

JORDAY

The Special Edition for DAVOS@the DEAD SEA

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WORLD
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Annual Meeting 2015

Jordan..a Calm Island in a disturbed ocean

Special contributions by:

*Hazem Al-Naser, Fadi Ghandour, Omar Razzaz,
Bassem Awadallah, Jumana Ghneimat, Yosour Hassan,
His Majesty's photographer Yousef Allan,
Thanks to the great photographer Parehan Komk*

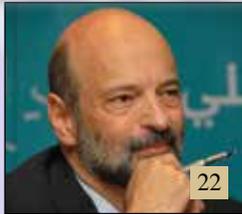


Crown Prince Al Hussein Bin Abdullah II



"Jordan to host the first international conference on "The Role of Youth in Making Sustainable Peace", in August this year.

Dr. Omar Razzaz, Chairman, Jordan Ahli Bank, and, Chairman, Jordan Strategy Forum, writes: *Unleashing Jordan's Innovative Economy*



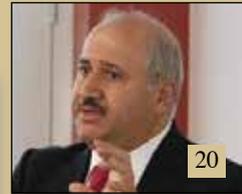
Dr. Bassem I. Awadallah, CEO of Tomoh Advisory in Dubai, UAE, and a former Chief of the Royal Hashemite Court, and a former Minister of Finance and Minister of Planning, Writes: *The challenge of a new regional political economy*

Jumana Ghunaimat, Editor-in-Chief - alGhad Daily, writes an important article: *War on 'freedom ceiling'*



US Ambassador to Jordan Alice G. Wells spoke in a seminar at the University of Jordan; *"Advancing Women's Empowerment: A Shared Vision for the United States and Jordan"*.

Ranked first in the Middle East and fifth in the world, Jordan is on the fast track to the top in the field of healthcare. Medical tourism in Jordan has received heavy investments for hospitals and staff, and the country is working hard to attain its goal of two Billion dollars in revenue by the end of the year



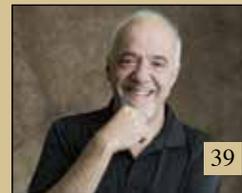
Dr. Hazem El Naser, Minister of Water and Irrigation writes: *Water Challenges in Jordan*



Fadi Ghandour, a leading entrepreneur and prominent figure in Jordanian politics and economy, writes: *New models for development in a troubled region*



Yusour Hassan, Media and communications Manager, King Abdullah II fund for development, writes about: *Democrati*



Paulo Coelho writes: "If one day you have the chance to go to the Middle East, do not miss visiting Jordan (a marvelous and warm country), then go to the Dead Sea



Photo Gallery
Special Thanks to
Yousef Allan
Private Photographer to His Majesty King Abdullah II



Jordan.. Enter the Majestic Land



Photo Album
Special Thanks to:
PAREHAN KOMK
Parehan X

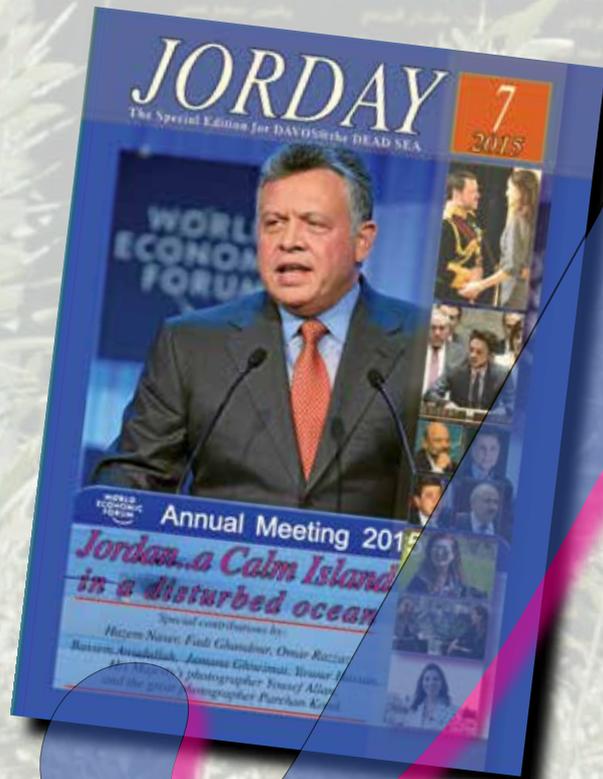
5 jorday



Klaus Schwab, the father of the World Economic Forum spoke to Jorday's first issue, Here what he said.

We are pleased to present to you the new special edition of Jorday. 12 years passed since Klaus Schwab, president and founder of the WEF said to us that the Dead Sea meeting is a window of opportunity. we believe that this window is still open for a better tomorrow.

Manager/Chief Editor
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“Let us all remember that Jordan’s resilience, stability, and international presence are not by coincidence. They are rather the fruits of decades of hard work and sacrifices based on the values of moderation, openness, respect of humanity and a genuine conviction among Jordanians that they are stakeholders in this endeavour.”

This has enabled us to play an active role at international forums as a positive partner in building peace and promoting dialogue. It has also made Jordan an oasis of safety and stability, where those suffering from oppression and seeking safety, find dignity and shelter.”

His Majesty King Abdullah II

Observers refer to His Majesty’s recent interview with Jumana Ghunaiman, the editor in-chief of Al-Ghad Arabic daily as the guideline to know the keywords for understanding Jordan’s strategy in the coming years.

Jorday will highlight here in English what the King had to say about Jordan.

Al Ghad: Your Majesty, since your Accession to the Throne, you have skilfully led Jordan through internal and external crises and challenges. Do you feel that we are currently facing the most dangerous crisis?

King Abdullah: Jordan has indeed adeptly navigated difficult crises and challenges, but it is important to examine the reasons behind that. Jordanian citizens’ foresight and sense of responsibility towards building Jordan into an oasis of stability are behind the country’s steadfastness and resilience.

Another important reason is our sense of strong unity as a nation, as citizens and leadership

have always stood united against all odds. Another key reason is the value system that the Jordanian Hashemite Monarchy has committed itself to in serving our people and working tirelessly to safeguard their dignity, all strengthened by Jordan’s values system of patriotism and Arabism in support of our Arab brethren. All these contribute to the make-up of a national Jordanian identity that is devoted to protecting the stability of Jordan, safeguarding its achievements and honouring its moral duty towards our brothers and neighbours.

Jordan has been destined to be surrounded by challenges historically, and we have been able to face and overcome them. We have been through tougher circumstances than what we are dealing with today. Jordan is much stronger than some may think, and I have confidence in Jordan’s stability and resilience, and our ability to turn challenges into opportunities by addressing them with composure, awareness and a responsible sense of patriotism. Our institutions are working night and day to develop necessary plans to deal with various challenges.

Let us all remember that Jordan’s resilience,

stability, and international presence are not by coincidence. They are rather the fruits of decades of hard work and sacrifices based on the values of moderation, openness, respect of humanity and a genuine conviction among Jordanians that they are stakeholders in this endeavour. This has enabled us to play an active role at international forums as a positive partner in building peace and promoting dialogue. It has also made Jordan an oasis of safety and stability, where those suffering from oppression and seeking safety, find dignity and shelter.

Al Ghad: Your Majesty, Jordanians are concerned about the potential repercussions of the various developments around us. In Your Majesty's opinion, what should state and community institutions do to bridge the gaps within our internal front to make it stronger and more coherent in the face of dangers threatening the countries of the region?

King Abdullah: What I have just described has shaped the national Jordanian character, with an inclination towards safeguarding the country's stability and achievements. It has also created a national legacy of positive bonds between the leadership, the people and various national institutions, giving us the confidence to face crises, owing to the united internal front and the fact that deep down we are all aware of Jordan's interests and its ability to deal with the regional complications around us. We must continue to build on this legacy. Jordan has indeed gone a long way in this direction by speeding up democratisation and adopting evolutionary reforms that expand participation and the sense of stake-holding and offering fair economic opportunities for all.

Having differences of opinion and expressing them is not a sign of internal weaknesses. It is a sign of diversity that enriches Jordan. Our strength lies in translating this diversity into political participation and active citizenship within the public sphere, producing leaders that become decision makers in Parliament, government and all other state institutions. The citizens then hold these officials accountable through ballot boxes.

I am aware of the calls for turning to national dialogue committees to address challenges and consolidate the internal front. I want to make it clear that we are keen on reaching the highest degree of national consensus over key junctures, especially those related to reform. However, this should be done through the tools of active citizenship and public discussions within the constitutional establishments represented by Parliament and its relations with the government. These are the genuine democratic tools to moderate national

debate and build consensus. Parallel tools such as national committees are only resorted to exceptionally and after exhausting the described constitutional tools or for the sake of reforming them, which is a step that Jordan has already undertaken and completed successfully through the last wave of reforms.

I am also aware that some are citing the situation in Maan as a sign of internal weaknesses. This view is wrong and those who adopt it are unaware of the situation on the ground in Maan and its national history. Maan and its citizens have contributed honourably to the founding of Jordan and its renaissance. Their patriotism is genuine and deeply-rooted. Unfortunately, a small, limited group of outlaws, who do not represent the people of Maan have been distorting Maan's reputation by breaking the law and undermining the standing of the state, with the latest such incident involving the assassination and martyrdom of Second Lieutenant Nart Nafesh, who died for his country.

These outlaws are disrupting daily lives of Maanians and perpetuate a security situation that delays the government's implementation of the economic and development projects that the people of Maan have called for. It is imperative that public opinion in Maan rejects the practices of outlaws and isolates the perpetrators to support the efforts of security institutions in restoring law and order and bringing the calm necessary to push the wheel of development and investment forward so that the governorate reaps the benefits it deserves.

Al Ghad: Your Majesty, have the deteriorating regional developments made you reconsider some reform steps? What can Jordan do? Should it speed up reform or think twice before taking new reform measures to avoid uncalculated risks?

King Abdullah: Every time I am faced with a similar question my answer is always and unequivocally the same: we will not allow using difficult regional challenges – be they the Israeli aggression on Gaza, the conflict in Syria, the turmoil in Iraq or the danger of extremism – as an excuse to hesitate or regress in the reform drive. This is what I believe in – in deeds and words. The media should genuinely believe in our determination to move ahead with reform and must stop promoting any excuses arguing for a halt in reforms.

Let me remind you that in my continuous interactions with Jordanians from all walks of life, I have always taken the initiative of discussing reform issues and the importance of keeping it a priority, challenging them to think of the next practical steps that we need to take, including the laws required to push reform forward.

Jordan's reform path is built on what Jordanians

see as reform priorities and goals. And we move as fast as we need to ensure sustainable success. This brings to mind how, at the time when some Arab spring countries were rushing to hold elections as a gateway to democratic transformation, Jordan was charting its own path and experience that meets its needs and builds on the cumulative achievements of our democratic institutions. Jordan first amended the Constitution, then reformed key political laws, launched new democratic oversight constitutional bodies, and proceeded to hold free and fair parliamentary and municipal elections in the same year, culminating in a change in the mechanism of forming governments.

I don't claim that the reform steps taken by other countries were wrong and that Jordan's approach was the right one. It has, however, proved to be the best reform recipe for Jordan. As regional developments and repercussions of the Arab spring continue to unfold, the Jordanian home-grown evolutionary reform model proved prudent in its balance and gradualism. Some are now even looking to benefit from our lessons and reform experience.

Therefore, Jordan is moving ahead with its reform drive without hesitation, and the final goal and the way towards it are clear. The goal is to reach an advanced state of parliamentary governments where the party-based parliamentary majority with clear programmes is entrusted with forming governments, and the minority – also made up of political parties with clear programmes – takes on the role of a shadow government in monitoring performance and suggesting alternative programmes. The way to this goal is through enhancing the modus operandi of parliamentary blocs, which received a boost with the recent amendments to the House of Representatives' internal bylaws, along with the need to continuously develop nationally-based political parties with platforms. Realising all of this will increase public participation in the decision making process.

We are facing many challenges, and we have to address our pressing national priorities. We cannot allow regional developments and their outcomes to disrupt our political, economic, judicial, social and administrative reform drive. We should direct our energy and resources towards what can bolster Jordan's resilience and prosperity, rather than remain captives of regional circumstances.

Al Ghad: Your Majesty, what are the required reform steps in the near future?

King Abdullah: We still have a lot of reform work ahead of us. The priority is to continue to develop the laws regulating political life – such as those pertaining to decentralisation, municipal elections, political parties and parliamentary elections – so that these laws are enhanced further

with every parliamentary cycle and ahead of each election. Measures should also be taken to implement the decentralisation approach on the ground and enhance public administration performance through an ongoing "white revolution". Modern economic laws should also be enacted to meet international economic developments. We must also continue implementing the outputs of the Royal Committee for Enhancing the National Integrity System and the recommendations proposed by the National Human Rights Plan and the National Centre for Human Rights.

In parallel, efforts should continue towards enhancing the performance of the House of Representatives through party-based and platform-oriented parliamentary blocs. We also need to promote the culture and practices of active citizenship, which honours political participation, accountability and the adoption of objective opinions over public issues. These are the main elements needed to ensure the sustainability of this reform model and guarantee the democratic rotation of governments.

The main reform challenge remains economic, particularly poverty and unemployment. It tops the priorities of all Jordanians despite all regional challenges. I hear this again and again in my constant meetings and interactions with all Jordanians at various occasions, and after my long service in the Jordanian Armed Forces, which has allowed me to see first-hand the challenges that the various segments of our society face and the lives that they lead. Securing the prosperity of my people and that of future generations is my top priority.

This has led me to direct the government to develop a blueprint for the Jordanian economy for the next ten years, based on previous successful experiences and capitalising on our competitive advantages. This blueprint has to outline the reforms that Jordan must undertake in the next decade and internalise lessons learnt from the Privatisation Evaluation Committee, so as to improve Jordan's ability to deliver key future infrastructure, superstructure and necessary public services through public-private partnership schemes.

We count on this ten-year economic blueprint to set the stage for a phase of economic improvement that provides equal opportunities for all. It is the government's responsibility to draw up the plan, which will function as an economic compass for Jordan's future, in partnership with the private sector, civil society institutions and other active stakeholders, in a bottom-up approach to reflect the priorities and concerns of local communities and guarantee the highest degree of consensus. This requires doubling efforts by all and a move towards more self-reliance.

Investors urged to seize WEF meeting opportunity



His Majesty King Abdullah asserted the vital role that investments play in boosting the economy and helping to achieve comprehensive development.

During a meeting at Al Husseinia Palace with representatives of several investment sectors, he stressed the importance of benefiting from the advantages that the Kingdom enjoys “as an oasis of stability” and to build on them.

The meeting was attended by top executives from companies working in transport, industry, tourism, energy, real-estate and insurance, according to a Royal Court statement.

The King highlighted the need to extend the necessary support for investment sectors and empower them to carry out projects in the various governorates and provide jobs for Jordanians.

He noted that the government should work to remove obstacles facing investment projects, in a manner that serves the interests of the public and the private sectors.

The accomplishments of the private sector in setting up projects prove that Jordan is capable of embracing successful investments, the King said, adding that the country stands out as a regional industrial hub and a gateway to regional markets.

At the meeting that was also attended by Royal Court Chief Fayez Tarawneh and King’s Office Director Jafar Hassan, the Monarch underscored the significance of the World Economic Forum which will convene in Jordan this month, noting that it represents an opportunity that everybody should capitalise on.

Investors expressed their appreciation of the

King’s gesture and the opportunity they were given to communicate to His Majesty the challenges they struggle with and suggest measures the government can take to help them overcome these difficulties, the statement said.

High tax rates and unstable business-related legislation top the challenges facing the sector, they pointed out.

Speaking to the Jordan News Agency, Petra, Airport International Group CEO Kjeld Binger said the meeting helped shed light on challenges facing investors, including the transport sector.

Political and security issues in the region have adversely impacted the aviation industry, posing a challenge that should be overcome through providing more services and rendering Queen Alia International Airport more attractive to passengers, he said.

According to Ghassan Nuqul, vice chairman of the Nuqul Group, the meeting with the King was very important, noting that challenges are always there, but what calls for optimism is that there are initiatives that the government will carry out to overcome them.

He said the King underlined mega-projects that will be launched at the WEF meeting.

“This gives investors confidence that things are going in the right direction,” he told Petra.



Crown Prince Al Hussein Bin Abdullah II



“Jordan to host the first international conference on “The Role of Youth in Making Sustainable Peace”, in August this year.

“ Like any Jordanian father, I strive to instil in my sons and daughters love of their country, its people and taking pride in Jordan’s deeply-rooted heritage and values. I am proud to see Hussein serving his people. He, as Crown Prince, has been pledged to serve his country and its causes, as his grandfather Hussein, God rest his soul, pledged me before”.

Those were the words of His Majesty King Abdullah II about his son.

The King added in an interview with al Ghad Jordanian daily:

“My responsibility as a King and father, my love for my bigger Jordanian family, my keenness for paving the way for a promising future that we

can reach by confident steps through deep-rooted institutions – including the institution of the Throne – require that I carefully and genuinely prepare and mentor Hussein for the role of leadership, so that he will be capable of serving his country and people and prove to be up to his responsibility towards them, making Jordan – with him and his peers among our one Jordanian family – more resilient, prosperous and democratic.

As I follow Hussein’s journey, I am delighted to see that his educational commitments have not kept him away from his sense of national duty or from following latest developments. On the contrary, the knowledge and experience he is accumulating have motivated him and enriched his sense of responsibility. For my part, I make sure that my son and Crown Prince has full knowledge of the inner workings of decision making, and that he participates in the local and international meetings that I hold to enrich his leadership skills and experience, which will qualify him to assume his future responsibilities.

One of his main constitutional duties includes



assuming the position of Regent, whenever his current education commitments allow. Hussein is also interested in youth issues and sponsoring volunteerism and creativity initiatives. He has an innate love for field work, especially military. Once he completes his studies, joining his brothers in arms in the Jordanian Armed Forces will be a key milestone in his career to gain life skills and experience at such a leading institution that brings together the various segments of society, and which has been a life school for me, teaching the values of heroism, altruism and giving.

“As father and leader, I see in Hussein a Hashemite leader, well aware of his historical responsibilities and the inevitable evolution of the role of the Monarchy in foreseeing the future. He will not sway from the historical role of the Hashemite Monarchy as a guarantor of the country’s stability, a unifying factor of all its components, and a driving force to advance reform, development and democratisation, guarantee justice, pluralism and freedoms, and work tirelessly to protect the country’s national security”

This interview came just before The Crown Prince chaired a United Nations Security Council’s Meeting on “Maintenance of international peace and security: The role of youth in countering violent extremism and promoting peace”.

Following is the full text of the Crown Prince’s speech:

In the name of God, Most Compassionate, Most Merciful, Your Excellency Mr. Ban Ki-Moon, UN Secretary General, Your Excellencies ministers, Your Excellencies permanent representatives and heads of delegations and delegates, Ladies and gentlemen, Peace, God’s mercy and blessings be upon you, I would like to express my deepest appreciation to His Excellency Mr. Ban Ki-Moon for his efforts to realise UN goals.

It is an honour to be with you today while my country, the Hashemite Kingdom of Jordan, assumes the UN Security Council’s presidency for the second time during its current membership in the Council. I am particularly pleased to be attending this debate on youth in conflict zones and their role in peace-making. The world is facing a formidable challenge, namely, terrorism and extremism, which may be the greatest chal-

lenge to world peace and security, with the youth being its prime victims.

Ladies and gentlemen, Today, we are facing a disease that is threatening the entire world. No country is immune from the threat of terrorism, whose enemy is humanity, regardless of religion, gender, age or nationality. The war on terror concerns us all.

In the past few decades, the world has witnessed events and conflicts and their consequences that have rendered an increasing number of young people more susceptible to fall into the darkness of extremism and the traps of deceitful people. Swift measures should be taken to stop feeding the fires of terrorism with the blood of our youth, who are the primary target of recruitment, both voluntary and forced, by armies and extremist and terrorist groups.

Ladies and gentlemen, More than half of the world’s population is below 30, the majority of whom is in developing countries. Studies show that poverty, unemployment, ignorance and weak familial ties create fertile ground for extremist thought and dismal ideas.

If we examine related data, we will find that youth are facing a decisive challenge: Across our globe, there are nearly 73 million jobless young men and women and more than 14 million young refugees and displaced persons. In addition, the majority of armed conflicts’ victims are young people.

Ladies and gentlemen, While youth are most susceptible to the present situation and its consequences, they can also have the strongest impact on the present and the future. This has been evident in the recent events in my region. As a young man, who is part of this generation, I take part in debates about the challenges facing my generation and the need to empower youth.

There is much talk about youth being a marginalised segment of society. Allow me to say that they are not marginalised group, but rather a targeted group. They are targeted for their huge potential, self-confidence and ability to change the world. With this drive, they look for opportunities to invest their potential, but when they face a dead-end, their ambition transforms into frustration that groups use to fuel their own agendas.

We have to fill this vacuum that is being exploited by enemies of humanity by building on the potential of the youth and empowering them to achieve their ambitions. This can be achieved by making young people immune and equipped with quality education, proper job opportunities and a decent living.

Ladies and gentlemen, We are in a race to invest in the hearts and minds as well as the capabilities of the youth. The ideologies of darkness can reach where armies cannot, as modern communications have provided every voice an opportunity to reach every ear willing to listen.

Young people are the largest group of Internet users, and extremist groups spread their poisonous ideology across social media platforms, luring victims into their dark world under religious pretexts and promises of



heavenly rewards. To that end, they use appealing high-tech videos that misleadingly fascinate young people by glorifying their terrorist crimes as great achievements. We have to stand up against this threat, which takes advantage of our youths’ potential to create an inhumane world. We have to direct our energies not to answer the question “What should we do?” because the actual question is “How should we do it?” We have to empower young people to fight the war for their own future, by providing them with the tools to address their generation through electronic communication platforms. They need to form intellectual networks and alliances that can reach out to members of their generation and lead the youth’s public opinion to adopt values of coexistence, respect for diversity and rejection of violence.

Ladies and gentlemen, Allow me to declare the readiness of the Hashemite Kingdom of Jordan to host the first international conference on “The Role of Youth in Making Sustainable Peace”, in partnership with the UN in August this year. This event is aimed at enhancing the capabilities of young peace-makers in confronting extremism and terrorism.

The youth of today need all of you. You are



the policy makers, who can impact world peace and security, and the decision makers, who can partner with young people in building efforts, instead of leaving them as a target of violence and destruction. Your generation is also in charge of drawing up education, development and economic policies.

We have before us the largest generation of young people in human history and the greatest

opportunity to build and empower communities, where reason is the law and ethics are the constitution, and where peace, equality, respect, dialogue, coexistence and acceptance of differences are core values. After all, these are foundations of our common humanity.

Thank you.

Peace, God’s mercy and blessings be upon you.



Fadi Ghandour*

“We can no longer ignore the fact that citizens are yearning for change and in so far as they are willing to reshape their future, it is vital that we involve them and let them be the agents of change they aspire to achieve.”

Empowering societies, effecting change New models for development in a troubled region

The Arab World is heavily burdened with many socio-economic challenges including unemployment, less than adequate education systems, water shortages, not to mention wars, civil wars and a massive refugee problem, which can affect the host countries – Jordan and Lebanon to name a few – sometimes beyond their means. At the same time Arab societies are not oblivious to the enormous challenges they face today. As such we have played witness in the past few years to citizens mobilizing for social change. This tells us that we are in dire need of serious new and innovative societal actions to address these pressing issues.

Moreover, governments and civil society are no longer capable of undertaking the responsibility of the development process alone. Nor can the private sector keep alienating itself from the frustrations of the communities it serves, and keep itself and its vast resources outside the development process.

Examples from Jordan

For societies to bring about the change they aspire to requires a different approach to development, one that goes beyond the outdated traditional models. A new model, established upon real and genuine partnerships between all stakeholders of the community, is unavoidable now, where each sector can leverage its resources, capabilities and expertise to develop creative solutions and change the realities. This would in turn influence communities in a deeper and more positive manner.

There are many examples around the world, and I would like to highlight examples from Jordan, that have made their mark on society. As such these examples need to be emulated and built upon. These remarkable homegrown success stories are a result of close cooperation between the public and private sectors and various actors in civil society, particularly in the fields of information and communications technology (ICT) as well as education.

The REACH Initiative

Back in 1999, Jordan's ICT sector was in need of redefining itself in order to influence the future of the country following the advent of the Internet and Information technology becoming ubiquitous in society. Then came the REACH Initiative – Jor-

dan's first national information technology strategy. With input from all stakeholders, this initiative was overseen nurtured and supported by His Majesty King Abdullah II. Moreover it was carried out entirely in partnership between the private sector and the government, each focused on what it does best to make ICT a strategic element in society and Jordan's economy of the future.

Today, Jordan's ICT sector is the fastest growing sector in Jordan's economy with an average contribution of 12 per cent to Jordan's GDP. This comprises of hundreds of companies, including major international players such as Cisco, Microsoft, Oracle and Intel. As well there has been an explosion of tech startups, incubators and accelerators, namely the dynamic Oasis500, making Jordan the hottest innovation hub for Internet and knowledge-based businesses regionally and globally. The industry today employs 6 per cent of the labor force, which rounds out to be more than 84,000 jobs in total.

Madrasati, a new level

On the education level, Madrasati, which was launched by Her Majesty Queen Rania Al Abdullah in 2008 aims to enhance the educational experience of Jordan's children. Madrasati brings together businesses, non-governmental organizations, and communities, as well as the Ministry of Education, to rejuvenate the overall learning environment in public schools that are in need of assistance, across the country.

Madrasati has been successful in reaching out to around 500 schools on a national level, and effectively impacting an estimated 170,000 male and female students not to mention 11,000 teachers. Additionally, Madrasati has actively involved 85 private sector partners and recruited approximately 650 volunteers. The numbers are increasing on a day to day basis and efforts on the ground are already showing great results.

Shirkitna initiative an amazing example

On a different level, the inspiring work of entrepreneur and activist Maher Kaddoura sets an amazing example with the Shirkitna initiative. This is a Jordanian nonprofit that encourages school students to become active citizens through entrepreneurship by creating student companies. Shirkitna also provides entrepreneurship education, funding, and mentorship to help students transform their ideas into companies.

In 2014, these student companies had 6,090 school students involved, across 609 schools, creating 632 student companies and reaping more than \$350K in profits. Every study tells us that

students that learn entrepreneurship at a young age will most probably graduate with either wanting to start a business or having an innovative entrepreneurial mind that thinks solutions.

Ruwwad, a platform for collective action

Another example is Ruwwad, a private sector-led community empowerment organization, which was founded in 2005 in Jabal Al Nathif. Ruwwad is a platform for collective action based on partnerships between public and private sectors, civil society and communities where each activates their role in driving development strategies and sustainable solutions to empower youth and disenfranchised communities through education, youth volunteerism and grassroots organizing. Ruwwad empowers youth by granting them educational scholarships. In return, they carry out community service at least four hours per week. In just over ten years the Ruwwad family has grown and is now actively present in Palestine, Lebanon and Egypt. They have also collectively supported a total of 1323 youth scholars, and 604 graduates. What is most interesting about Ruwwad however is that the community-led development addresses local issues and provides alternative ways for youth to learn through action oriented volunteer work, and community organization. Nurturing future leaders who take action and solve local problems in teams and a community based environment is pivotal to the success of such a program.

With these examples in mind, it is imperative that we pave the way forward for more symbiotic interaction between the different forces of a society. Such inclusive models of holistic stakeholder based partnerships should be at the forefront of any developmental agenda, strategy and roadmap.

Put simply, development is everyone's responsibility and it is fast becoming very clear that without active involvement from private sectors and local communities the formulation of structural and sustainable solutions is bound to be by definition non-inclusive and will unfortunately become a huge dormant asset.

We can no longer ignore the fact that citizens are yearning for change and in so far as they are willing to reshape their future, it is vital that we involve them and let them be the agents of change they aspire to achieve.

*Fadi Ghandour is the Founder and vice chairman of Aramex (www.aramex.com, www.aramex.org), a global logistics and transportation solutions provider. He is also the Founder and Chairman of Ruwwad (Entrepreneurs www.ruwwad.jo)



Dr. Bassem I. Awadallah*

Unprecedented changes are gripping the Middle East region, and at a dramatic pace, that is altering not only the borders of nation states dating back to the end of the First World War, but also the social, demographic, political and economic landscape of the region. These changes are undoubtedly, and irreversibly, shaping a new political economy for the region that will define its future relationship with global powers, and its position within the international community. They will also affect how the countries of the region will face the new ensuing challenges, not only to survive within the community of states, but to be able to meet and sustain the growing aspirations of their peoples.

The challenge of a new regional political economy

The impact of the Arab Spring

The social and economic conditions in many Arab states, characterized by pervasive human underdevelopment, deep poverty, chronic and growing unemployment, and widening gaps between rich and poor, combined with a lack of political freedoms, the absence of a reform agenda, and a weak commitment to the principles of good governance, accountability, transparency and inclusive political participation, have all provided a fertile soil for uprisings across the Arab World since 2011. The revolts culminated in regime change in a number of Arab countries, and have led to outright civil, sectarian and confessional wars in many others, with a resulting tragic loss of human lives, unbearable human pain and suffering, mass upheaval of entire populations, and phenomenal damage and destruction of physical infrastructure. Hundreds of thousands have already lost their lives in Syria, Iraq, Yemen and Libya, and many others have been wounded. Violence has also resulted in large-scale human displacement. More than 5.4 million Iraqis have been displaced since 2003, and according to UN-HCR official statistics, the total number of Syrian refugees has so far reached almost 4 million (with 2.2 million registered in Lebanon, Jordan, Iraq and Egypt, and 1.7 million registered in Turkey). In addition, colossal economic losses have resulted, reaching up to US\$900 billion. The economic impact is visible in aggregate statistics. Economic growth in Arab countries dropped from 5.9 percent during the period 2005-2010, to 3.5 percent during 2011-2014. The decline is more precipitous in Syria, where the GDP growth rate fell from 5.1 to 0 percent. In Lebanon, the rate of economic growth fell from 6.9 to 1.4 percent, whereas Yemen saw its growth decline over the period, from 4.6 to -0.2 percent. In Syria 45 percent of the population is currently living under the poverty line and the estimated unemployment rate has risen to 39.4 percent. Even in Tunisia, arguably a more hopeful child of the Arab spring, the unemployment rate has increased from 13.3 percent in 2010 to 16 percent in 2014. The economics of conflict has other dimensions as well. Widespread damage to physical infrastructure is one of them. The scale of destruction is phenomenal, and includes roads, bridges, schools, power generation and water supply. Whereas the Arab region required an investment in infrastructure of US\$450 billion prior to the Arab spring, this amount has increased to over US\$700 billion. With the destruction of more

than 4,000 schools in Syria, ESCWA estimates that the cost of reconstruction could reach as high as US\$200 billion.

A regional political implosion

As one surveys the map of the Arab World, the political and humanitarian calamity is indeed staggering. Libya, Yemen, Syria, Iraq, Sudan and Somalia are witnessing civil and sectarian wars, while Tunisia, Egypt, Lebanon, and Bahrain face domestic political strife, and are undergoing either political transition or stagnation. The porosity of borders separating Syria and Iraq, Syria and Lebanon, Saudi Arabia and Yemen, Libya and Egypt, Libya and Tunisia, and Algeria and Mali, has contributed to the physical cross-border control of vast and expanding territory by terrorist groups seeking authority over entire regions. This has all come at the expense of a disintegrating political, economic and social Arab order. The recent Arab League Summit Conference held in Sharm El Sheikh reflected this, to the extent that in the opening speech of the Summit, Egypt's President Sisi warned Arab leaders that the Arab League was in serious danger of becoming merely a group of countries that share the same language and history, but that are not able to affect their present, let alone shape their future. In fact, pan-regional and national identities are increasingly being replaced by sectarian and confessional sub-identities, as was the case in the late 19th and early 20th century, though there has been a tenfold increase in population since that period.

Can the Original Sin continue ?

With over 370 million Arabs, the overwhelming majority of whom are under the age of 30, Arab countries are witnessing a generational struggle for inclusion, where young people are aspiring for opportunity and mobility. Arab governments seeking to provide welfare will face major fiscal constraints, especially with the shrinking resource envelope, that can no longer accommodate the growing pool of the educated unemployed in the public sector. In most Arab economies, the state has typically remained the most important economic actor, eclipsing all other productive sectors. This is the second major challenge of the changing regional political economy. It is the question that most governments will have to face, namely, how to sustain the cost of a welfare state, with falling oil prices and with a fast expanding population, yearning for a new social contract that could provide ladders for economic and social mobility -- ladders denied by the present Arab development model. The institutional strategy to deal with economic and political shocks has so far rested on throwing money at the problems. This is

no longer possible -- or can be maintained only at an exorbitant cost. There is a growing price tag for maintaining this stability.

A changing geo-strategic position

Two other major changes are also taking place. The declining importance of the region's oil resource for the U.S., particularly with its new vast discoveries of domestic shale gas, and the expected gradual improvement in relations between Iran and the Western countries following the nuclear deal, will most likely contribute to the reduction of the strategic value of Arab Gulf countries in U.S. calculations. As the U.S. proceeds to redefine the priorities of its vital national interests in the region, the stability and security of the Arab Gulf countries would no longer assume the high position in U.S. foreign policy matters that they have thus far occupied. U.S. policy makers cannot ignore that a politically- imploding region can no longer be relied upon as a solid ally and partner. Such changes will become even more important in the wake of a rising China, which will force the U.S., already embroiled on many external fronts, to reduce its overseas engagements.

Can the Arab world continue along without conceding any space?

This rapidly changing political economy, admittedly, raises more questions about the future of the region than it answers. Most importantly is how regional instability will affect global security. But equally relevant, and potentially more dangerous, is the question of how hundreds of millions of Arab youth are going to be able to fulfill their aspirations and dreams of social and economic mobility within such a challenging political economic future. The answers will be determined by the course of action that these countries will decide to take. What is the fall-back strategy of Arab rulers in the wake of such momentous shifts in the international order? Would the changing political economic landscape prompt a true Arab Awakening? Would rulers finally decide it is time for serious reforms, both political and economic, to be pursued? Would the Arab World decide to establish regional political and economic commons that could sustain inclusion, and serve as incubators for entrepreneurship, employment and growth?

History has taught us that resilience requires concessions. States are strong only when they are both resilient and open to changes over time. The time for action is indeed quickly approaching.

CEO of Tomoh Advisory in Dubai, UAE, and a former Chief of the Royal Hashemite Court, and a former Minister of Finance and Minister of Planning & International Cooperation.



Dr. Hazem El Naser*
Minister of Water and
Irrigation

Jordan is one of the water scarcest countries in the world. Annual precipitation varies between 50mm in the desert area and 600 mm in the north-west highlands. Per capita water availability is low with less than a 140 m³/year which less than 10% of the internationally recognized figure for water poverty line..

Water Challenges in Jordan

Jordan's increasing population and a growing economy drive, together with the huge influx of refugees from neighboring countries increased demands on the country's scarce water resources. The availability of freshwater supplies necessary for both human needs and economic development is therefore a critical issue for Jordan.

The population in Jordan has increased by 36% in the last 15 years, with additional estimated 1.4 million Syrian refugees. Also, the municipal water deficit has increased by 410% in the last 15 years. The estimated water deficit in Jordan for domestic use is estimated to exceed 300 mcm in 2015, and 600 mcm in 2035

In order for Jordan to provide additional water to meet the huge demand, new resources has to be developed, and the water strategy in Jordan stresses on the need for Jordan to find the best cost efficient solutions to provide additional bulk water resources and to plan to meet the needs of future generations.

One of the outstanding development goal for the water sector of Jordan is to secure a sustainable use of the scarce natural water resources, in-line with a continuous improvement in living conditions for the country's population. The Government of Jordan is undertaking an ambitious economical restructuring process, moving the economy from being public sector oriented into one where the private sector plays an important role.

Jordan receives a large share of its water resources from international water courses, namely Yarmouk River, Jordan River and the trans-boundary aquifers. The rightful shares shall be defended and protected through bilateral and multilateral contracts, negotiations, and agreements.

Jordan has moved ahead with several undertakings and projects on wastewater treatment and reuse for irrigation and other purposes, the total reuse quantities has reached 110 mcm in year 2014. For Jordan, Wastewater is not treated as waste. It is collected and treated in accordance with WHO and FAO Guidelines that allow its reuse in unrestricted agriculture and other non-domestic purposes, including groundwater recharge. The existing level of services

shall be sustained and promoted, and in the light of the tight water situation, wastewater is considered a resource and cannot be treated as waste.

Jordan is making an achievement in water harvesting, and is considered one of the best countries that uses all available resources in an efficient matter, Jordan has 10 Dams with a total storage capacity of 320 mcm, and is working on construction of new dams to increase the capacity to 400 mcm by the year 2020.

Jordan appreciates and it will always need the continuous support of the International community, based on the fact that the development of even limited quantities of new resources is very expensive. Estimates indicate that it will cost Jordan approximately JD 3.5 billion (US \$5 billion) over a 13 year period to realize an increase in the

annual water supply of only 400 MCM. In the light of the sustainable financial resources of Jordan it becomes obvious, that the continuous assistance and support of donors is needed for the foreseeable future.

Jordan has been involved deeply in the implementation of all possible mitigation measures to face the water challenges in Jordan, these measures can be highlighted as follows:

Water Sector Development

Despite enormous progress in water supply and sanitation, Jordan needs to challenge

increases in demand running ahead of water resources developments due to vast population growth and rising per capita demands

These challenges require gaining efficiencies throughout the water sector, namely in institutional development, in water resources development and demand management as well as in water allocation with due respect of private sector participation.

The Ministry of Water and Irrigation needs to be legally empowered to take the lead in all matters related to national water resources and project management on the national scale to assure a sound water sector development.

Water Resources Development and Allocation

Jordan's renewable natural water resources including Yarmouk River water are estimated to be in the range of 800-850MCM/a out of which 275 MCM/a are considered sustainable groundwater abstractions from wells and springs (safe yield). The contribution of the Yarmouk River is considered to be 230 MCM/a.

The actual groundwater abstraction exceeds the said safe yield by far and reaches

presently approximately 180 % of the safe yield. As the present groundwater abstractions are not sustainable, the Government of Jordan envisages to reduce the groundwater abstractions continuously to reach the safe yield level by the year 2020.

It is foreseen to substitute groundwater with reclaimed water in agriculture and industrial use. Increasing wastewater collection and appropriate wastewater treatment and reuse are therefore of high priority. Water reuse is expected to exceed 200 MCM/a by the year 2020. Also Jordan plans to increase the desalination of brackish water to contribute up to 55 - 60 MCM.

A major additional groundwater resource has been developed and operated in 2014 is the Disi project. From this non-renewable resource about 100 mcm are produced and added to the current supplies. Also Jordan will increase the storage capacity of the dams by 80 mcm by 2020.

Another major additional resource is planned to be implemented by Jordan, is the first phase of Red Sea-Dead Sea project to provide additional 80 mcm/yr of desalinated water.

Demand Management

Despite ongoing projects and plans to mobilise additional water resources, options for further resources development are very limited and demand side oriented management is of increasing importance similar to other countries in the region.

"Water Demand Management" is an objective oriented approach to influence "Water Demand" by means

of macro- and micro-economic measures (market policies, marketing, pricing), quoting and/or rationing, education and public awareness rising.

Water demand management within the framework of integrated water resources management encompasses various functions to increase allocation and water use efficiency. Various projects have been set up to reduce water consumption and to reduce water losses.

Red Sea- Dead Sea Project

The Red Sea Desalination project is a joint initiative to promote regional cooperation among Israel, Jordan and Palestinian Authority.

As a result of such cooperation, a memorandum of Understanding (MoU) has been signed on Dec 9, 2013 at the World Bank in Washington DC, in which all parties agreed to start the implementation of phase I of the RSDS project.

The MoU has been followed by signing of a project bi-lateral agreement between Jordan and Israel on February 26, 2015, in which both parties have agreed on the modalities of their cooperation in all stages of the project, and agreed on the swap quantities and prices, and also agreed on the project implementation management and procedures.

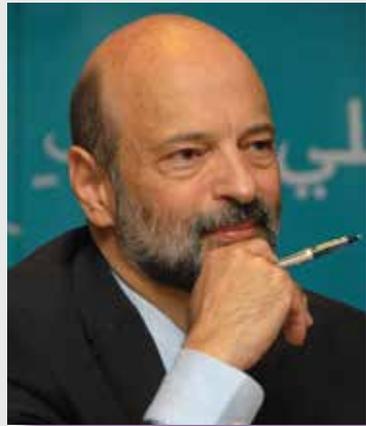
The project aims to extract 300 million cubic meters (mcm) per year of sea water from the Red Sea and convey them via pipelines to desalination plant to produce about 65-80 mcm/year of desalinated fresh water, of which 35-50 mcm/year will be swapped with Israel at BOT price in return for 50 mcm/yr to be supplied by Israel to the northern governorates in Jordan at previously agreed price, to alleviate the water shortage problem in these areas. also 30 mcm/yr will be supplied to the Aqaba region, and the brine and Sea water of about 220 mcm/yr to be discharged to the Dead Sea. This is considered to be phase I of the project, with the next phase comprising increasing the amount of desalinated water by construction of a second treatment plant south of Dead Sea with the required water transmission system to deliver additional freshwater to Amman. The additional quantities for next phase to be defined based on the National Water Strategy to fulfill the demand requirements.

Ultimately, the project aims to augment the Kingdom's water resources and replenish, or at least maintain, the level of the Dead Sea water; hence, preserving its environment and economic benefits to the Kingdom.

Key infrastructure foreseen as initial assessment include:

- Intake facility structure and intake pump station at Aqaba,
- Treatment and desalination plant.
- Two pumping stations to pump brine.
- 200 km of 2.2 m diameter brine pipeline.
- 23 km of 2.8 m diameter seawater pipeline
- Possible hydropower generation plants.
- Power generation for the project,
- Electrical instruments, chlorination, connection from the national electrical grid if selected, and a SCADA system.

The total cost of the first phase of the project is to be financed 35% through grants (if secured) and about 65% through an investors under a built, operate and transfer agreement for 25 years.



Dr. Omar Razzaz

Chairman, Jordan Ahli Bank
Chairman, Jordan Strategy Forum

Jordan is at the cusp of making a structural transition from an efficiency based economy to an innovation based economy.

Why is this important? Why should investors pay attention? And what are current challenges and how are they being addressed? This article argues that a confluence of factors, including human resource, institutional and technological readiness represents an opportunity for investors to make Jordan the “solution” hub for the region.

Unleashing Jordan's Innovative Economy

Why Innovation?

The world's focus on innovation is not a fad. It reflects a global transformation where more than 80 percent of all new wealth created by nations is coming from the creation of intangible capital, i.e. from new patents, designs, adaptations of existing technologies, processes, and solutions to human needs which disrupt the traditional ways business and life are carried out. Ever smaller contributions are coming from natural resources or from physical capital.

Countries cannot simply “decide” to jump from a natural resource or industrial based economy to an innovation economy. Considerable market institution building; human resource development; and infrastructure need to be in place to support such a transformation. Figure 1 below shows the Global Competitiveness Index which captures the critical ingredients in transitioning from factor (i.e. natural resource) driven, to an efficiency driven, to an innovation driven economy.



Why Jordan?

The useful aspect about the above index is that it allows countries to see their strengths and weaknesses and compare themselves to other countries. According to the index, Jordan is comfortably within the efficiency stage of development (see Figure 2). Based on a review of 12 factors (institutions, infrastructure, macro environment, health, education, market efficiency, labor market, financial markets, technological readiness, market size, business sophistication, and innovation), and ranking each from 1 to 7 (worst to best), Jordan (blue line) can clearly see where it is running ahead of other countries (black line) and where it is behind in transitioning towards innovation. The good news is that Jordan is indeed at par or ahead in 10 out of 12 factors, espe-



Jordan is better positioned than most countries of the region to make such a transition.

The silver lining behind the bad news, however, is that these two factors (the macro economy and market size) are surmountable. Jordan's macroeconomic vulnerability is mainly energy related. With the gradual freeing up of energy prices which has already started, combined with diversifying sources of energy which is also underway, Jordan will greatly reduce its macroeconomic vulnerability. As for market size, Jordan is one of the most open economies in the world, with regional and international trade agreements that would allow it to access markets in the region as well as the USA, Canada, Latin America, and the Far East. Thus, a focused and consistent energy strategy, macroeconomic stability, active export promotion within and beyond the region, combined with improvements in the eco system of innovation and business development, will foster an environment in Jordan conducive to a leap into innovation.

Such a “leap” to innovation is not farfetched for Jordan. Jordan has jumped from rank of 64 to 13 in availability of scientists and engineers in the Competitiveness Index, a key ingredient in the transition. Due to this advantage, Jordan has pioneering innovative/export oriented industries in pharmaceuticals, air conditioning, and information technology. It also has a strong service sectors in finance, education, ICT and HR management, and health which are already exporting their services to the region and beyond. Finally, many of the elements of an ecosystem for entrepreneurs and innovators are in place in the form of incubators and accelerators of startup businesses such as Oasis500, etc.. Going forward, Jordan can become the “solution” hub for the region.

An Opportunity for Investors?

Jordan combines three assets which give it a unique position in the region: its human resources, its internal stability, and its openness to the global economy. First, in terms of human resources, Jordan has traditionally provided some of the best innovators in the region and exported its brightest and most creative scientists and professionals to the Gulf and elsewhere around the world. But Gulf country demographic and economic needs are gradually encouraging a new model of exporting products and services and business process outsourcing. Second, a stable Jordan within a sea of regional turmoil is crucial for delivering aid and reconstruction going forward. Good investors, be they

cially impressive is higher education and institutions, two factors which take years to develop. The bad news is that Jordan is behind in two factors, macroeconomic environment (i.e. instability resulting from high deficit and public debt rates), and to a lesser extent, market size. Overall, however,

local, regional, or international, know well that every crisis can also represent an opportunity, and countries that have been severely affected by the aftermath of the “Arab Spring” such as Syria and Iraq, will need basic goods and services in the short term, as well as heavy investments in reconstruction and development in the medium to long term. Jordan is well positioned to assist on both fronts. Third, Jordan ranks high among the most open economies of the world, with good standing at the international and regional level. It can thus play a critical role in adapting international innovation to regional needs, whether in Arabizing web content, adapting green technology to local conditions, health research, or the many other areas in which innovation needs to be localized.

A Role for Government?

It is a myth that government has no role to play in an entrepreneurial and innovative economy. Recent books such as “The Entrepreneurial State”¹ and the “Solution Revolution”² show beyond doubt the important interplay between economic policies, incentives, funding, and the explosion of innovation taking place around the world. In Jordan, government resources are very limited and no one should expect subsidies and R&D financing to fuel the transition. Government has rightly focused its attention rightly on getting the macro environment right. Its attention to micro policy, regulatory and business processes issues is key as well, namely:

- * Targeting tax exemptions to new products, new markets, and new technologies for a predetermined finite amount of time to incentivize investment. Such incentives should replace exemptions in the tax code which are broad based and often target the traditional sectors.

- * A one-stop-shop that actually functions. The newly approved streamlined regulation for the one-stop-shop, combined with an amalgamated Investment Authority under new leadership is starting to make a difference in investors' experience on the ground.

- * Focusing on human resource development. Jordan's main resource is its well-educated and skilled labor force. Recent deteriorations in quality at the basic, vocational, and higher education have to be reversed and a recently appointed national committee is doing just that. Brain-drain to the Gulf, while useful as far as remittances is concerned, is costly unless it is turned into a virtuous brain circulation where Diaspora Jordanians return to start their companies back home.

- * Transforming public expenditure into a catalyst to drive innovation forward, and for government to adopt a bottom to top approach on transforming their organizations into open labs that contribute to validation, and global rollout. Jordan is now ranks 35th on the government procurement of advanced tech products. It should aim at being among the top 10!

Yes Jordan faces great challenges due to the neighborhood we live in. But the opportunities are even greater. Judging by indicators of political stability, institutional development, technological readiness and knowledge economy, Jordan is well positioned to become an economic engine that helps the region recover through an efficient, export driven, and innovative economy.

1 M. Mazzucato
2 W. Eggers and P. Macmillan



Klaus Schwab, the father of the World Economic Forum spoke to Jorday's first issue, 13 years ago, Here what he said:

*Why Jordan, and why now? **

-This is a Summit that cannot wait. We are living at an historic moment, full of danger, but full of opportunity also. The idea for the World Economic forum to set up the summit of Reconciliation in Jordan was born at our last Annual Meeting in Davos in late January. Today, after the war in Iraq, it is essential to boost economic development and economic and social progress in the region. Without a fast improvement of the economic conditions, we will have no political stability. Thus, the first objective is to define policies and reforms, which will create jobs and economic welfare. The second objective is to reduce the tensions in the region, and that means the Road Map for Peace in the Middle East will play a major role.

Despite the dreadful events

of recent weeks there is still some reason to hope. The meeting of President Bush with Arab leaders in Sharm el-Sheik, the meeting of Prime Minister Sharon with Prime Minister Mahmoud Abbas and President Bush in Aqaba. All point the way to the fact that those with influence are willing to talk and willing to discuss the road map for peace. Amongst all the setbacks and the fragility of the situation we must remain optimistic that dialogue can resolve the problems of the region for the single reason that there is no other viable alternative solution.

** Your vision became a reality. What is your vision now for the future of world economy?*

- The mission of the World Economic Forum is to improve the state of the world through economic and social action. We have worked throughout the years to create the conditions so that global. Wealth can be shared across the world, to end the exclusion of those who are not integrated into the wealth generating process and to bring the benefits of globalization to all. Partnerships between public institutions and the private sector are key to development and to political and so-



cial stability.

**what kind of reforms you think that the Arab world needs?*

- I think that in many ways Jordan can provide a role model for the Arab world. We are bringing together leaders from the worlds of politics and business as well as from civil society to look at ways that we can enable social political and economic reform in the region.

**Uncertainty used to block any serious social or economical development in the Middle East, do you believe we will witness a different situation in the near future?*

- The issues of war, terror and fundamentalism have to be resolved if we realistically want to establish a spirit of cooperation. There is always a struggle between negative and positive forces, and

the positive forces can only prevail if there is a strong commitment to concentrate on constructive and not on destructive action. But I believe that if the conditions are right – conflict can be replaced by cooperation. The first fundamental step to ending uncertainty and stagnation is dialogue.

** How do you see Jordan's steps towards reforms in recent years?*

- We welcome political, social and economic reform. Jordan has made huge steps, and in many ways it is becoming a role model for other nations in the region.

Jordan is the perfect host for this Summit of Reconciliation and we look forward to a positive and constructive World Economic Forums Summit.



Alice G. Wells
The Ambassador of the
United States of America
to Jordan

“When women are allowed to reach their full potential, communities flourish and economies grow. . . more than 50 per cent of students at Jordan’s universities are women, calling for involving them in all sectors”

Those were the words of the Ambassador during a unique lecture was held at the University of Jordan under the title: “Advancing Women’s Empowerment: A Shared Vision for the United States and Jordan”.

Advancing Women’s Empowerment: A Shared Vision for U. S and Jordan

I want to talk to you today about our common struggle to ensure that all women can achieve their full potential and contribute to the creation of a more prosperous, just, and secure world.

In the United States, as in Jordan, we have traveled a long and challenging road, but the achievements we have seen over the last several decades are a reminder that real progress is possible, even in the space of one generation. And the U.S. government remains firmly committed to working with the Government of Jordan to advance women’s political and economic empowerment.

When women can reach their full potential, communities flourish and economies grow. “We know from experience,” President Obama has said, “that nations are more successful when their women are successful.”

Across the world, we have made enormous strides in ensuring that all girls and women have the opportunity to make full use of their talents and abilities. In the United States, as in Jordan, more than half of university students are women, and the number of women pursuing masters and doctoral degrees has soared. In the United States, as in Jordan, more women than ever are taking leadership roles in politics and business. But progress remains halting, and on some fronts painfully slow.

The number of women in the U.S. Congress has tripled over the last 25 years, and yet women are still under-represented at our highest levels of government. Women in the United States participate in the workforce at rates once unimaginable, but they still earn less than men.

We are convinced that empowering women makes the United States stronger and more prosperous; and so we continue to address the obstacles to shatter the glass ceilings that still exist today.

This struggle has never been more urgent or necessary than it is now. In Iraq and Syria, Da’esh continues to abduct, enslave and rape thousands of women and girls. They have oppressed tens of thousands of others, in Mosul, al-Raqqa, and elsewhere. In robbing women of their rights to participate freely in the economy and society, Da’esh is robbing these communities of everything these women can contribute, socially, politically and economically.

Now is the time for the rest of the world to step up and take a stand against such backwardness. While Da’esh offers oppression and violent, retrograde ideology, we must advance opportunity and openness. While Da’esh slowly suffocates communities, we can build prosper-



ous and secure communities by empowering women and girls.

Jordan has one of the highest numbers of female cabinet members in the Arab world

In 1995, former Secretary of State Hillary Clinton told the United Nations Fourth World Conference on Women that “human rights are women’s rights and women’s rights are human rights.” We affirm these principles today, and add that empowering women promotes stability, security, and prosperity.

We have a long way to go before all women can reach their full potential. But we have also—all of us—traveled many miles already.

After Prime Minister Nsour announced his new appointments early this month, Jordan’s Cabinet now includes five women, which means Jordan has one of the highest numbers of female cabinet members in the Arab world. I have already extended my warmest congratulations to newly-appointed Minister of Industry and Trade Maha al-Ali and Minister of Communication and Information Technology Majd Shweikah, and I look forward to seeing Jordan’s economy continue to grow and develop under their leadership.

Women are making their mark on Jordan’s elected bodies too. Eighteen women now serve as MPs, three of whom won seats outside the quota.

Women now comprise 36 percent of municipal council members, far exceeding the 25 percent quota. These women are making positive changes in their communities, responding to citizen concerns and making sure families get the services they need. These women are also developing skills that will help many of them one day reach positions of still-greater authority: as deputy mayors, mayors, and Members of Parliament.

Jordanian women have emerged as leaders and visionaries not only at all levels of government, but also

in business, media, and civil society. Their example stands as an inspiration for the next generation.

In the mid-1990s, Randa Ayoubi marketed her computer-based educational materials from a rented van that she drove from village to village. Today, her company, Rubicon, a global leader in multimedia education, has 150 employees here in Amman; with more than 250 workers in offices in Los Angeles, Manila, and Dubai; and clients around the world.

When Lina Hundaileh, an alumna of this university, set out to open a chocolate factory in the early ‘90s, she struggled to convince potential partners that a woman could be an entrepreneur. Today, she manages a successful business and chairs the Young Entrepreneurs Association, which advocates for promising young businessmen and women.

When Jumana Ghneimat took the helm as editor-in-chief of Al-Ghad, she became the first woman in Jordan and one of the first women in the Middle East to lead a major Arabic-language daily. Since then, she has expanded the newspaper’s reach and influence and stood as a powerful voice for a responsible and independent press.

When Hadeel Abd al Aziz helped found Justice Center for Legal Aid in 2008, many impoverished Jordanians, women in particular, had limited access to legal services and little knowledge of their rights. Today, JCLA operates 25 offices, and its lawyers can be found in courts, prisons, and communities across the country, advocating for those who could not possibly afford counsel on their own.

The Queen’s powerful leadership

All of these women I just mentioned, and every woman in Jordan, has a shining example to look up to in Her Majesty Queen Rania Al Abdullah. The Queen’s powerful leadership on education, health, and community development has touched the lives of millions, including many of Jordan’s most vulnerable citizens.

These dynamic leaders, and many more like them, are not only forging new pathways for women in Jordan, they are also supporting the expansion and development of Jordan's economy and the fulfillment of His Majesty's vision for reform and a democratic future.

In the United States, too, a generation of leaders has broken new ground for women in politics and the economy. Female leadership has transformed the international and domestic face of American politics.

No woman ever served as a U.S. Secretary of State before Madeline Albright took up the position in 1997; since then, two of the last three Secretaries have been women.

Women's participation in Congress has increased dramatically over the last generation. When Secretary Kerry was sworn in as a U.S. Senator in 1985, he was struck that he had twice as many daughters as there were women in the Senate – and he only has two daughters. But now, he says, “with the service of 20 women, the Senate is a stronger, smarter place.”

Though we've seen rapid change in the last several decades, these transformations took years of struggle.

The media hailed 1992 as the “year of the woman” in American politics. That was the year when women's representation in the U.S. Senate tripled from just two members to six—a victory that seems modest in retrospect but felt like a sea-change at the time. And women's representation has grown dramatically since then.

What have we learned from this transformation?

We've learned that building capacity matters. In the 1970s and 80s, women broke down the barriers that had once kept them from pursuing careers in law and business, and honed their political skills in school boards and county commissions. The proportion of women in state legislatures more than quadrupled in the two decades before 1992. If we want women represented at the highest levels of government, we need to make sure they have opportunities at all levels to develop their skills and experience.

We've also learned that civil society matters. The women candidates who won in 1992 didn't succeed on their own. They had unprecedented levels of support from civil society organizations dedicated to training female candidates, backing their campaigns, and boosting female voter turnout.

Nonpartisan organizations like the National Women's Political Caucus recruited women candidates, raised money to launch their bids for office, and taught them how to run effective campaigns. And these organizations still back promising female candidates today. Partisan organizations also work to recruit and train candidates, with EMILY'S List helping to elect over 100 Democratic and pro-choice members to the U.S. House of Representatives and 19 to the Senate.

Finally, we've learned that high-level support matters. Where female candidates have encouragement from top-level political leaders, they run for office in greater numbers and with more success. When political parties make a real effort to recruit and develop female candidates, women's representation goes up.

Here in Jordan, the U.S. Embassy is committed

to partnering with the government and civil society to expand women's opportunities to participate fully and actively in politics at every level.

For example, we support the women's parliamentary caucus, where female MPs of vastly different backgrounds and ideological perspectives work together to share their experiences and exchange advice. The caucus gives new women MPs the space to learn from their more seasoned counterparts as they work to improve their constituent outreach and advocate together on key issues like ensuring that Jordan's budget takes into account the needs of women and girls.

women's labor force participation

Just as women's political participation in the United States expanded dramatically in a single generation, so too did women's workforce participation. Between 1965 and 1995, women's labor force participation shot up from less than 40 percent to almost 60 percent. Women now make up just under half of the American workforce.

And women have increasingly taken on leadership and management positions. In 1960, just 15 percent of managers in the U.S. were women; by 2009, women constituted almost 40 percent. From 1997 to 2009, the proportion of U.S. companies with female CEOs increased more than six-fold.

Economists have called this influx of women into the U.S. workforce a “quiet revolution,” and it shows how quickly change can happen with the right combination of visionary political leadership and private sector pragmatism.

Beginning in the 1960s, the U.S. government passed a series of laws that banned discrimination in hiring, employment, and education. President Kennedy signed the Equal Pay Act, banning wage discrimination; President Johnson signed the Civil Rights Act, outlawing sex discrimination in employment; and President Nixon signed Title IX, banning sex discrimination in publicly-funded education.

By giving women the opportunity to pursue education and work on an equal footing with men, these laws gave women powerful new incentives to enter the workforce. The legislation also gave women a powerful tool to fight sex discrimination suits in the U.S. state and federal courts. The courts, again and again, have upheld the law and held discriminatory employers accountable.

Meanwhile, the private sector, seeing an influx of qualified, accomplished, and ambitious women, came to realize that hiring and retaining women was simply good business. Economists have shown that having women in positions of leadership improves organizational effectiveness, and business leaders have come to recognize that having women in the boardroom helps companies earn higher profits, manage risk better, and lower bankruptcy rates.

Many ICT companies in Jordan have come to a similar recognition that hiring women makes good economic sense: more flexible, family-friendly policies have boosted women's economic participation in this sector to a robust 30 percent, and, partly as a result, ICT is one of the most dynamic sectors in the Jordanian economy.

The U.S. Embassy is committed to supporting the advancement of women in the tech sector as well. Every year, Jordanian women and girls travel to the U.S. for the Tech Women and Tech Girls exchange programs, which connect and support the next generation of Middle Eastern women leaders in fields such as programming, robotics, mobile application building and web design. And USAID recently launched a local chapter of Girls in Tech to mentor and train girls aspiring to work in tech fields.

Expanding women's economic participation remains a struggle, in the United States as in Jordan. American women are still under-represented as CEOs, on boards of trustees, as partners in law firms and as deans at universities. The wage gap persists: women earn 77 cents to every dollar a man earns. And American women still comprise only about 25 percent of workers in science, technology, engineering and math fields.

public commitments and appointing visible female role models. While the recent appointment of only three women trustees on public university boards was disappointing, we look forward to seeing more women appointed in the future. We applaud the government's nomination of a record five female ministers to the new Cabinet, and welcome the opportunity to work with them.

It is encouraging to see organizations like the Sisterhood is Global Institute and the JNCW speaking up loudly and often for victims of gender-based violence. We hope the groundswell against Article 308 of the penal code will lead to its abolition, so that victims of rape will no longer be compelled to marry their attackers.

The Embassy is committed to supporting the Government of Jordan's efforts to advance the status of women. USAID recently launched the Takamol program, which over the next several years will partner with government and civil society here in Jordan to support policy reforms, to expand access to female-focused services, and to encourage women's economic participation.

The U.S. and Jordan are engaged in a common struggle to advance women's empowerment. Shared commitments like the Equal Futures Partnership help propel us forward. Though progress towards these commitments may not always be as speedy as we like, making our goals public and taking stock of our progress holds us accountable. It forces us to answer the question of how determined we truly are to make a difference. We are proud to stand with Jordan as a partner in efforts that advance gender equality.

United States and Jordan work hand in hand to find our own paths, face our challenges, and create societies that are more prosperous, more just, and more free.

Every country—every society—must find its own path to advancing women's empowerment. But we share the same goal: making sure that all girls and women have the rights and opportunities to contribute to their fullest potential. As Secretary Kerry has said: “No country can get ahead if it leaves half of its people behind.”

Harnessing the strength of women promotes prosperity and growth. It is also vital to peace and stability. Women often suffer most in armed conflict. When women are involved in finding a resolution, it builds the ground for a more stable and lasting peace.

We are fighting Da'esh on the battlefield in Iraq and Syria, but we are also fighting Da'esh on the battlefield of ideas. Da'esh's abductions, enslavements, and rapes of girls and women constitute gross violations of basic human rights. They also reflect the organization's wholesale rejection of the principle that all girls and all women deserve to see their choices respected and their voices heard.

Women are essential players in the fight against violent extremism: their workforce participation strengthens economies; their political participation enhances legitimacy; and, in the vital roles they play in the family and community, they teach our youth to think critically and reject extremist ideology.

As Her Majesty Queen Rania has said, “as the political, social and economic plates shift and settle around our region, there's never been a better time for girls to rise up and share their talents with society. And, girls, society has never needed you more.”

I look forward to continuing the journey with you, as the United States and Jordan work hand in hand to find our own paths, face our challenges, and create societies that are more prosperous, more just, and more free

These gaps matter not only because women and girls deserve the same opportunities that boys and men enjoy, but also because women's economic participation lifts entire economies. Economists have estimated that U.S. GDP is \$2 trillion greater because so many women have entered the workforce in the last 45 years.

When women work, quite simply, economies grow. In fact, economists estimate that if we close the narrow gap between male and female employment in the U.S., our GDP would grow a further 9 percent. Here in Jordan, where just 16 percent of women work, the potential impact of bringing more women into the labor force is staggering.

We still have a long way to go, and this struggle matters as much as it ever has.

It matters not only because women's rights are human rights, but also because women's empowerment fosters stability, growth, and development.

And when I say empowerment, I don't just mean making sure that women can enter the workforce or serve in parliament. I mean expanding opportunities and making sure that women's voices are heard. As President Obama said in Cairo in 2009: “I do not believe that women must make the same choices as men in order to be equal, and I respect those women who choose to live their lives in traditional roles. But it should be their choice.”

Whether or not they work outside the home, women advocate for better schools for their children. Women demand better health care for themselves and their families. Women speak up for safe neighborhoods and freedom from violence. When women are healthy and educated, their children are more likely to be healthy and educated. When women are empowered, they have more capabilities and more resources to demand better futures for their families.

Finally, women's empowerment promotes peace and stability, an imperative in today's increasingly unstable world. Women, as deeply influential figures in their families and communities, can play a vital role in efforts to combat violent extremism. Empowered women are an indispensable ally in the ideological battle against Da'esh.

For all these reasons, advancing women's empowerment is our common project.

In September 2012, Jordan joined with the United States as a founding member of the Equal Futures Partnership, an international effort to combat obstacles to women's political and economic participation. Through the initiative, each partner nation has committed to making real changes for women and girls in their country.

The United States has made commitments we are implementing at home, like increasing opportunities for girls and young women to study science, and better assisting victims of domestic violence.

Jordan, similarly, has committed to increase women's political participation: in the judiciary, in parliament, in the Cabinet, and on other appointed bodies. It has also committed to reviewing the Labor Code and other legislation to encourage broader female economic participation.

The Government of Jordan has an ambitious vision for improving the status of women. We look forward to seeing the government endorse a finalized Equal Futures Partnership action plan, which will hold everyone accountable for making these goals a reality.

Governments play an important role in advancing gender equality. For example, the establishment of the Jordanian National Commission for Women was an important step in promoting women's rights. It is vitally important that the Commission has sufficient resources to fully accomplish its goals.

The Government of Jordan can also send strong messages about the importance of women by following through on its



Jumana Ghunaimat
Editor-in-Chief
alGhad Daily

We can rightfully say that media professionals and politicians in Jordan were surprised when I was chosen as the Editor-in-Chief of a daily, Arabic newspaper; no woman has ever been in this position before.

Frankly, we can say that alGhad's publisher took a brave decision then, tasking a lady with this tough job.

War on 'freedom ceiling'

The surprise came because the leadership positions assumed by female media professionals were very few, almost negligible; newspapers' management teams have always limited leadership positions to men, maybe due to a gender-based view that believes women are incapable of performing this task.

Challenges were indeed big

The story began in 2012. Today, and more than three years after assuming the Editor-in-Chief position of alGhad, I can admit that the challenges were indeed big, the size of the responsibility assumed by any Chief Editor of a comprehensive, daily newspaper; regardless if a man or a woman.

The biggest challenge is, of course, producing an independent, professional and objective newspaper with a high ceiling for freedom, without yielding to the different, expected, pressures.

However, the story was more complicated for me, almost on par with a difficult test; not for me, as Jumana, but for all women in the media, as the final judgment on my task will be relevant to all my other female colleagues. If this experiment fails, it means that the Jordanian, and maybe even the Arab, woman are incapable of assuming a position carries massive responsibilities.

During this period, and albeit the endless administrative workload that I had, I maintained my daily column in the newspaper, raising the freedom to the highest level possible within the current regional circumstances, benefiting from the authority of the Chief Editor; I am allowed to do that as long as I have the mandate, and will bear the costs of the freedom in the end. If there would have been a punishment of some sort, none other than me will be punished in "my newspaper".

Chief editor and a daily columnist

Writing a daily column was part of my responsibilities, in addition to the daily journalism work. I followed the news and managed a team of more than 100 journalists. What has made everything more complicated is that I have assumed working in my new post in tough political times, represented by the peak of the Arab Spring and Arab revolts; additionally, the Jordanian popular movements were new in particular, requesting government reforms and accountability, while officials continued to try to contain the media. But alGhad, and as described by many officials, continued to sing to another tune; it wrote the truth, criticized shortcomings, defended public and media freedoms—especially since the media battle never ends as long as there is an undemocratic authority that does not believe in freedoms.

In addition, the challenges faced by a lady editor in chief

do not vary a lot from those faced by a man editor in chief; offering a copy that respects the reader's minds by adhering to professionalism, while at the same time achieving alGhad's objectives, as it is a liberal, reformist newspaper that believes in diversity and pluralism, and subsequently increasing the freedoms. These are, obviously, in a third world country, tough objectives.

As such, success and reader's respect were earned, as the ability to affect change to public opinion is the objective. The team of alGhad has always sought to make it a continuous reality that is manifested through a daily edition placed between the hands of the readers every morning, which subsequently contributes to building their presence and a better future.

A "beautiful" prison

Moreover, and to prepare ourselves for the future being made now, and to ensure keeping up with the pace of development in the media industry, alGhad's website was our approach. As such, we had plans to develop the website, both in content and in architecture, to ensure following-up with the fast and massive development in the world of new media.

Since I assumed the leadership of alGhad, my colleagues and I have been undergoing a continuous battle with press freedom ceiling. Among these are battles my colleagues and I fought against the tide, which is not always only the officials, but often permeate all of society. We win because we believe in the sanctity of the message we carry, and the just cause that we defend.

Over the period of 20 years in journalism, with more than three years of which as Editor-in-Chief, I still seek the truth, and will publish the information

as I receive them. In this context, my career was limited to what seems like a prison. However, it has been a "beautiful" prison, as it is being jailed in the space of freedom, or at least the quest to attain it. In spite of the rocky, lengthy road, I have not grown bored. I breathe journalism and writing like I breathe this air, so as to make us some sort of conjoined twins where the separation surgery is failing often.

And you begin, again

Journalism is exactly like life, especially to someone who has almost finished her second decade in it; it



is hard to win all of its battles. There are battles where failures hands you over to a silence when you almost announce your frustration over making a difference in people's lives, and you almost raise your hands to surrender. However, then you realize that you have a message to deliver; you break the silence and you begin, again, to search for a new battle to fight on behalf of the society to which you belong.

This is how we are, the journalists in the third world; we always dream of a utopia where the simple people attain their rights. We dream of a world that does not side with the rich against the marginalized taxpayers, who pay in their blood. We dream of a virtuous world where the authorities do not resort to the infanticide of the "female" of today: Journalism.

Democratic Empowerment Program

Demograti

Yusour Hassan

Media and communications Manager
King Abdullah II fund for development

When I started to think about what to write about the Democratic Empowerment Program (Demograti), in my mind, the calendar flipped back to my memories from 2013 until now. The first day of this calendar takes me back to His Majesty King Abdullah II Bin al Hussein's Fourth Royal Discussion paper. Within this paper is His Majesty's Royal vision to develop our Jordanian democratic model.

The first calendar day also hold His Majesty's directives to the King Abdullah II Fund for Development (KAJD) about Demograti (Democratic Empowerment Program) and it's required role to empower individuals and establishments in civil society to play their parts to fortify civil values, active citizenship, and strengthen the respect for freedom as well as to spread a culture of accountability and transparency.



Now, as we flip back through the calendar in our minds, after the guidance and support of His Majesty, the days and months shift between those which are filled with work, perseverance, and achievement, and others which are adorned by the success stories, painted by our youth's intention and determination, in the most beautiful images and colors.

As we have learned from His Majesty in relying on the gradual, deliberate methodology in moving through the reform stages, the Democratic Empowerment Program passed through several stages. I will showcase these stages in the pages to come. Many participated in these stages, a large group of activists, social pioneers, and civil society establishments, which allowed everyone to move from the stage of thinking and contemplation to the stage of zealous work in order to build the Jordan of the future.

Building the Model

How can the program provide citizens with the tools to become active and involved in public life? How can it contribute to enhancing popular participation in decision making? What will it present to help in embracing and rooting values and civil practices, as well as to continue to develop it? The answers to these questions were sought by everyone and they were the motivation and engine for the Fund through building and designing the program, which sought to convert the Royal vision to a work program. We followed the principle of the accumulation of knowledge and experience with all partners, and based upon this participatory approach, KAFD held a series of dialogue meetings and brainstorming sessions that were attended by representatives of civil society establishments, youth leaders, social pioneers, and Stakeholders. From the findings of these meetings, we selected two work points to adopt for the program. The first work point covers the concept of individuals' self-awareness, which guarantees the development of their critical and creative thinking and the relationship of the individual to the community represented by the principle of accepting the other and the spirit of teamwork. Additionally, this work point fosters the relationship of the individual with the state through the ability to participate positively and influentially in public life and decision making.

To translate that on the ground, we then chose the work point to support the local communities which includes the Youth Empowerment and Talent window for community service and the work point of civic education with sub-activities of the dialogue and school volunteerism clubs, and Observatory for credibility of the Jordanian media.

We are all Partners in Building our Jordanian Model for Active Citizenship (Urdonana)

Under this title, the program works through the Youth Empowerment window, making available finan-

cial, technical, and logistical support for the youth so they can transform innovative ideas with positive impact on their local communities to pioneer projects or to expand the scope of successful civil society projects and adopting them on a national level.

Four sub-windows have been designed in a way to allow recipients of support with the opportunity to build on their successes through opening doors in front of them to develop from the stage of trying an idea (jarrib) to the second stage of establishing a project (kawen) arriving to the development stage (tawwer) and finally expanding (tawasaa), this allows these successful, effective initiatives to become national initiatives that have impacts reaching all governorates and various groups.

The program through the first two cycles supported 190 ideas and initiatives submitted by active youth in the age group between 16 and 35 years old. Likewise the program supported 14 civil society establishment in developing the scope and expanding their successful initiatives and projects. The project themes varied between those that work on enhancing the democratic values and practices such as active citizenship, dialogues, acceptance of the other, rule of law, tolerance and moderation, and projects related to social leadership and voluntary work, in addition to projects supporting youth participation in community and public work.

Youth have been able through the implementation of their ideas and initiatives, in the try and establish windows, to have a positive influence on many of the social and environmental issues, and even economic issues affecting their local communities. Those projects have enabled more than 28000 young men and women to take part in voluntary work, 25% of them participating for the first time.

We were proud of the success the youth have achieved, among them is activist Abd Al Rahman Zghoul who managed through the project his project, "Bread for Education," to secure basic education supplies for 65 students in Rusayfeh with help of 120 volunteers.

The young man, Obadah Alqrani's project, "Mobile Constitution App," won the award for Best Smart App in the E-Government Shield Competition 6th round in the State of Kuwait.

The activist Suha Abu Hlaleh was aiming to decrease computer illiteracy for 30 ladies in Maan Governorate at the time of submission, but was able to help 66 ladies of different age groups, through her excellent effort, by the end of the project.

Lastly, we recall the "Blind Women Empowerment Project" and its big impact on 110 young women to become able to practice their role, effectively, in the community. All the participants expressed their inability to deal with certain challenges at work before joining the project's workshops. After the workshops 100% of the participants expressed their ability to deal with the challenges at work and being an effective employee is a big part of contributing to society.

A Network of Active Youth

For the first quarter of the 2014 calendar, the KAFD focused efforts on the Democratic Empowerment Program translating the Royal directives related to establishing civic values and practices among the young generations to a national project. In March, dialogue



and school volunteer clubs were launched. The clubs encouraged practicing the language of dialogue and discussion and exchanging views among students as well as promoting citizenship and social values, and improving culture and knowledge among students regarding their rights and responsibilities to themselves, their community, and their country, reaching to build a network of active youth that will strengthen, and continue to spread, the culture of dialogue and social work within their local environments.

So far, clubs have provided the opportunity for 11,200 students to practice extracurricular activities that contribute to the development of their skills and different hobbies, train them on how to discuss and address intellectual and cultural issues, and increase the ability of students to engage in dialogue, constructive criticism, persuasion, and the acceptance of the other.

Now, we seek for these clubs to take part in opening channels of communication and networking between different components of society (on the long-term) in an institutional framework to ensure harmony in the content that it provides to the youth, as we are working continuously on enhancing the training material presented in collaboration with the Ministry of Education, hoping that it will be adopted as part of school curricula.

Making Available Creative Tools for Youth

As our Arab region witnesses the spread of terrorism, extremism and violence, we all know that art and culture have an active and key role in confronting them. KAFD has offered, through the Democratic Empowerment Program, financial, technical and logistical support for ideas, initiatives, and projects and allows safe spaces and creative tools for young people to enable them to express themselves and their local community's causes, in addition to contributing to the development of the governorates to become a nurturing environment for both culture and arts.

During all of 2014, the Demoqrati program has supported: The Seventh Hakaya Festival, Khan Festival for the Arts, Puppet Theater, and a Petra musical concert. This year, it is supporting: the Mobile Museum Project, Al-Balqa'a Musical Club and the Messengers of Freedom Project.

Spreading the Culture of Verification

The conditions in the region imposed a new turning point which created a fertile environment for spreading misleading news and rumors. This requires the presence of tools to alert the media and the audience to the encroachment of sources in dealing with news and information, and establishing a culture of rejecting deception and the lack of transparency. For that, the program supported the Observatory for Credibility of Jordanian media (AkeedJo) through its partnership with the Jordan Media Institute in order to contribute to improving the media outlet's performance, and protecting the communities' right to knowledge, in addition to disseminating the culture of news verification among the Jordanian public.

The Observatory works according to a methodology that is based on the daily interaction with the audience of media outlets through receiving news credibility verification requests and issuing specialized and monthly reports. The Observatory was able, within six months of its operations, to issue 266 follow-up reports, including 16 specialized reports about issues that were major concerns for the Jordanian public.

In order to maintain the independence of the Observatory, it was taken in by the Jordan Media Institute which is now handling the day to day management and supervision of all activities.

In conclusion, we pledge, His Majesty the Leader of the Homeland, to make the coming calendar days and months full of new stations on the road to building a stronger society according to the pertinent principles and visions of Your Majesty: a society that adopts dialog, compromise, and rejects violence. A society governed by the values of pluralism, tolerance, and acceptance of others. A society where the youth are distinguished by their ability to face different challenges.



Our Mission
 To enhance quality of life by providing all our customers with sustainable, efficient and reliable water and conserve the environment by adopting best techniques for waste water treatment



Our Vision
 Commitment for excellence and effectiveness in water and waste water services provision to our customers

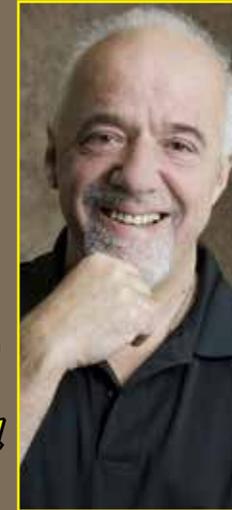


Our Values
 Quality
 Team work spirit
 Loyalty
 Innovation and Creation
 Transparency and Reliability



Paulo Coelho

If one day you have the chance to go to the Middle East, do not miss visiting Jordan a marvelous and warm country



On 21 June I was in Jordan, more precisely at the Dead Sea, invited by the Queen to write a text that was to be part of the opening ceremony of a meeting of the WEF. As soon as the event came to an end, I attended a dinner at which I found myself in an extraordinary situation. Sitting at the table right across from me were the King and Queen of Jordan, Secretary of State Colin Powell, the Representative of the Arab League, the Israeli Minister of Foreign Affairs, the President of the German Republic, the President of Afghanistan Hamid Karzai, and other prominent names involved in the processes of war and peace that we are witnessing. Although the temperature was close to 40o C, a soft breeze blew over the desert, a pianist played sonatas, the sky was cloudless, and torches spread throughout the gardens lit up the whole place. On the other side of the Dead Sea we could make out Israel and the lights of Jerusalem shining on the horizon. In other words, everything seemed to be in harmony and peace - and then all of a sudden I realized that, far from being an aberration of reality, that very moment was really and truly a dream for us all. Although my pessimism had grown a lot over the last few months, if people can still manage to sit around and hold a conversation, then nothing is lost.

Later on, Queen Rania remarked that the venue of the meeting had been chosen for its symbolic character: the Dead Sea is the deepest place on the surface of the Earth (401 metres below sea level). To go any deeper, we have to dive - but in this specific case the salinity of the water forces the body to return to the surface. And thus it is with the long and painful process of peace in the Middle East: one can go no deeper than the present stage. If I had turned on the television that evening, I would have learned of the death of a Jewish settler and a young Palestinian. But there I was, at that dinner, with the odd feeling that the calm of the evening could spread over the whole region, that people

would start talking to one another like they were talking at that moment, that Utopia is possible, and that men can go no deeper.

If one day you have the chance to go to the Middle East, do not miss visiting Jordan (a marvelous and warm country), then go to the Dead Sea and look at Israel on the other river bank: there and then you will understand that peace is necessary and possible. Below is part of the text that I wrote and read at that event, accompanied by the splendid improvisations of Jewish violinist Ivry Gitlis:

Peace does not mean the opposite of War.

We can have peace in our hearts even in the midst of the most ferocious battles because we are fighting for our dreams. When our friends have all lost hope, the peace of the Good Fight helps us to carry on.

A mother who can feed her child holds peace in her eyes, even though her hands are shaking when diplomacy has failed, bombs are falling all around, soldiers are dying.

An archer pulling his bow holds peace in his mind, even when all his muscles strain from the body's effort.

So, for the warriors of the light, peace is not the opposite of war - because they are capable of:

A- Distinguishing what is passing from what is lasting. They can fight for their dreams and for their survival, but they respect the ties that have developed over time, through cultures and religions;

B- Knowing that their adversaries are not necessarily their enemies;

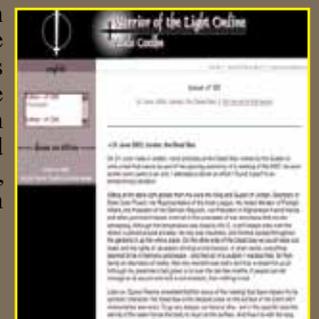
C- Realizing that their actions will affect five future generations, and that their sons and grandsons will benefit or suffer from the consequences;

D- Remembering what the I Ching says: perseverance is favorable. But let not perseverance be confused with insistence - the battles that last longer than necessary end up destroying the enthusiasm that is needed for reconstruction.

For the warrior of the light there are no abstractions; each opportunity to change oneself is an opportunity to change the world.

For the warrior of the light there is no pessimism either. He will row against the current if

necessary; for when he is old and tired he will be able to tell his grandchildren that he came to this world in order to understand his neighbour better, and not to condemn his brother.



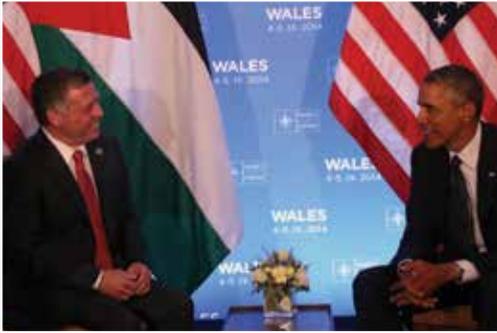


Photo Gallery
Special Thanks to
Yusef Allan
Private Photographer to His
Majesty King Abdullah II









*A Blind person,
can see how much
love
is there...*

*Illiterate can read,
even write,
the story of
a certain tree,
an evergreen,
everlasting;*

Jordan







Jordan.. Enter the Majestic Land



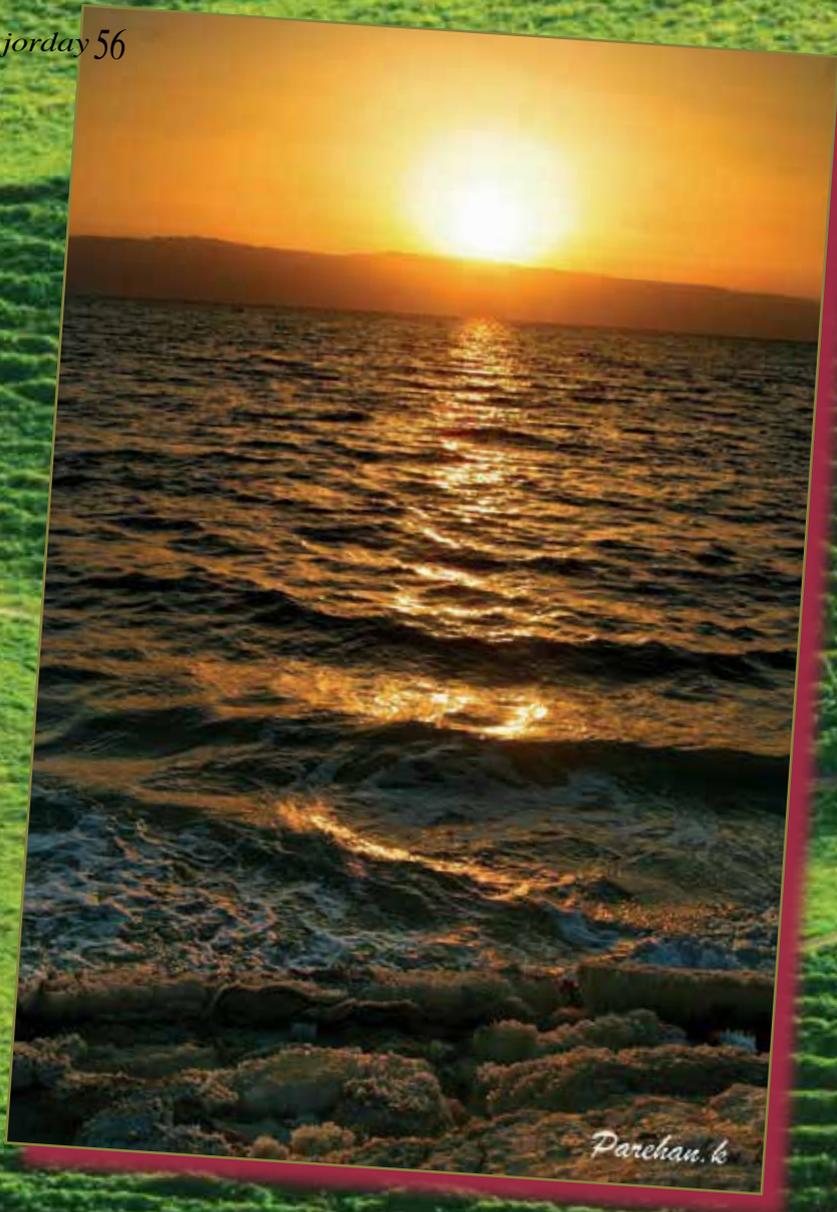
Photo Album

*Special Thanks to:
Parehan Komk*

Parehan X



It takes two to dance, two
to love, two to marry, but
it takes a forest of ancient
olive trees to have the oil
of the ever lasting love,
My Jordan

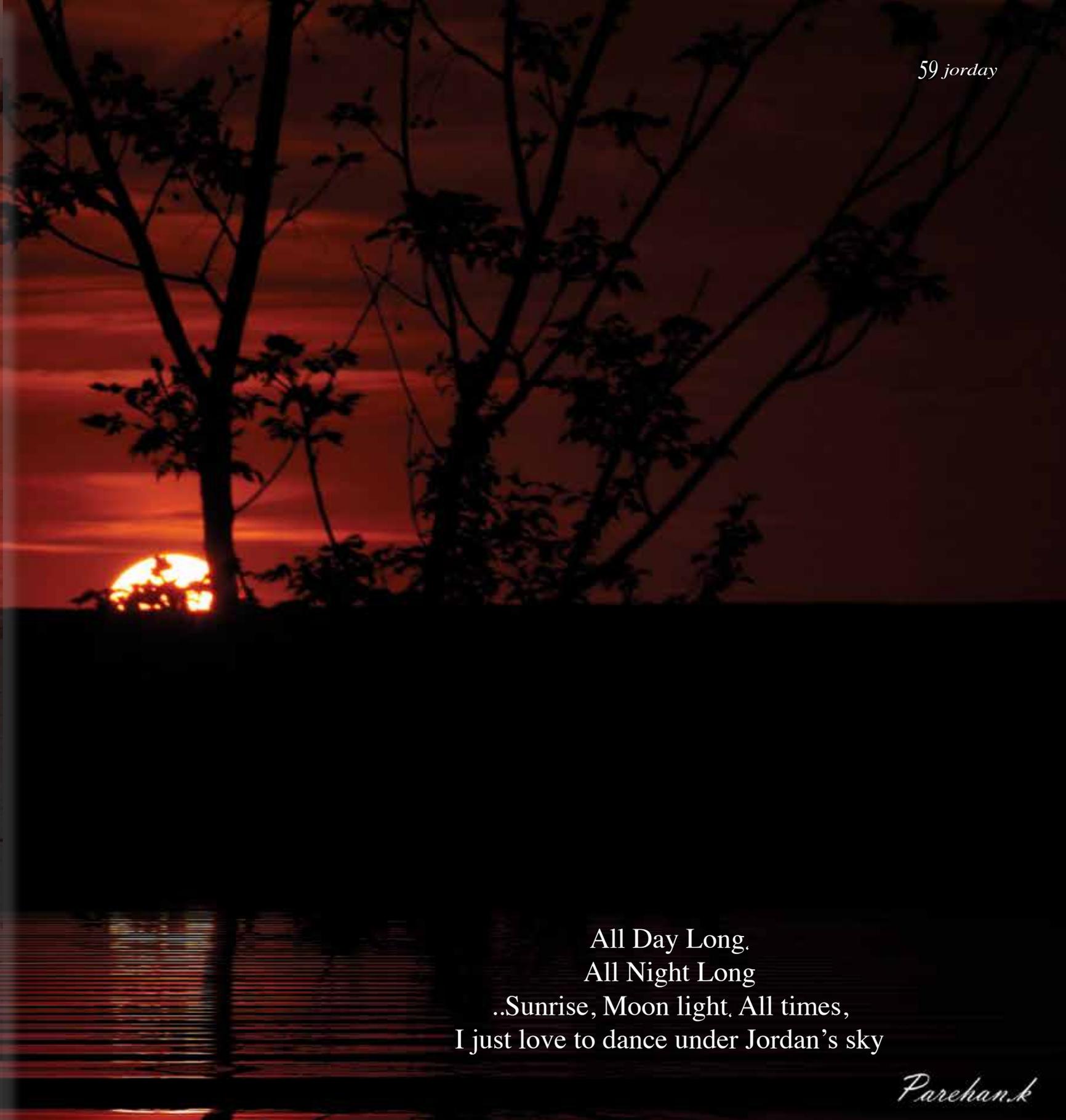


“If one day you have the chance to go to the Middle East, do not miss visiting Jordan (a marvelous and warm country), then go to the Dead Sea”.

Paulo Coelho

jorday 58

59 jorday

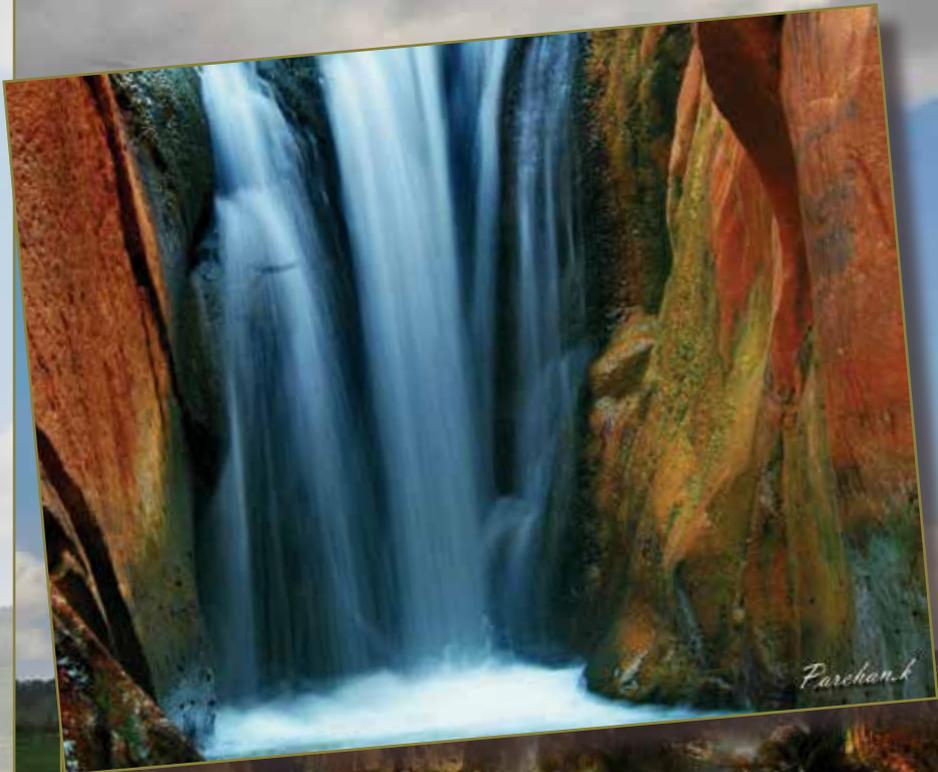


Parehan.k

All Day Long.
All Night Long
..Sunrise, Moon light, All times,
I just love to dance under Jordan's sky

Parehan.k





Parchan.k



Parchan.k



JORDAN HOSPITAL

STATE OF THE ART MEDICAL CENTER IN THE HEART OF MIDDLE EAST

“ Jordan Hospital A Comprehensive Medical Center Advanced Medical Services and Multi Speciality Care ”

Jordan Hospital provides Medical Services comparable to those provided by the most reputable health centers worldwide. This achieved by setting and maintaining high standards of medical services.

The Hospital (300 Beds):

Comprehensive state of the art medical centers that are:

- a.** Staffed by competent well-trained physicians in all fields of medicine.
- b.** Equipped with the latest medical technologies.
- c.** Recognized for postgraduate training and education.
- d.** Accredited by Joint Commission International (JCI).
- e.** Quality management meeting the requirements of ISO 9001:2000.

A. Medical Departments:

1) Specialized Departments equipped with the latest

technologies and staffed by well-trained dedicated personnel in various specialties:

a. Department of Medicine with the following specialties:

Internal Medicine, Gastroenterology and Liver Diseases, Cardiovascular and Vascular Diseases, Pulmonary Diseases. Neurology, Hematology, Oncology, Rheumatology, Nephrology, Endocrinology and Diabetes.

b. Department of Surgery with the following specialties:

General Surgery, Gastrointestinal Surgery. Neurosurgery. Cardiac, Open Heart, Vascular and Thoracic Surgery, Urology,



Reconstructive and Plastic Surgery, Orthopedic and Hand Surgery, Pediatric Surgery.

c. Department of Ophthalmology, Advanced Eye Surgery, cornea, Cataract, Retina -Vitreous and Refractive Surgery.

d. Department of Ear, Nose and Throat.

e. Department of Pediatrics.

f. Department of Gynecology and Obstetrics.

g. Radiology and Imaging Department:

The Hospital Is Well Equipped With Modern Machines:

- Conventional Radiology.
- Interventional Radiology.
- CT Scan: spiral 16 slices/Second.
- M.R.I: 1.5 Tesla.
- Ultrasound and colour Doppler studies. Mammography with stereo tactic Biopsy.
- Digital Angiography, Fluoroscopy and general Radiology.

h. Nuclear Medicine Department:

Gamma Camera linked with medical computer for diagnosis and treatment with radioisotopes.

i. Department of Pathology & Laboratory Medicine:

Facilities are available to carry out all kinds of routine and specialized tests in Hematology, Biochemistry, Immunology, Endocrinology and Histopathology.



j. Anaesthesia and pain control Department.

k. Out Patient Department:

Includes clinics covering all medical specialties. This is a separate building connected to the hospital ensuring direct access to the hospital for patients and doctors alike.

l. Emergency Department: 24 hours Service

2) Specialized Diagnostic and Therapeutic Units:

- Cardiac Catheterization Lab:
 - All diagnostic and interventional procedures.
 - EP studies diagnostic and therapeutic.
- Endoscopy Unit equipped with state-of-the-art equipment for Oesophageo - gastro - duodenosc opy, Colonoscopy and Bronchoscopy: Dignostic and Therapeutic.
- Haemodialysis Unit.
- Kidney Transplant Unit.
- Lithartripsy Unit.
- Early Diagnosis and Treatment of Cancer.
- Bone Marrow Transplantation Unit.

- In-Vitro Fertilization Unit.
- Occupational & Physiotherapy Unit.

• Intensive Care Unit including:

i. Neonatal ICU.

ii. Pediatric ICU.

iii. Adult ICU-CCU.

iv. Neuro ICU.

- Minimal Invasive Surgery for Abdominal, Chest Gynecology, Orthopedics and Neurosurgery.



3) Specialized Centers:

- Jordan Osteoporosis Diagnostic and Therapeutic Center, with the

latest Bone Densitometer (DEXA).

- International Medical Center, an affiliate of the Boston University Medical Center specializes in sexual dysfunction and prostate diseases.
- Jordan Diabetes & Endocrine Center.
- Center for Morbid obesity treatment.
- Laser beauty center.

4) Operating Theatres:

Comprise eleven operating rooms with state-of-the-art equipment for all kinds of surgery.

B) Executive Departments:

Nursing Department:

- Provides a high level of competent nursing care for patients.
- Implements and develops the nursing manual procedures and quality assurance.
- Constantly guides, instructs and trains the nursing staff during the

JORDAN HOSPITAL'S Strategic Direction

The Hospital strives to provide premium medical care and exemplary healthcare services in a timely manner and in accordance with recognized international standards within a safe and hygienic environment at affordable costs.

- JH is a (JCI) accredited hospital it was reaccredited in April 2010.
- Accredited by the Health Care Accreditation Council (HCAC), which is compliant with the International Society for Quality in Health Care ISQua standards.
- ISO 9001:2000 certified.

Main referral Center in the Middle East providing world class medical expertise and medicine: staffed with competent well-trained physicians in all fields of medicine, and equipped with modern medical technology.



regular rounds made to the sections and units.

- Documents the forms and nursing reports.
- Strengthens cooperation with the universities and colleges in activating the training process of the student nurse.
- Cooperates with other departments to obtain, provide and deliver patients needs.
- To maintain the safety of the nursing staff and patients.
- To maintain proper professional conduct of the nursing staff.

Quality Assurance Office:

- Quality management meeting the requirements of ISO 9001:2000.
- Sincere commitment to quality and quality system.
 - A written policy statement specific to the organization's goals, expectations and needs of our customers.
 - Organizational responsibilities and authorities defined.
 - Quality, system periodically reviewed.
 - Management Representative find an executive management headed by the Director General deals with all quality matters.
 - Quality System fully documented and implemented.
 - Quality manual well maintained.
 - Procedures documented and implemented.
 - We have adopted (ISO 9002) 1994

since 1998 and upgrade to (ISO 9000) in September 2001.

Pharmacy and Medical Supplies:

- Responsible for procurement as well as dispensing all medications & medical disposables.
- Supply the patient with the medication according to the price list of the Ministry of Health.
- All systems within this department are fully computerized according to international standards.

Medical Department:



- Supervision of all medical departments
- Recognized for post-graduate training by:
 - The Jordanian Medical Council in the fields of surgery, medicine, Obstetrics and Gynecology, and endocrinology.
 - Arab Board for medical specialties in General Surgery, General Medicine, Obstetrics & Gynecology, Pediatrics, Orthopedics, Neuro-Surgery and Ear-nose and Throat and Anaesthesia.
- Training programs for consultants from Arab countries.
- Training and education of students from Jordanian and Arab Universities and colleges.
- Medical Library and Internet services.



For 60 years,
together, one Ahli family...

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Thank You



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“A Commitment to Excellence..”

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Sustainability is Integrated into our DNA

At Aramex, Sustainability is a philosophy practiced by every Aramexian; we are committed to sustainable practices and believe it is a reflection of our values, corporate culture and the way we choose to conduct ourselves.

While we expand our investments, our activities and footprint, we always measure our impact according to economic, environment and social benchmarks. For that, sustainability is always integrated into our DNA.

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