The National Center for Innovation JORDAN

How will the NCI get there

What will the NCI be like

What the NCI wants to be

Where the NCI stands now
The status of innovation in Jordan today

Background

- While significant investment has been made to date in Jordan in the advancement of science and technology, infrastructure and favorable international trade alliances, funding and activities to boost capacity in both public and private sectors are characterized by fragmentation and dissonance between the regulatory environment of the public sector and private enterprise.

- Moreover, employing innovation as a vehicle for the advancement of the country throughout the 21st century is still in its infancy. Therefore, there is a need for a national body to orchestrate this transition.

Background

- The Higher Council for Science and Technology sought to establish the National Center for Innovation (NCI) as a part of the Jordanian Government's efforts to promote the transition to an innovation-based economy. The establishment of NCI brings together national objectives with local, regional and international resources to stimulate innovative activities in the public and private sectors. Such a transformation will be marked by an increase in productivity and cultivation of a globally competitive environment with far reaching macro and micro economic benefits.

Background

In May 2011, the MENA Transition Fund was launched as a long-term global initiative that provides Arab countries in transition with a framework based on technical support to:

- strengthen governance for transparent, and accountable governments,

- provide an economic framework for sustainable and inclusive growth.

Background

- HCST formulated the concept of the National Center for Innovation (NCI) and submitted an application endorsed by MoPIC to the MENA - TF for funding.

- In November 2013 the HCST approved the initiative of establishing the NCI and the quest to seek funding from the MENA - TF.

- In June 2015 the MENA - TF approved funding the first two years of establishment and operation of NCI through the cooperation and partnership with the European Bank for Reconstruction and Development (EBRD).

NCI Vision

To make innovation a key success factor for individual, institutional and national development efforts to bring Jordan to prosperity and advancement.

NCI Mission

- NCI will be a one-stop referral hub for all activities in the country related to innovation and private sector development by coordinating national and international administrative, financial and technical services to nurture and support innovation advancement.

- NCI will also provide legal/regulatory advocacy and advisory services to small and medium enterprises while creating a feedback mechanism to the government to ensure best practice and transparency.

- NCI cooperation activities will be wrapped into a robust information platform that will combine existing data resources with the data to be collected in order to coordinate resource referrals, monitor and evaluate innovation activities and other key performance indicators reflective of economic shifts towards innovation.

- Central to the value of NCI is its ability to eliminate the duplication of services, arrest inefficiencies in providing funding and support to the private sector, increase the efficacy of donor contributions through a coordinated facility and provide vital national statistics on the impact of innovation initiatives so as to monitor progress and areas for improvement.

NCI Objectives

Create an institutional environment for new and existing innovation focused entities to improve collaboration and adopt innovation practices through:

- Establishing an Information Unit that will be a central coordination point of innovation activities.

- Establishing a Monitoring and Evaluation Unit that will harnesses data utilizing the custom IT platform that supports SME data and aggregated innovation data related to national efforts and private-sector growth. Key performance indicators (KPIs) that reflect national innovation strategies for developing an innovation-based economy will be tracked.

NCI Objectives

- Establishing a Referral Unit to match research and development coming out of universities and research centers with the needs of the private sector related to gaps in industry and technology intelligence. It will also connect private sector resources to applied research needs, promote technical cooperation between SME service providers in Jordan including those who provide access to finance; business development services; workforce productivity and vocational training, and promote innovation outreach to academia and scientific institutions through forming on-campus University and Research Center Innovation Facilities.

- Establish an Office of the Ombudsman to serve as a central point of contact and voice for innovation actors in the public or private sectors regarding existing and potential legal and regulatory impediments. The Office will also assess continuity, transparency and enforcement of laws, as well as evaluate and provide solutions to any legal and regulatory gaps that hinder national innovation initiatives.

Challenges in Jordan's Innovation <u>Landscape</u>

1) Innovation is poorly defined and measured.

Innovation promotion is misidentified as enterprise support, leading to misallocation of public resources away from actual innovation, and innovation metrics that are either not collected or are of questionable relevance.

2) Innovation strategy and information are poorly coordinated.

Innovation stakeholders do not respond to national development priorities and innovation information systems (to the extent that they exist) are not interoperable with their international peers.

3) Commercialization opportunities are missed.

There is a broad failure to identify, track, and encourage commercialization of research, to affect knowledge transfer across institutional or sectoral boundaries, and to engage with multinational and global centers of research excellence.

Challenges in Jordan's Innovation <u>Landscape</u>

4) The innovation value chain has key gaps

Policy, funding, and incubation spaces are crowded but misaligned to innovation needs. Knowledge transfer and information management are underserved.

Challenges in Jordan's Innovation <u>Governance</u>

1) The Higher Council for Science and Technology has a strong legal basis…

The HCST is empowered to promote and coordinate innovation by virtue of a robust and forward-thinking founding law…

…but it has not fully realized its potential.

The HCST risks losing its mandate to outside entities that have neither the national scope of vision nor a commitment to national development priorities. The HCST mandate is not clear to stakeholders, with no consensus on what it can and cannot do in the innovation landscape.

2) Antiquated models of coordination prevail.

Innovation coordination is being approached through passive data collection and antiquated regulatory models that require public resources and are labor intensive (issuing surveys, populating databases)

The Role of the NCI

The National Center for Innovation (NCI) has been proposed as a coordinating hub for Jordanian innovation, collecting information, evaluating innovation performance, and facilitating policy dialogue.

The task at hand:

The mapping study investigated how the NCI could best achieve the improvement of Jordan's innovation landscape, answering the following:

- What **international best practices** are most useful to Jordan?
- **How should the NCI intervene** in the innovation ecosystem?
- What **organizational structure** will best serve the NCI's aims?
- How can the NCI **sustain itself financially**?
- How should the NCI be **activated** in the near term?

Best Practice Benchmarking

How will the NCI get there

What will the NCI be like

What the NCI wants to be
What can the NCI learn from, and how will it compare to, its global peers?

Where the NCI stands now

Collecting National Best Practices in Innovation Agencies

We embarked upon one of the largest benchmarking exercises ever conducted on national innovation promotion and management.

76
best practices identified

48
countries analyzed

36
agencies profiled

33
hours of consultative meetings

A Typology of Best Practice Interventions in Innovation

We organized the best practices within six realms in which innovation agencies and stakeholders around the world intervene in their national innovation systems.

These realms can be placed along a value chain from enabling policy, to knowledge production, to transfer and support services.

Innovation Policy   **Resourcing and Finance**   **Human Resources Development**   **Knowledge Production**   **Knowledge Management and Transfer**   **Support Services**

Setting a Vision for the NCI

We recommend the following roles for the NCI along Jordan's innovation value chain:

Innovation Vertical	Recommended vision for the NCI's role
Innovation Policy	Empower the HCST's coordination role and reframe its brand into a modern and service-oriented institution.
Resourcing and Finance	Provide technical and information infrastructure to host public financing of innovation, and lobby for R&D tax reform.
Human Resources Development	Create information systems that identify and reward excellence in innovation and incentivize commercialization of research
Knowledge Production	Become the primary point of connection with multinational research centers and global centers of excellence
Knowledge Management and Transfer	Develop purpose-built systems to connect suppliers and demanders of knowledge across disciplinary, sectoral, and national boundaries
Support Services	Provide revenue generating services that strengthen innovation through standardization, labeling, and licensing

Objectives and Terms of Reference

How will the NCI get there

What the NCI will be like
How, concretely, will the NCI operate and with what business model?
What the NCI wants to be

Where the NCI stands now

The IT Platform as Foundation of the NCI

IT platform is the main catalyst that turns functions into services by digitizing and optimizing coordination and oversight tasks, turning them into productivity tools for their users.

Innovation Coordination

Reform Advisory

Data Clearinghouse

NCI IT Platform

Matching

Monitoring & Evaluation
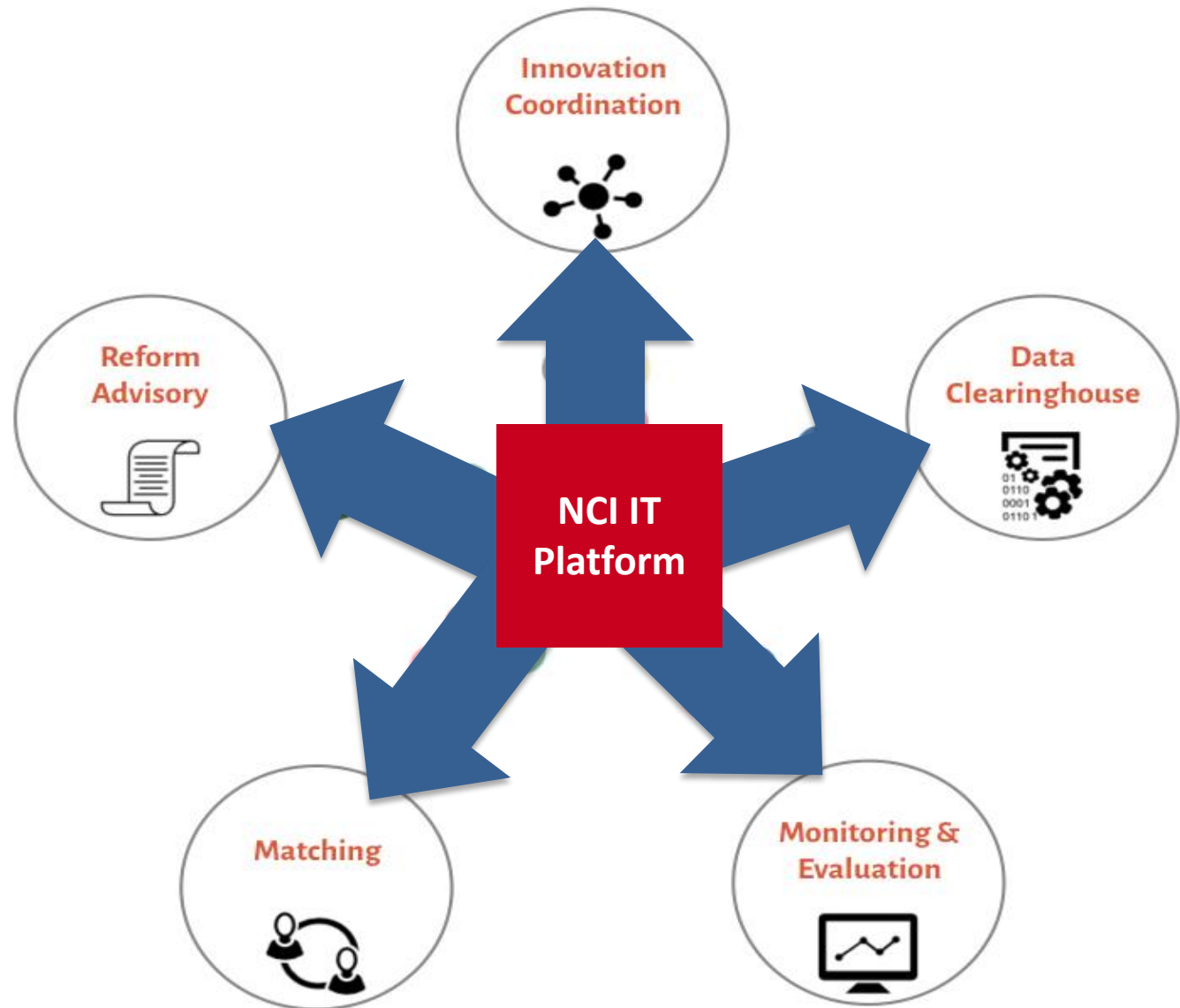
The IT Platform as Foundation of the NCI

The following functions are to be hosted as services on the IT platform:

- Innovation grants application platform
- Center of excellence registry
- R&D outreach and marketing
- Competitiveness measurement and ranking
- Accreditation, licensing, and labeling of innovation
- Innovation awards and prizes
- Collaboration fellowships and grants

- IP and new enterprise foundation
- Innovation events
- Matchmaking marketplaces
- Collective action and diaspora engagement for innovation
- Activation of policy instruments
- Databases, standardization, and licensing
- R&D infrastructure facilitation and sharing

NCI Terms of Reference and Organizational Structure

Phase 2: Launch and Run the NCI (Beta)
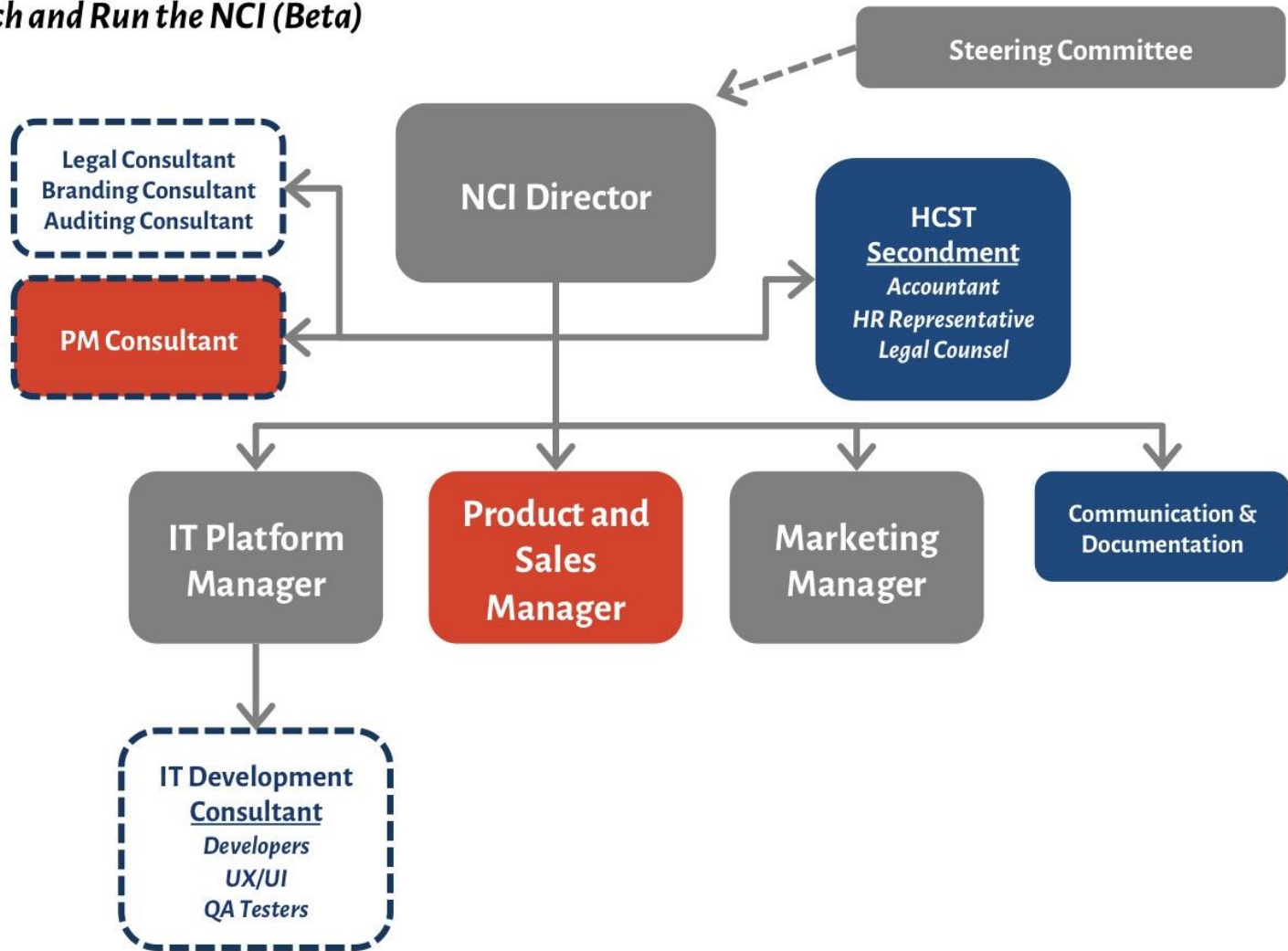
Implementation and Workplanning

How will the NCI get there
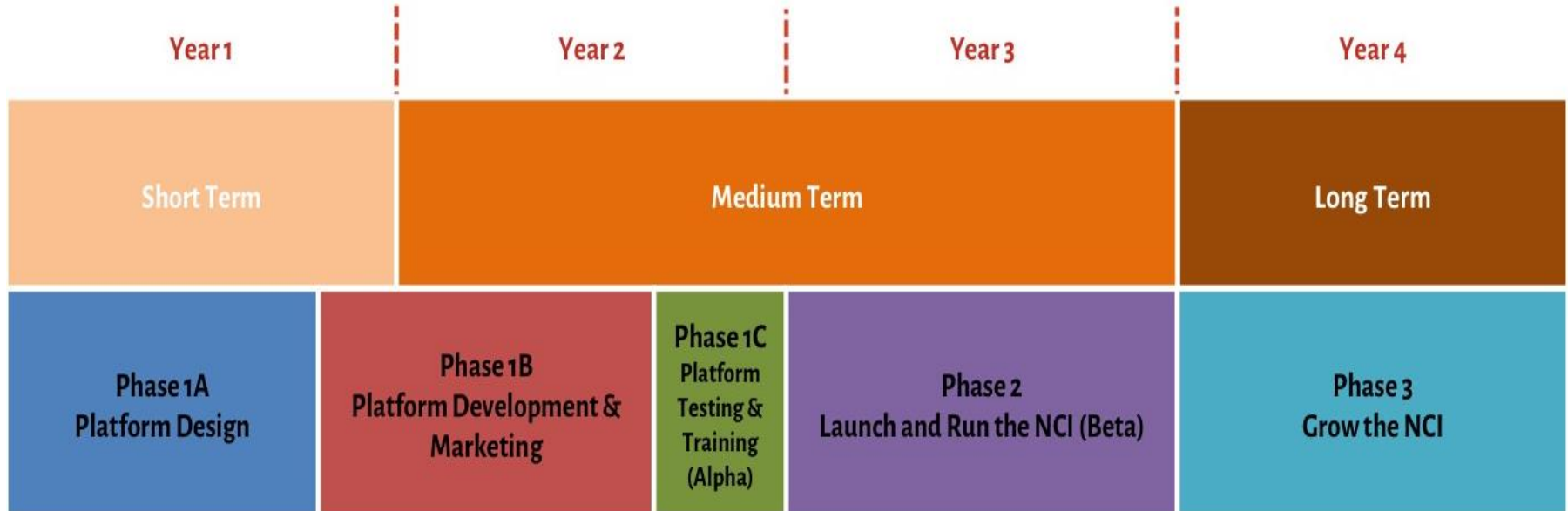*What steps must the NCI take to realize its ambition?*

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Timeline for Implementation

In this study we drafted a full work plan for the NCI's creation and operation over its first four years, with a particular focus on the first two years (Phases 1A, 1B, and 1C) during which the NCI is organized and the beta version of the IT platform is developed and launched.

Year 1	Year 2	Year 3	Year 4
Short Term	Medium Term		Long Term
Phase 1A Platform Design	Phase 1B Platform Development & Marketing	Phase 1C Platform Testing & Training (Alpha)	Phase 2 Launch and Run the NCI (Beta)	Phase 3 Grow the NCI

Thank you

Have a nice day