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# MSME SURVEY REPORT

**AQABA COMMUNITY and ECONOMIC DEVELOPMENT (ACED)  
PROGRAM**

**July 15, 2008**

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## **DISCLAIMER**

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

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## **ACED Program Frequently-Used Acronyms and Abbreviations**

(Not all of the following will appear in every ACED Program document)

ACED Program	Aqaba Community and Economic Development Program (USAID)
ACT	Aqaba Container Terminal
ADC	Aqaba Development Corporation
ADS	Automated Directive Systems
AIDAR	USAID Acquisition Regulation
AIE	Aqaba International Industrial Estate
APC	Aqaba Ports Corporation
ASEZ	Aqaba Special Economic Zone
ASEZA	Aqaba Special Economic Zone Authority
ASRI	Aqaba Skills Readiness Index
ASYCUDA	Automated System for Customs Data
ATASP	Aqaba Technical Assistance Support Program (USAID)
AUC	Aqaba University College
AZEM	Aqaba Zone Economic Mobilization Project (USAID)
AGDTF	Aqaba Garment Development Task Force
BAFO	Best and Final Offer
BDC	Business Development Center
BDS	Business Development Services
CBO	Community-Based Organization
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CMT	Cut-Make-Trim
CO	Contracting/Contracts Officer
COB	Close of Business
COP	Chief of Party
CP	Cost Proposal
CRM	Customer Relationship Management
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
CTO	Cognizant Technical Officer
D&G	Democracy and Governance
DCA	Development Credit Authority
EG	Economic Growth
EGRA	Early Grade Reading Assessment
EO	Economic Opportunities
EOI	Expression of Interest
EPC	Executive Privatization Commission
ERfKE	Education Reform for a Knowledge Economy (USAID)
EU	European Union
ETF	European Training Foundation
FAR	Federal Acquisition Regulation
FDI	Foreign Direct Investment
FDR	Fixed Daily Rate
FHR	Fixed Hourly Rate
FTA	Free Trade Agreement
FZC	Free Zones Corporation
GDA	Global Development Alliance

GDP	Gross Domestic Product
GEM	Gender Entrepreneurship Markets
GIS	Geographic Information System
GOJ	Government of Jordan (the central governing entity of Jordan)
GPS	Global Positioning System
HR	Human Resources
ICDL	International Computer Driving License
ICT	Information and Communications Technology
INJAZ	Economic Opportunities for Jordanian Youth Program
IPR	Intellectual Property Rights
IQC	Indefinite Quantity Contract
IRR	Internal Rate of Return
ISP	Internet Service Provider
IS-ASEZA	Institutional Support to ASEZA (EU funded project)
IT	Information Technology
JD	Jordanian Dinar
JITOA	Jordan Inbound Tour Operators Association
JIB	Jordan Investment Board
JNA	Jordan National Agenda
JNCW	Jordanian National Commission for Women
JSCED	Jordan Standard Classification of Education
JUSBP	Jordan-United States Business Partnership
JUSFTA	Jordan- United States Free Trade Agreement
KOJ	Kingdom of Jordan (the country within its physical boundaries)
LCDD	Local Community Development Directorate (ASEZA)
LECP	Local Employee Compensation Plan
LOE	Level of Effort
LTTA	Long-Term Technical Assistance
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MFI	Microfinance Institution
MIS	Management Information System
MOF	Ministry of Finance
MOL	Ministry of Labor
MOPIC	Ministry of Planning and International Cooperation
MOTA	Ministry of Tourism and Antiquities
MOU	Memorandum of Understanding
MSME	Micro, Small & Medium Enterprises
NCHRD	National Center for Human Resources Development
NDA	Neighborhood Development Activity
NDC	Neighborhood Development Committee
NET	Neighborhood Enhancement Team
NICRA	Negotiable Indirect Cost Rate
NGO	Non-Governmental Organization
NTS	National Tourism Strategy
PACE	Participatory Action for Community Enhancement
PMP	Performance Management Plan
PPP	Public Private Partnership
PR	Public Relations
PSD	Private Sector Development
R&D	Research and Development
QA	Quality Assurance

QC	Quality Control
QIZ	Qualifying Industrial Zone
RFP	Request for Proposal
RFQ	Request for Quotation
SABEQ	Sustainable Achievement of Business Expansion and Quality (USAID)
SIYAHA	The Tourism Project (USAID)
SFU	Satellite Factory Unit
SME	Small and Medium Enterprises
SOW	Scope of Work
STTA	Short-Term Technical Assistance
SWOT	Strengths, Weaknesses, Opportunities and Threats
TA	Technical Assistance
TBD	To Be Determined
TO	Task Order
TOT	Training of Trainers
TP	Technical Proposal
TRIDE	Trilateral Industrial Development
TVET	Technical and Vocational Education and Training
USAID	United States Agency for International Development
VTC	Vocational Training Center
WAEDAT	Women's Access to Entrepreneurial Development and Training
WEPIA	Water Education and Public Information for Action
WTO	World Trade Organization
WTTP	Workforce Technical Transformation Program

## *Executive Summary*

The purpose of this Micro, Small and Medium Enterprises (MSMEs) Survey assessment was to provide the Aqaba Community and Economic Development (ACED) Program with general overview of the situation of the Aqaba-based MSMEs and their needs as well as to identify micro indicators that could be used for creating a competitiveness indicator that ASEZA may track to measure changes in future MSME opportunities.

### **Findings – General**

- Low competitiveness of the MSMEs weakens the sector as whole.
- Hospitality had a high percentage of employment at 26% of surveyed group although they only represented 13% of the enterprises.
- Employment preferences of the private sector, reflects 69% Jordanian employment, while enterprises identify high turnover in Jordanians.
- Micro Small and Medium Enterprise (MSME) require special services or capabilities to survive in the market, especially since very few have internal quality management systems.
- Current Jordanian labor skills do not match the future jobs and needed skills by the private sector, for both men and women, which may result in a greater influx of non-Jordanian labor.
- The MSME sector identified marketing and sales as the top priority for assistance. In addition, they identified a need for technical skills improvement in the production process, as well as capacity building for staff to cost products and prepare tender documents. The sector, also requested alternatives to business locations with lower rent.

### **Findings – ASEZA**

- MSMEs found the registrations procedures in ASEZA as mainly acceptable, but 28% complained about the licensing requirements, procedures and follow-up, especially in the case of building permits and zoning policies.
- Infrastructure and Zoning requirements within ASEZ provide a main obstacle with a high percentage of MSME's due to lack of clarity of regulations, which may be solved through enhancing communication.
- MSMEs were not informed of Employment Promotion Center, at the Local Community Department (LCDD) which identifies a lack of communication of ASEZA services.
- MSMEs indicated a lack of knowledge of any ASEZA future plans and have had very low participation levels in the areas of ASEZA or ADC development.

## Recommendations

The Micro, Small and Medium Enterprise (MSME) sector has low competitiveness, which can be addressed through:

- **Technical Assistance** - The ACED Program can provide technical support and capacity building required to allow MSMEs to better position themselves within markets by the development of the following:
  - 1- **Aqaba MSME Support Unit.** To build capacity of the MSMEs sector more focused technical services should be provided to strengthen their administrative and operational abilities and enhance their productivity. Specifically, the Aqaba MSME Support Unit should focus on internal management procedures, technical skills improvement in the production process, internal capacity building, marketing and quality management with the aim of creating a more proactive approach towards ASEZA, as well as building local capacity to encourage further entrepreneurship.
  - 2- **Training of Jordanian labor.** Training programs targeting Jordanian labor, and specifically Aqabites, should incorporate unique information about the different sectors and address the high turnover of labor. Motivational programs targeting men and women on the advantages of employment and gaining experience should be designed and routinely delivered into the work place.
  - 3- **Backward Linkages.** Support to enterprises on the marketing frontier can be conducted through forums and backward linkages meetings.
- **ASEZA, governmental intervention** - ASEZA may provide assistance to MSMEs by developing new policies and services to enhance performance by communications with MSMEs via the following:
  - 1- **MSME department.** Within the Investment Directorate in ASEZA, the Registration department should enhance their services further to follow-up with MSMEs, simplifying the process as well as facilitating and monitoring their progress. This would help the chances of success of the MSMEs.
  - 2- **Encourage MSME Associations.** ASEZA should encourage MSMEs to the effectively network into groups within Chambers of Commerce, Industry and/or other associations. With these Associations the interests of MSMEs will be better served, through representation, sharing information, identifying common economical development strategies and share marketing information.
  - 3- **Competitiveness index.** To encourage MSMEs further ASEZA may adopt a policy to work on a competitiveness observatory that would provide awards to MSMEs based on their performance vis-à-vis their individual ranking against a competitiveness index. The index should incorporate both Micro and Macro economic indicators.

# I. Background

The Aqaba Community and Economic Development (ACED) Program is a five-year program funded by the United States Agency for International Development, benefiting the people and businesses of the Aqaba Special Economic Zone (ASEZ).

## Program Goals and Priorities

- Improve ASEZA and ADC capacity to deliver services
- Enhance the skills of MSMEs and Aqaba citizens to maximize benefits from investments in Aqaba
- Increase citizen participation in decision making and improve access to social infrastructure

Based on the ACED Program priorities the activities are divided under three major areas:

- Component 1 will work to strengthen the government institutions and will be working directly with Aqaba Special Economic Zone Authority (ASEZA) and Aqaba Development Corporation (ADC),
- Component 2 will strengthen private sector to become more competitive, through enhancing the capabilities of Micro, Small and Medium Enterprises (MSMEs), and supporting training, and
- Component 3 will be working closely with the local community to develop its capacities and empower NGOs and Community-Based Organizations (CBOs).

The objectives of the Strengthened Private Sector Component are twofold: 1) to ensure that Aqabites are in a position to join the modern workforce; and 2) to improve the ability of the private sector in Aqaba to be competitive. This component will work directly with the private sector to enhance the ability of MSMEs (owned and operated by males or females) to provide services and products for the tourism industry, for manufacturing and for the logistical (ports, trucking, warehousing, etc.) services sectors. It will also work jointly with the private sector and the government to prepare better trained labor to fill the ASEZA estimated 66,000 long-term jobs that will be created in Aqaba over the next five to ten years.

On this basis, a survey was conducted to identify the needs of and problems facing enterprises in Aqaba and to identify effective strategies to assist enterprises, as well as to identify micro-indicators that may be used as certain competitiveness indicators.

# II. Methodology

The ACED Program Strengthening Private Sector Component staff initially contacted the Investment Directorate of ASEZA for information on enterprises and was readily supplied with the Business Census 2003, Business Census 2005 and an updated list of Permitted Enterprises working in ASEZ up to December 2007. After review of the above material and based on the objective of the survey to have an overall needs assessment as well as identify micro indicators for a competitive index, it was agreed that the sample used would be 10% of the permitted enterprises. The sample was selected according the following criteria:

- Enterprises with less than 250 employees
- Diversity industries representing the different sectors.
- Within the hospitality industry, the target was the “4 star and below facilities”, as classified by ASEZA.

In order to achieve this survey, two questionnaire forms were designed in Arabic: one for Hotel Hospitality and the other for MSMEs, (see Annex 1). The questionnaires were shared with the Investment Directorate and changes were adopted. Further, the Deputy Chief Commissioners of ASEZA's Board of Commissioners, Dr. Bilal Al Bashir, requested the addition of a section regarding the MSMEs opinion of ASEZA, which was incorporated into the survey.

To realize this, Component 2 and a team of local community youth were trained and launched into the field as surveyors. The team covered all parts of ASEZ, gathering the information from the field and entered it into the pre-designed questionnaire forms. The survey was conducted over a period of a month during March and April of 2008. Some numbers had to be rechecked in May.

### III. The Survey Numbers

#### *a. Overall review*

The survey initially identified approximately 235 enterprises from the permits list. As contacts were initiated, there are some branches of Amman enterprises which were not found and some businesses which were closed during 2007 due to different reasons mainly stating:

- High rent
- No financial viability of project at the current moment
- Lack of qualified Jordanian labor

Out of 235 enterprises, 112 enterprises agreed to be surveyed.

#### *b. Division of Enterprises by Sector*

The ACED Program team surveyed 112 enterprises, divided by sector as follows:

16	Trade
14	Services
15	Hotel Hospitality
13	Logistics
10	Construction
10	Tourism and Touristic Recreation
8	Manufacturing
6	Shipping
4	Transport (of Products)
3	Real Estate
3	Retail
2	Information Technology and Communication
1	Wholesalers
1	Warehousing and Storage
6	Others

### *c. Division of Enterprises by Size*

The Ministries of Industry and Planning in Jordan define enterprises by the number of employees as follows:

- Micro – less than 5 employees
- Small – less than 50 employees
- Medium - between 50 – 250 employees

On this basis the surveyed enterprises were composed as follows:

- Micro – 46 enterprises
- Small – 55 enterprises
- Medium - 15 enterprises

### *d. Enterprise Registrations*

The Ministry of Industry in Jordan registers enterprises in the enterprise register as either Simple partnership, Limited liability, Public share holding, Sole proprietor, or Foreign operating company.

The surveyed enterprises comprised of

Simple partnership	28 enterprises
Limited liability	45 enterprises
Public share holding	3 enterprises
Sole proprietor	36 enterprises

The surveyed enterprises represented 89 separately owned businesses with main branches in Aqaba and 23, as branches of a business registered in Amman.

Some 94 enterprises from the surveyed sample were registered with ASEZA and were benefiting from the special incentives offered within the Zone such as

1. Exemption from customs duties and sales tax on all imports to the zone.
2. No foreign currency or equity restrictions.
3. 5% flat tax as net business income.
4. Exemption from taxes on land and property.
5. Full repatriation of profits and capital.
6. 70% foreign labor allowed.

Registration of enterprises in Aqaba has two forms, one conforms to Jordanian law and requires registration with the Ministry of Industry of Jordan, while ASEZA regulates businesses in the zone and issues operational licenses to all enterprises working in ASEZ. The second is a specialized Aqabite Company registered in the Investment Directorate at ASEZA and conforming to ASEZA laws only, as offshore companies. Both forms of entities require licenses to operate, and these are issued by the Investment Directorate, after receiving approval from following departments has been received: Registration, Environment, Health and Safety, Fire Department, Police, and Internal Security. The survey revealed that 109 enterprises had operational licenses and 3 are operating without licenses.

### e. Human Resources and Labor

Employment figures showed that 1,844 people were employed in the 112 enterprises as follows:

1,207	Jordanian males
83	Jordanian females
523	Non-Jordanian males
31	Non-Jordanian females

The data further revealed the following divisions for work:

Employment		Male	Female	Number of Employees
Management	Jordanian	303	18	321
	Non-Jordanian	69	2	71
Administration & Financial	Jordanian	99	13	112
	Non-Jordanian	7	0	7
Marketing & Sales	Jordanian	287	17	304
	Non-Jordanian	14	2	16
Operations	Jordanian	430	28	458
	Non-Jordanian	309	17	326
Others	Jordanian	92	6	98
	Non-Jordanian	124	10	134
Total	Jordanian	1,207	83	1,290
	Non-Jordanian	523	31	554
Total Number		1,730	114	1,844

The Hotel Hospitality sector accounted for 462 employees, which is around 25% of the overall number of employees. These were divided as follows:

Employment		Male	Female	Number of Employees
Management	Jordanian	56	1	57
	Non-Jordanian	0	1	1
Administration & Financial	Jordanian	23	0	23
	Non-Jordanian	5	0	5
Marketing & Sales	Jordanian	13	3	16
	Non-Jordanian	4	2	6
Operations	Jordanian	160	14	174
	Non-Jordanian	148	9	157
Others	Jordanian	15	0	15
	Non-Jordanian	7	1	8
Total	Jordanian	267	18	285
	Non-Jordanian	164	13	177
Total Number		431	31	462

Overall the surveyed group employed 69% Jordanians with 4% contributed by Jordanian women. With similar results, the Hotel Hospitality sector numbers showed 61% Jordanians with only 3% contributed by Jordanian women. These figures reflect the culture where women do not work within certain sectors.

In the Human Resources capacity, 42% of the enterprises had formal organizational structures within their organizations and only 46% of the surveyed enterprises had job descriptions for their employees. Within the Hotel Hospitality this was a higher percentage with 60% with organizational structures and 80% with job descriptions for their employees.

Training was not a top priority with the enterprises, as only 27% had supplied training, and even this was further identified as mainly internal training targeting new employees.

Labor turnover and retention reported by the enterprises sampled showed that 16% had an employment turnover of more than 50% a year, 14% had an employment turnover of between 20% and 49% and 70% had less than 20% turnover.

In the case of the Hotel Hospitality sector, the numbers were different, which is normal according to worldwide reports, with Labor turnover and retention levels of 6% with an employment turnover of more than 50% within a year, 44% with an employment turnover of between 20% - 49% and 50% had less than 20% turnover.

These enterprises reported that their Jordanian labor turnover was very high compared to non-Jordanian turnover; however, they were reluctant to give numbers, stating that Jordanian employees lack motivation and commitment to work. Enterprises complained that Jordanian labor was unqualified and inefficient with a lack of motivation to improve their performance. In several cases during the survey enterprises expressed a need for a higher percentage of non-Jordanians (than the allotted 70% allowed by ASEZA) in order to provide sustained, quality service to their customers. It may be that this is an indicator that the number of non-Jordanian labor will increase in the future.

#### *f. Internal Systems and Quality Systems*

Quality systems are rare in Aqaba, as only 8 enterprises had ISO systems, and 5 from the Hotel Hospitality sector enterprises had documented internal systems. Further, only 23 enterprises have Enterprise Resource Planning (ERP) systems, some of which are rather simple systems.

#### *g. Financial Information*

Financial information was difficult to obtain; from the bulk of the respondents, 68 enterprises supplied partial information, and there was a reluctance to disclose specific financial information. While some enterprises complained of lack of access to banking facilities due to their size. In the Hotel Hospitality sector, information regarding the amount of money spent on electricity, solar and water was readily supplied, showing high amounts of expenses for electricity usage.

Some 43% of the enterprises expressed that they readily work with financial institutions.

## *h. Occupation Level for Hospitality*

In the Hotel Hospitality Sector, occupancy rates for Hotels was between 40 and 65% on a yearly basis. Most hotels identified a typical full occupancy on weekends during March to May and September to October. This is not the case for all the surveyed hotels, some hotels acknowledged that the media advertises a full occupancy rate during this period based on occupancy in 5 star hotels only. Further, most of these Hotels identified the lack of beach front as a factor in the steadily reduction of occupancy rate.

## *i. MSME needs*

During the survey, enterprises were asked to identify their three top priorities for assistance, and the results are as follows:

- 44% assistance in marketing & sales
- 36% financial assistance and guarantees to improve their income
- 29% solutions to their complaint of high rental fees for micro and small business and shops in city center
- 27% capacity building & training for their employees
- 20% more parking areas through the Zone
- 16% more commercial & trading conferences within Aqaba
- 11% assistance in planning and IT
- 9% assistance in production & operation needs
- 8% assistance in design and strategy
- 7% assistance in preparing an action plans for the future plans

Further, many enterprises indicated that large enterprises and mega projects in Aqaba have not effectively engaged local businesses, as they tend to outsource all their work to Amman or foreign enterprises. Large enterprises and mega projects have attributed this to lack of technical skills and quality provided by the local business, causing them to outsource to Amman.

## IV. ASEZA Findings

The Survey included a section in which each enterprise was asked about their knowledge of services provided by ASEZA, whether they have used such service, and if so, what was their rating of the quality of service provided by ASEZA.

### *a. Investment Directorate*

For the Investment Directorate four services were targeted in registration, operating licenses, the Employment Promotion Center and the Social Services. The responses showed:

29% of the registered enterprises, were satisfied, 63% found it acceptable and 8% complained of the procedure.

In the case of the 109 operating licenses, 29% of the enterprises were satisfied with the procedure, 43% found it acceptable and 28% complained about the licensing requirements, procedures and follow-up, especially in the case of building permits and zoning policies.

For the Local Community Development Directorate (LCDD) the Employment Promotion Center, only 14 knew of its existence and of those that had used it, only 5 were satisfied with the services provided, amounting to 35% of those who knew the service. In the case of the Social Services, only 11 knew of its existence and none commented on the quality or use of service.

### *b. Environment*

In the case of environment services, only 42 enterprises knew of its existence, 14 % of which were satisfied with the service, 81% found it acceptable, and 5% complained of the service.

### *c. Infrastructure*

Under the infrastructure component, 52 enterprises utilized the services of Permitting and Building Control of which 11% of were satisfied with the service, 58% found it acceptable, and 31% complained of the level of service provided and the lack of clarity in regulations regarding building permits.

In the case of the Storage and Warehousing only 17 enterprises knew of its existence of which 12% of were satisfied with the service, 53% found it acceptable, and 35% had complaints on long distance to access and the lack of transportation required to access these services.

#### *d. Customs and Revenue Control*

Under the Customs and Revenue Control component, 57 enterprises utilized the services of which 39% of were satisfied with the service, 47% found it acceptable, and 14% complained of service, especially on VAT charges and bureaucratic procedures

#### *e. ASEZA Projects and Community Projects*

The surveyors asked the enterprises if they had any knowledge of current projects being implemented by ASEZA. Only 27 indicated their having knowledge of any such projects (as the renaming of the streets, planting of the palms, or any ASEZA related activities). Some 97 enterprises advised that they never heard about or were consulted prior to any ASEZA project being initiated; thus revealing a very low communication between the ASEZA and private sector.

## V. Conclusions and Recommendations

### a. Conclusions

In view of the results of the survey, it is possible to identify competitive indicators for both the micro and macro economic level. Based on this, the index would incorporate both micro and macro economic indicators as listed below:

#### **Micro-indicators for enterprises:**

- % of Jordanian workers
- % of female workers
- % of enterprises having a defined organizational chart
- % of enterprises having job descriptions for employees
- % of enterprises receiving banking support
- % of enterprises performing training activities for their staff
- % of enterprises having a training plan and budget
- % of enterprises having a quality system or documented internal system
- % of enterprise having an ERP system
- % of increase of sales per employee
- % of occupancy rate yearly for Hotel Hospitality sector

#### **Macro-indicators for MSMEs within ASEZ per year:**

- Sales
- Export in JD
- Re-export in JD
- Import to ASEZ in JD
- Number of jobs created: total, Jordanian, female and male
- Number of enterprises created
- Amount of Jordanian investment
- Amount of foreign investment

Competitive indices are usually calculated on a yearly basis whereby the above micro economic indicators shall be identified through a survey similar to the one noted above. Data to allow calculations of the macro economic indicators will be provided by governmental institutions such as ASEZA, Department of Statistics and other government agencies.

Based on the identified economic data, shown above, the overall situation of MSMEs ranked poorly in the following:

- Low number of female workers
- Low productivity and high turnover of Jordanian workers
- Lack of organizational structures of enterprises
- Non-existence of job descriptions
- Financial information not readily available
- Minimal training plans for labor and few training policies
- Lack of a quality system or documented internal system
- Very low level of ERP systems

Within the survey, it is noteworthy that most of the enterprises are not aware of their own exact needs. When asked, enterprises would identify high-level needs such as:

- Marketing & sales
- Technical Skills to improve production processes
- Financial Support
- Training ( though the were very few requests for internal capability building )

Adverse attitude was revealed by micro and small enterprises towards training and technical assistance, believing that this will not enhance their capabilities. Based on the targeted areas and the discussions it can be deduced that a lack of awareness and a gap in overall management expertise exists and a need for specialized capacity building for enterprises to cost products and prepare tender documents, which could only be identified by conducting a managerial diagnosis of the enterprise prior to providing assistance.

## *b. Recommendations*

In view of the results of the survey and the above low competitive rank, the needs of the different sectors are significant. In order for these needs to be addressed effectively a 2-tier approach for intervention will be required: one, technical assistance and two, governmental intervention through ASEZA.

### **I. Technical Assistance**

The ACED Program through its Strengthened Private Sector Component may provide technical support and capacity building required to allow MSMEs to better position themselves within markets. These interventions could include:

**Aqaba MSME Support Unit.** To build capacity of the MSMEs sector more focused technical services should be provided to support the technical services, to strengthen the administrative and operational abilities of MSMEs. This would be based on a qualified consultant conducting a diagnostic study for the enterprise in order to identify the exact technical assistance to be addressed.

The subsequent assistance could come in the form of:

### **1. Capability Building in Business Process for :**

- Marketing
- Production
- Quality
- Organization and Human Resource Development
- Financial assistance

### **2. Capacity Building in Technical Infrastructure**

- Commodity support through the purchase of productivity enhancement equipment.

With these interventions the Aqaba MSME Support Unit will aim at creating a more proactive approach towards ASEZA, as well as building local capacity to encourage further entrepreneurship and development of sustainable MSMEs.

**Training of Jordanian labor.** Training programs targeting Jordanian labor, and specifically Aqabites, should incorporate the unique characteristics of the different sectors and address the high turnover of labor. This will require the identification of training needs in Aqaba for both men and women, the design and use of the baseline for a skills index in cooperation with training institutions and stakeholders, and the draft of a training plan for Aqaba as a whole. In this respect, the ACED program signed a Memorandum of Understanding on June 19, 2008 with ASEZA and ADC as the representative of all USAID donor projects active in Aqaba to ensure collaboration efforts.

Further, enterprises should be educated on procedures to create internal training plans for their employees as well as career development programs. It is recommended motivational programs (targeting men and women on the advantages of employment and gaining experience) is incorporated into these plans.

**Backward Linkages.** Support to enterprises on the marketing frontier can be conducted through forums and backward linkages meetings. Linkage program experience shows that most large incoming investors are willing to work with the local business community. External investors understand that the more “invested” the local community is in a project; the more likely they are to help it succeed. The local enterprises in return should be aware of the external investors’ expectations, such as costing, tendering and quality requirements. The proper methodologies for communications and engagement of the parties can be better addressed through open forums between the different sectors allowing for the linkages to form.

### **2. ASEZA, governmental intervention**

ASEZA will need to provide better avenues of consistent communications with MSMEs through forums, discussions and clear regulations. These would help improve perceptions and the MSME dissatisfaction levels. Communications will have to work in parallel with an overarching communications and awareness campaign for all of ASEZ as is contemplated

under SOW-016-2008, regarding the drafting of a community development Strategy for ASEZA.

**MSME department.** Within the Investment Directorate in ASEZA, the Registration department should enhance its services further to include following-up with MSMEs, simplifying the service access process, as well as facilitating and monitoring MSME progress. This would help the chances of success of the MSMEs.

**Encourage MSME Associations.** ASEZA should encourage MSMEs to effectively network into groups within Chambers of Commerce, Industry and/or other associations. With these Associations, the interests of MSMEs will be better served, through representation, sharing information, identifying common economical development strategies, and sharing marketing information. This could be through encouraging successful entities in Amman to open specialized chapters in Aqaba that would be mentored for a period of 2 to 4 years and then shifted to become separate entities representing Aqaba MSMEs.

**Competitiveness Observatory.** In order for ASEZA to monitor the needs of MSMEs and its own effectiveness in the Aqaba economy, a competitiveness observatory should be created by ASEZA, utilizing the competitiveness index approach oversight previously noted, incorporating both micro and macro economic indicators to encourage MSMEs. Further, ASEZA may adopt an award similar to the King Abdullah II Award. The Award would be based on achieving competitiveness index changes as a diagnostic of an enterprise submitting to the award would reveal. Through this the MSMEs should be encouraged to develop their leadership, operations, workforce, knowledge and finance parameters. This award program could be administrated by the competitiveness observatory.

## Annex 1: Copy of Survey1

### مسح المشاريع المتوسطة والصغيرة ومتناهية الصغر

#### معلومات الشركة

رقم المرجع \_\_\_\_\_

	اسم الشركة
	الشخص المعني بالإتصال
	المسمى الوظيفي له في الشركة
	مدير عام/مسؤول تنفيذي اول
	العنوان
	رقم الهاتف
	رقم الفاكس
	البريد الإلكتروني
	الموقع الإلكتروني
	تاريخ تأسيس الشركة
<input type="radio"/> صناعي <input type="radio"/> إنشاءات <input type="radio"/> عقارات <input type="radio"/> تجارة <input type="radio"/> خدمات <input type="radio"/> سياحة وترفيه سياحي <input type="radio"/> تجارة دولية <input type="radio"/> بيع جملة <input type="radio"/> بيع تجزئة <input type="radio"/> تقنيات الحاسوب والإتصالات <input type="radio"/> خدمات مساندة <input type="radio"/> مخازن ومستودعات <input type="radio"/> ملاحه ونقل بحري <input type="radio"/> نقل بضائع <input type="radio"/> أخرى	قطاع الشركة/نشاطها
<input type="radio"/> شراكة <input type="radio"/> محدودة المسؤولية <input type="radio"/> قابضة أو مساهمة عامة <input type="radio"/> ملكية/مؤسسة فردية <input type="radio"/> شركة أجنبية عاملة <input type="radio"/> أخرى	نوع الشركة
<input type="radio"/> فرع رئيسي <input type="radio"/> فرع لشركة من عمان، الزرقاء، إربد أو----	كيفية/صفة التسجيل
	تاريخ المقابلة
	تمت بواسطة

## الإدارة والقوى العاملة

هل يوجد للشركة هيكل تنظيمي؟	نعم	لا
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هل يوجد وصف/مسمى وظيفي معد؟	نعم	لا
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العمالة/الوظائف	الإدارة		المالية والإدارية		التسويق والمبيعات		العمليات		أخرى		الإجمالي	
	أردني	غير أردني	أردني	غير أردني	أردني	غير أردني	أردني	غير أردني	أردني	غير أردني	أردني	غير أردني
ذكور												
إناث												
المجموع												

هل الوظائف التالية موجودة/متوفرة في الشركة؟  
(إذا كانت الإجابة نعم، يرجى إضافة عدد الموظفين)

الوظائف	نعم	لا
إدارة الجودة		
تدقيق داخلي ورقابة إدارية		
مالية وإدارية وإدارة شؤون موظفين		
نظام معلومات		
بحوث ودراسات تسويق		
ترويج وإعلان		
وكالة مبيعات- ممثلي شركات تجارية		
خدمات ما بعد البيع		
برنامج تصميم		
إدارة الإنتاج		
أساليب التحليل وإدارة الوقت		
نظام مراقبة الجودة		
مختبرات		
الصيانة		
نظام إطفاء		
الأمن		
المشتريات		
إدارة المخزون		

هل تقدم الشركة أي برامج تدريبية؟	نعم	لا
إذا كانت الإجابة نعم، في أية مجالات، وكيف يتم التدريب ولمن يقدم؟		

دوران القوى العاملة (سنوياً)
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معدلات الغياب:
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هل هناك أية شواغر؟ وفي أي مستوى؟
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## النوعية

هل الشركة لديها نظام جودة رسمي/شهادة جودة؟	نعم	لا
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إذا كانت الإجابة نعم، يرجى التحديد

هل الشركة لديها نظام تخطيط لإدارة الموارد (ERP)	نعم	لا
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إذا كانت الإجابة نعم، يرجى التوضيح

## معلومات مالية و الوضع الإنتماني

تاريخ اخر مراجعة/تدقيق للحسابات	
إجمالي الإستثمار الأولي/الأصلي	
رأس المال المدفوع	
رأس المال العامل	
هل الشركة لديها تسهيلات إنتمانية/خطوط تمويل؟	نعم لا

السنة الماضية(تاريخ)	السنة الحالية(تاريخ)	التوقع للسنة القادمة (تاريخ)	
د.أ	د.أ	د.أ	المبيعات/الإيرادات
د.أ	د.أ	د.أ	الأرباح/الخسائر قبل الضريبة
د.أ	د.أ	د.أ	الربح الصافي
د.أ	د.أ	د.أ	نسبة الربح الصافي من المبيعات

تفاصيل كلف الطاقة مثل الكهرباء، الغاز والمياه

معدل الدوران لكل موظف

## الإحتياجات / المتطلبات

ما الذي تعتقد أن الشركة بحاجة إليه لتعزيز وتطوير الخدمة؟ وحدد أهم (٣) أوليات

الموضوع/ القطاع	نعم	لا
١. التدريب		
٢. التسويق		
٣. النوعية/ الجودة		
٤. بناء القدرات		
٥. التمويل		
٦. التصميم		
٧. تكنولوجيا المعلومات		
٨. العمليات		
٩. التخطيط		
١٠. خطة عمل		
١١. معارض تجارية		
١٢. أخرى		

## التعامل مع سلطة منطقة العقبة الخاصة ASEZA

هل تم التعامل مع السلطة بخصوص :

الموضوع/ القطاع	نعم	لا	ما هو نوع التعامل؟
١- الاستثمار:			
١ - التسجيل للمؤسسات			
٢- تراخيص			
٢- مديرية تنمية المجتمع المحلي:			
١- مركز دعم التشغيل			
٢- الخدمات الاجتماعية			
٣- البيئة:			
١- تقييم الأثر البيئي			
٤- تراخيص ومراقبة الأبنية			
١- ترخيص الأبنية			
٢- التنظيم المواقع			
٥- المستودعات والتخزين			
٦- الجمارك			
٧- مشاريع السلطة وشركة تطوير العقبة وشركة مياه العقبة			
١- هل تعلم بمشاريع في منطقتك؟			
٢- هل سمعت بالمشاريع قبيل حدوثها؟			
٣- هل تم اعلامك قبل اقرار المشروع؟			

هل لديك تعامل اخر مع السلطة ؟

- ..... -١
- ..... -٢
- ..... -٣

## Annex 2: Hotel Survey Form

### مسح المشاريع السياحية والفنادق والمطاعم

#### معلومات الشركة

رقم المرجع \_\_\_\_\_

	اسم الشركة
	الشخص المعني بالاتصال
	المسمى الوظيفي له في الشركة
	مدير عام/مسؤول تنفيذي اول
	العنوان
	رقم الهاتف
	رقم الفاكس
	البريد الإلكتروني
	الموقع الإلكتروني
	تاريخ تأسيس الشركة
	نوع الشركة
	<input type="radio"/> شراكة <input type="radio"/> محدودة المسؤولية <input type="radio"/> قابضة أو مساهمة عامة <input type="radio"/> ملكية/مؤسسة فردية <input type="radio"/> شركة أجنبية عاملة <input type="radio"/> أخرى
	<input type="radio"/> فرع رئيسي <input type="radio"/> فرع لشركة من عمان، الزرقاء، إربد أو----
	<input type="radio"/> عدد الغرف <input type="radio"/> نسبة الإشغال <input type="radio"/> نسبة السياح الأجانب <input type="radio"/> عدد المطاعم <input type="radio"/> إقبال غير النزلاء على المطاعم <input type="radio"/> مقهى، حانة <input type="radio"/> بركة سباحة <input type="radio"/> قاعة أو مركز رياضي <input type="radio"/> خدمة الإنترنت، الفاكس والهاتف <input type="radio"/> خدمة الرحلات <input type="radio"/> خدمة الحفلات <input type="radio"/> أخرى
	معلومات عن واقع الشركة
	تاريخ المقابلة
	تمت بواسطة

## الإدارة والقوى العاملة

هل يوجد للشركة هيكل تنظيمي؟	نعم	لا
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هل يوجد وصف/مسمى وظيفي معد؟	نعم	لا
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العمالة/الوظائف	الإدارة		المالية والإدارية		التسويق والمبيعات		العمليات		أخرى		الإجمالي	
	أردني	غير أردني	أردني	غير أردني	أردني	غير أردني	أردني	غير أردني	أردني	غير أردني	أردني	غير أردني
ذكور												
إناث												
المجموع												

### هل الوظائف التالية موجودة/متوفرة في الشركة؟

الوظائف	نعم/عدد العمال	لا
إدارة الجودة		
تدقيق داخلي ورقابة إدارية		
مالية وإدارية وإدارة شؤون موظفين		
نظام معلومات		
بحوث ودراسات تسويق		
ترويج وإعلان		
وكالة مبيعات		
الضيافة والعلاقات العامة		
التدبير الداخلي(المنزلي)		
الطعام والشراب		
الإستقبال		
نظام مراقبة الجودة		
الحجوزات على الإنترنت		
الصيانة		
نظام إطفاء		
الأمن		
المشتريات		
إدارة المخزون		

هل تقدم الشركة أي برامج تدريبية؟	نعم	لا
إذا كانت الإجابة نعم، في أية مجالات، وكيف يتم التدريب ولمن يقدم؟		

دوران القوى العاملة (سنوي) – عدد العمال الذين تركوا العمل عام ٢٠٠٥ ( ) عدد العمال الجدد ( )
عدد العمال الذين تركوا العمل عام ٢٠٠٦ ( ) عدد العمال الجدد ( )
عدد العمال الذين تركوا العمل عام ٢٠٠٧ ( ) عدد العمال الجدد ( )

معدلات الغياب:
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## النوعية

هل الشركة لديها نظام نظافة ومراقبة صحية؟	نعم	لا
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إذا كانت الإجابة نعم، يرجى التوضيح

## معلومات مالية و الوضع الإنتماني

تاريخ اخر مراجعة/تدقيق للحسابات	
إجمالي الإستثمار الأولي/الأصلي	
رأس المال المدفوع	
رأس المال العامل	
هل الشركة لديها تسهيلات إنتمانية/خطوط تمويل؟	نعم لا

التوقع للسنة القادمة (تاريخ)	السنة الحالية(تاريخ)	السنة الماضية(تاريخ)	
د.أ	د.أ	د.أ	المبيعات/الإيرادات
د.أ	د.أ	د.أ	الأرباح/الخسائر قبل الضريبة
د.أ	د.أ	د.أ	الربح الصافي
د.أ	د.أ	د.أ	نسبة الربح الصافي من المبيعات

تفاصيل كلف الطاقة مثل الكهرباء، الغاز والمياه

معدل الدوران لكل موظف

## الإحتياجات / المتطلبات

ما الذي تعتقد أن الشركة بحاجة إليه لتعزيز وتطوير الخدمة؟ وحدد أهم (٣) أوليات

الموضوع/ القطاع	نعم	لا
١. التدريب		
٢. التسويق		
٣. النوعية/ الجودة		
٤. بناء القدرات		
٥. التمويل		
٦. المشاركة في الندوات ذات العلاقة		
٧. تكنولوجيا المعلومات		
٨. خطة عمل		
٩. حجوزات بالإنترنت		
١٢. أخرى		

## التعامل مع سلطة منطقة العقبة الخاصة ASEZA

هل تم التعامل مع السلطة بخصوص : .....

الموضوع/ القطاع	نعم	لا	ما هو نوع التعامل؟
١- الاستثمار:			
١ - التسجيل للمؤسسات			
٢- تراخيص			
٢- مديرية تنمية المجتمع المحلي:			
١- مركز دعم التشغيل			
٢- الخدمات الاجتماعية			
٣- البيئة:			
١- تقييم الأثر البيئي			
٤- تراخيص ومراقبة الأبنية			
١- ترخيص الأبنية			
٢- التنظيم المواقع			
٥- المستودعات والتخزين			
٦- الجمارك			
٧- مشاريع السلطة وشركة تطوير العقبة وشركة مياه العقبة			
١- هل تعلم بمشاريع في منطقتك؟			
٢- هل سمعت بالمشاريع قبيل حدوثها؟			
٣- هل تم اعلامك قبل اقرار المشروع؟			

هل لديك تعامل اخر مع السلطة ؟

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..... -٢

..... -٣