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# 3-YEAR STRATEGIC PLAN

For the Jordanian Federation of Investment Associations (JOFIA)  
(2008-2010)

March, 2008

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# **3-YEAR STRATEGIC PLAN**

FOR THE JORDAN FEDERATION OF INVESTMENT  
ASSOCIATIONS (JOFIA) (2008-2010)

SUSTAINABLE ACHIEVEMENT OF BUSINESS EXPANSION AND  
QUALITY (SABEQ)

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AUTHOR: REEM GOUSSOUS AND RULA KATTAN, AL-JIDARA

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PLAN FOR THE JORDAN FEDERATION OF INVESTMENT  
ASSOCIATIONS

## **DISCLAIMER:**

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# EXECUTIVE SUMMARY

Officially established in July 2006, The Jordan Federation for Investment Associations (JOFIA) is a voluntary and non-profit organization dedicated to supporting the affairs of existing Jordanian Investment Associations, acting as their “private sector reference group”. The federation currently hosts 10 Jordanian investment associations in different sectors, with a total number of over 4,000 affiliated members.

JOFIA's mission statement is to make the Jordanian private sector an active partner by creating the necessary conditions for private sector development and mobilization. Accordingly, in order to emerge as a catalyst for economic growth and private sector development, the federation's vision is to exercise effective advocacy, events and forum organization, and provision of knowledge and information.

Furthermore, the objectives of JOFIA are as follows:

- Act as a lobby arm for the private sector on issues of cross-cutting nature.
- Serve as a venue for idea exchange and policy discussion.
- Serve as a powerful voice for the private sector and a platform for pooling resources and expertise.
- Serve as a reliable and comprehensive source of sectoral investment information for both the public and private sectors.
- Act as a national information reference and a coordinating body for unrepresented sectors.
- Act as an investment promotion agency for sectors that are not represented by any umbrella institution, thus complementing the activities of other public and private investment institutions.
- Complement the activities and efforts of public sector investment institutions.

As such, in fulfilling the above objectives, JOFIA's main focus is to:

- Effectively ensure that the members concerns are addressed
- Secure sufficient funding to sustain day-to-day operations and implement the necessary promotional and advocacy activities.

By consistently supporting growth and development in the private sector through advocacy, technical assistance, and investment promotion, JOFIA can potentially represent approximately 32 investment associations and 30,000 investors in governmental consultation meetings and committees. That said, JOFIA plans to collaborate closely with public and private investment institutions, including the Jordan Investment Board (JIB), the Chambers of Commerce and Industry and private sector business associations, to ensure policy cohesion and wide-ranging support.

In order to better understand the concerns and needs of JOFIA's members, a survey was conducted to assess their openness to the idea of an umbrella organization representing the interests and affairs of Jordanian businesses and Investment Associations. The survey focused on gathering and studying from JOFIA's current and potential Business Associations members' on the concept of an umbrella agency collectively advocating public policy and legislations issues of cross cutting nature. Ten business associations were interviewed, six of which were current members of JOFIA. The results gave an indication of the needs and recommendation for the federation to take on:

Due to structural weaknesses, JOFIA's activities have to date been limited in scope and depth. As it stands today, there are no general operational guidelines or clear mandates for departments and employees with most activities being conducted on an ad-hoc or need basis. JOFIA's employees are divided as follows:

- Chairman
- One accountant,
- One researcher who also performs the role of an executive assistant.

To ensure that JOFIA's internal structure is aligned with its overall policy direction and operational goals, it is recommended that the following departments are established: marketing and public relations, finance and accounting, research and information, and monitoring and evaluation.

In addition, according to the survey results, JOFIA's main services in the short to medium term will include:

- **Advocacy:** JOFIA plans to serve as the private sector's lobbying group by building mutual relationships with both decision makers and other investment institutions to ensure successful and far-reaching advocacy. The advocacy agenda will be set in collaboration with members, stakeholders, and investment institutions and will include issues of common interest and concern.
- **Discussion Platform:** JOFIA plans to bring together the main industrial players to discuss current issues and opportunities for future development and growth.
- **Promote Public-Private Collaboration:** JOFIA will therefore work to promote closer public-private collaboration on investment related issues through joint seminars, meetings, forums, and workshops.

JOFIA's **minor services** for the short-to-medium term are envisioned to include the following:

- **Investment Promotion:** participating in trade missions, conducting research, and marketing potential opportunities both regionally and internationally to enhance the flow of FDIs and the transfer of knowledge between relevant parties.
- **Technical Support:** JOFIA plans to offer technical support, training programs, and capacity building programs to its members.
- **Policy Advice:** Through extensive and high level research, analysis, and reporting, JOFIA will be able to offer its members studied policy advice and recommendations on how to develop and grow their businesses.

- **An Information Reference:** JOFIA will house relevant and up to date information on the main investment trends, macro-economic indicators, and an investor database with pertinent information.
- **Networking and Partnerships:** JOFIA will also build strong and mutually beneficial relationships with local, regional and international investment and advocacy institutions

To better align JOFIA's goals and objectives with its internal structure, it is recommended that JOFIA retains some in-house staff for at least the marketing, finance and the information departments. JOFIA can, nonetheless, choose to outsource information gathering and data collection to specialized agencies. Moreover, building an effective and broad-based advocacy team is critical to JOFIA's success

Credibility, visibility, and a successful advocacy track record are the cornerstones of JOFIA's success; developing a wide-reaching marketing strategy is therefore critical to JOFIA's growth and sustainability .That said, it is recommendable that JOFIA:

- aligns the marketing strategy with overall policy goals and objectives
- Identify the target market and expand the membership base
- Focus on promoting success stories and achievements
- Effective communication channels
- Reach out to main government and legislative bodies

Furthermore, in order to achieve and maintain sustainability, JOFIA must increase and diversify its main sources of funding and formulate a clear strategy for securing financial assistance from donor programs. Potential sources of finance include:

- Profits generated from participation fees in JOFIA's seminars, conferences and events.
- Recreational and fund raising activities.
- Profits generated from the sales and distribution of JOFIA's economic and analytical reports.
- Profits generated from customized reports to businesses.
- Profits generated from training and advisory activities.
- Profits generated from membership fees.
- Profits generated from access to JOFIA's information database.

JOFIA can also rely on the support of partner institutions including JIB, the Chambers of Commerce and Industry, JUMP, and the Ministry of Industry and Trade in conferences and co-sponsoring major events. JOFIA can also approach to donor programs such as SABEQ through both technical and management training programs or for direct financial support to fund a specific area such as establishing a research and development lab.

Through effective and targeted advocacy, JOFIA will seek to improve the investment environment, empower the private sector, and boost domestic competitiveness and international reach. JOFIA plans to build solid and mutually beneficial decision makers and

other investment institutions collaborating with members, stakeholders, and investment institutions with common interests.

The suggested advocacy tools and channels include methodological tools such as surveys, questionnaires, taskforces, awareness workshops, conferences and public-private sector forums. Issues of concern can also be brought to the attention of decision makers and parliamentarians through strategic policy research papers.

The results also show that there is a general consensus among members that JOFIA will be most successful when lobbying for issues of cross cutting nature such as taxes, labor, and investment regulations. JOFIA must therefore formulate a consistent and realistic advocacy agenda that properly caters to the needs of its members. This includes creating and maintaining clear goals and action plans with young and vibrant leadership and a board of directors that includes representatives from governmental bodies in investment and tax department and CEOs of JIB and JEDCO. This is in addition to maintaining sustainability and credibility by periodic monitoring and diversification in funding sources.

JOFIA needs a clear investment strategy that satisfies the priority goals of government and other investment institutions including JIB and the Chambers of Commerce and Industry. Accordingly, JOFIA must develop solid and mutually beneficial relationships with decision makers, parliamentarians, and local and regional investment and advocacy institutions. This is in addition to consistent follow up with Parliaments law related to investment. Additionally, the federation should also have a clear mandate of its own and recognition from the government in terms of the value of policy and investment advocacy.

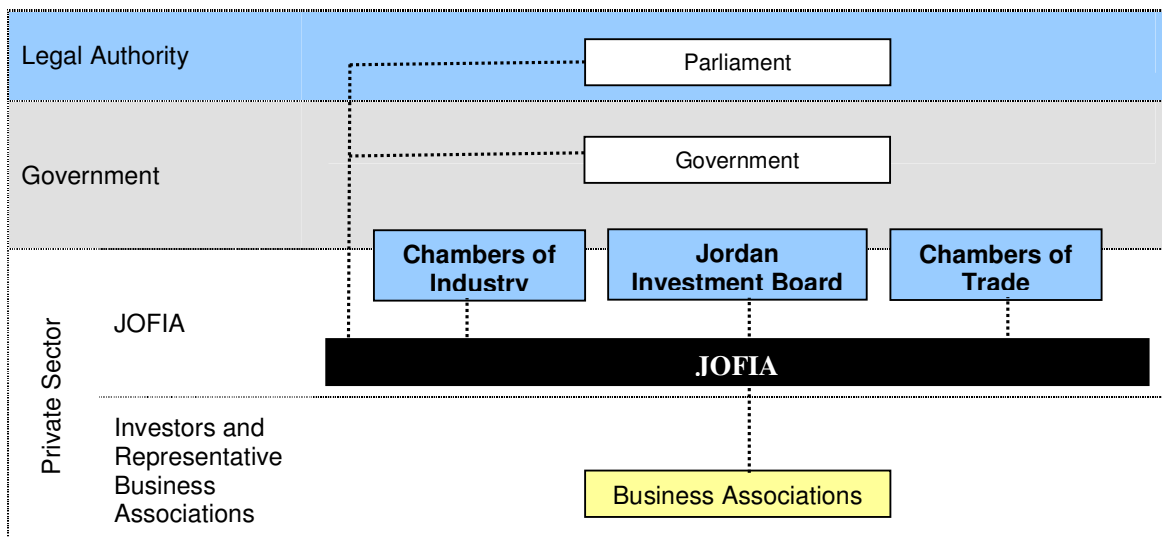
# INTRODUCTION

The Jordanian Federation of Investment Associations (JOFIA) was officially established in July 2006 as a voluntary and non-profit organization dedicated to supporting the affairs of existing Jordanian Investment Associations, coordinating their views and efforts, and acting as a “private sector reference group.” JOFIA can potentially represent approximately 32 investment associations and 30,000 investors in governmental consultation meetings and committees.

JOFIA currently represents 10 Jordanian investment associations of sectoral nature, with a total number of over 4,000 affiliated members. Current member associations represent the following sectors: pharmaceutical industries, private education, advertisement and promotion, private hospitals, drug stores, agriculture, hotels and tourism and Investment Protection Association.

JOFIA will seek to support the growth and development of the private sector through broad based advocacy, technical assistance, and investment promotion. JOFIA will work on building strong partnerships with decision makers and parliamentarians through networking, joint meetings, and domestic functions. JOFIA will also collaborate closely with other public and private investment institutions, including the Jordan Investment Board (JIB), the Chambers of Commerce and Industry and private sector business associations, to ensure policy cohesion and wide-ranging support. Building such partnerships will give JOFIA more leverage and credibility and will effectively position it as a strong advocate of the needs and concerns of the private sector. JOFIA will complement the activities and efforts of semi-public sector investment institutions such as JIB and the government. As illustrated in the figure below, JOFIA will aim to position itself to become a key link between the private sector that is represented by the business associations, and the government, semi-governmental organizations, and Parliament. Through a variety of programs, JOFIA will regularly communicate with the latter entities on a variety of issues including investment promotion and advocacy.

Figure 1: Relationship between JOFIA and Main Economic and Political Players





# STUDY OBJECTIVES

The proposed business plan will primarily help JOFIA better understand the needs and concerns of its members and will suggest the best strategy for targeted and effective growth, investment promotion, and advocacy. The plan will also review the current organizational structure and will outline the main strengths and weaknesses from both a financial and operational standpoint. Strategies for organizational growth, restructuring, and financial viability will be suggested in line with the findings of this study and the envisioned future activities.

The main focus will be to:

- 1) Ensure that the member's concerns are effectively addressed**
- 2) Secure sufficient funding to sustain day-to-day operations and implement the necessary promotional and advocacy activities.**

The proposed plan will serve as an important tool for planning and forecasting JOFIA's operations and strategic direction for the next three years. The main objectives of this study include:

1. Conducting a comprehensive SWOT analysis.
2. Suggesting guidelines for marketing and promoting JOFIA's activities.
3. Suggesting a strategy to expand the membership base.
4. Identifying the main stakeholders.
5. Reviewing the mandates of existing business associations in Jordan and highlighting the current market gaps and need for JOFIA's services.
6. Advising on the management and organization of JOFIA.
7. Suggesting effective sectoral investment promotion tools and channels.
8. Suggesting strategies to better serve JOFIA's current and future members.
9. Suggesting a mechanism for building bridges and solid relations with similar advocacy and promotion organizations both regionally and internationally.
10. Highlighting the importance of establishing a monitoring and evaluation unit to assess progress and ensure that the targets and objectives are being met.
11. Suggesting the appropriate monitoring and evaluation tools.
12. Suggesting the best mechanism to achieve financial sustainability, and identifying potential funding sources.

# JOFIA'S VISION, MISSION & OBJECTIVES

## MISSION STATEMENT

Making the private sector an active economic partner through creating the necessary conditions for private sector development and mobilization.

## VISION STATEMENT

Emerging as a catalyst for economic growth and private sector development through effective advocacy, organizing events and forum, and knowledge provision and information exchange.

## OBJECTIVES

- Act as a lobby arm for the private sector on issues of cross-cutting nature.
- Serve as a venue for idea exchange and policy discussion.
- Serve as a powerful voice for the private sector and a platform for pooling resources and expertise.
- Serve as a reliable and comprehensive source of sectoral investment information for both the public and private sectors.
- Act as a national information reference and a coordinating body for unrepresented sectors.
- Act as an investment promotion agency for sectors that are not represented by any umbrella institution, thus complementing the activities of other public and private investment institutions.
- Complement the activities and efforts of public sector investment institutions.

# SERVICES

Through targeted and effective service delivery, JOFIA is seeking to promote and enhance investment inflows, support the businesses of its current and future members, strengthen information provision and dissemination, and contribute to public investment policy formulation.

JOFIA's **main services** for the short-to-medium term are envisioned to include:

## 1. **Advocacy:**

JOFIA will serve as a lobby group for the private sector through influencing, shaping and revising new and current investment regulations. Through effective and targeted advocacy, JOFIA will seek to improve the investment environment, empower the private sector, and boost domestic competitiveness and international reach. JOFIA will build solid and mutually beneficial relationships with both decision makers and other investment institutions to ensure successful and far-reaching advocacy. The advocacy agenda will be set in collaboration with members, stakeholders, and investment institutions and will include issues of common interest and concern.

Suggested advocacy tools and channels include methodological tools such as surveys, questionnaires, taskforces, awareness workshops, conferences and public-private sector forums. Issues of concern can also be brought to the attention of decision makers and parliamentarians through strategic policy research papers.

## 2. **Discussion Platform:**

JOFIA will serve as a venue for discussion, knowledge sharing, and idea exchange. Through seminars, meeting, conferences and workshops, JOFIA will bring together the main industrial players to discuss current issues and opportunities and explore areas of future growth and collaboration. Such meeting will also give members the opportunity to build new partnerships and exchange knowledge, information and expertise.

## 3. **Promote Public-Private Collaboration**

JOFIA realizes that private-public sector partnership is a critical enabler of sustainable economic growth and development. JOFIA will therefore work to promote closer public-private collaboration on investment related issues through joint seminars, meetings, forums, and workshops. JOFIA will also devise joint initiatives that would bring together the private and public sectors on issues related to investment, competitiveness, and local industry development.

In addition, JOFIA's **minor services** for the short-to-medium term are envisioned to include the following:

### **1. Investment Promotion:**

JOFIA will serve as an investment promotion arm for unrepresented industries and fragmented groups. In collaboration with JIB, the Chambers of Commerce and Industry and the Ministry of Industry and Trade, JOFIA will seek to enhance the flow of FDIs and the transfer of knowledge through identifying potential sectoral investment opportunities, participating in trade missions, conducting research, and marketing potential opportunities both regionally and internationally.

### **2. Technical Support:**

JOFIA will also uniquely position itself as a technical arm for the private sector. JOFIA will offer technical support, training programs, and capacity building programs to its members. JOFIA will collaborate with donor agencies, specialized institutions, and experts to offer advanced and efficient assistance to small and medium enterprises and underdeveloped industries. Such programs will help members grow and improve their business, expand their market share and enhance their competitiveness.

### **3. Policy Advice:**

Analysis of the main economic and policy determinants that affect the country's investment environment. Through extensive and high level research, analysis, and reporting, JOFIA will be able to offer its members studied policy advice and recommendations on how to develop and grow their businesses. Recommendations will be based on sectoral studies, economic research and analysis, and trend monitoring conducted in coordination with the main stakeholders and other concerned parties. Analysis of key issues is important in monitoring the investment climate and providing timely information and recommendations to both the Government and the private sector. Research and reports can be prepared in collaboration with specialized consultancy groups and local investment institutions such as JIB and private sector business associations.

### **4. An Information Reference**

JOFIA will house relevant and up to date information on the main investment trends, macro-economic indicators, and an investor database with pertinent information on investment related issues including industry and sector information, rules and regulations, and investment packages and incentives.

### **5. Networking and Partnerships**

JOFIA will serve as a networking platform for the private sector. On the domestic level, JOFIA will form solid relationships and partnerships with government and investment institutions. JOFIA will also build strong and mutually beneficial relationships with regional and international investment and advocacy institutions.

A large number of tools are available to JOFIA for policy advocacy and service delivery, including investor surveys, aftercare services, public-private sector forums, strategic policy reports, and position papers. JOFIA can also increase its influence by building cooperative links with regional and international organizations with similar goals and structures. Both these points will be more thoroughly discussed throughout this study.

# THE MARKET

This section will focus on identifying the needs of JOFIA's members and the market and services gap.

- 1) Identifying the needs of members: will help JOFIA formulate strategies that can better respond to the needs and demands of its members.
- 2) Identifying the market and services gaps: will help JOFIA formulate policies and strategies to bridge these gaps and positively contribute to economic growth and private sector development.

## OVERVIEW OF BUSINESS ASSOCIATIONS

Understanding the needs and concerns of JOFIA's members is crucial to ensuring responsive and effective service delivery. To this end, a survey was conducted to assess the needs of JOFIA's members and gauge their openness to the idea of an umbrella organization that represents the interests and affairs of Jordanian businesses and Investment Associations.

The survey focused on gathering and studying the perceptions of JOFIA's current and potential Business Associations members' on the concept of an umbrella agency through which associations can collectively advocate public policy and legislations issues of cross cutting nature. A total of ten business associations were interviewed, of which six were current members of JOFIA.

## NEEDS GAP

- Members emphasized the need for an umbrella organization that represents the needs and interests of the private sector. There was clear consensus on the notion that joint effort yields stronger and more effective results, particularly when advocating for issues of cross-cutting nature.
- The need for an umbrella organization was particularly welcomed by entities that are not represented by either the Chambers of Commerce or the Chambers of Industry.
- The need for an entity that can lobby for changes in laws and regulations governing the investment climate and that could essentially serve as a reliable private sector reference group.
- The need for an effective platform for discussion and idea exchange. Members also agreed that there is a need for an impartial entity that can resolve conflicts between business associations, members, and labor unions.
- The need for an investment and advocacy entity that would complement the work of the Jordan Investment Board and the Chambers of Commerce and Industry, particularly through representing a broader strata of the private sector.
- The need for targeted and effective advocacy activities is evidenced by the weaknesses in current advocacy activities used by members:

- Due to limited financial capabilities – weak ability to generate funding from source other than membership fees (*stronger organizations are able to generate additional funding from workshops, training courses, etc.*)
- Many lack a clear vision, clear understanding of their objectives and the specific needs of their sector;
- Lack of strategic planning – most do not have an annual work plan;
- Lack of monitoring and reporting mechanisms;
- Lack of ability to study and prioritize issues at stake (*organizations with effective advocacy activities use position papers to present their case to the concern governmental entity*);
- Weak ability to assess what can be realistically accomplished based on the availability of human and financing sources;
- Weak communications and media programs;
- Absence of qualified parliamentarians to lobby through for change;
- Shortage of qualified staff, and weak executive management (*active organizations have better financial standings and can thus afford to pay higher wages to more competent personnel*);
- Building consensus amongst members over a certain issue could be cumbersome;
- Weak and interrupted commitment of members to the success of the organization and the issues at stake – limited availability of active members (*active organizations have more committed members who are willing to work for the betterment of their sector.*

## **OVERVIEW OF PRIVATE-SECTOR REPRESENTATIVE ORGANIZATIONS**

Studying current market dynamics will highlight the services gap and will allow JOFIA to better tailor its services and activities to cater to the needs and demands of the private sector. For this purpose, we have outlined the mandates and activities of local public and private investment institutions to help identify the services gap in order to allow JOFIA to bridge market weaknesses.

### **AMMAN CHAMBER OF COMMERCE**

The Amman Chamber of Commerce (ACC) is one of the major organizations representing the private sector in Jordan, and has more than 40 thousand registered members. The ACC was founded in 1923 as a non-profit organization to regulate and represent the interests of all trade firms in Amman and surrounding areas. The ACC has been intended to be an organization of a legal status and a public interest nature. Its functions include:

- Promoting the role of Jordan's private sector in the national economy
- Handling various types of services to fulfill its member's needs
- Issuing certificates of origin ( the most active and distinguished service)

### **AMMAN CHAMBER OF INDUSTRY**

ACI is a leading Jordanian private sector organization dedicated to the development of Jordan's industrial sector through diversified range of services and activities. Established in 1962, as a non-profit organization representing the industrial sector and a main reference organization for information on industry and the economy. The Chamber has about 7500 members from the manufacturing, mining, energy and information technology production industries, varying in size from the large to the medium and small.

Its functions include:

- Providing a forum for the views of the industrial sector and maintaining close cooperation with all, the government and national institutions, responsible for economic planning and administration.
- Making many significant contributions to the national dialogues.
- Addressing member concerns: The Board meets frequently with the fourteen industrial sub-sectors consultant committees that function to serve the various issues related to the industrial sub-sectors they represent, in order address their concerns.
- Reviewing developments affecting economic and industrial performance including new draft legislation and regulations.
- Investment promotion and attracting foreign investment.
- Promoting SMEs in foreign markets, and helping them in import-export activities.
- Facilitating networking and cooperation for members with local, regional and international institutions and counterparts.
- Promoting Jordanian products in the local and export markets.
- Enhancing technical and managerial skills of member companies.
- Fostering international trade requirement awareness.
- Improving production quality.
- Offering consultancy and providing advice services to both members and investors.

- Maintaining database of Jordanian industrial enterprises and generating information intended to fulfill both national and international demands.
- Carrying out market surveys and conducting researches/studies

## **JORDAN INVESTMENT BOARD**

The Investment Laws of 2003 and Investment Promotion Law of 1995 established the Jordan Investment Board as a governmental body enjoying both financial and administrative independence. The Jordan Investment Board is committed to working with the private sector to promote Jordan for its unique and friendly business environment and diverse investment opportunities. The JIB presents services for facilitating registration and licensing procedures for projects, and offers simplified procedures to investors.

Main services include:

- Services for facilitating registration and licensing procedures for projects.
- Dissemination of information, findings, reports, surveys and business opportunities through JIB publications, conferences, media communication, and public relation activities.
- Granting financial exemptions; mainly customs fees and sales taxes, duty exemptions and income tax reduction.
- Offering a wide range of business opportunities that consist of eighty pre-feasibility studies that cover the national strategic sectors; that Jordan maintain a competitive and comparative advantage (Information Technology, Pharmaceuticals, Dead Sea & Mining, Food Sector, Tourism and Entertainment and the Biotechnology sector which is under study),
- Setting marketing themes for Jordan's image building; that include: Advertising in Journals, Video Scripts, Exhibitions, Conducting both Investment & Business Seminars, inviting senior reporters and Direct mail/telemarketing campaigns.
- Policy Advocacy through surveying the private sector's issues and assisting by lobbying with government official channels.
- SMEs support through Entrepreneurship Development Program (EDP), UNIDO

## **JORDANIAN BUSINESSMEN ASSOCIATION**

The Jordanian Businessmen Association (JBA) was established in 1985 as an independent, non-profit organization. The main objective of the Association is to create and maintain a business climate that will enable the private sector to accomplish its role in the sustainable economic and business development in Jordan. It comprises about 500 members of senior businessmen in Jordan active in the different Jordanian economic sectors including industry, commerce, agriculture, banking, insurance, construction, tourism, transport and others. Its services include:

- Activating of the Jordanian private sector in cooperation and coordination with the Federation of Jordanian Chambers of Commerce and the Chamber of Industry.
- Expanding cooperation in business with both Arab and foreign countries to the mutual benefit of all sides. Joint business councils have been set up so far with similar associations in Egypt, Canada, France, Turkey, Malaysia, Spain, Syria, Britain, Palestine, Singapore, Indonesia, Romania, Italy, Morocco, Qatar, South Africa, Iran, Poland Netherland, Denmark.



## **SERVICES GAP**

### **1) WEAK ADVOCACY**

- While the both the Chambers of Commerce and Industry and the Jordan Investment Board perform some advocacy activities, broad-based and uniform advocacy is still lacking; there is no wide-ranging umbrella entity that represents the combined interests and concerns of the private sector.
- Insufficient representation and promotional efforts for a number of sectors including agriculture, education and tourism.
- The Chambers of Commerce and Industry are currently operating as semi-governmental institutions rather than independent private sector lobby groups.
- There is generally a lack of a clear understanding of the needs and concerns of the private sectors with many SME's still suffering from burdensome government procedures and market hurdles.
- The Amman Chamber of Commerce only covers Amman and its surrounding areas and therefore does not include private sector institutions in other governorates.
- Most investment institutions are focused on licensing and procedural issues rather than representing the collective needs of the private sector; the bulk of the Amman Chambers of Commerce activities are focused on issuing certificates of origin.
- JOFIA can focus on promoting the interests of underrepresented sectors and industries including tourism and medical tourism, private education and agriculture.

### **2) LITTLE COLLABORATION BETWEEN PUBLIC AND PRIVATE INVESTMENT INSTITUTIONS**

- Investment promotion efforts remain largely fragmented with little policy collaboration and coordination among public and private investment promotion institutions.
- A number of sectors continue to lack adequate representation and promotional support.
- JOFIA can therefore act as a link between public and private investment institutions through hosting regular meetings aimed at policy coordination and among all the stakeholders including JIB, the Chambers of Commerce and Industry, JUMP, Businessmen Associations, and the Ministry of Industry and Trade.

### **3) SHORTAGE OF BROAD-BASED SECTORAL DATA, RESEARCH, AND ECONOMIC AND INVESTMENT ANALYSIS.**

- Neither the Chambers of Commerce nor industry conduct regular analysis or perform broad-based studies on sectors.
- With the exception of the JIB, no other investment institution currently makes wide-ranging policy recommendations to the government regarding private sector growth and development.
- JOFIA can collaborate with JIB, the Chambers of Commerce and Industry to:

- Offer policy advice and recommendations to the government on the best strategies to mobilize and strengthen private sector participation in the economy.
- Prepare reports, analysis, and diagnostic studies on a micro (company basis)-custom made studies (against a set fee), and on demand services.

#### **4) LACK OF WIDE-RANGING TECHNICAL ASSISTANCE AND TRAINING PROGRAMS:**

- Only JIB offers technical assistance to some SME's through the UNIDO and EDP programs but such activities in general remain limited.
- JOFIA can therefore offer inclusive technical assistance, capacity building and training programs to its members through collaborating with key stakeholders in the public and private sectors.

## SWOT ANALYSIS

### STRENGTHS

- There is wide support for the concept of an umbrella organization representing the interests and concerns of the private sector. Many private sector institutions feel that such a service has been lacking and is urgently needed to enhance the performance of the private sector.
- Members are confident that JOFIA has the potential to play an active and beneficial role on several fronts including advocacy and private sector development.
- JOFIA can effectively act as a venue for discussion, resource pooling, and idea exchange for the private sector.
- Consolidation will also allow members to pool funds and resources and will ensure that decision makers are more attentive to the needs and concerns of the private sector.
- Several issues of common concern that continue to impede private sector growth and competitiveness have not received sufficient attention from decision makers; JOFIA can bring these issues to the attention of the government through more aggressive advocacy.
- Several sectors remain largely fragmented and unrepresented and therefore stand to benefit greatly from JOFIA's services.
- High-quality and broad-based sectoral analysis is still lacking for many sectors and industries. Providing high level analysis and sectoral reports could become an area of strength for JOFIA. Analysis and reports can be conducted in collaboration with JIB, professional business associations and the Chambers of Industry and Commerce. This however will depend on the quality and relevance of the analysis provided; JOFIA can distinguish itself from all other investment organizations by providing pertinent, up to date, and valuable information to investors, the private sector, and government institutions.

### WEAKNESSES

- JOFIA is a new and emerging organization with no strong track record, whereas organizations such as the Chambers of Commerce and Industry, JIB and the Jordanian Businessmen Association are well established and have ample support, experience, and visibility. Lack of consistent and diverse sources of funding, with the bulk of income being generated from membership fees. In order for members to continue paying membership fees, JOFIA's activities need be of high relevance to their objectives and advocacy aspirations.
- It is difficult to gather different sectors that have little in common and advocate on their behalf. A diverse membership base may make it more difficult to find common grounds among members as their concerns and objectives may vary widely.
- Identifying cross-cutting issues and formulating a cohesive advocacy agenda could prove difficult if members have little in common.
- Sector associations are usually more focused on the specific needs of their sectors and not on the general macro issues.
- As it stands today, there are diverging interests and few commonalities between JOFIA's members; JOFIA needs to find the right balance of interests on a diversity of issues in order to bring together and mobilize its members.
- Structural weaknesses and human resource gap: the current structure of JOFIA is weak and needs restructuring to allow JOFIA to cater to the needs of its members.
- JOFIA lacks young and vibrant leadership to effectively manage and promote it.

- Limited availability of active members: to date members have not dedicated enough time and effort toward making JOFIA a success. Members have largely been passive with little contribution to JOFIA's goals and activities.
- No general operational guidelines or clear mandates for departments and employees with most activities being conducted on an ad-hoc or need basis.

## **THREATS**

- A number of active organizations already form coalitions on specific issues voluntarily, and therefore do not need a formal body to group them. Such groupings bring together organizations that are advocating sector or group specific issues. Such a grouping changes when the issues at stake change depending on who the stakeholders are.
- Maintaining financial sustainability: JOFIA needs to diversify sources of funding and generate enough funding to support its activities otherwise its success will be limited. A tight budget can mean lower activities, less marketing and therefore little visibility and reach.
- Members might withdraw their membership if JOFIA does not demonstrate success in the near future; members need to remain interested, confident and energized.
- Little responsiveness from government officials and parliamentarians will make successful advocacy difficult.
- Continued weak and interrupted commitment from members will threaten the future success of JOFIA.
- Lack of cooperation from other investment institutions including JIB and the Chambers of Commerce and Industry will reduce the influence and credibility of JOFIA.

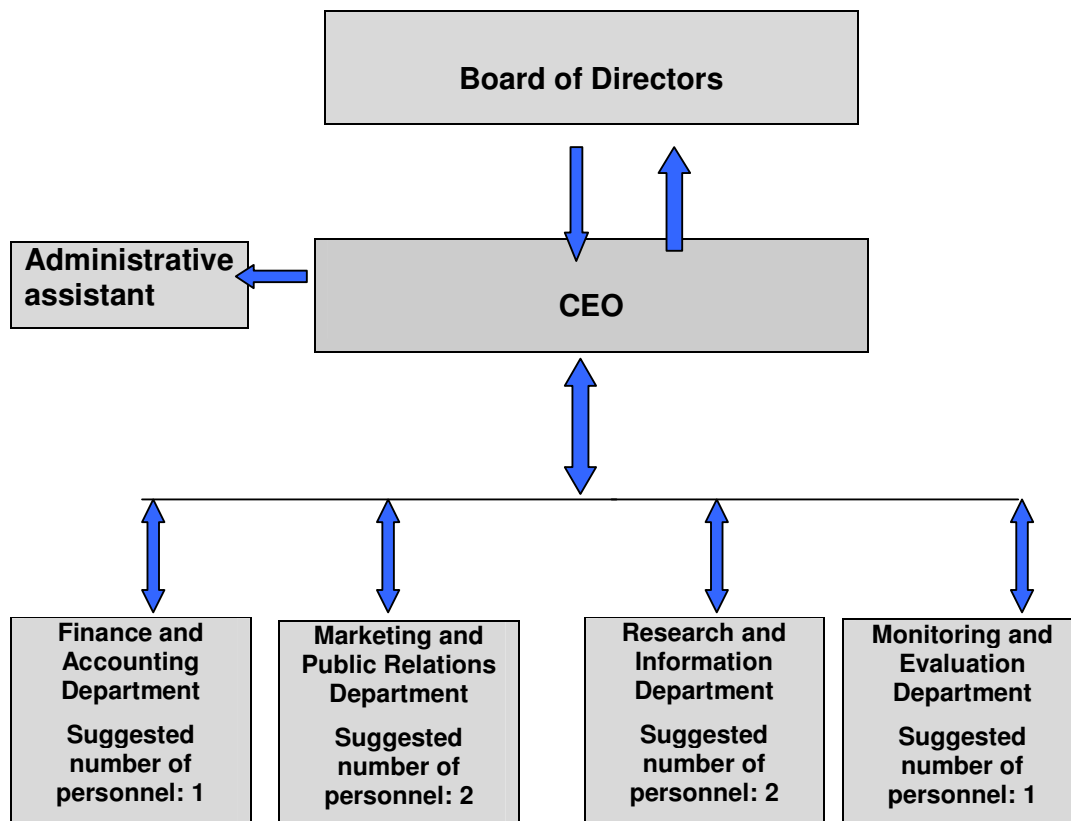
## **OPPORTUNITIES**

- JOFIA can learn from the experiences and lessons of other investment institutions to build successful strategies and fill market gaps. Through studying the work and value of other investment institutions, JOFIA can identify current market gaps and formulate strategies to widen its activities and better respond to the needs of the private sector.
- Opportunity to act as a national information reference by providing high level and up to date sectoral analysis on investment trends and opportunities.
- Opportunity to act as a coordinating body for all fragmented groups and unrepresented sectors. By playing the role of a sector coordinator, JOFIA can create new clusters, bring together fragmented groups, and establish novel associations/unions thereby giving the unrepresented and the fragmented industries more strength and a louder voice.
- JOFIA can fill the current advocacy gap by positioning itself uniquely as a strong advocate for the private sector as a whole.
- Through building extensive relations with similar regional and international organizations, JOFIA can provide its members with a platform for global networking.
- Opportunity to expand its membership base beyond Amman by including members from several other governorates. Ideally, such members will also share commonalities with current members to ensure policy consistency and harmony among members.
- JOFIA to advise government on new legislation and reform in close collaboration with all other public investment institutions.

# ORGANIZATION & MANAGEMENT

JOFIA's current structure is largely underdeveloped with only three full time employees. JOFIA's employees are divided as follows: 1 accountant, 1 researcher who also performs the role of an executive assistant, and the chairman. As it stands today, there are no general operational guidelines or clear mandates for departments and employees with most activities being conducted on an ad-hoc or need basis. Moreover, while JOFIA's chairman has a clear sense of direction and purpose, there are no parallel departments or personnel to support and facilitate the achievements such goals. Moreover, there was a general consensus amongst most members that the current structure of JOFIA will not enable it to meet its objectives and ultimately achieve sustainability. Due to these structural weaknesses JOFIA's activities have to date been limited in scope and depth.

To ensure that JOFIA's internal structure is aligned with its overall policy direction and operational goals, it is recommended that the following departments are established: marketing and public relations, finance and accounting, research and information, and monitoring and evaluation. The total number of departmental staff in the short term should add up to six, distributed according to the diagram below. Staff numbers will be subject to revision on a semi-annual basis subject to the scope of JOFIA's activities and the availability of funds.



The work plan and agenda for each department will be set in collaboration with the main stakeholders on an annual basis. The work plan will be revised quarterly through pre-set monitoring and evaluation tools. These can include key performance indicators, surveys, and evaluation meetings.

Department	Role
<ul style="list-style-type: none"> <li>Marketing and Public Relations</li> </ul>	<ul style="list-style-type: none"> <li>Promoting JOFIA's achievements, success stories, events and meetings.</li> <li>Developing and implementing marketing strategies in accordance with strategic business plans.</li> <li>Scheduling meetings with stakeholders.</li> <li>Networking, forming partnerships and building mutually beneficial relationships with decision makers and investment institutions.</li> <li>Organizing events, conferences and workshops.</li> <li>Organizing Public-private meetings.</li> <li>Distributing newsletters, booklets and</li> </ul>

Department	Role
	magazines.
<ul style="list-style-type: none"> <li>Research and information</li> </ul>	<ul style="list-style-type: none"> <li>Gathering information and data on all sectors.</li> <li>Preparing studies and analysis reports on major sectoral investment trends in collaboration with main partners and stakeholders.</li> <li>Conducting research on investment patterns and opportunities in each sector, specifically on sectors that are not represented by an umbrella organization.</li> <li>Issuing quarterly sectoral investment studies and reports.</li> <li>Providing relevant sectoral policy recommendations in collaboration with main partners and stakeholders.</li> <li>Updating sectoral investment studies annually.</li> </ul>
<ul style="list-style-type: none"> <li>Monitoring and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Identifying a list of key performance indicators to track progress. The participation of key stakeholders in defining these indicators is crucial.</li> <li>Creating member satisfaction surveys to provide baseline data against which the performance can be measured.</li> <li>Organizing evaluation meetings. These meetings will attempt to quantify progress, assess the current direction, demonstrate results, and suggest corrective measures to improve service delivery.</li> <li>Conducting quarterly internal assessments to gauge current performance, plan and allocate financial and human resources, and identify financial and resource requirements.</li> <li>Conducting annual independent evaluations.</li> </ul>

## **MANAGEMENT**

JOFIA's management will play a crucial role in its success and sustainability. A competent manager must be able to identify clear objectives, tasks, mandates, and assess what can be realistically accomplished. During initial interviews, JOFIA's members agreed that JOFIA needs young and vibrant leadership in order to realize its vision. Others noted that JOFIA's board must include representatives from governmental bodies that deal directly with investment including the CEOs of JIB and JE, in addition to a representative from the tax department.

International experience reveals that similar organizations do not have many internal resources in the form of specialized staff. Such organizations optimize their resources by creating a mix of in-house staff and outsourcing functions to specialized agencies. This has shown to both reduce overheads and maximize impact. To better align JOFIA's goals and objectives with its internal structure, it is recommended that JOFIA retains some in-house staff for at least the marketing, finance and the information departments. JOFIA can nonetheless choose to outsource information gathering and data collection to specialized agencies. Moreover, building an effective and broad-based advocacy team is critical to JOFIA's success. Such team, as suggested by a number of its members, can consist of only JOFIA's members or a mix of members, the main stakeholders, and some public figures.



# MARKETING AND PROMOTION STRATEGY

Credibility, visibility, and a successful advocacy track record are the cornerstones of JOFIA's success; developing a wide-reaching marketing strategy is therefore critical to JOFIA's growth and sustainability. Effective marketing will ensure that both members and stakeholders are continuously informed about JOFIA's achievements and events and will provide institutional visibility.

An effective strategy for JOFIA must:

- Align the marketing strategy with overall policy goals and objectives: by demonstrating a clear connection between desired objectives and strategies to ensure policy consistency and targeted results. The marketing strategy should therefore focus on promoting objectives and activities, building credibility, highlighting the link between objectives and policy outcomes, and developing awareness to the importance of collective advocacy.
- Identify the target market and expand the membership base: expanding the membership base will be an important step in building member's confidence and institutional credibility. JOFIA will focus on bringing together a broad based coalition of private sector institutions and fragmented sectors through demonstrating the positive impact of consolidating efforts and working collectively to achieve common goals. Marketing activities must therefore focus on promoting JOFIA's working agenda and activities to potential members and fragmented and unrepresented sectors. Marketing activities must also focus on promoting the importance of forming partnerships with other investment institutions and business associations.
- Focus on promoting success stories and achievements: capitalizing on success stories will ensure that the members remain involved and confident, and will positively contribute to JOFIA's sustainability and reliability. Marketing and promotional activities must therefore focus on developing a local and regional image building campaign that is focused on JOFIA's achievements in order to build awareness among potential members, other investment institutions and decision makers.

Effective communication channels: establishing a reliable and effective mechanism for systematic communication is key to ensuring that members are continuously knowledgeable of JOFIA's services and activities, and are in agreement on major policy issues. More importantly, establishing effective communication channels is also important to ensure that JOFIA's staff is in tune with the needs and requirements of each member. To this end, a number of suggested communication modes and channels are outlined in the table below. Many of these communication channels can also be used as marketing and promotional tools whereby major achievements and upcoming events can be highlighted. It is worth noting however that while using a mixture of these channels will have wider reach, some of the suggested modes of communication are less costly than others and should therefore be used with more frequency throughout the first few months.

Mode	Methodology	Frequency
<b>E-mail</b>	<p>1) Update members on latest news and upcoming events.</p> <p>2) Answering members' queries and responding to requests.</p> <p>3) Scheduling JOFIA's monthly/ bi-weekly meetings with members and committees.</p> <p>4) Sending out the latest reports and publications prepared by JOFIA.</p> <p>5) Sending out surveys and questionnaires to gather members' feedback on specific issues and gauge members' satisfaction with JOFIA's activities.</p> <p>6) Sending out agenda for upcoming meetings.</p>	<p>Weekly</p> <p>Frequency determined by volume of queries and requests.</p> <p>Ahead of meetings-bi-weekly</p> <p>Monthly</p> <p>Monthly</p> <p>Bi-weekly</p>
<b>Newsletters</b>	<p>1) Highlighting major advocacy achievements and goals for the next month.</p> <p>2) Informing members of upcoming events and meetings.</p> <p>3) Displaying pictures of past events and conferences.</p> <p>4) Outlining JOFIA's agenda and goals for the next month.</p> <p>5) Promoting major activities and achievements.</p>	<p>Monthly</p> <p>Bi-weekly</p> <p>Monthly</p> <p>Monthly</p> <p>Monthly</p>
<b>Official letters</b>	<p>1) To inform members of upcoming meetings and conferences.</p> <p>2) To request feedback on activities and events from members at the highest level.</p>	<p>Weekly basis/ bi-weekly</p> <p>Bi-weekly</p>

Mode	Methodology	Frequency
	<p>3) Send and receive official request and queries.</p> <p>4) Send and receive input from members ahead of scheduled meetings to include in meeting agenda.</p>	<p>Frequency determined by volume of queries and requests.</p> <p>Bi-weekly</p>
Magazines	<p>1) Articles on JOFIA's focus, activities, and events.</p> <p>2) Articles on sectoral investment opportunities and the latest investment trends.</p> <p>3) Articles promoting the businesses and activities of members. (This can also be done against a fee).</p> <p>4) A profile of current and new members.</p> <p>5) A calendar of JOFIA's advocacy activities and upcoming events.</p>	<p>Monthly</p> <p>Monthly</p> <p>Monthly</p> <p>Monthly</p> <p>Monthly</p>

- Reach out to main government and legislative bodies: establishing credibility with key decision makers is a pre-requisite for successful advocacy; JOFIA's marketing and promotional campaign must therefore target parliamentarians and government officials. Marketing campaigns must underscore the importance of JOFIA's activities and efforts to improving the investment climate, mobilizing the private sector, and positively contributing to economic growth and development.

# FINANCIAL SUSTAINABILITY AND FUND RAISING

Achieving financial sustainability is crucial to ensuring long term success and business and operational sustainability. To achieve sustainability, JOFIA must increase and diversify its main sources of funding and formulate a clear strategy for securing financial assistance from donor programs.

Potential sources of finance include:

- Profits generated from participation fees in JOFIA's seminars, conferences and events.
- Recreational and fund raising activities.
- Profits generated from the sale and distribution of JOFIA's economic and analytical reports.
- Profits generated from customized reports to businesses.
- Profits generated from training and advisory activities.
- Profits generated from membership fees.
- Profits generated from access to JOFIA's information database.

JOFIA can also rely on the support of partner institutions including JIB, the Chambers of Commerce and Industry, JUMP, and the Ministry of Industry and Trade. While direct financial support from such institutions is unlikely, partner institutions can support JOFIA by heavily contributing to its activities and conferences and co-sponsoring major events. Additionally JOFIA's members can be invited to participate in the different events organized by partner institutions free of charge, including trade missions and training programs.

Moreover, JOFIA can approach donor programs such as SABEQ for financial and technical assistance. Technical assistance can include the provision of technical and management advice and expertise as well as training and trainers. JOFIA can also request direct financial support to help fund certain activities including the economic and investment forum, training programs, and the establishment of R&D labs and business incubators.

# CRITICAL SUCCESS FACTORS AND POLICY RECOMMENDATIONS

Successful policy advocacy could be an effective tool for improving investment promotion and the overall investment climate. JOFIA is seeking to rally a broad based coalition of private sector institutions with the aim of influencing investment policy through identifying issues of cross-cutting nature. JOFIA will work closely with all other private and public investment institutions, including JIB and the Chambers of Commerce and Industry, to ensure maximum impact, wider reach and overall policy coordination.

JOFIA's short-medium term target groups are organizations with no official representation and smaller fragmented groups. JOFIA will attempt to bring together these fragmented groups to form a nucleus of long term partnership and collaboration. There is a general consensus among members that JOFIA will be most successful when lobbying for issues of cross cutting nature such as taxes, labor, and investment regulations. Identifying cross-cutting issues and commonalities on a regular basis is therefore essential to achieve visible economic results and enhance JOFIA's credibility and success.

## **CRITICAL SUCCESS FACTORS AND POLICY RECOMMENDATIONS:**

### **ADVOCACY**

- The quality of the people and the seriousness with which policy advocacy is conducted through the formulation of a clear and focused strategy are the cornerstones of successful advocacy. JOFIA must therefore formulate a consistent and realistic advocacy agenda that caters to the needs of its members.
- JOFIA's strength will be determined by the size of its membership base, its advocacy agenda, and the impact it resonates. As such, JOFIA must build a coalition of members that have common objectives and concerns, and find the balance between the interests of the public and private sectors.
- It is important for JOFIA to find common ground among members and identify the issues of common interest and concern. To this end, it is recommended that JOFIA creates small taskforces to address the specific overlapping or cross-cutting issues among members. If JOFIA retains a wide group of members, commonalities among all of them will be limited. This in turn will require JOFIA to establish a number of taskforces to deal with the cross-cutting issues among certain members or groups of members. Forming strong, focused, and dynamic advocacy committees and taskforces will determine the success of JOFIA's.
- International experience has shown that policy advocacy is most effective when the message to government is consistent and when it comes from many different directions. The issues at hand also need to be studied carefully and presented well to the concerned government officials.

### **INTERNAL STRUCTURE**

- Work in two parallel tracks; JOFIA must have: 1) its own strategy and action plan 2) must attend to the concerns and issues of its members. A clear action plan and a strong strategy are the foundations for long term success.
- JOFIA needs young and vibrant leadership in order to realize its vision. JOFIA's leadership must create a successful model to lure in others to join; leadership must achieve a success story that is visible to all.
- It is recommend that the board of JOFIA includes representatives from governmental bodies that deal directly with investment issues including the CEOs of JIB and JEDCO, in addition to a representative from the tax department. JOFIA needs the concentrated effort of many entities in order for it to have teeth and add value to its members.
- In order for JOFIA to achieve credibility and sustainability, it has to have a periodic reporting mechanism. A sound monitoring and evaluation system will help JOFIA track its success, build credibility with support organizations and motivate members to sustain momentum.
- Financial sustainability through diversifying funding sources.
- JOFIA must formulate a strategy for replacing and attracting new members to ensure broad membership

### **RELATIONS WITH THE MEMBERS, THE PRIVATE SECTOR, AND LOCAL AND REGIONAL INVESTMENT INSTITUTION**

- JOFIA should have adequate resources and the legitimacy that comes with a clear mandate of its own and recognition from the government in terms of the value of policy and investment advocacy.

- JOFIA must devise a clear and overarching investment strategy that integrates the investment strategy of the government and other investment institutions including JIB and the Chambers of Commerce and Industry with the investment priorities for each sector in order to come out with a clear action plan.
- JOFIA must develop solid and mutually beneficial relationships with decision makers, parliamentarians, and local and regional investment and advocacy institutions. JOFIA must also closely coordinate its activities and policies with governmental institutions and other investment and economic bodies to ensure overall policy consistency and to avoid duplication of efforts.
- JOFIA must work closely with Parliament in order to re-visit all the laws related to investment. Many laws and regulations are not favorable to the private sector and its growth and need to be changed.
- Approach with the government should not be confrontational because criticism from the government would undermine efforts and work against the members. Instead, members must clearly outline their concerns, action plans, and stance on certain legislation, and agree with the government on how best to go forward, positively and cooperatively. It should be a joint effort.

# SUGGESTED STRATEGIC DIRECTIONS

The below table illustrate the suggested strategic direction for JOFIA. These are divided into two parts: **major goals** that include areas of primary focus, and **minor goals** that include beneficial areas worth exploring.

## THE MAJOR GOALS

Goals	Strategic Direction	Actions	Key partners
To influence policy change for the improvement of the general investment climate in order to attract increased levels of FDI in inline with national economic development goals	<b>Policy advocacy</b>	1) Understand, translate, and constructively communicate investor needs and concerns. 2) Take initiatives and action to bring about policy and regulatory change and reform. 3) Identify the commonalities among members and highlight issues of cross cutting nature. 4) Identify rules and regulations that are impeding growth and FDI inflows through meetings with the private sectors and industry representatives. 5) Formulate focused and dynamic advocacy committees and taskforces to ensure responsive and effective advocacy. 6) Form solid relationships with decision makers and parliamentarians through networking, regular meetings and interaction. 7) Ensure credibility and communication at highest levels to advance private sector concerns. 8) Building cooperative links with partners or regional organizations with similar goals. 9) Regularly report outcome of main activities to parliament for additional	2) JIB and the Chambers of Commerce and Industry. 3) JIB and the Chambers of Commerce and Industry. 6) Members of the financial and economic committee in parliament, the Minister of Industry and Trade, and Minister of Finance. 8) Suggested partners included in the



Goals	Strategic Direction	Actions	Key partners
		support and sustained visibility.	annex.
Ensuring responsive and effective service delivery to all members	<b>Internal capacity building and enhancing service delivery</b>	<p>1) Devising a strategic plan that is comprised of ‘dissected’ actionable items and assigned responsibilities in order to ensure ownership. Actionable items must be assigned at the micro level, and business associations must be held accountable.</p> <p>2) Bringing on board a strong and dynamic management team.</p> <p>3) Creating a mix of in-house staff and outsourcing functions to specialized agencies.</p> <p>4) Creating solid research and database management capabilities.</p> <p>5) Establishing a strong marketing and PR department to promote activities and arrange for meetings, events and seminars.</p> <p>6) Aligning JOFIA’s marketing strategy with its overall policy goals and objectives, and formulate a targeted and focused marketing strategy.</p> <p>7) Outsourcing major marketing activities to specialized institutions to ensure maximum impact and reach.</p> <p>8) Identifying potential sources of finance for marketing activities: members, donor groups, holding fund raising activities and events.</p>	
	<b>Widening the membership base</b>	<p>1) Promoting success stories through the established marketing channels.</p> <p>2) Capitalizing on success stories to build wider networks through sending out news letters and information booklets about positive accomplishments.</p> <p>3) Identifying potential members and the most effective means of communication.</p> <p>4) Highlighting the positive impact of consolidating efforts and working</p>	

Goals	Strategic Direction	Actions	Key partners
		<p>collectively to achieve common goals.</p> <p>5) Demonstrating a clear connection between JOFIA's objectives, activities and the policy outcomes to encourage new members to join.</p> <p>6) Regular reporting of all activities to members.</p> <p>7) Monitoring and evaluating all activities in order to build credibility with support organizations and partners and in order to motivate members to stay on board.</p>	
Build mutually beneficial partnerships with similar and complementary investment institutions	<b>Forming partnerships with domestic, governmental and international organizations</b>	<p>1) Working closely with the Jordan Investment Board on sectoral investment promotion activities.</p> <p>2) Working closely with the Chambers of Commerce and Industry on advocacy and training activities.</p> <p>3) Working closely with Parliament in order to re-visit all the laws related to investment.</p> <p>4) Establishing linkages with government officials and decision makers including the Minister of Trade and Industry and the Minister of Finance.</p> <p>5) Securing memberships in legislative and executive committees including membership in different partnership councils and public policy committees.</p> <p>6) Forming solid relationships with regional organizations with similar objectives and structures.</p>	<p>1) JIB</p> <p>2) Chambers of Industry and Commerce</p> <p>3) Parliament and parliamentary committees.</p> <p>4) Government and affiliated entities.</p> <p>5) Regional investment and advocacy institutions. (Suggested list included in the annex).</p>

## THE MINOR GOALS

Goals	Strategic Direction	Actions	Key partners
To strengthen information gathering systems and information exchange amongst investment promotion agencies, the private sector and governmental agencies	<b>A national information reference and a coordinating body</b>	<p>1) Create a comprehensive database that includes all relevant information and data on sectors and investment trends.</p> <p>2) Conduct research on investment patterns and opportunities in each sector, specifically on unrepresented and potential sectors.</p> <p>3) Issue quarterly sectoral investment studies and reports.</p> <p>4) Come out with relevant sectoral policy recommendations including recommendations on promoting sectors with high growth potential such as medical tourism, food manufacturing, and dead sea cosmetics.</p> <p>4) Update sectoral investment studies annually and propose policy recommendations on improving the performance of the agricultural and industrial sectors.</p> <p>3) Form new specialized institutions or groups for sectors that are not represented by any umbrella such as education, tourism and agriculture.</p> <p>6) Act as the main coordinator for all sectors with no official representation.</p> <p>7) Act as a coordinator between the private sector and public institutions.</p>	<p>1) Department of Statistics, consultancy groups, and JIB.</p> <p>4) JIB and the Chambers of Commerce and Industry.</p> <p>7) JIB and the Chambers of Commerce and Industry.</p>
Creating a conducive investment environment and enhancing FDI inflows	<b>Investment Promotion</b>	<p>1) Study the investment environment and identify potential sectoral investment opportunities.</p> <p>2) Explore untapped potential sectors where legislation/regulations are the cause for slow growth and identify the needed incentives.</p> <p>3) Identify means of enhancing investment flow.</p> <p>4) Effectively promote the identified investment opportunities both</p>	<p>1) Private sector business associations and JIB.</p> <p>2) JIB and the Chambers of Industry and Commerce.</p> <p>3) JIB</p> <p>4) JIB and the</p>

Goals	Strategic Direction	Actions	Key partners
		<p>regionally and internationally.</p> <p>5) Conduct regular investment missions to regional and international countries.</p> <p>6) Conduct seminars and workshops to build awareness towards potential investment opportunities.</p> <p>7) Publication and dissemination of promotional material.</p> <p>8) Regular reviews of policies, incentives and procedures to improve Jordan's investment climate.</p> <p>9) Act as a partner to public investment institutions on investment promotion.</p> <p>10) Analysis of issues is key in monitoring the investment climate and providing timely information to the government on the competitiveness of Jordan in relation to other countries through benchmarking. It allows JOFIA to highlight areas needing corrective action.</p>	<p>Chambers of Commerce and Industry.</p> <p>5) JIB and the Chambers of Commerce and Industry.</p> <p>6) JIB and the Chambers of Commerce and Industry.</p> <p>7) JIB and the Chambers of Commerce and Industry.</p> <p>8) JIB</p> <p>9) JIB and the Chambers of Commerce and Industry.</p>
Creating the necessary conditions for private sector growth and development	<b>Support for private sector institutions and unions</b>	<p>1) Acting as catalyst for experience sharing and informed advice.</p> <p>2) Assisting investment promotion agencies and the private sector to gain access to technical assistance and training.</p> <p>3) Providing regular technical assistance and procedural support to members.</p> <p>3) Providing training and capacity building programs to both members and investment institutions.</p> <p>4) Acting as platform for pooling resources, finances and expertise.</p> <p>5) Conducting regular (quarterly) meeting between members to take stock of progress and highlight main issues and concerns.</p> <p>6) Resolving conflicts between business associations and labor</p>	<p>1) Donor agencies including SABEQ, JUMP, and regional investment and advocacy institutions.</p> <p>2) Donor agencies including SABEQ, local consultancy companies specialized in institutional development, JUMP and the Chambers of Industry and Commerce.</p>

Goals	Strategic Direction	Actions	Key partners
		unions.	3) Local and regional vocational training centers, JUMP, universities and donor agencies.
Thoroughly assess JOFIA's activities to ensure that the desired objectives are aligned with activities and outcomes	<b>Set up a monitoring and evaluation committee/unit</b>	<p>1) Identifying a list of key performance indicators to track progress. The participation of key stakeholders in defining these indicators is crucial.</p> <p>2) Creating member satisfaction surveys to provide baseline data against which the performance can be measured.</p> <p>3) Holding evaluation meetings: broad based meetings that include members, stakeholders, supporters and JOFIA's internal staff. These meetings will attempt to quantify progress, assess the current direction, demonstrate results, and suggest corrective measures to improve service delivery.</p> <p>4) Conducting quarterly internal assessments to gauge current performance, plan and allocate financial and human resources, and identify financial and resource requirements.</p> <p>5) Conducting an annual independent evaluation.</p>	

# SUGGESTED ACTIVITIES

## JOINT ACTIVITIES WITH KEY STAKEHOLDERS

The below tables show the suggested activities for JOFIA to take on in collaborations with key stakeholders, divided into **major activities** and **other possible activities**.

### MAJOR ACTIVITIES

Areas of Cooperation	Partners	Description	Funding Sources
Training programs	JIB, vocational training centers, JUMP, training experts, and the Chambers of Industry and Commerce.	In collaboration with key partners, JOFIA can offer advanced and broad-based training programs for private businesses, fresh graduates, and members. JOFIA can also offer customized training programs tailored to the needs of particular businesses.  JOFIA's members will also be invited to participate in training programs conducted by JOFIA's partners including JUMP and JIB free of charge.	Donor programs including SABEQ, private sector companies, training beneficiaries. Funding can also be provided by JUMP or JIB for particular training programs.
Workshops and seminars	JIB, Chambers of Industry and Commerce, and business associations	Workshops and seminars can be conducted on a quarterly basis. Topics of discussion and the necessary preparatory work will be conducted in collaboration with JOFIA's partners. Such workshops will also be an important source of funding for JOFIA.	Participation fees, private sector endorsement and donor programs including SABEQ.
Forming a public-private advocacy committee	Government officials, JIB, Chambers of Industry and Commerce, and private business associations.	Such a committee will work on identifying cross cutting concerns and hurdles to investment, and the potential investment opportunities. The committee will also discuss the means to improve the investment environment	The involved organizations/institutions can allocate a yearly fee to support the work of the committee.

<b>Areas of Cooperation</b>	<b>Partners</b>	<b>Description</b>	<b>Funding Sources</b>
		including investment promotion and advocacy.	
Holding the yearly Trade and Investment Forum	JIB, Chambers of Industry and Commerce, and private business associations.	A joint organizational committee can be formed with representatives from each institution. The committee will conduct the preparatory work for the forum including the documentation, logistics and invitations.	Participation fees from private sector companies, donor programs including SABEQ, and the government.

#### **OTHER POSSIBLE ACTIVITES**

<b>Areas of Cooperation</b>	<b>Partners</b>	<b>Description</b>	<b>Funding Sources</b>
Trade missions and regional and international visits	The Ministry of Industry and Trade, JIB, JUMP, Chambers of Industry and Commerce.	JOFA can either participate in trade missions organized by the government, JIB and the Chambers or arrange trade missions with partners and key stakeholders.	The government and participating organizations.
Establishing joint research and development labs.	JIB, the Chambers of Commerce and Industry and Universities.	R&D labs can be established within universities in order to capitalize on available resources and expertise. In collaboration with its main partners, JOFA will identify private sector R&D requirements and help establish the necessary linkages with universities and research labs.	Universities, the government, and donor organizations including SABEQ.
Issuing reports and information booklets and preparing policy recommendations for the government.	Chambers of Trade and Commerce, Department of Statistics, JIB, and consultancy groups.	JOFA will collaborate with its main partners to produce comprehensive and informative reports on investment trends, local businesses, and sectoral investment opportunities. Policy recommendations on enhancing the investment	The reports will be sold against a fee. Initial funding can also be provided by donor programs.

Areas of Cooperation	Partners	Description	Funding Sources
		climate and stimulating economic growth will also be put forward.	



## JOFIA'S LIST OF PRIORITIES

### MAJOR PRIORITIES

Years	Suggested Activities	Duration / Human resources	Estimated Cost (Funding Source)
Year 1	<p>1) <b>A baseline survey should be conducted to evaluate the needs and expectations of members.</b> The survey will help in <b>short-medium term</b> planning and will allow JOFIA to better cater its actions plan/strategic directions to the needs of members.</p> <p>2a) Developing a website for JOFIA. An informative and user-friendly website is crucial tool for enhancing JOFIA's visibility and credibility. <b>A nicely designed website</b> will help JOFIA establish a long term brand image and international presence. The website can also be used as a <b>channel to advertise major events and achievements</b> and alert members to <b>upcoming meetings</b>.</p> <p>2b) <b>Creating a comprehensive data base for members, the private sector and the public sector.</b> The database will contain relevant data and information on all sectors, and will highlight potential sectoral investment opportunities. <b>JOFIA will work to bridge the information gap and will coordinate closely with the department of statistics and other institutions to avoid duplication of efforts.</b> Access to information in the database will require a <b>monthly/ yearly subscription</b>. This will help JOFIA diversify its sources of funding.</p> <p>3) Creating a newsletter. <b>A newsletter is a good publicity tool for JOFIA. It will help advertise past events and achievements and keep members updated on the latest activities and upcoming events. A newsletter can also be an effective tool for policy advocacy by outlining the major hurdles facing the private sector on a regular basis.</b> The newsletter will be issued on a <b>monthly</b> basis. The newsletter can also be distributed against a small fee.</p> <p>4) Setting up and <b>adequately staffing</b> internal departments including marketing and public relations, finance and accounting, and research and analysis. The mandates of these departments must be set in collaboration with stakeholders and closely aligned with JOFIA's long term goals and objectives. Well</p>	<p>2 months</p> <p>1 month</p> <p>3 local experts (2 months each)</p>	<p>JD 7,000 (SABEQ)</p> <p>JD 2,500 (SABEQ)</p> <p>(Internal Sources)</p> <p>(Internal Sources)</p> <p>JD 12,000 (SABEQ)</p>

Years	Suggested Activities	Duration / Human resources	Estimated Cost (Funding Source)
	<p>functioning and proficiently staffed departments will help <b>ensure operational efficiency and sustainability</b>.</p> <p>5) Establishing a monitoring and evaluation's unit. A sound monitoring and evaluations unit is critical for JOFIA's long term success, sustainability and credibility. Key performance indicators can be set in collaboration with stakeholders, and regular meetings should <b>be conducted to evaluate progress</b>, demonstrate results, highlight problems, and suggest corrective measures to improve service delivery. A joint monitoring and evaluations committee can also be formed instead of an internal unit. This committee will include a number of JOFIA's internal staff and members, representatives from parallel investment institutions and business associations, and some government officials.</p> <p>6) Formulating a questionnaire/survey <b>to identify the issues of common concern among members</b>. The survey must be inclusive and must be formulated appropriately to ensure that results accurately reflect the needs and concerns of members. This is particularly important as it would help JOFIA <b>set a realistic advocacy agenda and would set the advocacy tone</b> for the first and second years. <b>Identifying commonalities</b> among members will allow JOFIA <b>to ensure responsive and effective service delivery</b> and will give JOFIA more leverage with decision makers.</p> <p>7) Establishing contacts with government officials, parliamentarians, parallel investment institutions, business associations and advocacy groups. Setting up introductory meetings with parliamentarians and government officials is necessary to build momentum and a recognized presence. <b>Meetings with parliamentarians</b> should include meetings with the head of the finance and economic committees, while meetings with government officials should include <b>meetings with the Ministers</b> of Finance, Industry and Trade and Education. <b>Setting up meetings with corresponding investment institutions</b> and business associations is necessary to inform members of JOFIA's goals and objectives and to ensure overall policy consistency among institutions.</p> <p>8) Exchanging view contacts and learning visits to Swedish (NNR) and to (FEDA) of Egypt.</p>	<p>10 days each</p> <p>10 days</p>	<p>(Internal Sources)</p> <p>(Internal Sources)</p> <p>D4,000*2 = JD8,000 (SABEQ)</p>

Years	Suggested Activities	Duration / Human resources	Estimated Cost (Funding Source)
	<p>9) Establishing <b>preliminary contact with regional investment institutions</b> and business associations. This can be done through introductory telephone calls or emails.</p> <p>10) Working on establishing an <b>association for private universities</b> in Jordan by bringing together fragmented institutions and supporting stronger consolidation of efforts. The association will also <b>become a member</b> of JOFIA.</p> <p>11) Conducting <b>coordination meetings with JOFIA's main partners</b> and stakeholders including JIB, representatives from the Ministry of Industry and Trade, and representatives from the Chambers of Industry and Commerce. Such meetings will ensure policy consistency, joint planning and strategy coordination. <b>A joint action plan</b> including the possible areas of cooperation between all institutions will be agreed upon.</p> <p>12)Preparation of five position papers and focus discussions on the following issues:</p> <ul style="list-style-type: none"> <li>- Rising of oil prices and dropping of dollar, and their impact on the economy and investment.</li> <li>- Interest rate and impact on economy</li> <li>-Taxes and tax laws</li> <li>-Labor and manpower</li> <li>- Technology development and impact on investment</li> </ul> <p>13) Training programs in collaboration with key partners for JOFIA associations' staff.</p>	<p>5 months (discussion and reporting of 5 consultants)</p> <p>5 Days * 10 Associations (3 staff each)</p>	<p>JD 4000* 2 (Internal Sources)</p> <p>(Internal Sources)</p> <p>(Internal Sources)</p> <p>(Internal Sources)</p> <p>JD 10,000 (SABEQ)</p> <p>2 persons* 10 Associations * JD500 each (SABEQ)</p>

Years	Suggested Activities	Duration / Human resources	Estimated Cost (Funding Source)
Year 2	<p>1) Mapping the results of the initial survey and formulating a realistic and <b>responsive advocacy agenda</b>. The agenda must be time bound and must take into account the <b>cross cutting concerns</b> of all members. The agenda will then be circulated to all departments for planning and policy coordination purposes. The relevant departments in turn will devise the necessary strategies and budgets in accordance with advocacy requirements.</p> <p>2) <b>Forming advocacy groups/committees</b> on the basis of the survey's results. The mandates and activities of such groups/ committees will be</p>		<p>(Internal Sources)</p> <p>(Internal</p>

Years	Suggested Activities	Duration / Human resources	Estimated Cost (Funding Source)
	<p>determined in collaboration with the stakeholders and members. <b>Each committee will be responsible for a particular issue, or a bundle of related issues</b> to ensure effective advocacy and proper service delivery. Committees/ groups will meet regularly to decide on the best course of action and relay the subsequent recommendations to the board of directors.</p> <p>3) <b>Forming a specialized committee mandated with identifying the rules and regulations</b> that are impeding the growth of local businesses and the flow of foreign direct investments. Such a committee <b>must include a legal expert</b>, a representative from JIB, representatives from the private sector, and representatives from the Chambers of Industry and Commerce.</p> <p>4) Sharing advocacy plans and results with parallel investment institutions and arranging for additional meetings with decision makers. <b>Extensive meetings with government officials</b> will help raise awareness to the main concerns of the private sector and will pave the way <b>for successful advocacy</b>. Building long term relations with key decision makers through regular meetings should be a significant feature of JOFIA's plans for YR2.</p> <p>5) <b>Arranging systematic meetings with parliamentarians</b> and establishing a reliable follow up mechanism. Meetings can be arranged either <b>quarterly or bi-annually</b> with different parliamentarians or committees. Follow up is also crucial to ensure continuity and measurable results.</p> <p>6) Building on initial contacts established with parallel regional institutions and arranging for successive visits. A trade and investment mission can be arranged in a regional <b>country in collaboration</b> with public investment institutions and business associations. The trade mission will provide the Jordanian private sector a platform for networking and promoting local industries and products. A trade mission to a regional country will be arranged on a yearly basis starting from YR2.</p> <p><u>Suggested visits:</u> A) Trade missions to country's that have been identified by JOFIA, the Ministry of Industry and Trade and JIB as primary trade and investment</p>		<p>Sources)</p> <p>(Internal Sources)</p> <p>(Internal Sources)</p> <p>(Internal Sources)</p> <p>(Internal Sources)</p> <p>(Internal Sources)</p>

Years	Suggested Activities	Duration / Human resources	Estimated Cost (Funding Source)
	<p>partners.</p> <p>B) Trade missions to countries that His Majesty visits. This can be conducted as follow up to His Majesty's visit in order to build on initial efforts. Trade missions can also be conducted prior to or during His Majesty's visit as part of the official delegation.</p> <p>C) Based on established relations with regional investment and advocacy bodies, JOFIA can arrange trade missions to Egypt or GCC countries during YR2. Trade mission destinations also need to be decided based on extensive opportunity analysis and potential trade complementarities.</p> <p>7) Conducting a comprehensive financial assessment. The financial assessment should clearly outline the financial requirements for the upcoming years, <b>highlight funding gaps, and put forward suggestions for potential sources of future finance.</b> Based on the recommendations of the financial report, the board of directors will contact potential donors and arrange for additional funding through other recommended sources.</p>	2 days	<p>JD 20,000 (SABEQ)</p> <p>(Internal Sources)</p> <p>(Internal Sources)</p>
Year 3	<p>1) <b>Conducting a high profile investment and trade forum will be the main event for YR3. The forum will be arranged in collaboration with JIB and the Chambers of Commerce and Industry.</b> Working in collaboration with such entities ensures broad and inclusive representation and will enhance the forum's credibility and reach. The forum will bring together members from regional investment and advocacy institutions, government officials, journalists, parliamentarians, analysts, members, industrial groups, international experts, and high profile speakers. This forum will enhance JOFIA's image and standing and will generate significant funding for the organization. It is suggested that the forum be conducted mid year to give JOFIA enough time to prepare and organize for the event. JOFIA can also commission an external entity specialized in events management and planning to help prepare for the conference.</p> <p>2) Mapping the results of the survey and <b>formulating the necessary advocacy</b> agenda for YR3. The relevant departments will then devise the necessary</p>		<p>(Internal Sources)</p> <p>(Internal Sources)</p>

Years	Suggested Activities	Duration / Human resources	Estimated Cost (Funding Source)
	<p>strategies and budgets in accordance with advocacy requirements.</p> <p>3) <b>Conducting a comprehensive financial assessment.</b> The financial assessment should clearly <b>outline the financial requirements</b> for the upcoming years, highlight the funding gaps, and put forward <b>suggestions for potential sources</b> of future finance.</p> <p>4) <b>Distributing</b> the monthly newsletter and other promotional material.</p> <p>5) Formulating an internal assessment for JOFIA's departments.</p> <p>6) Conducting coordination meetings with JOFIA's main partners and stakeholders including JIB, representatives from the Ministry of Industry and Trade, and representatives from the Chambers of Industry and Commerce.</p>		<p>(Internal Sources)</p> <p>(Internal Sources)</p> <p>(Internal Sources)</p> <p>(Internal Sources)</p>

#### MINOR PRIORITIES

Years	Suggested Activities	Duration / Human resources	Estimated Cost (Funding Source)
Year 2	<p>1) Establishing R&amp;D labs and state-of-the art R&amp;D centers in collaboration with regional investment and advocacy institutions and universities. Creating linkages between universities and the private sector is crucial to promoting innovation. JOFIA can help bring together universities and a number of private sector associations and businesses.</p> <p>2) Conducting job fairs. Such fairs can help JOFIA's members screen and recruit qualified candidates while offering job seekers and fresh graduates the opportunity to locate potential employment opportunities.</p> <p>3) Conducting another survey to identify the issues of common concern among members. This survey will be similar in style and structure to the survey conducted in YR1 and will help set the advocacy agenda for YR3.</p> <p>4) Conducting evaluation meetings aimed at assessing general progress, accomplishments, and</p>		<p>(Internal Sources)</p> <p>(Internal Sources)</p> <p>(Internal Sources)</p>

<b>Years</b>	<b>Suggested Activities</b>	<b>Duration / Human resources</b>	<b>Estimated Cost (Funding Source)</b>
	<p>members' satisfaction with JOFIA's activities. The meeting will bring together JOFIA's members and stakeholders to discuss shortcomings and achievements and propose the corresponding policy actions. Such meetings can serve as a helpful tool in measuring JOFIA's performance, and will help JOFIA in setting plans and policies and organizing future activities.</p> <p>5) Submitting a progress/ monitoring and evaluation report to the board of directors. The report will assess JOFIA's activities and accomplishments and will outline problems and operational and financial shortcomings. The report will also measure overall performance against goals. The report can also be distributed to members and stakeholders to advocate transparency and credibility.</p> <p>6) Distributing the monthly newsletter and other promotional material. The Marketing and Public Relations Department will be mandated with distributing the newsletter and all promotional material. The department will also be responsible for launching a promotional campaign ahead of the trade and investment mission.</p> <p>7) Formulating an internal assessment for JOFIA's departments. This assessment will be conducted on a yearly basis and will essentially measure the performance of the internal departments against the set goals and objectives. This will help JOFIA better formulate growth and upgrading strategies.</p> <p>8) Conducting coordination meetings with JOFIA's main partners and stakeholders including JIB, representatives from the Ministry of Industry and Trade, and representatives from the Chambers of Industry and Commerce.</p>		<p>(Internal Sources)</p> <p>(Internal Sources)</p> <p>(Internal Sources)</p> <p>(Internal Sources)</p>



<b>Years</b>	<b>Suggested Activities</b>	<b>Duration / Human resources</b>	<b>Estimated Cost (Funding Source)</b>
Year 3	<p>1) Forming advocacy groups/committees on the basis of the survey's results. Again, the mandates and activities of such groups/ committees will be determined in collaboration with the stakeholders and members.</p> <p>2) Creating an Investment Map. The map will help both private and public sector institutions in defining priority sectors for investment promotion, identifying potential opportunities in a given sector, and identifying competitor countries for inward investment. The map will be developed in coordination with local/regional specialized investment and consultancy agencies and results will be shared with JIB for further contribution.</p> <p>3) Conducting the yearly investment and trade mission to international countries in collaboration with domestic/regional investment and advocacy institutions including JIB and the Chambers of Commerce and Industry. The mission can also be expanded to include government representatives and parliamentarians. Trade missions in YR3 can be conducted to European, Asian, or American countries based on extensive opportunity analysis performed by</p>		<p>(Internal Sources)</p> <p>(Internal Sources)</p> <p>(Internal Sources)</p>

<b>Years</b>	<b>Suggested Activities</b>	<b>Duration / Human resources</b>	<b>Estimated Cost (Funding Source)</b>
	<p>JOFIA and its partners.</p> <p>4) Conducting evaluation meetings aimed at assessing general progress, accomplishments, and members' satisfaction with JOFIA's activities.</p> <p>5) Conducting another survey to identify the issues of common concern among members. This survey will be similar in style and structure to the survey conducted in YR2 and will help set the advocacy agenda for YR4.</p> <p>6) Submitting a progress/ monitoring and evaluation report to the board of directors.</p> <p>7) Formulating an internal assessment for JOFIA's departments.</p> <p>8) Conducting coordination meetings with JOFIA's main partners and stakeholders including JIB, representatives from the Ministry of Industry and Trade, and representatives from the Chambers of Industry and Commerce.</p>		<p>(Internal Sources)</p> <p>(Internal Sources)</p> <p>(Internal Sources)</p> <p>(Internal Sources)</p> <p>(Internal Sources)</p>

# APPENDIX

## INVESTMENT PROMOTION AND ADVOCACY AGENCIES IN THE MIDDLE EAST

Country	Public sector investment promotion institution	Private sector investment promotion and advocacy institution
Kuwait	Kuwait Investment Authority	<u>Kuwait Economic Society:</u> <i>KES focuses on promoting economic growth and reform within Kuwait economy , capacity building for its members, promoting small businesses, lobbying for legislation reform, improving transparency and curbing corruption within public institutions and reducing "Wasta" (connections ) in order to provide equal opportunities among citizens, and strengthening its relationship with private and public sectors and international organizations.</i>
Egypt		<u>Federation of Economic Development Associations (FEDA):</u> <i>A network of 70 business associations. Established in 2001, FEDA has since expanded to 18 governorates. FEDA's practice for the past two years was to advocate directly on particular legislative issues. FEDA also advanced its legislative philosophy by maintaining channels of communication with policymakers to shape future policy goals as well</i>

Country	Public sector investment promotion institution	Private sector investment promotion and advocacy institution
		<p><i>as policies.</i></p> <p><u>Egyptian Junior Business Association (EJB):</u> EJB provides a platform for dynamic business people to affect a positive Business Environment through BD &amp; Social Responsibility promoting a Culture of Excellence &amp; Business Ethics. The membership base is diverse covering the majority of sectors in the Egyptian Business Community. In so doing, the members are divided into their committees within <a href="#"><u>the Business Environment Council</u></a> which seeks to assist in the development of sound policies that support the enhancement of the business climate in Egypt.</p>
Palestine	Palestinian Investment Promotion Agency	<p><u>The Center for Private Sector Development:</u> The Center for Private Sector Development is a non-profit and non-governmental think tank which has been founded by the Board of Directors of the Palestinian Businessmen Association, and managed by the Steering Committee set up for this purpose. Among the main and numerous objectives of the Center is to achieve the highest rate of growth in various economic sectors, create an enabling investment climate which would help mobilize capital flows, both from domestic and external sources, improve the</p>

Country	Public sector investment promotion institution	Private sector investment promotion and advocacy institution
		<i>performance of economics-related institutions, and generate the maximum number of real job opportunities. Funding sources consist of grants solicited from international institutions, donations from Arab and Palestinian institutions or individuals, fees charged in return to research or polling services requested by governmental or non-governmental organizations.</i>
Lebanon	Investment Development Authority of Lebanon	<u>Lebanese Center for Policy Studies:</u> <i>The Lebanese Center for Policy Studies, established in 1989, has an extensive record of work in public policy. LCPS, headquartered in Beirut, is a non-partisan not for profit research center with a practical aim. Although research and publication are central to the center's objectives, advocacy, training, and cooperative efforts are also a large part of the work of LCPS. LCPS funds its activities through grants from international and Lebanese organizations, the sale of its publications, consulting contracts with United Nations specialized agencies and other international public organizations, and unrestricted contributions from individuals.</i>
Yemen	Yemen General Investment Authority	<u>Federation of Yemeni Chambers of Commerce and Industry:</u> <i>The FYCCI is one of the major organizations representing</i>

Country	Public sector investment promotion institution	Private sector investment promotion and advocacy institution
		<p><i>the private sector in Yemen which has more than one thousand registered companies. The FYCCI was founded in 1962 as a non-profit organization to regulate and represent the interests of Yemeni companies. The FYCCI is intended to be an organization of a legal status and public interest nature. The FYCCI will make relentless efforts in promoting the role of Yemen's private sector in the national economy.</i></p>

**Sustainable Achievement of Business Expansion and Quality (SABEQ)**

**BearingPoint, Inc.**

**Salem Center, Sequleyah Street, Al-Rabiyeh**

**Amman, 11194 Jordan**

**Phone: + 962-6 550-3050**

**Web address: <http://www.SABEQ-Jordan.org>**