

# Proposed Business Model for the National Cybersecurity Academy of Jordan (NCAJ) نسّاج

## 1. Vision Statement

Establish Jordan as the center of competence for foundational cybersecurity and AI-driven cyber education in the MENA region.

## 2. Mission Statement

Develop national and regional capability in cybersecurity and AI-driven cyber through high-quality internationally and locally certified training programs, by developing human talent and capability, with a focus on sharing, capacity building, and collaboration as a public good for society.

## 3. Strategic Goals

The strategic goals outlined below serve as the basis for long-term development direction and operational focus for NCAJ:

### 1) Establish a Dual-Track Cybersecurity Training Ecosystem

- Establish foundational cybersecurity and AI-driven cybersecurity training tracks to address the need for an evolving cybersecurity education, accreditation, and capability in MENA.
- Fully aligned with global standards (e.g., CompTIA, SANS ... etc.), develop local joint co-branded certification programs.

### 2) Establish and develop a sustainable and scalable organizational framework

- As a hybrid organization, a not-for-profit academy led by sustainable for-profit training and export arms.
- Partnership with NCSC, leading Jordanian University, and globally recognized certification organizations (e.g. ISC<sup>2</sup>, EC-Council, SANS).

### 3) Develop Training Infrastructure Nationally and Regionally

- Develop a training model based on a scalable hub-and-spoke approach, for greater delivery across Jordan and the regional countries.
- Adjust the level of spoke centers based on the level of infrastructure, trainers, and service level.

### 4) Implement AI Across Curriculum and Operations

- Introduce AI content throughout the tracks as they relate to cybersecurity.
- Develop labs, tools, and modules for specialized AI security, in accordance with global securities frameworks.

- 5) Encourage Employability and Channel Engagement
  - Create a career services department with internships, job placement, and employer networking.
  - Encourage regularly scheduled competitions (e.g., CTFs, Cyber Olympics) to identify talent.
- 6) Seek Global Recognition and International Knowledge Exchange
  - Develop co-branded proprietary accredited certifications
  - Deliver remote training and licensed training, and sold to an international audience primarily countries in Africa and Asia.
  - Build a research and consultation department.
- 7) Encourage Innovation with No significant Incubation Responsibility
  - Work with existing tech incubators and startups.
  - Support the development of training tools, platforms and applications for AI driven cybersecurity with no serious incubation responsibility.

#### 4. Legal, Organizational & Operational Structure

Component	Description
Ownership	National Cybersecurity Center (NCSC).
Operation	The Academy will be endorsed by a global (either individual or consortium) well-known training/certification body or bodies. The global body will be hired to develop, implement, and manage the Academy as part of a long-term service model (e.g., revenue sharing, BOT, etc.) with the leading local Jordanian university as a hub.
Business Model	Hybrid based structure: Non-profit academy core + for-profit training/export arms.
Governance	National Advisory Board (NCS Council and Center, local university, and private sector entities, global training entities).
Management	Operating in partnership between the global training entity and a specialized management team at the leading local Jordanian university.

#### 5. Three-Phase Growth Strategy

##### Phase 1 (Years 1–2): Foundation & Strategic AI Integration Goals:

- Establish foundational infrastructure and core training.
- Integrate necessary AI content from the outset to future-proof the learner's skills.
- Commence building national strategic partnerships and certification pathways.

#### Main Activities\*:

Track	Certifications:	Key Labs	Partners
Foundational	CompTIA Security+, CEH, CISSP, OSCP	SOC, firewall config, network defense	Cisco, EC-Council, ISC <sup>2</sup>
AI-driven Cybersecurity (early integration)	SANS SEC595, AI Threat Analyst (co-branded), MITRE ATT&CK + AI	ML-powered anomaly detection, AI red teaming labs	CrowdStrike, Darktrace, Microsoft AI Security

\* The certifications, key labs, and partners listed are provided as examples and are not intended to be a comprehensive or exclusive list.

- Year 1 Focus: Establish foundational certification tracks and introduce AI readiness modules (e.g., Python, Intro to ML, Cloud Fundamentals) across all offerings.
- Year 2 Focus: Expand specialization options, allowing pathways in foundational or/and AI-driven cybersecurity tracks.

Infrastructure (includes but may not be limited to):

- Cyber-ranges.
- AI labs (e. g. JupyterHub, AWS SageMaker).
- LMS (e.g., Docebo, Moodle) for adaptive learning.
- Online Proctored Exam Platform.

Revenue (includes but may not be limited to):

- Scholarships (gov/donors), subsidized tuition for students.
- Full-priced corporate and international tracks.
- Sponsored event hosting: hackathons, CTFs.

KPIs (include but may not be limited to):

- # of participating students
- # of issued certifications
- # of sector-specific cybersecurity programs launched.

#### Phase 2 (Years 3–5): Hub-and-Spoke Expansion & National Certification

Goals:

- Scale delivery nationally and regionally.
- Launch co-branded Jordanian certifications aligned with global ones.
- Expand reach through franchises and licensed spokes.

#### Main Activities (Spoke Model)

Spoke Tier	Scope	Support
Level 1	Deliver foundational certs	Hub-supplied curriculum & training
Level 2	foundational + AI Essentials	Shared AI lab access, AI instructor pool
Level 3	Full-stack training center	Hub-certified trainers, direct LMS integration

New Certifications (the ones below are examples):

- Jordan Certified Cybersecurity Associate (JCCA) → aligned with Security+
- Jordan AI Security Specialist (JASS) → aligned with SANS/MITRE AI modules

Revenue (includes but may not be limited to):

- Franchise fees, LMS & cyber-range license fees.
- Local exam licensing, CTF packages.

KPIs (include but may not be limited to):

- # of spokes, # of JCCA/JASS graduates.
- % of spokes offering AI programs.

### Phase 3 (Year 5+): Global Exporter & Innovation Hub

Goals:

- Develop proprietary co-branded certifications (e.g., JCSE, JCAS).
- Export training, talent, and platforms.
- Support cyber/AI startups through collaboration with existing tech incubators

Strategic Additions:

1. Certification Body (aligned with international certification bodies)
2. Support for startups through partnerships with existing tech incubators:
  - Incubation of cybersecurity/AI tools and platforms.
  - Potential equity model to sustain growth.
3. Knowledge Export:
  - Remote delivery of AI & foundational courses to Africa and Asia.
  - Global licensing of labs and curriculum.
4. Research & Consulting Department:
  - Publicly available threat intelligence reports, policy briefings.
  - AI forensics and GRC consulting to gov and enterprise.

Revenue (includes but may not be limited to):

- AI tool licensing, startup exit returns.
- Certification royalties.
- Consulting and training exports.

KPIs (include but may not be limited to):

- # of international clients
- # of startups incubated
- Returns from certification exports and tools sold

## 6. Cross-Cutting Strategies

### 1) Tiered Pricing Model

Audience	Pricing	Comments
General Public	Free	Awareness, hygiene workshops
Students	Subsidized (entry level)	Co-funded by universities & donors
Professionals	Premium	Full packages with certs
International	Premium + Fees	Higher-margin training/export revenue

### 2) Employability Focus

- Career services center.
- Employer-partner directory.
- Internships, mock interviews, resume reviews.

### 3) Competitions & Engagement

- Annual National Cyber Olympics (e. g. CTF, AI Labs, Blue/Red Teaming).
- Online Cyber Youth League discovering high school talent.

## 7. AI Integration Milestones

Year	AI Integration
1	Launch AI security awareness + Python/ML foundations
2	Launch AI Security track (optional specialization)
3	AI modules fully embedded in mainstream programs
4	Offer JASS Certification + AI security consulting track
5	Export AI tracks, launch AI toolkits (e.g., AI Red Team Simulator)

## 8. Next Steps & Implementation Timeline

Milestone	Estimated Timeframe
Release of Request for Information (RFI)	Q3 2025
Issuance of Request for Proposal (RFP)	Q4 2025
Evaluation and Selection of global body/consortium & local Jordanian university	Q1 2026
Tender Award and Signing of Implementation Contracts	Q2 2026
Launch of Phase 1 Implementation	Q3 2026

## **Other Perspectives**

### **Detailed Governance Model**

The National Advisory Board will have representatives from NCSC, a leading Jordanian university, private sector experts and a selected training global partner. The National Advisory Board will provide guidance and make decisions across governance, oversight and performance.

### **Risk Management Potentials**

Risk register, which could include factors such as:

- Strategic Risks: disengagement from partners, not enough enrolment
- Operational Risks: Loss of infrastructure, not enough trainers,
- Financial Risks: delays in funding, unsustainable pricing
- Security Risks: loss of data breach, cyber-attack on training platforms

Risk mitigation measures should be in place, including: contingency plans, staged funding, and ongoing and continuous monitoring.

### **Training Quality Assurance**

Our quality will be assured by:

- Minimum trainer qualifications (certifications and practical experience)
- Consistent assessment types (pre and posttests and course feedback)
- Monitoring (pass rates on global certifications)
- Reviews (annually on content and delivery)
- Adopting internationally recognized models(s) for evaluating the effectiveness of training programs

### **Alignment with National Cybersecurity Strategy**

The outputs from the Academy will actively support Jordan's cybersecurity preparedness by:

- Increasing the number of certified graduates to close the cybersecurity skills gap
- Enhancing national resilience through trained professionals in different sectors
- Supporting Jordan's CERTs capacity through practical simulations and SOC training "Academy".

### **Tentative Financial Strategy**

Expected funding:

- Start-up/Initial investment: infrastructure, human capital.
- Operational budget per year.
- Revenue Generation: subsidized international training fees for students, transferred training, licensing of content & platform

Financial viability will be accomplished by way of tiered pricing, exporting programs internationally, and public/private co-sponsorship.