



USAID
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MARKET INTELLIGENCE UNIT

DESIGNED AND IMPLEMENTED BY THE A/E BUSINESS
COUNCIL WITH THE SUPPORT OF USAID JORDAN
ECONOMIC DEVELOPMENT PROGRAM

June 27, 2011

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SUMMARY OF ACTION

DESCRIPTION OF PROJECT

Under the USAID Grant, the Architects/Engineers Business Council (A/E BC) spent the last 12 months implementing the Marketing Intelligence Unit's (MIU) action plan previously developed and funded by SABEQ. This Unit is meant to build the capacity of the A/E BC through the hiring & training staff, providing funding for the development of services and products (access to information, market research, studies, training, organizing trade missions and participation in international events) in which all interested parties will have access to once fees are collected.

This Marketing Intelligence Unit now covers the unmet need of the lack of reliable information about external marketing opportunities in the A&E sector; and because of this, the Jordanian organizations are unable to make strategic and tactical marketing decisions that allow them to be competitive force in the global value chain. The Marketing Intelligence Unit and Knowledge Management System (KMS) have been developed to bridge this gap for the A/E BC members.

OBJECTIVES

This project now supports Jordan's economic growth by:

- Running the marketing intelligence unit that provides access to market activities in the A/E industry, contribute financially to the sustainability of the A/E Business Council, and provide trained staff to ensure the effective development and delivery of the MIU to the A/E sector.
- Developing the market information services to building a system and establishing a network where key regional and international partners in target markets to support the timely and efficient access to, or exchange of, market information and business networking.

SUMMARY OF ACTIVITIES

This grant project focused specifically on the implementation and beginning operations of the Marketing Intelligence Unit and the Knowledge Management System through a variety of activities that included:

- Hiring and training staff for the Unit
- Designing the website and database
- Researching target markets and creating reports for the MIU database
- Purchasing relevant subscriptions and reports for members and internal resources for the MIU Coordinator
- Implementing the knowledge management database

SUSTAINABILITY & RESULTS

The sustainability of the MIU will continue to depend on the marketing efforts of the A/E BC. The MIU is a continuous work in progress, and the beginning of this summer it has been released to the Council's members. At the end of June, the A/E BC will be hosting a public MIU release for other stakeholders in Jordan.

The marketing efforts will only be part of the sustainability factor. With the help of the USAID grant, the A/E BC was able to purchase relevant and professional sources for the start up of

the Unit. The quality of resources and reports available and created by the MIU will also determine the sustainability of the Unit. This first year of operation will be one of the most crucial periods in organizing the resources and developing quality material so that members and external users will continue to pay for the service and the A/E BC will be able to renew the resources purchased by the grant.

The results of the MIU success are consistently being recorded. The publications and materials purchased thus far have a positive reaction by our members, and once each member has access, the A/E BC will continue receiving their feedback about the quality of reports, user friendliness of the website, and the external trainings available. Again, this service has been developed specifically for the needs of the A&E consulting sector and the A/E BC will be modifying to meet these demands.

A few measuring systems in place now include:

- The number of members using and paying for the MIU
- The number of members attending MIU trainings
- The number of members traveling to targeted markets with the MIU
- Amount of projects established abroad by the members
- Increased activities in the A/E sector in Jordan
- Increased export revenues for the country

NARRATIVE OF ACTIVITIES

The A/E Business Council, with the help of SABEQ, has created a strategic framework for the development of the Marketing Intelligence Unit for 3 years. The report was completed in November of 2009, and the Council now finalizing the phases of implementation. With the help of USAID, the A/E BC utilized the grant budget to the Council's capacity for the development of the content and MIU database. Please refer to the finalized budget in Appendix A for financial references.

HIRING AN MIU COORDINATOR

The Unit Coordinator will and is being trained to be capable of handling the management of the MIU has the responsibility for managing the Unit under the supervision of the Executive Director of the A/E BC.

The A/E BC started the process of hiring a Unit Coordinator (UC) in the summer of 2010. This person runs the Marketing Intelligence Unit, completes primary and secondary market research to create reports that are available on the MIU, consistently obtains and updates market information and passes it along as a service to our members. The UC attends and follows-up with the A/E BC's Business Opportunity Committees (BOC) meetings working hand-in-hand with our members to make sure the A/E BC services meet the members needs.

The process of hiring a UC was as follows:

Step 1. The A/E BC released the job description in the local paper in January. All respondents were shortlisted than those were interviewed. One candidate was selected and expected to start work in June but at the last minute took a different job.

Step 2. The A/E BC refocused on the past candidates and decided to expand the pool so it reissued the job description out to the public. A variety of candidates were interviewed (by Kaley Williams, Samar Kilani, Anas Sinno and a third party consultant after the evaluation).

Step 3. Hiring. The A/E BC has selected a Unit Coordinator who started work Nov. 7th!

Originally, the A/E BC requested the help of paying the salary for the newly hired Unit Coordinator; however, the A/E BC found that this cost would be covered by another means and money dedicated to the salary would be better utilized for purchasing professional materials for the MIU. Therefore, the A/E BC covered the cost of the first month for the UC for 24 days equaling 766 JOD only.

The A/E BC still covers the administrative costs of the UC, and has been spending an average of 300 JOD per month since the UC was hired. The 2100 JODs was spent from November 2010 until the end of the May 2011 when the grant officially closed. The surplus represents the few months that the grant was active but there were no administrative costs because the UC was not yet hired.

MIU Reallocated Budget

Personnel

	Budget SABEQ	Budget AEBC	Spent	Remaining
MIU Coordinator Salary	0	766	766	0
Administrative Costs	0	3600	2100	1500
Total	0	4366	2866	1500

UNIT COORDINATOR FURNITURE

Part of hiring the Unit Coordinator, the A/E BC had to make sure that the new employee had all the resources to do his job. In the request for the USAID grant, the A/E BC reviewed the equipment that should be supplied for the UC. Before the UC was hired, the A/E BC purchased a laptop computer for his use, a colored printer for marketing materials and a desk and associated furniture for his office.

MIU Reallocated Budget

UC Equipment

	Budget SABEQ	Budget AEBC	Spent	Remaining
Computer	0	1278	1278	0
Printer	675	0	675	0
Office Furniture	0	700	700	0
Total	675	1978	2653	0

UNIT COORDINATOR TRAINING

It is essential that the Unit Coordinator (UC) be trained on how to efficiently and successfully conduct market research, understanding the A&E Sector, and in database management. Over the year, the UC had a variety of trainings with experts and attended conferences to improve his market research skills and marketing skills as well as was introduced to the best sources of information for our members.

Unit Coordinator MIU Training

Training for Ala'a AlFahoum

Date	Name of Training	Duration	Professional
November	ExPass	6 session	Jordan Exporters Association
December	Workshop on Exporting & Planning	2 Days	CBI
January - May	MIU Training	Once a week	Anna Salameh & Adnan Ziadat from Competence Management Consulting
Monthly	Market Research & Individual Task Force Meetings	Once a month	BOC Committee
March	Marketing Management	2 Days	Adnan Ziadat from Competence Management Consulting
April	Marketing 3.0 Conference	2 Days	Philip Cutler
April	Research Training	1 Day	Anna Salameh from Competence Management Consulting
April	Presentation & Business Development Training	2 Days	Adnan Ziadat from Competence Management Consulting

In the original budget the A/E BC has asked SABEQ to cover 900 JOD worth of training, but during the budget reallocation, the A/E BC had enough resources where that amount was moved to the total for purchasing MIU Subscriptions.

WEBSITE DEVELOPMENT

The A/E BC's major initiative under this USAID grant has been to create an easy to use website that hosts a database of Market Intelligence information. This system has been created to have the Unit Coordinator (UC) be able to consistently obtain and update market information and pass it along as a service to our members. The information obtained for the MIU has greatly depended on the needs of the A/E BC's members. Through the meetings with the Business Opportunities Committee and the selected target markets of the Council's members the Unit Coordinator now collects, classifies, organizes, analyzes and disseminates the information in the MIU and KMS that aligns with the Unit's mission and information management capabilities.

The Council has been working with Imagine, the website developer, on creating a user friendly platform that the MIU subscribers can access with a user name and password. In the MIU they can obtain market information for regional markets, tools on how to do business in these countries, and leads to business projects.

The A/E BC and Imagine have worked hard on providing a secure database and different levels of security for a variety of different subscription options. The UC has conducted a variety of research over the year and is working with Imagine on the organization of content.

Meetings have been conducted over the past few months for this development process and a final meeting to review all designs and functions of the website was completed in May. The UC has gone through a couple of training sessions with Imagine, and they are still going to make sure that the UC understands every function of the MIU.

The beginning of June was the internal launch of the website to the Council's members. At the end of June or beginning of July the A/E BC will be holding a marketing campaign and an MIU launch for the rest of the stakeholder in Jordan.

To view screen shots of the MIU, please refer to Appendix B.

MIU Reallocated Budget **MIU Development and Training**

	Budget SABEQ	Budget AEBC	Spent	Remaining
Design of MIU Website	6000	0	6000	0
Training UC for Website Administrator	0	600	600	0
Total	6000	600	6600	0

MAINTENANCE OF MIU & KMS

The Marketing Intelligence Unit (MIU) and Knowledge Management System (KMS) are a continuous work in progress. Therefore the A/E BC needs to cover the maintenance of both systems. The Council is working with Imagine to make sure the systems are working properly and that the domains are paid for yearly. In May, 2011, the A/E BC finalized the contracts with Imagine to have the systems running for the next year.

The A/E BC has also drawn up separate contracts for the "maintenance" of the MIU and KMS systems so that as the traffic to the websites start to increase, the A/E BC can adapt or add new sections to the website accordingly. The KMS has been completed but the Council has put the MIU maintenance contract on hold and; therefore, the 900 JOD for the maintenance of the MIU was not paid by SABEQ.

The Knowledge Management System is up and running and the A/E BC has spent the last three months updating the content and system. The A/E BC has an agreement with one of its members who helps host and maintain the system. The Council has also submitted the hosting fee for the KMS to SABEQ. Overall, the websites are covered both with hosting and maintenance through summer 2012.

The hosting fee for the MIU was taken out of the budget after the reallocation because in the A/E BC's agreement with Imagine for the development of the website, they covered the hosting fee for the first year and the website was not released as early as the Council had hoped.

MIU Reallocated Budget

MIU & KMS Maintenance

	Budget SABEQ	Budget AEBC	Spent	Remaining
Maintenance of MIU Website	900	0	0	900
Hosting Fees of MIU	0	0	0	0
Maintenance of KMS Website	0	900	900	0
Hosting Fess of KMS	250	0	250	0
Total	1150	900	1150	900

CONDUCTING MARKET RESEARCH

The Unit Coordinator (UC) has been hired to conduct a variety of research and create specialized reports for the subscribers to the Marketing Intelligence Unit (MIU). Part of the UC's responsibility has been to create a system where the where the UC can consistently obtain and update market information and pass it along as a service to our members.

The UC conducts market research to identify issues relevant to Jordanian A/E companies in the target markets and use the results of the market research to provide timely, relevant and accurate market information, or produce market reports/ briefs. This market research is now happening with the newly obtained resources for the MIU and KMS.

REPORTS & SPECIAL MARKET STUDIES/RESOURCES & MATERIALS

These reports will be displayed on our MIU for the use of our subscribers as the conditions of the owner allow. These reports collected vary with markets, providing a range of information from basic market analysis, to exporting tips, to best practices, international laws and regulations, and how to export. These reports are selected through a process of gathering our members' needs and concerns and providing them with information to help narrow the gaps in their weaknesses.

The following reports have been purchased for the use of the MIU subscribers and the UC. These reports were selected to fill help enrich the already current research conducted on the targeted market for 2011 (Qatar, Kuwait, & Oman). These were deducted from the Resources & Materials budget.

- Economist Intelligence Unit's report "From Country to Country"
- Ventures Middle East LLC's "Oman – Building and Construction Oasis of the Desert"
- Ventures Middle East LLC's "Kuwait Building Construction Industry"
- Ventures Middle East LLC's "Qatar Construction Industry"

The Council has also researched selected subscriptions and reports that are provided to our subscribers through the MIU. These journals and newsletters have been purchased from the Research & Specialized Market Studies budget.

- ZweigWhite 2-year electronic newsletter subscription

- ZweigWhite Marketing Newsletter
- The Economist Online Subscription
- The Financial Times Electronic Subscription
- PSMJ Professional Services Mgt. Journal
- PSMJ A/E Marketing Journal
- PSMJ Rainmaker – AEC Promotional Material

WEBSITE SUBSCRIPTIONS

An essential component to the MIU is the access to important industry intelligence in the targeted markets for our members. The Council has worked with its members on identifying and purchasing a variety of subscriptions that can be an opt-in benefit for a fee. These subscriptions cover a range of information such as market analysis, tenders, export suggestions, country risk, and basic news on the industry in the Middle East.

The Council and its members have selected 3 different subscription services: MEED, BMI, and TendersInfo. All subscriptions are now active and can be accessed with special permission from the A/E BC. The Council worked with each vendor to make sure that extra licenses and rights for distribution had been agreed upon before signing any contracts.

WRITING MIU REPORTS

The Unit Coordinator (UC) conducts market research to identify issues relevant to Jordanian A/E companies in the target markets and use the results of the market research to provide timely, relevant and accurate market information, or produce market reports/briefs. The reports that have been collected and written and are currently going through their final proofing before being uploaded onto the MIU website and are as follows:

- Oman First Report (Future opportunities in Oman with the upcoming projects from the Omani eighth five year plan).
- Oman Second Report (The Omani government approval for the Omani eighth five year plan with all the projects in it)
- Four reports about Saudi Arabia, Kuwait, UAE and Qatar (include general info, construction info, projects, economic info, opportunities)
- The Construction Field in the GCC (future of the construction field with figures and numbers)
- Doing Business In ratings for Arab countries
- Syrian Market Report (full detailed analysis)
- How to do business in Libya & which entities to register in (a Libya report compiled with the help from the Jordanian Attaché in the Jordanian Embassy in Libya)
- 8 Country Briefs for a variety of different markets
- Nigeria Construction Report
- Report of the African Economy
- 11 Market Access Reports for 11 countries
- 3 Country Profiles Reports for 3 countries
- 11 Country Standards Report for 11 countries
- 3 Reports for Bilateral Agreements
- 3 Business Directories for Qatar, Saudi Arabia ,UAE

- 3 Industry Standards reports for Qatar, Saudi Arabia, Oman
- 2 Labor Reports for Kuwait and Qatar
- Final Oman Report
- Also information has been collected for needed website links for the MIU, glossary terms, and relevant events and exhibitions

Cost of issuing these reports include both the time and printing. The average report took about 4 hours, while summaries were closer to an hour worth of time, and the longer reports closer to 2 to three full days (about 24 hours). Overall, the total estimated time working on the reports is approximately 200 hours.

MIU Reallocated Budget

Subscriptions and Reports

	Budget SABEQ	Budget AEBC	Spent	Remaining
Research & Specialized Market Studies	2,585	0	1,016.32	1,568.68
Subscriptions in website & specialized publications	25,000	0	24,387.24	612.76
Purchase Resources/Materials	2,500	0	1,568.22	841.78
Cost of issuing MIU reports (Hard & Soft)	6,000	0	3,000.00	3,000.00
Total	30,085	0	29971.78	6023.22

MEETING SESSIONS & MARKETING MATERIALS

MARKETING MATERIALS

This activity was designed to cover the A/E Business Council and its materials for the trade shows. This activity is important for the marketing of both the Council and its projects like the Marketing Intelligence Unit.

Project Qatar 2011 was the trade show that 2 delegates from the A/E BC attended. The event was the first week in May where over 1700 exhibitors participated. More details can be found in the Travel Section. The materials printed for this event included:

- Flyers/Folders
- Business Cards for the delegates
- Two roll-up banners

WORKSHOPS/AWARENESS SESSIONS

The Unit Coordinator (UC) worked closely with the Business Opportunities Committee (BOC) while developing the Marketing Intelligence Unit (MIU) to make sure it meets the demands of the members. During these meetings they discussed the UC's research on the target markets of Kuwait, Qatar, and Oman, as well as other pertinent information for other countries in the region. The UC also worked with them on selecting the necessary reports and subscriptions and working with them in every meeting explaining the benefits of the resources. His sessions were once a month, with subcommittee meetings every other month discussing the progress of the research and information gained from his travels in region. The UC spent 26 accumulative hours in these sessions.

The UC also has conducted MIU personalized member meetings to introduce the MIU services. The UC has arranged specialized meetings with each individual member in which he has gone to their company and presented the MIU. He takes about 30min-hour explaining the services, the importance of marketing intelligence, and the website and content that will be available to them. He also spends time promoting the other subscription services in which we are purchasing with the help of this grant, that our members can pay discounted prices for when purchased.

Over 14 meetings have been completed and the A/E BC has received 4 registrations for the MIU so far. The Council has also presented the new MIU service at the General Assembly, an hour presentation on April 5th to members, and a 2.5 hour presentation to the board at the end of May.

Materials printed for this activity:

- Introduction to the MIU
- Descriptions of services
- Descriptions of subscriptions (by other professional intelligence agencies) in which our members can purchase through the MIU
- Registration sheets
- Presentations

TRAINING ON MARKET SKILLS

The Unit Coordinator (UC) has worked directly with Adnan Ziadat from Competence Management Consulting on building necessary skills when doing business in other countries. This training was not only provided to the UC but also interested A/E BC members. The trainings for the market skills included:

- Marketing Management
- Presentation and Business Development Trading
- Participating in Trade Missions

The A/E BC covered the costs of the venue, printing materials and rental fees for the equipment used during these trainings.

MIU Reallocated Budget

Printing Materials

	Budget SABEQ	Budget AEBC	Spent	Remaining
Printing of marketing materials for trade shows and networking events	0	300	300	0
Workshops/Awareness sessions for members about MIU	0	500	350	150
Training on market skills to enhance Members' capabilities using MIU	0	500	500	0
Total	0	1300	1150	150

PROJECT QATAR EXHIBITION 2011

As part of the MIU the A/E BC will continue to bring awareness of the different trade missions and exhibitions within the region that our members should attend. Each year, the UC will be traveling to at least 3 missions with our members to gather research and information of the market, and possibly new business leads for the members. Through the MIU, the A/E BC helps support companies in gathering first-hand information about the target market, understand market structure, characteristics, market access requirements, competitive activities, business practices, and participate in matchmaking activities with potential partners. Participation in trade missions are now promoted primarily to Council members and will focus on priority countries or regions. These missions include: field visits, networking events, one-on-one business meetings, expert briefings, etc.

The Project Qatar Exhibition 2011 was organized in April for two delegates from the A/E BC to attend. This event was a great introduction for the MIU's UC on how to market the MIU, our members, and how to start primary research in the targeted country. This initial visit was used to assess the market and the projects in the country. The delegates were successful by also meeting and connecting individually with country officials that will be used by the members interested in the country. Later this year, the A/E BC will be sending the UC back to the market for a follow-up and will conduct more in-depth research for trainings and reports in the MIU.

For a more detailed account of the visit to Project Qatar 2011, please review the attached Qatar Report Summary in Appendix C.

SABEQ helped support the travel for this trade mission. As agreed, SABEQ paid for the booth registration and the per diems for the two delegates. The A/E BC covered the flights and visas.

MIU Reallocated Budget

Travel & Transportation

	Budget SABEQ	Budget AEBC	Spent	Remaining
Booth & Registration Fee	7160	0	970	6190
Per Diem Food & Incidentals (2 ppl)	1400	0	901.64	498.36
Per Diem Housing (2 ppl)	2380	0	1388.76	991.24
Tickets & Visas	0	1000	760	240
Total	10940	1000	4020.40	7919.6

DELIVERABLES & RESULTS

Before the implementation of the Marketing Intelligence Unit (MIU) the A/E BC set out a series of expected deliverables. Please review the following chart for the deliverables and their corresponding results.

A/E BC MIU DELIVERABLES

Deliverable	Result
A trained UC in capacity building who manages the MIU & KMS database	<p>The Unit Coordinator was hired November 2010 and has been an active employee, attending training sessions, developing new material, and helping establish the MIU website and database.</p> <ul style="list-style-type: none"> - Has acquired approx. 200 Training Hours
Subscriptions for market information (paid for and available to our members) through the MIU & KMS	<p>The A/ E BC has negotiated contracts with 3 major tender and market analysis vendors. They are now operational and available to our members for purchase through the MIU. These subscriptions include:</p> <ul style="list-style-type: none"> - Business Monitor International (one license with permission to distribute material) - TendersInfo (world wide tenders service with 6 available licenses) - MEED Projects (Tenders/projects for the MENA region, 5 available licenses) <p>(5 members have subscribed to the services)</p>
Database/website running that provides the A&E consulting sector in Jordan new market information on targeted markets (which includes access to information on market research, case studies of industries and projects, competitors in regions, laws and regulations, etc.)	<p>The final MIU website is up and running (although the A/E BC is still working out the kinks). The information provided on the website includes all the reports listed above, as well as special features for connecting members to potential partners, news and event updates, and a personalized member page.</p> <ul style="list-style-type: none"> - 60 reports have been created for the MIU - 4 Members have subscribed to the MIU
Some information sessions provided to the members about collected information, training sessions on successfully participating in trade missions & conferences	<p>There have been a series of awareness sessions and marketing information has been passed out about the MIU targeting specifically the Council's members. On top of these meetings and presentations, the monthly meetings with the Business Opportunities Committee have been conducted discussing reviews of MIU reports and the research material.</p> <p>The A/E BC has also been a venue for specific exporting trainings, marketing for A/E companies, presentation skills, networking at trade shows, and business development skills by professional consultants.</p> <ul style="list-style-type: none"> - 14 personalized visits have been complete - 4 MIU presentations have been conducted at the A/E BC (for members, general assembly, and board members)

	<ul style="list-style-type: none"> - 5 professional trainings for hard and soft skills for entering and doing business in other countries
Members participation in the selected international events to network and build leads for future projects in selected target markets	<p>The Unit Coordinator has made a variety of international trips since he was hired. He has traveling to Oman, Azerbaijan, and Qatar. The A/E BC's members have been involved with the information collected as well as a couple of them actually attending or providing content to market themselves in the region.</p> <ul style="list-style-type: none"> - Oman (4 members traveled to the country with the UC, met with 15 companies and a selection of government ministries. The UC collected about 18 leads for future business) - Azerbaijan (only the UC traveled to this region, he returned with 3 leads for our members) - Qatar (The A/E BC had a booth at Project Qatar, and 2 other members had a booth. The Council's booth represented 3 of its members and the Council, approx. 20 leads were found)

RESULTS

This year's implementation was a little slower than the Architects/Engineers Business Council (A/E BC) had anticipated. It took more time than expected hiring the Unit Coordinator. Since the UC has joined the A/E BC he has done a great job getting to know the industry and members. There has been a lot of time dedicated to country research and traveling, trainings, and building the relationships with the members.

With that said, the MIU has taken time to develop. The website designers have been working one and off with the project and within the last few months, the A/E BC has had a little more time to focus on the development of the Unit. The UC has focused on the reports demanded by the members and marketing the costs to potential subscribers. The A/E BC has also been testing the website and creating the content that will be posted on the site. The last month was dedicated to editing reports and presenting the MIU to interested parties as well as ordering the professional reports & subscriptions that will be available to the members through the MIU.

The next couple of months after the close of the grant will be very important for the MIU. First, the A/E BC is planning its marketing campaign and release to the public. This event will take place at the end of June or the latest the beginning of July. Second, the MIU is now released to our members, and the A/E BC is sending out invoices to registered users and advertising its services to potential members. Through the advertising, the A/E BC is holding numerous presentations, and providing detailed packets about the services to the members, the A/E BC is also designing inserts for its brochures, and letting potential members test the site.

After the base of subscribers have been established, the A/E BC and the UC will be regulating the content, the user selections, and surveying the needs of the consumers of the MIU to make sure that all services provided are professional and useful for these users. Therefore, the success of the Unit will be better understood in the next couple of months.

APPENDICES

APPENDIX A: THE MIU GRANT 2010-12 BUDGET

**Organization: A/E
Business Council
Purpose: Market
Intelligence Unit/KMS
Date: Updated
23/5/2010**

Line Item	Item	# of Units	#of units revised	Unit Cost	unit cost revised	Total (JDs)	total JD revised	SABEQ	Budget After Reallocation/ SABEQ	Organization	Budget After Reallocation/ Organization
	Personnel										
1	MIU Coordinator (salary - 1 yr)	12	1	1300	1300	15600	766	14600	0	1000	766
	Market Researcher (salary - phase 2)										
2	Admin Costs (1 yr)	1	1	3600	3600	3600	3600	0	0	3600	3600
	Subtotal	13	2	4900	4900	19200	4366	14600	0	4600	4366
	Program Activity Expenses										
	Technical Assistance and Training										
3	Train UC in Market Research Skills and specialized marketing skills	3 training session	0	300	0	900	0	900	0	0	0
4	The design of MIU website (Interacting with A/E BC website and the KMS center). Developing features with flash, counter tracks for visitors, downloads etc.	1	1	15000	6000	15000	6000	10000	6000	0	0
5	Flash Video (with voice) about A/E Sector and Firms	1	0	1000	0	1000	0	1000	0	0	0

	added to MIU website										
6	Train the UC to be MIU website administrator (included in web design description above)	1	1	600	600	600	600	0	0	600	600
7	Maintenance of website MIU	1	1	900	900	900	900	900	900	0	0
8	Hosting fees MIU	1	0	300	0	300	0	300	0	0	0
9	Maintenance of website KMS	1	0	900	0	900	900	900	0	0	900
10	Hosting fee KMS	1	1	250	250	250	250	250	250	0	0
	Subtotal	10	4	19250	7750	19850	8650	14250	7150	600	1500
	Other Activity Expenses related										
11	Research and specialized market studies	3	3	1200	861	3600	2585	2400	2585	1200	0
12	Subscriptions in website and specialized publications (MEED, Middle East Business Intelligence & Wan Tenders Alerts)	2		1200		2400	25000	1600	25000	800	0
	Licensing fees for using publications & downloads (Phase 2)										
	Intellectual Property Rights (fees associated/lawyer for drafting liability agreement etc) (Phase 2)										
13	Purchase Resources/Materials		1		2500		2500	0	2500	0	0

	(Phase 2)										
14	Cost of issuing MIU reports (Hard & Soft)	500		25		12500	6000	6500	0	6000	6000
15	Printing of marketing materials for trade shows and networking events	1000		0.3		300	300	0	0	300	300
16	Workshops/Awareness sessions for members on market entries	2		250		500	500	0	0	500	500
17	Training on market skills to enhance Members' capabilities using MIU	2		250		500	500	0	0	500	500
	Subtotal (other)	1509		2925.3		19800	37385	10500	30085	9300	7300
	Equipment										
18	Computers (1 for phase 1)	1		2000		2000	1278	0	0	2000	1278
19	Printer	1		700		700	675	700	675	0	0
20	Office Furniture (1 for phase 1)	2	1	750	700	1500	700	0	0	1500	700
	Subtotal	4		3450		4200	2653	700	675	3500	1978
	Travel and Transportation										
21	Participation in trade shows (first quarter will start with one participation and will need budget to include lodging, tickets, booth) registration fees & Booth& conference attending	1	1	4400	7160	4400	7160	8800	7160	4400	0

22	2 Networking visits to potential markets per diems for food & incidentals (7 days in Qatar at 100 JOD Per Diem)	2	2	300	700	600	1400	0	1400	0	0
23	Lodging and accommodation for previous 2 items (7 days in Qatar at 227 USD per diem or 161 JOD)	15	7 days/2 employees	230	1190	3450	2380	0	2380	3450	0
24	Tickets to travel to locations & Visas	5	2 tickets	300	500	1500	1000	0	0	1500	1000
	These estimates have been determined with the averages of the per diems to Qatar										
	Subtotal	23		5230	9550	9950	11940	8800	10940	9350	1000
	Sub-Totals	1559		35755.3		73000	64994	48850	48850	27350	16144

Percentage AEBC is responsible for OLD

37%

Percentage AEBC is responsible for NEW

25%

THE MIU GRANT FINAL EXPENDITURE REPORT

Name of Organization: A/E Business Council – Marketing Intelligence Unit

For the month or period beginning May 1st, 2011 and ending May 29th, 2011

Budget line items	1.1.1.1.1 Grant Agreement Funds (JD)					Counterpart Funds (JD) Cost Sharing Amount		
	Approved Budget SABEQ	Previous Cumulative Expenditures	Expenditures This Period	Cumulative Expenditures To – date	Budgeted Funds Remaining	Approved Budget SABEQ	Expenditures this Period	Cumulative Total Expenditures
Personnel								
MIU Coordinator	0	-	-	-	0	766	-	766
Admin Costs	-	-	-	-	-	3600	300	2,100
Program Activity Expenses								
Technical Assistance & Training								
UC Training	0	-	-	-	0	-	-	-
MIU Website Development	6,000	3,000	3,000	6,000	0	-	-	-
Flash	0	-	-	-	0	-	-	-

Budget line items	1.1.1.1.1 Grant Agreement Funds (JD)					Counterpart Funds (JD) Cost Sharing Amount		
	Approved Budget SABEQ	Previous Cumulative Expenditures	Expenditures This Period	Cumulative Expenditures To – date	Budgeted Funds Remaining	Approved Budget SABEQ	Expenditures this Period	Cumulative Total Expenditures
Training for website	-	-	-	-	-	600	600	600
Maintenance for MIU	CANCELLED	-	900	900	0	-	-	-
Hosting fees MIU	0	-	-	-	0	-	-	-
Maintenance for KMS	0	-	-	-	0	900	900	900
Hosting fee KMS	250	-	250	250	0	-	-	-
Other Program Activities								
Reports & mrkt studies	2,585	-	1,586.26	1,586.26	998.74	0	-	-
Website Subscriptions	25,000	3,102.19	21285.05	24,387.24	612.76	0	-	-
Purchase Resources/	2,500	-	1571.76	1,571.56	928.24	-	-	-

Budget line items	1.1.1.1.1 Grant Agreement Funds (JD)					Counterpart Funds (JD) Cost Sharing Amount		
	Approved Budget SABEQ	Previous Cumulative Expenditures	Expenditures This Period	Cumulative Expenditures To – date	Budgeted Funds Remaining	Approved Budget SABEQ	Expenditures this Period	Cumulative Total Expenditures
Materials								
MIU Reports	0	-	-	-	0	6,000	3000	3000
Marketing Materials	-	-	-	-	-	300	300	300
Workshops & Awareness Sessions	-	-	-	-	-	500	350	150
Training for members on MIU	-	-	-	-	-	500	500	500
Equipment								
Computers	-	-	-	-	-	1,278	-	1278
Printer	675	675	-	675	0			
Furniture	-	-	-	-	-	700	-	700
Travel								
Trade show	7,160	-	970	970	6,190	0	-	-

Budget line items	1.1.1.1.1 Grant Agreement Funds (JD)					Counterpart Funds (JD) Cost Sharing Amount		
	Approved Budget SABEQ	Previous Cumulative Expenditures	Expenditures This Period	Cumulative Expenditures To – date	Budgeted Funds Remaining	Approved Budget SABEQ	Expenditures this Period	Cumulative Total Expenditures
participation (registration and booth)								
Networking visit (per diem food and visa)	1400	-	901.64	901.64	498.36	0	59 JOD Visa	59
Lodging	2,380	-	1388.76	1388.76	991.24	0	-	-
Transportation (tickets)	-	-	-	-	-	1,000	700	700

I, the undersigned, certify that 1) the above information is correct based on our budget, and that upon request, supporting documentation will be furnished to the Program, 2) all expenditures have been made according to the terms of the Grant Agreement, and 3) in the event of disallowed costs a prompt refund will be made to USAID Jordan Economic Development Program (SABEQ).

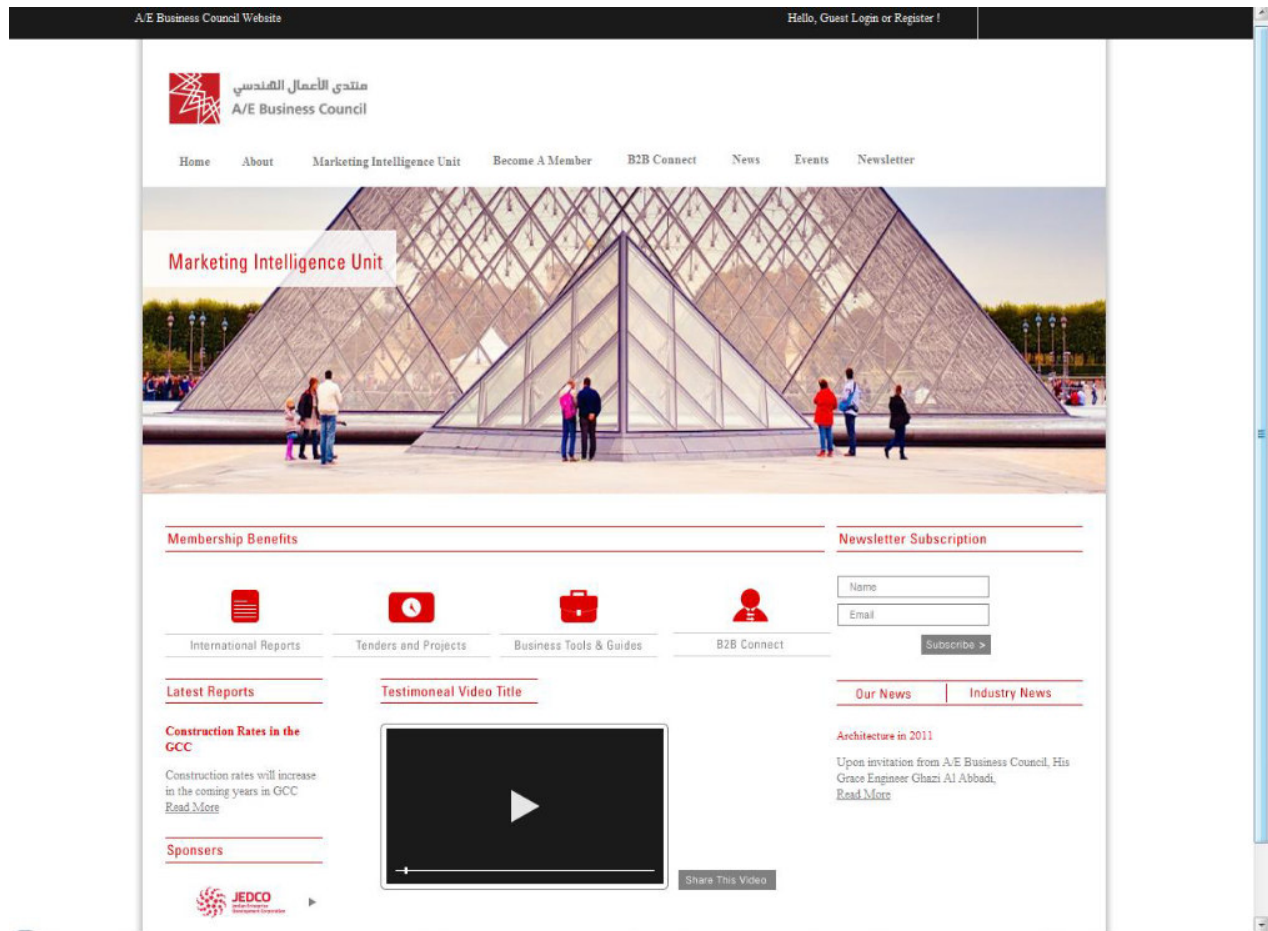


Signature of Project Director

June 15th, 2011

Date

APPENDIX B: THE MARKET INTELLIGENCE UNIT SCREEN SHOTS





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A/E Business Council

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MIU Services

Market Information

- Access and Entry
- Market Reports/Studies
- Market Briefs
- Trends

Country Profiles

Trade Agreements & Regulations

- Industry Standards
- Country Regulations
- Bilateral agreements
- Regional agreements
- Multilateral agreements

Tenders/Projects

Other Subscriptions

Useful Links

- Government
- Multinational Orgs
- etc

Glossary of Trade & Business Terms

Trade Fairs & Exhibitions

Business Tools, Guides, Checklists

Legal Resources

Business Directories

Trade Leads

Vote

What do you think of our new website?

- ☐ Clear
☐ Good
☐ Okay
☐ Poor

[Vote](#)

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Market Information: (17) Documents

This section includes information on how to make the right decisions about entering a country or a new market through a variety of market reports and laws/regulations

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Arab Countries Competitiveness



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Publish date: March 04 2011
Last Update Date: March 15 2011

The World Economic Forum has announced the global competitiveness report including the Arab countries

Construction Rates in the GCC



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Publish date: March 02 2011
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Construction rates will increase in the coming years in GCC

Documents



Construction Rates in the GCC

Publish Date: March 02 2011
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Construction rates will increase in the coming years in GCC
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Publish Date: March 14 2011
Last Update Date: March 14 2011

The World Economic Forum has announced the global competitiveness report in...
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Info about Saudi Arabia

Publish Date: March 15 2011
Last Update Date: March 12 2011

The Saudi construction sector to expand in 2011
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Vote

What do you think of our new website?

- ☐ Great
☐ Good
☐ Weak
☐ Poor

Profile Details

First Name <input type="text"/>	Family Name <input type="text"/>
Company <input type="text"/>	Email <input type="text"/>
Country <input type="text" value="Select a Country"/>	Town/City <input type="text"/>
Address <input type="text"/>	Postal/Zipcode <input type="text"/>
Fax No. <input type="text"/>	Tel No. <input type="text"/>
Mobile No. <input type="text"/>	Photo <input type="button" value="Choose File"/> No file chosen
Web site <input type="text"/>	

Account Details

User Name <input type="text"/>	
Password <input type="text"/>	Confirm Password <input type="text"/>

MIU Registration

- ☐ Community Unit Member - JD 1000 for 2 years
☐ Full Unit Member - JD 800 for 1 year
☐ Community Unit Member - JD 1000 for 1 year
☐ Full Unit Member - JD 1500 for 2 years

Optional Information

- ☐ Receiving our free newsletter?
☐ Becoming AccessKey sponsor of the MIU?
☐ Providing the MIU with regular feedback and success stories?

Newsletter Subscription

Name <input type="text"/>
Email <input type="text"/>
<input type="button" value="Subscribe"/>

Our News

Industry News

Architecture in 2011

Upon invitation from A/E Business Council, His Grace Engineer Ghazi Al Abbadi,
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APPENDIX C: PROJECT QATAR 2011 A/E BC SUMMARY

CONFERENCE/EXPOSITION/TRADE SHOW REPORT FORM	
Name of Event	Project Qatar 2011 The 8 th International Trade Exposition for Construction Technology, Building Materials, Equipment & Environmental Technology for Qatar
Date of Project/Activity	May 02 nd to May 05 th , 2011
Location of Activity	Doha, Qatar
History of the project or activity	2nd year participation
People who Attended the Exposition	Ala'a AlFahoum – Market Intelligence Unit Coordinator Kaley Williams – Operations & Int'l Marketing Advisor
Key words (maximum of 10 that would enable future users to re-find this learning)	Qatar; Market Intelligence; Trade Shows; Market Research

Introduction and Trip Summary

This trade exhibition attracted over 1700 exhibitors this year. It is quickly becoming one of the regions largest construction events. The attraction comes from not only winning the world cup bid for 2022 but also because of the slow down in the economy in the developed markets, many international companies are looking to expand abroad where the opportunities are plentiful. The turn out was very good both for regional and international companies.

Qatar's market is a specialized one, in which most of the large development projects are hosted by the government, there is not a lot of private interest in the area. Because of this, the participators were a little confused on who to network with. The government made only a couple of appearances during the exhibition and unless you knew they were around, they could be completely missed. There was a variety of mixed feelings about the market, and many groups see the possibilities available but also a lot of barriers to do business in the market.

This year we participated under JEDCO in the Jordanian wing. Unlike in 2009, the Jordanian section was a full three rows for Jordanian Businesses. Most visitors from the region were happy to see such a turnout for Jordan, because it happens to be a market in the Middle East that is overlooked on a regular basis. This year also differed from 2009 because the amount of companies that were participating were mainly product related, and therefore the A/E consultants were much less than anticipated.

The overall impression of this event was that people were excited about the progress in the country, but there was an overall confusion on how to get involved. On top of this, after our meetings with the different ministries outside the exhibition, it was obvious that a lot of the work was already planned and assigned to consultants, contractors, and construction

companies, especially for the next 5 years. Please refer to our meeting summaries below for more information. In the end, the private investor projects are still underway but are much less than the public projects, especially since the winning of the 2022 world cup bid. There is a great need for the development of infrastructure in the area, as most of the larger building projects are already complete.

It is also noted that in the past, and even in 2009 it was evident that many of the construction projects tend to move slowly in Qatar, and the size of projects and timelines for completion are very unrealistic. However, unlike most projects, Qatar is not afraid of bringing in specialized workers from all over the world from different companies to complete one job.

Description of Activities

The exposition was from 4:00 p.m. to 10:00 p.m. each day from May 2nd to May 5th. In the mornings we tried scheduling meetings with various groups such the Public Works Authority (Ashghal), Ministry of Business & Trade, Municipality and Urban Planning, Jordan Embassy, Qatar Society of Engineers, and the Qatar Green Building Council.

On May 3rd, we visited the Ministry of Business and Trade where we met with Mr. Salem Al-Manae companies Controller / Commercial Department Affairs.

On May 4th, we met with Mr. Bassam Al-Tawahieh the Advisor for investment Affairs from the Jordanian Embassy. Through him we were able to send our information to the Qatari Engineers Association because our direct request to meet with them went unanswered.

On May 5th we visited the Public Works Authority (Ashghal) where we met with Mr. Khalifa Al-Sada, Head of External Relations, Public Relations Department and Mr. Mohamed Thomson, Communications & Customer Service Advisor, The President's Office.

Our request to meet with the Municipality & Urban Planning was made complicated through a series of phone discussions and formal requests via fax. In the end, they directed us towards the Ministry of Business and Trade in which we had already visited. We also contacted the Qatar Green Building Unit, and the Chairman of the Board responded with enthusiasm to meet, however, he himself was too busy to find a time within the week we visited. Unfortunately we never crossed paths, but it is a potential contact for future ventures.

Visits/Communication

1. The Qatari Ministry of Business & Trade
2. The Jordan Embassy
3. The Qatari Public Work Authority
4. Qatar Engineers Association (this meeting was between Mr. Bassam Tawahieh and the chairman of the board Mr. Ahmad Jasem Al-Julu)

Description of Meetings:

1. The Qatari Ministry of Business & Trade: We were able to set an appointment with Mr. Salem Al-Manae, the Companies Controller from the Commercial Department Affairs. We briefly discussed with him how Jordanian companies can do business in Qatar. He told us that it is better for Jordanian companies who wish to work in Qatar to have a Qatari partner or a Qatari partner company. This will make working in Qatar much easier, but also, Jordanian companies can register a limited liability companies. He told us that procedures are easy and quick and the ministry in the one stop shop that can do everything for us in one place.

What is also important to note was that projects are released to the public depending on the size. Qatar is still making sure that their own companies and businesses are involved with the major growth in the region, therefore projects worth less than 1 million QAR are released only to Qatari companies. Anything between 1 million and 2 million are available for bidders both locally and internationally. Finally, anything over 2 million is released internationally for large global companies to bid on.

From this meeting, we brought back a variety of different forms that Jordanian companies can use to register in Qatar. A copy is attached with this report including:

- The Ministry of Business & Trade Investment Licensing Application
- The Ministry of Business & Trade Business Set-up Procedures
- An Investor's Data Template
- Establishing Contracts (In Arabic)

2. Jordan Embassy: We arranged with the Jordanian Embassy for a meeting with Mr. Bassam Al-Tawahieh the Advisor for Investment Affairs. He visited our booth and gave us an idea about the investment in Qatar and the construction situation now and in the near future. Mr. Bassam told us that now is the right time for Jordanian companies to enter Qatar as the relations with Qatar are back to normal and that the Jordanians are known in Qatar for being sincere and very professional compared to other nationalities. He said that Jordanian companies must take the chance to be part in the Qatari construction boom preparing for the World Cup. He believes that 2011 might not be the year that will announce the big projects but that 2012 is the year of projects would be implemented as he understood from Qatari officials and Jordanian business men working in Qatar. Mr. Bassam expected the amount of investment to exceed greatly from the published amount currently which is about 100 billion Dollars in projects.

Once we returned, we sat through a live webinar hosted by MEED and much of the information given to us by Mr. Bassam was verified. The Council is attaching a hard copy of the presentation to this report.

3. Public Works Authority (Ashghal): At this meeting, we met with Mr. Khalifa Al-Sada, Head of External Relations, Public Relations Department and Mr. Mohamed Thomson, Communications & Customer Service Advisor, The President's Office.

In this meeting we learned that the Public Works Authority is responsible for all of Qatar's infrastructure projects and those new projects are always being introduced. (Ashghal) is one of the major governmental clients for infrastructure projects. They advise our members who are planning to work in Qatar to register their company with the Authority. They told us that all of the large tenders are already won by big foreign

companies and that the progress and development is planned and assigned through 2016. They recommended the best way for our companies to work in Qatar is now to coordinate with the companies that have already won the tenders and do smaller projects under them. At the same time there are more projects may present themselves, especially in the infrastructure sector and Jordanian companies can be part of them if they actually exist in the market. The biggest project they are expecting the government to give to the Authority is the subway train. Among other projects, they are planning to develop a modern roads network to connect all areas of Qatar easier and faster. The tenders of Ashghal are directly announced and applied for through Ashghal. You can find more useful information on Ashghal's website: www.ashghal.com

Ashghal's Future Roads Projects:

- North Road - Phase IV (Al Zabara to Ras Usheirej)
- Salwa Road - Phase III (Asiri Interchange to A Ring Road)
- TV Interchange
- Road No 55 (Salwa - Mesaeed)
- Al Markhia Interchange

Ashghal's Future Buildings Projects:

- Health Center and Emergency Unit at Muriekh
- Al Khor Port Development and Canal Expansion Project
- Al Khor Environmental Park
- Al Wakrah Hospital

Ashghal's Future Drainage Projects:

- Ain Khalid, Phase-2:
The Project comprises designing and construction of pumping station for drainage network for sewage water, groundwater and surface water at Ain Khalid area.

4. Qatari Engineers Association: This meeting was planned for by JEDCO and attended by JEDCO and the Jordanian embassy representative Mr. Bassam Al-Tawahieh. Mr. Bassam informed us the he delivered the A/E Business folder to them including the member's directory and explained to them about the Jordanian engineer's capabilities, their good reputation and the improvements in this sector. They were happy with the picture delivered by Mr. Bassam and they are interested to work with Jordanian companies as they are aware of the standards of Jordanian Engineers. The contact persons were Mr. Ahmad Jasim Al-Julu the Chairman of the Board (Tel. # +974 44081472/+974 44955911) and Engineer Abdullah Al-Baker member of the board (Tel. # +974 55550918)

Existing Engineering Companies and Opportunities:

We were told that the largest Engineering/Architecture consulting firms working in the area, according to our visitors, is the Arab Engineering Bureau, see: www.aeb-qatar.com/aeb-qatar/index.asp.

There is also an office of internationally known, Stanley Engineering Consulting, Inc in Qatar, http://www.stanleyconsultants.com/locations_me_qatar.htm

We met with EHAF Consulting Engineers based out of the Middle East. They advertise as multicultural professionals and have done projects in Doha. They are interested in partnerships with Jordan. Their website is: www.ehaf.com

BINA is a holding company that we spoke with that has a group of Consulting Companies it represents. We met with an Egyptian Architect and explained our association; he mentioned that BINA would be interested in working with any of the members, and that they should contact the company directly at:

BINA Engineering Consulting
Damman, 2nd Industrial Area Saudi Arabia
P.O. Box 1594 – Al Khobar 31952
Tel +9663 8969482
Fax +9663 8969387
info@binaeng.com
www.binaeng.com

i2t2 Engineering based out of the United States that has done limited work in Qatar, and could be a potential partner for our Members. It specially focuses on consulting services and is an expert in the use of BIM and AutoCAD "REVIT" software. www.i2t2engineering.com

Listing of all other Architect/Engineering Consulting Companies in Qatar:

See: www.qatcom.com/listings/qatar-search/architects and www.datadubai.com and www.araboo.com/dir/qatar-engineering

CEG – <http://ceg-qatar.com> and MDC engineers and consultants: <http://modules-qatar.com/Default/Default.aspx>

Main Local Firms

1. Al Mana & Associates www.amaqatar.com
2. *Al Sahlawi Group Skarm Qatar*
3. *Al Sraiya Engineering* www.alsraiayagroup.com
4. Diwan Al-Emara
5. Gulf Consulting Group
6. Al-Attiyah Architectural Group www.leadersqatar.com
7. Al Ittifaq Engineering Consultants
8. Al Obaidly Design and Engineering Consultancy Office
9. ASCO Consulting Engineers www.ascoqatar.com
10. Doha Engineering Consultants www.ecgsa.com

International Firms

1. GMW Gulf www.gmw-architects.com
2. *European Consultancy & Engineering Company* www.ece-qatar.ucoz.com
3. Arup www.arup.com
4. Halcrow www.halcrow.com
5. WS Atkins www.atkins-me.com
6. City Group Engineering Consultants www.ecgsa.com

Possible Market Entry Strategies: For potential US Company partners contact the commercial section of the American Embassy in Qatar, visit: www.buyusa.gov/qatar tell them you would like to register as a company looking for partner to work in Qatar.

Get a local lawyer, especially before signing any contracts or agreements. Occasionally firms have reported difficulties with Qatari sponsors and business partners once they begin to make a profit. A good business lawyer can help with such problems. You can find a list of lawyers and business service providers approved by the US embassy through the following website: <http://www.buyusa.gov/qatar/en/39.html>

Feasibility Study: The study should include such factors as pre-existing competition, market channels, and local design preferences.

Maintain Independence: A local partner is required, but do not rely too much on the partner for all contacts and market information affecting the business. You should negotiate labor visa issues early in the contract. Visas require approval by Ministry of Interior and Qatari partner sponsorship.

Emphasize the competitive price and high quality of services.

Register with Government Entities: By registering with the different Ministries in Qatar, and even registering to be approved under the Qatari regulations, provides you a better chance of learning what projects are being released, and possibly finding an opportunity to do work because you have already met the country requirements.

Requirements for Doing Business in Qatar

Description: There are several ways to start a project or open an office in Qatar as follows:

1. **100% foreign investment:** Law No. 13/2000 applies. Requires capital of several million and is approved on case by case basis by the Ministry of Economy and Commerce or the Ministry of Energy and Industry. Paperwork and registration fees apply. Firms are allowed to operate independently. A certificate of deposit must be provided to a local bank stating the total capital of the foreign firm.
2. **Joint Venture:** Law No. 13/2000 applies; allowing joint venture with Qatari partner provided foreign equity does not exceed 49% of total capital. These firms are normally required to set aside 10 percent of their profits each year in a statutory reserve, until it equals 50 percent of the venture's authorized capital. Law No. 5/2002
3. **Partner with a well known international firm:** According to Public Works office if foreign firms partner with a large international entity they may be able to set up an office without a Qatari partner.
4. **Representational office:** Set up through the Ministry of Economy and Commerce, do not need local partner. However, the office cannot conduct any financial transactions related to company's commercial activity in Qatar and therefore are not subject to tax. It can handle financial and administrative transactions related to its representational operations in Qatar. It can be converted to a 100% foreign ownership company at a later date.
5. **Temporary registration:** Foreign companies that have contracts with the government may be granted temporary commercial registration to complete the operations and transactions for a specific project. The registration only allows the company to work in the country for one specific project and most companies registered in this way do not need a sponsor or service agent.

6. Service agents or sponsorship: Involves hiring a local agent to handle operations rather than office. Not a requirement under Qatari law. Law No. 25/2004.
7. The Qatar Science and Technology Park (QSTP) located in Doha education complex allows foreign investors to start research and development facilities that could also engage in commercial activity. Companies are allowed 100 percent foreign ownership commercial registration, and a 20 year exemption from payment of taxes.

The Commercial Companies Law, Law no. 5/2002, controls establishment of private business. Joint ventures involving foreign partners usually are limited liability partnerships, Law No 15/1990. The government offers some foreign investors incentives that may include tax exemptions, property grants, energy subsidies, and low-cost financing.

Opening an Office: Obtain a commercial registration from the Ministry of Economy and Commerce. Any questions regarding registration should be directed to the Director of Commercial Affairs there. Any foreign workers can obtain work visas through permission from Qatari sponsor and the Ministry of Interior.

Branch Registration: The following are required in order to register a branch office and obtain a Commercial Registration:

- Letter of support from the Qatar government entity to whom the services will be rendered
- Copy of the contract with the Qatar government entity
- Authorization from the Ministry of Business and Trade to establish a branch
- Notarized, authenticated and consularised copies of the foreign company's Certificate of
- Incorporation and Memorandum and Articles of Association
- A notarized, authenticated and consularised power of attorney from the foreign company to the manager of the branch
- Qatar Chamber of Commerce Registration.

Once the branch has been approved and the Commercial Registration issued, the following licenses must also be obtained:

- A lease contract for the office of the company
- Municipal license
- Signage license
- Immigration card

If applicable, the company/branch may also need to be entered in the Importers' Register and/or

Contractors' Register.

Registration in the Commercial Register: In order to form a company in Qatar the following are required:

- Certificate of Incorporations, Memorandum and Articles of Association notarized and authenticated by the relevant embassy or consulate
- Chamber of Commerce registrations
- Lease Contract for company office
- Memorandum and Articles of Association in Arabic
- Proof of Deposit of Share Capital in bank

The company must then obtain the following licenses:

- Municipal License
- Signage License
- Employers Immigration Department Identity Card

Registration with the Chamber of Commerce

1. The Documents which are needed for the New Membership:
2. Filling, signing and stamping this form.
3. Signature of the C.R. Proprietor on the authorized signature Card stamping it.
4. Signature of authorized signatories on the authorized signature card and stamping it.
5. Provide the ID's copies of C.R Proprietor and authorized signatories for the purpose of signature conformity.
6. Provide the original of the commercial Registration "for perusal" and a copy of it.
7. State the branches activities in details.
8. Writing down the name of company or establishment and branches in English too.
9. Please be advised to renew membership at the end of validity date of the membership Certificate and subscription fees receipt.

Useful links:

<http://www.investingatar.com.qa/>

http://www.farahatco.com/qatar_business_setup.asp

http://www.ehow.com/how_6868678_start-business-qatar.html

Tenders issues/Requirements

See: <http://ctc.gov.qa> For tenders valued more than QR 100 million (USD 27 million) the CTC may invite pre-qualified international firms to bid. Bids submitted to CTC are referred to the appropriate government user for short listing. The CTC will open the commercial bids and recommend the lowest priced technically qualified to the agency that will make the final decision. Inquiries about award decisions should be sent to CTC. Bids should be in Arabic unless the tender document specifically indicates that English is required or accepted.

The Public Works Authority and the Urban Planning and Development Authority each have their own independent tender departments also. Bid and performance bonds must be provided through unconditional guarantees with a local bank. The standard bond is 5% and performance bond is 10% of the contract and can be larger for certain projects. **Foreign architectural, contracting and engineering firms are not required to have a local agent for the bid process.** But by the time a contract is ready to be signed firms usually need to have satisfied local agent requirement. There tends to be a lack of clarity from the government on the conditions/criteria for tender and a lack of notification or explanation to non-qualifying companies regarding the award process and the ability to challenge an award that may seem unfair. The procurement process is based on standard tender procedures.

Tender Publications sites include:

1. Central Tenders Committee, <http://www.ctc.gov.qa/>
2. Qatar Petrochemical Company, <http://www.qapco.com/qapco/en/tenders.php>

3. Qatar Chemical Company,
<http://www.qchem.com.qa/qhome/qchem/Tenders/tenders.html>
4. Qatar Gas, <http://www.qatargas.com/Tenders.aspx>
5. Qatar National Hotels Co., <http://www.qnhc.com/>
6. Hamad Medical Corporation, <http://www.hmc.org.qa/>
7. Public Works Authority, <http://www.ashghal.gov.qa/FlashIntro/index.html>
8. New Doha International Airport, <http://www.ndiaproject.com/>
9. Qatar Petroleum, <http://www.qp.com.qa/qp.nsf/BusinessCenter?ReadForm>
10. Major Projects in Qatar, current list: http://www.qatarembassy.net/major_projects.asp
11. Projects Visitor: <http://www.qatarvisitor.com/index.php?cID=419&pID=1132>

Recommendations

- As recommended from Ashghal, we recommend for our members to look for international companies working already in Qatar and try to work with them by subcontracting or a partnership contract for certain projects.
- We recommend entering the Qatari market before the beginning of 2012 as all the sources point to that year as the kick of year for the next Qatari boom and 2022 world cup preparations.
- We recommend for our members to get acquainted with the Qatari market and start making connections there with Qatari officials and companies to join the momentum of the next boom.
- In spite of the political issues, the Jordanian companies and labor has a high reputation in Qatar, we recommend using this reputation and benefiting from it.

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