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NATIONAL ICT TRAINING ACADEMY STRATEGY

A Structural and Operational Guide for Sustainable Workforce Development in Information and Communications Technology

FINAL REPORT

August 2010

This publication was produced for review by the United States Agency for International Development. It was prepared by Mark T. McCord, CCE, Kinan Jaradat, Raja Fayyad, and Nour Moghrabi.

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A STRUCTURAL AND OPERATIONAL GUIDE FOR SUSTAINABLE WORKFORCE DEVELOPMENT IN THE INFORMATION AND COMMUNICATIONS TECHNOLOGY SECTOR

FINAL REPORT

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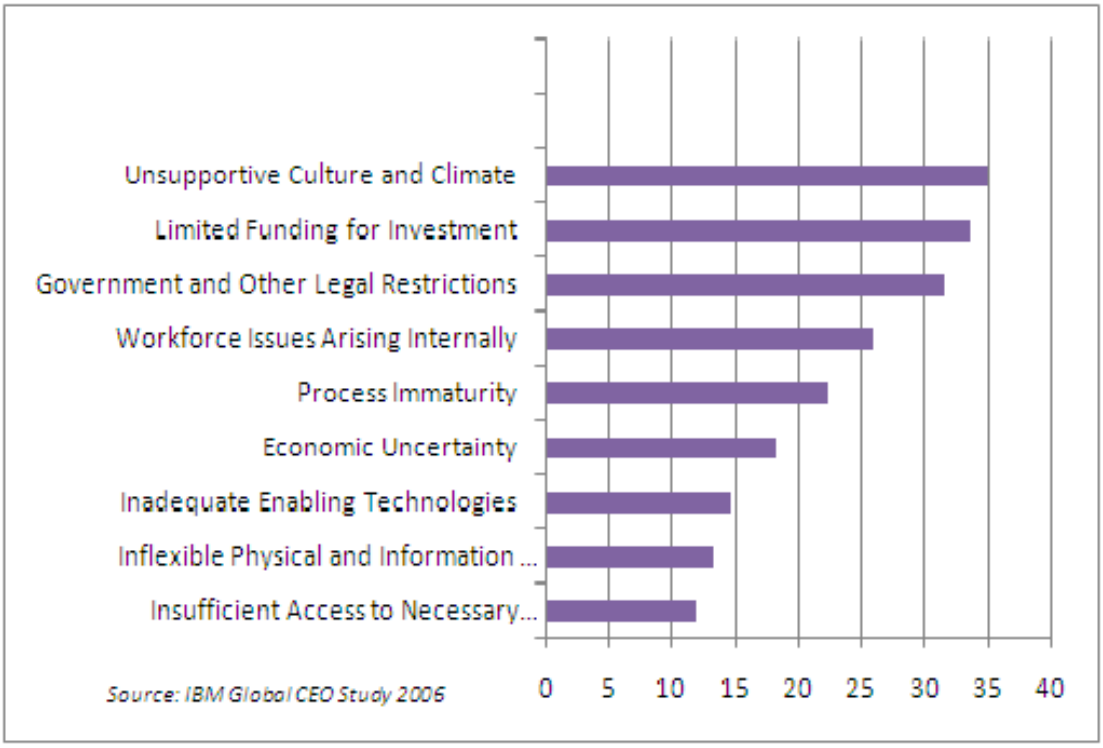
FOREWORD

According to the 2010 World Economic Forum competitiveness indicators, Jordan is categorized as an "efficiency driven" economy. In order to make the transition to an "innovation driven" economy and thus take its place among the world's leading economies, Jordan must increasingly focus on the creation of higher value jobs that are created by domestic and foreign investment in strategic sectors.

One of these sectors is information and communications technology (ICT), which forms the foundation of a knowledge-based economy. Worldwide competitiveness indices strongly suggest that such a transition is not only possible, but virtually required, for countries that hope to embrace innovation as a core value system. However, according to IBM's Global CEO Survey, many countries continue to face significant challenges in building competitiveness within the ICT sector for a variety of reasons, which are outlined in the following table:

Table 1: Global CEO Survey of ICT Competitiveness Challenges[1]



Jordan's movement toward the development of a knowledge-based economy, in congruence with the National Information and Communications Technology (ICT) Strategy for the period 2007-2011, has produced an increasingly attractive value proposition within the ICT sector. The following are but a few illustrative examples of the successes to date:

[1] Source: IBM's annual Global CEO Survey 2009

ICT is a growing sector

- It is the fastest growing sector in Jordan expanding by 50% per year.
- Jordan produces some groundbreaking start-ups that often expand globally.
- ITO and BPO operations are attractive to Global 500 and Fortune 100 information technology companies, which are trendsetters in the industry. Some of these companies have already entered or at least screened the Jordanian market.
- International Small and Medium Sized Companies in the information technology market are now increasing their spending on ICT services including outsourcing.
- Offshore outsourcing is a global mega trend.
- Banks and financial services are considered to be among the fastest growing ICT sectors due to the demand for 24 hour service.

The sector is cost competitive

- Jordan is a low cost regional development/sales platform, through which companies can reach a market that is set to reach $45 billion by 2010.
- Jordan is an emerging outsourcing/shared services destination for the financial services, ICT, insurance and the health sectors, with wages only slightly higher than in India.
- Highly competitive personnel costs, with average ICT staff salaries at only one fifth those of Ireland and around 75% lower than in UAE.

The sector has modern and reliable infrastructure

- Fiber-Optic Link around the Globe (FLAG) network, WAP, GPRS.
- Strong private-public partnership and government support to advance the infrastructure development.
- Jordan ranked 47th out of 127 countries in the ICT readiness index (2007-2008).

The sector enjoys strong governmental support

- The ICT sector has direct support from His Majesty King Abdullah.
- Jordan's emerging e-Government initiative will jump start e-commerce activities.
- Incentive and service packages available at JIB, Development Zones and the Aqaba Special Economic Zone.
- Government initiatives such as the Graduate Employment Program and the National. ICT Academy provide investors with easy access to qualified ICT labor.

The sector has high availability of ICT graduates as well as access to customized training

- With a growing pool of 19,000 workers, the ICT related labor force is growing by more than 6,000 graduates yearly, which is facilitating Jordan's emergence as a regional leader in the ICT sector.
- Jordan has more than 270 secondary ICT schools.
- Jordan ranked 26th out of 133 countries for the number of engineers and scientists according to the 2010 Global Competitiveness Report (WEF).
- Jordan has a higher proportion of university graduates in technological fields than any other country in the region.
- Through a variety of public and private institutions, Jordan offers customized training for ICT companies that wish to invest.

The baseline for the National ICT strategy's development was that Jordan could compete in ICT, especially in more complex processes and functions that do not require large pools of labor. The strategy also indicated several key weaknesses that need to be addressed, such as:

- Building workforce capacity. As with most countries that have achieved success in generating ICT sector investment, the skills of Jordan's workforce need to be improved, including development of managerial, linguistic and vertical skills, along with achieving certification in basic, advanced, and specialized ICT processes.
- Enhancing business infrastructure. The lack of purpose-built facilities and infrastructure tends to deter foreign investors and has resulted in some lost opportunities.
- Building telecom reliability while controlling costs. Telecommunications barriers, including inadequate redundancy and high internet connectivity costs, limit the ability to attract new investors and business for segments of the ICT sector.
- Developing industry specialization. Jordan must develop specialization in key verticals that build upon its latent strengths including software development, BPO/KPO, and media/digital content.
- Improving government incentives and regulatory framework. Current incentives are inadequate to attract foreign ICT investors and upgrade the capabilities of Jordanian vendors. There are major regulatory barriers for the full exploitation of ICT opportunities in some industry segments.
- Improving market position, visibility, and access. The success of all these efforts ultimately relies on awareness of Jordan as a destination for ICT investment. At present, Jordan is virtually invisible on the global ICT map.

It became clear by analyzing global trends that workforce development is of paramount importance to companies making investment decisions, as access to a skilled and consistent labor pool is paramount. Because of this, Jordan's National ICT Strategy highlighted the need for the country to develop a world-class workforce. From the strategy and subsequent research, a workforce development strategy emerged that focused on the development of a National ICT Academy, using methodology similar to that used in countries such as Ireland and Egypt, both of which have enjoyed highly visible success in the recruitment of foreign direct investment in the ICT industry.

BACKGROUND

As Jordan embraces the knowledge economy, there will be an increasing focus on the development of skills sets in communications and information technology. Jordan has the potential to attract significant investment in core technology operations such as Business Process Outsourcing (BPO), Knowledge Process Outsourcing (KPO), software development, media applications, shared services, and other areas that can benefit from an available and educated workforce. In order to facilitate this investment, however, Jordan must train a world-class workforce to provide quality and customized support for ICT companies, either domestic or foreign. According to IEDC's survey of global ICT companies, workforce remains the number one factor in location decisions.

Countries such as Ireland and New Zealand embraced the knowledge economy in the 1990's with amazing results, and workforce development was the linchpin of their strategy to facilitate domestic and foreign investment. In each case, the cornerstone of the workforce development strategy was the creation of a National ICT Training Academy that harnessed resources and expertise from both public and private institutions to provide customized, quality, and internationally acclaimed training on a plethora of ICT processes. While each of these countries embarked on its own path to the initiation of investment in the knowledge economy, the methodology they used for workforce training provides an interesting model for Jordan. The following are the primary elements of the methodology used to develop an appropriate mechanism to train ICT workers:

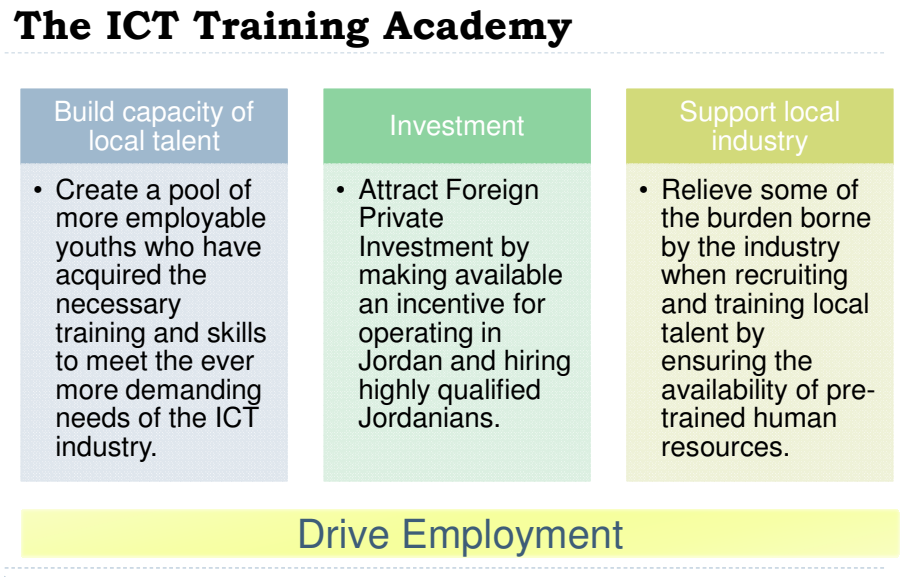
- Assessment of current training resources available within the country from both public and private sources. This included identification of ICT training and certification courses offered by public and private universities, community colleges, private training providers, and individual companies.

- Assessment of demand by potential domestic and foreign investors relative to the skill sets necessary to ensure them a sustainable and quality workforce.

- Identification of gaps between current ICT training programs and the skill sets required by potential investors.

- Development of a National ICT Training Academy to harness the technical and financial resources necessary to a) provide broad soft and technical skills training to existing and/or potential ICT sector employees, b) provide customized "on demand" training for potential investors that require specialized skills, and c) build a cadre of ICT employees that have international certification in basic, advanced, and specialized ICT processes.

The USAID Jordan Economic Development Program (SABEQ) used this methodology in the development of a strategy for a National ICT Academy in Jordan, gaining input at each stage from stakeholders within the public and private sectors. The strategy that emerged focuses on the creation of a workforce that will build the capacity of local firms while at the same time promoting foreign direct investment. The following table illustrates the strategy's underpinning:



Because of the significant amount of work that that the Ministry of ICT, int@j, and other stakeholders have already done, along with the training that is already taking place within the Jordanian market, the USAID SABEQ consultants felt that it is not prudent to develop skills-development mechanism, but rather to promote the development of an Academy that brings synergy to the process, using a virtual environment and strong governance structure to achieve desired impacts. These impacts are contained within the National ICT Strategy, which calls for the creation of 35,000 ICT jobs by the end of 2011.

SECTION ONE (EXECUTIVE SUMMARY)

The purpose of this business plan is to a) highlight current trends in ICT training that were gleaned from a survey of training providers, as well as research conducted by Jordanian and international consultants involved in evaluating skills development needs, b) outline a vision, mission, structure, and operations plan for the creation of a National ICT Academy, and c) provide examples of international best practices in the field of ICT training/education.

The business plan outlines a practical mechanism through which the Jordanian Ministry of Information and Communications Technology can create synergy among current training providers, reduce the "time to market" for companies that require specific skill sets, and comprehensively evaluate the effectiveness of training efforts. The ultimate goal for the National ICT Academy's creation, of course, is to ensure that Jordan takes maximum advantage of the growing ICT market by building a skilled workforce in critical areas within the sector.

In order to fairly assess the need for such an Academy, as well as its proposed structure and operational matrix should it be needed, consultants from the USAID Jordan Economic Development Program (SABEQ) first conducted desk research and a comprehensive review of previous studies. This included the competency-based evaluation and needs assessment study that was supported by SABEQ, which provided the consultants with a thorough understanding of the current training environment, as well as enabled them to identify gaps between labor demand and supply. The following is an overview of findings from each section of the study:

ICT Workforce Overview and Analysis

After conducting extensive research that included a comprehensive Training Needs Assessment in conjunction with the Ministry of ICT, the consultants determined that:

- Extensive ICT training is already taking place within the Jordanian market, but much of it is disconnected from any type of strategic framework.
- Because of the plethora of training providers, competition is fierce and companies tend to value the cost of training over its quality.
- Much of the ICT training is centered in Amman, thus neglecting certain geographic areas relative to ICT skills development.
- A large majority of the ICT training is conducted through live instruction versus e-learning or blended learning formats.
- A significant gap exists, real and/or perceived, between the training needs of ICT companies and the potential workers that are being produced through Jordan's institutions of higher education.
- The volume of graduates from higher education institutions, if it remains constant over the next several years, will yield sufficient potential workers, but unless significant changes are made to the ICT curriculum in these institutions, the gap between demand for workers with specific ICT skills and the supply of such workers will not only continue to exist, it will grow.
- There is definite need for the development of a National ICT Academy that creates synergy between potential investors, local ICT companies, academia, training providers, and potential workers. Rather than an Academy that focuses on "bricks and mortar", it should be a virtual but controlled environment that ensures quality

training, reduces "time to market" for existing companies and potential investors, and remains on the cutting-edge of the industry so that it can facilitate skills development in emerging industries/applications within the sector.

National ICT Academy Strategy

In developing a strategy for the National ICT Academy, the consultants used a practical approached designed to create synergy between current training providers rather than the development of an expensive and ultimately non-sustainable approach that focused on creating a facility for such an academy. Through a well-designed and governed virtual environment, the Ministry of ICT and other stakeholders from academia and the private sector can ensure a training mechanism that is conducive to skills development in strategic industry segments. The following are the major elements of the National ICT Academy strategy:

- Rather than delivering training, the Academy will serve as an ICT standards board, which sets that minimum standards for training as well as design and implements basic skills examinations through a secure on-line portal. These examinations would be developed based on the skill needs within the sector. This portal would also house a database to through which potential ICT workers could be matched with both training and employment opportunities.
- The Academy will be administered by a Steering Committee chaired by the Minister of ICT and includes representatives from the Ministry of Labor, int@j, the private sector, and other stakeholders identified later in the this report..
- The Steering Committee will be assisted by a three person Secretariat who are employed by a registered affiliate of int@j to ensure clear communication of the Academy's goals, ongoing communication with training providers, oversight of curriculum options, and contact with local companies and potential investors to provide training "matches" that will reduce "time to market".
- The Academy's structural nucleus will be formed by the three large international ICT players that are currently conducting training within Jordan, namely Oracle, IBM, and Microsoft. Their efforts will be linked to local training providers within specific skills sets and functional categories, which will create synergy within the marketplace. Should partnership with the core international ICT players be unfeasible in the near term due to cost or time constraints, the Academy can initially focus on creating synergy among local training providers, while at the same time ensuring quality and skills development.
- The Academy's "virtual environment" will be funded through a variety of mechanisms including through fees paid by job seekers to be included on a database housed on the Academy's internet portal, as well as through support from training providers that want to reach these individuals with training announcements and other messages. These fees would be paid to an affiliate established by int@j for the establishment of an ICT Training Fund, to be administered by the Academy's steering committee. Through written requests based on specific criteria, this fund will provide support for curriculum development, subsidies for customized training programs requested by potential investors, provide support for publicizing specific training programs, and the development of new training formats among others.
- The Academy will achieve sustainability through the generation of revenue from private training providers that want to be included in its network, as well as through the training fees described above and a proposed 1:1 match from targeted donor agencies.

- Most of these funds will be used to develop an ICT Training Fund, which will constitute a public-private partnership to provide seed funding for curriculum development, revision, and customized training. The Fund's desired end state will be the facilitation of an e-learning environment that will erase geographical borders and allow Jordanians from all areas of the country to fully participate in in training, thereby building their skills and income potential.

SECTION TWO (ICT WORKFORCE OVERVIEW AND ANALYSIS)

Background

The current impact Jordan's Information and Communications Technology (ICT) sector is over one billion U.S. dollars and it is well poised for future growth due to increased investment by the government and private sector firms in synergy with the National ICT Strategy (2007 – 2011). This is confirmed by a number of international studies, including the World Economic Forum's Global Information Technology Report 2009-2010, in which Jordan ranks 21st out of 133 countries in terms of government prioritization of ICT and 46th out of 132 countries in terms of creative industry exports[2]. In addition, Jordan is home to the region's most technologically literate workforce and has one of the highest regional penetration rates of information technology and internet.

In addition, Jordan's technical workforce has proven attractive to international firms, which have invested in world class Research and Development (R&D) laboratories, Centers of Excellence, and incubators. Companies such as Oracle, Cisco, Sun, and Intel already have operations in Jordan, which has led to a flourishing ICT ecosystem that boasts a favorable investment climate.

Recently, the German Jordan University (GJU) in collaboration with the USAID Jordan Economic Development Program (SABEQ), and the European Commission/Tempus, conducted a study entitled "Workforce in Jordanian ICT Industry: Competency-based Evaluation and Needs Assessment", that provided focused insight on labor force and education issues. The following are the most significant results emanating from this study:[3]

Employment

The study revealed that Jordan ICT firms are for the most part small-to-medium enterprises (SMEs), with 62% of companies having 50 employees or less. Interestingly, women in the ICT workforce represent 21% of overall employment, which is more than 6% higher than in non-ICT related sectors.

Company Ownership and Market Orientation

The study results demonstrate that 62% of companies are nationally owned, 23% are internationally owned, and 15% are owned by national and international shareholders. This indicates that Jordan has been relatively successful in leveraging international investments in ICT.

Approximately 20% of these companies focus on the local market, while 80% are oriented to regional and international markets in the following proportions: 20% in North America, 18% in Europe, 27% in the Gulf –GCC countries, and 10% in East Asia.

Business Focus

The study showed that Jordanian ICT companies are involved in a broad cross-section of initiatives. According to data provided by the Jordanian Information Technology and Communications Association (int@j), the International Standard Industrial Codes (ISIC) classifications for Jordanian ICT companies are as follows:

[2] World Economic Forum. Global Competitiveness Report 2010.

[3] German Jordan University, Workforce in Jordanian ICT Industry: Competency-based evaluation and needs assessment, 2008

ISIC Activity	Total
Manufacture of electronic components and boards	4
Manufacture of computers and peripheral equipment	3
Wholesale of computers, computer peripheral equipment and software	75
Software publishing	26
Wired telecommunications activities	17
Wireless telecommunications activities	16
Satellite telecommunications activities	2
Other telecommunications activities	20
Computer programming activities	132
Computer consultancy and computer facilities management activities	31
Other information technology and computer service activities	41
Data processing, hosting and related activities	11
Web portals	27
Repair of computers and peripheral equipment	26
Reproduction of recorded media from master copies of software and data on discs and tapes	3
Manufacture of data communications equipment, such as bridges, routers, and gateways	1
Installation of communications equipment	23
Installation of mainframe and similar computers	4
Wholesale of telephone and communications equipment	19
Repair of communications transmission equipment (e.g. routers, bridges, modems)	1
Call Centre Activities	2
Training	2

Technical Assessment of Current ICT companies

According to the survey by the German Jordan University, 70% of the companies use the Software Development Life Cycle (SDLC) methodology, while 30% use an ad hoc Joint Application Development (JAD). This demonstrates compliance to a uniform development cycle that requires knowledge of requirement elicitation, design patterns, implementation, and testing procedures. Approximately 49% of companies included in the sample use in-house development on a pure coding basis, while 35% use off-the-shelf development, and 16% use code generation tools for development and implementation. This information is consistent with the findings that Jordan's ICT sector is focused primarily on the programming/software engineering business domain.

The survey indicated that only 57% of the companies apply market research methods to monitor technological trends in the market, leading to less dynamic and less vibrant ICT industry. Only 14% of companies use CMMI development standards.

Labor Force Size

The total Jordanian workforce in the ICT sector is approximately 17,000, which accounts for nearly 29% of the total ICT workforce. Available statistics indicate that the overall ICT workforce in the ICT, non-ICT, and other relevant sectors exceeds 60,000[4].

A study conducted by the National Information and Technology Center (NITC) on the status of the ICT sector's workforce, indicated that Jordanian Universities offer sixteen academic specializations. According to the same study, the majority of students accepted in universities in the ICT fields focused on traditional specialties such as computer science, computer engineering, computer information systems, and management information systems[5].

Enrollment in ICT courses at Jordanian universities totals approximately 27,000 students, with more than 6,000 graduating each year. At present, approximately 5,000 new jobs are created in the sector annually, and according to the national ICT strategy, the ICT industry would need more than 35,000 employees by 2011[6]. This indicates that the potential supply of labor is not an issue, but rather the ability of these graduates to move seamlessly into the workforce. The inability of the university system to prepare graduates for immediate transition into the workforce has led to an unemployment rate of approximately 20% among those with ICT degrees, compared to Jordan's overall unemployment rate of 13%.[7] This reality decries the need for technical training to augment the theoretical approaches promulgated within the university system.

Challenges to the Sector

Jordan's National ICT Strategy for the years 2007 – 2011 identified two workforce-related challenges facing the ICT sector--one was the gap between academia and the industry, and the other was difficulty in attracting and retaining ICT experts. Therefore, the strategy highlighted workforce and education as two of its highest priorities. An exploration of both of these challenges is as follows:

Gap between Academia and Industry: The National ICT Strategy acknowledged that there is a mismatch between the demand for knowledge and skills by ICT companies and the supply represented by the available workforce. Universities do not seem to be producing the types of graduates needed by the private sector to sustain industry growth. This is especially true concerning practical skills. According to the survey conducted by the Jordan German University, approximately 90% of the responding companies stated that they had difficulty in recruiting ICT workers. These results shed some light on the nature of mismatch between labor supply and demand. Even so, the survey indicated that employers are satisfied with the theoretical aspect of ICT education, but find graduates to lack the practical skills needed to fulfill their duties and responsibilities.[8]

Attracting and Retaining ICT Workers: Due to the gap between theoretical and practical skills, a majority of ICT companies provide their employees with training opportunities inside and outside the country. While training employees adds value to the organizations, it also increases the value and employability of ICT workers, which results in higher turnover rate. The German Jordan University study data showed an average of 33% turnover of employees with less than two years of experience.[9]

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[4] German Jordan University, Workforce in Jordanian ICT Industry: Competency-based evaluation and needs assessment, 2008, page 23

[5] National Information and Communications Center , the workforce status in the ICT sector, 2008, page 3 & 29

[6] ICT national strategy for the years 2007 – 2011, page 1

[7] Based on 2007 data.

[8] German Jordan University, Workforce in Jordanian ICT Industry: Competency-based evaluation and needs assessment, 2008, page 15

[9] German Jordan University, Workforce in Jordanian ICT Industry: Competency-based evaluation and needs assessment, 2008, page 15, 17, & 24

Available evidence confirms that the current quality of ICT education cannot cope with the labor market requirements; neither can it cope with the speed of the evolution of ICT technologies. Our academic institutions fall short of providing levels of the ICT skills required.

On the other hand, the ICT industry needs to better communicate its skill needs, cultivate talent, and facilitate greater opportunities within the labor market for ICT professionals. The latter is especially important since more than 20,000 ICT graduates have no immediate employment and therefore will need extensive training/re-training to compete for jobs[10].

The National ICT Strategy also provides insight into the ICT sector relative to other indicators that are relevant to workforce and training. These indicators include:

Degree Requirements:

According to the National ICT Strategy, Jordanian universities are not producing enough ICT graduates with the competencies required to sustain growth in the industry. The results of the survey conducted by the German Jordan University support this finding, noting that 94% of the new recruits must hold at least a university degree, of which 21% must be at the postgraduate level. This punctuates the tremendous demand for more highly educated workers, which makes it incumbent on institutions of higher learning that their graduates be prepared to enter the workforce quickly and with the proper required skills.

***Research and Development*:**

About 55% of the companies surveyed by the German Jordan University stated that they have R&D departments. Although this result is a strong indicator of interest in research and development, the ability of Jordanian ICT firms to promote innovation in products and services has been nascent. This was highlighted by the latest World Economic Forum Competitiveness Report, which ranked Jordan Overall, and according to the World Economic Forum Global Information Technology Report, which ranked Jordanian ICT companies 68th in R&D expenditures.

Job Conditions:

The survey points out that in order to address its need for skilled labor, a majority of ICT companies provide internship opportunities to students. Most companies provide on-the-job training and external short-term courses as well. This may be a reflection of the lack of preparation of workers for their jobs and/or employers to provide practical training on the tasks their employees must perform. Salaries for ICT workers are among the highest of all Jordanian industries. This applies to new entrants as well as senior employees. As employees gain more experience, salaries increase more quickly in the ICT sector than in other areas of the economy.

When analyzed, data from the National ICT Strategy and the ICT labor market survey by SABEQ and the German Jordan University point to a definite disconnect between academia and the private sector. In addition, the survey highlights the direct correlation between the achievement of job targets contained within the National ICT Strategy and the ability to train workers in an effective, practical, and time-conscious way.

Mapping of ICT Training Providers in Jordan

In May 2010, SABEQ, in association with the Jordanian Ministry of Information and Communications Technology, conducted a survey of technology training providers in an attempt to better understand a) the gap that exists between theoretical and practical skills, b) the type of training being offered, c) the formats in which this training is being offered, d) the types of organizations that are involved in providing ICT training, and e) the challenges they

[10] German Jordan University, Workforce in Jordanian ICT Industry: Competency-based evaluation and needs assessment, 2008, page 7

face in providing this training. The survey's most substantial findings are described in the following tables:

Respondents' Background Information

Table (2)

Provide (Organization) Type	Number Responded
University	5
Training Centers	16

Geographic Distribution of Respondents

Table (3)

Governorate	Number of respondents
Amman	16
Mafraq	1
Zarqa	1
Karak	2
Al- Balqa	1

A majority of respondents are located in Amman. Only a handful responded from other governorates, which may indicate a lack of capacity for ICT processes in the Governorates.

Respondents' Size in Terms of Number of Employees

Table (4)

Size	Number
Less than 5	3
6-10	3
11-15	3
16-25	4
More than 25	5

The majority of respondents are small centers of twenty-five or less employees, which could indicate a lack of training capacity for the massive workforce development transformation that must take place if Jordan is to reach the impact targets outlined in the National ICT Strategy.

Respondents' Ownership Profiles

Table (5)

Type	Total
100% privately owned	10
Private University	1
Private Technical College/School	1
Government University	3
Government Community College	-
Public/Private Partnership	2

The majority of respondents are privately owned training providers. Only about 14% are government universities, and less than 10% are public-private partnership providers. Based on this, the clear trend in ICT training is a flexible approach that reduces "time to market" for ICT companies that are located in or considering Jordan.

ICT Training Programs Currently Offered

Survey respondents indicated that they provide a variety of training courses, which can be generally categorized as follows:

- **Applications Training:** This category includes training courses that cover end-user skills for certain applications. Applications are programs that the end user may be required to use to facilitate their work. Such training programs are usually sought by non-technical people who wish to learn using an information technology application for business purposes. As well, some application training can help a person working in a technical field understand the business logic behind applications they work with.
- **Infrastructure Training:** This category usually adds to the technical skills of an ICT graduate. These skills are sought to sharpen technical skills, or to learn new technologies. Infrastructure training programs should ideally equip workers with needed skills and abilities to perform technical jobs that are needed in the market.
- **Programming/Design Skills:** Like infrastructure training, programming/design skills training programs are usually offered to technically advanced resources, who wish to work in developing software and/or multimedia programs to be used by individual or enterprise end-users.
- **Professional Training:** This category of training programs refers to courses that cover supporting non-technical topics that would usually be required by ICT companies. Such courses may be attended by graduates of ICT topics who wish to shift their careers to non-ICT related tracks, but still work within the ICT industry.

Based on feedback from survey respondents, the four types of training mentioned above were analyzed in relation to the major topics, their governorate coverage, cost and type of offered training. A matrix outlining each course in detail, along with its cost and learning format is included in the appendix to this business plan.

Applications training programs cover a number of enterprise and well as PC-based applications. Oracle Suite and Microsoft Dynamics are examples of enterprise applications that can facilitate important functions at various companies, such as human resource management, accounting and customer relationship management. On the other hand, Microsoft Office is a PC-based suite of applications that can facilitate everyday work for the casual employee. Prices for such courses range from JOD120 to JOD 2,080, depending on course complexity, certification and duration. According to respondents, all certified or internationally-affiliated training courses are offered only in Amman, while a handful of customized training courses in applications are offered in the governorates. All respondents indicated that their courses are offered in a live classroom setting, with an instructor leading the course.

The majority of infrastructure courses that are available on the Jordan market focus on back end technologies, such as networks and security, database development, administration, and operating systems. There is low saturation of infrastructure courses outside of Amman. Pricing for such courses ranges from JOD120 to JOD2,200, depending on factors such as the duration of the course, the complexity of the technology, and whether the course is certified or not. All of the respondents indicated that their infrastructure courses are offered live through an instructor-led classroom setting.

Training programs covering programming/design skills are fairly distributed between Amman, Zarqa and Karak. A majority of courses in this category cater either to beginner software programmers or to graphics and multi-media professionals. Courses in this category are usually offered at low prices. This could be due to their lack of complexity, as well as the fact that they do not offer certification.

As for professional training programs, respondents noted a variety of topics offered under this category. Most ICT-related topics are courses covering software quality assurance and quality control. Other topics include leadership, project management, marketing, sales strategic planning, English, and communication skills. Prices for these programs range according to topic. Most of programs under this category have no certification requirements and thus their prices and durations fluctuate notably. As in the other training categories, the majority of professional training programs are offered by training providers in Amman, with a few exceptions in Karak.

Location of ICT Training Sessions

Table (6a)

Privately Owned Providers

Location	**Percentage**
Own Facility	92%
Outside training facility (private)	85%
Hotel	77%
Government facility	69%

A majority of the private training providers utilize a variety of locations for their training, including their own facilities. In most cases, the cost of the venue is included in the training fees. Based on international best practices, it is unlikely that ICT training could be localized in one facility, due to the varied needs of the companies involved. However, the fact the multiple venues are being used highlights the need for tight coordination between the

providers, companies, and government representatives that are responsible for ensuring that Jordan's ICT workforce is prepared to address future opportunities.

Universities (Government)

Table (6b)

Location	Percentage
Own Facility	100%
Outside training facility (private)	33%
Hotel	33%
Government facility	33%

Government universities seem to give priority to conducting their training courses on site. Some respondents, however, indicated that they also seek other venues for conducting their training courses.

Private Universities

Table (6c)

Location	Percentage
Own Facility	100%
Outside training facility (private)	-
Hotel	-
Government facility	-

Based on this response, private universities almost exclusively provide their ICT training on-site, which is not surprising since this would add visibility and revenue potential.

Public/Private Partnership Organizations

Table (6d)

Location	Percentage
Own Facility	66%
Outside training facility (private)	-
Hotel	-
Government facility	33%

Public private partnerships primarily use their own facilities for training, but do occasionally use government facilities as well.

Overall, these responses lead to the conclusion that a mechanism is needed to create synergy and strategy between the various training providers, whose initiatives are spread across a number of different facilities and locations.

Certification Programs Currently Offered

Table (7)

Certified Program	% of providers	Governorate/s
Cisco (CCNA, CCNP, CCSP, CCIP, CCDP, CCIE)	18%	Amman, Zarqa
PMP	4.5%	Amman
CIMA	4.5%	Amman
DBA	4.5%	Amman
Developer	4.5%	Amman
Application Server	4.5%	Amman
Move To The Web	4.5%	Amman
Data Guard Administration	4.5%	Amman
RAC for Administrators	4.5%	Amman
Audio Engineering	4.5%	Amman
Digital Filmmaking	4.5%	Amman
Digital Animation	4.5%	Amman
Multimedia	4.5%	Amman
Certified Associate in Software Testing (CAST)	4.5%	Amman
Certified Software Tester (CSTE)	4.5%	Amman
Certified Software Quality Analyst (CSQA)	4.5%	Amman
Certified Manager of Software Testing (CMST)	4.5%	Amman
Advanced Level Technical Test Analyst	4.5%	Amman
Certified Testing Expert	4.5%	Amman
Juniper (JNCIA, JNCIS, JNCIP)	4.5%	Amman
Oracle	4.5%	Amman
Microsoft	9%	Amman, Zarqa
CompTia A+	9%	Amman, Zarqa
Adobe	4.5%	Zarqa

As per the table above, most of certification courses are provided in Amman. This concentration of programs indicates the severe lack of access to certified training courses outside of Amman and Zarqa. The ramifications of this should be considered in the construction of a national ICT academy, where access to training should be available in

various population hubs around the country. As an increasing number of international companies desire certified workers in specific areas, delivery of this training should be a key component of a National ICT Academy.

Planned Training Programs/Formats

Table (8)

Governorate	Training Program	Training Format	Number of Providers Planning to offer
Karak	A+	Live, e-learning	1
Karak	Cisco	Live, Text books	1
Karak	Microsoft	Live, Textbooks	1
Karak	MooDLE	Live	1
Karak	Authoring	Live	1
Balqa	English Language	Blended Learning	1
Balqa	Computer Skills	Blended Learning	1
Amman	Maya	Live	1
Amman	PMP	Live	2
Amman	Adobe After Effect	Live	1
Amman	Action Script in Flash	Live	1
Amman	Scripting in Maya	Live	1
Amman	Security Certified Training	Live, e-learning	1
Amman	CRM – Customer Relationship Management	Live, e-learning	1
Amman	IT Audit	Live	1
Amman	IT Governance	Live	1
Amman	Soft Skills	Live	1
Amman	Presentation Skills	Live, e-learning	1
Amman	Time Management	Live	1
Amman	Human Resources	Live	1

Governorate	Training Program	Training Format	Number of Providers Planning to offer
Amman	Customer Care	Live, e-learning	1
Amman	HR Development	Live, e-learning	1
Amman	Leadership Skills	Live	1
Amman	Change Management	Live	1
Amman	MCITP 2008	Instructor-Led training	1
Amman	MCITP SQL 2008	Instructor-Led training	1
Amman	MCITP NET 2008	Instructor-Led training	2
Amman	CCNA	Instructor-Led training	1
Amman	CCNP	Instructor-Led training	1
Amman	BizTalk Server 2006	Instructor-Led training	1
Amman	MS Office 2007	Instructor-Led training	1
Amman	A+ Hardware	Instructor-Led training	1
Amman	A+ Software	Instructor-Led training	1
Amman	Project +	Instructor-Led training	1
Amman	Network+	Instructor-Led training	1
Amman	ITIL Foundation	Instructor-Led training	1
Amman	ITSM	Instructor-Led training	1
Amman	Oracle E-Business Suite	Live (Class Room)	1
Amman	Red Hat Linux	Live (Class Room)	1
Amman	Ethical Hacking	Live (Class Room)	1

Governorate	Training Program	Training Format	Number of Providers Planning to offer
Amman	Virtualization	Live (Class Room)	1
Amman	CIMA	Live	1
Amman	Electronic Application for Office Management	Live	1
Amman	Strategy execution software	Live	1
Amman	Once Year Diploma in Digital Journalism	Practical Classes	1
Amman	CMMI	Class Room	1
Amman	ITIL	Class Room	1
Amman	RUP	Class Room	1
Amman	EC-Council (LPT)	Live	1
Zarqa	Project Management	Live	1
Zarqa	Share Point	Live	1
Zarqa	Motion Production	Live	1

While Amman ICT training providers have clearly identified advanced types of training to be provided, those outside the capital city tend to focus on what are considered fundamental ICT courses. This could signal a disconnect between providers in Amman and other locations in relation to the anticipated needs of the industry.

The planned courses also exhibit a continued bias toward live or instructor-led training, which may not be the desired format in all cases, and is typically more expensive than e-learning formats. This bias could be due to the unavailability of equipment and infrastructure to hold e-learning courses or to language barriers among trainees, as most available e-learning courses are in English.

Trainers' Certifications

Table (9)

Training Type	% of Certified Trainers Providing the Training
Infrastructure Training	5= %22.7
Application Training	1= %4.5
Professional Training	1=%4.5
Design and Skills Training	2=%9

The majority of respondents indicated that their instructors are certified in infrastructure type topics, while there is a lack of certified trainers for other topics. This could be due to the widespread demand for infrastructure-related courses, which justifies investing in certification of trainers. This creates a gap, however, between the current supply of trainers and the planned course offerings based on demand from the marketplace.

Challenges Faced by ICT Training Providers

Table (10)

Governorate	Challenges
Amman	Competition with training centers that deliver UNCERTIFIED training service with lower prices and quality.
	ICT companies understand the need for training, but do not understand that quality and cost are driving factors. Many only care about price, and then when the quality of the training suffers they complain about the provider(s).
	Some companies are offering the same training courses but cutting the number of training hours to save money. An example is conducting Microsoft training in a shorter time than recommended by the company, which typically results in low quality training.
	Lack of market awareness for professional training programs, since some providers offer advanced training related to a vertical/ specific ICT domain (Software quality and process improvement).
	Lack of financial support from the government/donor community in order to allow providers to offer competitive training fees for the industry.
	Recruiting and retaining certified/professional trainers.
	Market awareness for the importance of continuous training and development.
	Increasing competition for training services.
	Increasing costs for training materials.
Zarqa	Lack of awareness relative to the importance of ICT training.

Governorate	Challenges
	Slow internet speed, which makes e-learning and blended training formats ineffective.
Karak	The absence of university professors from practical training courses that could increase the applicability of their curriculum.
	Lack of laboratory space for practical ICT training.
	Lack of financial capacity for designing, launching, and evaluating ICT training courses.

Most ICT providers in Amman are concerned about the lack of certified trainers, the negative impact of non-certified courses on their competitiveness, and the inability to reach customers about their training courses. Outside of Amman, both infrastructure and outreach challenges were raised.

Assessment of Current ICT Training Environment

Based on the analysis of data, including the results a labor force study, priorities within the National ICT Strategy, and a comprehensive Training Needs Assessment (TNA), the following conclusions have been highlighted by the consultants:

- A significant amount of ICT training is being conducted, but there is little synergy among training providers, minimal quality oversight, and nascent supply-demand analysis. The result is an unfocused, unsustainable training mechanism that provides little opportunity for potential investors that need access to customized training programs to reduce "time to market", as well as tightening competition among training providers for finite opportunities within Jordan's current ICT industry mix.
- Most of the ICT training is focused on Amman and is conducted via live training methods. Training opportunities in the Governorates are minimal and largely focus on core ICT processes.
- Research and development occurring within Jordan's ICT sector is for the most part insignificant. While many companies have R&D departments, there are very few examples of innovative products being produced by Jordanian companies.
- Lack of skilled workers is significant challenge within the sector, as is the lack of certified and professional trainers for complex, but necessary, processes.
- ICT companies desire practical training, but in many cases they are either conducting this on their own, or are solely looking at price as a motivator. This has lead to "spotty" results and further widened the gap between training demand and supply.
- Very little customized training curriculum is being offered by training providers. Most curriculum used by universities and private providers is "off the shelf", which minimizes the providers' ability to adapt to specific demands from potential investors or companies already operating within Jordan.
- The gap between the skills needed for ICT workers and the theoretical education they are receiving in universities is widening due in part to a lack of communication between industry representatives, academia, and private training providers.

Recommendations

Based on this analysis, the consultants recommend the following steps in order to ensure the establishment of an excellent ICT workforce in Jordan:

- Creation of a National ICT Academy that includes a sound governance structure, consistent oversight, multiple-locations, endorses varied training formats, customized training components for potential investors, and specific monitoring/evaluation criteria. The Academy should serve as a national standards board to ensure that ICT training is done according to minimum requirements established by the industry.
- Integration of training providers, academia, government officials, and industry representatives into the evolving priorities within the National ICT Strategy in order to develop synergy and adequate communication processes.
- Total re-evaluation of ICT curriculum (university and otherwise) in order to assess a) its applicability, b) its content, c) its delivery, and d) its impact. This should be conducted utilizing the expertise of international experts in the field of ICT training, in order to merge the theoretical and practical aspects of workforce skills development. Only curriculum that meets specific quality standards should be offered through the National ICT Academy.
- A Training Fund should be developed in order to enhance the development of curriculum, especially e-learning platforms, that conform to industry standards.
- Re-evaluation of the National ICT Strategy to assess its priorities and ongoing applicability to the changing industry mosaic.

SECTION THREE (NATIONAL INFORMATION TECHNOLOGY AND COMMUNICATIONS ACADEMY)

3.1 Profile of the National ICT Training Academy

The National ICT Training Academy will create a coordinating mechanism through which the Ministry of ICT can develop strong public private partnerships to ensure the development of a plentiful and skilled workforce.

The Academy will work with the Jordan Investment Board (JIB), the Ministry of ICT, as well as domestic and international training providers to design, operate, and promote a synergetic, effective, and ongoing program to position Jordan's workforce as one that is desirable to a host of potential international investors.

3.2 Rationale for Establishing a National ICT Academy

Over the last five years, Jordan has created thousands of jobs in the ICT sector, but even so, it has fallen short of its job creation targets under the National ICT Strategy. One of the major reasons for this has been the inability to provide a consistent supply of skilled technical workers to local and international ICT companies, as well as the lack of a coordinated approach to the creation of domestic and international investment opportunities. Certainly, there has been a great deal of focus on ICT skills development, but research indicates that this has been uncoordinated and somewhat disjointed due to a lack of skilled workers coming out of Jordanian universities, the unwillingness of ICT companies to pay market costs for training, and a lack of understanding as to the skill sets that will be required by ICT workers in the future. Over the past few years, major international companies, such as IBM, Cisco, and Microsoft, have entered the ICT training space, but this has not addressed the coordination and strategic issues that are the sector's major challenges.

This being the case, Jordan needs a coordination mechanism that will create a strategic approach to workforce development by determining what skills are necessary in the ICT sector, creating synergy among training providers, ensuring the use of quality curriculum, reducing "time to market" for ICT workers, and creating partnerships between all players in the sector. This can be accomplished through the creation of a National ICT Academy that is "virtual" in its scope, meaning that it will not provide training on its own but rather coordinate with a cadre of training providers and serve as an evaluation mechanism to ensure quality and timeliness. This approach is essential in order to avoid duplication, take full advantage of the training capabilities that already exist within the country, and ensure sustainability.

3.3 National ICT Academy Strategy and Governance

When analyzing the development of ICT academies in countries around the world, it is clear that strategy and governance are the keys to success. After reviewing the strategy and governance of five successful ICT Academy models, the consultants focused on the following elements/components of strategy and governance development:

Vision/Mission:

Vision:

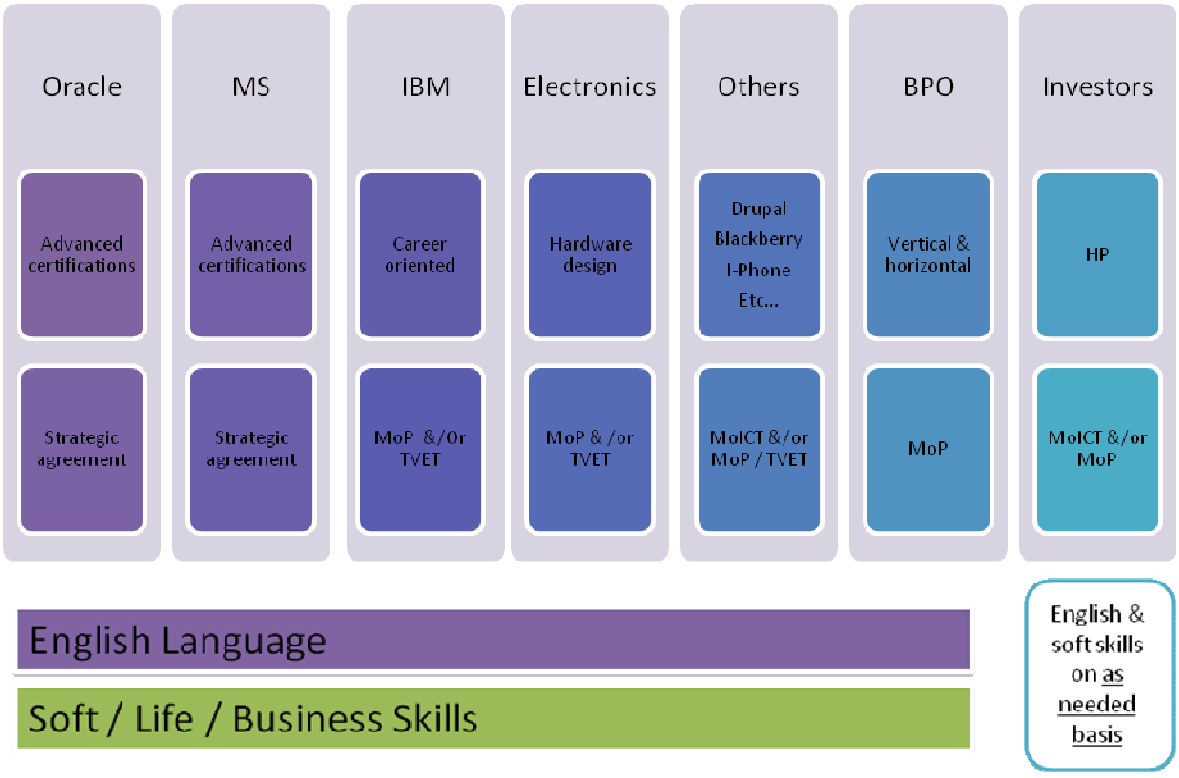
The vision of Jordan's National ICT Academy is to facilitate the development of a highly skilled ICT workforce as a foundation for internal and external investment that will integrate Jordan into the knowledge economy.

Mission:

The mission of Jordan's ICT Academy is to harness the expertise of both internal and external training providers to initiate broad-based skills development in order to develop a world-class technology workforce as a baseline for the facilitation of internal and external investment.

Model:

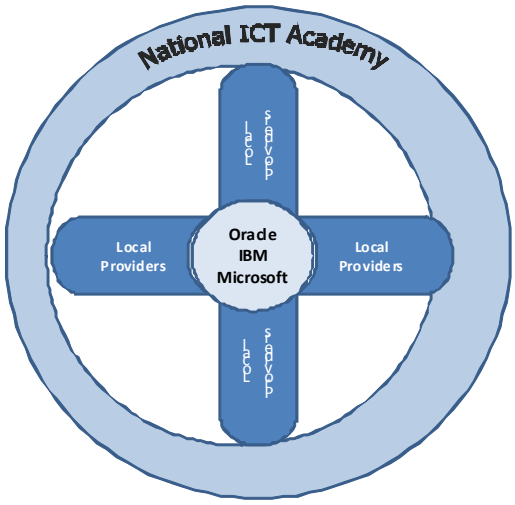
After analyzing a number of potential strategic models for the development of an ICT Academy, and comparing these models to the goals contained in Jordan's National ICT Strategy, the consultants recommend the following, which is consistent with those implemented around the world, while taking into account Jordan's current opportunities:



This strategy focuses on seven foundational elements of an ICT Training Academy, focusing on the key developmental areas required to utilize the expertise of both global and local training providers, through the development of cooperative agreements between salient parties. It focuses on a sequential process that leads to the formation of a synergetic, collaborative, and innovative training environment that includes international best practices as well as local country context.

Structure:

Currently, the Ministry of ICT is taking advantage of alliances with key international stakeholders that are providing advanced training options and certification programs. These alliances include an agreement with IBM, and strategic collaboration with Microsoft, Cisco, and Oracle to provide specialized training alternatives. Because of the global expertise in ICT training offered by large corporations and their interest in the Jordanian market, the consultants recommend the development of a structural model that leverages this expertise in conjunction with the utilization of local providers. This following graph outlines the recommended model:



This model highlights major international companies as the nucleus for the Academy's structure, while linking them with specific local training providers in the areas of systems, software, solution, and professional training. It would not be prudent, in the consultants' opinion to utilize IBM, Microsoft, and Cisco as sole providers for training conducted through the Academy, though they could fulfill this purpose, as this would undermine the nascent ICT training industry that is already in place. Rather, the recommended model establishes IBM as a core provider, due to the relative size of its commitment, while utilizing Oracle and Microsoft, for other advanced and certification-oriented training programs. By utilizing a Memorandum of Understanding or other mechanism(s), these training providers would be linked to local Jordanian training companies that would provide soft skills and/or English language and lower level training processes, as well as training on specific applications (such as media/graphics).

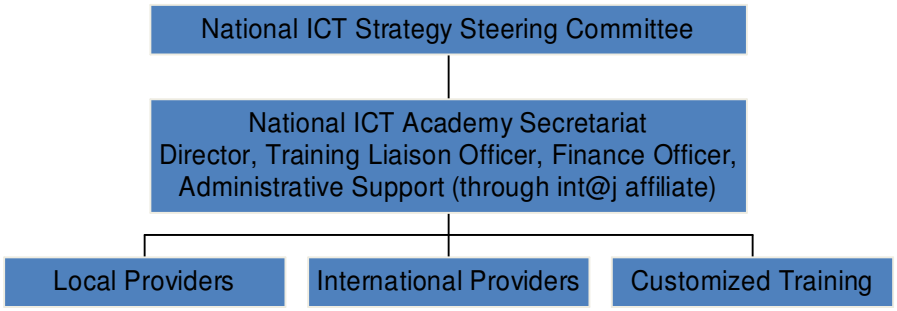
The consultants feel the Academy should be an integrated network of providers that provide training in different locations and formats, such as traditional classroom learning, on-the-job training, e-learning, and blended learning (which incorporates elements of both e-learning and traditional instruction).

The structural model is based on the creation of a "virtual" Academy that focuses on skill development needs and providers rather than a centralized training location, which would be both expensive and impractical based on the fact that significant instructional infrastructure already exists. The model integrates both national and international providers in the design and delivery of skills training, both general and customized, utilizing curriculum that meets industry standards and is approved by the Academy's governing body.

Governance:

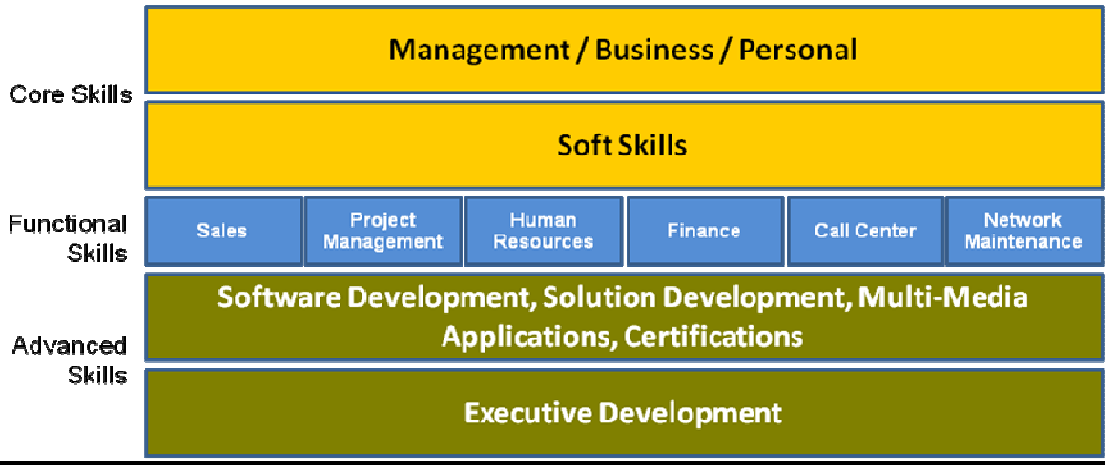
After analyzing ICT Academy governance structures around the world and gaining input from key Jordanian stakeholders, the consultants recommend the formation of a ten member National ICT Academy Governing Board within the Ministry of ICT. This governing board, which should be chaired by the Minister of ICT, will assume the responsibility for a) understanding and articulating training needs, b) facilitating agreements with and between the appropriate training providers (as outlined above) to ensure these needs are addressed, c) coordinating with the Jordan Investment Board and other salient economic development authorities to coordinate customized , "on demand" training for ICT investors through the

Academy mechanism, d) approving the curriculum and evaluating training quality, and e) assessing the Academy's impact by initiating a monitoring and evaluation system designed to determine the linkage between new investment and skills development. A position of National ICT Academy Director should be created under the organization that is to host the Academy (such as the King Abdullah Fund for Development) in order to liaise with the Governing Board. The organizational chart on the next page provides a graphical frame of reference for this governance structure.



3.4: Curriculum

From a curriculum standpoint, the major part of the ICT Academy's core should focus on development of a number of broad skills to create a growing supply of qualified labor. While the curriculum developed to address these functional skill sets varies from country-to-country, the overarching skill sets are typically aligned as follows:



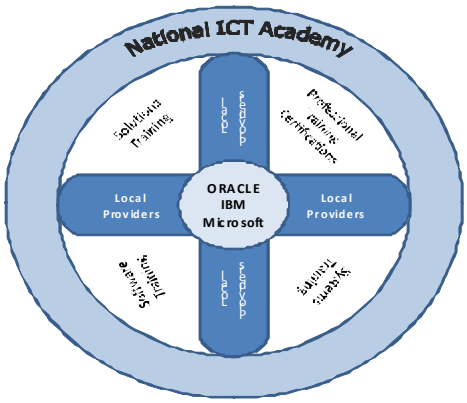
Within these skill sets, the consultants recommend the identification and/or design of the curriculum in the following functional categories to address specific needs within the Jordanian market:

Systems Training	Networking Cisco and IBM	IBM eServer™ zSeries®, pSeries®, iSeries™, xSeries® servers	IBM z/OS® , AIX® and OS/400® software, Linux, Microsoft® Windows® XP/2000/NT
Software Training	Middleware software Lotus software Tivoli. software Application Development, Data Management		
Solutions Training	Network infrastructure Security Resiliency Wireless solutions e-business IT optimization Multi-Media		
Professional Training	New-hire orientation Certification Project management Business skills Communication IT job role fulfillment		

In many cases, local and/or international training providers have already developed curriculum to address skill sets within these functional categories. In areas where this is not the case, curriculum can be developed utilizing the vast experience offered by multi-national companies and training providers.

Supply Side:

Utilizing the structural model above and overlaying the functional categories for skills development, the delivery mechanism for the Academy's training services would be the following:



The mechanism for offering this curriculum would depend on a) the ICT sector's needs, b) the most effective/efficient instructional method(s), and c) the need for reduced "time to market". The delivery mechanisms should focus on e-learning, traditional instruction, and blended learning (a combination of e-learning and blended instruction). Upon assessing the current training programs offered by international and local providers, virtually all instruction within the four functional categories described above is provided through a "live training" format that utilizes one or more instructors and a classroom setting. The National ICT Academy's goal should be to work with training providers to transition more courses to e-learning and blended learning formats in order to involve more students, transcend geographical location, and reduce "time to market" for potential investors and/or companies already operating on the Jordanian market. The Academy's goal should be to bridge the gap between the demand for training and the current supply by focusing on flexibility, portability, and profitability.

Demand Side:

Another component of the National ICT Academy's instructional offering should be on-demand training, which would focus on the specific skill sets needed by potential investors, companies considering expansion in product or service lines, and/or entrepreneurs that are

considering start up operations and thus desire specific skill sets. Through its secretariat, the National ICT Academy Governing Board would serve as the liaison organization with the companies requesting on demand training, the various stakeholders involved in working with them, such as the Jordan Investment Board or the Development Zones Commission, and the appropriate training providers, which would ultimately deliver the instructional product.

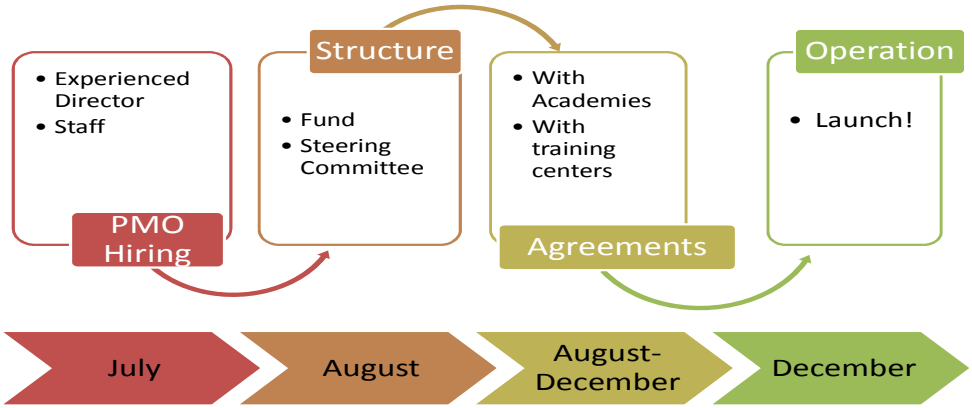
3.5: Participation in the Academy

In order to create synergy among training providers, the Academy will encourage them to come under its "umbrella" by offering access to incentives such as potential utilization of the ICT Training Fund (see below). The consultants recommend that membership in the Academy be established at a minimum of 200 JOD per year (depending on the company's size), which will allow the ICT training organizations to utilize the Academy's logo and take advantage of its overall branding. This small amount of funding would provide little revenue for sustainability, but would provide the Academy's leadership a way to liaise with training providers and provide oversight as to curriculum, quality, and timely delivery. Academy membership would be structured through a Memorandum of Understanding (MoU) that would ensure proper oversight of curriculum and integration of training opportunities.

3.6 Marketing and Outreach

The Academy will market its programs through a printed brochure that will be distributed to Jordanian and international training providers, as well as the creation of a portal that provides an overview the Academy, linkages to curriculum, training provider profiles, and employment database, and other information.

The Academy will also link its services to the Graduate Employment Program and will promote its services as job fairs as well as through national and international trade exhibitions. The following chart describes the outreach strategy and timeline:



3.7: National ICT Academy Sustainability

The business plan for the National ICT Academy offers a low cost, transparent, and uncomplicated way to ensure that Jordan's ICT workforce will be a strong factor in the sector's growth. The model will need access to ongoing capital in order to achieve this goal

in the short term. However, since one of the primary gaps within the training environment is the ability of firms to offer state-of–the-art curriculum in a timely manner with consistently high quality, the Academy can play a role in providing resources/technical assistance to design and update curriculum. This can be accomplished through the creation and administration of an ICT Training Matching Fund by the Academy's governing board based on established criteria that is both transparent and consistent with international best practices. The consultants recommend the following revenue-generating mechanisms to build the Fund's financial capacity:

- Database/Testing: The Academy could establish a database of individuals that are interested in employment opportunities within the ICT sector. This database could be populated through collaboration with public and private universities to promote it as a mechanism for job matching and embedded in the Academy's internet portal. In order to be included in the database, individuals would pay a fee of 15 JD, which would allow them to post their resume, search for vacant positions, apply for these positions, and receive notification of job fairs and other employment-related events. In order to apply for positions through the site, users would be required to take a placement test, for a separate fee of 5 JD, that would be linked to the application and thus provide potential employers and training providers with knowledge as to their skills.
- Links to Training Providers: For an annual fee of 500 JD, training providers could link to the Academy's portal in order to advertise upcoming training programs and access the database of individuals that want to pursue careers in the ICT sector. This would allow training providers to market their programs directly to individuals that are interested in ICT as a career.

Through written requests based on specific criteria, this fund would provide support for curriculum development, subsidies for customized training programs requested by potential investors, provide support for publicizing specific training programs, and the development of new training formats among others.

The consultants recommend that targeted international donors provide 1:1 matching funds up to a cap amount agreed upon with the Government of Jordan. This would allow the fund to grow rapidly, while ensuring strong and sustainable support from the sector. The consultants recommend the use of up to 20% of the fund for administrative functions and the Secretariat, while the rest of the funding is dedicated to support for training initiatives through the Academy, promotion of its services, and development of the Academy's internet portal. The following is a projected five-year income and expense plan:

Financial Performance (JD)	FY2011	FY2012	FY2013	FY2014	FY2015
Fund surpluss (deficit)	**7,421**	**29,938**	**176,792**	**45,962**	**31,456**
Cumulative fund balance	**7,421**	**37,359**	**214,151**	**260,113**	**291,569**

Fund revenues (JD)	FY2011	FY2012	FY2013	FY2014	FY2015
Own revenues:					
Membership fees for companies	12,500	17,678	25,000	25,000	25,000
Membership fees for individuals (15 JD per person x 1,000 persons)	-	11,708	25,000	25,000	25,000
Membership fees for providers (30 at 500 JD each)	7,500	10,607	15,000	15,000	15,000
Training fees	-	-	187,500	187,500	187,500

Fund revenues (JD)	FY2011	FY2012	FY2013	FY2014	FY2015
Application fees	-	11,180	25,000	25,000	25,000
Employment fees	-	-	-	-	-
Own revenues	**20,000**	**51,173**	**277,500**	**277,500**	**277,500**
Government appropriations:					
Government appropriations	40,000	40,000	40,000	40,000	40,000
Government appropriations	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**
Donor revenues:					
Donor match	60,000	72,938	190,500	127,000	63,500
Donor revenues	**60,000**	**72,938**	**190,500**	**127,000**	**63,500**
Interest revenues:					
Interest on fund balances		297	1,198	7,072	1,838
Interest revenues		**297**	**1,198**	**7,072**	**1,838**
Total:	**120,000**	**164,408**	**509,198**	**451,572**	**382,838**

Fund expenditures (JD)	FY2011	FY2012	FY2013	FY2014	FY2015
Training expenditures: - available for training					
Training expenditures	24,000	65,763	254,599	316,100	267,987
Training expenditures	**24,000**	**65,763**	**254,599**	**316,100**	**267,987**
Administrative expenditures:					
Salaries (inclusive of employer portion of social security)	60,879	63,923	67,119	70,475	73,999
Other	-	-	3,712	3,861	4,015
Administrative expenditures	**60,879**	**63,923**	**70,831**	**74,336**	**78,014**
Marketing and development expenditures:					
Brochures	1,100	-	-	-	-
Portal	10,200	208	2,216	225	234
Launch	4,000	2,080	2,163	2,250	2,340
Workflow	10,000	-	-	10,000	-
Other	2,400	2,496	2,596	2,700	2,808
Marketing and development expenditures	**27,700**	**4,784**	**6,975**	**15,174**	**5,381**
Total:	**112,579**	**134,470**	**332,405**	**405,610**	**351,382**

*Does not include training costs associated with the IBM proposal.

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SECTION FOUR (APPENDICES):

APPENDIX A (JORDANIAN ICT TRAINING PROVIDERS, TECHNOLOGY, DURATION, FEES, CURRICULUM, GOVERNORATES, AND OTHER INFORMATION):

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
Oracle 10g Developer Track	Infra Structure Training	99	2200 JD	(Off-the-shelf, customized, International affiliation, etc.)	Amman	(live, e-learning, etc)
Oracle Database Administration (DBA)	Infra Structure Training	66	1800 JD	International affiliation	Amman	Live (Class Room)
Oracle Log iAs Track	Infra Structure Training	48	1200 JD	International affiliation	Amman	Live (Class Room)
Oracle log JDeveloper	Infra Structure Training	90	1900 JD	International affiliation	Amman	Live (Class Room)
Oracle Enterprise Linux Track	Infra Structure Training	48	1200 JD	International affiliation	Amman	Live (Class Room)
Oracle PL/SQL Portal Developer Track	Infra Structure Training	90	1800 JD	International affiliation	Amman	Live (Class Room)
MCITP Server Administrator	Infra Structure Training	126	1560 JD	International affiliation	Amman	Live (Class Room)
Microsoft Exchange 2007 (Configuring)	Infra Structure Training	42	660 JD	International affiliation	Amman	Live (Class Room)
MCPD 2008i ASP.Net Developer 3.5	Infra Structure Training	93	1170 JD	International affiliation	Amman	Live (Class Room)
Microsoft SQL Server 2008, Implementation and Maintenance	Infra Structure Training	60	720 JD	International affiliation	Amman	Live (Class Room)
Microsoft Office 2007 (Word ,Excel, P.P, Outlook, Access, Visio)	Application Training	120	800 JD	International affiliation	Amman	Live (Class Room)
CCNA	Infra Structure Training	40	500 JD	International affiliation	Amman	Live (Class Room)
SharePoint 2007 (Admin)	Application Training	27	270 JD	International affiliation	Amman	Live (Class Room)
SharePoint 2007 (Business User)	Application Training	15	2200 JD	International affiliation	Amman	Live (Class Room)
SharePoint 2007 (Designer)	Application Training	18	1800 JD	International affiliation	Amman	Live (Class Room)

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
SharePoint 2007 (Development)	Programming /Design Skills Training	45	1200 JD	International affiliation	Amman	Live (Class Room)
Autodesk Revit MEP 2010	Application Training	18	1900 JD	International affiliation	Amman	Live (Class Room)
Autodesk Revit Structure 2010	Application Training	18	1200 JD	International affiliation	Amman	Live (Class Room)
Autodesk Revit Architecture 2010	Application Training	18	1800 JD	International affiliation	Amman	Live (Class Room)
A+ (Hardware +Software)	Infra Structure Training	45	1560 JD	International affiliation	Amman	Live (Class Room)
Security+	Infra Structure Training	30	660 JD	International affiliation	Amman	Live (Class Room)
ITIL	Programming /Design Skills Training	20	1170 JD	International affiliation	Amman	Live (Class Room)
PMP	Programming /Design Skills Training	45	720 JD	International affiliation	Amman	Live (Class Room)
English Language and Communication	Programming /Design Skills Training	5 Weeks		Customized and Pc users Manual Printouts to students	Amman	Live, Participation PC + Data Show utilization – In computer LAB
Skills for Technical	Programming /Design Skills Training	5 Weeks		Customized and Pc users Manual Printouts to students	Amman	Live, Participation PC + Data Show utilization – In computer LAB
Purposes an -------		5 Weeks		Customized and Pc users Manual Printouts to students	Amman	Live, Participation PC + Data Show utilization – In computer LAB
ASP. NET, C#	Application Training	6 Weeks		HTML, C#, Java Script	Amman	Windows Applications + Web Applications, Live through participations in Computer LAB
Entry Level Topics	Programming /Design Skills Training	Between 10 to 16 training hours[1]	Between 1500 to 2000 [2]	(Off-the-shelf, customized, International affiliation, etc…)	Amman	(live, e-learning, etc)
Soft Skills & Personal Achievement topics	Programming /Design Skills Training	Between 15 to 25 training hours	Between 2000 to 3500	customized,	Amman	live
Management & Leadership Topics	Programming /Design Skills Training	Between 15 to 25 training hours	Between 3000 to 4000	customized,	Amman	live

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
Specialized topics & certification programs[3]	Programming /Design Skills Training	Between 35 to 60 training hours	Between 3000 to 6000	customized, public, international	Amman	live
Human Recourses & personnel topics	Programming /Design Skills Training	Between 25 to 50 training hours	Between 3000 to 6000	customized, , public, international	Amman	live
Sales, Marketing, Business & Product Development related topics	Programming /Design Skills Training	Between 20 to 40 training hours	Between 3000 to 4000	customized,	Amman	live
Upper Management & Strategy topics	Programming /Design Skills Training	Between 25 to 50 training hours	Between 3000 to 6000	Customized	Amman	live
Technical Topics	Programming /Design Skills Training	Between 20 to 40 training hours	Between 3000 to 4000	customized,	Amman	live
Legal & Financial Topics	Programming /Design Skills Training	Between 20 to 45 training hours	Between 3000 to 5000	customized,	Amman	live
MCSE2003	Infra Structure Training	120	1200JD	International affiliation	Amman	Live
Security training SCNS	Infra Structure Training	32	750JD	International affiliation	Amman	Live
Security training SCNP	Infra Structure Training	32	750JD	International affiliation	Amman	Live
CCNA		40	500JD	International affiliation	Amman	Live
MS SQL2005	Infra Structure Training	40	600 JD	International affiliation	Amman	Live
MCSE2003	Infra Structure Training	120	1200	International Affiliation	Amman	Live
Preparation for ICDL tests		70	90	Customized	Mafraq	Live
Introduction to Ms Office		30	50	Off the Shelf	Mafraq	Live
AutoCAD	Programming /Design Skills	30	100		Mafraq	Live
3D Max	Programming /Design Skills Training	30	100		Mafraq	Live
SPSS	Professional Training	20	100	Customized	Mafraq	Live
GIS	Application Training	20	100	Customized	Mafraq	Live
Remote Sensing	Application Training	20	100	Customized	Mafraq	Live

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
Ms Excel	Application Training	25	50 JD	Customized	Amman	Live
Ms Access	Application Training	25	50 JD	Customized	Amman	Live
Ms PowerPoint	Application Training	10	20 JD	Customized	Amman	Live
VB. Net	Programming /Design Skills Training	30	60 JD	Customized	Amman	Live
ADO. Net	Programming /Design Skills Training	20	40 JD	Customized	Amman	Live
Introduction to C#	Application Training	30	60 JD	Customized	Amman	Live
Ms Sql Server	Application Training	30	60 JD	Customized	Amman	Live
Oracle 10g	Application Training	120	240 JD	Customized	Amman	Live
Php/My Sql	Infra Structure Training	40	80 JD	Customized	Amman	Live
Java (J2SE)	Programming /Design Skills Training	50	100 JD	Customized + International	Amman	Live
Java (J2EE)	Programming /Design Skills Training	50	100 JD	Customized + International	Amman	Live
Adobe Photoshop	Programming /Design Skills Training	15	30 JD	Customized	Amman	Live
Adobe Flash	Programming /Design Skills Training	20	40 JD	Customized	Amman	Live
Cinema 4D	Programming /Design Skills Training	15	30JD	Customized	Amman	Live
Cisco Wireless		60	150 JD	International Affiliation	Amman	Live
CCNA		150	300 JD	International Affiliation	Amman	Live
Oracle Database 11g: Administration Workshop I	Infra Structure Training	5 Days	480	Oracle Certified Training	Amman	Instructor Led
Oracle Database 11g: Administration Workshop II	Infra Structure Training	5 Days	480	Oracle Certified Training	Amman	Instructor Led
Oracle Database 11g: RAC Administration	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
Oracle Database 11g: Data Guard Administration	Infra Structure Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
Oracle Database 11g: Security	Infra Structure Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
Oracle Database 11g: Performance Tuning	Infra Structure Training	5 Days	480	Oracle Certified Training	Amman	Instructor Led
Oracle Database 11g: SQL Tuning Workshop	Infra Structure Training	3 Days	300	Oracle Certified Training	Amman	Instructor Led
Oracle Database 10g: Administration Workshop I	Infra Structure Training	5 Days	480	Oracle Certified Training	Amman	Instructor Led
Oracle Database 10g: Administration Workshop II	Infra Structure Training	5 Days	480	Oracle Certified Training	Amman	Instructor Led
Oracle Enterprise Manager 10g Grid Control	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
Oracle Database 10g: SQL Tuning Workshop	Infra Structure Training	3 Days	300	Oracle Certified Training	Amman	Instructor Led
Oracle Database 10g: Real Application Clusters	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
Oracle Database 10g: Data Guard Administration	Infra Structure Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
Oracle Database 10g: Implement Streams	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
Oracle Database 10g: Backup and Recovery	Infra Structure Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
Oracle Database 10g: Performance Tuning	Infra Structure Training	4 Days	400	Oracle Certified Training	Amman	Instructor Led
Oracle Database 10g: Security	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
Oracle Database 11g: Security	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
Oracle Database 11g: Implementing Database Vault	Infra Structure Training	2 Days	240	Oracle Certified Training	Amman	Instructor Led
Oracle Database 11g: Implementing Audit Vault	Infra Structure Training	2 Days	240	Oracle Certified Training	Amman	Instructor Led

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
Oracle Database 11g: Advanced Security	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
Oracle Database 11g: Administration Workshop	Infra Structure Training	5 Days	480	Oracle Certified Training	Amman	Instructor Led
Oracle Database 11g: RAC Administration	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
Oracle Database 11g: Data Guard Administration	Infra Structure Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
Oracle Database 10g: Introduction to SQL	Infra Structure Training	5 Days	300	Oracle Certified Training	Amman	Instructor Led
Oracle Database 10g: Program with PL/SQL	Infra Structure Training	5 Days	300	Oracle Certified Training	Amman	Instructor Led
Oracle Forms Developer 10g: Build Internet Applications	Infra Structure Training	5 Days	300	Oracle Certified Training	Amman	Instructor Led
Oracle Reports Developer 10g: Build Reports	Infra Structure Training	5 Days	300	Oracle Certified Training	Amman	Instructor Led
OracleAS 10g R3: Java Programming	Infra Structure Training	5 Days	480	Oracle Certified Training	Amman	Instructor Led
OracleAS 10g R3: Build Java EE Applications I	Infra Structure Training	5 Days	480	Oracle Certified Training	Amman	Instructor Led
OracleAS 10g R3: Build Java EE Applications II	Infra Structure Training	3 Days	290	Oracle Certified Training	Amman	Instructor Led
Oracle AS 10g R3:Build Web Services	Infra Structure Training	2 Days	250	Oracle Certified Training	Amman	Instructor Led
OracleAS 10g R3: Oracle ADF for Forms/4GL Developers	Infra Structure Training	4 Days	550	Oracle Certified Training	Amman	Instructor Led
Oracle 11g R3 JDeveloper	Infra Structure Training	5 Days	550	Oracle Certified Training	Amman	Instructor Led
Oracle Fusion Middleware 11g: Build Applications with ADF I	Infra Structure Training	2 Days	220	Oracle Certified Training	Amman	Instructor Led
Oracle Fusion Middleware 11g: Build Applications with ADF II	Infra Structure Training	4 Days	440	Oracle Certified Training	Amman	Instructor Led
Oracle Fusion Middleware 11g: Build Web Services	Infra Structure Training	5 Days	550	Oracle Certified Training	Amman	Instructor Led

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
Oracle Fusion Middleware 11g: Java Programming	Infra Structure Training	5 Days	550	Oracle Certified Training	Amman	Instructor Led
Oracle Fusion Middleware 11g: Build Java EE Applications New	Infra Structure Training	5 Days	550	Oracle Certified Training	Amman	Instructor Led
Oracle Application Server 10g R2: Administration I	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
Oracle Application Server 10g R2: Administration I	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
Oracle WebLogic Server 11g: Administration Essentials	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
Oracle WebLogic Server 11g: Advanced Administration	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
Oracle WebLogic Server 11g: Overview for OC4J Administrators	Infra Structure Training	1 Day	120	Oracle Certified Training	Amman	Instructor Led
OracleAS Portal 10g R2: Build Corporate Portals	Infra Structure Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
OracleAS Portal 10g: Build Portlets with PL/SQL	Infra Structure Training	2 Days	240	Oracle Certified Training	Amman	Instructor Led
OracleAS Portal 10g: Build Portlets with Java	Infra Structure Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
Hyperion Financial Management 9.3.1 for Interactive Users	Application Training	3 Days	510	Oracle Certified Training	Amman	Instructor Led
Hyperion Financial Reporting 9.3.1 for Financial Management	Application Training	2 Days	340	Oracle Certified Training	Amman	Instructor Led
Hyperion Smart View 9.3.1 for Financial Management	Application Training	1 Days	170	Oracle Certified Training	Amman	Instructor Led
Hyperion Planning 9.3.1: Create and Manage Applications	Application Training	5 Days	850	Oracle Certified Training	Amman	Instructor Led
Hyperion Planning 9.3.1 for Interactive Users	Application Training	3 Days	510	Oracle Certified Training	Amman	Instructor Led
Hyperion Financial Reporting 9.3.1 for Essbase and Planning	Application Training	2 Days	340	Oracle Certified Training	Amman	Instructor Led

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
Hyperion Data Integration Management 9.3: Integrate Enterprise Data	Application Training	5 Days	850	Oracle Certified Training	Amman	Instructor Led
Hyperion Planning 9.3.1 Installation and Configuration	Application Training	2 Days	340	Oracle Certified Training	Amman	Instructor Led
Hyperion Essbase 9.3.1 for System Administrators	Application Training	3 Days	510	Oracle Certified Training	Amman	Instructor Led
Hyperion Reporting and Analysis 9.3.1 Administration	Application Training	3 Days	510	Oracle Certified Training	Amman	Instructor Led
Oracle BI 10g: Analytics Overview	Infra Structure Training	3 Days	510	Oracle Certified Training	Amman	Instructor Led
Oracle BI Suite EE 10g R3: Create Reports and Dashboards	Infra Structure Training	2 Days	340	Oracle Certified Training	Amman	Instructor Led
Oracle BI Suite EE 10g R3: Build Repositories	Infra Structure Training	2 Days	340	Oracle Certified Training	Amman	Instructor Led
Oracle BI Applications 7.9: Develop a Data Warehouse	Infra Structure Training	5 Days	850	Oracle Certified Training	Amman	Instructor Led
OracleBI Discoverer Plus 10g: Analyze Relational and OLAP Data	Infra Structure Training	1 Days	120	Oracle Certified Training	Amman	Instructor Led
OracleBI Discoverer Administrator 10g: Develop an EUL	Infra Structure Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
Oracle 10g: XML Fundamentals	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
OracleAS 10g R3: Build Web Services	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
Oracle SOA Suite 10g: SOA Essentials	Application Training	2 Days	240	Oracle Certified Training	Amman	Instructor Led
Oracle SOA Suite 10g: Services Orchestration	Application Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
Oracle WebLogic Portal 10g R3: Develop Enterprise Portals	Application Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
Oracle WebLogic Server 10g R3: System Administration	Application Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
BEA WebLogic Server 10: Develop Enterprise Web Services	Application Training	2 Days	240	Oracle Certified Training	Amman	Instructor Led

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
Oracle WebLogic Server 10g R3: Monitoring and Performance Tuning	Application Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
Oracle Directory Services: Administration	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
Oracle Identity Manager: Administration and Implementation NEW	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
Oracle Access Manager: Administration	Infra Structure Training	4 Days	480	Oracle Certified Training	Amman	Instructor Led
Oracle Data Integrator: Administration and Development	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
Oracle Warehouse Builder 10g Implementation I	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
Oracle Warehouse Builder 10g Implementation II	Infra Structure Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
Oracle Database 10g: Implement and Administer a Data Warehouse	Infra Structure Training	4 Days	480	Oracle Certified Training	Amman	Instructor Led
Enterprise Linux: Linux Fundamentals	Infra Structure Training	4 Days	480	Oracle Certified Training	Amman	Instructor Led
Enterprise Linux: System Administration	Infra Structure Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
Enterprise Linux: Network Services	Infra Structure Training	2 Days	240	Oracle Certified Training	Amman	Instructor Led
Enterprise Linux: Security Administration	Infra Structure Training	4 Days	480	Oracle Certified Training	Amman	Instructor Led
Oracle Database 10g: Managing Oracle on Linux for DBAs	Infra Structure Training	2 Days	240	Oracle Certified Training	Amman	Instructor Led
Oracle Database 10g: Managing Oracle on Linux for System Administrators	Infra Structure Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
R12 E-Business Suite Essentials for Implementers	Application Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
R12 Oracle Asset Management Fundamentals	Application Training	4 Days	480	Oracle Certified Training	Amman	Instructor Led

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
R12 Oracle Subledger Accounting Fundamentals	Application Training	2 Days	240	Oracle Certified Training	Amman	Instructor Led
R12 Oracle Payables Management Fundamentals	Application Training	4 Days	480	Oracle Certified Training	Amman	Instructor Led
R12 Oracle General Ledger Management Fundamentals	Application Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
R12 Oracle Inventory Management Fundamentals	Application Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
R12 Oracle Order Management Fundamentals	Application Training	4 Days	480	Oracle Certified Training	Amman	Instructor Led
R12 Oracle Receivables Management Fundamentals	Application Training	4 Days	480	Oracle Certified Training	Amman	Instructor Led
R12 Oracle Cash Management Fundamentals	Application Training	1 Day	120	Oracle Certified Training	Amman	Instructor Led
R12 Oracle Purchasing Fundamentals	Application Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
R12 Oracle Procurement Contracts Fundamentals	Application Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
R12 E-Business Suite Essentials for Implementers	Application Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
R12 Oracle Inventory Management Fundamentals	Application Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
R12 Oracle Order Management Fundamentals	Application Training	4 Days	480	Oracle Certified Training	Amman	Instructor Led
R12 Oracle Advanced Pricing Fundamentals	Application Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
R12 Oracle Bills of Material and Engineering Fundamentals	Application Training	4 Days	480	Oracle Certified Training	Amman	Instructor Led
R12 Implement Configurator	Application Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
R12 E-Business Suite Essentials for Implementers	Application Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
R12 Oracle HRMS Work Structures Fundamentals	Application Training	2 Days	240	Oracle Certified Training	Amman	Instructor Led

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
R12 Oracle HRMS People Management Fundamentals	Application Training	2 Days	240	Oracle Certified Training	Amman	Instructor Led
R12 Oracle HRMS Learning Management Fundamentals	Application Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
R12 Oracle HRMS iRecruitment Fundamentals	Application Training	2 Days	240	Oracle Certified Training	Amman	Instructor Led
R12 Oracle HRMS Total Compensation Foundations	Application Training	2 Days	240	Oracle Certified Training	Amman	Instructor Led
R12 Oracle HRMS Compensation Workbench and Salary Configuration	Application Training	4 Days	480	Oracle Certified Training	Amman	Instructor Led
R12 Payroll Fundamentals: Configuration (Global)	Application Training	2 Days	240	Oracle Certified Training	Amman	Instructor Led
R12 Payroll Fundamentals: Earnings and Deductions	Application Training	2 Days	240	Oracle Certified Training	Amman	Instructor Led
R12 Payroll Fundamentals: Administration (Global)	Application Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
R12 E-Business Suite Essentials for Implementers	Application Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
R12 Oracle Common Application Components Fundamentals	Application Training	3 Days	360	Oracle Certified Training	Amman	Instructor Led
R12 Oracle Sales Fundamentals	Application Training	4 Days	480	Oracle Certified Training	Amman	Instructor Led
R12 Oracle Marketing Fundamentals	Application Training	4 Days	480	Oracle Certified Training	Amman	Instructor Led
R12 Oracle Service Fundamentals	Application Training	4 Days	480	Oracle Certified Training	Amman	Instructor Led
R12 Oracle iStore Fundamentals	Application Training	4 Days	480	Oracle Certified Training	Amman	Instructor Led
R12 Oracle: Install, Patch and Maintain Oracle Applications	Application Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
R12 Oracle Applications System Administrator Fundamentals	Application Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
R12 Implement Oracle Workflow	Application Training	5 Days	600	Oracle Certified Training	Amman	Instructor Led
RH033: RedHat Essential	Infra Structure Training	6 Days	450	Oracle Certified Training	Amman	Instructor Led
RH131: RedHat System Administration	Infra Structure Training	7 Days	500	Oracle Certified Training	Amman	Instructor Led

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
RH253: RedHat Network And Security Administration	Infra Structure Training	7 Days	500	Oracle Certified Training	Amman	Instructor Led
RH142 : Linux Troubleshooting Techniques and Tools	Infra Structure Training	7 Days	750	Oracle Certified Training	Amman	Instructor Led
RH318: Red Hat Enterprise Virtualization	Infra Structure Training	5 Days	650	Oracle Certified Training	Amman	Instructor Led
RH290 : Red Hat Enterprise Linux for Solaris Administrators	Infra Structure Training	4 Days	600	Oracle Certified Training	Amman	Instructor Led
RH436 Red Hat Enterprise Clustering and Storage Management	Infra Structure Training	6 Days	1,400.00	Oracle Certified Training	Amman	Instructor Led
Java Sun Solaris Certified Programmer	Infra Structure Training	6 Days	400	Oracle Certified Training	Amman	Instructor Led
Java Sun Solaris Web component Developer	Infra Structure Training	7 Days	400	Oracle Certified Training	Amman	Instructor Led
Java Sun Solaris Business component Developer	Infra Structure Training	7 Days	400	Oracle Certified Training	Amman	Instructor Led
Software Test Management	Professional Training	3 days (9 hours)	300	customized	Amman	Class room
Performance Test Automation	Professional Training	3 days (9 hours)	350	customized	Amman	Class room
CMMi® Overview	Professional Training	3 days (9 hours)	300	customized	Amman	Class room
Effective Software Testing	Professional Training	5days(15 hours)	350	customized	Amman	Class room
Software Quality Engineering Basics	Professional Training	3 days (9 hours)	280	customized	Amman	Class room
Software Quality Improvement	Professional Training	3 days (9 hours)	440	customized	Amman	Class room
Effective Quality Control	Professional Training	3 days (9 hours)	300	customized	Amman	Class room
Software Quality Assurance	Professional Training	5days(15 hours)	350	customized	Amman	Class room
Software Configuration Management	Professional Training	4 days (12 hours)	300	customized	Amman	Class room
Web-based Application Testing	Professional Training	15 hours	350	customized	Amman	Class room
Efficient Bugs Reporting	Professional Training	5days(15 hours)	280	customized	Amman	Class room
Certified Associate in Software Testing (CAST)	Professional Training	4 days (12 hours)	440	International affiliation	Amman	Class room

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
Certified Software Tester (CSTE(	Professional Training	3 days(9 hours)	380	International affiliation	Amman	Class room
Certified Software Quality Analyst (CSQA)	Professional Training	3 days(9 hours)	400	International affiliation	Amman	Class room
Certified Manager of Software Testing (CMST)	Professional Training	2 days(6 hours)	420	International affiliation	Amman	Class room
Advanced Level Technical Test Analyst	Professional Training	(15) hours	160	International affiliation	Amman	Class room
Certified Testing Expert	Professional Training	5days(15 hours)	160	International affiliation	Amman	Class room
Certified Manager of Software Testing (CMST)	Professional Training	(15) hours	545	International affiliation	Amman	Class room
MCITP: Win 2008 Server Administrator (4 courses)	Infra Structure Training	140 Hours	675 JD	Microsoft Curriculum	Amman	Live Instructor Led
Course 5047: Introduction to Installing & Managing MS Exchange Server 2007	Infra Structure Training	24 hours	300 JD	Microsoft Curriculum	Amman	Live Instructor Led
Course 5049: Managing Messaging Security using MS Exchange Server 2007	Infra Structure Training	8 Hours	100 JD	Microsoft Curriculum	Amman	Live Instructor Led
Course 5050: Recovering Messaging Servers & Databases Using MS Exchange Server 2007	Infra Structure Training	8 Hours	100 JD	Microsoft Curriculum	Amman	Live Instructor Led
Course 5060 Implementing Windows SharePoint Services 3.0	Infra Structure Training	16 Hours	300 JD	Microsoft Curriculum	Amman	Live Instructor Led
Course 5061 Implementing MS Office SharePoint Server 2007	Infra Structure Training	24 hours	450 JD	Microsoft Curriculum	Amman	Live Instructor Led
Course 2261 Supporting Users Running the MS Win XP Operating Sys	Infra Structure Training	24 Hours	250 JD	Microsoft Curriculum	Amman	Live Instructor Led
Course 2262 Supporting Users Running Applications on a MS Win XP Operating System	Infra Structure Training	16 Hours	200 JD	Microsoft Curriculum	Amman	Live Instructor Led
CCNA – Cisco Certified Network Associate	Infra Structure Training	50 Hours	500 JD	Customized	Amman	Live Instructor Led

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
Course 6231: Implementing a MS SQL Server 2008 Database	Infra Structure Training	40 Hours	350 JD	Microsoft Curriculum	Amman	Live Instructor Led
Course 6232 Maintaining a Microsoft SQL Server 2008 Database	Infra Structure Training	40 Hours	350 JD	Microsoft Curriculum	Amman	Live Instructor Led
ITILv.3 Foundation		20 Hours	750 JD	Customized	Amman	Live Instructor Led
PMP Project Management Professional	Professional Training	56 Hours	1100 JD	Customized	Amman	Live Instructor Led
Communication Strategies	Professional Training	16 Hours	Pricing Per Group	Customized	Amman	Live Instructor Led
Time Management: Get Organized for Peak Performance	Professional Training	12 Hours	Pricing Per Group	Customized	Amman	Live Instructor Led
Time management	Professional Training	18-25 hrs	JD 250	Customized, interactive, and coaching (onsite one-on-one training)	Amman	live
Communication skills	Professional Training	18-25 hrs	JD 250	Customized & interactive in-class, and coaching (onsite one-on-one training)	Amman	live
Team building	Professional Training	18-25 hrs	JD 250	Customized & interactive in-class, and coaching (onsite one-on-one training)	Amman	live
Leadership	Professional Training	18-25 hrs	JD 250	Customized & interactive in-class, and coaching (onsite one-on-one training)	Amman	live

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
Self development & Assertiveness	Professional Training	18-25 hrs	JD 250	Customized & interactive in-class, and coaching (onsite one-on-one training)	Amman	live
Sales & customer service	Professional Training	25-40 hrs	JD 250	Customized & interactive in-class, and coaching (onsite one-on-one training)	Amman	live
Oracle Database administration Track(Workshop I & Workshop II)	Infra Structure Training	10 Days (Each Workshop 5 Days)	800 JD (Each Workshop 400JD)	International affiliation	Amman	Live
Oracle Developer Track (Introduction to SQL, Program with PL/SQL, Oracle Forms Developer: Build Internet Applications & Oracle Reports Developer: Build Reports)	Infra Structure Training	20 Days(Each Course 5 Days)	1400 JD (Each Course 350 JD)	International affiliation	Amman	Live
Oracle Application Server(Administration I & Administration II)	Infra Structure Training	10 Days (5 Days Each Course)	900 JD (Each course 450 JD)	International affiliation	Amman	Live
Move To The Web (Oracle Forms Developer 10g : Move to the Web & Oracle Reports Developer 10g: Move to the Web)	Infra Structure Training	4 Days (2 Days Each Course)	500 JD (250 JD Each Course)	International affiliation	Amman	Live
Data Guard Administration	Application Training	5 Days	450 JD	International affiliation	Amman	Live
RAC for Administrators	Application Training	5 Days	450 JD	International affiliation	Amman	Live
ICDL	Professional Training	80 Hrs	125	UNICCO	Amman	Live
ICDL Advance	Professional Training	60 Hrs	160	UNICCO	Amman	Live
A+	Infra Structure Training	50 hrs	150	Ministry of Education	Amman	Live
Network+	Infra Structure Training	50 hrs	150	Ministry of Education	Amman	Live
Security +	Infra Structure Training	50 hrs	300	Ministry of Education	Amman	Live
MCITP	Infra Structure Training	120 hrs	480	Ministry of Education	Amman	Live

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
MCTS	Infra Structure Training	40 hrs	150	Ministry of Education	Amman	Live
Java J2SE-J2EE-JSP-JME	Application Training	30 / each	250	Ministry of Education	Amman	Live
Oracle	Application Training	80 hrs	300	Ministry of Education	Amman	Live
Cisco (CCNA,CCNP)	Infra Structure Training	45 for each	200	Ministry of Education	Amman	Live
VB.NET	Programming /Design Skills Training	30 hrs	200	Ministry of Education	Amman	Live
ASP. NET	Programming /Design Skills Training	30 hrs	200	Ministry of Education	Amman	Live
Web Design	Programming /Design Skills Training	40 hrs	125	Ministry of Education	Amman	Live
Photoshop	Programming /Design Skills Training	24 hrs	160	Ministry of Education	Amman	Live
Corel Draw	Programming /Design Skills Training	24 hrs	150	Ministry of Education	Amman	Live
Photoshop in Design	Programming /Design Skills Training	24 hrs	150	Ministry of Education	Amman	Live
AutoCAD	Programming /Design Skills Training	24 hrs	300	Ministry of Education	Amman	Live
3DMax	Programming /Design Skills Training	24 hrs	480	Ministry of Education	Amman	Live
English Levels	Professional Training	24 hrs	150	Ministry of Education	Amman	Live
Accounting	Professional Training	60 hrs	250	Ministry of Education	Amman	Live
Human Resources	Professional Training	48 hrs	300	Ministry of Education	Amman	Live
Management	Professional Training	45 hrs	200	Ministry of Education	Amman	Live
Oracle Developer	Infra Structure Training			Oracle eKit	Amman	Live
Oracle Database Administration	Infra Structure Training			Oracle eKit	Amman	Live
Oracle Jdeveloper	Infra Structure Training				Amman	
Oracle Designer	Infra Structure Training			Oracle eKit	Amman	Live
Oracle iAS	Infra Structure Training			Oracle eKit	Amman	Live

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
Advanced Oracle Course	Infra Structure Training			Oracle eKit	Amman	Live
Microsoft MCITP 2008	Infra Structure Training			Oracle eKit	Amman	Live
MS Active Directory	Infra Structure Training				Amman	
MS Infra-Structure	Infra Structure Training			Off-the-shelf	Amman	Live
MS MCBD .Net	Infra Structure Training			Off-the-shelf	Amman	Live
CCNA	Infra Structure Training			Off-the-shelf	Amman	Live
CompTia A+	Infra Structure Training			Off-the-shelf	Amman	Live
MCITP 2008	Infra Structure Training	3 Months	2000	Microsoft Training	Amman	Instructor-Led training
MCITP SQL 2008	Infra Structure Training	1 Months	640	Microsoft Training	Amman	Instructor-Led training
MCTS.NET 2008	Programming /Design Skills Training	1 Months	1000	Microsoft Training	Amman	Instructor-Led training
CCNA	Infra Structure Training	1 Months	550	Cisco	Amman	Instructor-Led training
CCNP	Infra Structure Training	1 and half Months	1800	Cisco	Amman	Instructor-Led training
Biztalk server 2006	Application Training	1 Months	500	Microsoft Training	Amman	Instructor-Led training
Sharepoint 2007	Application Training	1 Weeks	220	Microsoft Training	Amman	Instructor-Led training
Sharepoint 2010	Application Training	1 Months	900	Microsoft Training	Amman	Instructor-Led training
MS Office 2007	Application Training	1 Months	400	Microsoft Training	Amman	Instructor-Led training
A+ Hardware	Infra Structure Training	2 weeks	300	CompTIA	Amman	Instructor-Led training
A+ Software	Infra Structure Training	2 weeks	300	CompTIA	Amman	Instructor-Led training
Project+		1 month	400	CompTIA	Amman	Instructor-Led training
Network+	Infra Structure Training	1 month	400	CompTIA	Amman	Instructor-Led training
IC3		2 months	350	IC3	Amman	Instructor-Led training
ITIL Foundation	Professional Training	3 days	550	IT preneurs	Amman	Instructor-Led training
ITSM	Professional Training	3 months	4500	IT preneurs	Amman	Instructor-Led training

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
MCTS: SharePoint Server 2007, Configuration	Application Training	20	350	Official Curriculum	Amman	Live
MCTS: .NET Framework 3.5 ADO .NET & ASP.Net Applications	Programming /Design Skills Training	60	500	Official Curriculum	Amman	Live
MCTS: Microsoft SQL Server 2008, Implementation and Maintenance	Infra Structure Training	60	550	Official Curriculum	Amman	Live
SharePoint Server 2007, Advanced Development	Application Training	40	450	Official Curriculum	Amman	Live
Project Management Professional (PMP)	Professional Training	40	650	Training Material	Amman	Live
ITIL Foundation V3	Professional Training	24	600	Training Material	Amman	Live
Microsoft Dynamics GP	Application Training	12 days	JD 1,560	Off-the-shelf		Classroom
Microsoft Dynamics CRM	Application Training	8 days	JD 750	Off-the-shelf		Classroom
Microsoft Dynamics AX	Application Training	16 days	JD 2,080	Off-the-shelf		Classroom
SAGE ACCPAC	Application Training	9 days	JD 1,170	Off-the-shelf		Classroom
SAGE CRM	Application Training	9 days	JD 900	Off-the-shelf		Classroom
ICDL		2 Months	70	Customized	Karak	Live and Text Books
Oracle	Application Training	1 Months	100	Customized	Karak	Live and Text Books
Mattab		1 Months	100	Customized	Karak	Live and Text Books
Java	Programming /Design Skills Training	1 Months	100	Customized	Karak	Live and Text Books
C++	Programming /Design Skills Training	1 Months	100	Customized	Karak	Live and Text Books
TOEFL	Professional Training	2 Months	100	Customized	Karak	Live and Text Books
Primavera	Programming /Design Skills Training	1 Months	100	Customized	Karak	Live and Text Books
AutoCAD	Programming /Design Skills Training	1 Months	100	Customized	Karak	Live and Text Books
GZS		1 Months	100	Customized	Karak	Live and Text Books

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
VB Net	Programming /Design Skills Training	1 Months	100	Customized	Karak	Live and Text Books
Visual Basic	Programming /Design Skills Training	1 Months	100	Customized	Karak	Live and Text Books
English Language	Professional Training	1 Months	100	Customized	Karak	Live and Text Books
ICDL	Professional Training	2 Months	90	Official Curriculum	Zarqa	Live
Web Develop	Programming /Design Skills Training	1 Months	160	Official Curriculum	Zarqa	Live
CCNA	Infra structure Training	2 Months	110	International Affiliation	Zarqa	Live
MCITP	Infra structure Training	3 Months	350	Official Curriculum	Zarqa	Live
A+	Infra structure Training	1 Months	65	International Affiliation	Zarqa	Live
Graphic	Programming /Design Skills Training	2 Months	160	International Affiliation	Zarqa	Live
Web Design	Programming /Design Skills Training	2 Months	165	International Affiliation	Zarqa	Live
Archite Cture		2 Months	200	International Affiliation	Zarqa	Live
MUCDL		172	Free	ICDL Text	Karak	Live
MOODLE		24	Free	International Affiliation	Karak	Live
SPSS		20	Free	International Affiliation	Karak	Live
English		1 Semester		Customized	Balqa	E-learning (B Landed)
ITV.B		1 Semester		Customized	Balqa	E-learning (B Landed)
ITC++		1 Semester		Customized	Balqa	E-learning (B Landed)
ICND1	5			International affiliation	Amman	Live (ILT)
ICND2	5			International affiliation	Amman	Live (ILT)
IUWNE	5			International affiliation	Amman	Live (ILT)
IIUC	5			International affiliation	Amman	Live (ILT)
IINS	5			International affiliation	Amman	Live (ILT)

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
BSCI	5			International affiliation	Amman	Live (ILT)
BCMSN	5			International affiliation	Amman	Live (ILT)
ISCW	5			International affiliation	Amman	Live (ILT)
QOS	5			International affiliation	Amman	Live (ILT)
ONT	5			International affiliation	Amman	Live (ILT)
MPLS	5			International affiliation	Amman	Live (ILT)
MPLST	5			International affiliation	Amman	Live (ILT)
BGP	5			International affiliation	Amman	Live (ILT)
CSE	5			International affiliation	Amman	Live (ILT)
SWITCH	5			International affiliation	Amman	Live (ILT)
ASISR	5			International affiliation	Amman	Live (ILT)
CVOICE	5			International affiliation	Amman	Live (ILT)
CIPT1	5			International affiliation	Amman	Live (ILT)
CIPT2	5			International affiliation	Amman	Live (ILT)
GWGK	5			International affiliation	Amman	Live (ILT)
UCAD	5			International affiliation	Amman	Live (ILT)
TUC	5			International affiliation	Amman	Live (ILT)
UCCXD	5			International affiliation	Amman	Live (ILT)
CVPI	5			International affiliation	Amman	Live (ILT)
TSHOOT	5			International affiliation	Amman	Live (ILT)
ROUTE	5			International affiliation	Amman	Live (ILT)
CUDN	4			International affiliation	Amman	Live (ILT)
IUM	5			International affiliation	Amman	Live (ILT)
IUWMS	5			International affiliation	Amman	Live (ILT)

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
CUWSS	5			International affiliation	Amman	Live (ILT)
IAUWS	5			International affiliation	Amman	Live (ILT)
IUWVN	5			International affiliation	Amman	Live (ILT)
IPCCT	10			International affiliation	Amman	Live (ILT)
SNRS	5			International affiliation	Amman	Live (ILT)
SNAA	5			International affiliation	Amman	Live (ILT)
SNAF	5			International affiliation	Amman	Live (ILT)
IPS	4			International affiliation	Amman	Live (ILT)
HIPS	2			International affiliation	Amman	Live (ILT)
MARS	4			International affiliation	Amman	Live (ILT)
SSSE	5			International affiliation	Amman	Live (ILT)
SMN	3			International affiliation	Amman	Live (ILT)
NAC	3			International affiliation	Amman	Live (ILT)
CWLF	4			International affiliation	Amman	Live (ILT)
CWLAT	4			International affiliation	Amman	Live (ILT)
CUWN	3			International affiliation	Amman	Live (ILT)
CWMN	3			International affiliation	Amman	Live (ILT)
CWLMS	3			International affiliation	Amman	Live (ILT)
ARSFE	5			International affiliation	Amman	Live (ILT)
VoLAN	2			International affiliation	Amman	Live (ILT)
CWAS	3			International affiliation	Amman	Live (ILT)
ACESM	4			International affiliation	Amman	Live (ILT)
DCUCI	5			International affiliation	Amman	Live (ILT)
DCUCD	5			International affiliation	Amman	Live (ILT)

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
DCNID	5			International affiliation	Amman	Live (ILT)
DCASD	5			International affiliation	Amman	Live (ILT)
DCASI	4			International affiliation	Amman	Live (ILT)
DCNI-1	5			International affiliation	Amman	Live (ILT)
DCNI-2	4			International affiliation	Amman	Live (ILT)
BCCPA	2			International affiliation	Amman	Live (ILT)
BCCPP	3			International affiliation	Amman	Live (ILT)
BCPSA	3			International affiliation	Amman	Live (ILT)
BCPSP	3			International affiliation	Amman	Live (ILT)
BCCWAP	2			International affiliation	Amman	Live (ILT)
Nortel 6722C	5			International affiliation	Amman	Live (ILT)
Nortel 6702C-6721C	5			International affiliation	Amman	Live (ILT)
Nortel 0946C	5			International affiliation	Amman	Live (ILT)
VSFT	5			International affiliation	Amman	Live (ILT)
VSICM	4			International affiliation	Amman	Live (ILT)
CP	2			International affiliation	Amman	Live (ILT)
VMWN	2			International affiliation	Amman	Live (ILT)
VMSRM	2			International affiliation	Amman	Live (ILT)
VST	4			International affiliation	Amman	Live (ILT)
6426	3			International affiliation	Amman	Live (ILT)
6427	3			International affiliation	Amman	Live (ILT)
6428	2			International affiliation	Amman	Live (ILT)
6430	5			International affiliation	Amman	Live (ILT)
6435	5			International affiliation	Amman	Live (ILT)

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
6436	5			International affiliation	Amman	Live (ILT)
6437	3			International affiliation	Amman	Live (ILT)
5047	3			International affiliation	Amman	Live (ILT)
5049	3			International affiliation	Amman	Live (ILT)
5050	1			International affiliation	Amman	Live (ILT)
5051	1			International affiliation	Amman	Live (ILT)
5177	1			International affiliation	Amman	Live (ILT)
5178	2			International affiliation	Amman	Live (ILT)
6451	5			International affiliation	Amman	Live (ILT)
50028	5			International affiliation	Amman	Live (ILT)
5060	2			International affiliation	Amman	Live (ILT)
5061	3			International affiliation	Amman	Live (ILT)
50216	3			International affiliation	Amman	Live (ILT)
50231	5			International affiliation	Amman	Live (ILT)
50064	3			International affiliation	Amman	Live (ILT)
50146	5			International affiliation	Amman	Live (ILT)
6422	3			International affiliation	Amman	Live (ILT)
2778	3			International affiliation	Amman	Live (ILT)
6232	5			International affiliation	Amman	Live (ILT)
6231	5			International affiliation	Amman	Live (ILT)
6292	3			International affiliation	Amman	Live (ILT)
ITIL	3			International affiliation	Amman	Live (ILT)
CEH	5			International affiliation	Amman	Live (ILT)
CTX-01	2			International affiliation	Amman	Live (ILT)

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
CTX-1256BI	4			International affiliation	Amman	Live (ILT)
CTX-1326AI	2			International affiliation	Amman	Live (ILT)
CTX-1259AI	5			International affiliation	Amman	Live (ILT)
CTX-1308AI	2			International affiliation	Amman	Live (ILT)
CTX-1327AI	2			International affiliation	Amman	Live (ILT)
CMB-200-1I	5			International affiliation	Amman	Live (ILT)
CPV-200-1I	2			International affiliation	Amman	Live (ILT)
CTX-2001AI	2			International affiliation	Amman	Live (ILT)
CXA-201-1I	5			International affiliation	Amman	Live (ILT)
CXD-200-1I	2			International affiliation	Amman	Live (ILT)
CNS-200-1I	5			International affiliation	Amman	Live (ILT)
CTX-1701AI	4			International affiliation	Amman	Live (ILT)
PMP	5			International affiliation	Amman	Live (ILT)
Cisco-IRON01	2			International affiliation	Amman	Live (ILT)
Cisco-IRON02	1			International affiliation	Amman	Live (ILT)
Cisco-IRON03	2			International affiliation	Amman	Live (ILT)
ICNX1	3			International affiliation	Amman	Live (ILT)
ICNX7	3			International affiliation	Amman	Live (ILT)
OJRE – ER	4			International affiliation	Amman	Live (ILT)
AJRE – ER	4			International affiliation	Amman	Live (ILT)
OTJNR – M/T	3			International affiliation	Amman	Live (ILT)
CJNR – M/T	5			International affiliation	Amman	Live (ILT)
AJNR – M/T	5			International affiliation	Amman	Live (ILT)
APOL – M/T	4			International affiliation	Amman	Live (ILT)

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
APVN – M/T	3			International affiliation	Amman	Live (ILT)
JNSS	4			International affiliation	Amman	Live (ILT)
IJS	5			International affiliation	Amman	Live (ILT)
JRE	1			International affiliation	Amman	Live (ILT)
JSEC	1			International affiliation	Amman	Live (ILT)
OJWX	3			International affiliation	Amman	Live (ILT)
ERX & BB	2			International affiliation	Amman	Live (ILT)
IIDP	3			International affiliation	Amman	Live (ILT)
SMF	2			International affiliation	Amman	Live (ILT)
CJFV	3			International affiliation	Amman	Live (ILT)
IFVH	3			International affiliation	Amman	Live (ILT)
AJVI	2			International affiliation	Amman	Live (ILT)
APJF	1			International affiliation	Amman	Live (ILT)
NMTP	2			International affiliation	Amman	Live (ILT)
CJSA	2			International affiliation	Amman	Live (ILT)
AJSA	2			International affiliation	Amman	Live (ILT)
ISRC	5			International affiliation	Amman	Live (ILT)
CUAC	2			International affiliation	Amman	Live (ILT)
ISBR	2			International affiliation	Amman	Live (ILT)
IJS	1			International affiliation	Amman	Live (ILT)
JRE	1			International affiliation	Amman	Live (ILT)
JSEC	3			International affiliation	Amman	Live (ILT)
TJP	2			International affiliation	Amman	Live (ILT)
OJXE	4			International affiliation	Amman	Live (ILT)

Course Name	Technology	Duration (listed in hours unless otherwise specified)	Fees range	Curriculum Types	Governorate/s	Training Formats
Web & Graphic design		16 weeks	1250 JOD	International affiliation	Amman	Practical classes
Animation (3D Studio Max)		13 weeks	1290 JOD	International affiliation	Amman	Practical classes
TV Production		13 weeks	1290 JOD	International affiliation	Amman	Practical classes
Audio Production		13 weeks	1290 JOD	International affiliation	Amman	Practical classes
Professional Photography		13 weeks	1290 JOD	International affiliation	Amman	Practical classes

[1] Training hours will be identified based on the attendee's specific needs and the organization ROI.

[2] Those are roughly prices for customized courses per group with attendees' number of (10 to 20).

[3] More details on the attached file on Intrinsic Training Qualifications

APPENDIX B (ICT TRAINING PROVIDER SURVEY):

The purpose of this survey was to identify information and communications technology training providers and their training products in order to determine how all available providers and resources can achieve synergy that will result in increased training opportunities, enhanced revenues, a focus on customized capacity building, and a reduction in "time to market". This is a joint effort between ICT sector business associations and the Ministry of Information Technology and Communications.

Your response to this survey is confidential and will not be shared with unauthorized persons, companies, and/or organizations. Training providers that complete and return the survey, however, will receive an ICT training analysis overview based on the collated results. This overview will provide a snapshot of current and future ICT training opportunities, with including sensitive or company/organization-specific information. We thank you in advance for your cooperation in the completion of this survey.

Contact Information

Name of Training Provider (Organization/Company)
_____

Contact Name (Individual)
_____

Address_____
_____

City_____Governorate_____
_____

E-mail Address_____
Telephone_____

Survey Questions

1. What type of ICT training does your company/organization provide? (please list all that are currently offered):
   NOTE: Please include courses in specific software applications, soft skills, BPO/KPO, media, and any other applicable ICT courses.

Type of Course	Duration	Course Fees	Curriculum Type	Training Format
			(off-the-shelf, customized,	(live, e-learning, etc)
			Internationally-certified, Internal/company)	

2. Where does your company/organization conduct this ICT training? (please check all that apply):

   _____Own facility _____Outside training facility (private)

   _____Hotel _____Government facility

3. Does your company/organization offer any certification/degree programs in ICT applications? If so, please specify the name of the application and the certification/degree:

Type of Course	Type of Certification/Degree	Training Format
		(live, e-learning, etc)

4. What types of ICT training would your company/organization like to offer in the future but are not currently offering? (Please list courses that you could offer)

Type of Course	Training Format
	(live, e-learning, etc)

5. What is the size of your company's/organization's training staff (not including contract consultants). Please check only one option:

   _____ Less than 5 _____6-10 _____11-15 _____16-25

   _____More than 25

6. What are the qualifications of your current training staff and are they certified trainers in specific applications? (Please list the qualifications and certifications on the following matrix):

Type of Training	**Qualifications of Current Staff/Consultants**	**Trainers Certified**
		(Yes or No)

7. Which of the following best describes your company/organization? (Please check the one option that applies)

_____100% privately owned	_____Government University
_____Private University	_____Government Community College
_____Private Technical College/School	_____Public/Private Partnership

8. What challenges does your company/organization face in providing ICT training? (Please list all that apply)

Please return this survey by 5:00 p.m. on Sunday, April 18, 2010 to the contact person below:

Ministry of Information and Communications Technology

Sawsan Dalaq

Sawsan.Dalaq@moict.gov.jo

APPENDIX C (FUND FEASIBILITY MODEL):

FUND IS FEASIBLE IN THE LONG-TERM.	No
TOTAL FUND IS FEASIBLE.	No

Fund performance (JD)	FY2011	FY2012	FY2013	FY2014	FY2015	FY2025
Fund surpluss (deficit)	**(1,368,579)**	**(1,304,596)**	**(969,807)**	**(1,045,010)**	**(1,102,395)**	**(988,791)**
Cumulative fund balance	**(1,368,579)**	**(2,673,175)**	**(3,642,981)**	**(4,687,991)**	**(5,790,386)**	**(16,567,413)**

Design of fund revenues	**Provision**					
Membership assumptions:		*First year*	*At potential*			
Expected number of registered companies: annual	#	50	100			
Expected number of Jordanian individuals: annual	#	200	1,000			
Expected number of non-Jordanian individuals: annual	#	50	200			
Expected number of training providers: annual	#	15	30			
Number of years for fund to reach full potential (i.e., all registrants)	#		3			
Membership fees:		*FY2011*	*FY2012*	*FY2013*	*FY2014*	*FY2015*
Company registration fee: annual, per company	JD	250	250	250	250	250
Individual registration fee: annual, per Jordanian individual	JD	-	15	15	15	15
Individual registration fee: annual, per non-Jordanian individual	JD	-	50	50	50	50
Provider registration fee: annual, per provider	JD	500	500	500	500	500
Member participation fees:		*FY2011*	*FY2012*	*FY2013*	*FY2014*	*FY2015*
Job application fee: per applicant, per application	JD	-	5	5	5	5
Average job applications: per year, per applicant	#	5				

Design of fund revenues	Provision					
Member participation fees:		*FY2011*	*FY2012*	*FY2013*	*FY2014*	*FY2015*
Average training courses: per year, per application	#	1.5				
Training participation fees:		*FY2011*	*FY2012*	*FY2013*	*FY2014*	*FY2015*
Training fee type		Percent				
Training fees: per trainee, per course, from training provider	JD	-	2	2	2	2
Training fees: per trainee, per course, from training provider	%	0%	0%	2%	2%	2%
Average course price	JD	1,250				
Employment fees:		*FY2011*	*FY2012*	*FY2013*	*FY2014*	*FY2015*
Percent of first salary:	%	0%	0%	0%	0%	0%
Average number of years at one employment	#	3				
Average first monthly salary	JD	500				

Design of fund expenditures	Provision	FY2011
Administrative expenses, incl. salaries:		
Salaries (gross, before social security and taxes):		
General Director	JD	2,800
Project manager	JD	800
Marketing	JD	600
Administrative	JD	350
Employer portion of social security	%	11.5%
Other administrative expenses:		
Telephone: monthly	JD	50
Electricity: monthly	JD	50
Water: monthly	JD	10

Design of fund expenditures	Provision	FY2011
Stationery and supplies: monthly	JD	100
Maintenance contracts: monthly	JD	50
Contingency fees	%	10%
Number of years team is hosted at MoICT	#	2
Marketing and development expenses		
Brochures (first year only):		
Design	JD	750
Printing (5,000 brochures)	JD	350
Portal:		
Design (first year only)	JD	10,000
Design revision (third year only)	JD	2,000
Maintenance: annual	JD	200
Conferences:		
Launch	JD	4,000
Other: annual	JD	2,000
Other marketing (various opportunities)	JD	2,400
Other expenses (development of charter, certification, procedures)	JD	10,000
Training:		
Number of persons trained per year	#	500
Average cost per person per year	JD	2,800

Design of fund feasibility	Provision	FY2011	FY2012	FY2013	FY2014	FY2015	FY2025
Revenues:							
Donor match percentage	%	100%	80%	60%	40%	20%	0%
Expenditures:							
Percent of total fund revenues transferred to training	%	20%	40%	50%	70%	70%	70%
Government appropriations:							
Government appropriations: annual	JD	40,000	40,000	40,000	40,000	40,000	40,000

Projections	Provision	
Annual inflation rate	%	4.0%
Real growth of the ICT sector	%	7.0%
Interest rate on fund balance deposits	%	4.0%
Rate of salary increases	%	5.0%

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