

AL JIDARA

STATEMENT OF QUALIFICATIONS

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BACKGROUND

Al Jidara is a private, limited liability company based in Amman, Jordan. Formed in 1994, initially to meet the region's growing need for quality financial, investment and technical consulting services, Al Jidara today is a multi-disciplinary consultancy firm, providing governmental bodies, the private sector, international organizations and other consulting firms with development, financial, operational, information, communications and technology, management and marketing consulting and research services.

Our engagements continue to diversify as we keep abreast with the emerging needs of our clients and in response to regional economic developments and market changes.

AREAS OF EXPERTISE

Over the years, we have professionally served a wide range of local and international investors and institutions, with a concentration in the following strategic economic and business areas:

- ❑ Policy Analysis, Reform and Advisory Services:
 - Trade and investment including WTO, FTA and privatization
 - Industrial estates, Special Economic Zones, Qualifying Industrial Zones, IT parks
 - Enterprise restructuring
 - Business Process Reengineering
 - Institutional Development, capacity building and advocacy
 - Facilitator services for developing and nurturing public- private dialogue

- ❑ Financial and Investment Advisory Services:
 - Feasibility studies
 - Market research and surveys
 - Micro-finance and lending: survey design and development
 - Marketing studies and business plans
 - Development of manufacturing and industrial projects
 - Hospitality services for hotels, resorts and tourism & leisure
 - Sustainable tourism and Eco-tourism
 - Real estate development for shopping malls, commercial complexes and restaurants

- ❑ Information, Communications & Technology
- ❑ Strategy Development
- ❑ Technical and Training Services

OUR TEAM

Our in-house team of consultants is specialized in strategic market planning, trade & investment promotion, financial advisory services, including privatization, enterprise restructuring, policy & economic reform, training & institutional capacity building, including business process reengineering, information communications and technology, e-government and real estate development. Through their skills, commitment, experience and knowledge of the industries, clients and their needs, our consultants are able to *provide results*.

Where necessary, we work closely with other professional disciplines including lawyers, consulting engineers, education, health and other specialists on our assignments.

OTHER SERVICES

In addition to our areas of specialty and experience, our range of services extends to fully cater to our clients' needs, such as:

- ❑ Finding buyers, investors, partners and financing;
- ❑ Helping negotiate and finalize agreements; and
- ❑ Facilitating relationships and networking.

RECENT AND ONGOING ENGAGEMENTS

ECONOMIC DEVELOPMENT & POLICY REFORM

□ **WTO Accession (Jordan)**

Assist the Government of Jordan in fulfilling the various accession requirements to join the WTO and ensuring compliance. Results of the following studies were incorporated within the Government of Jordan's WTO Memorandum:

-Survey on Price & Profitability Control

Identified all products and services that are subject to price and profitability controls in Jordan and detailing the governing rules and regulations.

-Survey on State Trading Practices

Identified all companies and governmental bodies that are "State Traders" in accordance with WTO definition. Full analysis of confirmed "State Trader" entities was thereafter conducted to highlight the impact of those establishments on international trade activity in their respective fields.

Updated this study a year later, with regard to concessions' status and trade activity since the original study was conducted.

-Analysis & Restructuring of International Trade- Related Fees

Identified all international trade-related fees, financially analyzed the cost of services rendered by the different governmental or private agencies, restructured fees that are not in conformity with WTO standards and adjusted fee levels to reflect actual cost of services rendered. All import and export related fees were investigated to include the fees of the Customs Departments, Ministry of Industry and Trade, Ministry of Agriculture, Print and Publications Department, Ministry of Foreign Affairs and the various Chambers of Industry and commerce.

- Privatization Survey

This study provided an overview of the privatization process in Jordan. Research identified state-owned organizations, analyzed the value of these companies in light of its GDP contribution and employment size, outlined all the rules and regulations affecting the privatization process and identified all governmental agencies that are involved in it. Realization rate and summary of the present status of the process was also investigated to conclude this effort.

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- Government Procurement Survey

Conduct a comprehensive survey of all public institutions that procure using public funds in accordance with WTO accession reporting requirements.

- Government Procurement Negotiation Support

Further research and analysis of the Government of Jordan's past procurements was conducted in support of the formulation of an entity offer for membership into the WTO Government Procurement Agreement (GPA)

□ **Promotion of Sustainable Economic Growth (Jordan)**

Policy reform aimed at liberalizing restrictive trade and investment practices. Work included assistance to the Investment Promotion Corporation (now known as the Jordan Investment Board), the Jordan Loan Guarantee Corporation, and the Central Bank of Jordan.

□ **'E-Government' Strategy (Jordan)**

Assessment of Jordan's readiness for e-Government and subsequent design of a Transition/ Road Map document for these changes. A comprehensive implementation plan for launching e-Government in Jordan was then developed for the Jordanian Economic Consultative Council. The Road Map document was presented to His Majesty King Abdullah II and was adopted by H. M. and the Council.

□ **Analysis of Economic and Commercial Policies (Jordan)**

Research and analysis of Jordan's economic and commercial policies in the context of the Stanford Research Institute's Commercial Policy Matrix.

□ **Analysis of SMEs (Jordan)**

Identification of critical issues constraining the growth of the small and medium size businesses.

□ **Policy Assessment (Jordan)**

Assessment of the effectiveness and impact of policy reforms supporting the USAID- Jordan Sector Policy Perform Program.

□ **Economic Policy Reforms Knowledge Survey (Jordan)**

In order to enhance the effectiveness of the implementation of policy reform, a survey was conducted to determine the existing level of awareness among over 120 private sector firms, concerning economic policy reforms that have been made and the status of implementation of each reform.

□ **Feasibility of Establishing a Credit Bureau (Jordan)**

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Research and survey lending constraints to SMEs, and feasibility for establishing a Credit Bureau in conjunction with actuarial services for insurance companies.

□ **Cost Analysis (Saudi Arabia)**

Analysis of recurrent cost financing of the municipal water and sewerage sector of the Kingdom of Saudi Arabia and the development of options for water and sewerage tariff reform.

□ **QIZ Labor Study (Jordan)**

Review of the effectiveness and impact of Jordanian investment incentives. This review specifically targeted labor demand at QIZs as the major indicator of assessment.

□ **Mid- Program Impact Assessment (Jordan)**

Measured the impact of the AMIR program/ USAID to date on the people, economy and Government of Jordan.

□ **Economic Development Global Contract (Global)**

Network Partner for Lot 10* Economic Development for the consortiums led by the European Consulting Organisation (ECO) and PriceWaterhouseCoopers during the period 2001-2004/6.

** (European Commission Service Framework Contract to provide short- term operational services for the exclusive benefit of non-Community countries receiving external Community Aid)*

□ **Macroeconomics and Structural Adjustment Global Contract (Global)**

Network Partner for Lot 11* Macroeconomics and Structural Adjustment for the consortiums led by the European Consulting Organisation (ECO) and PricewaterhouseCoopers during the period 2001-2004/6.

** (European Commission Service Framework Contract to provide short- term operational services for the exclusive benefit of non-Community countries receiving external Community Aid)*

□ **Structural Adjustment Facility Program (Jordan)**

Technical assistance towards the preparation for the EC and IMF- backed Government of Jordan Structural Adjustment Facility Program, intended to consolidate the fiscal process. This includes the documentation, review and assessment of all national reforms in the areas of tax revenue (direct and indirect), tax administration and public pensions/ the social security system; in addition to drafting of Financing Proposal, Technical and Administrative Provisions of the Program, the Logical Framework and of a matrix of conditionalities.

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□ **Redrafting of Competition Law (Jordan)**

Assisted the Jordanian Ministry of Industry and Trade in redrafting the national Competition Law, such that it is compliant with national aspirations, international practices and Jordan's commitments under bilateral and international agreement. Facilitated awareness of the benefits of competition policy among all stakeholders.

□ **BMZ Evaluation of Jordanian- German Technical Cooperation (Jordan)**

Analysis and assessment of the Jordanian- German development cooperation, with a focus on trends and activities since the mid- 1990s under the area of "institutional building/ environmental policy", in order to develop a vision and strategy for the consolidation, further development and future design of the bilateral cooperation agreement.

□ **Evaluation of Economic Cooperation between the EC and MEDA Countries (MEDA Region)**

Evaluation of economic cooperation between the European Commission and MEDA countries in order to help enhance the effectiveness of the EC as a development and economic partner and also to pave the way for a new quality of economic and social cooperation for strategic partnership with the region. The evaluation was conducted in light of a review of the compatibility of the economic cooperation program with objectives set in partner countries and regional programs, specifically with regard to program sustainability in terms of financial, technical, managerial and human resources aspects.

□ **Organization of Trade Policy Unit (Jordan)**

Identified the trade and investment economic data that a "trade policy unit" at the Jordanian Ministry of Industry and Trade should collect for effective trade economic analyses. Also identified existing sources of the trade and investment economic data that are collected by the government, the methods used to collect, analyze and present the data, and provide a critical review of its quality and sufficiency for trade economic analyses.

□ **Translation of ASEZA promotional material (Jordan)**

English to Arabic translation of the Aqaba Special Economic Zone Authority's (ASEZA) promotional material, which is to be used throughout the implementation of ASEZA's proactive marketing plan across the Arab World. The promotional material includes ASEZA Web Site, Business Guide, ASEZ at a Glance video clip, and "Destination Aqaba" brochure.

□ **Investor Roadmap Update and Implementation Project (Jordan)**

This updated roadmap incorporated several of the qualitative improvements to the previous Investor Roadmap diagnostic and implementation methodology, including all of the regulatory interactions previously addressed and also several

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important areas that are particularly significant for Jordan today. This report clarified for investors and regulators all of the steps, costs, timeframes and documents required to startup and operate a firm. It also highlighted the problems facing investors arising from administrative constraints and made concrete recommendations to guide change, following several meetings and focus groups with local investors and government officials.

INFORMATION, COMMUNICATIONS & TECHNOLOGY

□ **Launch IT Industry/ REACH Initiative (Jordan)**

Development of an IT industry initiative in Jordan in light of the country's competitive and comparative advantage. A study was conducted to present the current structure of Jordan's IT industry; evaluate Jordan's competitive and comparative advantage; detail a strategy and action plan for launching the IT industry and additionally presented an analysis of the current and future fiscal and economic contributions, costs, benefits of the action plans for the industry

□ **Database Population & Investment Realization (Jordan)**

Survey all applications and investors who applied to the Investment Promotion Corporation (now known as the Jordan Investment Board) and populate the developed database software, analyze and recommend action plans based on investment realization rates for the various industrial and services sectors and sub-sectors.

□ **Capital Markets Securities Depository Software Customization (Jordan)**

Design of a database for creating entry relationships diagrams and design bilingual forms for the Securities Depository in Jordan.

□ **Assessment of Securities Depository Functionality (Jordan)**

Determination of the Securities Depository functionality and implementation of its needs. Install, enhance, and upgrade the Share Registry System and the Central Securities Depository System for the Jordan Securities Commission. Customize and expand the software to meet the needs of the Jordanian securities market. Convert the Depository System to Oracle, and make the Registry system available in both SQL and Oracle.

□ **Telecommunications and IT Global Contract (Global)**

Network Partner for Lot 3* Telecommunications and Information Technology for the consortiums led by SEMA Group, Belgium and PricewaterhouseCoopers during the period 2001-2004/6.

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** (European Commission Service Framework Contract to provide short- term operational services for the exclusive benefit of non-Community countries receiving external Community Aid)*

□ **Central Bank of Jordan Human Resource & Financial Systems (Jordan)**

Joint management with CNSI, Washington, D.C., for a USAID- funded project for the provision of a complete solution including implementation, interface with relevant banking systems and facilitating migration of relevant legacy data to a solution- based on Oracle Applications ERP suite. This solution constitutes an integrated set of functional applications modules including Accounting and Human Resources Management System.

□ **Design, Development & Implementation of MIS for ASEZA (Jordan)**

Provision of technical assistance to the Aqaba Special Economic Zone Authority (ASEZA) Investor Services Directorate (ISD) to support its effort to develop an automated system for the processes of registering and permitting enterprises. The proposed enterprise registration and permitting systems will enable the ISD (whose mandate it is to conduct and facilitate these processes) to ‘register’ and ‘permit’ enterprises wishing to do so with the ASEZA by simply entering the necessary data electronically; and required forms, certificates and technical requirements will accordingly be produced from these records. In addition to enhancing the efficiency of procedures, this system is an important step en route the adoption of an e-Government.

Technical assistance extended necessitated thorough analysis of the registration and permitting processes and subsequent process reengineering; followed by the design, development and testing of the proposed system and its deployment at the ASEZA.

□ **Wireless Sector Market Liberalization (Jordan)**

Technical assistance to examine Jordan’s wireless sector market liberalization as well as the deployment, development and licensing of advanced wireless technology. Assistance rendered includes project definition, market assessment, regulatory assessment, economic and financial evaluation, environmental assessment and risk assessment.

TRADE & INVESTMENT

□ **Investment Targeting Strategy (Jordan)**

Assist the Investment Promotion Corporation (now known as the Jordan Investment Board) of Jordan to better target potential investors within the region. The study updated an investor targeting strategy by gaining better understanding of the investment environment, investment trends and investor

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profile in potential regional markets and for certain sectors. This is in addition to assessing the needs for a promotional mission and planning the required logistics to promote Jordan as an investment destination in targeted markets.

□ **Free Trade Agreement Issue Analysis (Jordan)**

Conducted an analysis of the economic impact of the Jordan- US Free Trade Agreement (FTA) on Jordanian business sectors. The study has identified the business sectors, in goods and services, in which Jordan will have an advantage in exports to the US versus other countries in the Middle East region, as well as those countries with whom the US has an FTA. The effects of different tariff loads, rules of origin and other market access agreements/ mechanisms for market access to the US were also analyzed, and included GSP, QIZs and WTO. Finally, the impact of the FTA agreement on the bilateral trade in services between Jordan and the US was outlined.

□ **Seminar on the “Jordan-EU Association Agreement: Its Benefits & Conditions” (Jordan)**

As part of the “Europe Comes to Jordan” awareness campaign, delivered a seminar to introduce the Jordan- EU Association Agreement, its implications and conditions to Jordanian businesses- largely managers of SMEs, members of business associations, members of chambers of industry and commerce and some governmental institutions.

□ **Freeport Feasibility Study (Jordan)**

Location benchmarking, feasibility study and implementation plan for the establishment of a Freeport/ Special Economic Zone (FSEZ) regime in Aqaba, Jordan. The study comprised analyses of comparative advantage, market definition, and investor demand; policy, legal, regulatory and institutional framework; Site evaluation, land use / physical planning; financial and economic analysis; and FSEZ development strategy and implementation plan.

□ **JIEC Market Demand Study (Jordan)**

Assessment of the current demand and supply situation relative to Industrial Estates in Jordan to propose a development strategy in terms of locations and supply of future planned Industrial Estate facilities. To this end, a comprehensive review was conducted, of the factors that impact current and future markets that may be addressed by Jordanian Industrial Estates, in order to propose how these affect location decisions by potential users of the Estates. Finally, potential ‘market saturation’ factors and the impact of the QIZ and USFTA schemes, labor market issues and others were assessed.

□ **Institutional Development: Trade and Investment Needs Assessment (Jordan)**

Initiated trade and investment information needs assessment, in light of the requirements of the newly created Jordan Authority for Economic

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Development (JAED) and the economic studies directorate in the Ministry of Industry and Trade. Implementation plans were reviewed and recommended for the definition of a trade and investment information strategy; the development of a plan to create a centralized point of information collection and dissemination; assessment of technical capacity at the staff level and identification of requirements for skills development; identification of ways to improve key government websites; and finally assistance in drafting a plan to create new databases and rationalize and expand existing ones essential to support upcoming trade negotiations and policy decisions.

□ **Support to the Jordan Investment Board (JIB): Developing Sectoral Marketing Strategies (Jordan)**

Worked together with the JIB and the Ministry of Industry and Trade among other relevant bodies to assist the efficient, effective and speedy reform of Jordan's international marketing strategies for the pharmaceutical and medical equipment sectors. This entailed the production of strategic marketing plans for these two sectors, including the production of guidebooks related to such sectoral marketing activities.

□ **Aqaba Special Economic Zone- Preparation (Jordan)**

Various tasks for the preparation of Aqaba for the Implementation stage of a Special Economic Zone that includes business registration and licensing procedures, job descriptions surveys and best fit models. Also provided and managed administrative support staff to the Aqaba Technical Assistance Support Project office.

□ **Aqaba Special Economic Zone- Implementation (Jordan)**

Capacity building, Training, Investment Targeting and Promotion, Sectoral Studies, Standardization and Documentation of Procedures, e-Government, Privatization, Tax System Development, for the three year implementation of the USAID- funded Aqaba Technical Assistance Support Project aimed at enhancing the capacity of the Aqaba Special Economic Zone Authority (ASEZA) to effectively manage the Aqaba Special Economic Zone.

□ **Demand Assessment for an Industrial Park (Jordan)**

Demand estimate for an industrial estate with QIZ status in Aqaba, and the development of physical design guidelines based on projected demand, to serve as the basis for costing, engineering, and preliminary design and planning work.

□ **Khadoury Technology Development Center (Palestine)**

Identification and targeting of potential developers/ operators in the Middle East for the development of a Technology Development Center/ IT park in the West Bank city of Tulkarem. Potential tenants identification and targeting for the proposed IT park.

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□ **Investment Tracking System** (Jordan)

Design, development and implementation of an investment tracking system that allows the Investment Promotion Corporation (now known as the Jordan Investment Board) to identify and monitor sector development and investment realization rate.

□ **CapitalPrograms.com** (USA)

Raise seed monies for a Business-to-Business Application Service Provider (ASP), supported by an exchange that provides “owners” of large capital programs the tools to plan, budget, procure and build their construction projects more efficiently and cost- effectively. IT development was contracted for equity and remaining seed monies are in the final stages of being raised from both Middle East funds and Middle East and USA Venture Capital companies.

□ **Corporate Strategy Planning Workshop** (Jordan)

In addition to conference management, logistics and developing a scheduling matrix for the Aqaba Special Economic Zone Authority (ASEZA) Strategic Planning Workshop, the development, production and assembly of all resource materials for the workshop. This included documents for all the participants, ASEZ law and regulations. Post- conference follow- up and drafting of strategic plan components.

□ **Analysis of Jordan’s Key Regional Competitors for Foreign Direct Investment** (Jordan)

The ultimate objective of this assignment was to contribute to the creation of a new investor targeting strategy for the Jordan Investment Board, by determining which sectors are currently appropriate potential targets for investment promotion. Two approaches were adopted: (1) a benchmark analysis of Jordan’s competitiveness as a regional destination for investment against its key regional competitors and (2) an analysis of regional investment trends.

Technical capacity within the JIB was also built for the sustainability of the initiative, whereby members received full explanations and written manuals on how these tasks were performed.

□ **Sectoral Marketing Strategies for Pharmaceuticals & Medical Equipment** (Jordan)

Produced marketing strategies- under the larger goal of enhancing Jordan’s capacity to identify appropriate target sectors of industry and services internationally, to promote Jordan to leading companies in these sectors, to win significantly increased annual investment into Jordan and to professionally facilitate such investments. These

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two sectors were selected based on comprehensive research of appropriate opportunity areas, in light of Jordan's competitive position and of the capabilities of Jordan's key investment promotion entity, the Jordan Investment Board.

□ **Inventory for Private Property for Enterprise Database (Jordan)**

This inventory of Private Properties for Enterprise constitutes an important component within an *Integrated Trade and Investment Information System*, which is being created to cater for investors wishing to learn about such property. Aside from profiles on private industrial estates, the inventory includes information on where the data was available from, frequency of its dissemination, update and publication.

□ **Assessment of Potential Business Opportunities for the Port of Aqaba and the ASEZ (Jordan)**

Desk research on the potential business opportunities for the Port of Aqaba and the Aqaba Special Economic Zone, in light of the lifting of the (12-year old) economic sanctions on Iraq. Research included Jordan's trade (with a special emphasis on trade with Iraq); Port of Aqaba activity; data on port charges (rates and tariffs for clearance, handling, logistics and freight forwarding to Iraq); Port specifications and features. Also conducted interviews with firm owners, doing and/ or pursuing business with Iraq- enquiring after the nature of their activities, and their perspectives on the prospects and constraints facing expanded trade with Iraq.

□ A guide to investing in Jordan covering political, economic and legal issues.

PRIVATIZATION

□ **Assistance in Privatization Efforts (Jordan)**

Assist the Jordan Investment Corporation (presently the Jordan Investment Board) in its privatization effort of the Ma'in Spa Complex. The scope of work included financial advisory services, aggressive marketing of the Complex in order to raise investors' interest, short-listing of bidders, preparing the Request for Proposal, the concession terms and conditions, organizing a pre-bidding conference and defining selection criteria and procedures. The Ma'in Spa was the first full successful privatization effort in Jordan and was awarded to ACCOR and a group of local and international investors.

□ **Training on Private Sector Development (Kuwait)**

Train in a month long Economic Management Training Program with the Economic Development Institute of the World Bank in cooperation with the Arab Fund for Economic and Social Development and the Arab Planning Institute. The objective was to transfer knowledge and best practices from regional and international experience in economic management to Arab policy makers for enhanced economic policy formulation and implementation. The subject was Private Sector Development: Conditions for successful public enterprise and privatization and implementation of privatization programs.

□ **Post Privatization Study (Jordan)**

Development of a definitive strategy for the Ministry of Information Technology and Communications with respect to its likely privatization of Jordan Post. Prepared the ministry to present and defend a clear action plan to the Cabinet and to the Assembly.

CAPACITY BUILDING, ADVOCACY & INSTITUTIONAL DEVELOPMENT

□ **ASEZA Training Management & Coordination (Jordan)**

Development, implementation and management of an appropriate human resource and institutional training program for the Aqaba Special Economic Zone, to enable the Authority to fulfill its broad mandate to develop the Zone. This includes training needs assessments for all ASEZA Commissions and constituent departments, with a total of over 1000 employees, and recommendations for all staff training.

□ **Research & Policy Advocacy Unit (Jordan)**

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Ensure that this Unit under the Investment Affairs Directorate at the Aqaba Special Economic Zone Authority (ASEZA) is properly established, functional and that mechanisms for its update and maintenance are in place- through the provision of technical assistance including management, coordination and implementation of data collection efforts, the creation of systems for the Unit, means of disseminating information, the production of a quarterly Newsletter and a database for the production of statistical and automated reports. The Unit's objective is to ensure that ASEZA has an updated information bank, which will serve as an intelligence center for planning promotional activities, maintain promotional material updated, generate policy position papers to be used as decision-making tools and for disseminating information to prospect investors, management and visitors. Concurrently, the unit will track the performance of the SEZ through specific socio- economic indicators.

□ **ASEZA Annual Report (Jordan)**

Technical assistance for the publication of the Aqaba Special Economic Zone's First Annual Report, in English and Arabic. This included proposing the contents of the publication, compilation of all material included, drafting, editing, translation and proof reading, in addition to advisory services for the design and layout of the final product.

□ **Quality Control/ ISO Support Services to ASEZA (Jordan)**

Documentation, drafting, auditing and translation of Standard Operating Procedures among the support rendered to the Aqaba Special Economic Zone, towards the goal of achieving its ISO Certification. This also entailed the amendment of current procedures in light of legislative and other changes in progress, in addition to other technical translation advisory services throughout.

□ **Tax Administration Support to ASEZA (Jordan)**

Provision of advisory services to the Aqaba Special Economic Zone Authority Commissioner for Revenue and Customs and the Director of Taxation, whose responsibility it is to ensure the efficient implementation and operation of the Income Tax Division within the Zone. This included a review and diagnostic of all existing tax processes in effect in the ASEZ; the design of effective and efficient forms for future use; devising a revised staffing structure for the Income Tax Division; preparation of a draft Memorandum of Understanding between the Income Tax Division and other relevant divisions within the Zone; in addition to several other tasks, including the development of a work plan for technical assistance to achieve actions identified in the course of the diagnostic.

□ **Grants Management and Administration Support to ASEZA (Jordan)**

Provision of technical assistance in the area of grants management and administration of a \$500,000 fund, which is to be awarded to non-governmental organizations in Aqaba. Advisory services and technical

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assistance was also rendered in other administration- related and community development activities.

□ **Technical Assistance Support to the Valuation of Warehousing Operations in ASEZA (Jordan)**

Provision of technical assistance to the Aqaba Special Economic Zone Authority in determining the real value of warehousing operations and to explore appropriate means for compensation to be structured and implemented. This exercise was additionally used to assess the financial performance of warehousing operations at the time of the study, enabling the presentation of recommendations for alternative management structures.

□ **Technical Assistance to Build ASEZA Business Development & Marketing Directorate Capacity to implement the ASEZA Marketing Plan (Jordan)**

Worked closely with the ASEZA Business Development & Marketing Officers (BDMOs) to enhance their marketing and investment promotion skills and inherently needed communication skills- to attain best possible results in the implementation of the ASEZA Marketing Plan, and subsequent ones.

Capacity building activities included training on, and assistance with planning, and guidance during the execution of initial investment promotion missions and included research, sector knowledge, market knowledge, investor profiling, lead identification and classification, scoping missions, presentations, promotion missions, one-to-one meetings, follow up, and site- visits in accordance with the developed marketing plan. A simultaneous effort was directed at the development of communication skills; focusing on presentations, public speaking, negotiation, the art of listening, body language and effective one-on-one communication.

□ **Public Sector Reform for Service Delivery (Jordan)**

Provided capacity building and training design and implementation for the project, which aimed at strengthening the public service's capability to deliver services to all across the Kingdom. Specific areas of service delivery that were enhanced include beneficiary surveys, service costing analyses, medium term budgeting, output measurement approaches, and stakeholder communication programs, with a focus on the Ministry of Education.

Other support work on essential central public sector capabilities was rendered in areas such as: reviewing the role and functions of government, and restructuring government organizations; human resource development, notably through ensuring the central importance of merit in selection decisions (recruitment and promotion), and pay reform.

□ **Human Resources Audit of the Jordan Investment Board (JIB), Jordan Export Development Corporation (JEDCO), Jordan Industrial Estates Corporation (JIEC) and the Free Zones Corporation (FZC) (Jordan)**

A methodology and survey guidelines were prepared, setting out the framework for an in-depth HR audit of the JIB, JEDCO, JIEC and FZC, including the design of survey instruments, specification of data to be collected (including number and designation of authorized positions, number and designation of filled positions, grade and salary band for each position, actual breakdown of education and experience, etc., for each entity), in addition to the format for the presentation of data.

□ **Organizational Review of the Jordan Industrial Estates Corporation (JIEC) (Jordan)**

Redrafted the JIEC Organization Chart and Job Descriptions, in accordance with its future missions and objectives, to take account of relationships with other investment entities that are to be created, and JIEC's anticipated strategic role, including its marketing role.

Revised various internal regulations and instructions with respect to personnel, pay and conditions, bonuses, etc., with a view to streamlining the corporation and with a view to recruiting and retaining the most professional and efficient cadre of staff possible. Also designed a performance-based reward system to facilitate the above.

Developed an overall Training Needs Assessment, complete with Scopes of Work for subsequent attention to the JIEC training needs.

Designed an Implementation Plan and Support Framework to ensure that the above are implemented effectively.

□ **Process Management Criteria Development for the Economic Development Directorate, Royal Palace (Jordan)**

Specified a set of objective criteria for which Jordanian government and quasi-government institutions are to be gauged as to their adoption and implementation of international best practice in the area of process management. Indicators included process analysis, documentation, monitoring and evaluation, ISO 14000 benchmarking, management coordination, customer relationship management, appropriate implementation of business process reengineering, among others.

□ **Backward Linkages Database Inventory (Jordan)**

Provision of a detailed and technically specific inventory of available information relating to investment and enterprise (foreign firms operating in Jordan, as well as domestic manufacturers and traded service providers with ten or more employees) in Jordan, which may be used as one of the building blocks of a

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future backward linkages program.

□ **Public - Private Dialogue (Jordan)**

Work on Policy reform, and bettering its implementation through institutional strengthening, and developing and nurturing Public private dialogue.

□ **Industrial Estates and Free Zones' Study Tour (Jordan)**

Arrangement and facilitation of a study tour of Jordanian investment and development agencies for the USAID-funded "Promoting Industrial Zones and Investment Mobilization (PRIZIM)" Project and the Palestinian Industrial Estates and Free Zones Authority (PIEFZA), after having identified Jordanian entities whose work and development are of interest to them.

□ **Public Relations and Advocacy Communications (Jordan)**

Assistance and training of five Jordanian Business Associations to strengthen their capability in implementing a practical model of an effective public relations and advocacy communications program, and introduce the tools to making it work.

□ **Recruitment of Commercial Attaches for Jordanian Embassies Overseas (Jordan)**

Assisted the Ministry of Industry and Trade in screening over 200 applications submitted by candidates in response to newspaper advertisements seeking foreign service officers to serve in a marketing and investment promotional capacity. A short list of these applicants was prepared and they were subsequently interviewed.

□ **Business Associations Membership Survey, (Jordan)**

A Qualitative survey to assess the level of service satisfaction with the services rendered and those needed by members in different key business associations in Jordan. Public policy awareness and potential advocacy capabilities of these associations were also investigated to gauge associations and members capacities.

□ **Education-Business Initiative and Education Issue Analysis (Jordan)**

Development of a policy position paper for the Young Entrepreneurs Association on "*Education/ Human Resource Development, Business and the Jordanian School System*" that can be used as an effective tool in leading a public policy advocacy program. The aim is to persuade the educational system (public and private schools) and the government to introduce the policies and resources necessary to modify school curricula to enhance creativity, innovation and critical thinking. Another aim is to build capacities of schoolteachers through professional

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training, introduction of the English language, Internet-use and computer- teaching from first grade.

□ **Education Advocacy Strategy and Training (Jordan)**

In association with the with the Young Entrepreneurs Association, the development and implementation of a concrete advocacy program that will enhance the ability of the private sector and business community to influence polices and laws necessary to improve education and enhance critical human resource skills.

□ **Social Security Law Inequality Policy Paper (Jordan)**

Research and assessment of the social and financial impact of the social security inequality issue on families. Assess the effect of changing those regulations and laws that govern the present situation. Recommendations were put forward regarding what regulations, laws and organizational arrangements are needed to empower women, their families and estates with equal economic rights.

□ **Social Security Law Advocacy Program (Jordan)**

Development of an advocacy program for a Jordanian Business Association, aimed at key decision and policy makers, groups, and organizations affected by the inequality of the social security law. Provision of legal advice on the law and related regulations, and support the effort of the Business and Professional Women's Club in implementing the developed program.

□ **Business Associations Members Tracking System (Jordan)**

Design, development and implementation of a member- tracking system tailored to each association's needs and requirements and integrate within their current available systems.

□ **Trade Enhancement Program (TEP) (Egypt)**

Development of a project document for the identification of a TEP, which aims to upgrade Egypt's institutional and organizational capacity to prepare and enact suitable trade legislation and implementation measures; and support Egypt's capability to manage and implement trade liberalization provisions under both the Association Agreement with the EU, WTO and other regional agreements.

□ **Municipal Support Program (Palestine)**

Provision of technical assistance and engineering services for the implementation of an EU- funded Municipal Support Program, which aims to enhance planning and technical capacity in targeted Municipalities in order to implement and manage future municipal projects under international financing institutions monitoring systems.

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□ **Human Rights, Democratization & Institutional Strengthening Global Contract (Global)**

Network partner for Lot 7*: Human Rights, Democratization and Institutional Strengthening for the consortium led by SEMA Group Belgium, during the period 2001-2004/6.

** (European Commission Service Framework Contract to provide short- term operational services for the exclusive benefit of non- Community countries receiving external Community Aid).*

□ **Private Sector Development Global Contract (Global)**

Network partner for the consortiums led by TRANSTEC- Belgium, for all Private Sector Development and other similar Programs in the MEDA region (5 Lots*)

** (European Commission Service Framework Contract to provide short- term operational services for the exclusive benefit of non- Community countries receiving external Community Aid).*

□ **Organizational Development Support of the Jordan Tourism Board (JTB): Selection & Recruitment of Personnel (Jordan)**

This comes as part of a broader assignment of assessing and strengthening the JTB's institutional framework, management capacity and operations, ultimately enabling it to effectively promote Jordan's tourism sector both regionally and internationally. Qualified personnel were to be selected and recruited to help enhance the organizational performance and efficiency of the JTB. Specific tasks undertaken include the review and further development of job descriptions for certain managerial positions; drafting of job advertisements to appear in newspapers; development of evaluation criteria for each post based on which candidates would be evaluated, short-listed and interviewed; in addition to the proposal of a list of interview questions in accordance with the evaluation criteria and positions.

□ **Assessment and Development of Jordan Tourism Board's (JTB) Financial and Administrative Procedures (Jordan)**

This comes as part of a broader assignment of assessing and strengthening the JTB's institutional framework, management capacity and operations, ultimately enabling it to effectively promote Jordan's tourism sector both regionally and internationally. An objective analysis of JTB's financial and administrative procedures was conducted and recommendations were put forward for their improvement to assist JTB in effectively, efficiently and economically fulfilling its organizational goals.

□ **Development of the Jordan Tourism Board (JTB) Administrative and Financial Systems and Procedures (Jordan)**

Evaluated JTB staff and recommended proper job positions in accordance with the new organizational structure. Developed a new personnel regulation for the JTB that aims to govern its administrative policies and procedures and ensure compliance with best practice. The new regulation and salary scale was then

presented to the JTB Board of Directors. In an open discussion, best practices were also suggested to the Board with regard to dealing with overstaff or de-staffing.

□ **Organizational and Planning Support to the Jordan Industrial Estates Corporation (JIEC) (Jordan)**

An organizational review was conducted of the JIEC, followed by an assessment of the proposed merger between the JIEC and the Free Zones Corporation (FZC), in view of facilitating the investment and enterprise development environment in Jordan.

□ **Ministry of Trade “Centers of Excellence” Program (Jordan)**

Assisted senior Ministry of Industry and Trade staff in assessing the human resources skill base, human resources development systems and procedures, and staffing needs for each department within the ministry, in light of its strategic plan and various recent changes in the economy and government. The results of this preliminary assessment clarified the ministry’s current staffing and proposed human resources requirements and their implications on reengineering and modernizing the ministry.

□ **Diagnostic Study on the “Centers of Excellence” Criteria, Jordan Investment Board (JIB) (Jordan)**

Worked with the “Centers of Excellence” Program Process Team Members within the JIB to carry out a benchmarking assessment in the process criterion, providing training for the team process counterpart.

Reviewed results of a COE survey tool, that has been distributed within the JIB and accordingly scored the JIB in the area of processes, with a full assessment of strengths, weaknesses, decisions and opportunities in this area.

□ **Diagnostic Study on the “Centers of Excellence” Criteria, Jordan Export Development & Commercial Centers Corporation (JEDCO) (Jordan)**

Worked with the “Centers of Excellence” Program Process Team Members within the JEDCO to carry out a benchmarking assessment in the process criterion, providing training for the team process counterpart.

Reviewed results of a COE survey tool, that has been distributed within the JEDCO and accordingly evaluated the organization in the area of processes, with a full assessment of strengths, weaknesses, decisions and opportunities in this area.

□ **Executive Management Training Program (Jordan)**

Design and delivery of training workshops to Jordanian senior business executives to assist them upgrade their performance in a number of areas, thereby contributing positively to the general performance and development of their companies. The main areas of training were: explaining the requirements for

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competing in the international markets; essentials and competencies of leadership; strategy development; decision-making; delegation of responsibilities and empowerment; the role of continuous innovation and technology for growth; and change management.

□ **Technical Assistance/ Business Upgrading Services to a Medical Disposables Manufacturing Company (Jordan)**

Provided technical assistance to a Jordanian Company that manufactures medical disposables to improve its existing manufacturing processes, its productivity and improve employee efficiency. The assignment also explored ways to help the Company overcome problems of inconsistency in production quality.

□ **Technical Assistance/ Business Upgrading Services to a Steel Manufacturing Company (Jordan)**

Provided technical assistance to a Jordanian Steel Manufacturing Company to measure the Company's Competitive Position in the European Market. This necessitated a complete review and assessment of the Company's products, business processes and markets; Market research and analysis on the market the company is aiming to penetrate; Presentation of realistic market options for the company to explore, with recommendations that served as guidelines for top management.

MICRO - FINANCE

□ **Market Specifics Micro-finance Survey (Jordan)**

Qualitative and quantitative assessment of the micro-finance services needed by present and potential entrepreneurs in Jordan. The survey details the demand and supply side issues of available credit facilities (formal) and current practices (informal). The survey was the first of its kind that specifically addresses the different issues related to micro- lending

□ **Market Specifics and Services Demand Survey (Jordan)**

Assist select NGOs and commercial banks to develop a demand-driven product and identify borrowers. The survey defines the profile of micro-enterprises in East Amman.

□ **Market Specifics and Services Demand Survey (Jordan)**

Design and implementation of field work survey activities in Northern Jordan to assist micro-finance institutions' subsidiaries in the development of demand driven loan products by defining the profile of micro enterprises, determining their credit needs and establishing baseline data for future surveys and development of new loan products.

□ **Implementation of an MIS System for MFIs (Jordan)**

Ensure adherence of the beta version of “Banking Beyond 2K” software developed for the use of micro-finance institutions (MFIs) for micro-finance banking and loan tracking per the technical specification for a standard Microfinance software product. Identify additional user requirements of the MFIs and define and manage the implementation the software.

□ **MFI Policy Constraint Review (Jordan)**

An update to a previous policy constraint study, this review determined what constraints have been removed and which continue to be in sufficiently addressed; in addition to the identification of new constraints that may exist in the development of the microfinance industry. An action plan for implementation by the Government of Jordan was also prioritized.

□ **EU Regional Forum on the Role of Women in Economic Development (Jordan & Belgium)**

Represented Jordan at the EU “Regional Forum on the Role of Women in Economic Development: Equal Opportunities between Women and Men within the Euro-Mediterranean Partnership”. Prepared and presented a national report on Jordan on the same subject, addressing and proposing solutions to four main themes: female better access to the labor market, better access to education and vocational training, better access to financial facilities and the creation and promotion of women’s business. Findings were evaluated following a series of workshops, discussed and exchanged with other Mediterranean and European national experts. Conclusions were drafted and presented at the Euro-Mediterranean ministerial conference held under the Belgian Presidency of the EU.

TOURISM and HOSPITALITY

□ **Market and Financial Feasibility Research (Jordan)**

Market and financial feasibility research in the Pointe Resort on the Red Sea at Aqaba, Jordan. The 600- acre project has over 1.5 miles of prime beach front and includes a 450 five-star all suites hotel, two 18-hole golf courses, 600 homes, 1200 apartments with some allocated for time share; a marina; duty free shopping; diving and other facilities.

□ **Development of Privatization Programs (Yemen)**

Development of tourism privatization programs and marketing strategies for the tourism sector in the Republic of Yemen. 26 out of 39 public enterprises included in the Terms of Reference were successfully privatized within six months of the start date of the assignment.

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- **Tourism & Real Estate Investment Services** (Jordan, Palestine & Yemen)
Tourism and real estate investment services in Jordan, the West Bank and Gaza and Yemen for BDO Hospitality Consulting.
- **Market and Financial Feasibility Research** (Jordan)
Market and technical research and feasibility study for a five-star hotel and mall (ITT Sheraton) in Amman, Jordan.
- **Market and Financial Feasibility Research** (Jordan)
Market and technical research, a feasibility study and business & market strategy planning for a 3 star suites hotel in Amman, Jordan.
- **Market and Financial Feasibility Research** (Jordan)
Market and technical research and feasibility study for a four-star tourist resort in Nawaflet Zaman in Petra, Jordan.

OTHER SECTORS

- **Feasibility and Market Studies**
Market and technical analysis for the feasibility study of an 80 bed, first class German run hospital in Yemen, targeting Yemeni patients seeking Jordan for medical treatment. (Yemen)

Technical assessment and market and legal research on investment and other related laws and regulations affecting the establishment of a vegetable oil factory for Saudi Investors. (Jordan)

Market and technical research and feasibility study for a glass treatment and aluminum fabrication plant. (Jordan)

Market and technical research and feasibility study for a tomato paste production and canning factory. (Jordan)

Market, technical research and feasibility study for a meat processing and packaging plant. (Jordan)

Market and technical research and feasibility study for a brassieres plant. *Jordan.*

Market and technical research and feasibility study for an electrical lighting equipment factory. (Jordan).

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Market and technical research and feasibility study for a metal galvanizing plant. (Jordan)

Market and technical research and feasibility study for a hi-tech entertainment center. (Jordan)

Financial study for a Hi-tech fresh water fish farm in the Jordan Valley. (Jordan)