processes by implementing an electronic submission, management, and electronic payment systems for patents and trademarks; reduced pendency time; built staff capacity; and improved the layout of the work environment to ensure privacy.

The online system reduced the time and cost associated with registering patents and trademarks in the Kingdom. Providing efficient digital government services, including online payment, is an indicator of a competitive economy, according the World Bank's *Doing Business* report, and improving Jordan's ranking in the report was among JCP's objectives. As of July 2019, **the vast majority of patent applicants—82 percent—register their patents via the PCT through the online system**, which complements the Kingdom's digital government initiative. By creating an effective ecosystem for IP rights in Jordan, **firms are now incentivized to invest in quality, creativity, and innovation**, which drives productivity and creates prosperity in the knowledge-based economy.

### Lessons Learned

- Conducting an impact assessment on accession to the PCT and conducting a public-private dialogue were crucial steps to get needed buy-in from the private sector and clearly demonstrate that the treaty will not negatively affect local businesses.
- Having a counterpart champion (the same Director of IPPD at MoITS) who believes in the mission and can lead the effort makes USAID support much more effective and sustainable.
- Investing in digital services provides efficiency, predictability, and transparency.

---

### Success Story 1 Jordanian Physician, Inventor, and Patent Applicant Under the PCT

When Dr. Saif Al Riyalat, a doctor at Jordan University Hospital, wanted to relieve his brother's eczema, he looked no further than his office supply cabinet. Using an ordinary hypoallergenic latex glove, he invented a "healing hand" designed to discharge small amounts of a special ointment, transforming his brother's nighttime scratching from a dangerous habit to a form of therapy. It seemed like such an obvious idea that Dr. Al Riyalat decided to look for other



**FIGURE 20: DR. SAIF AL RIYALAT WAS THE FIRST JORDANIAN TO REGISTER A PATENT IN THE COUNTRY FOLLOWING ITS ACCESSION TO THE PCT**

examples of the innovation. He found and searched WIPO's database of inventions from more than 150 countries, and when he found none, he used the same system to register his patent worldwide, thanks to Jordan's accession to the PCT.

---

#### 1.4.2. Supporting the Adoption of the Secured Lending Law and an Online Collateral Registry

Partners: MoITS, International Finance Corporation (IFC)

Many Jordanian entrepreneurs lack the financial resources to grow their budding businesses into substantial companies. Banks and financial institutions have been reluctant to lend to SMEs on the strength of their ideas alone. Instead, as with any potential credit client, these SMEs have needed collateral to secure their loan applications. Now, thanks to JCP, in cooperation with the MoITS and its Directorate of Central Trade Registration, as well as the IFC, banks can lend to SMEs against their movable assets—machines, inventory, receivables—as a result of developing the Registry of Interest in Movable Property. The Registry is online at [jcr.mit.gov.jo](http://jcr.mit.gov.jo).

Over the past several years, JCP supported MoITS to create the registry. JCP initially supported the GoJ in the implementation and launch of the Registry of Interest in Movable Assets, which was officially launched at the MoITS on April 19, 2017, but at the time was designed to only accept leasing notices based on the Law on Financial Leasing 2008.

When the Secured Transaction Law No. 20 of the Year 2018 was enacted, along with the Secured Transaction Regulations No. 125 of the Year 2018, it capped a multiyear effort by JCP to advocate for the legislation and put in place the system to support it. The registry could then be upgraded to accept different types of financing notices from all related public stakeholders and private financial institutions.

"IFC and USAID JCP were strong partners in supporting reforms to establish Jordan's collateral registry. The new registry will help increase bank lending to smaller businesses, boosting the economy, and creating jobs."

—Dalia Wahba, IFC Country Manager, Levant

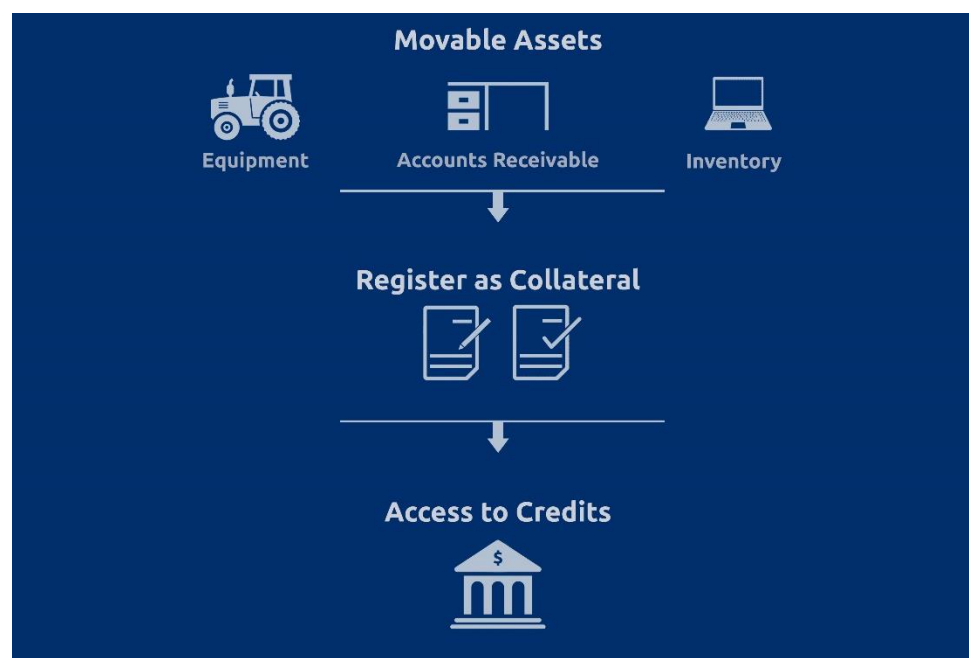
The Registry of Interest in Movable Property was officially announced by the Minister of MoITS in February 2019 and went live in April 2019. To ensure the proper implementation of the registry, JCP supported MoITS in signing a two-year application maintenance and support services agreement in 2017 with a software developer and provided technical assistance to help the Ministry utilize and maintain the registry, including customer service issues. The maintenance and support agreement was later covered by the IFC.

In addition to the development of the registry, JCP supported in building the capacity of its first users—the Ministry's Directorate of Central Trade Registration staff—in addition to users from leasing companies, banks, financial institutions, governmental institutions, and law firms. All capacity-building activities were conducted with the IFC.

To visualize and better elaborate on the usage of the registry to the public, JCP supported MoITS in development of promotional tools including brochures in Arabic and English and an animated video.



**FIGURE 21: INFOGRAPHIC SHOWCASING THE PROCESS OF THE ONLINE COLLATERAL REGISTRY**



According to a JCP impact assessment based on the effects of introducing collateral registries in other countries, this registry should increase banks' lending to SMEs by an estimated 7 percent over the next four years, resulting in a \$1 billion or more increase in available financing, which will in turn translate to SMEs creating as many as 30,000 jobs. In addition, the law will help Jordan dramatically increase its ranking in the World Bank's *Doing Business* report, where last year Jordan received a score of zero under the Strength of Legal Rights to Get Credit Index (0–12), which measures the degree to which secured transactions and collateral laws protect the rights of borrowers and lenders and thus facilitate lending.

### **Lessons Learned**

- *Ministry long-term support is essential.* An agreement should be established between USAID JCP and MoITS (or any ministry or governmental institution) to allocate and identify a dedicated team responsible for carrying out all the activities to be later implemented by the Ministry. The Ministry must also commit to train newly appointed staff members to enable them to carry on and manage activities.
- *Budgets must be allocated for maintenance and support agreements.* A change, amendment, or exception should be made to the procurement process to allow the Ministry to renew and continue maintenance support with the same vendor without going through a new tendering process.
- *Donor coordination leads to more effective results.* Despite its challenges, when different donor programs work closely together with clear roles and responsibilities (USAID and IFC in this case), they can be more effective in allocating resources and maximizing impact.
- *Invest in digital services.* They provide efficiency, predictability, and transparency. They are critical for the development of Jordan.

## 1.5. SUPPORT TO THE JORDAN COMPACT THROUGH THE PROJECT MANAGEMENT UNIT

Partners: MoPIC, and others (as detailed below)

In 2016, leaders of Germany, Kuwait, Norway, the United Kingdom, and the United Nations hosted the Supporting Syria and the Region 2016 Conference in London, which brought together more than 60 countries, international organizations, private sector representatives, civil society representatives, Syrians, and others affected by the conflict to develop a new approach to responding to the protracted Syrian crisis. It was recognized that to meet the needs of Syrian refugees and host countries a new approach was necessary and a “Compact” between Jordan and the international community was created. Following the 2016 conference, three follow-up conferences took place in Brussels to support Jordan in hosting Syrian refugees. Participants agreed to address the needs of host countries more directly in ways that benefit both refugees and host communities.

“The PMU has successfully contributed to coordinating among stakeholders on the delivery of Compact commitments as well as in ensuring an effective government-donor coordination. With PMU support, the Government was able to implement a US\$300 million operation funded by the World Bank and Global Concessional Financing Facility ‘Program for Results: Economic Opportunities for Jordanians and Syrians Refugees.’ Going forward, the PMU, through its new capacity as the Reform Secretariat, will be responsible for coordinating the implementation of Jordan’s Five-Year Reform Matrix.”

—Zeina Toukan, Secretary General, Ministry of Planning and International Cooperation

The Compact Project PMU was established at MoPIC with support from USAID and the U.K. Department for International Development (DfID). Through seconded staff, logistical and procurement support, and technical assistance, the PMU has been the backbone of the Jordan Compact’s implementation and oversight. It has been a catalyst for successful progress of the Compact, assisted with donor coordination, promoted labor market access, and supported increased exports to a variety of markets.

The PMU established itself as USAID’s signature contribution to the Jordan Compact, positioning the agency at the vanguard of donor coordination efforts in the country as well as at the heart of the Kingdom’s response to the enormous challenges of the Syrian refugee crisis. Broadly speaking, the PMU has been charged with three main tasks: 1) Track activities and indicators to support stakeholders in meeting their obligations under the Compact; 2) Coordinate amongst donors to fill funding and technical assistance gaps as they emerge, and 3) Provide targeted technical assistance as needed to the GoJ. In its first three years, approximately **20 reforms were adopted by the government** with the PMU’s support.

### Coordinating National and Donor Initiatives

Since the PMU was created, it has served as the GoJ’s go-to entity for coordinating implementation of the Jordan Compact. The PMU monitored and reported on the progress made on commitments and activities under the Compact, both from the GoJ and donors. It also coordinated among the GoJ entities and donors to ensure efficient implementation and utilization of resources. The PMU has taken the lead in providing key inputs to the GoJ in negotiations with the international community regarding the Compact, as well as the GoJ’s reform agenda 2018–2022, known as the Five-Year Reform Matrix, guiding discussions at every level of policy making, including the Council of Ministers, inter-ministerial meetings, donor meetings, and donor-government meetings. In addition, the PMU also provided strategic counseling and technical assistance to the GoJ to improve outcomes of the Compact by helping to find solutions to existing gaps and challenges.

The World Bank's Economic Opportunities for Jordanians and Syrian Refugees Program-for-Results (WB PforR) was developed to support the implementation of the Compact, whereby disbursement of development funding is contingent upon successful implementation of reforms and improvements to the business environment, investment promotion, and labor market. The PMU is managing the implementation of this program to ensure success in achieving the deliverables—known as Disbursement Linked Indicators (DLIs). The PMU is instrumental in helping to detect support needs of GoJ entities, to implement the PforR, and to identify the specific needed technical assistance accordingly. The PMU is overseeing, monitoring, and reporting on the progress of implementation of the DLIs, program action items, legal covenants, and compliance requirements of the PforR.

"The PMU has been instrumental in ensuring the implementation and monitoring of the Jordan PforR - Economic Opportunities for Jordanians and Syrian Refugees—which led to a high disbursement rate of 87 percent by mid-2019. The team's technical knowledge and management and coordination skills enabled them to successfully perform inter-ministerial and donor coordination."

—Meriam Abu Suleiman, Private Sector Specialist &, Project Manager, Program for Results, World Bank

Key achievements of the GoJ under the WB PforR include:

- As of August 2019, \$259 million out of \$300 million had been disbursed, with more than two years remaining in the agreement.
- The highest management scoring from the World Bank has been achieved throughout the life of the program.
- Jordan's labor market regulations have been reformed to facilitate access of Syrian refugees to the formal labor market and allowing them to legally contribute to Jordan's economic growth, resulting in the **issuance of more than 151,000 work permits** from the start of the Compact through July 2019.
- Monitoring of work conditions in several economic sectors has been improved through mandatory factory-level assessment by the Better Work Jordan program in coordination with the Ministry of Labor (MoL), and annual public disclosure of results.
- Improved regulations governing home-based businesses (HBBs) in all governorates, including HBBs owned by Syrians, streamlined the processes of licensing and registration of HBBs and granted exemptions to Syrian refugees to operate HBBs inside and outside of the camps.
- Extensive efforts were made to promote a stable business environment for the private sector through adopting a regulatory predictability framework that ensures consultation and public-private dialogue prior to approving any regulation that impacts the business environment, reduces sudden changes in business regulations, and guarantees sufficient time for the private sector to adapt to new changes.
- The creation of a strong partnership between the private sector and Jordan Customs led to trade and export facilitation through the launch of a program called Golden List ++, where members enjoy certain benefits that allow their goods to move faster through customs leading. As of July 2019, 178 enterprises have joined this program.
- Significant efforts have been taken to strengthen the investment promotion and facilitation capability of the JIC to help attract and retain investments, including firms of Syrian origin. This initiative included equipping JIC with a CRM that enables tracking and communication with potential investors.



The PMU built on its success in managing the World Bank PforR and achieving its indicators to provide technical assistance and counsel to the GoJ to meet the requirements and indicators of the EU Private Sector Development Program (PSD) and assume a leading role in renegotiating and restructuring the program. The PMU support resulted in meeting the majority of the PSD indicators, and the disbursement of more than €41 million in budgetary support (grant) to the GoJ between 2016 and 2018.

With the leadership of the PMU, the Jordan Compact succeeded in strengthening Jordan's resilience against recent external shocks, particularly the Syrian refugee crisis. However, the GoJ recognized that the way forward should be to transition from a focus on resilience to stimulating economic growth to increase economic activity, promote investments, control external debt, and create employment opportunities.

As part of the international support to implement the Reform Matrix, the World Bank has extended to the GoJ a series of highly concessional, results-based development policy loans (DPL) between 2018 and 2020. The PMU has played a vital role in supporting the GoJ to deliver upon a set of critical, mutually agreed-upon prior policy and institutional actions—"prior actions"—for DPL I (\$500 million) and the first tranche of DPL II (\$725 million). As of August 2019, the PMU is working towards delivering upon the prior actions of the second tranche of DPL II (\$725 million). The PMU took a leadership role to ensure all prior actions and follow-up steps are implemented on a timely basis by various GoJ entities. The PMU also led the coordination with the World Bank, supporting relevant GoJ entities in achieving the prior actions, monitoring, and reporting on progress of each of the prior actions, and conducting technical discussions and official negotiations between the World Bank and GoJ.

"The PMU played an important role in working with a large set of government agencies and the World Bank to facilitate the completion of reforms that are foundational to the transformation of Jordan's economy. The PMU's contribution to the reform process was invaluable."

—Christos Kostopoulos, Lead Economist for the Middle East and Development Policy Financing Team Leader, World Bank Group

In 2018 and early 2019, the PMU was a key stakeholder in planning and coordination of the London Initiative and Conference ("Jordan Growth and Opportunity: The London Initiative 2019"). A full report on the conference can be found at [www.londonjordan.co.uk](http://www.londonjordan.co.uk). The Conference, in February 2019, brought together senior government officials, senior representatives of multilateral organizations, high-level investors, and businesspeople from 60 countries. The conference presented Jordan's reform agenda and debt financing strategy for the coming five years and announced several investment and business opportunities. Financial pledges worth \$3.6 billion in the form of grants, loans, and credit facilities were announced during the conference.

### Increasing Export and Trade

As part of the Jordan Compact, and an effort to increase exports and address Jordan's balance of trade challenges and compensate for lost regional exports, in 2016 the EU agreed to simplify its rules of origin (RoO) regulations to facilitate Jordan's access to markets in the EU through 2026. As a result of the relaxed RoO agreement, there **are €28.26 million (\$31.7 million) in new exports to Europe** from Jordan.

Subsequently, the PMU designed the "Quick Wins Pilot Project," which shortlisted 21 Jordanian factories with the highest potential to export to the EU out of 64 evaluated and identified areas of needed improvement. This project paved the way for the creation of several FLA programs offered by a number of donors such as the EU's JADE program and USAID JCP Export to Europe program, which also provides direct support to firms and associations to enable them to export to the EU (described later in this report).

"During the turbulent years of 2016 to 2018, the PMU played a vital role in supporting the coordination and monitoring of activities of the Government of Jordan and international actors."

—Thorsten Metz, Head of Employment Portfolio, GIZ

Two years later, the PMU played an important role in providing strategic advice to the GoJ during the negotiation process that led to the restructuring of the RoO scheme to help more Jordanian companies to enter the EU market by opening up the RoO beyond development zones and industrial areas and modifying the percentage of Syrians workers needed. The PMU also worked to better coordinate the various donor-led FLA programs by creating the FLA Coordination Group, which was later handed over to MoITS to lead, while the PMU continued as the secretariat for the group.

**FIGURE 22: RESULTS OF THE SIMPLIFIED RULES OF ORIGIN SCHEME WITH THE EU, AS OF JUNE 2019**



The analysis provided an approach that could be used by Jordanian manufacturers to identify potential international buyers based on type of product, specifications, and cost.

## Increasing Investments

The PMU formed and led a special task team that worked with more than 15 GoJ entities to collect detailed information on accomplished reforms and validate and confirm the impact of these reforms. Following the analysis, the PMU submitted a detailed report to the World Bank that highlighted Jordan's accomplishments for the year. The 2019–2020 *Doing Business* report will be published in October 2019, and Jordan is expected to be among the top 10 reformist countries.

As part of managing the implementation of the World Bank's DPL II, the PMU has led efforts to achieve the required prior actions on several investment reforms. One of GoJ's goals is to put in place a combination of policy and legislative reforms, institutional support, and incentives to build an efficient Public Investment Management (PIM)-PPP Governance Framework. To this end, the PMU is currently leading the technical committee tasked with implementing the PIM-PPP Governance Framework, which will lead to required changes to institutional arrangements and processes to ensure the effective implementation of the PPP reforms, including revised roles and responsibilities of the PPP Unit and amendments to the PPP law and regulations. The PMU also played an integral part in the restructuring of the public procurement system, and in the development of a new investor grievance mechanism that will create systematic and efficient processes to resolve disputes with investors early.

"In 2018, the Tent Foundation and the World Bank entered into a partnership to take steps to mobilize the business community to do more to support refugees and their host communities in Jordan. Throughout this process, we found the PMU to be invaluable in providing guidance to foreign businesses on the legal context for hiring refugees in Jordan, assisting businesses in implementing these refugee-focused initiatives, and helping Tent in outreach to foreign businesses. Our work would simply not have been possible without the PMU."

—Gideon Maltz, Executive Director, Tent Foundation

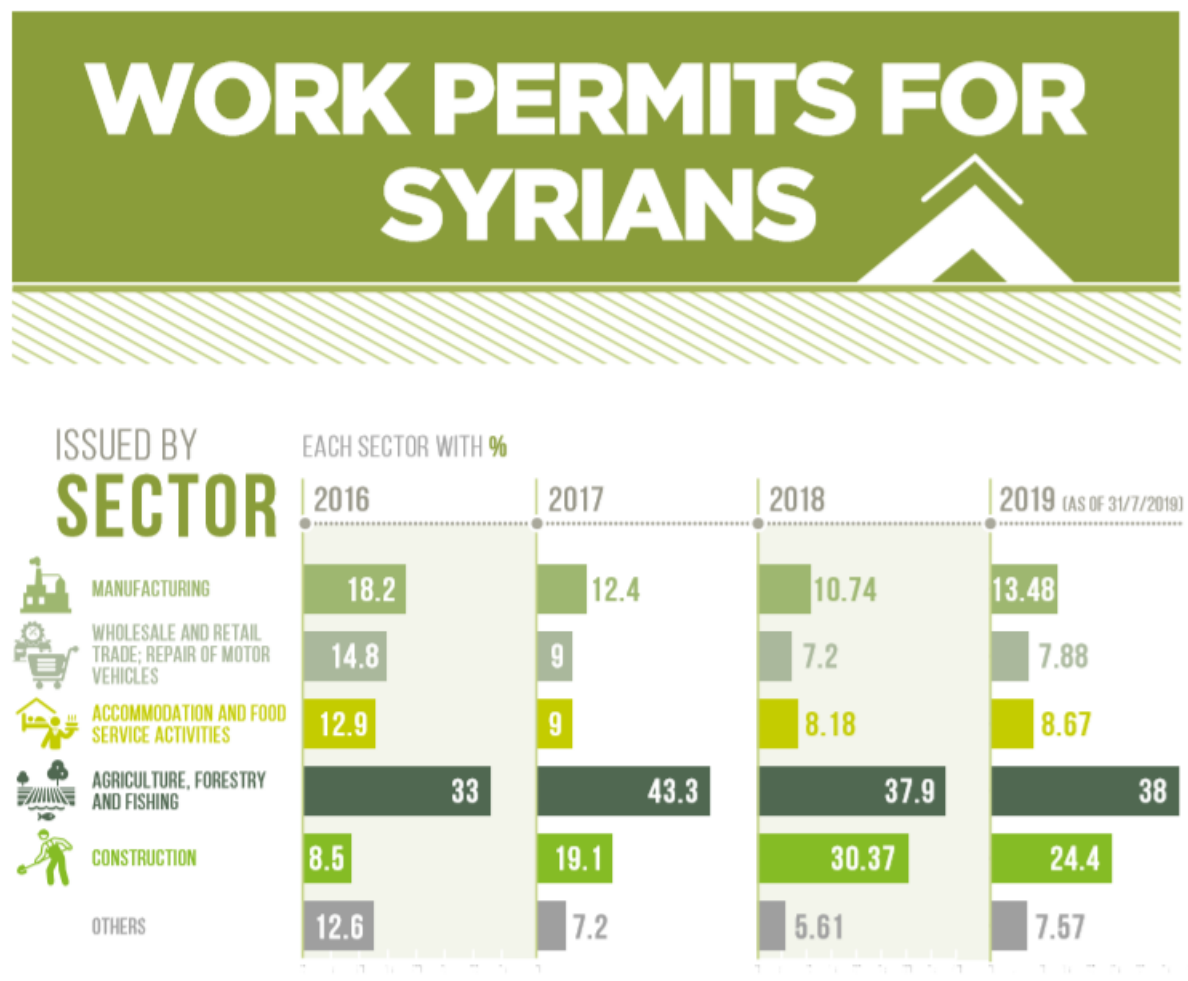
## Improving the Labor Market

During the last three years, the PMU has provided significant technical and strategic support to MoL to support GoJ efforts to address labor market failures and improve access to formal labor markets, as well as to achieve commitments under the Jordan Compact and the Reform Matrix. The PMU worked diligently with MoL to formalize the employment of Syrians in Jordan. Before 2016, the vast majority of Syrian refugees were not able to work legally in Jordan and very few met the requirements of existing work permit regulations. With the PMU's support, MoL implemented several measures to facilitate the access of Syrian refugees to the formal labor market. These efforts included, among others: waiving work permit fees until the end of 2019; introducing flexible work permits in the construction and agriculture sectors; allowing short-term work permits for labor-intensive projects; creating specialized employment centers to help Syrians find jobs; and simplifying the movement of workers between sectors and employers. The PMU also assisted MoL in the preparation of a comprehensive document that details the instructions and procedures taken by GoJ to facilitate access of Syrian refugees to formal employment. This document helped to create proper and unified understanding of the amended regulations among all stakeholders.

"The PMU regularly participates in the Livelihoods Working Group. It provides very useful updates that enhance the implementation of partners' programs. They also motivate and sharpen partners' efforts not only to achieve the objectives of the Jordan Compact, but also to create self-reliance and economic inclusion niches for refugees and host communities. The PMU is keen to provide the livelihoods sector with needed information related to government policies and future plans while being open to suggestions. The PMU has successfully brought together multi-functional teams for specific outcomes related to the Jordan Compact, particularly regarding Syrian-owned home-based businesses."

—Najwan Aldorham, Livelihoods Associate, UNHCR Jordan

**FIGURE 23: WORK PERMITS ISSUED TO SYRIANS BY SECTOR, JANUARY–JULY 2019**



In terms of technical support, the PMU assisted the Syrian Refugee Unit at the MoL to help produce reliable and detailed labor data. The PMU also supporting MoL to develop well-informed policies using accurate data by designing a customized business intelligence system to analyze data and extract meaningful insights. The MoL needs a system to overcome the lack of an integrated reporting system that can be used on the strategic level. Having such a system is expected to promote evidence-based decision making in MoL and improve the quality of policies and decisions.

During its work on DPL II, the PMU had an active role in ensuring that the prior actions related to MoL were met, and the unit was heavily involved in drafting the technical and professional guidelines for granting work permits to highly skilled non-Jordanians in closed occupations, so as to help attract foreign investors and retain existing ones.

“The PMU plays a pivotal role in supporting the Syrian Refugee Unit at the Ministry of Labor, in relation to the issuance of work permits and providing advocacy on labor market reforms. Its role in ensuring strong coordination among agencies, donors, and different governmental institutions greatly contributes to the successful and effective implementation of the Jordan Compact. Our strong collaboration has assisted our implementation of a number of projects with key donors, which helps facilitate employment to Jordanians and Syrians while also encouraging investment/export in the country.”

—Maha Kattaa, Senior Resilience and Crisis Response Specialist in the Arab States region, International Labor Organization

As part of a PMU analysis that identified a strong need by international nongovernmental groups in Jordan to be better informed of the registration process for HBBs, the PMU has conducted, in cooperation with the United Nations High Commissioner for Refugees (UNHCR), several awareness sessions to discuss challenges facing projects working with HBBs. The PMU also provided technical support to the Ministry of Local Administration (MoLA) to help it generate the necessary information on HBBs as required by the WB PforR. The data generated included specifics on HBB licenses such as name of the HBB owner, gender, nationality, contact information, company national ID, profession, and licensing date.

“The PMU has done an exemplary job in keeping track of activities under the Jordan Response Plan (JRP), and in facilitating the dialogue between MoPIC, line ministries and relevant organizations, especially on policy issues that would affect the JRP outcomes. In this sense, the PMU has played a key role also in opening the door to policy reform and ensuring the overall coherence of the policy framework with the JRP. We are very grateful for this excellent collaboration and look forward to its continuation, and to the PMU model to be expanded to other Government strategies.”

—Patrick Daru, Senior Skills and Employability Specialist and Coordinator for Amman Decent Work Country Program, International Labor Organization

### **Lessons Learned**

The following narrative details the PMU’s main learnings and recommendations for the creation and management of future PMUs as a donor tool and form of Government assistance. Recommendations cover PMU’s scope and approach, governance structure, and sustainability.

*Scope and Approach.* PMUs, in the GoJ context, are departments within a government institution established and operated with partial or full donor funding to serve a specific purpose. PMUs are, first and foremost, Government bodies that happen to be externally funded. They are not donor projects, nor should they be treated as such.

*Limited, Defined Scope.* PMUs are meant to have limited scopes with specific outcomes. They should be established with the expected outcomes in mind, as well as specific tasks and resources and a timeline to achieve these results. Otherwise, scope creep is inevitable, and the challenges of operating in a large institution with competing demands for time and focus can easily overwhelm a small unit, no matter how high its capacity. While this might seem obvious in the design of PMUs, in practice maintaining a limited scope can prove very difficult to achieve, unless strict measures are enforced, both in the design and implementation phases. Outcomes, tasks, roles, and timelines should be mutually agreed upon by both the donor and host institution from the beginning.

*Mechanisms for Changing the Unit’s Scope.* While the overall scope for a PMU should be clearly defined, there must also be a mechanism for the formalization of the inevitable changes that naturally occur in scopes over time. These changes should not represent a complete departure from the purpose for which the unit was created, but rather an evolution of activities and tasks based on new information and changing contexts.

*Independence.* Externally funded PMUs are meant to be, above all, part of the Government and not a conventional donor project. At the same time, PMUs are expected to, in addition to fulfilling their scope, create positive change in the Government’s approach or way of doing things. This means that PMUs should have a sufficient level of independence and freedom in their approach to be able to push for positive practices within the Government. Given the position of PMUs as part of the Government, they will not have the power to push back without compromising their position. Thus, the donor(s) will have to be involved, on a strategic level, in overseeing the PMU and ensuring its independence and freedom in approach as long as it is fulfilling its scope. At the same time, PMUs should also be completely independent from the donor(s) in terms of management and day-to-day operations. The emphasis on independence should start from the early design stages of a PMU. A lot of time and effort should be invested in designing, structuring, and setting up a PMU, as per international best practice, and following a thorough evaluation of the needs and expectations of the Government and donor community. A PMU



should be strong, impactful, and at times disruptive; this requires active involvement from the donor(s) to ensure the best set-up is in place to achieve the expected outcomes.

*Accountability through Defined Key Performance Indicator (KPIs).* The success of a PMU should be easily and clearly captured through pre-identified KPIs that are agreed upon between the GoJ and the donor(s). Having these criteria embedded within the design of the PMU and as part of its M&E plan grants independence and freedom to the PMU in its management approach and technical activities, while at the same time guaranteeing accountability.

*Governance Structure.* The ability of PMUs to carry out their work effectively and achieve their expected outcomes is directly linked to their governance structure. A strong and stable governance structure provides power and authority to PMUs to push for reforms, coordinate among government entities, and the donor community effectively, and be creative and innovative.

*Sustainability.* PMUs are generally created for specific purpose(s) that should be realized by a deadline. However, this does not mean that a government is not required to actively work to sustain PMUs. In fact, sustainability of a PMU should be a main outcome of the donor support, because it leads to government ownership and long-term commitment.

## 2. ECOSYSTEM AND CLUSTER DEVELOPMENT

Among JCP's most distinctive contributions is its deep knowledge of and partnerships within Jordan's high-growth, knowledge economy sectors. From ICT and pharmaceuticals to medical services and clean technology, JCP's efforts have heralded a series of economically vibrant “firsts” for the Kingdom, including the launching of the country's first electric vehicle fleets and solar-enabled charging infrastructure to support them and the country's first palliative care initiative designed to improve patient care. By zeroing in on the nascent ICT, clean technology, medical tourism, and pharmaceutical sectors, JCP has served as a kind of stand-in venture capitalist in a market previously dominated by highly consolidated industries, government subsidies, or both. A summary of each sector is included at the beginning of its respective section below.

### 2.1. CLEAN TECH

Given the global priority of using green, low-carbon, and resource-efficient means to achieve smart, sustainable, and inclusive growth, emerging opportunities in the green economy present major opportunities for employment creation in Jordan and for the development of indigenous enterprises that will contribute to securing sustainable economic growth.

Early on, JCP defined the clean technology sector in Jordan to encompass renewable energy, energy efficiency, solid waste management, and water efficiency, the latter of which was dropped later on from JCP's scope. An in-depth diagnostic of the competitiveness potential and hurdles facing each of these subsectors was conducted through intensive stakeholder engagement and consultation, which created strong momentum and breakthroughs in public-private-academic dialogue around key challenges.

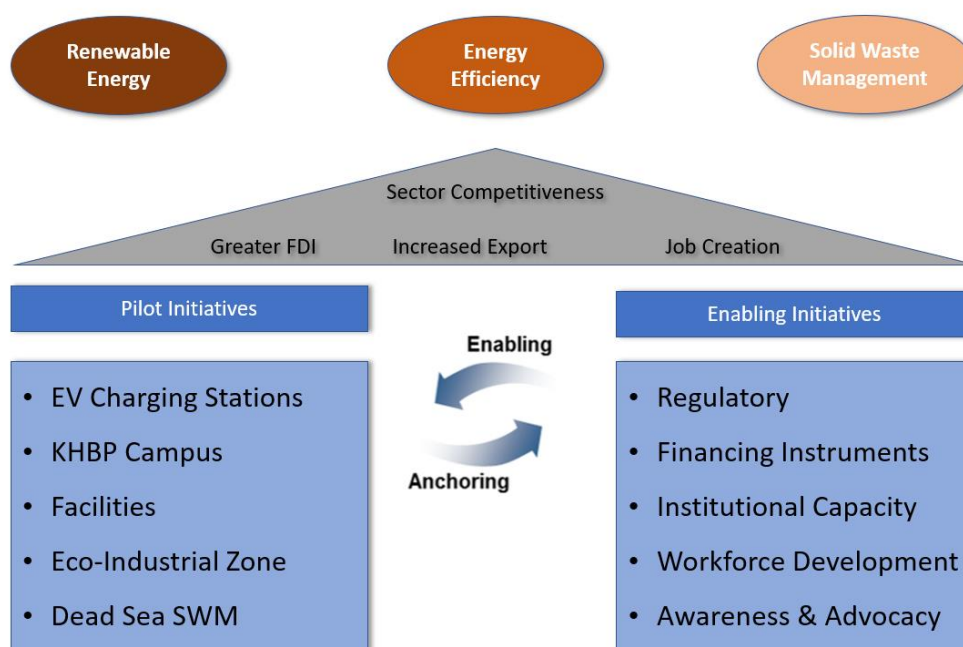
JCP's [strategy for the clean tech](#) sector was to address **enabling** factors: the regulatory, labor, finance, and awareness issues essential for growth through anchoring strategic **pilots** and to identify sector **champions** as a key pillars to foster ownership and sustainability. While these pilot projects had the potential to attract investment and create jobs, they also helped to identify and prioritize key enabling factors to address. These anchor pilots included:

“When JCP started in 2013, the clean energy sector in Jordan was in its infancy. By 2018, Jordan now ranks third in the Climatescope 2018 Bloomberg report, which ranks emerging markets' attractiveness for clean energy investment. JCP's work in supporting the regulatory environment of the renewable energy market and facilitating new investments is highly appreciated.”

—H.E. Hala Zawati, Minister of Energy and Natural Resources

- Deploying the Kingdom's first network of [electric vehicle charging stations](#) in Amman.
- Supporting different institutions in adapting renewable energy and converting to solar-enabled facilities, including a 1-megawatt solar power system at Al Westiyeh Municipality in Irbid, a 0.8-megawatt photovoltaic panel installation at Irbid Specialty Hospital, and a 5-megawatt solar project for the King Hussein Business Park campus.
- Developing the concept for a green industrial zone at Al Mowaqar.
- Conducting energy efficiency and management strategies for five selected factories from different sectors at El Hassan Industrial Estate in Irbid.
- Designing and implementing an integrated clean energy and solid waste management solution in the Dead Sea Development Zone.

**FIGURE 24: CLEAN TECH SECTOR STRATEGY**



At the same time, JCP identified and prioritized key enabling factors (regulatory, labor, finance, and awareness) and work with relevant counterparts (government, business associations, and the private sector) to address issues such as:

- Supporting Energy and Minerals Regulatory Commission (EMRC) in adopting regulations and instructions that allow companies in the private sector to pool their investment in generating renewable energy.
- Supporting EMRC to adopt best practice regulations for the deployment of electric vehicle charging stations.
- Establishing a deal facilitation unit (DFU) to help finance clean energy projects.
- Supporting the Jordan Chamber of Industry to establish an eco-efficiency unit to help members improve their energy efficiency.

- Designing and launching a new clean tech financing instruments at leading banks in Jordan.
- Conducting a labor profile assessment for the clean tech sector to identify skills needed for green jobs, while working with EDAMA to train women on energy management.
- Working with EDAMA to train women on issues related to energy management.
- Helping upgrade the Vocational Training Center (VTC) at Ma'an Development Area to specialize in solar technology.
- Supporting the Jordan Green Building Council to establish Jordan's First Center of Excellence for Solid Waste Management.
- Conducting awareness campaigns aimed at large electricity consumers (factories, hotels, commercial facilities, and hospitals) to increase the uptake of energy efficiency and renewable energy solutions.

The most prominent and impactful of these pilots and activities addressing the enabling environment are described below.

### 2.1.1. Supporting the Establishment of the Kingdom's First Network of Charging Stations

Partners: EMRC, Ministry of Environment, Greater Amman Municipality

**FIGURE 25: THE JOURNEY TO EMOBILITY: HOW USAID DEVELOPED THE ELECTRIC VEHICLE INDUSTRY IN JORDAN**

November 2014: First fully solar EV charging station inaugurated at the King Hussein Business Park during MENA ICT Forum.	November 2014: MoU signed between the AllCell Technologies Consortium, Ministry of Environment and the Greater Amman Municipality.	August 2015: JCP organizes workshop with key stakeholders on the "Future of eMobility and Electric Vehicles in Jordan," producing key	September 2015: Cabinet exempts EVs from registration fees, and exempts charging devices from customs duties and sales tax.	May 2016: Cabinet approves the EMRC regulations on licensing EV charging stations and sets tariffs.
--	---	--	--	--

From aligning key stakeholders to gain consensus to drafting and helping pass the regulations needed to limit taxation and capture and sell solar-generated electricity at charging stations to negotiating the partnerships that enabled private-sector investment in those stations, JCP played a critical role in spurring the growth of electric vehicles and related infrastructure in Jordan. Specifically, JCP:

- Supported the inauguration of the first solar-powered electric vehicle charging station at King Hussein Business Park during the MENA ICT Forum in November 2014, initiating a platform for the private and public sectors to collaborate on policies to reform regulations pertaining to electric vehicles.
- Facilitated an MoU between AllCell Consortium, the Ministry of Environment, and the Greater Amman Municipality (GAM) in November 2014. JCP also provided facilitation support for the 10 charging station pilot project at GAM by hosting multiple meetings between GAM and a French consortium that invested in the infrastructure.

"The workshop served as an invaluable step in paving the way for mass deployment of zero-emission vehicles in Jordan," referring to a JCP-organized workshop on the future of eMobility and electric vehicles in Jordan in producing key recommendations.

—Dr. Said Hallaj, Chairman/CEO, AllCell Technologies, LLC



- Organized a workshop of around 60 key stakeholders (50 percent from the public sector) on the future of electric vehicles in Jordan that produced important recommendations related to key sector growth ingredients. This event took place in August 2015 and, a month later, the Cabinet exempted electric vehicles from registration fees (between 8,000 and 9,000 Jordanian dinars) and also charging stations from customs duties and sales tax. These key tariff waivers made buying and maintaining electric vehicles a more attractive value proposition for Jordanians.
- Based on a direct request from EMRC, JCP drafted regulations to govern the establishment and operations of public and private electric vehicle charging stations. The Cabinet approved the regulations in May 2016.
- Organized and led a workshop with EMRC, in May 2016, on the technical requirements and regulations related to electric vehicle charging stations in Jordan.
- Led the development of international best practices for electric vehicle technical and safety standards by developing the standards, training EMRC staff on them, and providing technical advisory services to ensure the smooth implementation of these standards. JCP also provided a simple tariff model to help EMRC calculate associated tariffs and draft licenses.

Since JCP started, the number of electric vehicles on Jordan's roads has roughly **tripled each year**, according to data from the Drivers and Vehicles Licensing Department. JCP has helped Jordan go from a country with no electric vehicles to a market that now includes electric cars from Tesla, Nissan, BMW, Mercedes, and others.

**FIGURE 26: FIRST SOLAR-POWERED ELECTRIC VEHICLE CHARGING STATION IN A PUBLIC SPACE.**



### **Lessons Learned:**

- *Growth depends on a stable environment for investors.* Realizing the huge growth in the number of electric vehicles in Jordan and the clear market demand for public charging stations, the Kingdom Electricity for Energy Investments Company (KEC)—one of the leading companies in Jordan investing in energy generation, distribution, and utilities—identified the development of nationwide public charging station infrastructure as an attractive investment opportunity. With JCP support, a pre-feasibility and financial model was developed and presented to the chief executive of KEC, who presented it to his Board of Directors for approval. However, when the GoJ removed the 25 percent tax exemption on electric vehicles the number of cars sold dropped drastically, impacting the commercial viability of the investment. The management of KEC then dropped the project. Unpredictable government decisions such as this make it very difficult for investors to commit to large investment decisions. In addition, the EMRC decision on setting the electricity tariff on charging electric cars was done haphazardly and without proper analysis to make it attractive to investors.
- *Job creation is everyone's responsibility.* Several government entities in Jordan tend to stick to their main mandates, such as regulating the electricity market, regulating drugs, or ensuring safe products. These entities do not see creating jobs or improving the overall business environment as their role. However, for the good of the overall economy, job creation should be an additional mandate of every government organization.

### **2.1.2. Supporting EMRC in the drafting of Regulations to allow Solar Energy “Wheeling and Pooling” Projects**

Partners: Ministry of Energy and Mineral Resources, EMRC, EDAMA

The Renewable Energy Law No. 13 of 2012 allowed for wheeling of electricity (which is the transportation of electric energy, megawatt-hours, from within an electric grid to an electrical load outside the grid boundaries) allows an investor to produce electricity with a renewable energy source at a selected location to “wheel” this electricity to the grid and to use same amount of electricity from the grid at another location where his or her commercial facility is located. The concept, which was further articulated in the wheeling directives of 2014, however, did not allow for the “pooling” of solar energy, whereby multiple companies, hotels, hospitals, schools, or other businesses invest in solar generation by pooling renewable energy as a group. The solar energy they generate is then fed into the national grid, allowing them to use electricity from the grid at no additional cost. They can share, at lower net cost, electricity from the national grid, making it economically feasible to utilize solar energy.

To reduce the cost of energy and encourage solar energy generation, JCP worked with the EMRC to draft and adopt instructions that amend the wheeling process instructions to include the pooling of renewable energy for the first time in Jordan.

JCP worked closely with stakeholders, including EDAMA, to build a consensus on the matter and to address it with the Ministry of Energy and Mineral Resources, as well as drafting the new amendments and working closely with the stakeholders to approve the amended instruction through the official channels until it was finally issued in the Official Gazette.

### **Lessons Learned**

*Working with associations is key.* The need for this intervention was identified by EDAMA. Working closely with business associations representing a sector is critical in identifying and designing the right intervention that is most important to the private sector. Associations can also play a key role in policy advocacy and regulatory reform.

### 2.1.3. Working with EDAMA to Create the First Clean Tech Yearbook

Partner: EDAMA

In 2016 JCP awarded a grant to EDAMA to develop Jordan's first Clean Tech Yearbook to shed light on key economic indicators of the clean technology sector, including jobs, exports, investments, revenues, and market size. The yearbook included a detailed ranking of more than 300 companies working in the

**FIGURE 27: LEWIS TATUM SPEAKS AT THE DECEMBER 2016 CLEAN TECH SUMMIT**



clean technology sector and was used by key stakeholders as a valuable tool to raise awareness about the sector's contribution to Jordan's economy and the opportunities it presents to investors, policy makers, the private sector, and members of the international donor community. The report was published alongside a high visibility event in partnership with the OECD and attended by more than 100 participants from the public and private sectors as well as international institutions, embassies, media, and nongovernmental groups.

### 2.1.4. Creating a Solar-Enabled Smart Campus at King Hussein Business Park

Partners: King Hussein Business Park

In its second year, JCP began working to convert the King Hussein Business Park into the region's first solar-enabled "smart campus," with a potential investment of \$7 million. This activity was designed to have a demonstration effect on other businesses and similar "campuses" that can benefit from the reduced costs of implementing clean technology solutions. The high profile of the business park and its "residents" made this effort an excellent value proposition for USAID.

Initially, JCP prepared a roadmap for the park's conversion, including where and when to implement energy efficient and renewable energy solutions and how to leverage ICT and other innovations. In the project's third year, an international tender to help transform the park into a smart campus, with solar-enabled energy solutions, was issued. Interest in the tender, developed with JCP technical assistance, was high. Bidders vying for the opportunity were on hand to tour the facility, assessing site readiness for smart photovoltaic canopies—a key component of this transformative effort.

### 2.1.5. Transforming Jordanian Infrastructure into Solar-Enabled Green Facilities

Partners: Westiyeh Municipality, Irbid Specialty Hospital

To boost the utilization of solar energy directly in critical Jordanian infrastructure, JCP partnered with schools and hospitals to provide technical assistance in the installation of photovoltaic panels, as well as promoting clean energy financing. JCP assisted the Westiyeh Municipality in Irbid to develop a pre-feasibility assessment for its 1-megawatt solar power system (valued at \$1.4 million), as well as the Irbid Specialty Hospital for its 0.8-megawatt photovoltaic panel installation (valued at \$1 million). The energy audits that made these and other financing transactions possible were conducted through Jordan's Energy and Environmental Sustainability (EES) unit—described later in this section—that was established with JCP support.



**FIGURE 28: SOLID WASTE MANAGEMENT CENTER OF EXCELLENCE LAUNCH**



### **2.1.6. Establishing Jordan's First Solid Waste Management Center of Excellence**

Partner: Jordan Green Building Council

JCP discovered there was no solid waste management sub-sector in Jordan. In fact, only 2 percent of solid waste is recycled. As such and given the critical environmental need for related products and services, investing in this sub-sector's creation and development represents an obvious economic opportunity for Jordan as well as a path toward making the country more economically competitive beyond its borders. To build on this potential, JCP issued a grant to the Jordan Green Building Council (JGBC) in 2015 to assist it in becoming the country's first Solid Waste Management Center of Excellence. The center developed a cadre of some 27 solid waste management professionals to advocate for the sector. Through this activity, training materials were developed, and Jordan's first set of accredited trainers were qualified by the International Solid Waste Association to prepare other waste management professionals for the certification, both nationally and internationally.

### **2.1.7. Creating a Renewable Energy Center of Excellence in Ma'an**

Partners: Vocational Training Center (VTC), Ma'an Development Corporation (MDC)

In its first year, JCP identified the MDC early in the year as a key enabler for centralized renewable energy. The MDC is a partnership between the South Company for Construction and Development, the Jordan Industrial Estate Corporation, and Al-Hussein Bin Talal University. It was established to manage and promote the Ma'an Development Area (MDA), a regional hub for industrial activity propelled by a competitive labor force and favorable legal, regulatory, and fiscal frameworks in the south of Jordan. The MDA includes an industrial park, a skills development center, a residential community, and the Hajj Oasis in addition to planned solar parks. The MDC requested JCP's support to transform the skills development center into an upgraded center of excellence serving the clean tech industry in Ma'an and throughout Jordan. The MDC request focused on two main areas: 1) providing the labs with the necessary equipment, and 2) obtaining accreditation for the training courses provided by the center. An assessment of the skills development center, completed in September 2014 in collaboration with the VTC, covered the current training facilities, anticipated equipment needs, new training material and curriculum,

necessary trainers' skills, awareness and promotion efforts, institutional capacity, and strategic partnerships. The VTC made a formal application for local accreditation of the photovoltaic technician training program, delivered by its affiliated training center in Ma'an. This accreditation, offered by the Center of Accreditation and Quality Assurance (CAQA), was a milestone in institutionalizing this vocational training effort, which helped provide skilled professionals in the program's target clean tech sector, resulting in 23 individuals being placed in new or better employment.

### 2.1.8. Establishing a Deal Facilitation Unit (DFU) to Finance Clean Energy Projects

Partners: Jordan Loan Guarantee Fund, USAID Energy Sector Capacity Building Activity

In its second year, JCP engaged hundreds of industrial leaders, service providers, and financiers through clean energy financing awareness sessions. The most significant achievement of this push was the establishment of a Deal Facilitation Unit (DFU) to assist Jordanian organizations—from schools to industrial ventures—interested in implementing clean energy solutions, allowing them to access affordable loans for initiatives. As part of the launch, the team hosted local school leaders interested in converting their facilities to more efficient, cost-effective “smart campuses.” JCP put together a brochure laying out practical steps for making the switch—from where to find vendors

**FIGURE 29: A MAY 2015 WORKSHOP INTRODUCED SCHOOL ADMINISTRATORS TO RENEWABLE ENERGY OPTIONS AND ANNOUNCED A UNIT TO HELP FINANCE THOSE OPTIONS**



to how to get financing for solar panels and other clean technologies. The DFU represented the first time that three USAID-supported projects—the Jordan Loan Guarantee Fund, the Energy Sector Capacity Building Activity, and JCP—came together in support of these goals.

### 2.1.9. Advocating for an Eco-Industrial Zone

Partner: Jordan Ahli Bank

Under this activity, JCP provided expertise on how to convert an undeveloped piece of land owned by Ahli Bank, which had been planned for an industrial zone near the airport (Al Mowaqar), into a green industrial zone. New specifications and solutions to create the first Eco-Industrial Zone in Jordan were developed. A JCP impact study projected that the program could, by the end of its term, secure \$20 million in committed investments for the proposed zone, in addition to potential for significant investment in associated infrastructure. Great interest was expressed by local and international companies in being part of a resource-efficient zone. JCP believes that an eco-industrial zone would build on the momentum already extant in the Kingdom's green sector. Unfortunately, when the senior leadership of Ahli Bank changed, the new management no longer had interest in continuing; the project lost its champion and never materialized.

### 2.1.10. Launching a New Clean Tech Financing Product

Partner: Jordan Ahli Bank

JCP assisted one of the Kingdom's most established financial institutions, Jordan Ahli Bank, to create a tailored loan-financing product to help SMEs access credit to implement clean energy solutions—a first step toward encouraging uptake of these technologies, helping SMEs reduce costs and become more

competitive. With JCP assistance, this new banking solution utilized a low-cost facility offered by the Central Bank of Jordan while providing loan guarantees up to 70 percent on these loans through a joint program funded by USAID and the Overseas Private Investment Corporation.

JCP supported Jordan Ahli Bank in the development of the new loan product, which includes a standard application form and an analytical tool to evaluate applications. JCP also trained dozens of loan officers in the product's use and how to review and assess applications, establishing a first-of-its-kind clean technology unit within the bank. Launch events were held in Amman, Aqaba, Irbid, and Zarqa.

### **2.1.11. Establishing an Eco-Efficiency Unit at the Jordan Chamber of Industry**

Partners: Jordan Chamber of Industry (JCI)

To further support local industries in Jordan, JCP provided technical assistance to the JCI to establish and build the capacity of an Energy and Environmental Sustainability Unit (EES) to advocate for local industry needs, provide cost-efficient solutions, and help transform them into sustainable, energy-efficient businesses. The partnership included JCP support with planning and institutional and human resources development.

"Without the support of USAID-JCP, collaboration with local entities to chart the strategic and operational plans for the Energy and Environmental Sustainability Unit housed within the Jordan Chamber of Industry would not have been possible."

—Dr. Maher Mahrouq, Secretary General,  
Jordan Chamber of Industry

JCP also conducted several energy audits to stimulate uptake of energy efficient technologies at factories in Irbid's industrial zone. The audits, which looked at the operations of 18 factories, outline ways in which factories can cut costs using existing technologies, operating in a more efficient manner, as well as proposing renewable energy solutions, including those generated by solar power.

Through the EES unit, the 18 factories were able to conduct detailed energy audits, which produced the information they required to finance energy efficiency upgrades, as well as mobilizing \$3.9 million in private sector and government spending for solar panels.

### **2.1.12. Renewable Energy Training for Women**

Partner: EDAMA

Inspired by a JCP-commissioned labor study completed early in the project's lifetime that showed a 25 percent year-on-year increase in demand for renewable energy engineers in Jordan, JCP partnered with the Jordan Energy Chapter of the EDAMA to launch courses certified by the Association of Energy Engineers in the United States, focusing specifically on training female renewable energy professionals. As a result, EDAMA was able to train 64 females in highly sought courses such as the "Certified Energy Manager," one of the most recognized energy certifications worldwide, and the "Renewable Energy Professional." The training enhanced the technological knowledge of those working in the energy field, improved their chances of employment, and equipped them with the knowledge to improve energy efficiency measures. The training also meets Jordan's increasing demand for renewable energy engineers and improves the country's reputation as an investment destination for clean tech projects. Eight individuals were placed in jobs as a result of these trainings.

## **2.2. INFORMATION AND COMMUNICATIONS TECHNOLOGY**

The ICT industry is one of Jordan's most competitive sectors in terms of exports and its potential to serve as a catalyst for the competitiveness of other industries. At JCP's inception, high instability in the business environment had pushed some companies to exit the Jordanian market. Through JCP's initial assessments of the sector, it became apparent that ICT in Jordan faced hurdles that desperately needed to be addressed.



Building on Jordan's National ICT Strategy (2013–2017), JCP endeavored to address the strategy's main pillars: exports, innovation and entrepreneurship, digital skills, investment, and improving the business enabling environment for the ICT sector.

**FIGURE 30: NATIONAL ICT STRATEGY 2013–2017**



For the export pillar, JCP developed and supported an Export Development Program (EDP) within the IT association of Jordan, int@j, to help companies increase their exports. In addition, JCP supported select ICT companies to participate in major international exhibitions such as the Mobile World Congress 2017 in Barcelona where more than 20 Jordanian firms participated (described in the section on JCP's FLA activities), as well as supporting 11 startups to participate in the ICT-focused delegation to the United States, headed by H.M. King Abdullah II in 2014.

**FIGURE 31: H.M. KING ABDULLAH II AND MEMBERS OF HIS DELEGATION DURING THE TRIP TO THE UNITED STATES TO PROMOTE JORDAN'S ICT SECTOR**



To support digital skills, in partnership with int@j and MoICT, JCP helped to establish the Jo Sector Skills Organization (JoSSO) to bridge the skills gap between the supply and demand of university graduates and by setting and maintaining occupational standards, improving the quality of ICT talent. In



addition, JCP engaged in strategic PPPs with leading global companies such as Microsoft and Intel to develop digital skills for the future (described later in this report).

To help improve the business-enabling environment for ICT firms, JCP worked closely with int@j, MoICT, and JIC to include the ICT sector in the removal of minimum capital requirements for qualifying firms, reducing sales tax from 16 to 0 percent on all IT service sales in Jordan, and exempting the export of ICT product and services from income tax.

To support innovation and entrepreneurship in the sector, JCP worked with the King Hussein Business Park and the major telecom operators in Jordan—Zain, Orange, and Umniah—to dedicate one four-story building at the park to become a tech innovation hub, called GROW), to host and support startups. Today, more than 80 companies are being hosted at GROW. Through its work with Oasis500 and iPark, JCP also supported many other ICT startups.

Finally, to help the sector remain competitive, JCP provided technical assistance to int@j and MoICT to develop Jordan’s Digital Economy Action Plan, REACH2025. Based on the action plan’s recommendation, in 2019 the Ministry of Digital Economy and Entrepreneurship was established to replace MoICT.

### **2.2.1. ICT Export Development Program—Working with int@j to Unify Jordan’s ICT ‘Brand’**

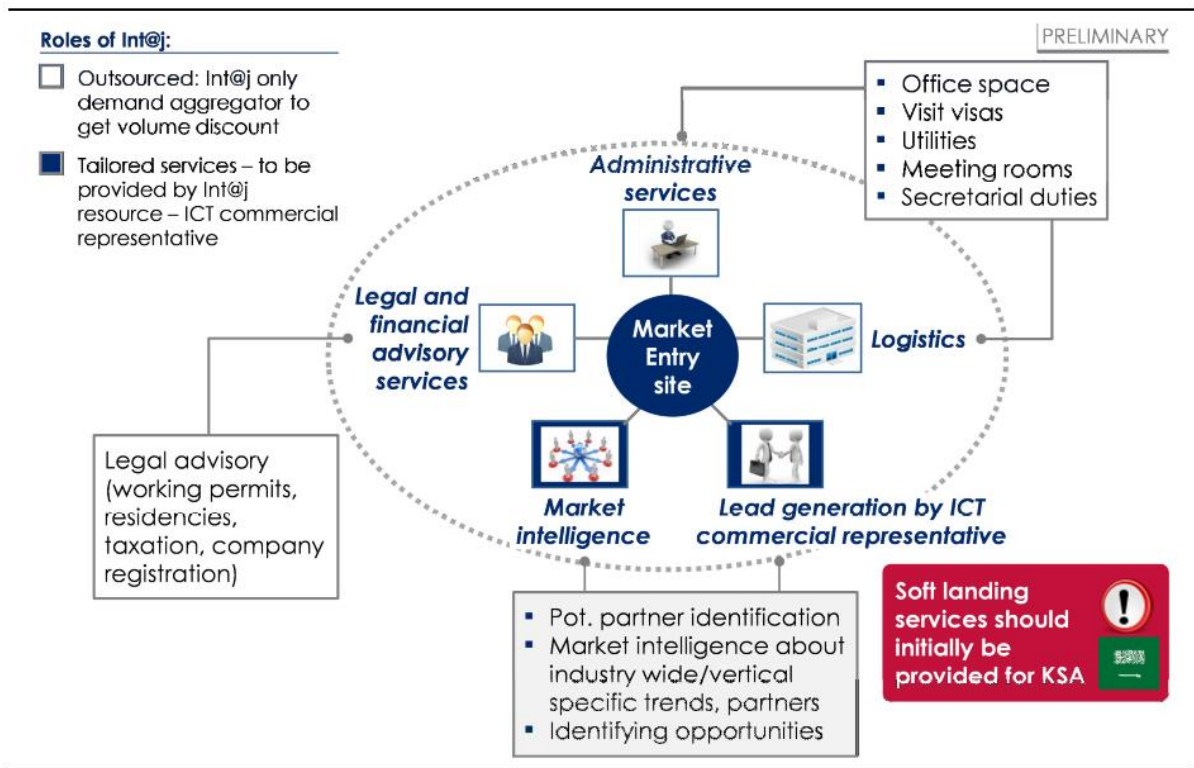
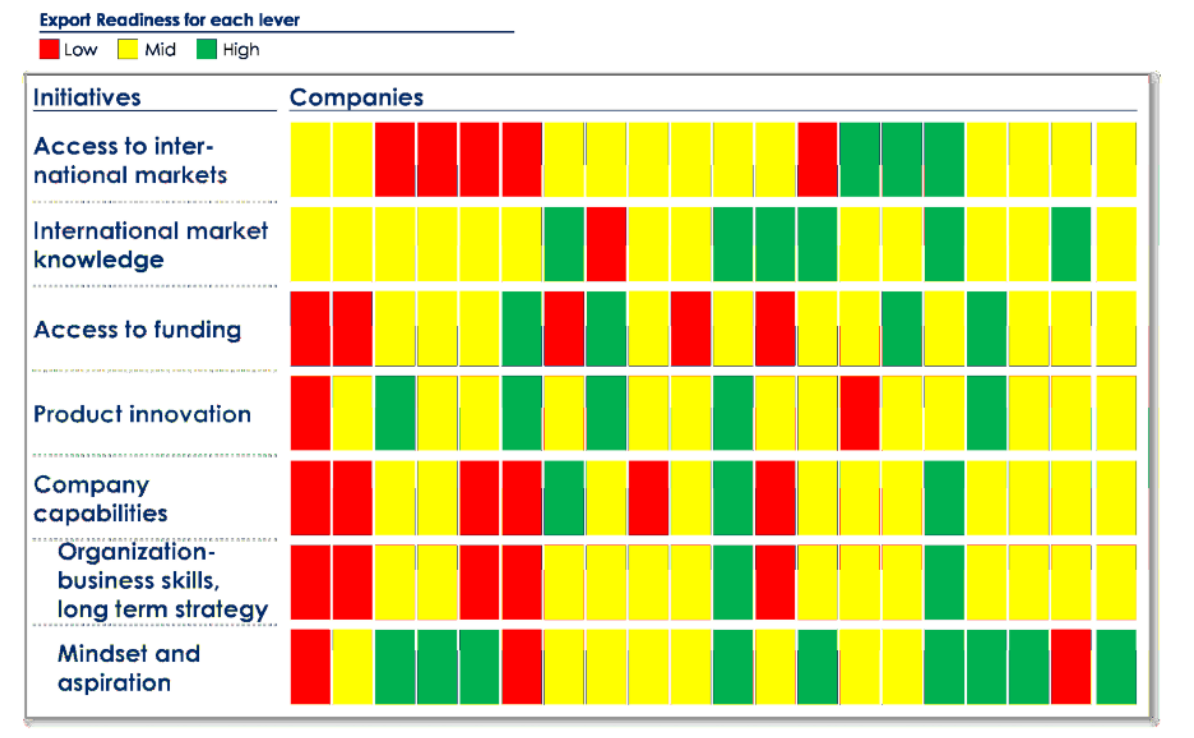
Partner: int@j

Starting with the REACH initiative in 1999, the ICT industry in Jordan began to develop as a major economic growth engine for the country. The development of export markets has been the main driver of the growth of ICT industry in Jordan. The growth of ICT is achieved by full potential in export and domestic markets. Given the small domestic market and large export potential of the region, ICT companies established in Jordan typically start their operations with an export orientation. However, growth had stagnated over the last decade and the number and size of large companies did not grow as expected. Although a large number of ICT firms are on the verge of exporting at scale in regional markets, their startup nature and overall size poses barriers for them.

This situation created a need for an ICT Export Development Program in Jordan, so int@j and JCP developed a comprehensive program that not only integrates the previous fragmented initiatives but also develops new services. To identify the biggest needs of the sector, JCP conducted a 20-day capability and need assessment for 20 high-potential ICT companies, as shown in the figure below. In addition, an export mobilization effort identified export markets with high potential and a go-to market strategy for each of the companies.

The figure below illustrates the main services offered by the ICT Export Development Program included: SME skills development such as executive training, corporate maturity, strategy review, product development, international mentorship, and strategic communications; and market entry services such as market intelligence, lead generation, trade missions, logistics, and support services.

FIGURE 32: SERVICES OF THE ICT EXPORT DEVELOPMENT PROGRAM



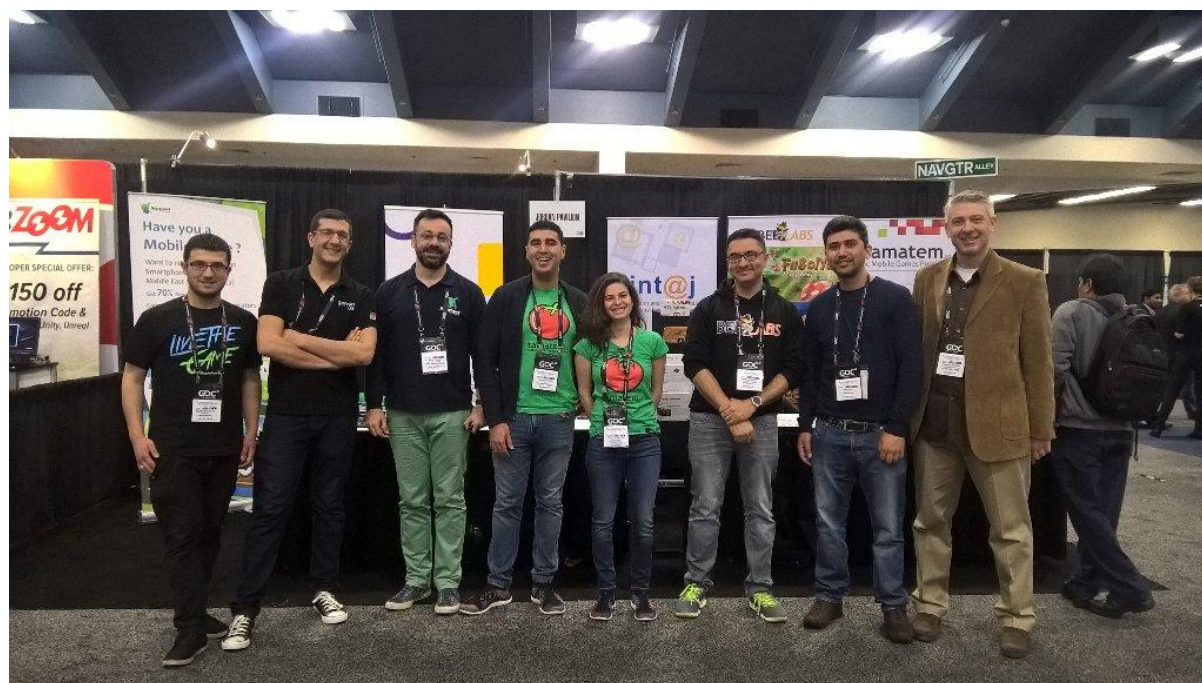
The Export Development Program assisted more than 50 companies that obtained business linkages and facilitation, export readiness assessments, and support to attend trade missions. Three gaming companies went to the United States on a trade mission; 10 firms attended Mobile World Congress in Shanghai, and

four exploration trips were held to Saudi Arabia, United Arab Emirates, South Africa, and Spain. One of the most impactful activities was JCP’s support of 20 firms to participate in the Mobile World Congress 2017 in Barcelona through int@j, which organized the first-ever Jordanian booth at this signature global event; this event alone resulted in almost \$1 million in exports for attending companies.

“JCP ... help[ed] Jordanian ICT companies to find partners in targeted markets, conduct market research, and organize trade events—leading to more exports.”

—Nidal Bitar, CEO, int@j

**FIGURE 33: THREE JORDANIAN COMPANIES—MAYSALWARD, TAMATEM, AND BEELABS—PARTICIPATED IN TWO MAJOR GAMING EVENTS, THE GAME DEVELOPERS CONFERENCE AND GAME CONNECTION**



### Success Story 2 Gaming Companies Boost Exports with JCP Support

Three Jordanian startups participated for the first time in two major gaming events in the United States—the Game Developers Conference and Game Connection. The companies—Maysalward, Tamatem, and Beelabs—joined these events, where the team held meetings with companies and trade associations and secured invitations to host a Jordanian pavilion at other upcoming international gaming events. Maysalward, for example, reported meeting more than 120 company representatives, with approximately 70 of these interested in exploring ways to “localize” their products for Middle Eastern markets. This was the first time that Jordan’s gaming industry received such high-profile international exposure, and JCP estimated that its efforts yielded signed deals worth an approximately \$400,000, a more than 14-time return on investment.

### 2.2.2. Supporting the Establishment of the Jordan Sector Skill Organization (JoSSOr)

Partner: int@j

Early in JCP’s tenure, int@j updated an ICT sector labor gap assessment that identified, among other issues, outdated university curricula and lack of soft skills and awareness of global technology trends as key challenges to the employment of recent graduates.

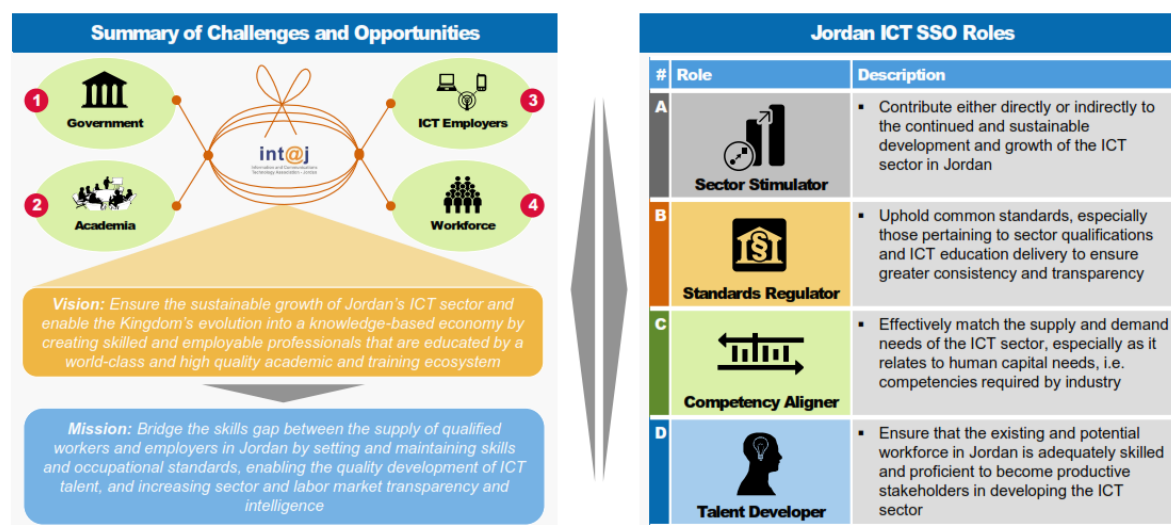
To address these challenges, JCP awarded a grant to int@j to launch the Jordan Sector Skill Organization (JoSSOr), a private sector-driven initiative to create a strong, diverse, and highly educated Jordanian ICT workforce. JoSSOr is an enabler for change, pushing for innovations that will provide labor market intelligence, lifelong professional development, and quality education for the Jordanian ICT industry, educators, governments, and workforce.

To achieve its goals, JoSSOr must focus on four areas that are proven building blocks of a healthy, forward-looking sector:

- Defined standards provide competency and skills definitions to enable employers, educators, and individuals to work effectively in the ICT sector.
- Labor market intelligence provides up-to-date statistics, reports, and analysis of human resource developments in the ICT sector.
- Career pathways research provides information to individuals, students, and career transition persons, on employment in the ICT sector.
- Partner activities provide information on potential activities in which employers, industry associations, recent graduates, universities, technical and vocational education training programs, and governments can partner.

Below is the JoSSOr vision, mission, and roles:

**FIGURE 34: JOSSOR: VISION, MISSION AND ROLES**



The standards and certification step established an effective and efficient system of professional competence within the ICT industry and helps to increase the employability of Jordanian graduates and help bridge the gap between recent graduates' skills and ICT industry needs through the provision of supplemental training following internationally recognized qualifications frameworks. JCP's support to the JoSSOr included:

1. Assisting the development of the business plan and structure.
2. Helping to hire and develop the capacity of its core team.



3. Developing the ICT qualification framework assessment and templates.
4. Building the capacity of the JoSSOr in business development and fundraising, which is critical in creating a sustainable organization.

During the grant period, the JoSSOr forged several partnerships including with: three universities (Al Balqa, Philadelphia University, and Jordan University of Science & Technology); a professional training provider (Edraak); an incubation hub for startups (Oasis 500); and industry players (e.g. Zain, STS, Optimiza, and others) that will help develop the quality of fresh graduates and hence the quantity of ICT professionals required to improve Jordan's position as a leader in the MENA region.

In addition, the JoSSOr ran a small, pilot skills-matching effort and conducted extensive stakeholder engagement in 2014 before holding a publicly launching in 2015, which was marked by the initiation of a first cohort of 30 recent ICT graduates, who participated in a two-week training program to increase their employability. JCP assisted by completing the business plan and structure of the JoSSOr, resulting in a more effective labor supply, improved demand matching, and an overall better prepared workforce.

### **Lessons Learned**

It is very difficult to create new sustainable entities; it requires long-term commitment and patience. To support the implementation of the JoSSOr business plan (initially developed by Booze and Co. and funded by the IFC), JCP extended a grant to int@j to incubate and oversee development of the new organization before it became a separate entity. While this was a high priority for int@j management at the time the grant was extended, succeeding management did not make it a priority and implementation was delayed. Given the fact that the establishment of new organization is already difficult and takes a long time to show results, this delay, combined with JCP's need to reallocate resources to address higher GoJ and USAID priorities, the grant was terminated. The JoSSOr does still exist under int@j, but to date, has not materialized as originally envisioned.

### **2.2.3. Improving Enabling Environment of ICT Sector**

Partner: int@j

Early in JCP's implementation, program staff engaged with int@j and stakeholders from the public and private sectors to better understand ICT sector obstacles. During these discussions, it became clear that the business environment and regulatory aspects were the main issues hindering the sector from reaching its full potential.

In March 2015, int@j, with the support from JCP, organized several public-private dialogue sessions the resulted in commissioning a **position paper** to pave the way for the elimination of obstacles facing the sector. From that time and until the middle of 2016, JCP worked closely with int@j, MoICT, JIC, and other stakeholders to translate the arguments made in the position paper into decisions by Cabinet to clear the identified obstacles. JCP also spearheaded the facilitation effort between the private and public sectors to ensure that Cabinet reached a consensus and made a decision on exemptions and incentives as recommended in the position paper and the public-private dialogue events.

The decisions made by the Cabinet pertinent to the ICT sector included:

- Reduction of income tax for ICT sector activities from 20 percent to 5 percent.
- Exemption of ICT-related inputs from the import tax.
- Setting sales tax on revenue generated from ICT output to 0 percent.

Furthermore, another regulation (No. 106 for Year 2016) issued in July 2016 governed the goods and services slated for export that are exempt from income tax. That regulation shows ICT services are exempt from tax until end of 2025.

**FIGURE 35: GOVERNOMENT INCENTIVES TO THE ICT SECTOR**



**2.2.1. Rolling Out the REACH2025 Digital Economy Strategy**

Partner: MolCT

At the 2016 MENA ICT Forum, JCP assisted in the launch of the REACH2025 digital economy strategy, a wide-ranging vision and action plan to transform the Kingdom’s economy over the coming decade, making it more investment friendly, and fostering innovation and entrepreneurship. Beginning with a series of multi-day consultations with key government and private sector stakeholders, JCP supported development of the action plan and designed a presentation of the results, which was delivered by the former Jordanian ambassador to the United States, H.E. Karim Kawar, before an audience of high-level officials, including H.M. King Abdallah II. To learn more about the REACH2025 strategy, visit [reach2025.net](http://reach2025.net).

“REACH2025, Jordan’s national digitization strategy, provides the blueprint establishing a digital economy in Jordan that empowers people, businesses, and sectors to raise productivity and ensure growth and prosperity, creating a highly attractive business destination for investments and international partnerships. The strategy is not specific to the ICT sector alone; [it also covers] e-government services, artificial intelligence, cloud computing, fintech and the internet of things. We appreciate, in particular, JCP’s contribution and support in building the digital strategy for Jordan.”

—H.E. Eng. Mothanna Gharaibeh, Minister of Digital Economy and Entrepreneurship

**2.3. MEDICAL SERVICES**

The Jordanian healthcare sector has developed into a relatively modern system over the past decades; today it offers a wide range of advanced, high-quality medical services in addition to basic primary care to citizens and foreign patients at comparatively low costs. The highly capable network of healthcare providers and seasoned healthcare education system and workforce have helped Jordan position itself as a primary destination for medical tourism in the region.

In the medical services sector, JCP supported the growth of a new industry in palliative and home healthcare, promoted Jordan as a medical tourism destination by helping form the Jordan Medical Tourism Consortium and supporting marketing for its members, and sponsored medical center of excellence accreditation for area hospitals. These interventions are described below.

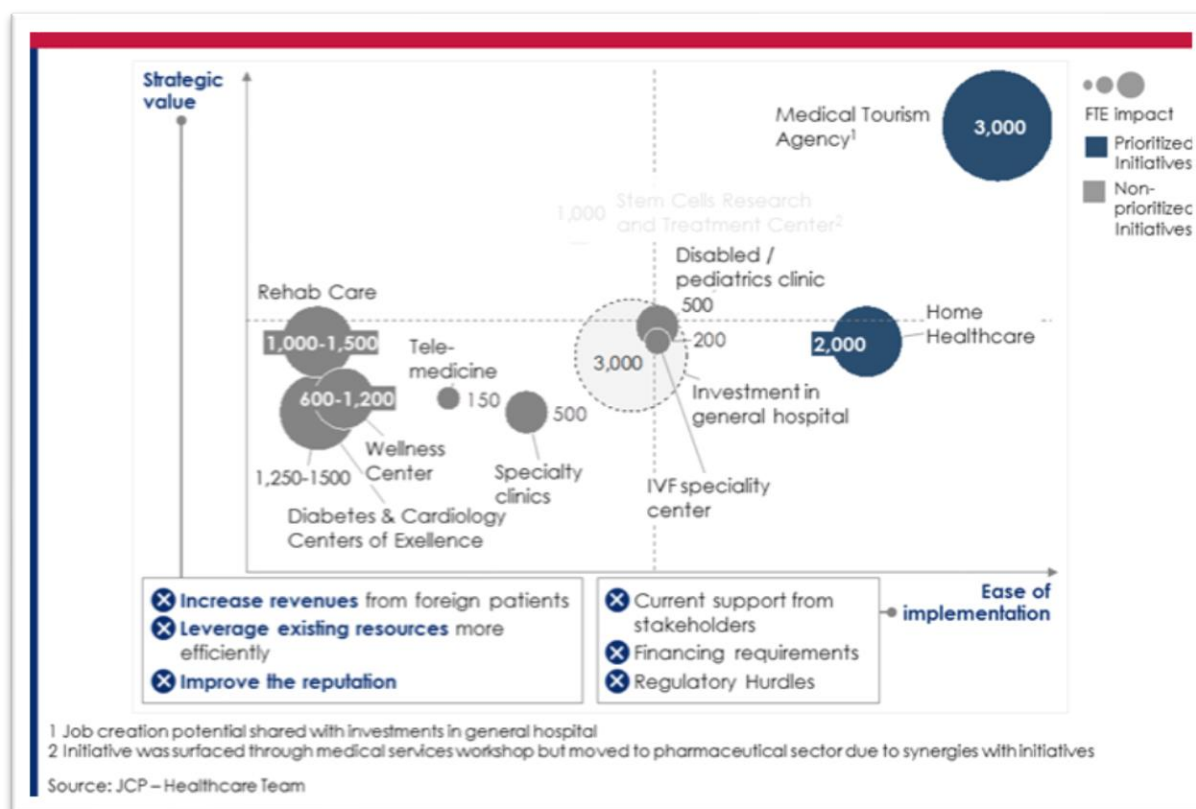
While Jordan has been relatively successful in exporting medical services, there is significant room for improvement and growth that provides a great opportunity for job creation, export of services, and FDI attraction.

Per its initial analysis, JCP’s strategy to further improve the competitiveness of the healthcare sector was based on selecting areas of intervention with high strategic value and ease of implementation as shown in the figure below, demonstrating the relative importance of each initiative and how it fits into the overall sector strategy. Opportunities in the top-right corner are the most attractive, based on strategic value and ease of implementation. The size of the bubble corresponds to job creation potential.

Given the wide spectrum of topics covered by the healthcare industry, JCP narrowed down the project's focus to a few sectors most relevant to Jordan and most likely to contribute to the overall objectives of JCP:

- *Medical and healthcare services to foreign patients:* Jordan is already rated as the fifth-most developed and competitive medical tourism market globally. JCP aimed to further increase the competitiveness of the healthcare sector, leading to higher revenues from foreign patients. Similar to Thailand or Turkey, Jordan has the potential to become a renowned medical hub with global reach, providing high-quality medical, rehabilitative, and wellness services. Patients, not only from the neighboring countries, but from the Gulf and western nations would be attracted to Jordan and increase revenues, which could be reinvested into the health system.
- *Innovative healthcare services delivery to local patients:* To achieve more efficient use of existing resources—human, financial, and infrastructure—the high load on emergency rooms and hospital beds should be reduced by shifting patients to lower-cost care settings while maintaining, or even increasing, quality. Home healthcare was identified as new healthcare service delivery mechanism that can be applied to attract private investment and create value-added jobs.

**FIGURE 36: JCP MEDICAL SERVICES STRATEGY**



### 2.3.1. Building a Home Healthcare Industry with the King Hussein Cancer Center (KHCC)

Partner: KHCC

Expenditures on healthcare in Jordan have significantly increased both in absolute terms (an incremental \$1,384 million spent on healthcare from 2005 to 2011) and as a percentage of the country's economy, where healthcare spending has reached about 9 percent of Jordan's GDP relative to an average of 5 to 7



percent for other MENA countries. The trend will likely continue in the near future due to an increasingly aging population, longer life expectancies, and inorganic population growth.

Home healthcare services was identified by JCP as a market opportunity to not only attract new private investment and create high-value jobs, but it can significantly reduce the cost of healthcare and free up hospital capacity, particularly in overburdened emergency rooms. Hospitals could then reduce costs associated with long stays and emergency visits, hence accommodate more foreign patients who contribute to higher profits.

To develop this nascent sector, a range of critical issues needed to be addressed, including a lack of comprehensive licensing and sound quality assurance regulations for even minimum requirements for infrastructure and workforce; no provision of health insurance for homecare services including coverage for the retired population; and low public awareness on the viability of home healthcare services.

JCP's approach to developing this sector began with partnering with a leading medical institution willing to implement a pilot project to pave the way of improving the overall status of home healthcare in Jordan, as well as facilitating the sector's expansion. To that end, JCP partnered with one of the region's premier palliative care providers, the KHCC, to expand its services to homebound patients. Starting in 2016, JCP provided a competitive grant to KHCC to institutionalize these services, creating a model, not just for palliative treatment, but also for home healthcare more generally, thereby stimulating investment and jobs in the sector. The partnership professionalized the home healthcare industry in Jordan by: **accrediting** home health and palliative care professionals in partnership with the Jordan Nursing Council and Jordan University; **advocating** for more enabling policy; and **demonstrating** the business case for insurers to enter the market. Through the grant, KHCC was able to achieve the following:

- *Expansion of the Palliative Care and Home Healthcare Unit at KHCC.* Throughout the two-year grant, KHCC succeeded in assigning two new teams that conducted more than 3,800 home healthcare visits.
- *Building Workforce Capacity.* Partnering with the University of Jordan and the Jordan Nursing Council, KHCC oversaw development of a curriculum to train home healthcare professionals; 27 professionals received this first-of-its-kind diploma. In addition, two training-of-trainer (ToT) courses to disseminate knowledge among the sector were completed, as well as a ToT for policymakers. JCP also assisted by finalizing four multimedia videos, three educational videos, standard operating procedures, practice guidelines, a patient and family education booklet, and brochures in Arabic and English.
- *Advocating for a National Platform.* More than 330 people from 28 public, private, and academic medical facilities around the country participated in the national home and palliative healthcare initiative. To ensure the sustainability of these efforts, KHCC formed a national committee endorsed by the Ministry of Health. Technical assistance helped the committee to lobby policy makers to add home healthcare service coverage to the existing government and nongovernment healthcare insurance plans. The committee prepared Jordan's first National Strategic Framework for Palliative Care and Home Healthcare, which in 2018 was approved and adopted by the

"Together, KHCC and USAID have worked hard to significantly scale up home healthcare and palliative care in Jordan."

—Dr. Omar Shamieh, Chairman of the Department of KHCC

**FIGURE 37: STUDENTS OF THE PALLIATIVE CARE AND HOME HEALTHCARE DIPLOMA**



Ministry of Health. The most important recommendation in this strategy was to advocate for adding coverage of palliative and home healthcare services to the existing government and nongovernment healthcare insurance plans.

- *Demonstrating the Business Case.* Additionally, through an international expert, KHCC developed an economic business case for palliative and home healthcare, based on the results of the USAID-supported pilot. The resulting paper was shared with stakeholders.

Altogether, 1,800 jobs are predicted to be added to the economy as a result of this new and growing sector.

---

### **Success Story 3: Zuhdiyyah, 76, now benefits from home healthcare services.**

Zuhdiyyah, a 76-year-old woman, has benefitted from the home healthcare services supported by JCP. “When I was told I would be sent home for the remainder of my treatment follow-up, I was a completely different person,” she recounted. “Every time I see the homecare nurses coming through the door, it feels as if I was never ill.” According to recent studies, home healthcare not only allows patients to have more freedom and independence, but also provides safety from infections, reduces re-hospitalizations, and is more affordable than inpatient care.



---

### **2.3.2. Marketing Jordan as a Medical Tourism Destination**

Partner: Private Hospitals Association (PHA)

Jordan ranks as one of the top medical tourism destinations in the world, and with 28,000 doctors, the potential for industry growth is incredible. However, there is significant room for improvement and growth that provides a great opportunity for job creation, export of services, and more FDI. Additionally, fierce competition is coming from Turkey, Lebanon, Saudi Arabia, and the UAE, not to mention the growing demand for affordable and accessible healthcare options in Southeast Asian countries, including Thailand and India.

To boost the competitiveness of this key Jordanian sector, JCP worked closely with the Jordan Tourism Board (JTB) and the local medical centers of excellence (Khaldi Women’s Health Center, Specialty Hospital, King Hussein Cancer Center, and Farah Hospital) to help them identify international demand, enhance their positioning, develop marketing collateral, and help promote their services regionally and globally. With JCP support, the JTB created a Medical Tourism Unit to focus on marketing and exporting medical services by Jordanian healthcare providers.

“Through this partnership with JCP, the Jordan Medical Tourism Consortium greatly improved awareness about Jordan as a medical tourism destination. Together we increased the number of patients coming to Jordan from targeted countries, as well as Jordan’s profit from medical tourism, by 5 to 10 percent.”

—Dr. Fawzi Al-Hammouri, Chairman,  
Private Hospitals Association

To ensure long-term sustainability of this investment, JCP partnered with the PHA to form the Jordan Medical Tourism Consortium (JMTC), consisting of Essra Hospital, Specialty Hospital, Jordan Hospital, Istishari Hospital, Khalidi Medical Center, Al Rashid Medical Hospital for Psychiatry and Drug Addiction, JTB, and Royal Jordanian Airlines. JCP worked with the PHA to develop marketing collateral and promotional materials to market Jordan as a medical tourism destination, especially in new markets. Through advertising, international exhibitions, familiarization tours, and innovative social media campaigns, the JMTC saw substantial increases in both the number of patients and the number of

contracts from targeted markets in the Middle East, North Africa, and Asia. For example, in 2016, the hospitals in JMTC served just 1,978 patients from the targeted markets of Oman, Algeria, Chad, Kazakhstan, and Saudi Arabia. By 2018, the number of patients from these same markets grew to 5,791. The number of contracts for these markets over the same period grew from seven to 76. This grant proved very important in assisting Jordan to maintain its market share in the medical tourism sector, as well as expanding the reach of this key “export” to new additional markets.

In its second year, JCP partnered with PHA to support the fourth International Medical Tourism Conference in Jordan. The two-day conference attracted more than 300 local, regional, and international medical tourism experts, held under the patronage of the Prime Minister and attended by Jordan’s Minister of Health. Based on the success of this initial collaboration, JCP again partnered with PHA to form JMTC under a grant starting in 2016. Overall achievements during the two-year grant included:

- Participation in six exhibitions in priority markets—Oman, Kazakhstan, Kuwait, UAE, and two in Algeria.
- Sponsorship of four familiarization tours by bringing in delegations from Chad, Kazakhstan, Kuwait, and Oman.
- Development of consortium branding, including a logo, banners, and a video, as well as brochures, a website, a booklet, and a medical tourism guide—all in Arabic and English.
- Implementing a marketing campaign through newspapers, magazines, radio, digital marketing, and social media.

The marketing campaign yielded maximum exposure for the Kingdom’s medical tourism industry at minimal cost, especially in key markets in the Gulf. Through the campaign alone, 1.4 million users were reached, helping to expand Jordan’s footprint in the regional health sector. The campaign included social media activities on Facebook and Instagram, targeting potential medical tourism patients from Oman, Kuwait, Saudi Arabia, Algeria, and the United Arab Emirates with market-specific messages. Based on current demand research, these messages included marketing of fertility treatments, anti-obesity programs, and cancer therapy.

Today, the PHA has reached an agreement with the JTB to become a member and to ensure the institutionalization of the JMTC work under a dedicated unit for medical tourism. In addition, and due to the persistent advocacy efforts of the JMTC, medical tourism is getting significant support from the government such as the decision to issue special *medical visas* to foreign patients. The formation of a nonprofit Medical Tourism Council, which will continue to help identify and address policy and regulatory issues faced by the sector, is another important sustainability element in this grant.

### **2.3.3. Promoting Medical Centers of Excellence through International Accreditation**

Partner: Specialty Hospital, Gardens Hospital

In its third year, JCP began working to establish medical centers of excellence in leading hospitals and specialty clinics to assist them in better identifying their added value to patients as well as better align their hiring targets and management systems. To these ends, JCP has assisted both Gardens and Specialty hospitals in adopting and implementing the accreditation requirements of the internationally recognized Joint Commission International (JCI).

JCP supported accreditation of the hospitals by:

- Conducting training for the staff to ensure their alignment and commitment with the new guidelines and policies.
- Conducting a mock survey for Specialty Hospital to ensure compliance. As a result, the hospital implemented recommendations from the mock survey, including recording the number of patients

served by the rehabilitation unit, which required that hospital management approve a plan to expedite the process by treating those patients at home instead of having them come to the hospital.

- Sponsoring survey costs.

Because of these joint efforts, Specialty Hospital successfully passed the JCI accreditation survey conducted by an American Surveyor in November 2017; the hospital is considered the first accredited hospital in the Middle East for the “Cardiac Disease Specific Care Certification,” specifically for **acute myocardial infarction (heart attack) and heart failure**. This accreditation will result in improved patient safety, quality of healthcare, and attraction of more patients.

Subsequently Specialty Hospital conducted marketing activities to promote the accreditation, including TV and radio interviews and ads, newspaper ads, and two awareness sessions in Jordan and Sudan. Specialty Hospital is now positioned to attract more medical tourists from the region and beyond. This, in turn, will benefit the entire medical tourism sector in the country by lending prestige and name recognition as well as opening up opportunities for cross-marketing other treatment options at the member hospitals of the PHA and beyond.

JCP also assisted **Amman-based** Gardens Hospital in adopting and implementing JCI requirements. Gardens Hospital was expected to receive JCI certification shortly after its survey date at the end of 2018, beyond the duration of the grant. **While previously Gardens Hospital passed the final audit for the ISO 22000 Food Safety Management System, the hospital unfortunately did not pass its JCI accreditation survey in December 2018.**

### **Lessons Learned**

- *Aligning with partners' strategic objectives is key.* In both home healthcare and medical tourism, the selection of the right partner can be the difference between success and failure. Both KHCC and PHA were committed partners and their goals and inspiration were perfectly aligned with those of JCP leading to successful and sustainable efforts.
- *Developing new industries is difficult.* Developing the new home healthcare industry required that many players in the system collaborate (in this case Ministry of Health, private hospitals, education institutions, insurance companies, and even the patients). This could be a difficult and risky endeavor and it will be a while to measure the full impact.
- *Pilot projects are a good approach for reform.* Both the home healthcare project with KHCC and the JMTC started as “pilot” projects that helped advocate for reform by demonstrating success to others who are most likely to follow.

## **2.4. PHARMACEUTICALS**

Jordan's pharmaceutical industry is a mainstay in the economy, representing 9 percent of total exports and employing approximately 26,000 people, domestically, abroad, and in the supporting ecosystem. Jordan's pharmaceutical companies export 80 percent of their production to more than 87 countries worldwide, in addition to supplying 30 percent of all pharmaceuticals sold domestically. As a net exporting sector known throughout the region for high-quality products, Jordan's pharmaceutical industry must consistently invest in its companies and professionals to stay at the top of its game. That's especially important as drug manufacturers from other countries compete for a piece of lucrative Arab markets. At the same

“The faster the drug is registered, the earlier entry to local and export markets is achieved, which creates new jobs for Jordanian people in pharmaceutical industry. JCP had a remarkable contribution towards achieving this goal.”

—Dr. Hanan Sboul, Secretary General, The Jordan Association of Pharmaceutical Manufacturers

time, as consumers become more sophisticated in their understanding of what makes for a quality product, Jordan's manufacturers have had to align their operations with international best practices for quality control and inspection. Early in JCP's implementation, research also showed that growth in the pharmaceutical sector was limited by regulatory challenges and limited industry capacity in handling new drug applications; lagging technological systems, including for the registration of generic drugs produced in the country, threatened to reduce Jordan's regional market share. The pharmaceutical sector could significantly grow its roster of exportable drugs with a more streamlined process for having them approved by the JFDA.

To eliminate these obstacles to growth and further unleash the pharmaceutical sector's clear potential, JCP has worked extensively with JFDA and the Jordan Association of Pharmaceutical Manufacturers (JAPM) over the last five years. JCP interventions were designed to upgrade the Jordanian pharmaceutical industry to world-class standards through improved regulations, process automation, enhanced quality standards, improved regulatory compliance, and increased capacity. To formalize this support, in 2017 USAID and JFDA signed an agreement to streamline the drug registration process and reduce the time to market for drugs. Anchoring this effort has been various automation and technological advancements that eliminated a backlog of more than 342 drug applications, regulatory reforms, institutional strengthening, process reengineering, capacity building, and support in joining the international Pharmaceutical Inspection Cooperation Scheme (PIC/S). JCP also supported the industry represented by JAPM in a number of demand-driven and targeted interventions based on needs and gaps to keep the sector competitiveness.

#### 2.4.1. Working with Drug Companies and the JFDA to Reduce Products' Time to Market

Partner: JFDA

**FIGURE 38: JOINT JFDA AND USAID ACHIEVEMENTS 2013–2019**



JCP worked extensively with the JFDA over the course of the project to streamline and shorten the drug registration process through:

- Improve JFDA's workflow management system
  - The automation and technological advancements formed a main pillar in JCP's support to the JFDA through improving the current drug workflow management system (eJDWS) by integrating the import/export data, invoicing portal and electronic payment modules into the current system, in addition to integrating additional features to overcome any encountered challenges and



obstacles by the industry that hindered the smoothness of the registration process. The team also improved and facilitated the process of submitting, reviewing, evaluating, and following up on drug registration applications by providing the electronic common technical document (eCTD) review tool—an interface and international specification for the pharmaceutical industry to transfer regulatory information to agencies.

- As a result of these tech upgrades, JCP managed to accelerate the submission cycle within JFDA by improving efficiency, easing tracking, enhancing regulatory compliance, and allowing for better utilization of limited resources. These changes expedited the registration of Jordanian pharmaceuticals; reduced time to approval for drugs; facilitated access to export markets, and increased exports to regional and international markets, thus creating new job opportunities.
- **Build the capacity of JFDA** and assist it in implementing a strategy to become a leading reference agency by first convening a reform task force and developing a regulatory reform action plan and then:
  - Supporting JFDA in clearing the backlog of local generic drug applications. Interventions included:
  - Fully funded additional committee to review locally manufactured drugs; this committee formed and funded subcommittees to clear the backlog of the locally manufactured medicines.
  - Assisted JFDA in reviewing and evaluating local generic drug applications and supported it in clearing the backlog of drug applications, reducing workload, and increasing the number of Jordanian products approved for local manufacturers.

**FIGURE 39: USAID MISSION DIRECTOR DR. JIM BARNHART AND JFDA’S DIRECTOR GENERAL DR. HAYEL OBEIDAT SIGN A PARTNERSHIP AGREEMENT TO BOOST THE COMPETITIVENESS OF THE KINGDOM’S PHARMACEUTICAL SECTOR**



As a result, JCP managed to clear 342 drugs, which will consequently help expedite the registration of Jordanian pharmaceuticals to increase exports and improve pharmaceutical revenues.

Other capacity-building interventions included:

- **Developing a capacity building plan through conducting gap analysis of competencies** to identify strengths and weaknesses of staff members for JFDA’s internal future on-the-job training and human resource development plans. This work was aimed at building the capacity of the registration team in assessing the drug registration dossiers to expedite the backlog clearance of local drug applications by competent internal JFDA staff.
- **Enhancing staff competencies** around assessing drug registration applications submitted to JFDA and quality control testing and bioequivalence and biowaiver testing, including one-on-one intensive coaching on the areas mentioned above with pre and post assessments for employees.
- Holding seven workshops with 163 attendees based on the actual needs and gaps identified. These workshops built the capacity of the industry and of the JFDA on submission and review of dossiers;



improved the quality of submissions; minimized deficiencies in pharmaceutical applications; accelerated the registration process; and increased number of registered pharmaceutical products to be sold in Jordan and export markets.

### **Fulfilling and submitting a PIC/S Application**

JCP worked with the JFDA inspectors to orient them on the requirements of the PIC/S, the international standard set by regulatory authorities to ensure Good Manufacturing Practice (GMP) of medicinal products. Working with a PIC/S expert, JCP conducted a gap analysis of the JFDA GMP inspection and licensing system, quality system, legislative requirements, inspector training to assess whether JFDA has the arrangements and competence necessary to apply for PIC/S accession and help JFDA in filling the questionnaire and application for PIC/S accession. JCP concluded the training and capacity building workshop for the JFDA Inspectorate; the five-day workshop, attended by 17 JFDA staff, was based on the assessment as well as the targeted needs of the individual inspectors. JCP provided JFDA with a detailed gap analysis and upgrading plan based on the outcome of several visits and audits to JFDA, which included documentation and clear illustration of the remaining gaps, identified areas where additional or continued improvement is required, prioritization of the needed actions, and prepared an action plan. As a result of this support, JFDA successfully submitted its pre-application request as an initial step for accession and membership at PIC/S; the pre-application is the safe option for “competent authorities” that may not be able to meet immediately all PIC/S requirements for the accession procedure. The JFDA membership will be a leap forward in many aspects, especially GMP requirements of harmonization and mutual recognition of inspections. Membership would also reduce the duplication of inspections, create cost savings, boost trade facilitation, and enhance market access for industry especially within member authorities.

### **Creating a clear regulatory pathway for value-added and hybrid medicines**

Value-added medicines are those based on known molecules that address healthcare needs and deliver relevant improvements for patients, healthcare professionals, or payers. The main value is to address a number of medicine-related healthcare inefficiencies related to the irrational use of medicines, reduce a major barrier to innovation, and support the growth and expansion of pharmaceutical companies in Jordan.

JCP worked closely with the JFDA and the industry on identifying and creating an evidence-based regulatory pathway for value-added medicines. For the sake of this purpose, a working group was formed to draft value-added medicines regulations and guidelines. Members came from the JFDA, JAPM, JCP, and other industry representatives.

Guidelines were later posted on JFDA’s website for consultation and feedback from interested stakeholders. The final draft of the regulations and guidelines were approved by the JFDA higher committee and signed by the board of directors of the JFDA and officially published on the gazette for industry submissions.

The issuance of these regulations will support pharmaceutical companies in Jordan in developing innovative products and departing from the conventional generic industry to a more promising future. Eventually this approach will create more opportunities for the industry, move into untapped investment areas, improve the innovation climate in Jordan, and enable the industry to make more informed business decisions around investing in the development and production of value-added medicines. The JFDA could see benefits for being at the forefront of this movement, having the first published guidelines in the region.

Moreover, JCP has developed an industry guide and notes to applicants for further explanations of value-added medicines, what they do, and what kind of studies will be required. In addition, frequently asked questions were answered for the industry’s use and feedback. JCP held two workshops with JAPM and

the JFDA for the industry and JFDA staff (with 71 attendees) on the definition of value-added medicines, regulations, regulatory requirements, registration dossiers, and the industry guide.

Additionally, JCP implemented several interventions that presented principles, minimum standards, best practices, business processes, references and tools for effective, efficient, and sustainable organization, including:

- A trip to tour the Saudi Food and Drug Authority (SFDA) and study its drug registration process, to learn from its experience in implementing an eCTD system in all its stages, and to learn about compliance requirements of the SFDA.
- The creation of separate workstations for receiving and reviewing the drug registration files at the JFDA.
- The preparation of work instructions for file receipt, screening, and technical assessment of a registration file.
- The hiring of an intern to prepare the administrative arrangements for the JFDA technical committee meetings.
- The creation of a comprehensive database of pharmaceutical Ph.D. holders willing and able to participate in JFDA's drug registration review committees and developed selection and assessment criteria for evaluating technical experts' competencies.
- The development of a proposal for a scientific advice system to JFDA based on international best practices through which the system allows pharmaceutical manufacturers (applicants) to take advice on the different development processes and support them in their product development strategies on aspects of study design, trials, and programs to support quality, safety, and efficacy of a medicinal product to avoid any avoid unnecessary development costs, wasted investments, and to ensure proper dossier preparation.

Together, this holistic package of assistance to the JFDA increased the capacity of Jordan's pharmaceutical regulatory agency, addressed several major barriers to innovation, and supported the expansion of pharmaceutical companies in Jordan. JFDA has confirmed that, as a result of JCP efforts, **drug registration process times have nearly been cut in half**—in 2014 the average processing time was two years, while in July 2019, the average time was 13.2 months, greatly increasing the competitiveness of Jordanian pharmaceutical companies exporting to regional markets. In addition, a JCP impact study, approved by USAID, estimates **JCP's attribution for the annual pharmaceutical exports at 12.27 percent of the overall exports of 2018 and 2.5 percent of the overall exports in 2019**, considering a 2.23 years average time needed for locally manufactured medicines to be available to export markets. In addition, an **estimated 633 direct jobs and 968 indirect jobs** in the sector can be attributed to JCP efforts for 2017 and beyond. The employment numbers are based on an earlier study by IQVIA, an American consulting firm, measuring the contribution of the pharmaceutical sector to the Jordanian economy in addition to numbers from the Department of Statistics.

**FIGURE 40: IMPACT OF JCP'S WORK WITH THE PHARMACEUTICAL INDUSTRY**



#### **2.4.1. Conduct Capacity Building, Technical Assistance, and Consultation Services with JAPM**

Partner: JAPM

In addition to the work conducted with the JFDA described above, JCP also partnered with the JAPM, the representative body for pharmaceutical companies in Jordan, through grant and technical assistance. Interventions can be summarized as:

##### **Economic Assessment for the Jordanian Pharmaceutical Sector Contribution to Jordan's Economy, Investment Climate, and Health Expenditure Cost Savings**

Through a grant to JAPM, JCP conducted a full-fledged economic study illustrating the Jordanian pharmaceutical sector's contribution to the overall economy, investment climate, and health expenditure cost savings. The study included analysis of value creation to Jordan's economy by the pharmaceutical industry; analysis of government expenditure on pharmaceuticals; Jordan pharmaceutical market, private sector market analysis, and Jordan pharmaceutical industry contribution to employment generation. The findings are assisting decision makers to reach informed and calculated decisions based on economic indicators, supporting positive implementation or reforms of policies and regulations, supporting and guiding advocacy efforts, having demonstrated that the pharmaceutical industry is among the most beneficial to the Jordanian economy and has the potential to employ thousands more.

##### **Regulatory and Technical Consultation Service with JAPM**

To reduce the gap between the industry and the regulator and produce fewer deficiencies upon submitting drug application files for registration, JCP provided consultation service through JAPM for a pre-submission review, assessment, and development of 16 registration applications of Jordanian pharmaceutical products, aimed for improving quality of registration dossiers submitted by Jordanian pharmaceutical manufacturers to the JFDA, adherence to regulatory requirements, ensured complete submissions and successful registration of pharmaceutical products upon first-time review by JFDA, consequently expediting registration of said products in Jordan and export markets eventually increase revenues and exports; facilitate access to export markets and increase exports to regional and international markets, thus creating new job opportunities. JCP evaluated and assessed 16 files for five companies for a value of \$170,000 of exports.

## Demand-driven Capacity Building

JCP has supported the JAPM and industry in a number of demand-driven interventions that are summarized as follows:

- Enhanced the competencies of industry actors and built their capacity through demand-driven workshops (10 workshops; 538 participants) addressing deficiencies and gaps around the assessed drug registration dossiers such as assessment, review, validation, bioequivalence, formulation, product development, and manufacturing. Improving the quality of submissions and minimizing deficiencies in pharmaceutical applications will accelerate the registration process and increase number of registered pharmaceutical products to be sold in Jordan and export markets.
- Purchased the standards of the United States Pharmacopeia (USP) to enable the Jordanian industry to adhere to the international health regulatory and technical requirements—key factors in saving time in the development phase, faster registration time for new drugs, and opening new markets.
- Supported the JAPM and industry in participating in international conferences to present Jordan to the international arena; benefit from networking opportunities; and stay updated on global market trends, global scientific and regulatory developments, and developments in global intellectual properties.

## eCTD Systems Group-Buying for Six Pharmaceutical Companies

Through its partnership with the JAPM, JCP also provided assistance to the industry to further streamline the process for registering drugs, especially for export, through group buying and installation of an eCTD system for drug registration for six JAPM partner manufacturers, allowing them to register their drugs for export in countries that have adopted the eCTD standard.

For Jordanian pharmaceutical manufacturers, the eCTD system allows them to develop, compile, and submit dossiers to register drugs in the Kingdom and in other markets that use the system as a standard. This upgraded electronic system, in turn, streamlines the registration process, reducing the time to market for Jordanian pharmaceuticals and making the sector more competitive.

“Through this system, we were able to enter new markets. To us eCTD is the future.”

—Fadi Al-Atrash, General Manager and Board Member, Amman Pharmaceutical Industries

Since installing the JCP-supported eCTD system, six Jordanian pharmaceutical companies have reported an additional \$55,620,000 in exports.

Additionally, JCP supported the Pharmaceutical Center of Excellence to produce a short video that will be used to enhance the ability of the Center to penetrate regional markets and as a promotional tool to enhance the awareness about the services in the community and with students.

---

## Success Story 4 Jordan’s Pharmaceutical Exporters Secure Market Access

Savvy Pharma is one of six Jordanian pharmaceutical companies that have installed new drug registration software with support from JCP. The electronic Common Technical Document (eCTD) system has helped these manufacturers reduce registration times and increase exports to new markets.

“Previously, we could not export to the European Union or any country where submission through the eCTD system is a requirement,” explains Dr. Ahmad Al-Ghzawi, Savvy Pharma Managing Director. “Saudi Arabia is considered a major market, and it’s always the target for most pharma companies,” says Al-Ghzawi. “Since eCTD is required there, though, we could not submit any drug files without this software, and we could not penetrate other GCC countries.” Al-Ghzawi notes that due to the eCTD system, Savvy Pharma has been able to register 47 new products in various countries in just the past three years alone.

---

## 2.4.2. Working with Contract Research Organizations (CRO) to Market Their Services Internationally

### Partner: CROs

CROs support pharmaceutical and biotech firms by conducting clinical trials and bioequivalence studies. Jordanian CROs export their services to more than 15 countries worldwide, bringing in an estimated \$13 million annually to the country and employing around 322 professionals in seven CROs. By strengthening Jordanian CROs, JCP has empowered the country's pharmaceutical industry to move up the value chain and expand beyond generic drugs. JCP worked with Jordanian CROs to boost their capacity and forge partnerships between them and international and local hospitals and sponsors, where the research can be conducted in a controlled and internationally standardized environment.

JCP worked with all CROs on building their organizational capacities to expand the scale and scope of their activities locally, regionally, and internationally. Through the following interventions:

- JCP built the capacity of CROs' staff in clinical research project management to integrate project management and drug development best practices into one seamless process. JCP built a qualified team and provided them with the needed knowledge, skills, tools, techniques, methods, standards, and best practices in clinical research project management that will become the foundation of a common approach to how projects are developed and delivered, enabling clinical trials to be safe and efficient. This new approach will culminate in a significant number of Jordanian CROs achieving international standards and certification and make them potentially valuable partners for global pharmaceutical companies wishing to initiate clinical trials.
- JCP enhanced the CROs' exposure to the international pharmaceutical arena and improved buyer-seller linkages through supporting them to participate in highly specialized and targeted conferences and exhibitions. As a result of this support, the CROs landed contracts under the out-licensing business model, with around \$1 million in revenues for the Saudi market. These CROs have landed contracts for more than four clinical studies as a result for attending conference with the value of \$800,000 in the U.S. market (These contracts tend to have repetitive business from these clients).
- JCP supported the laboratories of three private hospitals to be compliant with the Guidelines for Good Quality Control Laboratories Practices (GQCLP) and obtain JFDA accreditation to enable hospitals to accommodate large clinical trials and high-patient enrollment, which will promote Jordan as a fully capable research hub in the region. This compliance and accreditation will lead to improved healthcare delivery to the population, increase the influx of patients seeking cutting-edge therapies otherwise not available on the market, increase skilled labor and employment to support the clinical trials conduct in different hospitals, and increase the number of sponsored clinical trials and subsequently FDI to Jordan. The GQCLP accreditation resulted in \$886,396.85 export value from all clinical trials conducted due to JCP support.

### Lessons Learned:

- *Find the market failure.* A key to JCP's success was identifying and addressing a specific market or regulatory failure.
- *Identify the right stakeholder.* In JCP's partnership with the private sector, the JAPM represented the local industry. Its high involvement in the identification, planning, and execution process of interventions in the pharma sector has been a major success factor. The JAPM shares the same mandate of JCP—to increase exports—helping targeted interventions to be very success.
- *Set clear expectations.* Having a clear statement of mission as stated in the program implementation letter (PIL) ensured that stakeholders stayed focused and expectations were clear.

### 3. ENTERPRISE AND ENTREPRENEURSHIP SUPPORT

While the cluster and ecosystem development approach can produce a more competitive sector in the long term, providing direct support to firms leads to more immediate results. Given the regional turmoil, closed borders, and need to grow the economy, it was urgent for JCP to provide direct FLA to help firms beyond its original targeted sectors improve their competitive, access finance, and tap new markets.

JCP grouped its enterprise and entrepreneurship support interventions into two sets of activities:

- Supporting startups: JCP worked through Oasis500 to increase its pipeline of seed stage and startup companies that are bankable and have high potential for growth, as well as supporting the iPark business incubator to expand its presence and support startups beyond Amman.
- Supporting scale-ups: JCP provided direct support to existing enterprises to help them expand and grow their business through improving their readiness and by supporting them to access international markets including Europe, the United States, East Africa, and the Gulf.

#### 3.1. FIRM LEVEL ASSISTANCE FOR STARTUPS

To support aspiring entrepreneurs, seed stage companies, and newly formed startups, JCP supported Jordanian business incubators, iPARK and Oasis500, as described below. As a result, entrepreneurs were engaged to launch and grow more than 200 startups.

##### 3.1.1. Supporting Jordan's Leading Seed Investor Oasis500

Partner: Oasis500

To incentivize the creation and scaling of new companies, in 2015 JCP started a three-year collaboration with Oasis500, one of the first startup accelerators in the Middle East, which makes available office space, business development services, and funding to the most promising ideas developed by Jordan's entrepreneurs. With this support, Oasis500 created an acceleration program for ICT entrepreneurs and the creative industries at its facility in the King Hussein Business Park.

"JCP support attracted innovators and startups to Oasis500, where ideas that had not even made it to the business plan stage could be identified, nurtured, and spun off to become their own businesses."

—Marwan Juma, Chairman, Oasis500

Oasis500 first attracted new potential startups by conducting 52 awareness sessions—reaching more than 2,234 attendees across the Kingdom—and

**FIGURE 41: H.E. MARWAN JUMA DURING AN AWARENESS SESSION WITH STARTUPS**



holding a national entrepreneurship competition with about 300 applicants. More than 400 entrepreneurs then learned how to start businesses through 12 intensive boot camps and trainings. The boot camp model puts short-listed candidates through a four-day workshop for potential startups in a specific sector. The idea is to help entrepreneurial minds learn how to start their businesses, engage them in funding and marketing awareness sessions, and instruct them on how to build a business model and execution plan. Participants are then asked to submit a full presentation of their projects for a potential funding opportunity by Oasis500. Participants also pitched their



ideas to potential investment funds at one of 13 curated “investor days.” All told, these efforts have paid off by cultivating 45 startups, attracting more than \$4 million in investments. These investments, in turn, led to the creation of 441 jobs.

---

### Success Story 5 A Jordanian Entrepreneur Launches Online Clothing Store

As he began traveling to the Gulf for work, Sultan Basyoni first developed an interest in the *thobe*, the traditional men’s garb common throughout the region. “I realized there were no major *thobe* retailers in Jordan,” said Basyoni, who recalls how he sought to bridge that gap through online retailing. In November 2017, he turned that idea into a reality by developing the concept for his web-based platform, Tarteeb. Like many entrepreneurs in the country, Basyoni struggled to find a way to convert his concept into a viable business. That’s when he decided to apply to Oasis500, the country’s first-of-its-kind seed investor and a model for others throughout the region. The support included an online marketing campaign that provided Tarteeb with the kind of exposure it needed to begin building a customer base. Basyoni credits this experience with teaching him about the importance of online promotion, product positioning, and understanding his target audience. “We are currently building version 2.0 of our product and raising a bridge fund to establish a foothold in the GCC,” he says. JCP helped promote “the right message about Tarteeb and raise awareness of our brand,” he adds, pointing to increased traffic to the startup’s web traffic, which includes tutorial videos for potential customers looking to order custom *thobes* online.



### 3.1.2. Scaling iPARK, Jordan’s Leading Startup Incubator

#### Partner: iPARK

One of the most important aspects of any incubator is its ability to bring innovators together, create vibrant spaces for people to gather, learn from one another, and cultivate ideas. Not only have the workspaces at business incubator iPARK encouraged freelancers and startups, but its formal incubation services have given a head start to dozens of companies that would otherwise lack the administrative capacity to grow their business ideas. Indeed, iPARK facilities have a long waiting list.

JCP committed to facilitating the growth of business incubator iPARK beyond Amman, extending its reach to entrepreneurs throughout Jordan. With JCP support, iPARK held numerous outreach events around the country and created two new regional incubators—one in Irbid and one in Aqaba—supporting the growth of 134 companies across the Kingdom’s northern, central, and southern regions, harvesting talent and entrepreneurial spirit from throughout the country, and affording opportunities to a broader range of young graduates. Combined, the new businesses incubated within iPARK created 417 new, high-value jobs, generating income and tax revenue. Forty percent of the jobs generated through this partnership are outside of Amman.

“Business incubators are vital in supporting entrepreneurs and their startups which in turn provides a means for job creation, especially for youth. JCP has been instrumental in supporting iPARK to expand outside Amman including Irbid and Aqaba.”  
—Omar Hamarneh, CEO, iPARK

## Success Story 6 A Jordanian App Modernizing Education

Of the many roles teachers play in their classes, management can be the most challenging. Keeping track of students' progress and maintaining effective communication with them is key to be an effective teacher. For Nidal Khalifa, founder of the Jordanian start-up EDaura, an online educational platform that connects teachers with their students virtually. "From manufacturing whiteboards to designing electronic ones, we realized the world of education is ever-changing, and no matter your role, you have to keep up." The startup was able to grow through the entrepreneurial, legal, and advisory services of iPark, a business incubator supported by JCP. "I find it interesting that humans live to see at least two generations (their children and their children's children). I think the reason behind this is that we are designed to pass on our experience and knowledge to the future generation. I wanted to help in this process and so I'm investing my time and efforts in educational reform through technology," says Khalifa.



**FIGURE 42:  
FOUNDERS OF  
EDAURA, AN  
ONLINE  
EDUCATIONAL  
PLATFORM THAT  
CONNECTS  
TEACHERS WITH  
THEIR STUDENTS  
VIRTUALLY**

### Lessons Learned:

Develop a pipeline of innovative companies. It is well known that to have 10 successful companies that can scale and grow, one has to start with at least 100 potential companies. It is crucial for the country to support hundreds, if not thousands, of startups to have few successful firms in the future that can grow and create jobs. There is a dire need in Jordan for more professional business incubators capable of providing much needed support to new business. Investing in business incubators and accelerators is an effective way to identify and nurture innovative ideas and help turn them into successful business.

## 3.2. FIRM LEVEL ASSISTANCE FOR SCALE-UP

### 3.2.1. Growth Readiness Program

Partner: American University of Beirut (AUB)

The Growth Readiness Program (GRP) was a high-impact joint effort between JCP and the AUB targeting top executives of promising medium-sized firms to enable sustainable enterprise growth by overcoming scaling barriers. Beginning in 2015, JCP and AUB implemented the GRP to equip managers from Jordanian SMEs, which received training and consulting services to examine their strategies, finances, operations, marketing, and governance, as well as formulate a plan for future growth. Companies prepared investor pitches and were provided feedback on how to refine them. JCP then matched the companies with investors to facilitate investment.

"The highly innovative Growth Readiness Program allowed MadfooatCom to raise significant capital, hire more employees, and scale our national e-payment solutions."

—Nasser Saleh, CEO and Founder,  
MadfooatCom for ePayments

The first phase comprised an in-depth diagnostic analysis of each company to determine its institutional and growth readiness, including identifying the specific barriers to achieving growth. The second phase was a six-module executive education program, with each module spanning two days and focusing on the key areas exposed in the diagnostic phase—strategy, governance, and financial management. Twelve participating companies—including online career network and job board Akhtaboot and electronic billing

and payment platform MadfoatCom—were able to attract a combined \$20.4 million in investments as a result.

### 3.2.2. Export to Europe

Partners: Jordan Exporters' Association, Dead Sea Products Manufacturers' Association

To support the Jordan Compact and the EU's simplified RoO for Jordan (described in section 1.5), in 2017 JCP began an effort to assist local firms to export to the EU by establishing a rigorous FLA program. During JCP's fourth year, the USAID-supported PMU, housed at MoPIC, identified dozens of potential Jordanian exporters with the capacity to benefit from simplified RoO with the EU. The PMU assessed up to 900 such firms, shortlisting 64 manufacturers with the highest probability of boosting EU-bound exports in the near term. Building on this early effort, JCP rolled out a robust FLA program that has furthered the PMU's initial work to take the most promising firms from assessment to identifying actual export opportunities in addition to putting out a call for Jordanian companies interested in exporting to the EU and, with support from JCP experts, filtering applicants and identifying the two batches to complete the program's intensive technical assistance offerings.

Assistance included:

1. Conducting comprehensive export-readiness assessments and audits to gauge firms' export potential and identify gaps.
2. Developing tailored market-entry strategies through market and sector experts to selected companies with the highest potential to export.
3. Providing training and coaching sessions on the export planning process.
4. Providing targeted technical assistance to help eligible companies to meet requirements, standards, and specifications based on assessments and audits in marketing and communication.
5. Facilitating business-to-business matchmaking and linkages between the companies with potential partners in targeted markets through specialized consultants.
6. Facilitating participation in international exhibitions and trade missions based on the level of maturity of eligible firms.

**TABLE 4: SUMMARY OF PHASES OF JCP'S FIRM-LEVEL ASSISTANCE TO EXPORT TO EUROPE PROGRAM**

Aspect	FLA Phase 1	FLA Phase 2
Number of companies applied/considered	936 considered by the PMU team	200 applied through an open advertisement plus subcontractors' outreach and network
Sectors	Plastics and rubber, cosmetics, chemicals,	Agriculture/food processing & Cosmetics
European Counterpart	Consulting firm (DTI)	Specialized international sector & market expert
Market Entry Strategy	Consulting firm – Basic Doc	Specialized international Sector & market expert and CMC – Extensive Doc
Number of companies selected	21	21
Number of companies audited (Export readiness Assessment)	21	20 (one company refused to be audited)
Number of companies that received marketing assistance (website, Facebook, etc.)	4	4
Number of companies that supported by Market Entry Strategies	8	10
Number of companies that received Matchmaking support with EU buyers	8	6

Aspect	FLA Phase 1	FLA Phase 2
Results	7 leads from 20 potential buyers	An average of 17 leads generated per company, with an average of three prospects handed over

Focusing on competitive sectors, such as plastics and rubber, cosmetics, chemicals, and agriculture/food processing. The program was implemented in two phases or rounds to leverage the lessons learned from the first and ensure that there is a sufficient pool of Jordanian companies able to export to the EU. A table of achievements of the two phases is shown above. Since the finalization of FLA support, two Jordanian companies have reported an additional \$375,000 in exports.

In addition, six companies that produce Dead Sea products were sponsored to attend SPATEC Europe 2018 in Morocco, featuring Europe's most important spa operations. In conjunction with Jordan Exporters' Association (JEA) and the Dead Sea Products Manufacturers' Association, this activity is described further under the International Exhibitions and Trade Missions section.

### **Lessons Learned:**

- *FLA takes time.* Most experts agree that facilitating exports based on best practice in complex markets will take between six and 12 months at a minimum for firms that are already export-ready and longer for those requiring assistance to address export requirements. Long-term programs to build institutional readiness of companies can also help tier 2 companies become more competitive and bring them closer to being able to export.
- *Not all firms win.* With a quick-wins approach, the short timeframe of the FLA Export to Europe program and its design around taking advantage of the relaxed RoO agreement with the EU led JCP to focus on export-ready firms and the EU market at the expense of other, more promising markets. Future FLA should be accompanied with business-to-business linkages that are established well in advance.
- *Difficulty penetrating European markets.* The EU is comprised of 28-member countries, each with its own unique markets, a one-size-fits-all approach to matchmaking is unlikely to work.
- *Little clarity on competitive sectors.* Despite efforts to identify competitive sectors of Jordanian products and services, JCP staff did not feel sufficient clarity was gained to make recommendation on the matter. More research on this front is necessary.
- *Limited production capacity.* While Jordanian exporters were able to establish initial interest on the part of buyers, especially in the United States and Europe, they often couldn't close orders due to production capacity shortcomings. One of biggest problems facing exporters seeking to enter new markets is the size of the demand from large buyers, which can greatly exceed SMEs' capacity. Firms require upgrading and access to finance to meet larger-scale demands.
- *Limited export capabilities of many firms.* A majority of Jordanian companies (even those that are export-ready) lack critical capabilities for exporting, such as: knowledge of foreign markets, marketing and communications, and verbal and written communication skills in a foreign language.

### 3.2.3. Export to the United States

Partner: AmCham

AmCham in Jordan is a key partner of the U.S. Mission in Amman, convening business and financial sector leaders. A private organization whose 220 member companies include some of Jordan's leading industrialists, AmCham received a three-year grant from JCP, awarded in 2016, which has played a critical role in institutionalizing AmCham's work by supporting the creation of a dedicated unit overseeing activities related to the Jordan-U.S. Free Trade Agreement (FTA) as well as the Tijara Coalition, in addition to targeted capacity building, organized investment forums, trade missions, and the development of publications. Together these efforts have unified strategy, boosted exports and investments, and served to strengthen a critical platform for improved trade between the two countries.

"We are grateful to our colleagues from JCP, whose direct engagement with us was instrumental in supporting Jordanian companies to reach the U.S. market and develop lasting and meaningful business partnerships."

—Mohammad Bataineh, Chairman,  
AmCham-Jordan Board of Directors

*AmCham's FTA Unit.* With JCP support, AmCham launched the FTA Unit at its offices in March 2017. The unit focuses primarily on facilitating greater bilateral trade and investment through the U.S.-Jordan FTA. Entering into full force in 2010, the FTA eliminates duties and commercial barriers to investment and trade in goods and services between Jordan and the United States. The Unit was established to act as the national private-sector reference point for all U.S.-Jordan trade- and investment-related issues and to ensure public-private cooperation on FTA implementation. To build awareness of this important agreement and its implications, AmCham held nine FTA awareness sessions reaching 305 businesses in various governorates to review aspects of opening up trade with the United States, including visa entry and technical requirements to access U.S. markets.

"With the support of JCP and AmCham, we participated in a trade mission to the United States in January 2019. It was such a great networking opportunity with Arab technology leaders in the Silicon Valley. We also visited international tech giant companies, including Google and Facebook, where we benefit a lot from their advanced technical sessions."

—Dr. Hussein Al-Natsheh, Chief Artificial  
Intelligence Officer, Mawdoo3 Ltd

*Tijara Coalition.* Established in 2001, the Tijara Coalition is an alliance of 34 key Jordanian business associations and government agencies dedicated to promoting bilateral trade and investment through enhancing the opportunities of the FTA. The Coalition convenes business and financial sector leaders, serves as a platform for forging a shared trade promotion strategy, and sponsors trade delegations and study tours. JCP supported the Coalition, particularly in its five-year strategy, which was launched at a USAID-supported event in March 2018. The strategy was developed in close coordination with its members and puts into place tools and mechanisms to serve the private sector to better understand and utilize trade and investment opportunities. The Tijara Council brings together all members of the national Tijara Coalition to set the strategic high-level goals and provide oversight of the work; in addition, they formed three technical committees: 1) trade committee 2) investment committee 3) policy committee. The committees include subject matter experts and practitioners of the Coalition to set the strategic objectives



**FIGURE 43: DR. MAHER AL-MAHROUQ OF JCI, AMCHAM CHAIRMAN MOHAMMED BATAINEH, AND USAID DEPUTY MISSION DIRECTOR LEWIS TATEM SPEAK AT THE MARCH 2018 LAUNCH OF THE TIJARA COALITION'S FIVE-YEAR STRATEGY**



and identify required interventions under each pillar and undertake the work on specific topics to develop a sound approach to handle matters in line with the Tijara Coalition's objectives and activities. The Tijara Council met five times; 14 technical committee meetings were held.

*Trade Missions and Investment Forums.* To support greater export and investment, JCP sponsored numerous trade missions and delegations through AmCham, which gave

Jordanian businesses the opportunity to learn firsthand about the needs of the U.S. market, expand their networks of agents and distributors, and explore concrete business opportunities with American counterparts. This assistance included five conferences in the United States, three in Jordan, and seven trade missions and shows. About 65 companies participated in seven tradeshow and missions. AmCham's support to outgoing delegations and matchmaking created a database of more than 750 U.S. companies in 10 different states; from this list, more than 150 matchmaking inquiries were processed.

As an example, AmCham organized and led the "Silicon Valley to Silicon Slopes" trade mission to California and Utah for IT companies in early 2019 for seven companies. The mission offered IT startups and SMEs the chance to understand how to unlock opportunities of the U.S. market. Participating companies met industry contacts and fellow entrepreneurs, visited leading companies, took part in an orientation seminar to hear from experts on market-entry strategies, and attended the TechWadi Annual Conference 2019 and the 2019 Silicon Slopes Tech Summit.

"Through these missions, our exports have increased by a \$500,000 and created 30 new jobs at our company."

—Ahmad Khudari, General Manager, Adnan Khudari & Sons Trading Company

*Capacity Building.* AmCham conducted 13 specialized courses during the life of the grant where more than 313 individuals were trained. Topics covered during these trainings varied from entering the U.S. market and marketing techniques, export marketing, lead generation, successful participation in tradeshow, and sales and negotiation skills. These trainings equipped companies with the right tools and technical knowledge of research, evaluating, and executing the best plan for boosting exports to the United States and other markets. Moreover, participants developed their skills for effective participation in tradeshow and for shaping their marketing messages.

Additionally, aToT program was provided to 12 local representatives from AmCham; Jordan Chambers and Business Association will now provide beneficiaries with the required skills and information to be able to deliver the training locally to their respective members and have the knowledge to respond to inquiries. This program also strengthened the linkages between the organizations and AmCham and contributed to enhancing collaboration under the Tijara Coalition.



*Publications.* AmCham, with USAID support, has published 48 resources on its services and the trade relationship between Jordan and the United States. These publications include briefs and guides on exporting goods and services to the United States, AmCham's FTA Unit, the Tijara Coalition, Jordan's Trade Agreements, Jordan-U.S. Economic Relations, Jordan's FDI Regulations, Jordan's IT Sector, and Free Zones and Development Zones. Additionally, AmCham launched the AmCham-Jordan and FTA unit [portal](#) under the grant in May 2018.

**FIGURE 44: COVERS OF THREE DOING BUSINESS GUIDES PUBLISHED BY AMCHAM**



*Results.* All told, JCP's partnership with AmCham yielded 117 firms that received technical assistance to export and 22 firms that received assistance for improving business performance. This assistance resulted in 23 closed export deals and a combined \$16.8 million in export and investment deals facilitated. The grant and technical assistance to AmCham has been an outstanding example of sustainable economic development. By ensuring that the capacity-building efforts invested in AmCham and its staff are institutionalized through the FTA Unit and Tijara Coalition, USAID has put in place the foundations for exponentially larger returns.

**TABLE 5 HIGH-LEVEL RESULTS FROM JCP'S PARTNERSHIP WITH AMCHAM**

<b>Firms Receiving Technical Assistance</b>	108
<b>Trade Missions &amp; Tradeshows</b>	7
<b>Trainings and Awareness Sessions</b>	22
<b>Conferences Held</b>	8
<b>Value of Investment Facilitation</b>	\$15,000,000
<b>Number of Closed Export Deals</b>	23
<b>Value of Closed Export Deals</b>	\$1,780,241
<b>Technical Publications &amp; Marketing Materials</b>	53
<b>Database of Companies</b>	+1,150

### 3.2.4. Export to Africa

Partners: Ministry of Industry, Trade and Supply, Jordan Chamber of Industry, and Jordan Africa Business Association

Many of the traditional regional markets for Jordanian exports, which account for more than 50 percent of Jordanian exports, are facing political challenges that are impeding the flow of goods and services to and from these countries. Thus, the GoJ has sought to establish alternative markets in Africa. JCP has supported these efforts through multiple initiatives to enhance trade relations with African countries, as detailed below.

*Export Guides and Market Penetration Strategy.* JCP has worked on key interventions to assist Jordanian firms to obtain a foothold and identify trade prospects for their exports in African markets. In this context, five country-specific export guides for Jordanian businesses interested in exporting to Tanzania, Ethiopia, Kenya, South Africa, and Cote d'Ivoire. Additionally, JCP conducted sector- and country-specific interventions and market penetration strategy with focus on Kenya market and the fast-moving consumable goods (FMCG) sector to assist the private sector to understanding the dynamics of this market; identify market positioning, demands, and prospect buyers; and to ensure that future interventions will materialize into exports and transactions.

*Mini-Trade Mission to Kenya.* To capitalize on the aforementioned market penetration strategy for Kenya; JCP organized a mini-trade mission to Kenya; allowing five Jordanian companies to develop key strategic partnerships with national distributors and other industry influencers. Results to date include the placement of three trial orders, which involve shipments to Kenya of FMCG such as lights snacks and spices.

*Support to the Jordan Africa Business Association (JABA).* JCP took a key role to support the establishment of the JABA, which comprises JCP's sustainability plan for the Africa initiative. JABA is a Jordanian not-for-profit organization established in 2016 to strengthen trade relations and commercial ties between Jordan and Africa. In December 2017, JCP signed a MoU with the JABA to formalize collaboration between both parties. JCP funded the association's startup cost, recruited a CEO, and hosted the organization at its premises through August 2018, essentially serving as an incubator for this association. JABA and its members also benefited from the trade missions organized by JCP.

JABA's primary efforts during the incubation year included recruiting new members, putting on small events, and establishing a business or warehouse in Kenya. During the period of performance, JABA developed a membership base from exporting Jordanian companies, organizing small awareness events and providing some value-added services to its members. However, the JABA failed to provide a sustainability plan for its activities and funding post-JCP.

**FIGURE 45: MEMBERS OF THE SMALL TRADE DELEGATION FROM JORDAN DURING THEIR TRIP IN KENYA**



### 3.2.5. Sponsoring Participation in International Exhibitions and Trade Missions to MENA and Beyond

Partners: Jordan Exporters' Association

JCP focused on providing firm-level support to Jordanian companies from all sectors, ensuring the diversity and effectiveness of the methods to provide that support, while weighing the impact and expected results. JCP supported Jordanian companies in cooperation with several stakeholders to participate in international events and trade missions; companies were selected using pre-set criteria on the company size, export readiness, interest, and responsiveness. The support was not only to subsidize the companies' event and trade mission participation fees, but mostly focused on value-added facilitation services such as business-to-business matchmaking, as well as marketing and awareness during those events and trade missions. JCP worked with more than 41 companies through the FLA program to improve and accelerate exports to several markets.

The aim of this support was to enable Jordanian companies to penetrate international markets through a series of prearranged business-to-business and one-on-one meetings between the participating companies and potential counterparts; growing companies' revenues through exports due to the increased awareness and visibility of the participating companies and through the business-to-business and one-on-one meetings.

The following table summarizes the exhibition supported by JCP, results, and related information:

**TABLE 6: SUMMARY OF JCP SUPPORTED EXHIBITIONS**

Exhibition	Sector	Companies Sponsored	Partner	Value of Closed Deals in USD
Mobile World Congress (Barcelona)	ICT	20	INTAJ	\$989,864
Yummex Middle East 2017 Exhibition	Food	3	JEA	\$38,160
SPATEC Europe 2018	Dead Sea	6	JEA	\$8,000
Yummex Middle East 2018 Exhibition	Food	16	JEA	\$49,470

Exhibition	Sector	Companies Sponsored	Partner	Value of Closed Deals in USD
Gulfood Manufacturing Exhibition 2018	Food and packaging	15	JEA	\$182,000
SIAL Canada 2019	Food and packaging	10	JEA	\$75,000

Ahead of the exhibition, JCP held training workshops to prepare the companies for the exhibitions and to enhance their marketing and export capabilities to maximize their chances of securing and closing deals. Under JCP's technical assistance to eligible companies in meeting requirements, standards, and specifications of export markets, JCP supported 15 companies to develop fact sheets, story narratives, feature articles, company profiles, promotional videos, company and product catalogues, Facebook pages, and new and improved websites.

### Lessons Learned:

- *Exhibition attendance is good exposure.* It can be used to advance the role of associations, for example by having a separate booth for the association to promote Jordan, expand their knowledge about markets, arrange meetings, and generate additional income for the association.
- *Focus needs to be on business-to-business meetings.* Connecting regional and international buyers is difficult, but the focus should be there. When designing support for exhibition participation, sufficient time should be allocated for business-to-business meetings, including ample time for preparation and scheduling of meetings prior to the event.
- *Exhibiting skills are critical.* Attendees could benefit from specialized training to improve their skills and knowledge around good exhibiting.
- *Cost share is important.* Exhibitions should be planned with a cost-sharing agreement from companies to ensure commitment and seriousness.

### Success Story 7 The Banker Who Made Candy

Rami Haikal graduated from university with a degree in computer science. Six years later however, he was making candy full-time. Rami's journey is an increasingly common one in Jordan. Thanks to an initiative backed by Queen Rania and supported by JCP, the Kingdom's education system is shifting to encourage more young graduates to make good on their business ideas. Through its partner Oasis500, Jordan's premier startup incubator, JCP assisted 43 startups founders to develop business plans, secure funding, and get their enterprises off to a solid start. At an outreach event Rami heard about USAID support for young entrepreneurs interested in participating in international tradeshow. The next two years, Toffimelt was one of several companies supported by USAID JCP to attend the Yummex food exhibition in Dubai. Rami credits this event with giving Toffimelt the skills and attention that he needed to expand and reach new markets.



**FIGURE 46: RAMI HAIKAL, FOUNDER OF TOFFIMELT, ONE OF SEVERAL COMPANIES SUPPORTED BY JCP TO ATTEND THE YUMMEX FOOD EXHIBITION IN DUBAI.**



## 4. EDUCATION AND EMPLOYMENT

Previously, many knowledge economy firms claimed that new college graduates lacked the skills needed by employers. Other workforce-related challenges in the knowledge economy include stalled curriculum reform, suboptimal career advising and job placement services, and a lack of innovation. Curriculum reform processes are slow and fail to keep pace with the rapidly evolving needs of the marketplace. Moreover, while nascent career development services exist both inside and outside of academic institutions, the quality of the centers is uneven, as are the range and effectiveness of services offered. And although entrepreneurship education is widely available at both the secondary school and higher education levels, standards in Jordan for such curriculum are sometimes lacking, as are a focus on competitiveness, innovation, and a clear bridge to the practical application of curriculum. Progress in the aforementioned areas has been hindered by a lack of post-graduation placement data among all but a select few institutions. To address many of these issues, JCP worked to improve Jordanian workforce readiness in select sectors by strengthening career development centers (CDCs), establishing centers of excellence, and creating internship and training programs—all focused-on market needs and competitive growth areas.

### 4.1. TRAINING FOR EMPLOYMENT

JCP supported numerous activities that linked students and graduates to the entrepreneurship eco-system, which included organizing networking events; facilitating mentoring, incubation, and funding services; and building new partnerships. The ultimate goal of this training was to increase employment and the number of new business entrants, including by encouraging students to consider self-employability after graduation and not to rely only on existing job opportunities. For all intents and purposes, JCP's efforts have been a success. Through its workforce development activities alone, JCP created 16 jobs and placed 1,222 people in new or better employment.

#### Lessons Learned

- *Create linkages between training and incubators.* Most of the existing training programs in Jordan do not provide a clear link to the practical implementation of skills taught. This is especially true for entrepreneurship training: What does one do with a good idea after the entrepreneurship training is completed? The best practice is to create linkages between the training and existing business incubators or funding opportunities, as demonstrated through JCP's approach with Oasis500 (described above). It is this piece that is most often missing in existing entrepreneurship training initiatives.

#### 4.1.1. Digital Skills for Disruptive Technologies

Partners: Microsoft, Intel, Crown Prince Foundation, 3D MENA, King Hussein Business Park

In 2013, McKinsey's Global Institute issued an important study, *"Disruptive Technologies: Advances that will transform life, business, and the global economy,"* identifying 12 technologies including IoT, cloud technology, 3D printing, and renewable energy, that have a potential economic impact between \$14 trillion and \$33 trillion a year by 2025. Thousands of new firms will emerge, and millions of jobs will be created due to these disruptive technologies, according to the study. The country with the best talent will be best positioned to achieve higher economic growth.

"Twelve emerging technologies have the potential to truly reshape the world in which we live and work. Leaders in both government and business must not only know what's on the horizon but also start preparing."

—James Manyika, Chairman of the McKinsey Global Institute

Early in the program, the JCP team identified the opportunity to bring these skills to students and recent graduates by partnering with leading global companies such as Microsoft and Intel.

*Partnering with Microsoft.* To train future app developers to address the skills gap in emerging disruptive technologies such the IoT, cloud computing, and mobile applications, a public-private partnership with Microsoft was launched in 2015. The JCP-supported Microsoft Academic Accelerator Program and its six-month series of courses tackled the technical aspects of cloud computing, while also incorporating ideation sessions, idea pitching, and matchmaking activities that linked the students to the broader ICT development ecosystem. The program was designed to equip talented Jordanian tech professionals with the skills and entrepreneurial acumen to design, launch, and sustain their own ventures or find jobs that make use of their talents. More than **179 students and graduates completed this program.**

“Nearly all students who participated in the Microsoft program have secured a job within or outside of Jordan.”

—Hussein Malhas, Country Manager,  
Levant, Microsoft Jordan

---

#### Success Story 8 Safeyah Uthman, Microsoft Accelerator Program graduate

Safeyah Uthman, a graduate of the Microsoft Accelerator Program, calls the training a **“life-changing experience,”** in part because it led more job interviews and helped her land her first job as a user experience (UX) designer shortly after graduation. “Through this program, I also had the chance to present my business idea to Microsoft, which they were interested in and later directed me to a well-known business incubator,” she adds. It was that encouragement that prompted Safeyah to develop her forthcoming social media platform while also working as a UX and UI (user interface) designer for Aura Techs Solutions, where she works in the creativity department. She said she would like to eventually become head of that department and gain more experience in UI-UX field, but she’s also staying focused on growing her own startup. **“I came to realize that this program was of more use to me than the five years I spent in college studying computer engineering.”**

---



**FIGURE 47: SAFEYAH UTHMAN, MICROSOFT ACCELERATOR PROGRAM GRADUATE**










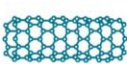




*Partnering with Intel to Build an IoT Industry in Jordan.* A first-of-its kind partnership between USAID and the leading global firm, the Intel Electronics Design training program—launched in JCP’s second year—supported Jordanian engineers while empowering them with internationally recognized skills that attract interest from foreign employers and investors, thus creating opportunities for the entire economy. The program centered around Intel’s Galileo board, a powerful piece of hardware empowering young tech talent to explore innovative solutions to critical challenges by building prototypes that serve the new era of IoT. Most of the prototypes addressed issues in the clean technology and healthcare sectors focusing on wearables, mobile applications, and security. Several dozen promising prototypes emerged from the Intel training, and JCP worked with the teams to provide exposure for their prototypes through social media channels. The partnership culminated in Jordan’s first-ever Maker Competition, which was held in December 2015 at the Dead Sea and featured several training graduates who went on to compete internationally.

This effort benefitted the entire ICT ecosystem. More than 20 startups emerged from the Maker Competition. In addition, JCP granted 180 Galileo boards to seven Jordanian universities to support their ICT practical curricula and electronics labs. As an example, Petra University Innovation Center, known to foster great talent since its establishment in 2012, now works as a knowledge transfer hub and one clear reason is that students there have the IT resources they need to create their ideas because university professors who completed the Intel Galileo training passed on their expertise to software engineers and other IT students.

**FIGURE 48: DISRUPTIVE TECHNOLOGIES AND THE GLOBAL ECONOMY**

**Twelve potentially economically disruptive technologies**

	<b>Mobile Internet</b>	Increasingly inexpensive and capable mobile computing devices and Internet connectivity
	<b>Automation of knowledge work</b>	Intelligent software systems that can perform knowledge work tasks involving unstructured commands and subtle judgments
	<b>The Internet of Things</b>	Networks of low-cost sensors and actuators for data collection, monitoring, decision making, and process optimization
	<b>Cloud technology</b>	Use of computer hardware and software resources delivered over a network or the Internet, often as a service
	<b>Advanced robotics</b>	Increasingly capable robots with enhanced senses, dexterity, and intelligence used to automate tasks or augment humans
	<b>Autonomous and near-autonomous vehicles</b>	Vehicles that can navigate and operate with reduced or no human intervention
	<b>Next-generation genomics</b>	Fast, low-cost gene sequencing, advanced big data analytics, and synthetic biology (“writing” DNA)
	<b>Energy storage</b>	Devices or systems that store energy for later use, including batteries
	<b>3D printing</b>	Additive manufacturing techniques to create objects by printing layers of material based on digital models
	<b>Advanced materials</b>	Materials designed to have superior characteristics (e.g., strength, weight, conductivity) or functionality
	<b>Advanced oil and gas exploration and recovery</b>	Exploration and recovery techniques that make extraction of unconventional oil and gas economical
	<b>Renewable energy</b>	Generation of electricity from renewable sources with reduced harmful climate impact

SOURCE: McKinsey Global Institute analysis

## Success Story 9 Layth Hamad, Intel training graduate, inventor and entrepreneur, created the ClevG

Through his participation in the Intel program, Layth Hamad invented the ClevG, which is based on a gas cylinder safety and tracking device that transfers gas readings online to notify a user when a cylinder is nearly



**FIGURE 49: LAYTH HAMAD, INTEL TRAINING GRADUATE, INVENTOR AND ENTREPRENEUR**

empty. Layth won first place in Jordan's first-ever Maker Competition, a JCP-supported effort that brought together 50 talented programmers from universities throughout Jordan to showcase inventions they developed using Intel's Galileo Board. Subsequently, Layth went on to win third place in the global GIST TECH-I competition in Silicon Valley and then start his own company, Libra Smart Home. Layth credits his USAID-supported training with giving him the skills to succeed as an inventor and entrepreneur. "The training taught me how to convert my innovative idea to a company, and how to lead and grow my own business," he says.

Establishing a Model for Jordan's First FABLAB and the GROW Innovation Center. Conceptualized by JCP and led by the King Hussein Business Park, the GROW Innovation Center was one of the initiatives launched during the MENA ICT Forum 2016 as a building block in the entrepreneurship and startup ecosystem. JCP supported the creation of GROW from idea to creation. GROW, a development platform for local freelancers, entrepreneurs, and startups housed at the King Hussein Business Park, provided communal workspaces and office space, incubation services, shared business services, linkages with sector stakeholders, and activities targeted to build the capacity of startups and companies, mentorship, acceleration, and access to capital. JCP supported the center through technical assistance, branding and design, and grantmaking to tenants. Upon completion of construction work, startup firms filled the space along with critical support organizations such as iPark.

As a part of this support to the GROW facility, JCP also assisted the facility with the establishment of a FABLAB, a workshop offering digital fabrication to support the technology and innovation sectors. With creative digital segments such as three-dimensional (3D) printing and design growing in importance, a Jordanian FABLAB was seen as crucial to establishing a "one-stop shop" facility that can scale innovations. By helping lay the groundwork for a homegrown FABLAB to incubate new ideas and provide the facilities to test them, JCP provided the impetus for scaling new Jordanian products, which in turn will attract new investment, create new high-value jobs, and spur exports.

Amman's first public FABLAB, now named TechWorks, was officially launched in 2017 by the Crown Prince Foundation at King Hussein Business Park. JCP supported the lab's 3D design and printing

"The TechWork Fablab at Al Hussein Technical University, also known as a multipurpose hyper prototyping and fabrication facility, which helps incubate new ideas and provides the facilities to test them, is the first of its kind in the country. It allows young Jordanians to turn their ideas into products that can attract investment, create new high-value jobs, and spur entrepreneurship and innovation in the country. JCP's support in developing the initial design and providing the impetus for scaling the lab was a critical and highly appreciated contribution."

—Dr. Fawaz Zu'bi, Chairman of the Board of Trustees, Crown Prince Foundation

capabilities as one critical “disruptive” industry and technology globally by partnering with 3D MENA offer a series of USAID-supported courses. Through these, 420 students, engineers, and entrepreneurs were trained on 3D design and printing and “additive manufacturing” using several Ultimaker printers procured by JCP and donated to the lab.

**FIGURE 50: FABLAB, AMMAN’S FIRST PUBLIC TECH LAB**



***Lessons Learned:***

*Investing in human capital pays the highest dividend.* In a country like Jordan where highly qualified people are its main competitive advantage, investing in the development of its workforce is the most impactful and most sustainable effort anyone can hope for on both the short and long term.



#### 4.1.2. Training and Employing New Graduates through the EFE-Jordan Placement Program

Partner: Education for Employment–Jordan (EFE-Jordan)

Beginning in 2015, JCP awarded a grant to EFE-Jordan to address unemployment among youth in Amman and other governorates. The grant bridged a gap between the needs of the private sector and graduates' capacity by delivering demand-driven soft skills training and providing fresh graduates with marketable and transferable skills. At the same time, the program engaged human resources professionals from a range of private-sector companies, offering opportunities for them to meet with and mentor participants. The activity culminated with a graduation ceremony in December 2017.

"Together we developed a series of online tools and trainings which give candidates the distinction needed in an increasingly merit-based job market. We partnered with some of Jordan's leading recruiters and private-sector firms to help program participants seek—and find—jobs in their interest areas. We could not have made such a meaningful impact without the support of JCP and the commitment of our team and highly skilled graduates."

—Ghadeer Khuffash, CEO, Education for Employment–Jordan

**FIGURE 51: GRADUATES POSE WITH THEIR CERTIFICATES AT A CEREMONY MARKING THE COMPLETION OF THE EFE-JORDAN PROGRAM.**



Over the lifetime of the grant, 26 training sessions were held to better prepare new graduates for the Jordanian job market. Training topics included resume writing, interview techniques, and networking skills. Twenty-five job fairs were held and attended by a number of leading corporations from diverse sectors. All told, JCP trained 853 beneficiaries and succeeded in securing **642 job placements, 10 new jobs, and 13 internship opportunities**. This represents an **87 percent placement rate**.

#### **Success Story 10 Zaid Kasasbeh, EFE-Jordan training graduate and software engineer**

After graduating from the University of Jordan with a bachelor's degree in computer science, Zaid Kasasbeh was filled with ambition. He had high hopes for himself and the future—he had graduated at the top of his class. But like many of his peers, after months of countless job applications going unanswered, the fire he had inside started to dwindle. This all changed when he enrolled in a training program by EFE-Jordan. The training course was like nothing he experienced before. "I was astonished by the information they provided. Aside from the technical training we received in university, the soft skills I acquired during the training transformed me completely," he says. After completing the course, EFE-Jordan organized a job fair, and two weeks later Zaid became a proud employee of Modern Systems & Computer Trade Co. **"I owe my current success to EFE-Jordan. Without them, I would still be another unemployed statistic."**

#### 4.1.3. Institutionalizing and Upgrading Career Guidance Office (CGO) Offerings

Partner: King Abdullah II Fund for Development (KAFD)

Starting in year one, JCP worked with KAFD and partner universities to implement the new regulation “Higher Education Accreditation Regulation.” JCP worked with the universities and their career guidance offices to help establish standards for staff and for the services offered. JCP conducted an assessment of CDCs. Findings showed that, internationally, most successful centers have clear mandates as to the services they should provide. Recommendations included services to increase students’ employability, providing linkages and partnerships between universities and the private sector, and introducing placement data tracking systems (monitoring and evaluation systems). JCP worked to: 1) build the internal capacity of the institution and five to eight KAFD CGO personnel per university in business planning and modeling, financial sustainability, and self-generated revenues, 2) institutionalize KAFD CGOs’ service delivery and ensuring continual improvement, and 3) help to design and implement monitoring and evaluation solutions that assess the efficacy of KAFD CGO programs and services. Specifically, JCP provided the following assistance:

- JCP helped KAFD prepare a policy paper that clearly defined the needs, roles, and responsibilities of universities, the Ministry of Higher Education and Scientific Research, and KAFD in institutionalizing career guidance services at all 27 accredited Jordanian universities. This resulted in the Higher Education Accreditation Council (HEAC) issuing an amendment to the Higher Education Accreditation Regulation that requires universities to establish career guidance and alumni offices. Through the implementation of this new regulation, KAFD CGOs at Jordanian universities are poised to offer better services.
- To help implement this new regulation and institutionalize career guidance services at KAFD CGOs, JCP developed the framework and tools to be used by selected partner universities and provided technical assistance to KAFD and KAFD CGOs to implement the proposed service delivery model. This assistance included the development of the vision, mission, objectives, organizational structure, job descriptions, and KPIs for the KAFD Employability and Entrepreneurship Program and KAFD CGOs.
- JCP designed a monitoring and evaluation system for CGOs to help universities (and other training institutions) better track post-graduation placement data and to assess the efficacy of their services.
- Assisted in the establishment of ForUs, an online career development platform, founded by KAFD. The platform provides career guidance, training courses, volunteer work opportunities, and a job search function. Prior to the official ForUs launch in 2015, however, JCP played a key role in launching it through support to the network behind the platform, the National Entrepreneurship and Employment Network, housed at KAFD. Initially JCP conducted a comprehensive review of the network, identifying operational and management gaps, and proposing key recommendations for overcoming them. One recommendation included revising hiring procedures to better align potential candidates with the network’s needs—an essential component to pushing through ForUs as the network’s signature product. JCP supported ForUs by conducting a study on its development and creating key content for three of the platform’s six components: 1) career guidance, 2) entrepreneurship, and 3) labor market information. This assistance included the production of 30 short videos that summarize a day in the life of 30 selected occupations and promote positive examples of women in the workplace, as well as online entrepreneurship tools aggregated from content from more than 60 local and 80 international entities that provide entrepreneurship training, advice, and support services.
- JCP also helped KAFD establish a virtual career guidance call center in cooperation with Jordan’s National Call Center by training call center officers and KAFD staff on the career guidance and the entrepreneurship content of ForUs.

- JCP worked closely with the USAID Jordan Workforce Development (WFD) Project to develop and implement a national certification program for career counselors and consequently build the capacity of KAFD CGO counselors to specifically address women’s needs and offer counseling based on global best practices.
- JCP also worked with the Social Security Corporation and the MoL to increase women’s awareness about their employment rights and benefits. This latter activity was implemented through awareness sessions delivered through partner CGOs.

Together these activities led to 89 jobs placed and three created. Demonstrating the scalability of JCP’s efforts to strengthen the CGOs, KAFD later awarded a project to Leading Point to continue the same approach for another 27 universities.

---

### **Success Story 11 How one Jordanian Career Counselor Found Guidance in a USAID Program**

Jordan’s universities produce more workforce-ready graduates than the local economy can employ. To address this issue, JCP and its partner, KAFD, established CGOs at five Jordanian universities. CGOs work to better match university graduates with employment opportunities. Ahmad Khawaldeh is an employee at Jordan’s Hashemite University’s CGO.

Khawaldeh credits the trainings funded through JCP as, “the reason why counselors and coordinators became more professional,” allowing them to better serve students at their respective universities. With counselors better equipped to



**FIGURE 52:  
AHMAD  
KHAWALDEH,  
A JORDANIAN  
CAREER  
COUNSELOR,  
FOUND  
GUIDANCE IN A  
USAID PROGRAM**

guide students, 49 students were placed in viable employment opportunities and 377 students were placed in internships. Building on the skills he developed at the Hashemite University CGO, Khawaldeh now works with youth as the director of the International Labour Organization (ILO) employment center in Mafraq, which provides employment opportunities for 70 people—including Syrian refugees. Looking ahead, he has plans to continue building his own career counseling service, Daman Center, which he established after participating in the JCP training. In fact, he and his team of four have already led career guidance training at two universities.

---

### **Lessons Learned:**

*Regulations held build CGO sustainability.* There were several attempts in the past to create CGOs at Jordanian universities that failed and were not sustained beyond program funding program. Issuing an amendment to the Higher Education Accreditation Regulation that requires universities to establish career guidance and alumni offices with specific requirements (including number of staff, space, etc.) as a requirement for their accreditation was a key success factor in ensuring the commitment of the institution and the long-term sustainability of these offices.

### **4.1.4. Supporting Entrepreneurship Programs**

**Partner:** Luminus for Education and Training, King Abdullah II Fund for Development

In its second year, JCP awarded a grant to Luminus for Education and Training, in partnership with the International Youth Foundation (IYF), Oasis500, and Analyseize, to upgrade or introduce entrepreneurship curricula to meet the needs of Jordan’s knowledge economy. Through this grant, four faculty members from Jordan University for Science and Technology-Irbid (JUST), Hashemite University-Zarqa (HU), and Al-Hussein Bin Talal University-Ma’an (AHU) were trained to deliver the curriculum. The overall objective of this initiative was to increase the number of new business entrants



into the economy, especially among women. As a result, the entrepreneurship curriculum has been integrated as a three-credit-hour elective course at the three universities.

Also, JCP partnered with the KAFD CGOs at five Jordanian universities and supported eight workshops to promote entrepreneurship training to approximately 200 university students and graduates. A 40-hour course introduced entrepreneurial principles, helped participants develop a business plan and innovative ideas, and connected graduates with business mentors who helped them further develop their ideas. Roadshows were held to recruit students interested in becoming entrepreneurs and invite them to share with JCP their business ideas, which were then evaluated on a rolling basis for upcoming training sessions. These students were from Yarmouk University (YU), Al-Albait University (AABU), JUST, HU, AHU, German Jordanian University (GJU), and Princess Sumayah University for Technology (PSUT). This activity led to 17 individuals placed in jobs and three new jobs.

---

### Success Story 12 A Jordanian Entrepreneur Traces Her Success to a USAID-Supported Youth Training

“We had an intensive practical training in the most important aspects of organizing, financing, marketing, and managing a small business,” says Shahd Douglas, about her participation in the JCP Youth

Entrepreneurship Program, which concluded in 2017. The program, implemented in partnership with KAFD, provided participants “with the ability to find and act upon opportunities to translate inventions or technology into new products,” Shahd

adds. Since her participation in the USAID-supported program, Shahd, who holds a graduate degree in public health and health education from JUST, has gone on to launch her own startup. In 2018, her ICT firm, TechTeb, was awarded the Spirit of Tech-I award from the American Association for the Advancement of Science (AAAS) and Global Innovation through Science and Technology (GIST). Shahd attributes her success to her formative training through JCP: “We left the training with business ideas and with complete business plans,” she recalls.

---



**FIGURE 53: SHAHD DOUGLAS, ENTREPRENEUR AND YOUTH TRAINEE**

#### 4.1.5. Expanding Akhtaboot's Job Fairs Nationwide

Partner: Akhtaboot

JCP's grant to Akhtaboot yielded three job fairs—in Jordan's northern, southern, and central regions. The career fairs attracted around 31,000 participants and resulted in 400 jobs. Other results included:

- Akhtaboot signed a contract with Housing Bank to provide it with a complete cloud-based recruitment management solution (Career Connect), Applicant Tracking System (Cavall), and an Online Assessment Platform (Testello).
- Bank al Etihad requested its own job fair with Akhtaboot after attending Amman and Irbid job fairs supported by JCP.
- Upon holding a job fair in Aqaba for the first time as a result of JCP support, Akhtaboot began a collaboration with ASEZA as the official governmental institution responsible for the Aqaba Special Economic Zone. ASEZA was a supporting partner of Akhtaboot's 7th Job Fair in 2016 in Aqaba, where it provided Akhtaboot with outdoor advertising space and supported marketing campaigns. ASEZA was also present at the job fair as Akhtaboot provided it with a booth so it could communicate with job seekers and create a database of candidates.

"As a response to evolving Jordanian labor market needs, in 2016 a JCP grant was awarded to Akhtaboot, allowing us to strategically expand our annual job fair to cover three governorates, Amman, Irbid, and Aqaba. This provided job seekers with a gateway to real vacancies across the Kingdom and has resulted in hundreds of reported job placements."

—Yousef Shamoun, CEO, Akhtaboot

#### 4.1.6. Hosting the First-Ever Green Jobs Fair in Jordan

Partner: Jordan Green Building Council

In 2015, JCP partnered with the Jordan Green Building Council to host the country's first-ever Green Jobs Fair. The event was an opportunity to connect job seekers and companies within the green building industry as well as offer the chance for them to network and raise awareness of green building concepts. Thirty-nine new job posts were reported as a result of the fair, which piqued interest in associated clean technology fields of study among the students in attendance.

# MONITORING, EVALUATION, AND LEARNING

Monitoring and evaluation (M&E) form a critical component of USAID/Jordan's development approach as it assesses and improves the results of programs, justifies assistance resources with empirical evidence and data, and demonstrates a commitment to accountability and transparency. Further, through consultations with other donors and stakeholders in Jordan as well as the GoJ, USAID/Jordan endeavors to share lessons learned and information to make U.S. development assistance in the country more effective.

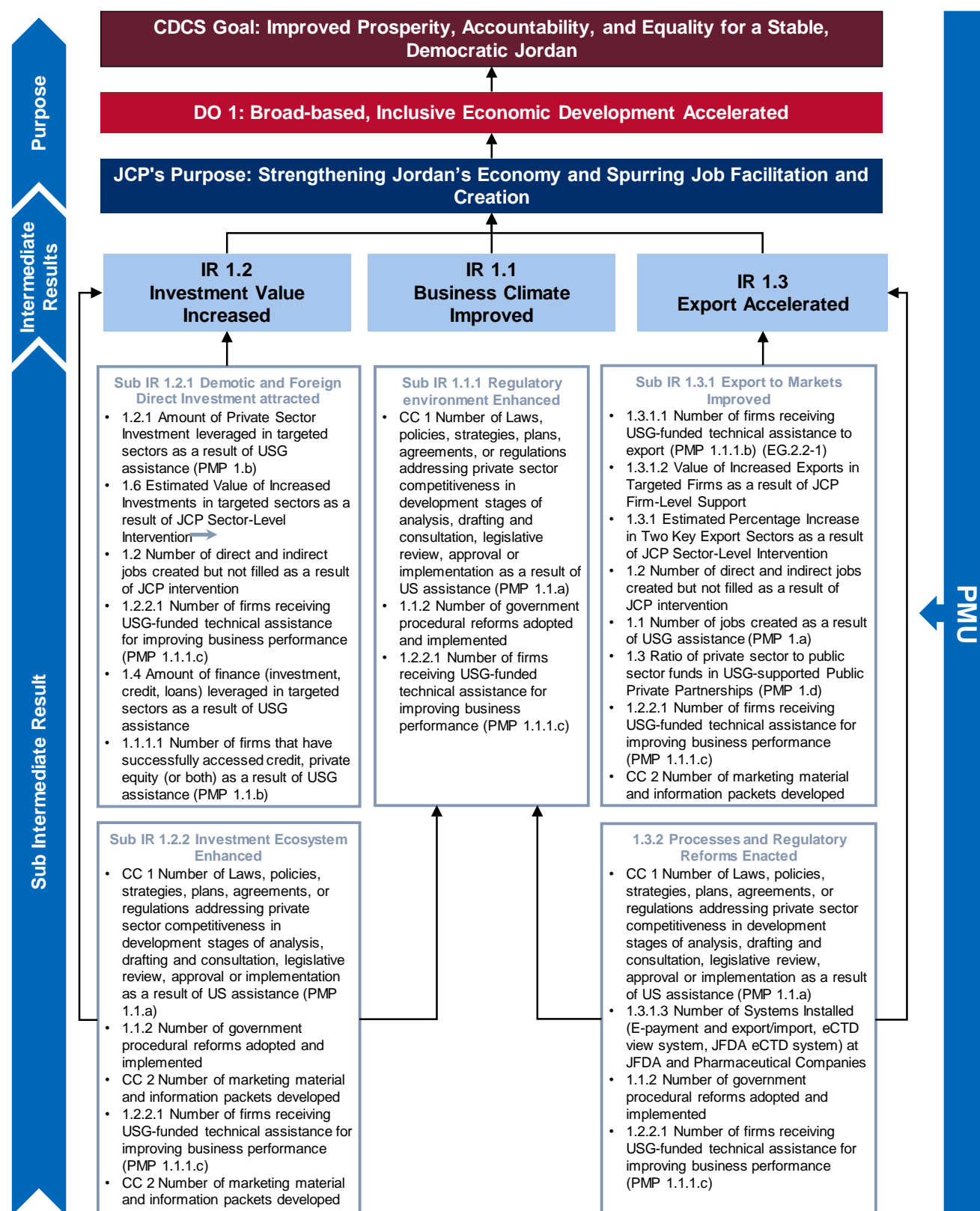
## LOGICAL FRAMEWORK

JCP is not a stand-alone effort. It is linked with and contributes to USAID's larger strategy as found in the Results Framework which is part of USAID/Jordan's Country Development Cooperation Strategy. JCP supported USAID/Jordan's strategy by contributing to its Development Objective (DO) 1: Broad-based, inclusive economic development accelerated. As represented in JCP's logic model below, it did this by contributing to achieving the following three outcomes, which must, at least in part, come from assisting the GoJ to meet its obligations under the Compact:

- Outcome 1: Business Climate Improved
- Outcome 2: Investment Value Increased
- Outcome 3: Export Accelerated

JCP's logic model, shown below, illustrates its strategy to achieve the project's objectives, mapping out the steps required from the intermediate results to JCP's ultimate purpose.

**FIGURE 54: JCP LOGIC FRAMEWORK**



## M&E CORE ACTIVITIES

Consisting of three staff members reporting directly to the Deputy Chief of Party, JCP's M&E department had the overall responsibility of tracking JCP's progress against targets and workplan objectives, both short and long term. This work included the following:

*Monitoring.* Monitoring efforts included developing and implementing the project's monitoring, evaluation, and learning (MEL) plan, which was updated throughout the project, supporting workplan submission, and the identification of short- and long-term results, and updating the indicators change log.

*Reporting.* JCP reported its outputs, outcomes, and results to USAID through different periodic reports, including quarterly and annual performance indicator reports, online performance indicator tracking via DevResults (USAID's performance management information system), and online capacity building, training, and workshop tracking on the USAID Geographical Information System (GIS). Through the third year, JCP also provided USAID with detailed tracking of gender participation in activities as well as impact on women in terms of education, financing opportunities, and employment. However, based on the contract modification signed at beginning of the fourth year, JCP stopped reporting gender indicators, but continued to include gender-related details under its indicators per USAID reporting requirements.

*Data Collection, Quality Assessment, and Verification.* To track the results and impact of all activities, JCP verified all data per USAID guidelines, conducting periodic Data Quality Assessments (DQAs)—internally and by the USAID mission—for quality assurance.

*Evaluation.* The M&E team conducted three internal evaluations of JCP activities to determine their relevance, impact, and sustainability and to allow the project managers, beneficiaries, partners, donors, and other stakeholders to learn and improve future interventions. These included evaluations on the grants made to develop the ICT Sector Skills Organization in 2016, the grant to EFE-Jordan in 2017, and the grant made to Oasis500 in 2017. In 2019, USAID commissioned a rapid assessment of several JCP approaches, including our FLA work, sector-focused work, and the PMU.

### Measuring Impact

- *Supporting the implementation of activities and grants.* JCP provided guidance to grantees and subcontractors on how to develop their individual M&E plans, targets, and indicators that best track the impact of JCP's support.
- *Attribution methodologies.* While most of its interventions had a direct impact with results that could be tallied, several of JCP's policy and process reform activities with significant, wide-scale impact could not by their nature yield results that could be easily be counted. Instead, JCP conducted studies ("attribution methodologies") estimating the activities' impact. Three attribution methodologies were developed and approved by USAID. The *Pharma Attribution Methodology* calculated JCP's contribution to enhancing pharmaceutical exports and employment by streamlining the drug registration process. The *Jordan Investment Commission (JIC) Support Attribution Methodology* captured JCP's contribution on investments and employment resulting from JCP's support to the JIC in developing the regulations and licensing manual under the Investment Law No. 30 of the Year 2014. The *Syrian Work Permits Attribution Methodology* demonstrated that 28.5 percent of work permits issued to Syrians after June 2016 could be attributed to PMU support and coordination efforts.
- *Impact assessments.* JCP supported the development of assessments of various activities to forecast their potential impact and examine methodologies and tools for measuring that impact. These included impact assessments on the collateral registry, developing a commercial lending product for clean energy solutions with Jordan Ahli Bank, digital media and animation industry, drug

streamlining, electric vehicles, the JCP entrepreneurship training, export development program, growth readiness program, industrial zone, JIC, sector skills organization, support to Internship Programs, and a JCP assessment of high-level targets.

- *Competitiveness Index Analysis.* JCP designed a Competitiveness Index Survey to analyze factors that impact competitiveness in critical sectors of the knowledge economy—clean technology, ICT, medical services, and pharmaceuticals. A set of baseline competitiveness indicators were developed for future comparison.

### **Lessons Learned**

- *Conduct regular internal evaluations.* JCP found that periodic data assessments and activity evaluations are excellent tools to ensure high-quality reporting and learning. A budget should be allocated for such evaluation. Internal DQAs should take place at least annually.
- *Extend project M&E requirements to grantee and partners.* M&E plans of grantees and subcontracts must be tied with the project targets and indicators. A point person for each partner should be required to follow up with beneficiaries on impact.
- *Build the capacity of non-M&E staff.* Projects should draft internal M&E guidelines and conduct a M&E orientation for non-M&E staff to support the team in understanding the M&E mechanism, reporting, and mandate.
- *Long-term follow-up.* The technical closure of an activity does not mean that all project efforts regarding the activity have ceased. Diligent and repeated follow-up efforts over the long term allow projects to best capture the full impact of project work.



# COMMUNICATIONS

The goal of JCP's communications department was to expand awareness of the project's activities, allowing partners and, more broadly, Jordanian citizens to gain a greater understanding of international development assistance and the U.S. government's contributions in the Kingdom. JCP's communications team worked to explain the project's initiatives and impact on multiple levels, focusing on highlighting the social, human, environmental, and economic impact of the program's work, as well as emphasizing key goals of the project, namely job creation, increased exports and investments, key reforms, new technologies and innovations, and quality improvements to Jordanian products and services.

These communication efforts were sustained through multiple campaigns and the production of materials highlighting the major successes of the program, according to their respective technical areas and economic impact. Print and online materials, including success stories, social media posts, and infographics, were created to convey the impact of USAID's work among key partners and the general public. These products have had the added benefit of drawing attention to potential investments and business opportunities, thus contributing to JCP's overall targets.

JCP worked on enhancing the project's online and offline presence by creating content to be published on various communication channels such as JCP's website and social media outlets. The focus on promoting online content was to increase visibility, as well as drive traffic to the JCP website through social media channels. This was done through promoting interesting content and encouraging fans to click on links that directed them to the website, which served as a repository for historical and current information on the project, featuring activity overviews and briefs, infographics, success stories, videos, and other relevant content. The website was an important tool for communicating with partners and highlighting with the general public the scope and breadth of JCP's work and impact.

The communications team also utilized several offline tools to raise public awareness through conducting seminars with partners and creating numerous awareness materials, such as brochures, booklets, and guides.

## COLLATERAL PRODUCED

- **Competitive briefs** highlighted JCP's work with grantees as well as the impact of the project on major policy reform. Examples include: JCP's work with grantees iPark, Oasis500, and the King Hussein Cancer Center, as well as the impact of the PCT, the collateral registry, and JCP's prior work with electric vehicles.
- **A number of success stories** highlighted the achievements of JCP beneficiaries. All stories showcased the positive impact USAID had on the lives of Jordanians. These individuals were beneficiaries from various program activities, entrepreneurs who received support through grantees, and students who found jobs through grantees or their training through JCP's partnerships with key organizations.
- **Multimedia videos** featured JCP's efforts in several sectors and increased awareness of key initiatives and programs through strategic partnerships. Examples include increasing pharmaceutical exports, Jordan's accession to the PCT, promotion of electric vehicles, ICT training programs with Microsoft and Intel, and promoting exports through grantee AmCham and the Oasis500 and iPark business incubators.

- **Infographics** captured the impact of JCP's work with several grantees such as the employment and investment impact of JCP grantees Oasis, EFE-Jordan, and iPARK as well as the impact of Jordan's PCT accession, JCP's support launching the national palliative home healthcare strategy with KHCC, and overall impact of JCP's FLA programs.
- **Digital Publications** highlighted JCP's impact on various industries including ICT, pharma and home healthcare published through various websites to reach a wider audience. In addition, key governmental publications such as the investment and export guides, sector profiles, educational brochures, and an investment project teasers' booklet were produced and published digitally.
- **Monthly newsletters** highlighted key achievements and activities. The newsletter also helped to increase JCP's online visibility and drove more traffic to the project's website.
- **Event scenarios**, including talking points and draft remarks, were crafted for USAID attendees at public events.
- **An electronic magazine** highlighted major successes of key partners and beneficiaries throughout the lifetime of the project.

In addition to these strategic products, JCP maintained a track record of timely submission of all contractually mandated deliverables, including monthly, quarterly, and annual progress reports. The communications team ensured that all activities, publications, and events were properly branded and marked, according to USAID branding guidelines. The JCP communications team also produced a brief weekly report highlighting key activities as well as responded to ad hoc USAID requests for information about project activities.

## COMMUNICATIONS CORE ACTIVITIES

- *Events Management.* The communications team led and managed more than 100 events from the creation and development of large-scale events such as seminars, conferences, workshops, and high-level investment and trade forums.
- *Reporting.* To communicate project progress, impact and evaluation, JCP worked closely with the M&E and technical teams to produce rich monthly, quarterly, and annual reporting.
- *Assisting with Marketing Support to Beneficiaries.* Under different project activities, JCP worked with a number of beneficiaries to support their efforts in marketing and promoting their products and services while ensuring that all activities and publications were properly branded and marked according to USAID guidelines. The support included evaluating current marketing tools, designing new online and print promotional tools, developing the content of different publications, and supervising service providers' work, as well as quality assurance on the development of final products. For example, under JCP's FLA program, marketing assistance was offered to a number of small companies to enhance their capacity to export. The communications team supported numerous, similar efforts by providing feedback and guidance and in-house design support, including the production of a video marketing tool for the PHA, a manual on the PCT to be distributed through MoITS, and various publications for the JIC.
- Maintaining the Project's Social Media Presence and website, including Facebook and other social media sites with near daily posts of activities. In the sixth year, the communications team launched four paid online campaigns, which attracted hundreds of thousands of new viewers and doubled the number of followers on JCP's Facebook page reaching 20,000 followers. This initiative was implemented to increase the visibility of the program's work in the ICT, pharmaceutical, and medical services sectors as well as on economy-wide initiatives to build an online movable collateral registry, secure Jordan's accession to the PTC.

- Launched an ongoing monthly newsletter to increase JCP's online visibility and drive more traffic to the project's website.

## LESSONS LEARNED

- *Allocate a budget for online outreach.* JCP registered impressive organic growth in its social media presence over the first five years, adding some 10,000 followers to its Facebook page, this growth has been largely static since the project refocused its activities to align with the priorities of the Jordan Compact. During the last quarter of the sixth year, the communications team completed four Facebook paid campaigns focused on both page and content promotion that resulted in 10,000 new page likes and reached more than 800,000 new people from various target groups. We were able to double the number of fans and reach a broader base audience in just a few months. We recommend that future projects should consider allocating a budget to social media to ensure that the program's impact is communicated to as wide an audience as possible.
- *Utilize simple tools to increase site traffic.* To make the most of a project's website, it is best to regularly utilize basic online tools such as Google Analytics to monitor website traffic; analyzing trends can help focus future strategy to increase traffic. Similarly, Google search engine optimization can also be enhanced through the use of quality content, social media promotion, and linking keywords, which can also drive more viewers to the site.
- *Increase public awareness.* JCP relied heavily on social media as a main tool for marketing and public awareness. Hundreds of messages were received through Facebook and Twitter on a monthly basis from people inquiring about trainings, firm-level support, and other interventions. Given the great amount of inquiries received online, JCP could have received further inquiries through additional offline marketing tools. In turn, this would have resulted in additional participants and gained more visibility and public awareness for the project. We recommend that future projects consider further utilizing offline tools to raise public awareness, such as conducting seminars with key partners, inviting the media to host press conferences and interviews, and conducting workshops to discuss lessons learned and creating additional awareness collateral.

# OPERATIONS MANAGEMENT

During its six years, the JCP operations team focused its efforts on supporting the technical teams in the development, publishing, and contracting of requests for proposals and grant applications, recruitment for long- and short-term expertise, and managing the logistics in different locations. The unit included full management of all project operations, including finance, procurement, grants, human resources, administration, and information technology.

## JCP PREMISES

JCP began its work in 2013 with one floor of offices at the King Hussein Business Park, later expanding its space in the second year to cover an additional floor to accommodate additional staff and sufficient meeting space. The total space with two floors was around 1,000 square meters, which then was reduced to 500 square meters (one floor) in the fourth year upon a contract modification. The JCP office location within the King Hussein Business Park supported the team in facilitating and working with different beneficiaries, including small businesses, startups, incubators, and other organizations, some of which also office in the business park.

JCP also established an office in Irbid during the first year to support the implementation of technical activities in northern Jordan. The office had access to universities and private sector offices in the area. It was closed by the end of the third year, upon the aforementioned contract modification which focused JCP's scope more on the enabling environment, exports, and investments.

In the third year, JCP supported the establishment, as directed by USAID, of the Jordan Compact PMU within MoPIC, with the mandate to help the GoJ in managing the Jordan Compact, as described in section 1.5 of this report.

Having different locations for the project including embedded staff within the GoJ helped expedite implementation. Proximity to beneficiaries supported successful relationship building and implementation, yielding meaningful results.

## PROCUREMENT

Through procurement processes, JCP supported the implementation of activities. The procurement team was able to meet deadlines and properly manage subcontracts and purchase orders, which contributed to achieving the project's results. The contracting mechanism was transparent and fully followed USAID guidelines and regulations.

## FINANCE

With a contract value of \$45 million, which was increased to \$50 million in the sixth year, the project managed its resources carefully, while complying with USAID rules and regulations. The team worked together with the technical teams and all staff to operate the department with full compliance. Whenever possible, operational and staffing costs were reduced to re-allocate funds to programs (reduced office space, limitation of expats, etc.).

## COMPETITIVENESS PARTNERSHIP FUNDS/GRANTS

JCP used the grants mechanism to manage its “Competitiveness Partnership Fund” pool of \$3.5 million. Grants were used as a tool to support select JCP partners, while the project worked with those partners to achieve specific targets. The table below provides a summary of grants pool. More information on individual grants and their achieved results can be found in the Activities section of this report.

**TABLE 7: SUMMARY OF JCP GRANTS POOL**

Description	USD	%	Comments
Total JCP Grant Fund	\$3,539,996		Total Grants Pool
% of Total Committed	\$3,539,996	100%	Total committed/Total Grants Pool
% of Committed Disbursed	\$3,535,754	98%	Disbursed (Closed) + Disbursed (Active)/Total Committed
% of Total Disbursed	\$3,535,754	98%	Disbursed (Closed) + Disbursed (Active)/Total Grants Pool
Remaining Balance (Committed)	4,241	1%	Total Committed – Total Disbursed (\$3,539,996– \$3,535,754)
Remaining Balance (Grants Pool)	—	—%	Total Grants Pool – Total Committed (\$3,539,996–\$3,539,996)

The grants were managed in close coordination between the grants department and the technical and M&E teams, in terms of design, implementation, reporting, and closeout. The grants team also worked closely with all grantees, providing several capacity-building sessions, as well as coaching and on-the-job training to all beneficiaries. Through these efforts, the team was able to strengthen partner organizations and their staffs and build their capacity in reporting, financial tracking, and M&E systems, which led to better understanding of USAID regulations and more sustainable project outcomes.

## ORGANIZATIONAL STRUCTURE

JCP had a flexible organizational structure. Based on annual workplans and the activities proposed therein, JCP modified its organizational structure to correspond to the needs of the project. The team was comprised of long-term staff members in management, technical components, and operations, which all together supported proper activity implementation. In addition to long-term staff, JCP also utilized short-term consultants to support activities as needed. With local and worldwide expertise, these consultants provided assistance and knowledge on best practices to bring activity implementation to success. JCP was also predominately led by Jordanians with very limited expatriate staff on the team. This staffing model helped to not only keep costs down, but it also utilized Jordanian talent to the maximum extent possible, further supporting Jordan on its journey to self-reliance.

## DEVELOPMENT OF ORGANIZATIONAL CONFLICT OF INTEREST PLAN FOR THE PMU

In March 2019, DAI’s home office worked with USAID on an organization conflict of interest (OCI) mitigation plan for the PMU to ensure the proper safeguards and controls were in place to prevent any organizational conflict of interest issues as USAID prepared to release upcoming procurements. In addition, all JCP, PMU, and DAI home office staff were trained by DAI’s Chief Ethics Officer in conflict of interests and signed Non-Disclosure Agreements.

## CLOSEDOWN AND INVENTORY TRANSFER

JCP managed a smooth closedown of the project, including proper inventory ownership transfer to select beneficiaries and executing title transfer agreements. The closedown process, including systems closing and files shipment was completed by September 12, 2019.



# POLITICAL CONTEXT AND THE EVOLUTION OF JCP

Since its founding, JCP had an overarching goal: to improve Jordan's competitiveness, with ambitious targets to boost exports, facilitate new investments, and create jobs. Throughout its six years, the project worked to improve the economy at all levels, from the individuals to the firms they supported to the broader enabling environment. The approach for this work, however, evolved with the shifting political context, which changed significantly over the life of the project.

The original JCP request for proposals was issued in December 2011 when Jordan, despite the regional political uncertainties looming around it, retained a largely positive outlook for its dynamic, increasingly competitive economy. It was an economy anchored in innovation, entrepreneurship, and technology, and these attributes were viewed as the key drivers for future economic growth. To achieve this, JCP was initially designed with a cluster development approach, targeting several sectors, such as ICT, clean technology, medical services, and pharmaceuticals.

By the time the project started, at the end of 2013 and the aftermath of the Syrian conflict, the region's security had become unpredictable. The influx of millions of Syrian refugees and closure of traditional export markets in Iraq and Syria forced the GoJ, with support from the donor community, to seek out alternative markets for Jordanian exports. In 2016, international donors created the “**Jordan Compact**” to support the GoJ to address its budgetary, infrastructure, health, and education needs, which were made more urgent by the Syrian crisis.

At the end of year three, JCP refocused its activities to align with the goals of the Jordan Compact. At the same time, the program adapted the activities for which it was established to leverage the opportunities made possible by the Compact, particularly the Compact's fourth pillar on economic opportunities, by ensuring an business-enabling environment, promoting investment, and facilitating trade. Through its establishment and support of the Compact's coordination unit at MoPIC (the PMU), JCP was instrumental in shepherding donor implementation of the Jordan Compact, helping the Kingdom meet its international commitments, as detailed earlier in this report.

While efforts around the Jordan Compact did yield some significant wins—particularly with tens of thousands of work permits being issued to Syrian refugees—other goals proved more problematic, namely Jordan's soaring debt-to-GDP ratio. As a result, in 2018, a controversial, International Monetary Fund-backed tax law prompted widespread protests and the appointment of a new Prime Minister, who subsequently put forward a two-year “Renaissance” plan to complement the World Bank's Five-Year Reform Matrix with governance and social reforms. Together these policy documents aim to drive growth, create more and better jobs for all Jordanians, and recover economic stability, transitioning the economy from one reliant on aid to one reliant on investments. Throughout this time, the PMU increasingly found itself in the center of critical negotiations on these reforms. As of late 2019, the PMU is on track to transition to its new capacity as the Reform Secretariat, responsible for coordinating the implementation of the Reform Matrix (described in the Jordan Compact PMU section of this report). This institutionalization of the PMU points to the sustainability of JCP's efforts, despite the program's need to significantly shift its focus mid-stream.

# CHALLENGES AND OPPORTUNITIES

Despite the inevitable obstacles in implementation, throughout its six years, most of JCP's activities continued apace. Nevertheless, some more significant challenges were encountered, demanding considerable persistence and effort to overcome and mitigate, as described below.

## 1. POLITICAL UNCERTAINTY

Many of the challenges encountered during JCP draw from the ongoing uncertainty surrounding the fate of neighboring Syria and the sizable proportion of its citizens who have sought refuge in Jordan. What was initially referred to as an “influx” became the status quo, with the added burden of a population now at least 20 percent larger than it was prior to the Syria crisis. The impact continued to be felt most in Jordan's infrastructure, education, and health sectors, but the combined weight has held Jordan's economy back in ways that are predictably self-reinforcing. With overcrowded schools, for example, comes the imperative to spend more on the education sector, diverting scarce state funds away from investments in job creation, export development, or the overall competitiveness of Jordan's knowledge economy.

Despite the many constraints imposed by the Syria crisis—a drastic reduction in market access with traditional trading partners, foreign investors' reticence to commit to the region in times of volatility, and the inevitable “brain drain” of talented graduates seeking employment in more dynamic job markets overseas—JCP made significant progress toward its initial targets through a set of carefully constructed activities implemented by its Jordanian-led staff.

Although the persistence of conflict at Jordan's borders and its attendant impact on the Kingdom's economy and ability to attract investment posed limitations on JCP in precisely its areas of focus—investments, exports and jobs—it also created new opportunities. The USAID-requested realignment of JCP towards the goals of the Jordan Compact, which prompted the formation of the JCP-sponsored PMU, played a pivotal role, not only in achieving the aims of the Compact, but also in solidifying USAID's role at the center of government-led efforts for reform.

## 2. CHANGES IN GOVERNMENT

With the strain on Jordan's economy growing ever-urgent, recent years have seen numerous changes in government posts. In 2018, large demonstrations against the government's proposed tax hikes came to a head with the resignation of the former prime minister and his replacement with current Prime Minister Dr. Omar Razzaz. Since then, three Cabinet reshuffles have taken place in less than a year. In some cases, champions of JCP's work were removed from office, leaving a vacancy in leadership needed to move forward critical initiatives.

Despite the upheaval at the top echelons of government, JCP was buoyed in our efforts by our excellent, ongoing relationships with key staff at pivotal ministries and associations, including the various chambers of commerce essential to actualizing our investment and export promotion work. Through these relationships, most of our work continued uninterrupted; in cases where it was affected or slowed, JCP worked to find new supporters. The net impact of the political sea change has therefore been to reinforce the validity of USAID's support, not only to the GoJ, but to donor efforts as a whole. When working in

such contexts, JCP recommends anticipating these turnovers by building in additional time to project plans that require heavy engagement from GoJ actors.

### **3. COMMITMENT FROM PARTNERS**

Given the number of public, private, nonprofit, and academic stakeholders with whom JCP has engaged over the years—through grants, MoUs, and PILs, as well as more informal arrangements—it is no surprise that some would be more responsive than others. In many cases, partners demonstrated unyielding commitment to our shared goals, which often translated into the program’s most notable successes. In some cases, however, partners were limited by time, money, knowledge, or desire. As a result, JCP faced challenges such as stakeholder responsiveness, information-sharing, negotiating agreement between stakeholders, and commitment to sustainability plans, and cost-sharing.

As an example, in the fourth year, JCP worked with a number of public and private stakeholders to design a proposed export portal that was an outgrowth of our FLA work. Although JCP expended significant effort in aligning the needs and expectations of the various stakeholders, the ongoing cost of maintaining the portal proved to be a major deterrent to its realization. When partners could not reach agreement on a plan for sustainability of future maintenance costs, the activity was dropped. In most cases, however, when stakeholder buy-in has posed challenges, JCP has overcome this through a combination of smart workplanning and close monitoring by the JCP team. Nevertheless, to ensure smooth implementation on future programs, ensuring that each activity has committed champions and the right mix of actors with sufficient commitment is a critical first step.

### **4. LONG-TERM NATURE OF THE WORK VS. SHORTER IMPLEMENTATION TIMEFRAMES**

The short-term nature of project work and annual workplanning limits the expected timeframe for change, often to a matter of months. Both donors and governmental actors understandably have short windows of opportunity to demonstrate effectiveness and therefore rely on “quick wins”—those approaches and interventions with the greatest likelihood of realizing rapid results. However, some of the most important, most impactful work—reducing barriers to competition, strengthening legal frameworks, and promoting transparent business practices—these take time, usually many years. Attending to quick wins while also working towards longer-term goals are, of course, not mutually exclusive approaches. But donors, implementing partners, and government stakeholders must ensure they are not sacrificing the sustainable for the urgent.

At times, the political climate in which JCP worked afforded it the space to work towards long-term goals. The creation of Jordan Exports, for example, was some three years in the making, before its formal establishment in 2019. In other cases, the need for quick wins may have outpaced other potentially more effective, but longer-term approaches. JCP’s FLA program, for example, placed a premium on achieving quick results to demonstrate the value and viability of various trade opportunities, from exports bound for Europe under the Jordan Compact’s relaxed RoO scheme to those geared toward Africa or the United States. Although these efforts were undertaken with an eye toward creating a demonstration effect for other potential exporters, the pace of their implementation meant that many of the valuable lessons learned along the way may not have been captured and shared effectively. Doing so could be one of the follow-up activities of Jordan Exports, for example, helping to scale the most effective pilots carried out under the JCP FLA program.

Despite the above constraints, JCP benefitted from USAID’s foresight in extending the program by an additional year. Given the long-term nature of much of JCP’s work, it took years for JCP’s M&E team to begin seeing quantitative impact. For this reason, the addition of a sixth year was invaluable for capturing results.

## **5. OVERLY AMBITIOUS TARGETS**

JCP's approach included lofty targets from the get-go. But by the second year of the program, it became clear that these targets were beset by an inescapable flaw: the Syrian conflict, which was in its infancy during the program's design, had since become a major impediment to Jordan's economic growth. The near-total halt it imposed on Jordanian commerce, the sudden spike in transport costs, and the influx of more than 1.6 million Syrian refugees had created a new reality in the country—one that could no longer generate growth as was previously envisioned. Responding to this, in the fourth year, USAID adjusted several macro-level targets to the project, most notably reducing JCP's jobs target from 40,000 to 23,000 and its investment target from \$700 million to \$350 million.

# LESSONS LEARNED AND RECOMMENDATIONS

With, quite literally, hundreds of activities and sub-activities completed during its six years, JCP has a wealth of experience to draw upon in making recommendations for future work to boost Jordan's competitiveness and economic growth. Of course, not every activity, task, or initiative backed by JCP succeeded in producing its expected results. Still, JCP had remarkable successes, as detailed throughout this report, and with so many activities implemented, patterns have emerged, allowing JCP to learn a great deal regarding what works and what does not. Throughout the project, JCP identified areas where approaches could be adjusted to improve effectiveness. This section catalogues many of those lessons learned. Many of the following recommendations apply not only to economic reform initiatives, but also to international development work more broadly. Activity-specific recommendations are listed throughout the text of this report.

## 1. CLOSE COLLABORATION WITH PARTNERS

Having worked closely and over multiple years with key Jordanian ministries—including MoITS, MoPIC, and JIC—not to mention various associations, firms, chambers, universities, and social sector partners, JCP has had to manage a complex network of relationships, each requiring its unique sensitivities and forms of trust-building. JCP recommends:

*Effective Relationship Management.* Effective collaboration requires effective teams, which start with selecting the right institutional partners. Partners should be deeply committed to a common purpose and ready to commit resources, time and effort to achieve it, just as heavy engagement from USAID project staff also positions activities for success.

*Formalize Commitments.* Mutual trust is built upon this shared sense of purpose and understanding of commitments. For this reason, the formalization of commitments in writing is a critical best practice, whether through a MOU, PIL, or some other mechanism. These documents later serve as a compass for joint engagements and can assist in workplanning and joint accountability. Similarly, it is best when USAID or other donors can provide cost certainty to partners regarding their expected financial commitment and future maintenance costs involved for planning purposes.

*Managerial Involvement of Partners.* JCP has also consistently found that high-level managerial involvement from partners is strongly correlated with successful outcomes—whether with firm-level interventions, collaborations with government ministries or sector associations, buy-in and commitment from the top management yields results. Similarly, working repeatedly or long term with the same set of employees or officials not only helps with building trust, but also assists in creating greater ownership and a shared sense of personal reward, which translates to results and more sustainable outcomes.

*Map and Assess Stakeholder Interests.* JCP found it useful, particularly in complex, multi-stakeholder engagements, to gain clarity by conducting stakeholder mapping—assessing stakeholder interests, influence, and relationships—and utilizing the information produced on an ongoing basis to position and predict partners' reactions to any given situation, as well as how to emphasize the right messages and benefits. Stakeholders must be consulted and involved regularly and at critical junctures during activity design, implementation and completion. This is especially true when managing partners with disparate vantage points, such as government and the private sector.



*Invest Deeply in Grantees.* JCP’s experience suggests that a hands-off approach to grantmaking reduces the impact of grant outcomes, in addition to sacrificing an important opportunity for capacity building and resulting sustainability. Instead, grantmaking is best viewed not only as a means to achieve specific outcomes, but also as a long-term investment in local people and organizations. To do this effectively requires building strong grantor-grantee relationships based on trust to facilitate honest feedback and information-sharing. It also, of course, has significant implications for planning and implementation, including more frequent meetings, longer planning timeframes to accommodate on-the-job coaching, allocating sufficient resources for training and capacity building, and even potentially funding additional positions for the grantee (for example, in M&E or reporting).

*Organize around a Theme.* JCP’s efforts in the pharmaceutical sector were implemented around the theme “Streamlining the Drug Registration Process,” which was adopted as the main objective of JCP’s collaboration with the JFDA. This theme was mentioned frequently, serving all stakeholders as they tackled major bottlenecks, serving as a point of focus, and helping to refocus efforts when any suggested interventions fell outside this scope. Organizing around a theme is a great tool for boosting motivation, focus, and ultimately, getting results.

## **2. NEED FOR CONTINUOUS LEARNING**

In JCP’s first year, project staff spent significant time learning and planning through sectoral studies, research, and various assessments. While important, this initial period of learning also sacrificed precious time for implementation. In hindsight, some of JCP’s more meaningful learnings occurred throughout and concurrent to project implementation, allowing findings to be utilized immediately. In fact, throughout its six years, JCP periodically paused for periods of reflection—commissioning several internal evaluations and projected impact studies, as well as participating in external project evaluations. These studies and evaluations, which are listed in the MEL section of this report, were especially useful when conducted mid-course to allow for real time adaptations in programming.

## **3. NEED FOR ADAPTABILITY**

Over the years, JCP earned a reputation for being as nimble as it has been responsive—understanding USAID’s needs, striving to address them as quickly and accurately as possible, and learning from them to finetune the program’s internal processes, external messaging, and ability to stay focused on the ultimate barometer of our success—impact. This was particularly true as related to the sociopolitical changes that necessitated the Jordan Compact, which opened up opportunities for USAID and JCP to contribute further through the subsequent creation of the PMU. In this changing context, dynamic communications—with the public, especially—were critical to telling complex stories.

## **4. IDENTIFYING LEVERS OF CHANGE**

*Address Specific Market Failures.* When JCP designed a series of interventions to boost further growth in the pharmaceutical sector, it organized its work around a specific goal—remedying the market failure of inefficient drug registration processes. Over years, JCP worked closely with sector partners to eliminate this inefficiency. Taking a comparable approach in other sectors could, similarly, unlock latent growth potential.

*A Worm’s Eye View.* The opposite of a bird’s-eye view, viewing a situation from below or within can, as JCP saw firsthand, help facilitate change. Specifically, the use of embedded staff or units within key ministries is useful for greater donor effectiveness, capacity building, and sustainability of efforts. The PMU, for example, has been an effective model, assisting MoPIC to secure the largest loan in Jordan’s history. Similarly, JCP’s embedded advisory position in MoITS allowed JCP to act and move quickly on

numerous initiatives detailed throughout this report, including the establishment of *Jordan Exports*, Jordan's accession to the PTC, designing an industry support program consistent with the WTO, and setting up the online moveable collateral registry.

*Be the First: Demonstration Effects.* JCP's efforts heralded a series of economically vibrant “firsts” for the Kingdom, including launching the country's first electric vehicle fleets and the solar-enabled charging infrastructure to support them, and the country's first-ever, Intel-sponsored Maker Competition. These pioneering efforts laid the groundwork for other actors to engage, creating demonstration effects that spur flurries of activity. Take, for example, the PMU's early work on FLA through its “Quick Wins Pilot.” After this initial pilot to assess the export readiness of a few dozen Jordanian firms, numerous other donors began their own FLA programs. The proliferation of these export-focused, firm-level programs then made it clear that a centralized, organizing body was needed, prompting early discussions around what would later become *Jordan Exports*.

## 5. FOCUS ON SUSTAINABILITY

As USAID aligns its strategy and works toward a time when foreign assistance is no longer needed, so too have implementing partners utilized approaches to promote the Journey to Self-Reliance. Some of JCP's learnings on this front are detailed below:

*Locals Should Lead.* Designed from the get-go with a management strategy to promote internal, local leadership, Jordanian national, Dr. Wissam Rabadi assumed the role of Chief of Party just one year after JCP's founding, and has been at the helm since, providing critical continuity in leadership. With a nearly all-Jordanian staff with strong backgrounds in and knowledge of the Jordanian institutions they support, the team was able to expertly manage local relationship-building. This staffing approach helped to, over six years of hard work, build the capacity of locals and the Jordanian institutions they will support in the future.

*Be demand-driven.* Working through sector and business associations that are keenly aware of the needs of their members, JCP, by its very design, secured the necessary buy-in from private sector partners. Similarly, JCP's approach with public sector partners put them in the lead, with JCP responding to requests from the GoJ as needed. Where commitments waned, JCP changed course by focusing scarce resources on other initiatives where demand, and therefore sustainability, were greater. As an example, in the fifth year, JCP began to assist MoITS with the establishment of an online portal for national export statistics to support the application process for the EU RoO Agreement. Although originally requested by the Ministry, partners' commitments waned when the sustained future funding of maintenance costs proved too costly. This lack of demand prompted JCP to drop this activity to focus on other initiatives with greater demand from partners.

*Ensure partners have “skin in the game.”* Formalizing partner involvement and commitments is one of the most, if not the most, central recommendations from the JCP team over the years. Time and time again, the most effective interventions were those with the greatest commitments from partners. Although firms and government liaisons offer verbal commitments to follow through on requirements, more formal mechanisms for securing commitment should always be considered, including written agreements (MoUs, PILs, or partnership agreements) with defined roles and responsibilities and cost-sharing.

In fact, at times partners insisted that JCP pay for all expenses, for example to attend tradeshow or exhibitions. However, as firms grow, their ability to provide their own funding increases. If continually offered free participation in trainings and tradeshow, they will never pass that up, which creates dependency. Instead, partners should be offered financial assistance on a declining basis as they strengthen their capacity. While full financial assistance to attend tradeshow and exhibitions is appropriate for smaller firms that have never exported before, project financial assistance should decline to zero over time. This also allows USAID to cater to new companies each year.

*Get clarity on maintenance costs up front.* Over JCP’s lifetime, a number of priority initiatives were halted because partners did not fully consider or allocate sufficient budget for maintenance costs. Even when agreements were made from the outset to assume responsibility for maintenance, the considerable, ongoing costs for IT infrastructure, in particular, often overwhelm ministry or organizational budgets. JCP has found that negotiating this dilemma requires a combination of: 1) formal, written agreements on responsibility, 2) minimizing those future costs, and 3) close, continuous follow-up with institutions by project staff on the matter. JCP also recommends that USAID/Jordan create a contingency fund for GoJ maintenance costs to mitigate risk.

## **OPPORTUNITIES MOVING FORWARD**

With the aforementioned recommendations on effectiveness in mind, many of which speak to the *process* of project design and implementation, JCP also has a number of recommendations regarding the *content* of future work and what types of interventions could be most impactful moving forward. The suggestions below outline interventions or approaches that JCP staff have seen yield the greatest chances for results.

### **IMPORTANCE OF THE BUSINESS-ENABLING ENVIRONMENT AND A LONG-TERM APPROACH**

Having supported the development and passage of 33 legislative and nine governmental reforms, much of the impact of JCP’s work support the business-enabling environment over six years is only beginning to be seen. Business-enabling environment work often takes a long time, and its effects, even longer. This requires a long-term commitment and approach. For this reason, JCP’s additional extension year, added to the originally designated five-year program, was invaluable—to continue and complete the work that came before it, to solidify needed gains, and to capture the long-term impact that resulted.

### **BUILDING CONSENSUS FOR AND SPINNING OFF THE BEST IDEAS**

In the fourth and fifth years, JCP worked extensively to support the GoJ in building a new, national trade promotion organization, *Jordan Exports*. The conceptual framework and groundwork laid to date to support Jordan Exports constitute a clear example of USAID’s aggregate positive impact on Jordan’s economy and JCP’s insistence on empowering local stakeholders to “fly solo” long after its work concludes.

### **DIASPORA ENGAGEMENT**

There is much more that can be done to harness Jordanian diaspora to invest in Jordan outside of traditional investments like real estate. Having a dedicated Jordanian diaspora network that can reach Jordanians across the globe will help to bring much-needed investment to the country.

### **CROSS-SECTORAL COLLABORATION**

Organize study tours having public, private and academic participation, as this supports collaboration between the three parties.

# ANNEX 1: KEY PERFORMANCE INDICATORS TABLES

JCP's final results against targets, listed per indicator, are listed below in the summary key Performance Indicators Table.

**TABLE 8: JORDAN COMPETITIVENESS PROGRAM (2013-2019) INDICATORS SUMMARY**

Indicator	Life of Project Target	Life of Project Achievements
1.1 Number of jobs created as a result of USG assistance (PMP 1.a)	1000	946 (698 direct, 248 indirect)
1.2 Number of direct and indirect jobs created but not filled as a result of JCP intervention	6,000	4,055 (3,087 direct, 968 direct)
1.5 Number of individuals with new or better employment following completion of USG-assisted workforce development programs (PMP 1.2.a) (EG.6-1)	16,000	33,090 (all direct)
CC1 Number of Laws, policies, strategies, plans, agreements, or regulations addressing private sector competitiveness in development stages of analysis, drafting and consultation, legislative review, approval or implementation as a result of US assistance (PMP 1.1 a)	5	46 (42 Approved, 4 In Progress)
1.1.1.1 Number of firms that have successfully accessed credit, private equity (or both) as a result of USG assistance (PMP 1.1.b)	22	65
1.1.1 Number of government procedural reforms adopted and implemented	4	23 Reforms (12 Approved; 11 In Progress)
1.2.3.1 Number of clean energy transactions supported as a result of USG assistance	15	8
1.2.3.2 Clean energy generation capacity supported by USG assistance that has achieved financial closure (PMP 1.3.3.b)	10	2.8408
1.2.1 Amount of Private Sector Investment leveraged in targeted sectors as a result of USG assistance (PMP 1.b)	\$118,000,000	\$111,935,774
1.3 Ratio of private sector to public sector funds in USG-supported Public Private Partnerships (PMP 1.d)	2	Year 4 Ratio: 1.99 Year 5 Ratio: 0.56 Year 6 Ratio: 1.95
1.2.2.1 Number of firms receiving USG-funded technical assistance for improving business performance (PMP 1.1.1.c) (EG.5.2-1)	31	179
1.3.1.1 Number of firms receiving USG-funded technical assistance to export (PMP 1.1.1.b) (EG.2.2-1)	92	267
1.3.1.3 Number of Systems Installed (E-payment and export/import, eCTD view system) at JFDA and Pharmaceutical Companies	9	11
1.4 Amount of finance (investment, credit, equity, loans) leveraged in targeted sectors as a result of USG assistance	\$10,000,000	\$3,000,000
1.3.3.4 Amount of Investment mobilized (in USD) for clean energy as supported by USG assistance (PMP 1.3.3.a)	\$8,000,000	\$7,169,414
1.2.3.3 Number of entities implementing clean energy measures due to USG assistance (PMP 1.3.b)	13	23
CC 2 Number of marketing material and information packets developed	22	154
1.6 Estimated Value of Increased Investments in targeted sectors as a result of JCP Sector-Level Intervention	\$242,000,000	\$291,892,655
1.3.1.2 Value of Increased Exports in Targeted Firms as a result of JCP Firm-Level Support	\$2,650,000-3,650,000	\$69,419,458
1.3.1 Estimated Percentage Increase in Two Key Export Sectors of JCP Sector Level Intervention	5%	14.77%

**TABLE 9: JCP JOBS INDICATORS SUMMARY**

#	Jobs Indicators	Type of Indicator	Reporting Frequency	LOP Planned Target	Total Direct Jobs Achieved	Total Indirect Jobs Achieved	Total Achievements (Direct + Indirect)
1.1	Number of jobs created as a result of USG assistance (PMP 1.a)	USAID	Annually	1000	698	248	946
1.2	Number of direct and indirect jobs created but not filled as a result of USG intervention	Custom	Quarterly	6000	3087	968	4055
1.5	Number of individuals with new or better employment following completion of USG-assisted workforce development programs (PMP 1.2.a) (EG.6-1)	USAID	Annually	16,000	33,090		33,090
<b>Total</b>					<b>36,875</b>	<b>1,216</b>	<b>38,091</b>

**TABLE 10: JCP EXPORT INDICATORS SUMMARY**

#	Export Indicators	Type of Indicator	Reporting Frequency	Planned LOP	Total Achievements
1.3.1	Estimated Percentage Increase in Two Key Export Sectors of JCP Sector Level Intervention	Custom	Annually	5%	14.77% (all direct)
1.3.1.1	Number of firms receiving USG-funded technical assistance to export (PMP 1.1.1.b) (EG.2.2-1)	USAID	Quarterly	92	267 (all direct)
1.3.1.2	Value of Increased Exports in Targeted Firms as a result of JCP Firm-Level Support	Custom	Annually	\$2,650,000-3,650,000	\$69,419,458 (all direct)

**TABLE 11: JCP INVESTMENT INDICATORS SUMMARY**

#	Investment Indicators	Type of Indicator	Reporting Frequency	Target	Total Achievements
1.2.1	Amount of Private Sector investment leveraged in targeted sectors as a result of USG assistance (PMP 1.b)	USAID	Quarterly	\$118,000,000	\$111,935,774 (all direct)
1.4	Amount of finance (investment, credit, equity, loans) leveraged in targeted sectors as a result of USG assistance	Custom	Quarterly	\$10,000,000	\$3,000,000 (all direct)
1.3.3.4	Amount of investment mobilized (in USD) for clean energy as supported by USG assistance (PMP 1.3.3.a)	USAID	Annually	\$8,000,000	\$7,169,414 (all direct)
1.6	Estimated Value of Increased Investments in targeted sectors as a result of JCP Sector-Level Intervention	Custom	Annually	\$242,000,000	\$291,892,655 (all direct)
<b>LoP Total Investment</b>				<b>\$370,000,000</b>	<b>\$406,828,429</b>



**TABLE 12: JCP OTHER PERFORMANCE INDICATORS**

#	Indicators	Type of Indicator	Reporting Frequency	Target	Total Achievements
1.1.3.1	Number of clean energy transactions supported as a result of USG assistance	Custom	Quarterly	15	8
1.2.3.2	Clean energy generation capacity supported by USG assistance that has achieved financial closure (PMP 1.3.3.b) (MWs)	USAID	Annually	10	2.8408
1.2.3.3	Number of entities implementing clean energy measures due to USG assistance (PMP 1.3.b)	USAID	Quarterly	13	23
CC 2	Number of marketing material and information packets developed	Custom	Quarterly	22	154
1.2.2.1	Number of firms receiving USG-funded technical assistance for improving business performance (PMP 1.1.1.c) (EG.5.2-1)	USAID	Quarterly	31	179
1.3.1.3	Number of Systems Installed (E-payment and export/import, eCTD view system) at JFDA and Pharmaceutical Companies	Custom	Quarterly	9	11
1.3	Ratio of private sector to public sector funds in USG-supported Public Private Partnerships (PMP 1.d)	USAID	Annually	2	Year 4 Ratio: 1.99 Year 5 Ratio: 0.56 Year 6 Ratio: 1.95
1.1.1.1	Number of firms that have successfully accessed credit, private equity (or both) as a result of USG assistance (PMP 1.1.b)	USAID	Quarterly	22	65

# ANNEX 2: LAWS, POLICIES, STRATEGIES, AND REGULATIONS ADDRESSING PRIVATE SECTOR COMPETITIVENESS

JCP helped to advance the following 46 legislative laws and regulations addressing the private sector.

Laws, policies, strategies, plans, agreements, and regulations	Type
<b>Clean Technology</b>	
Direct Proposal	Regulation
Electricity Law	Law
EMRC's Law	Law
EV Regulation	Regulation
Radioactivity Law	Law
Wheeling directive Issued	Regulation
Petroleum Law	Law
Mineral Resources Law	Law
<b>JIC/Investment</b>	
A Ten-Year Investment Policy Prescription	Policy
A Three-Year Investment Promotion Strategy and Implementation Plan to Jordan Investment Commission	Strategy
Custom Procedures in the Development Zones	Regulation
Custom Procedures in the Free Zones	Regulation
Establishment of Development and Free zones	Regulation
Investment Incentive Regulation	Regulation
Income Tax in the Development Zones	Regulation
Income Tax reduction for least developing regions	Regulation
Investment Climate and registration of enterprises in the Development Zones and Free Zones	Regulation
Investment Window Regulation	Regulation
Non-Jordanian Investments	Regulation
Recovery of Land in Development and Free zones	Regulation
Residence and Labor Regulations in Development and Free Zones	Regulation
Sales Tax in the Development Zones and Free Zones Regulation	Regulation
SEE provided inputs to GoJ on the question of the JFZC-JIEC Merger where Policy Paper was developed	Policy
Urban Planning and Licensing of Building in Development and Free Zones	Regulation
<b>Pharma and Medical Services</b>	
Enactment of the Jordan Food and Drug Administration Fees and Remunerations Regulation No. (19) for 2015	Regulation
Mandatory Accreditation Regulation for Healthcare Institution	Regulation
Value Added Medicines (VAM) Regulations	Regulation
<b>Venture Capital</b>	
Establishment of the Venture Capital Industry	Regulation
Tax Exemption For Venture Capital Funds (As part of Income Tax Law)	Law

Laws, policies, strategies, plans, agreements, and regulations	Type
<b>Enterprise Jordan</b>	
Support the JIC in the Design and Setup of its Export Support Framework / Establishment of Enterprise Jordan	Strategy
Establishment of Enterprise Jordan	Strategy
<b>WTO</b>	
Alternative subsidy scheme to replace the current WTO non-consistent export contingent subsidy	Policy
<b>Career Counseling</b>	
Career Counseling Regulation	Regulation
<b>PMU</b>	
With the view to open sectors important in Jordan's key value chains, the COM has amended, through Investment Bylaw No. 80, published in the Official Gazette No. 5573 on May 19, 2019, Non-Jordanian Investments Regulation No. 77-2016 to: (i) fully liberalize (100 percent foreign ownership allowed) 22 of 51 activities and services; and (ii) provide that foreign ownership in any activity or sector not on the negative list (as published in the Non-Jordanian Investment Regulation) is permitted without restriction	Regulation
The Council of Ministers modernize and simplify the licensing requirements for businesses, the COM has submitted to the Parliament a law abolishing Industries and Crafts Law (1953)	Law
Ministry of Labor issued instructions allowing high-skilled foreigners to work in occupations and sectors previously restricted to them	Regulation
A revised PPP Law has been submitted to the Parliament, (a) reflecting modifications provided by Cabinet Decision No. 56/10/6/17135 dated April 18, 2019; and (b) reinforcing provisions on government controls of fiscal risks and contingent liabilities as contained in PPP law No. 31 (2014)	Law
The GoJ enacted the Monitoring and Inspection Law, to reduce the burden on businesses by improving the inspections and monitoring framework	Law
The GoJ has enacted the Insolvency Law introducing business insolvency procedures	Law
The GoJ Council of Ministers has instructed the Ministry of Labor to carry out a review of the legal framework to identify causes of segmentation in the labor market	Regulation
The GoJ, through the Ministry of Labor, has issued Instructions on flexible work with minimum wage rates by unit of hours	Regulation
The GoJ, through the Ministry of Labor, has: (a) allowed the Jordanian General Federation of Trade Unions to provide work permits for Syrian workers working in the construction sector and removed the requirement of Syrian workers to show a profession practice certificate as a prerequisite to obtain the work permit; and (b) waived fees for Syrian workers to obtain work permits for 2018	Regulation
The GoJ's Council of Ministers has Trigger reduced exemptions and increased preferential rates revenues in the general sales tax and the special sales tax consistent with the 2018 Budget Law	Regulation
The Council of Ministers enacted a consolidated legal framework for public procurement (applicable also to SOEs) through the issuance of a new Bylaw No. 28 as published in the Official Gazette on May 1, 2019, (containing provisions for framework agreements, e-Government procurement, independent review of bidder complaints, and establishment of an oversight and policy unit) consistent with international good practices	Policy
Ministry of Labor amended the 2010 Decision for Article 69 of the Labor Code by removing all restrictions on the types of jobs and hours women are allowed to work	Regulation
Council of Ministers approved the Climate Change Bylaw No. 79, published in the Official Gazette issue 5573 on May 16, 2019, to continue low-carbon transition and climate resilient growth of the economy	Policy

# ANNEX 3: GOVERNMENTAL REFORMS ADOPTED AND IMPLEMENTED

JCP also supported adopting and/or improving 23 governmental procedures to remove impediments to effectively conduct business such as licensing, customs, and intellectual property procedures that impact growth.

Government Procedural Reforms Adopted and Implemented	Type
<b>Pharma</b>	
E-Payment Invoicing System	Process
JFDA Drug Registration Process (Import-Export System, E-Payment, Invoicing Portal, Enhancement of eJDWS, and eCTD Review System)	Process
PIC/S Accession	Process
<b>JIC</b>	
Licensing Manual	Regulatory Reform
Support to JIC in the preparation of the Licensing Guide necessary for the operations and procedures of the JIC Investment Window	Regulatory Reform
<b>PCT</b>	
Online submission, management and e-payment system for Patent Registration	Process
Online submission, management and e-payment system for Trademark Registration	Process
<b>Collateral Registry</b>	
Online Registry of Interest in Movable Assets	Regulatory Reform
<b>PCT</b>	
Support to the IPPD in the PCT joining process	Regulatory Reform
<b>PMU</b>	
The Council of Ministers has adopted a decision authorizing the Ministry of Information and Communications Technology to enter into agreements with private sector to lease excess capacity of the national broadband network, based on a PPP model	Regulatory Reform
Council of Ministers approved the digitization of payments to new NAF beneficiaries through e-wallet and bank accounts	Regulatory Reform
Council of Ministers approved an investor grievance mechanism that enables the Jordan Investment Commission to identify, track, manage and solve grievances arising between investors and public agencies within specified time periods	Process Reform
Council of Ministers approved a targeting mechanism for delivering electricity support benefits that will help in providing social protection to the poor	Regulatory Reform
Council of Ministers approved the Roadmap for Financial Sustainability of the Electricity Sector	Regulatory Reform
The Electricity and Minerals Regulatory Commission (EMRC) conducted Quarterly Tariff Reviews at the end of Quarter-2 and Quarter-3 of 2019 consistent with the financial model adopted by the EMRC	Process Reform
Council of Ministers adopted the "Electricity Bill Recovery Mechanism" to achieve reduction in distribution companies' receivables from electricity bills of the public sector	Process Reform
Council of Ministers has approved the National Electricity Power Company's debt optimization implementation plan	Process Reform
Ministry of Energy and Mineral Resources submitted to the Council of Ministers the results of a review of the power purchase agreements and other related agreements for significant power generation projects	Regulatory Reform
The GoJ ability to serve Jordanian exporters has been improved by: (a) the Central Bank's and the JLG's agreement expanding the resources available for reinsurance and strengthening JLG's financial capacity to deliver trade insurance products; and (b) restructuring JLG's Board to include independent directors	Regulatory Reform
The GoJ, through the MEMR, address grid-subsidy for self-generation and reduce cross-subsidies, and EMRC has taken initial actions has adopted indicators, targets and a timeline to consistent with them	Regulatory Reform

<b>Government Procedural Reforms Adopted and Implemented</b>	<b>Type</b>
The Government of Jordan issued a waiver to fees for work permits for Syrian workers for 2016, 2017, 2018 and 2019	Regulatory Reform
Development of a "Regulatory Predictability Framework" to improve the process of issuing regulations that affect businesses, including instructions and decisions	Regulatory Reform
The GoJ, through the Council of Ministers, has approved plan to improve and expand the coverage of the National Aid Fund (NAF) cash transfer program to cover at least 85,000 additional households between 2019 and 2021	Regulatory Reform