



# ECONOMIC DEVELOPMENT CONSULTING FIRM

## Company Profile

**DajaniConsulting**   
Management & Economic Consultants

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## About Us

As a private company, Dajani Consulting offers management, economic and technical consulting, and training services to governments, private sector, NGOs, civil society organizations, and donor agencies in the Middle East and North Africa region. We espouse excellence in our services and strive to provide value to our clients, setting for ourselves the highest possible standards of performance.

At the center of our practices, is the objective of supporting the public and private sectors of the region in fostering prosperous economies and resilient, stable markets.

We pride ourselves for maintaining a strong research and development focus, and constantly review the content of all our services in order to understand what represents best practices locally, regionally and internationally. We also modify these offerings regularly, either through adopting innovative practices or through creating our own innovations.

## Message from the Managing Director

Welcome and thank you for your interest in Dajani Consulting, where our focus is on achieving economic development and growth in the Arab World through the provision of first class consulting and capacity building services.

Since 1994, Dajani Consulting has assisted governments, government sponsored agencies, the private sector, non-governmental and not for profit organizations, and multi lateral institutions in addressing regional development needs.

At Dajani Consulting, we are committed to providing excellence in our services, inspiring confidence and success, and delivering value to our clients. We combine creativity, technical expertise, and sound business acumen to deliver solutions that are realistic, practical, implementable and most importantly, successful - for what is success to an organization if not a reflection of the success of its clients.

Combining our passion for delivering with industry specific expertise, we provide world-class solutions that are relevant to local needs throughout the life cycle of any project, from research, analysis, and design through to implementation, monitoring and evaluation. Supported by the latest technologies and processes that improve economic evaluation and program strategies, our cutting edge approach provides solutions that do make a difference to the people and institutions with whom we interact.

Our team of professionals strives to achieve excellence in delivery by putting to practice a set of values revolving around respect, integrity, and transparency, coupled with an ongoing commitment to improve with every project. We cover a broad range of disciplines, and work diligently with purpose to help clients achieve compelling results. To date, we have completed over 500 multidisciplinary projects in Jordan, Iraq, the West Bank, Saudi Arabia, Egypt and Yemen, and our reach continues to grow.

When people tell us what they think of Dajani Consulting, one of the most common feedbacks, and certainly one that we are most proud of, is that we provide unsurpassed quality services. Our philosophy of partnering with clients to provide lasting solutions to their most challenging management and policy issues has, and continues, to distinguish us and propel our growth. Today, we are recognized as a regionally diversified firm with a solid reputation in the consulting industry. Our reputation is derived from years of achievement and success in promoting change in public and private sector institutions to support the development and sustainability of communities in the Arab World.

We hope that we have the chance to meet and collaborate with you in the near future. I look forward to the opportunity of having you join us in our mission of "growth through collaboration and partnership."

Sincerely,  
Khalid H. Dajani  
Managing Director

## Our Team...our Asset

At Dajani Consulting we have succeeded in attracting and retaining the best talent needed to cover a range of disciplines and integrate varied strategies. We have successfully created a conducive environment that enables our team to fulfill their potential and exceed our clients' expectations.

We realize that our team is our greatest asset, enhancing our ability to deliver and achieve our business goals. We rely on the integrity, knowledge, skill, and diversity of our employees across the region, and actively promote continuous training, learning, personal development, and growth towards the achievement of individual and collective excellence.

We also pride ourselves on being equal opportunity employers, and have established minimum basic standards and requirements for our employees. These include certifications, accreditations, project management training, communication and time management skills development, in addition to frequent customer follow up visits that guarantee maximum satisfaction.

## Our Vision

Our vision is to be a leading regional development consulting firm which provides specialized and synergistic services to our partners while maintaining optimum levels of unparalleled commitment and quality for our customers and their needs.

## Our Mission

Dajani Consulting aims to achieve its vision and goals by supporting economic and business development activities that help clients address their most challenging and pressing issues, and providing solutions that are realistic, practical, implementable and successful.

## Our Work

The experience we have gained since our company's establishment in the region has taught us to value solutions that are multidisciplinary, inclusive, integrative, and innovative. Our fundamental goal is to achieve a substantial and lasting impact for all of our projects, which will ultimately make a difference in the lives of people.

# Consulting Services

## Investment

Dajani Consulting understands that economic growth and development are contingent upon attracting investments from both domestic and foreign sources, and competing successfully in export markets. As such, we possess a thorough understanding of sources of competitive advantage, and can assist businesses in developing and exploiting investment opportunities based on these advantages. We provide effective strategies to identify potential investors, and promote specific investment opportunities through our research expertise on both a sectoral and geographical basis.

We also recognize that for a company to maintain its position as a market leader, it must be capable of addressing the most complex and challenging issues of today's global market. The recent global economic crisis has directed attention to the need for essential services that would enable investment sectors to regain and sustain momentum locally and globally. At Dajani Consulting, clients can capitalize on the company's adaptability and our knowledge and experience in providing essential investment consultancy and advisory services, particularly in light of the repercussions of the global economic crisis.

Our strategies focus on Micro and Macro level approaches. Investors should be fully aware of the macro and micro economic factors that affect an economy or market. Both of these factors can impact investments, and in order to ensure venture success, we guide our clients towards the

relevant issues they should give importance to and those that may pose as risks.

### Investment Promotion:

We work closely with governments and organizations throughout the region to provide them with investment promotion capacity building. We enhance their capacities to promote investment opportunities and assist them in targeting and attracting foreign investment through well-defined studies on investment promotion activities and implementation methodologies; image building strategies; preparation of investment promotion materials; and capacity building and human resource needs assessments.

We have experience in investor prospecting, international market intelligence, cold calls, and preparation of sales propositions for investors.

### Public and Private Partnerships:

With increasing demands on public expenditure worldwide, the concept of public private partnership, which entails minimum consumption of government budgets, is fast becoming the foremost solution to fulfilling immediate and long-term development plans of countries.

In the strive towards motivating the private sector to participate in the infrastructure development of nations, Public Private Partnership initiatives command the capitalization of private sector resources for the greater

benefit of the public and private sectors, as is evident from the successful infrastructure projects that have been carried out as a result of the contribution of the private sector.

Dajani Consulting provides services to public private partnership initiatives, beginning with the creation and implementation of full transactions, through to the signing of agreements with the private sector.

We have worked with governments to develop feasibility studies and terms of reference to solicit investors, in addition to evaluating investor proposals, and finally, selecting and negotiating with preferred bidders.

### Investment Climate:

A stable and sound investment climate is critical for domestic and foreign investments. Investment climate development is a priority for many governments throughout the Middle East, particularly considering that numerous international economic rankings and indices such as the World Competitiveness Report, Doing Business Report and Investment Climate Assessment measure this aspect as a comparison between competing countries.

Dajani Consulting is well-experienced in conducting investment climate assessments and providing solutions for investment climate development. Furthermore, by moderating policy reforms and hosting focus group sessions, we have assisted governments in improving their investment climates.

### Small and Medium Sized Enterprises (SMEs):

In the Middle East, SMEs represent 95% of total number of companies, making them the major drivers for development and employment.

Dajani Consulting has been providing technical assistance and consultancy services to SMEs in the region for years. Our technical assistance to SMEs includes the provision of feasibility studies, business plans, market plans, market research, policy analysis, export promotion, and sector studies. We also provide support in soft business skills development.

### Economic Feasibility Studies:

Any investor is usually motivated by the expected size of return on investment and profits when thinking of a new project. Middle Eastern countries are adopting policies to enhance investment in certain sectors such as advanced agriculture, electronic technology and renewable energy. As a result, many potential investors seek consulting services which provide them with accurate answers about economic feasibility of project ideas.

Dajani Consulting has carried out hundreds of feasibility studies. In fact, we are one of the most favorable consulting firms among clients. One of the primary reasons being that our feasibility studies are realistic in nature as we clearly define the supply and the demand present in the market, listing the technical requirements and drawing out all the financial analysis needed.



## Market Studies

The Middle East is considered to be a promising market, due to its high population density, excellent purchase power, consumption pattern and consumer diversity, particularly in the Gulf countries. These factors make it attractive market for foreign investors. As such, in order to introduce or promote a commodity or service, careful study and planning is required. Competition is assessed during the market study using several tools and indicators.

We analyze the competitive environment in a client's target country or market, in order to determine whether market entry is advisable. Our work addresses the fundamental question - can money be made here? By providing our clients with a detailed overview of their main competitors, their prices and the fiscal environment, we present them with likelihood of success according to their objectives.

We also provide answers to specific questions brought about by clients regarding a particular sector of the economy and other market players in that sector as well as give strategic guidance to companies interested in obtaining in-depth insights into the competitive landscape of a particular location.

### Market Surveys:

Thousands of commodity producers and service providers storm the markets with innovative products throughout the year, but few of them succeed in gaining the highest market share. Special market survey services are demanded to investigate the potential of Middle Eastern markets, using a range of data collection, polls, perception, awareness measurement and public consensus tools.

Moreover, numerous organizations and entities are interested in learning more about the behaviors, patterns and aspects of certain segments as a result of factors or interventions affecting these segments, and the only reliable source for such information is the structured market survey. When it comes to market surveys, Dajani Consulting is one

of the strongest companies in Jordan and the region, owing to our network of field surveyors. Our tools are researched, designed and tested by our own specialized consultants who work rigorously in achieving the desired information. We utilize face-to-face surveys, telephone surveys, focus group sessions and other market survey methods. No matter the size of the survey, we can complete it in a reasonable period of time. By effectively utilizing large numbers of surveyors, we have managed countless nationwide surveys. Our statistician and quality control personnel ensure the survey's results are delivered accurately and interpreted according to the client's needs.

Our staff includes full time surveyors, data entry, quality control personnel and analysts. Our objective is to achieve high quality market research that yields sound and valid conclusions by reaching maximum survey response rates. Consequently, we were able to provide the most appropriate recommendations for decision makers in an effort to develop future policies and actions.

### Sector Studies:

Countries usually rely on certain sectors in supporting their existence and development, while other sectors remain weak or unnoticed. Improvement and support of these other sectors depend on deep diagnosis and analysis of representative members of the sector as divided according to sub-sectors, size and specific economic activities. Commonly, sector diagnosis targets the major operations of the sector such as production, HR, marketing and financial systems.

Our sector studies are multifaceted and may take different forms depending on the client's needs. The studies we provide may range from a certain sector aspect, to a full sector profile, or even investment opportunities within a sector. Regardless of your sector inquiries, all of our studies include sector profiles, analysis of the sector, and recommendations for future developments.

### Mystery Shopping:

Service quality and customer care are critical factors in the service sector. Large-scale service companies usually face difficulties in measuring customer's satisfaction directly, and so they turn to mystery shopping as a technique to control the quality of service at branches and outlets nationally and internationally.

Mystery Shopping is technique that we have mastered at Dajani Consulting. Through careful planning, we can measure the level of service being provided for clients by any organization. Our findings and recommendations will help improve your customer service level and allow you to learn more about your competitors.

Our approach is holistic as we offer an array of employee and customer surveys using different methodologies. We design the survey depending on your needs, in order to provide a total solution, and by inserting the results into a system; we can also create specially designed training programs or consultancy assignments that lead to specific improvements where needed.

## Monitoring and Evaluation (M&E):

Governments and donors are very much interested in the impacts resulting from the application of development initiatives and programs in the Middle East. M&E services are highly required to ensure the achievement of objectives, examine compliance with timeframes and estimate the extent of positive effects.

Our expertise covers the development of both theory and practice in monitoring and evaluation methodology and our wealth of knowledge and experience allow us to provide a comprehensive set of monitoring and evaluation services.

On the organizational level, we assist enterprises in the design, management and review of monitoring systems on both the project and/or enterprise level. We are also able to provide governments with M&E systems for public sector management and strategies.

Our approach to M&E is not only focused on quantitative analysis and reporting achievements, but rather, based on a multi-disciplinary approach where we connect technical processes with social, economic, and institutional factors. We ask the

questions: what has been achieved, and why has there been success or failure? What implications are inherent, and how can they be addressed? As a result, we have successfully built our portfolio of effective qualitative methodologies and techniques that have impacted organizations and communities throughout the region.

### Tracer Studies and Impact Assessment:

Long-term projects have gradual direct effects, while the impact is cumulative. Tracer studies are designed and carried out to measure the residual effect or impact on certain segment or sector after the project ends, to take decisions and learn lessons for future improvement. Dajani Consulting is renowned for its tracer studies and impact assessments of development interventions and programs financed by governments and donors. Our services include tracing the positive effect and the current status after several years of the program, and estimating the positive or negative impact on the targeted segment or sector.

### Monitoring and Evaluation:

M&E systems and tools are developed based on the internationally accepted log-frame model and its versions which are adopted by different donors and organizations, and regarded as part of Project Cycle Management principles.

Dajani Consulting works with national and international entities to evaluate the results and outcomes of support and development projects, based on the measurement of five elements: Efficiency, Effectiveness, Relevance, Impact and Sustainability.

### Gap Assessment and Diagnostic Studies:

Decision-makers and strategic planners need up-to-date information and comparison studies including projections in order to set development plans and policies. The gap assessment indicates the qualitative and quantitative aspects to be fulfilled or created to bridge the gap between the current situation and the desired situation.

To assess the development and improvement needs of organizations, Dajani Consulting implements a reliable mechanism in detecting and investigating the actual weaknesses and internal gaps using a set of tools and methods tailored to your company's needs.

## Labor and Employment

Poverty alleviation is usually linked to employment generation, where creating new jobs in less-advantaged communities means generating income and fighting poverty. Middle East and Arab States are typical areas for such communities.

According to UNDP, youth between the ages of 15 - 24 constitute the largest age group among Arab populations, representing more than one third of the total inhabitants of the Arab region. Youth segment faces the greatest challenge in terms of employment. World Bank indicators show that only 28% of the youth population is employed, among which only 16% of the females youth are employed in the Middle East and North Africa region.

Arab Labor Organization statistics indicate that the unemployment rate in the Arab states is approximately 14%, and the number of unemployed people exceeds 14 million. This is why governments are faced with the huge challenge of reforming labor policies so that they meet workforce supply and labor market demand. High unemployment rates have driven governments to create and support demand-driven training and employment programs. The labor market is a dynamic one in the Middle East, where domestic labor competes with foreign labor for given jobs and salaries.

We appreciate that labor markets work best within institutional environments that are solid yet flexible, and ensure income and employment opportunities for the population. From information on the human capital marketplace to assessments and recommendations on standards, policies, strategies, and institutions, we provide labor market analysis services that impact labor market stabilization essential for the fulfillment of productivity targets.

Our in-depth knowledge of labor market issues and their implications on businesses and markets allows us to provide invaluable insight into your human capital and labor market.

At Dajani Consulting we focus on the development of labor economics and policies, and the improvement of institutional outputs by enhancing the quality of young graduates. We conduct labor market studies and analysis services that allow policy makers to make better decisions and keep your business optimally staffed.

Our services in the area of workforce development and labor market are carefully designed to meet policy makers expectations. In the labor supply and demand profiles, the scope of the study and the target segments are chosen to result in the required indicators which measure the gap. Within the same context, our other employment and labor services focus on describing the current situation and characteristics of workforce and labor market in terms of education, skills, capacity, job preferences, job search methods, employment difficulties, cultural barriers and design of employment initiatives, assessment of employment programs, development of labor and employment policies, restructuring of vocational training systems, design of programs that help to enhance employment , management of training and employment funds and gender employment policy advise.



# Training Services

At Dajani Consulting, we are focused on helping our clients grow their businesses and organizations. We believe that there is no such thing as a “typical” plan; rather, every business has its own distinctive needs and characteristics. Thus, we are able to customize training services and training plans based on these needs and characteristic.

## Project Cycle Management

Through our Project Cycle Management training programs, we embed various management methods and instruments into your organizational structure, so that you can considerably enhance the quality of management of an individual project or a whole range of programs. We will provide you with the tools and skills necessary to enhance your workforce’s professional qualities, and systemize the management of your projects or programs. We will assist you in creating and steering planning processes, and developing the necessary skills for assessing projects, and designing monitoring systems.

## Personal Skills Development

We believe that training programs should be purposeful, constructive and useful. As specialists in career and workforce development, our focus is on providing relevant programs, products and services that reflect the realities of today’s labor markets.

Our custom-made programs will provide you with the necessary skills for personal and career development purposes, whether you are a start-up company entering a new venture or simply starting over. Through our accumulated expertise and knowledge of the region’s labor markets, we will help you move forward with assurance and confidence.

## Training of Trainers

Standing up in front of others and being labeled as the “expert” or “specialist” can be a daunting experience. We can appreciate that undergoing a course can sometimes pose as challenging, and for this reason, our approach to trainer training is about stimulating, inspiring and motivating the people for whom the course is designed. We are convinced that learning should be exciting, memorable and applicable, and so we provide our participants with simple usable skills, and ensure that the training room is an interesting place for them to be.

No matter what kind of training our participants conduct, be it sales, IT skills, business skills, or communications skills, we will prepare them to handle procedures in the training room with confidence, talent and professionalism.

## Our Approach

Our approach consists of three major components:

- **Commitment:** We have a commitment to our work and to helping our clients achieve their objectives.
- **Expertise:** We bring together technical expertise, including extensive program and industry knowledge, with first-class methodologies.
- **Results:** We have the ability to support our clients through the entire life cycle of our projects — from analysis and design through implementation and improvement—we help our clients achieve significant results.

## Our Values

At the core of our work is a set of values that define who we are and how we work, and give meaning and purpose to our daily lives. Our first and foremost concern is the success of our clients, and we ensure this by adhering to our values of:

- **Honesty and integrity:** We prize honesty, trust and integrity in our relationships.
- **Mutual respect:** We work enthusiastically to protect our clients’ interests at all times as our work methodology is based on the reciprocity of respect between all parties involved.
- **Passion and commitment:** We are passionate about making a difference in the communities we serve.
- **Excellence** - We aspire to leadership and excellence for ourselves and our work.
- **Opportunity:** We create environments where initiative, opportunity, and teamwork abound.



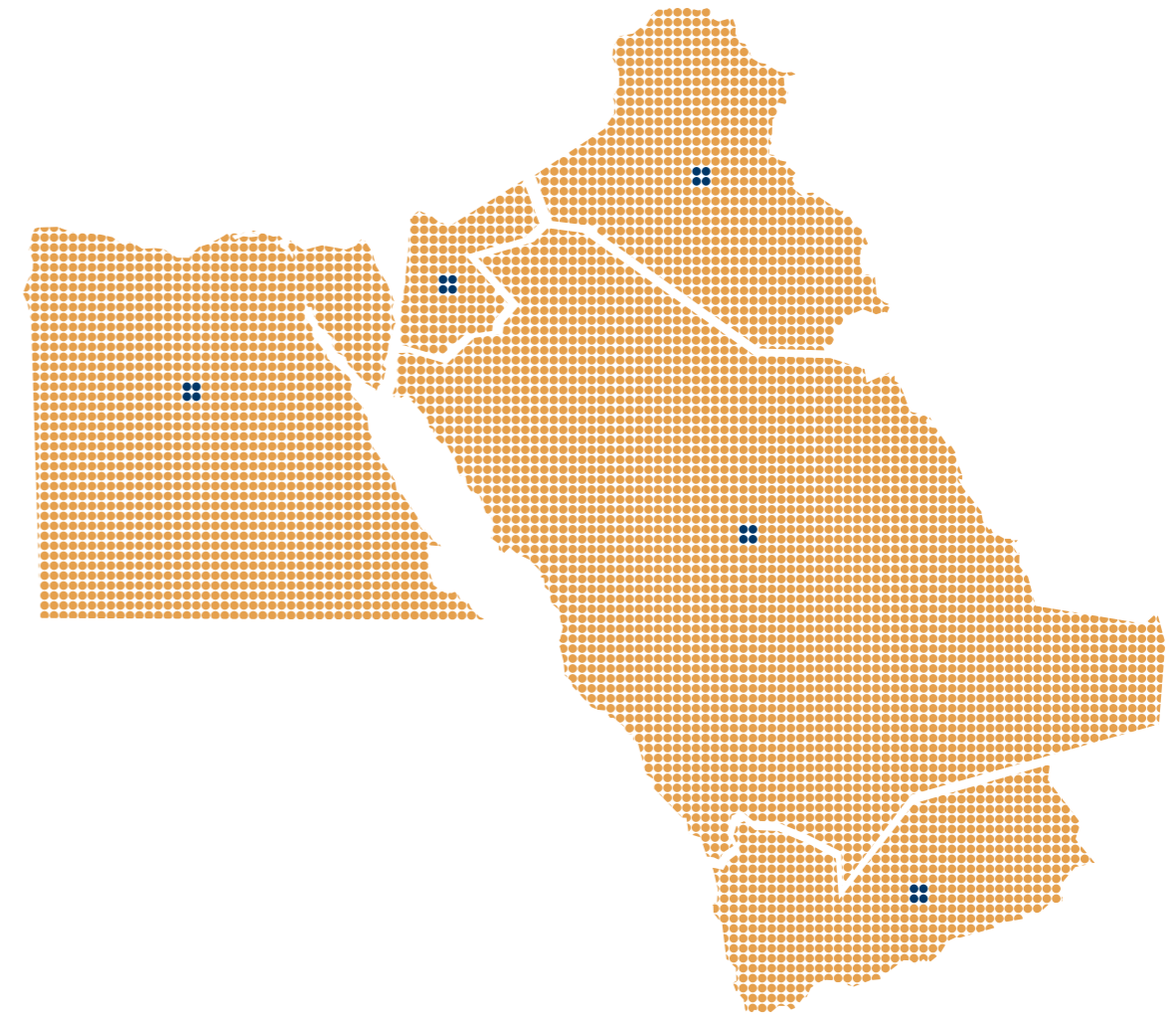
# Our Clients

Public Sector and Government | Private Sector | Donor Agencies and NGOs



# Where We Work

- Egypt
- Iraq
- Jordan
- Saudi Arabia
- Yemen





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**Project funded by the European Union in cooperation with Jordan Enterprise Development Corporation.**

The European Union is made up of 27 Member States who have decided to gradually link together their know-how, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders.