

Implementation Projects

National Entrepreneurship Policy



وزارة الاقتصاد
الرقمي والريادة

SUPPORT

<p>PROJECT NAME Leapfrogging Project</p>	<p>PILLAR Support</p>	<p>PROJECT OWNER MoDEE</p>	<p>ESTIMATED DURATION 3 years</p>	<p>ESTIMATED BUDGET</p>
<p>CHALLENGES OR OPPORTUNITIES TO ADDRESS (WHY) <i>What is the reason the project is carried out?</i></p> <ul style="list-style-type: none"> - Very limited pipeline of quality 'idea-stage' startups-to-be - Existing idea focused programmes are limited both in number and scope: mostly hackathon-based with little attention to effective 'ideation' (identifying relevant problem statements/opportunities, identifying quality entrepreneurs-to-be with the right mindset, ability to match good entrepreneurs with ideas, effective acceleration of high potential ideas, etc.) 		<p>PROJECT DESCRIPTION (How) <i>How will this project address the challenges? Provide a brief description of the project.</i></p> <ul style="list-style-type: none"> - Identify problem statements/opportunities in targeted and high potential verticals through a dedicated research unit that would produce discovery reports " on various topics which will serve as an input to ideation sessions. - Establish an 'ideation programme' that spans all governorates with a focus on the local context: <ul style="list-style-type: none"> - Run hackathons/competitions/challenges through network of partner ecosystem actors based on pre-identifies problem statements/opportunities above - Those will include bootcamps to build entrepreneurial capacity, identify high potential entrepreneurs, and seamlessly match them with ideas - Provide acceleration and initial funding (though the ideation fund project covered in the Capital pillar) to get them to MVP stage - Some of the above hackathons will be conducted through universities with a focus on graduate students. - Funding will be provide in two stages: (1) seed funding to transform idea into MVP (funding will be from the idea stage fund covered under the capital pillar), (2) early-stage funding to support qualified startups growth (an innovation fund will be established for that purpose) 		
<p>PROJECT OBJECTIVES (What) <i>What is the intent of this project? Development objectives.</i></p> <ul style="list-style-type: none"> - Createe a large supply of quality idea-stage startups 		<p>PROJECT OUTPUTS/OUTCOMES AND KPIs <i>What are the measurable criteria to determine whether the project has achieved its desired results?</i></p> <ul style="list-style-type: none"> - Number of startups at both idea and early stages benefiting from the program - Number of women and youth led startups benefiting from the program 		
<p>RISKS & CONSTRAINTS <i>What limitations or risks might this project face?</i></p> <ul style="list-style-type: none"> - Not getting the necessary support from support organizations - Not securing seed funding 		<p>PROJECT STAKEHOLDERS – <i>Who has an interest in the success of this project?</i></p> <ul style="list-style-type: none"> - Startups - Ecosystem support organizations (accelerators, incubators, innovation hubs, VCs, etc.) - Ecosystem sources of funding for idea stage startups - MoDEE, Ministry of Youth - Universities 		

PROJECT NAME TechHubs	PILLAR Support/ Culture	PROJECT OWNER MoDEE	ESTIMATED DURATION 3 years	ESTIMATED BUDGET 5 Million
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CHALLENGES OR OPPORTUNITIES TO ADDRESS (WHY)
What is the reason the project is carried out?

- Support activities are mainly focused on west Amman and limited awareness/ support activities are provided elsewhere in Jordan
- Female participation in entrepreneurship is challenged by access to proximate support services, due to social norms and economic constraints.
- Areas outside west Amman, such as Irbid and Zarqa do have strong factors for success and abundance of university graduates who seek to engage in entrepreneurship activities.

PROJECT DESCRIPTION (How)
How will this project address the challenges? -Provide a brief description of the project?

- Tech Hubs will act as a for fee venue for skilling programs, co-working spaces, ITO-BPO space, and networking spaces to trainers, entrepreneurs, freelancers, CSOs, and ITO businesses in nearby communities.
- The project will finance the upgrading, equipping, and managing selected Tech Hubs for three years. The project will select the locations based on their potential to support the growth of the industry and generate revenues for sustainability.
- The locations of the Tech Hubs will be selected to reinforce the hub and spoke approach by building on existing agglomerations while providing opportunities for inclusion of underserved communities with a concentration of unemployed youth and women capable of working in the tech sector.

PROJECT OBJECTIVES (What)
What is the intent of this project? Development objectives.

- Provide youth in underserved communities with access to coworking spaces, through upgrading and equipping three to five Technology Hubs (tech hubs) in undeserved communities and recruit / partner with private operator(s) to manage them.

PROJECT OUTPUTS/OUTCOMES AND KPIs
What are the measurable criteria to determine whether the project has achieved its desired results?

- Support access for 12K youths to TechHub services, out of which 30% are females.
- Support progression of certain groups (pre and post tech- hubs)

RISKS & CONSTRAINTS
What limitations or risks might this project face?

- Finding the location (with access to transportation)
- Identifying the right operator
- offering the right services that are aligned with users/ communities' requirements
- Achieving business model sustainability.

PROJECT STAKEHOLDERS
Who has an interest in the success of this project?

- Vocational Training Institutions
- Telecom operators and other large corporations
- Universities
- Municipalities and local offices.

<p>PROJECT NAME <i>Business development Services for investment readiness</i></p>	<p>PILLAR Support</p>	<p>PROJECT OWNER MoDEE</p>	<p>ESTIMATED DURATION 2 years</p>	<p>ESTIMATED BUDGET JD4 Million</p>
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CHALLENGES OR OPPORTUNITIES TO ADDRESS (WHY)
What is the reason the project is carried out?

- Weak pipeline of investment-ready startups
- Weak management capability of startups
- BDS budget of existing accelerators is limited
- The existing startups that are graduating from accelerator and other programs face difficulties competing with regional or local opportunities
- New funds are established in Jordan and seek investment opportunities
- The ecosystem is reporting a rich pipeline of ideas and founders that need additional support

PROJECT DESCRIPTION (How)
How will this project address the challenges? Provide a brief description of the project.

- Qualify ecosystem intermediaries that would benefit from the program, following clear criteria and transparent process
- Provide funding to the qualified intermediaries following a competitive process, to cover BDS costs related to developing the investment readiness of their cohorts
- Provide annual support to 20 startups for 10 intermediaries at up to JD20 thousands per startup
- Measure the outputs of each intermediary through their beneficiaries

PROJECT OBJECTIVES (What)
What is the intent of this project? Development objectives.

- Increase the quality deal flow at various entrepreneurship stages.
- Increase the access of intermediaries to BDS funds, to better support their cohorts.

PROJECT OUTPUTS/OUTCOMES AND KPIS
What are the measurable criteria to determine whether the project has achieved its desired results?

- Number of startups supported through intermediaries at different stages.
- Increase revenue of startups benefiting from the project, increase in exports, and no. of jobs.
- Unlocking capital from Institutional investors.

RISKS & CONSTRAINTS
What limitations or risks might this project face?

- Developing clear, transparent, and workable qualification mechanism for ecosystem intermediaries
- Tracking the measurable outputs of each intermediary

PROJECT STAKEHOLDERS –
Who has an interest in the success of this project?

- Ecosystem intermediaries
- Startups
- BDS providers

<p>PROJECT NAME <i>Expandd on Investment readiness & business development (EEDP)</i></p>	<p>PILLAR <i>Support</i></p>	<p>PROJECT OWNER <i>ISSF</i></p>	<p>ESTIMATED DURATION <i>3 years</i></p>	<p>ESTIMATED BUDGET <i>2.5 Million</i></p>
<p>CHALLENGES OR OPPORTUNITIES TO ADDRESS (WHY) <i>What is the reason the project is carried out?</i></p> <ul style="list-style-type: none"> - <i>Limited pipeline of quality startups with the right level of investment readiness: Founders [entrepreneurs] and management teams do not possess the necessary skills and competencies to effectively manage their startups at specified developmental stages</i> - <i>Low number women-led startups</i> - <i>Low number of governorates-based startups.</i> 		<p>PROJECT DESCRIPTION (How) <i>How will this project address the challenges? -Provide a brief description of the project?</i></p> <ul style="list-style-type: none"> - <i>Offer enabling capacity building training and tools to bridge the entrepreneurs' knowledge/skills/attitude gaps.</i> - <i>Growth & Investment Readiness (IR) training and coaching for 600 Startups in idea stage (Enterprise Creation) & growth stage (Enterprise Growth)</i> - <i>Provide 75 startups with up to USD 20k grants for Business Development Services carried out by verified service providers (VSPs).</i> 		
<p>PROJECT OBJECTIVES (What) <i>What is the intent of this project? Development objectives.</i></p> <ul style="list-style-type: none"> - <i>The program aims to provide support to young companies on how to develop the capabilities that allow them to raise appropriate capital/financing which will enable them to achieve their growth goals across their different stages of development.</i> 	<p>PROJECT OUTPUTS/OUTCOMES AND KPIs - <i>What are the measurable criteria to determine whether the project has achieved its desired results?</i></p> <ul style="list-style-type: none"> - <i>Increasing awareness of prerequisites and opportunities for startups to achieve successful and sustainable growth.</i> - <i>Developing the capacity, knowledge and skills on individual and firm level within Jordanian startups.</i> - <i>Developing comprehensive growth intervention plans that will define and create the future outlook of the Jordanian startups.</i> - <i>Implementing intervention packages and delivering grants to selected Jordanian startups.</i> - <i>600 startups (new ventures and growth ventures) participating in the IR track</i> - <i>75 startups (new ventures and growth ventures) participating in the BDS track</i> 			
<p>RISKS & CONSTRAINTS <i>What limitations or risks might this project face?</i></p> <ul style="list-style-type: none"> - <i>Lack of alignment between ecosystem stakeholders to help make he most of the programme.</i> - <i>Quality of capacity building offered may prove to be lacking</i> - <i>Inability of graduated startups to secure funding.</i> 	<p>PROJECT STAKEHOLDERS <i>Who has an interest in the success of this project?</i></p> <ul style="list-style-type: none"> - <i>Entrepreneurs/startups and management team</i> - <i>Ecosystem actors such as incubators, accelerators and VCs</i> - <i>Program Partners (i.e. JEDCO, JEA, QRCE ... etc.)</i> - <i>EEDP Program Manger Consortium (iPark & Impact MENA).</i> 			

PROJECT NAME <i>Ent. Ecosystem Platform</i>	PILLAR Support	PROJECT OWNER ISSF	ESTIMATED DURATION	ESTIMATED BUDGET
<p>CHALLENGES OR OPPORTUNITIES TO ADDRESS (WHY) <i>What is the reason the project is carried out?</i></p> <ul style="list-style-type: none"> - Lack of knowledge of all ecosystem stakeholders, especially the support stakeholders (i.e., accelerators, incubators, service providers) - Lack of visibility of operating startups and their verticals - Dispersed info from various ecosystem players - Lack of entrepreneurship awareness and education - Efficiency and reduce redundancy 		<p>PROJECT OBJECTIVES (What) <i>What is the intent of this project? Development objectives.</i></p> <ul style="list-style-type: none"> - Launch a Comprehensive platform to support ecosystem stakeholders to contribute in positioning Jordan as entrepreneurial hub attractive local/regional startups and funds. - Create alignment between ecosystem players - Show case of products and SMES 		
<p>PROJECT DESCRIPTION (How) <i>How will this project address the challenges? Provide a brief description of the project.</i></p> <ul style="list-style-type: none"> - Build and operate an online platform to provide access to information to all relevant stakeholders in the entrepreneurial ecosystem including but not limited to: new entrepreneurs (those just starting out), entrepreneurial teams, young ventures, business service providers, investment funds, finance institutions, banks, incubators, accelerators, legal offices, etc. It will enable stakeholders to more quickly and effectively navigate the ecosystem to identify, evaluate and seek out the services which are provided. - Ecosystem Mapping to provide visibility and engage all individual actors, enablers, and key institutional players in Jordan - Start-up Assessment tool to assess registered businesses investment readiness level - Application Management tool to help VCs, incubators and accelerators to automate and organize their application process. - Matchmaking Tool to facilitate connecting with relevant entrepreneurs, investors, business development services, and training modules - BDS System that facilitates the linkages between startups and approved vendor services providers (VSPs) which will eventually facilitate subcontracting and cluster development - Partnerships and Business Linkages with entities that can potentially complement the platform, i.e., mentors and coaches' - Data Collection and Mining analyzed to provide insights on the ecosystem - Learning/knowledge center to provide courses, articles, useful links 		<p>PROJECT OUTPUTS/OUTCOMES AND KPIS - <i>What are the measurable criteria to determine whether the project has achieved its desired results?</i></p> <p>Number of referrals between intermediaries</p> <ul style="list-style-type: none"> - Number of unlocking capital - Increase entrepreneurship awareness and knowledge across Jordan - Number of registered businesses/ideas/entrepreneurs - Number of registered VCs/accelerators/incubators, and using the application management feature. - Number of registered VSPs. - Number of BDS transactions completed through the platform. - Unique end users on the platform (number and ratio of active vs. registered users) - Number of subcontracts, partnerships and joint projects. 		
		<p>RISKS & CONSTRAINTS <i>What limitations or risks might this project face?</i></p> <ul style="list-style-type: none"> - Information vetting/ updating - Marketing the platform - Competing platform from an ecosystem player - Continuous Budget to improve the platform 		
		<p>PROJECT STAKEHOLDERS - <i>Who has an interest in the success of this project?</i></p> <ul style="list-style-type: none"> - ISSF/ Intaj - Entrepreneurs/Startups - Ecosystem stakeholders 		

<p>PROJECT NAME Internship at Startups</p>	<p>PILLAR Support</p>	<p>PROJECT OWNER MoDEE</p>	<p>ESTIMATED DURATION 3 years</p>	<p>ESTIMATED BUDGET JD1,080,000</p>
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CHALLENGES OR OPPORTUNITIES TO ADDRESS (WHY)
What is the reason the project is carried out?

- Abundance of well-educated youth in digital related domains
- Local mindset (of youth) does not favor working for startups/ small businesses
- Startups face challenges in finding, managing or retaining talents
- Market absorption for university graduates is limited
- Weak deal flow of entrepreneurs in the ecosystem, mindset is fixed on employment at big firms

PROJECT DESCRIPTION (How)
How will this project address the challenges? Provide a brief description of the project.

- Provide demand-driven skills development and internship opportunities to youth at local startups, facilitated through local ecosystem intermediaries. Internship opportunities will span over 6 months.
- The project will cover monthly internship costs for youth at local startups and intermediaries, estimated at JD200 per person.
- Coordinate with ecosystem intermediaries (incubators, accelerators, fund and others) to facilitate internships at startups and within those intermediaries for maximum exposure

PROJECT OBJECTIVES (What)
What is the intent of this project? Development objectives.

- Support job creation at startups
- Improve and expand startup activities
- Increase deal flow of Entrepreneurs
- Prepare youth for demand-drive skills (for startups) through strengthening the learning at schools and universities through practical learning

PROJECT OUTPUTS/OUTCOMES AND KPIs
What are the measurable criteria to determine whether the project has achieved its desired results?

- Number of youth trained on demand-driven digital skills activities
- Number of internship opportunities provided
- Percentage of youth retained at startups
- Percentage of youth graduated from internship programs with certification from intermediary
- Percentage of youth coming back the third year with an employment contract at a startup or an entrepreneurship opportunity

RISKS & CONSTRAINTS
What limitations or risks might this project face?

- Ensure inclusivity by supporting youth and female youth
- Limited retention of jobs created by startups
- Time consumption in managing interns
- Should be complemented with the salary subsidy project to ensure that there are resources available responsible for training those interns
- Quality assurance and control

PROJECT STAKEHOLDERS –
Who has an interest in the success of this project?

- Training providers
- Startups
- Ecosystem intermediaries (accelerators, incubators, funds, others)
- Youth/ women groups

CAPITAL

<p>PROJECT NAME <i>Funding for Pre-seed Stage Startups</i></p>	<p>PILLAR <i>Access to Capital</i></p>	<p>PROJECT OWNER <i>MoDEE</i></p>	<p>ESTIMATED DURATION <i>5 years</i></p>	<p>ESTIMATED BUDGET <i>\$10 million</i></p>
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CHALLENGES OR OPPORTUNITIES TO ADDRESS (Why)
What is the reason the project is carried out?

- Small number of quality pre-seed startups get the chance to grow due to the lack of supply of pre-seed funding (\$5-25k)
- There is a number of support organizations that focus on generating a supply of pre-seed startups (capacity building, competitions, hackathons, etc.), however, their efforts to advance those startups to the next stage fail for the following reasons:
 - They do not have the funds to propel them to the next stage
 - They do not have the technical capability to make those investment decisions
 - They do not have technical capability to provide acceleration to those startups
- The donour community has funding for the entrepreneurship space, however, their efforts are often scattered, and not focused on key areas

PROJECT DESCRIPTION (How)
How will this project address the challenges? Provide a brief description of the project.

- Create a \$10 million fund that is funded by donours (and other CSR sources, e.g. corporations). This fund will be managed commercially and will cover the following functions:
 - Build the technical capabilities of support organizations to be able to make investment decisions and provide the necessary acceleration to the ‘funded’ startups
 - Provide funding for the pre-seed startups that qualify covering the range: \$5-50k
- The fund will provide those investments as grants to the support organizations
- Support organizations will use the grant money to invest it in the qualified startups in return for equity get equity - This will help support organizations build their sustainability while maximizing their motivation to help startups succeed

PROJECT OBJECTIVES (What)
What is the intent of this project? Development objectives.

- Increase the number of quality pre-seed startups that are investment ready
- Build business model sustainability of support organizations, for the medium and short term
- Help aggregate donour funding to get most value in key areas that are aligned with the entrepreneurship policy priorities

PROJECT OUTPUTS/OUTCOMES AND KPIs
What are the measurable criteria to determine whether the project has achieved its desired results?

- Increase the number of quality pre-seed startups by 50 per year
- Increase the supply of pre-seed funding by \$10 million over 5 years (size of the fund)
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RISKS & CONSTRAINTS
What limitations or risks might this project face?

- Not convincing the donour community to participate in the fund
- Regulatory constraints to structuring the ‘blended financing’ model (share classes, etc.)

PROJECT STAKEHOLDERS –
Who has an interest in the success of this project?

- Donour community, MoDEE, support organizations, corporations (CSR)

<p>PROJECT NAME <i>Investment Incentives Scheme</i></p>	<p>PILLAR <i>Access to Capital</i></p>	<p>PROJECT OWNER <i>MoDEE</i></p>	<p>ESTIMATED DURATION <i>5 years</i></p>	<p>ESTIMATED BUDGET <i>\$10 million</i></p>
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CHALLENGES OR OPPORTUNITIES TO ADDRESS (Why)
What is the reason the project is carried out?

- Limited supply of funding for early stage startups
- Limited role of corporations, high net worth individuals, and other individuals as active investors due to perceived higher risk of investments in startups
- Avail a compelling investment opportunity for corporations (with surplus cash), individuals and angel investment networks
- Support corporate innovation systems through incentivizing investments in participating startups (that are part of that system with each individual corporation)

PROJECT DESCRIPTION (How)
How will this project address the challenges? Provide a brief description of the project.

- Avail tax incentives, e.g. rebates, to people/entities that want to invest in startups
- Develop the criteria to identify the startups that can benefit from this scheme
- Aggregate those startups through a portal that makes it easier for investors to explore this opportunity in one place – project will leverage the new ISSF portal aimed at connecting investors with startups
- Attract potential investors through targeted business development and marketing efforts
- Scout for startups through ecosystem partners, events, etc.
- The project will consider other sources to fund those rebates if government refused to consider the rebates such as the Youth, technology, & Jobs project

PROJECT OBJECTIVES (What)
What is the intent of this project? Development objectives.

- Increase the supply of funding in the earl-stage
- Adding more people/entities to the ‘active’ investors pool which will have a positive spillover effect on follow-on-funding

PROJECT OUTPUTS/OUTCOMES AND KPIs
What are the measurable criteria to determine whether the project has achieved its desired results?

- Increase the number of investors (people/entities) by 10 per year (total of 50 by year 5)
- Increase the supply of new funding through the above scheme by \$8 million per year (total of \$40 million by year 5)

RISKS & CONSTRAINTS
What limitations or risks might this project face?

- Not convincing the government to offer the tax incentives
- Tax incentives may backfire as it relates to market dynamics

PROJECT STAKEHOLDERS –
Who has an interest in the success of this project?

- YTJ, MoDEE, individual investors, corporations, angel networks

MARKETS

PROJECT NAME <i>Access to market & Marketing</i>	PILLAR <i>Markets</i>	PROJECT OWNER <i>MoDEE</i>	ESTIMATED DURATION <i>3 years</i>	ESTIMATED BUDGET <i>\$ 2.5 Million</i>
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CHALLENGES OR OPPORTUNITIES TO ADDRESS (WHY)
What is the reason the project is carried out?

- *Jordanian entrepreneurs' outreach to regional and global venture capitals is limited to individual efforts.*
- *Access to market opportunities, particularly for export, is similarly constrained. Programs that support linkages for digital entrepreneurs to investors and business opportunities, particularly export markets, are absent and are needed to boost the growth of these enterprises.*
- *Lack of knowledge about the market/ products/ companies.*

Opportunities

- *Existence of potential in target countries to link with and implement projects*

PROJECT DESCRIPTION (How)
How will this project address the challenges? -Provide a brief description of the project?

- *Procure the services of professional intermediaries in key markets (E.g., GCC, US, Europe) and/or local intermediaries (e.g., accelerators)*
- *The intermediaries will pursue opportunities on behalf of a pool of digital entrepreneurs in partnership with local incubators, accelerators, relevant government institutions, and development partners to help those companies identify and secure supply chain opportunities from global partners and investors. This will include developing the companies' export potential and organizing matchmaking and business networking activities in target markets.*

PROJECT OBJECTIVES (What)
What is the intent of this project? Development objectives.

- *Support building linkages between Jordanian digital firms and potential buyers and investors in regional/global markets, to provide access to market.*
- *Define different types of intermediaries in local and the target/competitive countries.*
- *Implement matchmaking and linkages with the most serious and interested potential buyers.*

PROJECT OUTPUTS/OUTCOMES AND KPIS
What are the measurable criteria to determine whether the project has achieved its desired results?

- *At least 150 startups receive intermediary support to secure partnerships and/or investment.*
- *Number of matchmaking events.*
- *Number of new clients that show interest in products/ partnerships.*
- *Number of closed deals through this matchmaking/ intermediaries.*

RISKS & CONSTRAINTS
What limitations or risks might this project face?

- *Export readiness of the Jordanian startups.*
- *Not finding capable intermediaries.*
- *Low appetite to invest in Jordanian startups or do business - exports.*
- *Cost could be prohibitive.*
- *Finding suitable and highly experienced companies/ private sector governmental sector may not work)*

PROJECT STAKEHOLDERS
Who has an interest in the success of this project?

- *Oasis 500*
- *Accelerators*
- *INTAJ*
- *JEIA*
- *ISSF*
- *Endeavor.*
- *MoDEE/ Y TJ – MoPIC*
- *JIC*
- *Jordan Exports*

PROJECT NAME <i>Brand Jordanian ent. ecosystem</i>	PILLAR Markets	PROJECT OWNER MoDEE	ESTIMATED DURATION 2 years	ESTIMATED BUDGET \$2.5Million
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CHALLENGES OR OPPORTUNITIES TO ADDRESS (WHY)
What is the reason the project is carried out?

- *The opportunity to attract regional/global VC funding for Jordanian startup*
- *Lack of awareness about the capabilities of the Jordanian ent. Ecosystem as a supplier of quality startups competing regionally/ globally .*

PROJECT DESCRIPTION (How)
How will this project address the challenges? Provide a brief description of the project.

- *Develop and implement the branding strategy for the Jordanian ent. Ecosystem with a focus on successful startups. This will including but not limited to:*
 - *Demonstrate the strength of the startup ecosystem (CIP, Talents, etc.)*
 - *Develop narrative and branding about Jordan’s successful startups*
 - *Ensure Jordanian presence in major events, in key markets and ensure sustainability*
 - *Launch PR for companies to create awareness about the quality and innovation of Jordanian startups*
 - *Develop tools that support the campaign (videos. Website, manual)*
 - *Attract startups to work in Jordan (create linkages)*

PROJECT OBJECTIVES (What)
What is the intent of this project? Development objectives.

- *Increase Jordanian startups access to markets and capital*

PROJECT OUTPUTS/OUTCOMES AND KPIs
What are the measurable criteria to determine whether the project has achieved its desired results?

- *Increased brand recognition about successful Jordanian startups (social listening)*
- *Number of events showcasing Jordan startups*
- *Number of startups securing funding and market access*

RISKS & CONSTRAINTS
What limitations or risks might this project face?

- *Funding*
- *Identifying internationally successful startups by theme*
- *Documentation impact assessment*

PROJECT STAKEHOLDERS –
Who has an interest in the success of this project?

- MoDEE	- Embassies
- Intaj	- Royal Court
- Export Jordan	- Chambers
- JIC	
- JIEA	
- Jordan chamber	

<p>PROJECT NAME <i>Mutual Market Access – KSA/ Jordan</i></p>	<p>PILLAR Markets</p>	<p>PROJECT OWNER MoDEE</p>	<p>ESTIMATED DURATION xx years</p>	<p>ESTIMATED BUDGET xx</p>
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CHALLENGES OR OPPORTUNITIES TO ADDRESS (WHY)
What is the reason the project is carried out?

- Limited access to key regional markets especially KSA

PROJECT DESCRIPTION (How)
How will this project address the challenges? Provide a brief description of the project.

- Develop an agreement between the Jordanian and KSA government that will allow qualified Jordanian and Saudi startups to benefit from fast-track market access to both countries.
- Build on the criteria that will be developed under the sandbox project.

PROJECT OBJECTIVES (What)
What is the intent of this project? Development objectives.

- Increase market access for Jordanian startups into key growth markets with a focus on KSA

PROJECT OUTPUTS/OUTCOMES AND KPIs
What are the measurable criteria to determine whether the project has achieved its desired results?

- Number of startups that benefited from the mutual market access

RISKS & CONSTRAINTS
What limitations or risks might this project face?

- Government bureaucracy
- Political

PROJECT STAKEHOLDERS – Jordan)
Who has an interest in the success of this project?

- Government of Jordan
- Government of Saudi
- MoDEE
- Startups (Saudi and

<p>PROJECT NAME <i>Unlock Public Procurement (PP) Opportunities</i></p>	<p>PILLAR Markets</p>	<p>PROJECT OWNER MoDEE/ MoPIC/ MOITS</p>	<p>ESTIMATED DURATION 6 Months</p>	<p>ESTIMATED BUDGET \$200,000</p>
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CHALLENGES OR OPPORTUNITIES TO ADDRESS (WHY)
What is the reason the project is carried out?

Challenges

- Lack of information and awareness amongst startups and SMEs
- Selection criteria are prohibitive (e.g. past experience and track record)
- Funding challenges
- Requirements for bank guarantees
- Delays in government payment and its impact on cash flow

Opportunities

- Government is the biggest buying in Jordan
- Shift towards E-government will create opportunities for tech startups

PROJECT DESCRIPTION (How)
How will this project address the challenges? Provide a brief description of the project.

- Assess the public procurement legal and regulatory environment
- Review global best practice as it relates to maximizing startups/MSEs access to public procurement opportunities.
- Develop recommendations to provide preferential criteria for SMEs and startups (e.g. allocate % of bids, preferential pricing, requirements to participate in the bids)
- Amend the council of ministries decision with local products preference in pricing (15%) for products to include servicers as well

PROJECT OBJECTIVES (What)
What is the intent of this project? Development objectives.

- Increase startup and SME share in public procurement
- Increased transparency and awareness on PP opportunities
- Streamline PP process and address challenges SME face by providing special process - provisions for startups
- To enable gender inclusion

PROJECT OUTPUTS/OUTCOMES AND KPIs
What are the measurable criteria to determine whether the project has achieved its desired results?

- Number of startups submitting bids
- % of procurement awarded/ value of procurement awarded
- % of women funded business awarded
- Number of startups that are more aware of PP opportunities

RISKS & CONSTRAINTS
What limitations or risks might this project face?

- Resistance to change by government and incumbent companies who tend to be main bidders

PROJECT STAKEHOLDERS –
Who has an interest in the success of this project?

- Government tender's department
- Startups
- startups support organizations

PROJECT NAME <i>Market intelligence</i>	PILLAR Market access	PROJECT OWNER Jordan Export/ Intaj	ESTIMATED DURATION Ongoing	ESTIMATED BUDGET \$ 250k – 300k per year / 5 years
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CHALLENGES OR OPPORTUNITIES TO ADDRESS (WHY)
What is the reason the project is carried out?
 Timely Market Information to SMEs for competitive advantage in entering new markets & segments

Challenges

- Lack of information local and international
- Lack of expertise (Free and paid services)

Opportunities

- Accessible tool for revenue generation
- Access to new practices, technology trends at a faster pace
- New market entry
- First mover advantage

PROJECT DESCRIPTION (How)
How will this project address the challenges? Provide a brief description of the project.

Develop a market intelligence portal that would provide the following:

- National information portal- free / paid
- Market- Macro / Micro indicators
- Identification of export markets based on demand
- In Depth Market & Technology Reports – eg Insider intelligence, Gartner, statista,
- Integration international trade platforms
- Tender, grant and competition info
- On demand reports / analysis/ research
- Market requirements specification to export
- Buying/contact list (eg Kompass)

PROJECT OBJECTIVES (What)
What is the intent of this project? Development objectives.

- Centralized Information- up to date and accessible
- Automation of information that is tailored and customized per “user” “on demand”
- Access to market

PROJECT OUTPUTS/OUTCOMES AND KPIs
What are the measurable criteria to determine whether the project has achieved its desired results?

- Number of startups that secured access to new / existing markets (Success)
- # of Subscribers & Active users / Usage
- # of on demand reports
- # of integrations

RISKS & CONSTRAINTS
What limitations or risks might this project face?

- Budget, license of reports & distribution
- Sustainability and eligibility

PROJECT STAKEHOLDERS –
Who has an interest in the success of this project?

- Chambers, support ecosystem
- Co-chairs ministries and PPP model (private sector)
- Jordan Export, Intaj, BPWA

HUMAN CAPITAL & CULTURE

PROJECT NAME <i>Entrepreneurship Media Campaigns/ Targeted content campaigns</i>	PILLAR <i>Culture</i>	PROJECT OWNER <i>MoDEE</i>	ESTIMATED DURATION <i>3 Years</i>	ESTIMATED BUDGET <i>USD 1 Million</i>
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CHALLENGES OR OPPORTUNITIES TO ADDRESS (WHY)
What is the reason the project is carried out?

- Raise awareness and educate parents and the community on entrepreneurship
- Encourage youth to take on the path of entrepreneurship
- Increase the understanding of the entrepreneurship challenges to help overcome the “No” culture
- Promote Jordanian success stories

PROJECT DESCRIPTION (How)
How will this project address the challenges? Provide a brief description of the project.

- Promote local role models, celebrate success and failure
- Build on existing projects/ interventions/ donors/ CSOs with school / university audience
- Events
- Roadshows
- Online and offline marketing collateral
- Workshops
- Media campaigns
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PROJECT OBJECTIVES (What)
What is the intent of this project? Development objectives.

- Raise awareness on entrepreneurship
- Create a more risk-accepting culture
- Limit the social taboo when it comes to failure
- Highlight the entrepreneurship path and how it can be adopted

PROJECT OUTPUTS/OUTCOMES AND KPIs
What are the measurable criteria to determine whether the project has achieved its desired results?

- Increase awareness about entrepreneurship
- Increase in the number of startups created across governorates
- Increase in the number of support organizations both in the public and private sector
- Creation of nation-wide entrepreneurial initiatives such as competitions

RISKS & CONSTRAINTS
What limitations or risks might this project face?

- Resistance
- Difficulty in measuring outputs
- Using the most effective and efficient channels to reach the target audience

PROJECT STAKEHOLDERS –
Who has an interest in the success of this project?

- Private sector support entities and stakeholders
- Schools & universities
- Government communications channels
- Private media channels

PROJECT NAME*Digital Skills Development***PILLAR***Human capital***PROJECT OWNER***DigiSkills***ESTIMATED DURATION***4 years***ESTIMATED BUDGET***22 Million***CHALLENGES OR OPPORTUNITIES TO ADDRESS (WHY)***What is the reason the project is carried out?*

- *More than 8K youth are annually graduating from universities in disciplines related to ICT, yet the market absorbs only up to 2K a year.*
- *Skills of graduating youth do not match market requirements (not demand driven)*
- *Startups face challenges finding and retaining talents.*
- *The market outlook for ICT activities is positive in Jordan, as a potential employer for high added value jobs.*
- *Institutional framework for supporting skills development is weak.*

PROJECT DESCRIPTION (How)*How will this project address the challenges? -Provide a brief description of the project?*

- *Empower DigiSkills as a private sector led association for digital skills development*
- *Develop gap analysis to identify the market demands*
- *Establish a comprehensive labor market information system*
- *Qualify training providers by the TVSDC*
- *Develop job classifications and standards*
- *Rollout digital skills training at large scale following a demand driven approach*

PROJECT OBJECTIVES (What)*What is the intent of this project? Development objectives.*

- *Improve the digital skills of youth to match market requirements following a demand driven approach and to lay the foundation for new/ sophisticated ICT activities.*

PROJECT OUTPUTS/OUTCOMES AND KPIS*What are the measurable criteria to determine whether the project has achieved its desired results?*

- *Training of 30K youth in demand driven digital skills, out of which at least 60% will secure a job/ income opportunities.*
- *Number of startups that benefited from this program (hiring its graduates)*

RISKS & CONSTRAINTS*What limitations or risks might this project face?*

- *Generating enough demand*
- *Ensuring the skills developed are relevant and are in demand*
- *Sustainability model of DigiSkills.*

PROJECT STAKEHOLDERS*Who has an interest in the success of this project?*

- *TVSDC and SSCs*
- *MOL*
- *MODEE*
- *Training service providers*

<p>PROJECT NAME <i>Entrepreneurial extra Curricular activities for schools and university</i></p>	<p>PILLAR <i>Culture</i></p>	<p>PROJECT OWNER <i>MoE</i></p>	<p>ESTIMATED DURATION <i>3 Years</i></p>	<p>ESTIMATED BUDGET <i>USD 5 Million</i></p>
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CHALLENGES OR OPPORTUNITIES TO ADDRESS (WHY)
What is the reason the project is carried out?

- Lack of awareness and misconception about entrepreneurship
- Lack of entrepreneurial knowledge.
- Lack of interest within family and households
- Difficulty of changin/ modifying/ producing new curicular to schools and universities

PROJECT DESCRIPTION (How)
How will this project address the challenges? Provide a brief description of the project.

- Research existing entrepreneurship curriculum adopted in other countries (for example Empretec)
- Create a customized Jordanian extra curricular for entrepreneurship for schools, universities, and post-university upskilling programs.
- Create a portal with the nesseray tools for teachers and trainees to deliver and benefit from this curicular.
- Provide TOT programs for interested teacher and/or trainers

PROJECT OBJECTIVES (What)
What is the intent of this project? Development objectives.

- Build the entreperurial capacity
- Produce entrepreneurial extra curricular to address behaviour and culture
- Create awareness to the ecosystem apps and games
- Raise awareness on the advantages of entrepreneurship in the local community

PROJECT OUTPUTS/OUTCOMES AND KPIs
What are the measurable criteria to determine whether the project has achieved its desired results?

- The number of extra curricula programs developed in schools and uniersities: Presentations, workbooks, learning tools, applications, games...etc.
- # of ToT program for educators on how to teach the curriculum
- # of students that enrolled in the different programs
- # of teachers that adopt and participate in those programs

RISKS & CONSTRAINTS
What limitations or risks might this project face?

- Normalize entrepreneurship in school activities
- Resistance by stakeholders
- Misuse of curriculum that will not achieve desired outcomes or serve the predetermined purpose

PROJECT STAKEHOLDERS –
Who has an interest in the success of this project?

- Ministry of Education (MoE)
- Schools & universities
- Youth organizations

POLICY

<p>Project Enhance the Doing Business Environment for Startups</p>	<p>PILLAR Policy</p>	<p>PROJECT OWNER MoDEE</p>	<p>ESTIMATED DURATION</p>
<p>CONTEXT AND OBJECTIVES</p> <ul style="list-style-type: none"> - <i>Develop a business-friendly environment to enable success of the entrepreneurship ecosystem</i> - <i>Support building capacity of public sector admin reforms</i> - <i>Substantially reduce challenges/make the necessary changes to enable startups growth under the tax, social security, labor, and customs law</i> - <i>Review social security regulations and framework to reduce cost of labor for startups and SMEs</i> - <i>Review taxes and customs regulations and framework to reduce cost of labor for startups and SMEs</i> - <i>Review labor laws to reduce cost of labor for startups and SMEs, e.g.</i> 	<p>PROPOSED ACTIONS</p> <ul style="list-style-type: none"> - <i>Identify key reforms needed to enhance doing business environment and relying on previous and existing studies and researches.</i> - <i>Prepare all supporting documents evidence and international best practices and collecting all researches and studies made in the previous years to avoid spending more money on researches that were already done.</i> - <i>Ensure engagement of parliament and house of senates and the committees derived thereof. (which will require lobbying and further negotiations)</i> - <i>Build and increase public sector capacity to all stages of the startups journey and undertake measures towards administrative reforms through existing resources i.e. Public Administrative Academy</i> - <i>Conduct impact assessment to measure impacts on economy, government revenues and employment</i> - <i>Develop the criteria for designating startups that can benefit from the exemptions</i> - <i>Prepare supporting documents and best practices in the region and worldwide/ Numbers and figures</i> - <i>Engage parliament from early stages</i> - <i>Work with the relevant government entities to identify the necessary changes (Income and Sales Tax department, Customs, Social Security, Ministry of Labor)</i> - <i>E- Signature is the key to paving automation for the government</i> 		
<p>ISSUE/ OPPORTUNITY DEFINITION</p> <ul style="list-style-type: none"> - <i>Business environment does not cater to startups and their success requirements</i> - <i>Interpretation of current laws by government employees does not cater to startups needs</i> - <i>Reduce cost of doing business (taxation, fees, labor, etc.), e.g. (1) allow for lower and gradual increase in social security deduction rates, (2) amend labor law to adopt with market trends, mainly those related to flexible working hours, working permits for certain specialties and contracts, remote work.</i> - <i>Enhance competition</i> - <i>Eliminate barriers to growth</i> 	<p>STAKEHOLDERS AND BENEFICIARIES</p> <ul style="list-style-type: none"> - <i>MoDEE, Notary public law/ department, justice ministry</i> - <i>MIT, CCID, Law department and other legal bodies</i> - <i>Ministry of planning</i> - <i>Cabinet</i> - <i>Related government entities (Tax, Customs, Social Security, Ministry of Labor)</i> - <i>Parliament</i> - <i>Private sector</i> 		
<p>RISK AND CONSTRAINS</p> <ul style="list-style-type: none"> - <i>Political resistance</i> - <i>Financing reforms</i> - <i>Fiscal constraints</i> 			

<p>Project Quasi sandbox</p>	<p>PILLAR Policy</p>	<p>PROJECT OWNER MoDEE</p>	<p>ESTIMATED DURATION</p>
<p>CONTEXT AND OBJECTIVES</p> <ul style="list-style-type: none"> - <i>Startup's growth is hindered by challenges in the regulatory environment. This project aims at providing a bridge gap solution that support the startups with the necessary regulatory support in the short term until the completion of doing business regulatory reform.</i> 	<p>PROPOSED ACTIONS</p> <ul style="list-style-type: none"> - <i>MoDEE will form a team that are representatives of all relevant government agencies e.g., tax customs ministry of labor.</i> - <i>Those representatives will decision makers and in a position to resolve challenges the labeled startups.</i> - <i>Support organizations such as accelerators, incubators and innovation hubs, etc. will make recommendations according to a criteria that is agreed upon with MoDEE to label startups.</i> - <i>A national committee will form by MoDEE to make the final decision on the startups that earn the startup label</i> - <i>Those labeled startups will get full access to the support the MoDEE support team above.</i> - <i>Annual and biannual reports to measure success and take corrective actions</i> 		
<p>ISSUE/ OPPORTUNITY DEFINITION</p> <ul style="list-style-type: none"> - <i>Develop a fast-track business-friendly environment to enable success of the entrepreneurship ecosystem</i> 	<p>STAKEHOLDERS AND BENEFICIARIES</p> <ul style="list-style-type: none"> - <i>Intermediaries such as accelerators and incubators</i> - <i>MoDEE</i> - <i>Cabinet – parliament</i> - <i>Notary public law/ department, justice ministry</i> - <i>MIT, CCID, Law department and other legal bodies</i> - <i>Ministry of planning</i> 		
<p>RISK AND CONSTRAINS</p> <ul style="list-style-type: none"> - <i>Inability to accommodate to all applications</i> - <i>Sustainability</i> 			