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# TIJARA INITIATIVE

GAP ASSESSMENT OF SERVICES PROVIDED AND  
RECOMMENDATIONS FOR REVIVING THE INITIATIVE

FINAL REPORT

April 22<sup>nd</sup>, 2008

This publication was produced for review by the United States Agency for International Development. It was prepared by Lina Juma & Farah Hanbali – Al Jidara

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RECOMMENDATIONS FOR REVIVING THE INITIATIVE  
FINAL REPORT**

**SUSTAINABLE ACHIEVEMENT OF BUSINESS EXPANSION AND  
QUALITY (SABEQ)**

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**BEARINGPOINT, INC.**

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**DISCLAIMER:**

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# 1 EXECUTIVE SUMMARY

## INTRODUCTION

The objective of this assignment is to prepare an inventory of select business associations /organizations that relate to the TIJARA initiative – contacted organizations include those that are part of the TIJARA coalition as well as other selected organizations whose functions relate to TIJARA pillars or goals.

The assignment was carried out through desk research, phone interviews, emails and/or face to face meetings with the staff of TIJARA coalition members and other selected organizations/associations.

The report includes: A list of organizations, their objectives and their main activities that are pertinent to the TIJARA pillars (Section Two); a list comparing these activities with TIJARA pillars and strategies (Section Three); a list identifying the TIJARA pillars, strategies and actions that are not (or are only marginally) covered by the identified organizations (Section Four).

The report provides recommendations for the TIJARA Coalition to consider as its members move ahead in revising the TIJARA Initiative Pillars and their pertinent objectives.

## MAIN FINDINGS

The following areas (actions under each TIJARA pillar) were found to be either not covered or only marginally covered by Coalition members or the other interviewed organizations, and are therefore the main activities or services that a revived TIJARA should focus on providing:

- **Pillar 1** Strategy 2: Enable market research cooperation between Jordan and the United States
- **Pillar 2** Strategy 1: Promote joint Jordanian-U.S export ventures
- **Pillar 2** Strategy 2: Conduct inbound and outbound investment missions
- **Pillar 4** Strategy 1: Launch Jordanian due diligence and trade compliance programs to improve capitalization on FTA opportunities.
- **Pillar 4** Strategy 2: Enhance trade facilitation efforts
- **Pillar 4** Strategy 3: Build institutional trade capacity of Jordanian public and private institutions and strengthen cooperation

Below are also the team's findings through observations and comments made by staff members of interviewed organizations:

- The 2004-2007 strategy is a comprehensive plan that tackles all aspects of promoting trade and investment between Jordan and the US. From the point of view of the surveyed members, TIJARA was focused on the broad concepts, as opposed to the specifics – a language that is more understood by the private sector. When members lost interest, it implied that the Coalition was not serving their needs and was not meeting their objectives. Interest will be revived when members see tangible results in their day-to-day affairs.
- While TIJARA's strategy is comprehensive, implementation is weak and success stories are limited. TIJARA's efforts have been largely fragmented and unresponsive to the needs and requirements of members.
- Most members are unaware of the full range of services offered by TIJARA, and there is general consensus that additional effort is required to enhance and support business and trade development. TIJARA needs to enhance its visibility and credibility among members as a necessary first step in order to ensure operational success and sustainability.
- Considering that members currently conduct a broad range of activities that are aligned with TIJARA's objectives and pillars, TIJARA must focus on identifying the market and services gaps in order to avoid overlap and ensure effective service delivery.
- TIJARA's activities must be focused, responsive, and visible. TIJARA can be most effective when its activities complement and support the objectives of members and local businesses. TIJARA's activities within each pillar must therefore be narrowed and aligned with the requirements of its members.
- At the outset TIJARA should focus on re-establishing its image, enhancing its visibility and focusing and re-defining the scope of its pillars.

## RECOMMENDATIONS- AREAS OF FOCUS

Review of the TIJARA member survey conducted in November 2007 and discussions with interviewed organizations for the purposes of this assignment reveal that the TIJARA Initiative scope needs to be narrowed. Activities that were identified as priority needs by interviewees, and by the consultant Team during the course of this assignment are summarized below:

- **Conduct broad-based awareness and information campaigns** whereby TIJARA will provide its members (and the general public) with updated and relevant information on the latest trade and investment opportunities and developments under each pillar.
- **Serve as a platform for dialogue and exchange of ideas** between members and local businesses. It is recommended that these be in the form of specialized committees to deal with sector specific issues and concerns.
- **Represent the interests and concerns of TIJARA members through effective advocacy.** To ensure that the four pillars are effectively realized, TIJARA will constructively relay its collective members' concerns to the relevant decision makers.
- **Establish linkages with US based trade and investment institutions.** TIJARA will provide its member organizations and their individual members the

opportunity to network and build mutually beneficial relations with US counterparts. TIJARA may even play a matchmaking role between members of its coalition partners and their counterparts in the US.

- **Facilitate the development and delivery of capacity building workshops/training programs** to enhance the capabilities of exporters to enter the US market.

## RECOMMENDATIONS- STRATEGY DEVELOPMENT AND IMPLEMENTATION

- In order to realize the full potential of the strategy, annual action plans for each of the next three years must be devised. These action plans must be **very** specific, time-bound and measurable in terms of monetary values and KPIs. This point cannot be stressed enough.
- In order to devise action plans that are in line with the needs of Jordan's private sector, it is recommended to establish four committees, each tackling a pillar of the strategy. Each committee must be led by a member organization that is most concerned with its respective pillar. For example,
  - JIB would head the "Promoting Inward Investment" Pillar;
  - the Amman Chamber of Commerce would head the "Strengthening Two-Way Trade" Pillar;
  - AMCHAM would head the "Raising Public Awareness" Pillar; and
  - the Amman Chamber of Industry would head the "Enhancing Public-Private Cooperation" Pillar.
- It is suggested that each committee be comprised of 3-4 active members that are willing to dedicate the time and resources to devise concrete action plans. This effort could be supported by SABEQ.
- When devising action plans, committee members should be aware of the services that are offered by all members of the TIJARA coalition, even those that have been passive participants since the start. Coalition members can offer valuable support in helping implement action plans. For example, in the area of organizing trade missions, JBA, and JE can play an instrumental role. In the area of training, BDC's 'Fast Export Track Program' can be very helpful. This will be important not only in capitalizing on all available resources and expertise, minimizing duplication of work, and assuring efficiency, but will also ENGAGE all members in areas that they best excel in. The table in **Section Three** of the Inventory of Associations and Institutions provides areas that are relevant to TIJARA's pillars.
- Action plans must also aim to fill the gap in services between what is currently offered by member organizations, and what needs to be offered in order to realize the full potential of TIJARA. This is summarized in **Section Four** of the Inventory of Associations and Institutions.

- In order to assure the implementation of the action plans, each action plan must be led by a member organization. As much as possible, the plan must be supported with all the needed human resources by the leading member organization. Therefore, the activity must fall within the core line of business of this organization.
- It is also important to establish a monitoring and evaluation scheme. As such, action plans need to have KPIs in order to monitor and evaluate their progress. It is recommended to conduct a review of progress every six months, where each task leader reports to the Pillar leader who in turn reports to the Steering Committee.
- Once the action plans and the evaluation and monitoring scheme are devised, the revival of TIJARA must be done through a large opening and public campaign. This should be done under the patronage of a senior official such as the U.S. Ambassador.

## 2 INVENTORY OF ASSOCIATIONS AND INSTITUTIONS

The table below outlines the objectives and main activities, **relevant** to TIJARA, that are conducted by each association or institution.

Objectives and Activities of Association and Institutions		
Association Name	Relevant Objectives	Relevant Activities
<b>Jordan American Chamber of Commerce</b>	Enhance bilateral trade between Jordan and the U.S.	Info Center: Providing fast and accurate information on importers and exporters, associations
	Attract national and international local investment related to Jordan-U.S. relationships.	Market Entry: Business to Business to outreach service, Business Advocacy Center, Trade Opportunities Service
	Reduce obstacles to Jordan-U.S. trade and investment.	Training Services: Training and Career Development Center specializes in professional services
	Create awareness of the benefits of trade and investment opportunities between Jordan, the U.S., and the region.	
	Strengthen the capacity of the business community.	
<b>Business Development Center</b>	Increase Jordanian enterprises competitiveness and exports to the US and benefiting of the Free Trade Agreement (FTA) between the U.S. and Jordan.	BDC/Tatweer has recently launched the Fast Export Track to USA Program, starting with few Jordanian companies from various sectors. The new program is designed to help benefiting companies to penetrate the US market successfully through a three-phased process.
		Phase One involves market research for the individual companies in their respective marketing areas that include medical reagent kits, food products, footwear and cosmetics.



## Objectives and Activities of Association and Institutions

Association Name	Relevant Objectives	Relevant Activities
		<p>Phase Two includes a series of one-on-one coaching meetings and strategy sessions with individual company officials in Jordan. It also includes creation of marketing communications materials (advertisements, sales literature, and press releases), and U.S. trade show attendance on behalf of participating companies. A trade mission of appropriate U.S. companies and potential trade partners will be assembled to meet with the Jordanian companies in Amman to facilitate opportunities for both U.S. and Jordanian interests.</p> <p>Phase Three will identify distribution channels and provide ongoing sales management and support in the U.S. on behalf of the Jordanian companies participating in the program.</p> <p>Provides technical and financial support for a number of services aimed at enabling Jordanian companies to comply with the US market standards in addition to services related to building the financial, managerial and marketing capacities of the companies.</p> <p>Pillar 4: BDC facilitates and supports several workshops among sector business associations and other related governmental entities such as Ministry of Labor, Ministry of Industry and Trade, Ministry of Environment, and Customs department to advocate several issues facing the sectors and to create a business environment conducive to Trade.</p>
<b>Business and Professional Women Association</b>	The Association's vision is to be a vital contributor to the prosperity of the Jordanian Business and Professional Society.	<p>The Energy Center has four major services:</p> <ol style="list-style-type: none"> <li>1. Virtual Café</li> <li>2. Call Center</li> <li>3. Directory</li> <li>4. Capacity Building</li> </ol>
	The Association's mission is to open pathways and create platforms for women in business to move beyond barriers.	<p>BPWA's parenting pack will serve as tool/resource kits to help working mothers achieve mastery of their life. The tool kit will offer practical advice and strategies on today's most prevalent work/life issues. The target group is married and single working mothers' middle to upper income level who has achieved a level of education no less than a college degree.</p>
	BPWA promotes leadership, education, and job-linked training, and is engaged in developmental projects that aim to improve the quality of women's participation in the labor market in Jordan.	<p>The objectives of the project are:</p> <ol style="list-style-type: none"> <li>a) To arm women with a tool to help them tackle their roles.</li> <li>b) To discourage women from leaving the workforce.</li> <li>c) To increase the number of women in the workforce and enhance their productivity.</li> <li>d) To increase the contribution of capable and educated women.</li> </ol>

## Objectives and Activities of Association and Institutions

Association Name	Relevant Objectives	Relevant Activities
	BPWA is designing its projects to provide Professional Women with the means that can balance their life namely through two main initiatives: 1. Energy Center 2. Well Being	<p>e) Develop a working model suited for Jordanian and similar societies.</p> <p>f) Change in the social mindset about women in Jordanian society.</p> <p>g) To directly affect Jordanian economy.</p> <p>h) To produce a viable product for BPWA as a long-term project with potential for revenue generation.</p>
<b>Institute of Management Consultants</b>	To raise the standards of the profession of management consultation, training and management development; to raise the awareness of the role thereof and to lay down the bases necessary for ensuring the proper performance thereof, as well as to modernize and develop the practices thereof in conformity with modern conceptions.	<p>1. Regulation &amp; Standardization: Establishing standards and regulations for the management consulting profession. Introducing a classification system for regulation of the profession; implementing a Body of Knowledge and Best Practices to all known management consultants and trainers to follow.</p> <p>2. Certification: Certification of members to become Certified Management Consultants (CMCs) or Accredited Trainers.</p>
	To organize the practice of management consultation and training, develop its skills, qualify management consultants and trainers in accordance with international standards, strengthen the spirit of cooperation among them with a view to enhance their competitive abilities inside and outside Jordan.	<p>3. Training: Provide training in various subjects that are based on member and market needs and concentrate on issues directly linked to management consulting and training.</p> <p>4. Networking: Develop a full range of networking and partner search services with other international institutes, consultants, trainers and consulting/training firms covering all types of partnerships and specializations.</p>
	To work toward developing the culture of training, specifying training and trainers standards and promote the importance of training in development through establishing a qualified network of trainers and training institutions in conformity with the highest standards.	<p>5. Advocacy: Representing the interests of the management consultants in Jordan; traditional lobbying activities will be done in close coordination with other representative business associations.</p> <p>6. Information Services: A variety of media will be used to pass on information to members including newsletters, website, and awareness raising seminars. A database will be created and continuously updated to include members' information.</p> <p>7. Discount Services: Develop discount opportunities for members such as joint purchasing of equipment and services.</p> <p>8. Advisory Services: Develop advisory services to members through recruiting staff that has the capacity to deliver the service.</p> <p>9. Business Promotion: Develop various initiatives to facilitate business connections; this will include the organization of consultant's missions and conferences, preferably in cooperation with complementary Jordanian associations.</p>

## Objectives and Activities of Association and Institutions

Association Name	Relevant Objectives	Relevant Activities
		10. Social Activities: Develop or actively support activities linked to strengthening social relations between all management consultants and trainers in Jordan.
<b>The Jordanian Businessmen Association</b>	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.	JBA runs dialogues with ministries and institutions concerned with economic affairs in Jordan and lobbys for its members, thus it plays an important role in the legislative field through direct meetings with top officials and convening seminars and workshops related to the economic laws and regulations and their impact on the business environment and investment climate.
	Activation of the Jordanian private sector; boost the role of the private sector in the economic development in the Kingdom.	JBA organizes business missions for its members through out the year to counterpart associations.
	Expand cooperation in business with both Arab and foreign countries to the mutual benefit of all sides.	JBA receives missions of the foreign business communities which visit Jordan, and arranges for meetings between such missions and their Jordanian counterparts.
<b>Jordan Chamber of Commerce</b>	Raising awareness to other chamber of commerce in o Jordan on any updates that have to do with the JUSFTA e.g. Customs and collecting information and making it available to other chambers.	
<b>Jordan Chamber of Industry</b>	JCI represents the private sector on an industrial level mainly through advocacy and industry development (when it comes with import and export issues, they are directed towards Amman, Zarka and Irbid Chambers of Industry.	Reviewing the Elements of trade agreements (whether with the US or other countries) and addressing and trying to resolve any concerns that arise from either side.
		On demand technical assistance to local companies ( i.e. services that will help implement bilateral trade)
	They provide high-level services/ assistance to the Amman, Zarka and Irbid Chamber of Industry (which are the main industries of trade related to the importing and exporting).	Monitoring laws, regulations and practices so that it is amenable with foreign standards (whether with the US or other foreign standards). This is especially important since 90 of participating businesses are small (between 1- 10 employees) so some requirements under the FTA agreements might be timely and costly.  Participating in providing the necessary elements that will facilitate trade under FTA from the business environment, legal, efficiency, court systems, and adherence to international protocol and in labor environment.
<b>Jordan Bank's Association</b>	The cooperation with the concerned institutions in both of the private and public sectors in all that may serve the national economy and support it.	Conclude joint agreements whether in writing or in the form of an understanding to standardize the internal and external conditions of dealing whenever the same shall be applicable.

## Objectives and Activities of Association and Institutions

Association Name	Relevant Objectives	Relevant Activities
	Looking after the interests of the Association and members as well as strengthening the basis of the cooperation held between them and coordinating their activities to attain their joint interests.	Issue periodical publications and prints that deal with the several banking activities.
	Dealing with the joint issues related to the various activities of the members and finding adequate solutions for the problems sustained by them.	Hold seminars and lectures concerned with the economic issues in general and the banking ones in particular.
	Exchanging information and experiences that may upraise the level of the banking business and serve the joint goals of members.	Develop the abilities and efficiencies of the workers at the banking sector through the several possible means.
	To develop the performance methods of the banking services and update them.	Establish the training institutes and centers as well as those for the banking studies.
	Seeking to standardize the banking expressions and forms.	Prepare the studies and researches related to the banking business and circulating the same among the members.
	Supporting the cooperation held with the Central Bank in order to execute the monetary and banking policy plans laid down by it.	Submit the proposals aiming at developing the commercial legislations in general and banking legislations in particular.
	Seeking to establish cooperative relations between the Association and the Arab and International banking commissions and associations.	
	Rendering consultant services to the members in the field of their business.	
	Seeking to settle the disputes that may incur between the members or between them and the others.	
<b>Jordan Investment Board</b>	Promoting Jordan as a unique destination for foreign direct investment and sustaining domestic investment to achieve economic prosperity in Jordan.	Providing market information through reports and studies, conferences, and the media, and even providing pre-feasibility studies in certain sectors.
	Working with the private sector to promote Jordan for its unique and friendly business environment and diverse investment opportunities.	Interfacing with Government on private sector and small and medium enterprise (SME) issues, particularly in relation to incentives such as reductions or exemptions from customs duties and sales and corporate taxes.
		Streamlining procedures for registration, licensing and other procedures through cooperation with other Government organizations, and providing continuing post investment support.
		participate in regional and international seminars and conferences on investment,

## Objectives and Activities of Association and Institutions

Association Name	Relevant Objectives	Relevant Activities
		(plan) Building a national investment strategy to facilitate coordination between different departments and agencies whose work affects the process of attracting investments.
		(plan) Consolidating the partnership with the private sector in all activities.
<b>Jordan Industrial Estate Corporation</b>	Renewable environment incubating industrial investments	JIEC has factories in Irbid and Karak, who based on the QIZ agreement export to the US (mainly textiles) duty free and quota free.
	Enhancing the partnership with private sector.	work hand in hand with other agencies like Jordan Investment Board(JIB) and other investment associations as part of their creating PPP
	Promoting Jordan's industrial development by providing a suitable home for both local and foreign industries.	
<b>Jordan Intellectual Property Association</b>	Provide enhanced infrastructure for intellectual property rights (IPR) protection, and an internationally recognized IP industry in Jordan.	They don't have any activities that directly or indirectly relates to the Jordan US FTA just yet.
	A healthy IP environment promoted in support of Jordan's export drive and investment promotion activities	
	Infrastructure for IP protection enhanced through public-private partnership initiatives.	
	continuously oversees and assesses the IP situation in Jordan, in order to identify requirements for joining international IPR treaties; such as the need for a public awareness campaign, a training program, and public policy advocacy	
<b>Jordan Institution for Standards and Metrology</b>	Ensure that Jordanian standards meet the legitimate objectives such as protection of human life and health, environmental protection or prevention of deceptive practices are referenced in technical regulations	Performing market surveillance on imported and locally produced products to check their conformity with the essential requirements stated in the technical regulations.
	To keep up with the developments in the international practices concerning standardization, metrology and conformity assessment procedures,	To provide users with information on currently valid standards, technical regulations, guides and conformity assessment procedures
	Promoting the use of standards in industrial activities, thus enhancing product quality and reliability,	Cooperating with international and regional standardization bodies to harmonize Jordanian Standards with international, regional and Arab standards,

## Objectives and Activities of Association and Institutions

Association Name	Relevant Objectives	Relevant Activities
		JISM is a member of international and regional organizations including Arab Organization for Industrial Development and Mining, ISO, European Standards Organization (CEN), Participating in the work of the IEC in the framework of the Affiliate Country Program, Euro-Mediterranean Legal Metrology Forum (EMLMF) among others...
<b>Jordan Inbound Tour Operators Association</b>	To raise the standards of practice in inbound tourism to Jordan	reciprocal informative link to I from the JITO website for members
		Organizing workshops and training courses
		Network with members, and international associations
		Executive and professional development certificate programs
<b>Jordanian Federation of Investment Associations</b>	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.	Advocacy activities: influencing, shaping and revising new and current investment regulations to enhance the investment environment and increase the competitiveness of domestic sectors.
		Investment promotion: promoting investment opportunities in all sectors that are not represented by an umbrella organization.
	JOFIA's will seek to support the growth and development of the private sector through broad based advocacy, technical assistance, and investment promotion	Support the businesses of current and future members: through providing the required technical assistance and training to build capacity, improve operations, and enhance competitiveness.
		Organize public-private events: including economic workshops, lecture, seminars and conferences.
		A source of information: prepare economic analysis and sectoral investment reports.
<b>Jordan Stone and Tile Association</b>	Directing initiatives in sector promotion, capacity building, and informed advocacy.	Building new relationships: networking and forming partnerships on a domestic, regional and international level.
		Training events
		Seminars with government officials about issues of interest to the stone and tile sector.
		Negotiating with government ministries and officials for a better legal and regulatory environment
		Create linkages between our members and the donor community – availability of grants, training sessions, etc.
		Informing members of what is occurring within the sector and what should concern them.
		Activity reports by beneficiaries (trade missions, trade fairs – need to arrange for seminars, training events, others)

## Objectives and Activities of Association and Institutions

Association Name	Relevant Objectives	Relevant Activities
		Market surveys and reports (paid for and otherwise obtained)
<b>Ministry of Planning</b>	develop the performance of government and institutions in serving Jordanian citizens and investors	Supporting the Ministry of Labor through technical support from various donors in order to upgrade and ensure that all labor regulations within the agreement are met.
	enhance positive competitiveness among government departments and institutions by promoting awareness of the concepts of distinguished performance, innovation and quality	Supporting the Ministry of Industry and Trade through various programs and projects to ensure that the Business Environment is competitive internationally and attractive to investors
		Provides support to institutions related to specific requirements within the agreement including IPR laws.
		Provides support to programs that help SME's target the US market such as the TATWEER project
<b>Shipping Agents Association</b>	service shipping companies and promoting trade by mobilizing business skills and concepts in public and private sectors partnerships, providing high quality services,	Distributing newsletters to members including updates (e.g. WTO, trade agreements...etc)
	Associating with the Government in creating an attractive business environment for ship-owners / operators / charters and assisting members to work for the highest professional standards.	Creating a link by representing members and public sector (ministry of industry and trade), Port of Aqaba, Chambers of Commerce, ambassadors to facilitate trade
		Organizing conferences for members to discuss relevant rules, regulations and requirements to facilitate trade, this is in addition to holding discussions with members on any concerns they might have
<b>US Embassy (Commercial Section)</b>	Dedicated to supporting U.S. commercial interests around the world	Arranged business appointments with potential agents, distributors, or partners
	offering comprehensive export promotion assistance to find agents, distributors, representatives and end-users for their products & services in the Jordanian market	Market overview
		Assistance in developing appropriate follow-up strategies
		Providing a detailed credit report on a prospective overseas sales representative or partner
	Assist Jordanian firms find U.S. firms, product and service. If a Jordanian company is looking for trade event in the U.S	Providing a listing of the company's key officers and senior management
		Making available banking and other financial information about the company
		Analyzing of specific Jordanian industry sectors (ISA)
		A detailed credit report on a prospective overseas sales representative or partner
<b>Young</b>	Create outstanding young entrepreneurs	Business Incubators in Irbid and Amman



## Objectives and Activities of Association and Institutions

Association Name	Relevant Objectives	Relevant Activities
<b>Entrepreneurs Association</b>	through idea exchange, fellowship, education, training and advocacy to enhance entrepreneurs' skill level allowing them to compete in the global economy.	Supporting the development of local entrepreneurs through training and workshops.
		Networking amongst YEA members and local businesses
		The development of the "Accredited Entrepreneur initiative" to help build credibility for finance
		Business plan competition "where angels dare to invest."
		Sawtouna" Public Policy advocacy initiative
		Public policy advocacy member committee
<b>Jordan Exporters of Fruits and Vegetables</b>	Promote top quality exports of fresh produce and cut flowers from Jordan.	Providing relevant information to members.
		Event Organization: such as Buyers mission: organize events for those interested in trading fruits and vegetables.
		Providing certification programs
<b>Jordan Garments, accessories, textiles exporters Association</b>	Promoted partnerships between the public and private sectors through open dialogue on industry hurdles.	Organizing seminars and round table discussions targeting stakeholders including garment sector manufacturers, government of Jordan, social compliance auditors and certifiers, international buyers, and others.
		Networking by attending international trade shows
		Organizing and Coordinating efforts regarding the "Labor file- penalties"
		Amman Fashion & Textiles Exhibition
<b>JEDCO</b>	Develop a Comprehensive Trade Promotion & Export Plan.	Participation in trade fairs (especially garments)
	Regulate and Manage Export Strategies	Serve as an information center answer inquiries relevant to FTA.
	Participating in International Trade Fairs & Road Shows and Organizing Trade Delegations	Cooperating with SABEQ program on export promotion strategy to identify products of which to focus efforts on for the next three years.
	Enhance Ties with International Trade Related Organizations and Broaden Export Benefits Through New Trade Agreements.	Investment promotion, and export promotion projects with the US Embassy (garments, processed food, stone and marble).
	Increase Companies' Productivity and Improve the Quality of Production.	Focus Groups ( with associations, private and public sector organizations , chambers...etc) on sector development strategies
<b>Jordan Exporters Association</b>	Develop export opportunities for Jordanian goods and services	Targeted Seminars:
		Digital video conferences on:
		Exporting food to the US
		Bilateral Trade between Jordan and the US.



## Objectives and Activities of Association and Institutions

Association Name	Relevant Objectives	Relevant Activities
		Organizing Trade missions and Exhibitions
		In 2005 they attended exhibitions in Detroit and Chicago and this year they are planning to go to another food exhibition in New York.
	Provide the export community with access to education and training programs	Providing market information for products
	Promote dialogue and networking among members	
	Form coalitions and cooperate with other private sector organizations worldwide	
	Provide a substantive influential voice for effecting positive change on those public policy issues affecting the export community	
	Establish and professionally deliver essential export promotion programs	
<b>Jordanian Association of Manufacturers of Pharmaceuticals and Medical Appliances</b>	To enable Jordanian pharmaceutical companies to be global players	High coordination with Ministry of Health and FDA in research
		Training events
		In house practical training in pharmaceutical companies
		Review students academic curriculum (make sure it includes practical in addition to theoretical pharmaceutical expertise)
		Research and Development in relevant areas and addressing solutions to problems
		Helping members comply with the US FDA to facilitate trade
		Contract manufacturing and co-marketing (this is done on a case to case basis)
<b>Ministry of Industry and Trade</b>	Proficient and effective administration of Jordan economic and commercial dual, regional and international multiple parties relations.	Provide awareness to both public and private sectors in matters of Jordan-US FTA; identify Jordan's commitments and export opportunities in the framework of JUSFTA through seminars, presentations and workshops.
	Develop and implement policies, programs and legislations aiming to boost business and investment environment in a form that increases Jordan economic attraction and insures consumers and businesses rights and benefits.	Providing advice on trade aspects of Jordan-US FTA.
		Solving obstacles that may face private sectors (exporters & importers) within Jordan-US FTA.
		Promoting Jordan-US FTA through brochures about the agreement.

# 3 TIJARA ACTIVITIES CURRENTLY BEING IMPLEMENTED BY ASSOCIATIONS AND INSTITUTIONS

The below tables identify activities carried out by the associations and organizations that correspond to TIJARA's strategies and actions under each pillar.

## Pillar 1

**Strengthen two-way trade relations between Jordan and the United States – research, outreach, technical assistance to build the capacity of Jordanian exporters and explore and develop Jordan-U.S. business opportunities.**

	Action	Association/ Organization	Association/ Organization Activity
<b>Strategy 1: Develop business opportunities for Jordanian and US Businesses</b>	<b>Improve access to trade information services</b>	Jordan American Chamber of Commerce	Provides fast and accurate information on importers and exporters, associations, international brands, trade fairs and shows, publications, consultants and services, manufacturers, medical products yellow pages, chambers of commerce, commercial services, government offices, international institutions and business missions.
		Business Development Center	One-on-one coaching meetings and strategy sessions with individual company officials in Jordan. It also includes creation of marketing communications materials (advertisements, sales literature, and press releases), and U.S
		US Embassy (Commercial Section)	Market overview

## Pillar 1

**Strengthen two-way trade relations between Jordan and the United States – research, outreach, technical assistance to build the capacity of Jordanian exporters and explore and develop Jordan-U.S. business opportunities.**

	Action	Association/ Organization	Association/ Organization Activity
		Jordan Exporters Association	Providing market information for products
	<b>Upgrade trade support services of the TIJARA coalition</b>	Jordan American Chamber of Commerce	Trade Opportunities Service: regional research and analysis service that produces analytical reports, statistical analyses, trade data sheets, and analyzes trade and investment prospects for Jordanian, regional, and U.S. businesses
			Business Advocacy Center: AmCham-Jordan is using trade promotion and development tools to increase US exports to Jordan, promote two-way trade, and attract US trade-related investments to Jordan.
			Business to Business to outreach service: provides Jordanian, Regional, and U.S. companies with excellent opportunities for business-to-business linkages, partnerships, alliances, and cooperation initiatives.
		Ministry of Industry and Trade	Providing advice on trade aspects of Jordan-US FTA.
		Jordanian Association of Manufacturers of Pharmaceuticals and Medical Appliances	Helping members to comply with US FDA requirement to facilitate trade
		Business Development Center	one-on-one coaching meetings and strategy sessions with individual company officials in Jordan. It also includes creation of marketing communications materials (advertisements, sales literature, and press releases), and U.S
	<b>Introduce new U.S import programs</b>	Jordan American Chamber of Commerce	Business to Business to outreach service: provides Jordanian, Regional, and U.S. companies with excellent opportunities for business-to-business linkages, partnerships, alliances, and cooperation initiatives.

## Pillar 1

**Strengthen two-way trade relations between Jordan and the United States – research, outreach, technical assistance to build the capacity of Jordanian exporters and explore and develop Jordan-U.S. business opportunities.**

	Action	Association/ Organization	Association/ Organization Activity
			Business Advocacy Center: AmCham-Jordan is using trade promotion and development tools to increase US exports to Jordan, promote two-way trade, and attract US trade-related investments to Jordan.
		BDC	BDC/Tatweer has recently launched the Fast Export Track to USA Program, starting with few Jordanian companies from various sectors. The new program is designed to help benefiting companies to penetrate the US market successfully through a three-phased pro
		Jordan Inbound Tour Operators Association	Executive and professional development certificate programs
	<b>Develop Jordanian-U.S cooperation in service industries</b>	Jordan Chamber of Commerce	Business to Business to outreach service: provides Jordanian, Regional, and U.S. companies with excellent opportunities for business-to-business linkages, partnerships, alliances, and cooperation initiatives.
		Business Development Center	one-on-one coaching meetings and strategy sessions with individual company officials in Jordan. It also includes creation of marketing communications materials (advertisements, sales literature, and press releases), and U.S
		Ministry of Industry and Trade	Providing advice on trade aspects of Jordan-US FTA.

## Pillar 1

Strengthen two-way trade relations between Jordan and the United States – research, outreach, technical assistance to build the capacity of Jordanian exporters and explore and develop Jordan-U.S. business opportunities.

	Action	Association/ Organization	Association/ Organization Activity
<b>Strategy 3: Upgrade and diversify Jordanian export capabilities</b>	<b>Conduct an in- depth assessment of import/export potential for selected Jordanian sectors.</b>	Jordan Chamber of Commerce	Trade Opportunities Service: regional research and analysis service that produces analytical reports, statistical analyses, trade data sheets, and analyzes trade and investment prospects for Jordanian, regional, and U.S. businesses
		US Embassy (Commercial Section)	Market overview
		Ministry of Industry and Trade	Providing advice on trade aspects of Jordan-US FTA.
		BDC	BDC/Tatweer has recently launched the Fast Export Track to USA Program, starting with few Jordanian companies from various sectors. The new program is designed to help benefiting companies to penetrate the US market successfully through a three-phased pro
		Jordanian Association of Manufacturers of Pharmaceuticals and Medical Appliances	Helping members to comply with US FDA requirement to facilitate trade
		Jordan Industrial Estate Corporation	JIEC has factories in Irbid and Karak, who based on the QIZ agreement export to the US (mainly textiles) duty free and quota free
	<b>Provide assistance at the firm and sector levels to improve capacity at both product and production processes levels</b>	Jordan American Chamber of Commerce	Business Advocacy Center: AmCham-Jordan is using trade promotion and development tools to increase US exports to Jordan, promote two-way trade, and attract US trade-related investments to Jordan.
			Trade Opportunities Service: regional research and analysis service that produces analytical reports, statistical analyses, trade data sheets, and analyzes trade and investment prospects for Jordanian, regional, and U.S. businesses

## Pillar 1

Strengthen two-way trade relations between Jordan and the United States – research, outreach, technical assistance to build the capacity of Jordanian exporters and explore and develop Jordan-U.S. business opportunities.

	Action	Association/ Organization	Association/ Organization Activity
		Jordan Inbound Tour Operators Association	Executive and professional development certificate programs
		US Embassy (Commercial Section)	Market overview
		Jordan Exporters Association	Providing market information for products
		Jordan Industrial Estate Corporation	JIEC has factories in Irbid and Karak, who based on the QIZ agreement export to the US (mainly textiles) duty free and quota free
		BDC	Provides technical and financial support for a number of services aimed at enabling Jordanian companies to comply with the US market standards in addition to services related to building the financial, managerial and marketing capacities of the companies.
		Jordanian Association of Manufacturers of Pharmaceuticals and Medical Appliances	Helping members to comply with US FDA requirement to facilitate trade
	<b>Support upgrades to trade-support infrastructure facilities and performance</b>	Jordan American Chamber of Commerce	Business Advocacy Center: AmCham-Jordan is using trade promotion and development tools to increase US exports to Jordan, promote two-way trade, and attract US trade-related investments to Jordan.
<b>Strategy 4: Organize targeted inbound and outbound trade missions</b>	<b>Arrange for outbound sector-specific trade missions to the United States</b>	Ministry of Industry and Trade	Providing advice on trade aspects of Jordan-US FTA.
	<b>Encourage greater Jordanian and U.S participation in trade shows</b>	BDC	Identify distribution channels and provide ongoing sales management and support in the U.S. on behalf of the Jordanian companies participating in the program.

## Pillar 1

**Strengthen two-way trade relations between Jordan and the United States – research, outreach, technical assistance to build the capacity of Jordanian exporters and explore and develop Jordan-U.S. business opportunities.**

	Action	Association/ Organization	Association/ Organization Activity
		Jordan Exporters Association	Organizing Trade missions and Exhibitions In 2005 they attended exhibitions in Detroit and Chicago and this year they are planning to go to another food exhibition in New York
		Jordanian Association of Manufacturers of Pharmaceuticals and Medical Appliances	Helping members to comply with US FDA requirement to facilitate trade

## Pillar 2

**Promote inward investment – advocacy, promotional, and capacity building activities to create an attractive environment for investment in Jordan and improve marketing of Jordanian advantages to foreign investors.**

	Action	Association/ Organization	Association/ Organization Activity
<b>Strategy 2: Conduct inbound and outbound investment missions</b>	<b>Identify and promote investment opportunities in specific industries</b>	Jordan American Chamber of Commerce	Business to Business to outreach service: provides Jordanian, Regional, and U.S. companies with excellent opportunities for business-to-business linkages, partnerships, alliances, and cooperation initiatives.
			Business Advocacy Center: AmCham-Jordan is using trade promotion and development tools to increase US exports to Jordan, promote two-way trade, and attract US trade-related investments to Jordan.
			Trade Opportunities Service: regional research and analysis service that produces analytical reports, statistical analyses, trade data sheets, and analyzes trade and investment prospects for Jordanian, regional, and U.S. businesses
		Young Entrepreneurs Association	Business plan competition “where angels dare to invest.”

## Pillar 2

**Promote inward investment – advocacy, promotional, and capacity building activities to create an attractive environment for investment in Jordan and improve marketing of Jordanian advantages to foreign investors.**

	Action	Association/ Organization	Association/ Organization Activity
		Jordan Garments, accessories, textiles exporters Association	Organizing seminars and round table discussions targeting stakeholders including garment sector manufacturers, government of Jordan, social compliance auditors and certifiers, international buyers, and others.
		Jordan Institution for Standards and Metrology	Cooperating with international and regional standardization bodies to harmonize Jordanian Standards with international, regional and Arab standards
		Jordan Institution for Standards and Metrology	JISM is a member of international and regional organizations including Arab Organization for Industrial Development and Mining, ISO, European Standards Organization (CEN), Participating in the work of the IEC in the framework of the Affiliate Country
		Young Entrepreneurs Association	Networking amongst YEA members and local businesses
		Jordan Exporters of Fruits and Vegetables	Event Organization: such as Buyers mission: organize events for those interested in trading fruits and vegetables.
		Jordan Garments, accessories, textiles exporters Association	Networking by attending international trade shows
		Jordan Garments, accessories, textiles exporters Association	Amman Fashion & Textiles Exhibition
		Jordan Exporters of Fruits and Vegetables	Providing relevant information to members.
		Jordan Enterprise Development Cooperation	Cooperating with SABEQ program on export promotion strategy to identify products of which to focus efforts on for the next three years.
		Young Entrepreneurs Association	Business Incubators in Irbid and Amman
		Young Entrepreneurs Association	Business plan competition “where angels dare to invest.”



## Pillar 2

Promote inward investment – advocacy, promotional, and capacity building activities to create an attractive environment for investment in Jordan and improve marketing of Jordanian advantages to foreign investors.

	Action	Association/ Organization	Association/ Organization Activity
		Jordan Garments, accessories, textiles exporters Association	Organizing seminars and round table discussions targeting stakeholders including garment sector manufacturers, government of Jordan, social compliance auditors and certifiers, international buyers, and others.
		Jordan Institution for Standards and Metrology	Cooperating with international and regional standardization bodies to harmonize Jordanian Standards with international, regional and Arab standards,
		Jordan Institution for Standards and Metrology	JISM is a member of international and regional organizations including Arab Organization for Industrial Development and Mining, ISO, European Standards Organization (CEN), Participating in the work of the IEC in the framework of the Affiliate Country
		Young Entrepreneurs Association	Networking amongst YEA members and local businesses

## Pillar 2

Promote inward investment – advocacy, promotional, and capacity building activities to create an attractive environment for investment in Jordan and improve marketing of Jordanian advantages to foreign investors.

	Action	Association/ Organization	Association/ Organization Activity
		Jordan Exporters of Fruits and Vegetables	Event Organization: such as Buyers mission: organize events for those interested in trading fruits and vegetables.
		Jordan Garments, accessories, textiles exporters Association	Networking by attending international trade shows
		Jordan Garments, accessories, textiles exporters Association	Amman Fashion & Textiles Exhibition
		Jordan Institution for Standards and Metrology	Providing users with information on currently valid standards, technical regulations, guides and conformity assessment procedures
		Young Entrepreneurs Association	The development of the "Accredited Entrepreneur initiative" to help build credibility for finance
		Jordan Stone and Tile Association	Create linkages between our members and the donor community grants, training sessions, etc.

## Pillar 2

Promote inward investment – advocacy, promotional, and capacity building activities to create an attractive environment for investment in Jordan and improve marketing of Jordanian advantages to foreign investors.

	Action	Association/ Organization	Association/ Organization Activity
		Jordan Enterprise Development Cooperation	Cooperating with SABEQ program on export promotion strategy to identify products of which to focus efforts on for the next three years.
		Young Entrepreneurs Association	Business Incubators in Irbid and Amman
		Jordanian Federation of Investment Associations	Advocacy activities: influencing, shaping and revising new and current investment regulations to enhance the investment environment and increase the competitiveness of domestic sectors.
		Jordanian Association of Manufacturers of Pharmaceuticals and Medical Appliances	Contract manufacturing and co marketing for international manufacturer ( this is done on a case by case basis, not a primary activity of JAPM)

## Pillar 2

Promote inward investment – advocacy, promotional, and capacity building activities to create an attractive environment for investment in Jordan and improve marketing of Jordanian advantages to foreign investors.

	Action	Association/ Organization	Association/ Organization Activity
Strategy 3: Build an environment conducive to trade and investment growth	Support effective implementation of legal reforms	Jordan Garments, accessories, textiles exporters Association	Organizing seminars and round table discussions targeting stakeholders including garment sector manufacturers, government of Jordan, social compliance auditors and certifiers, international buyers, and others.
		Jordan Institution for Standards and Metrology	Cooperating with international and regional standardization bodies to harmonize Jordanian Standards with international, regional and Arab standards,
		Jordan Stone and Tile Association	Informing members of what is occurring within the sector and what should concern them

## Pillar 2

Promote inward investment – advocacy, promotional, and capacity building activities to create an attractive environment for investment in Jordan and improve marketing of Jordanian advantages to foreign investors.

	Action	Association/ Organization	Association/ Organization Activity
		Jordanian Federation of Investment Associations	Advocacy activities: influencing, shaping and revising new and current investment regulations to enhance the investment environment and increase the competitiveness of domestic sectors.
	Enhance the effectiveness of Investment Window	Jordanian Federation of Investment Associations	Support the businesses of current and future members: through providing the required technical assistance and training to build capacity, improve operations, and enhance competitiveness.
		Jordan American Chamber of Commerce	Business Advocacy Center: AmCham-Jordan is using trade promotion and development tools to increase US exports to Jordan, promote two-way trade, and attract US trade-related investments to Jordan.

## Pillar 2

Promote inward investment – advocacy, promotional, and capacity building activities to create an attractive environment for investment in Jordan and improve marketing of Jordanian advantages to foreign investors.

	Action	Association/ Organization	Association/ Organization Activity
		Jordan Garments, accessories, textiles exporters Association	Organizing seminars and round table discussions targeting stakeholders including garment sector manufacturers, government of Jordan, social compliance auditors and certifiers, international buyers, and others.
		Jordan Institution for Standards and Metrology	JISM is a member of international and regional organizations including Arab Organization for Industrial Development and Mining, ISO, European Standards Organization (CEN), Participating in the work of the IEC in the framework of the Affiliate Country
		Jordan Exporters of Fruits and Vegetables	Event Organization: such as Buyers mission: organize events for those interested in trading fruits and vegetables.

## Pillar 2

Promote inward investment – advocacy, promotional, and capacity building activities to create an attractive environment for investment in Jordan and improve marketing of Jordanian advantages to foreign investors.

	Action	Association/ Organization	Association/ Organization Activity
		Jordan Garments, accessories, textiles exporters Association	Networking by attending international trade shows
		Jordan Garments, accessories, textiles exporters Association	Amman Fashion & Textiles Exhibition
		Jordan Institution for Standards and Metrology	Providing users with information on currently valid standards, technical regulations, guides and conformity assessment procedures
		Young Entrepreneurs Association	The development of the "Accredited Entrepreneur initiative" to help build credibility for finance
		Ministry of Planning	Provides support to programs that help SME's target the US market such as the TATWEER project
		Jordan Stone and Tile Association	Create linkages between our members and the donor community – availability of grants, training sessions, etc.

## Pillar 2

Promote inward investment – advocacy, promotional, and capacity building activities to create an attractive environment for investment in Jordan and improve marketing of Jordanian advantages to foreign investors.

	Action	Association/ Organization	Association/ Organization Activity
		Jordan Enterprise Development Cooperation	Cooperating with SABEQ program on export promotion strategy to identify products of which to focus efforts on for the next three years.
		Young Entrepreneurs Association	Business Incubators in Irbid and Amman
		Jordanian Federation of Investment Associations	Advocacy activities: influencing, shaping and revising new and current investment regulations to enhance the investment environment and increase the competitiveness of domestic sectors.
		Jordanian Association of Manufacturers of Pharmaceuticals and Medical Appliances	Contract manufacturing and co marketing for international manufacturer ( this is done on a case by case basis, not a primary activity of JAPM)
		Young Entrepreneurs Association	Business plan competition “where angels dare to invest.”
		Jordan Institution for Standards and Metrology	JISM is a member of international and regional organizations including Arab Organization for Industrial Development and Mining, ISO, European



## Pillar 2

Promote inward investment – advocacy, promotional, and capacity building activities to create an attractive environment for investment in Jordan and improve marketing of Jordanian advantages to foreign investors.

	Action	Association/ Organization	Association/ Organization Activity
			Standards Organization (CEN), Participating in the work of the IEC in the framework of the Affiliate Country
		Young Entrepreneurs Association	Networking amongst YEA members and local businesses
		Jordan Exporters of Fruits and Vegetables	Event Organization: such as Buyers mission: organize events for those interested in trading fruits and vegetables.
		Jordan Stone and Tile Association	Informing members of what is occurring within the sector and what should concern them
		Jordan Stone and Tile Association	Activity reports by beneficiaries (trade missions, trade fairs – need to arrange for seminars, training events, others)
		Ministry of Planning	Provides support to programs that help SME's target the US market such as the TATWEER project
		Young Entrepreneurs Association	The development of the "Accredited Entrepreneur initiative" to help build credibility for finance
<b>Strategy 4: Enhance backward linkages and matchmaking program</b>	<b>Develop a linkages program and related database for matchmaking of Jordanian businesses, manufacturers, and suppliers</b>	Jordan Chamber of Commerce	Business Advocacy Center: AmCham- Jordan is using trade promotion and development tools to increase US exports to Jordan, promote two-way trade, and attract US trade-related investments to Jordan.

## Pillar 3

Raise public awareness about the JUSFTA and communicate opportunities – training, media outreach, and development of information resources to improve public awareness of JUSFTA, enhance information dissemination, and encourage and facilitate broad participation in JUSFTA implementation.

Strategy	Action	Association/ Organization	Association/ Organization Activity
<b>Strategy 1: Develop a comprehensive public awareness campaign targeting Jordan and the US market</b>	<b>Develop promotional tools</b>	Jordan American Chamber of Commerce	Business Advocacy Center: AmCham- Jordan is using trade promotion and development tools to increase US exports to Jordan, promote two-way trade, and attract US trade-related investments to Jordan.
		US Embassy (Commercial Section)	Making available banking and other financial information about the company
		Jordan Exporters Association	Targeted Seminars: Digital video conferences on: Exporting food to the US Bilateral Trade between Jordan and the US
		The Jordanian Businessmen Association	JBA organizes business missions for its members through out the year to counterpart associations.
		The Jordanian Businessmen Association	JBA receives missions of the foreign business communities which visit Jordan, and arranges for meetings between such missions and their Jordanian counterparts.
		Shipping Agents Association	Distributing newsletters to members including updates (e.g. WTO, trade agreements...etc)
		Ministry of Industry and Trade	Promoting Jordan-US FTA through brochures about the agreement.
	<b>Organize targeted awareness seminars in Jordan, the United States and Internationally</b>	The Jordanian Businessmen Association	JBA organizes business missions for its members through out the year to counterpart associations.
		Jordan Exporters Association	Targeted Seminars: Digital video conferences on: Exporting food to the US Bilateral Trade between Jordan and the US

### Pillar 3

Raise public awareness about the JUSFTA and communicate opportunities – training, media outreach, and development of information resources to improve public awareness of JUSFTA, enhance information dissemination, and encourage and facilitate broad participation in JUSFTA implementation.

Strategy	Action	Association/ Organization	Association/ Organization Activity
<b>Strategy 2: Provide training for key TIJARA stakeholders on various aspects of the JUSFTA</b>	<b>Organize training workshops for the Jordanian private sector/ business community</b>	Jordan Exporters Association	Targeted Seminars: Digital video conferences on: Exporting food to the US Bilateral Trade between Jordan and the US
		Jordan American Chamber of Commerce	The Training and Career Development Center specializes in professional services. It houses the AmCham-Jordan's ILO-Accredited EYB and SIYB Projects and provides business managements and corporate capacity building training programs.
		Jordan Enterprise Development Cooperation	Serve as an information center answer inquiries relevant to FTA
		The Jordanian Businessmen Association	JBA organizes business missions for its members through out the year to counterpart associations.
		The Jordanian Businessmen Association	JBA receives missions of the foreign business communities which visit Jordan, and arranges for meetings between such missions and their Jordanian counterparts.
<b>Strategy 3: Enhance information dissemination</b>	<b>Disseminate technical information</b>	The Jordanian Businessmen Association	JBA receives missions of the foreign business communities which visit Jordan, and arranges for meetings between such missions and their Jordanian counterparts.
		Jordan American Chamber of Commerce	Provides fast and accurate information on importers and exporters, associations, international brands, trade fairs and shows, publications, consultants and services, manufacturers, medical products yellow pages, chambers of commerce, commercial services, government offices, international institutions and business missions.

### Pillar 3

**Raise public awareness about the JUSFTA and communicate opportunities – training, media outreach, and development of information resources to improve public awareness of JUSFTA, enhance information dissemination, and encourage and facilitate broad participation in JUSFTA implementation.**

Strategy	Action	Association/ Organization	Association/ Organization Activity
		Jordan American Chamber of Commerce	Trade Opportunities Service: regional research and analysis service that produces analytical reports, statistical analyses, trade data sheets, and analyzes trade and investment prospects for Jordanian, regional, and U.S. businesses
		Shipping Agents Association	Distributing newsletters to members including updates (e.g. WTO, trade agreements...etc)
		US Embassy (Commercial Section)	Providing a detailed credit report on a prospective overseas sales representative or partner
		US Embassy (Commercial Section)	Providing a listing of the company's key officers and senior management
		US Embassy (Commercial Section)	Making available banking and other financial information about the company
		US Embassy (Commercial Section)	Analyzing of specific Jordanian industry sectors (ISA)
		Jordan Enterprise Development Cooperation	Serve as an information center answer inquiries relevant to FTA
		Ministry of Industry and Trade	Promoting Jordan-US FTA through brochures about the agreement.
	<b>Enhance dissemination of information in Arabic and English</b>	US Embassy (Commercial Section)	A detailed credit report on a prospective overseas sales representative or partner
		Jordan Enterprise Development Cooperation	Serve as an information center answer inquiries relevant to FTA
		Ministry of Industry and Trade	Promoting Jordan-US FTA through brochures about the agreement.

## Pillar 4

Enhance public-private cooperation to create a business environment conducive to Trade – research, trainings, capacity building, and related activities to promote Jordanian due diligence and trade compliance programs, enhance trade facilitation efforts, and build the institutional capacity of Jordan public and private institutions related to trade.

	Action	Association/ Organization	Association/ Organization Activity
Strategy 2: Enhance Trade Facilitation Efforts	Study obstacles to trade between Jordan and the United States	Business Development Center	BDC facilitates and supports several workshops among sector business associations and other related governmental entities such as Ministry of Labor, Ministry of Industry and Trade, Ministry of Environment, and Customs department to advocate several issues facing the sectors and to create a business environment conducive to Trade.
		Jordan Inbound Tour Operators Association	Network with members, and international associations
		Jordanian Federation of Investment Associations	Organize public-private events: including economic workshops, lecture, seminars and conferences.
		Jordan Enterprise Development Cooperation	Participation in trade fairs (especially garments)
		Jordanian Association of Manufacturers of Pharmaceuticals and Medical Appliances	High coordination with Ministry of Health and FDA in research
		Ministry of Industry and Trade	Provide awareness to both the public and the private sectors in matters of Jordan-US FTA; identify Jordan's commitments and export opportunities in the framework of this Agreement through seminars, presentations and workshops.
		Jordan Chamber of Industry	On demand technical assistance to local companies (i.e. services that will help implement bilateral trade)
		Jordan Investment Board	(plan) Consolidating the partnership with the private sector in all activities.

## Pillar 4

Enhance public-private cooperation to create a business environment conducive to Trade – research, trainings, capacity building, and related activities to promote Jordanian due diligence and trade compliance programs, enhance trade facilitation efforts, and build the institutional capacity of Jordan public and private institutions related to trade.

	Action	Association/ Organization	Association/ Organization Activity
		Jordan Industrial Estate Corporation	Work hand in hand with other agencies like Jordan Investment Board(JIB) and other investment associations as part of their creating PPP
<b>Strategy 3: Build the institutional trade capacity of Jordanian public and private institutions and strengthen cooperation</b>	<b>Upgrade Jordanian legislation and governing domestic and international commerce</b>	Jordanian Federation of Investment Associations	Seminars with government officials about issues of interest to the stone and tile
			sector
		Jordan Enterprise Development Cooperation	Focus Groups ( with associations, private and public sector organizations , chambers...etc) on sector development strategies
		Jordan Enterprise Development Cooperation	JBA runs dialogues with ministries and institutions concerned with economic affairs in Jordan and lobbies for its members, thus it plays an important role in the legislative field through direct meetings with top officials and convening seminars and workshops.
		Jordan Stone and Tile Association	Negotiating with government ministries and officials for a better legal and regulatory environment
		Young Entrepreneurs Association	Sawtouna” Public Policy advocacy initiative
		Young Entrepreneurs Association	Public policy advocacy member committee
		Jordan Garments, accessories, textiles exporters Association	Organizing and Coordinating efforts regarding the "Labor file- penalties"
		Shipping Agents Association	Creating a link by representing members and public sector (ministry of industry and trade), Port of Aqaba, Chambers of Commerce, ambassadors to facilitate trade

## Pillar 4

Enhance public-private cooperation to create a business environment conducive to Trade – research, trainings, capacity building, and related activities to promote Jordanian due diligence and trade compliance programs, enhance trade facilitation efforts, and build the institutional capacity of Jordan public and private institutions related to trade.

	Action	Association/ Organization	Association/ Organization Activity
		Jordan Investment Board	Interfacing with Government on private sector and small and medium enterprise (SME) issues, particularly in relation to incentives such as reductions or exemptions from customs duties and sales and corporate taxes.
	<b>Develop a consultation mechanism to enhance Jordan's access to preferential trade opportunities in the US</b>	Jordan American Chamber of Commerce	Trade Opportunities Service: regional research and analysis service that produces analytical reports, statistical analyses, trade data sheets, and analyzes trade and investment prospects for Jordanian, regional, and U.S. businesses

# 4 TIJARA ACTIVITIES THAT ARE marginally/ NOT COVERED IN EACH PILLAR

This section identifies the actions under each TIJARA pillar that are not (or are marginally) covered by the associations/institutions.

The tables below list the actions as per each strategy and pillar.

## Pillar 1

**Strengthen two-way trade relations between Jordan and the United States – research, outreach, technical assistance to build the capacity of Jordanian exporters and explore and develop Jordan-U.S. business opportunities.**

Strategy	Action
<b>Strategy 1: Develop business opportunities for Jordanian and U.S business</b>	Encourage joint-Jordanian-U.S e-commerce services
<b>Strategy 2: Enable market research cooperation between Jordan and the United States</b>	Plan a semi-annual forum to assess market access opportunities in specific industries
	Set up an annual inquiry committee to study business practices in both countries
	Develop a Jordan-U.S industry incubator program to promote joint manufacturing facilities
<b>Strategy 4: Organize targeted inbound and outbound trade missions</b>	Organize inbound trade missions targeting key industry sectors
	Create a state-level matchmaking program
	Arrange for virtual missions



## Pillar 2

Promote inward investment – advocacy, promotional, and capacity building activities to create an attractive environment for investment in Jordan and improve marketing of Jordanian advantages to foreign investors.

Strategy	Action
Strategy 1: Promote joint Jordanian-U.S export ventures	Create exports using U.S inputs with Jordanian value added
	Create rules and standards for sub-contracting and outsourcing activities between Jordanian businesses and U.S counterparts
Strategy 2: Conduct inbound and outbound investment missions	Organize inbound investment missions targeting industrial and service sectors
	Arrange outbound investment missions to the United States

## Pillar 3

Raise public awareness about the JUSFTA and communicate opportunities – training, media outreach, and development of information resources to improve public awareness of JUSFTA, enhance information dissemination, and encourage and facilitate broad participation in JUSFTA implementation.

Strategy	Action
Strategy 1: Develop a comprehensive public awareness campaign targeting Jordan and the US market	Strengthen ties with the media
	Organize road shows
Strategy 2: Provide training for key TIJARA stakeholders on various aspects of the JUSFTA	Establish linkages with the US counterparts to organize training seminars targeting US public sector.
	Establish linkages with the US counterparts to organize training seminars targeting US business community.
	Organize training for public- sector employees
Strategy 3: Enhance information dissemination	Establish a mechanism to enhance the trade service functionality of the FTA portal.

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## Pillar 4

Enhance public-private cooperation to create a business environment conducive to Trade – research, trainings, capacity building, and related activities to promote Jordanian due diligence and trade compliance programs, enhance trade facilitation efforts, and build the institutional capacity of Jordan public and private institutions related to trade.

Strategy	Action
<b>Strategy 1: Launch Jordanian due diligence and trade compliance programs to improve capitalization on FTA opportunities.</b>	Develop programs to enhance Jordan's compliance with the Customs- Trade Partnership Against Terrorism (C-TPAT)
	Promote the adaptation of Jordanian due diligence system in intellectual property
	Protection in general trade logistics services
<b>Strategy 2: Enhance trade facilitation efforts</b>	Develop links between Jordan and the US government agencies
	Establish a Jordan- US business council
	Streamline customs procedures
<b>Strategy 3: Build institutional trade capacity of Jordanian public and private institutions and strengthen cooperation</b>	Expand public participation in TIJARA implementation mechanisms.
	Reinstate the public participation outreach program in governorates across the kingdom

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# ANNEXES

## ANNEX I: MATCHING ASSOCIATIONS/ INSTITUTIONS ACTIVITIES WITH TIJARA PILLARS

Upon collecting all the relevant information from the associations/institutions contacted, the activities were grouped into different categories in each pillar. The following list summarizes the activities conducted by associations as per the four pillars of TIJARA.

**Pillar 1:** Strengthen two-way trade relations between Jordan and the United States – research, outreach, technical assistance to build the capacity of Jordanian exporters and explore and develop Jordan-U.S. business opportunities.

### Associations and Institutions under Pillar 1

Common Activity	Association/ Organization	Relevant Activities
Special Programs Facilitating Trade	Business Development Center	Phase Two includes a series of one-on-one coaching meetings and strategy sessions with individual company officials in Jordan. It also includes creation of marketing communications materials (advertisements, sales literature, and press releases), and U.S
	Jordan American Chamber of Commerce	Business Advocacy Center: AmCham-Jordan is using trade promotion and development tools to increase US exports to Jordan, promote two-way trade, and attract US trade-related investments to Jordan.
	Jordan Inbound Tour Operators Association	Executive and professional development certificate programs
Information on Trade related issues	US Embassy ( Commercial Section)	Market overview

## Associations and Institutions under Pillar 1

Common Activity	Association/ Organization	Relevant Activities
	Jordan American Chamber of Commerce	Provides fast and accurate information on importers and exporters, associations, international brands, trade fairs and shows, publications, consultants and services, manufacturers, medical products yellow pages, chambers of commerce, commercial services, government offices, international institutions and business missions.
	Jordan Exporters Association	Providing market information for products
	Ministry of Industry and Trade	Providing advice on trade aspects of Jordan-US FTA.
	Jordan Exporters Association	Organizing Trade missions and Exhibitions
		In 2005 they attended exhibitions in Detroit and Chicago and this year they are planning to go to another food exhibition in New York
<b>Helping with Compliance to International Standards</b>	Jordanian Association of Manufacturers of Pharmaceuticals and Medical Appliances	Helping members to comply with US FDA requirement to facilitate trade
	Business Development Center	BDC/Tatweer has recently launched the Fast Export Track to USA Program, starting with few Jordanian companies from various sectors. The new program is designed to help benefiting companies to penetrate the US market successfully through a three-phased pro
		Provides technical and financial support for a number of services aimed at enabling Jordanian companies to comply with the US market standards in addition to services related to building the financial, managerial and marketing capacities of the companies.
<b>Actual Involvement in Trade</b>	Business Development Center	Phase Three will identify distribution channels and provide ongoing sales management and support in the U.S. on behalf of the Jordanian companies participating in the program.
	Jordan Industrial Estate Corporation	JIEC has factories in Irbid and Karak, who based on the QIZ agreement export to the US (mainly textiles) duty free and quota free.

**Pillar Two:** Promote inward investment – advocacy, promotional, and capacity building activities to create an attractive environment for investment in Jordan and improve marketing of Jordanian advantages to foreign investors.

## Associations and Institutions under Pillar 2

Common Activity	Association/ Organization	Relevant Activities
Networking Opportunities	Young Entrepreneurs Association	Networking amongst YEA members and local businesses
	Jordan Exporters of Fruits and Vegetables	Event Organization: such as Buyers mission: organize events for those interested in trading fruits and vegetables.
	Jordan Garments, accessories, textiles exporters Association	Networking by attending international trade shows Amman Fashion & Textiles Exhibition
Relevant Information Provision	Jordan Institution for Standards and Metrology	Providing users with information on currently valid standards, technical regulations, guides and conformity assessment procedures
	Jordan Stone and Tile Association	Informing members of what is occurring within the sector and what should concern them. Activity reports by beneficiaries (trade missions, trade fairs – need to arrange for seminars, training events, others)
	Jordan American Chamber of Commerce	Provides fast and accurate information on importers and exporters, associations, international brands, trade fairs and shows, publications, consultants and services, manufacturers, medical products yellow pages, chambers of commerce, commercial services, government offices, international institutions and business missions.
	Jordan Exporters of Fruits and Vegetables	Providing relevant information to members.
Development/ Support	Young Entrepreneurs Association	The development of the “Accredited Entrepreneur initiative” to help build credibility for finance
	Ministry of Planning	Provides support to programs that help SME's target the US market such as the TATWEER project
	Jordan Stone and Tile Association	Create linkages between our members and the donor community – availability of grants, training sessions, etc.
	Jordan Enterprise Development Cooperation	Cooperating with SABEQ program on export promotion strategy to identify products of which to focus efforts on for the next three years.
	Young Entrepreneurs Association	Business Incubators in Irbid and Amman
	Jordanian Federation of Investment Associations	Advocacy activities: influencing, shaping and revising new and current investment regulations to enhance the investment environment and increase the competitiveness of domestic sectors.
	Jordan American Chamber of Commerce	The Training and Career Development Center specializes in professional services. It houses AmCham-Jordan's ILO-Accredited EYB & SIYB Projects and provides business managements & corporate capacity building programs.
	Jordanian Association of Manufacturers of Pharmaceuticals and Medical Appliances	Contract manufacturing and co marketing for international manufacturer ( this is done on a case by case basis, not a primary activity of JAPM)

**Pillar Three:** Raise public awareness about the JUSFTA and communicate opportunities – training, media outreach, and development of information resources to improve public awareness of JUSFTA, enhance information dissemination, and encourage and facilitate broad participation in JUSFTA implementation.

### Associations and Institutions under Pillar 3

Common Activity	Association/ Organization	Relevant Activities
<b>Events for members</b>	The Jordanian Businessmen Association	JBA organizes business missions for its members throughout the year to counterpart associations.
	The Jordanian Businessmen Association	JBA receives missions of the foreign business communities which visit Jordan, and arranges for meetings between such missions and their Jordanian counterparts.
	Shipping Agents Association	Organizing conferences for members to discuss relevant rules, regulations and requirements to facilitate trade, this is in addition to holding discussions with members on any concerns they might have
<b>Relevant Information Provision</b>	Shipping Agents Association	Distributing newsletters to members including updates (e.g. WTO, trade agreements...etc)
	US Embassy (Commercial Section)	Providing a detailed credit report on a prospective overseas sales representative or partner
		Providing a listing of the company's key officers and senior management
		Making available banking and other financial information about the company
		Making available banking and other financial information about the company
		Analyzing of specific Jordanian industry sectors (ISA)
		A detailed credit report on a prospective overseas sales representative or partner
	Jordan Enterprise Development Cooperation	Serve as an information center answer inquiries relevant to FTA
	Jordan Exporters Association	Targeted Seminars:
		Digital video conferences on:
		Exporting food to the US

### Associations and Institutions under Pillar 3

Common Activity	Association/ Organization	Relevant Activities
		Bilateral Trade between Jordan and the US
	Jordan American Chamber of Commerce	Trade Opportunities Service: regional research and analysis service that produces analytical reports, statistical analyses, trade data sheets, and analyzes trade and investment prospects for Jordanian, regional, and U.S. businesses
	Ministry of Industry and Trade	Promoting Jordan-US FTA through brochures about the agreement.

**Pillar Four:** Enhance public-private cooperation to create a business environment conducive to Trade – research, trainings, capacity building, and related activities to promote Jordanian due diligence and trade compliance programs, enhance trade facilitation efforts, and build the institutional capacity of Jordan public and private institutions related to trade.

### Associations and Institutions under Pillar 4

Common Activity	Association/ Organization	Relevant Activities
Relevant Events and Meetings	Business Development Center	BDC facilitates and supports several workshops among sector business associations and other related governmental entities such as Ministry of Labor, Ministry of Industry and Trade, Ministry of Environment, and Customs department to advocate several issues facing the sectors and to create a business environment conducive to Trade.
	Jordan Inbound Tour Operators Association	Network with members, and international associations
	Jordanian Federation of Investment Associations	Organize public-private events: including economic workshops, lecture, seminars and conferences.
		Seminars with government officials about issues of interest to the stone and tile
	Jordan Enterprise Development Cooperation	Focus Groups ( with associations, private and public sector organizations , chambers...etc) on sector development strategies



## Associations and Institutions under Pillar 4

Common Activity	Association/ Organization	Relevant Activities
	American Chamber of Commerce	Business to Business to outreach service: provides Jordanian, Regional, and U.S. companies with excellent opportunities for business-to-business linkages, partnerships, alliances, and cooperation initiatives
	Jordan Enterprise Development Cooperation	Participation in trade fairs (especially garments) JBA runs dialogues with ministries and institutions concerned with economic affairs in Jordan and lobbies for its members, thus it plays an important role in the legislative field through direct meetings with top officials and convening seminars and workshops.
	Jordanian Association of Manufacturers of Pharmaceuticals and Medical Appliances	High coordination with Ministry of Health and FDA in research
<b>Relevant Research / Information provision</b>	Ministry of Industry and Trade	Provide awareness to both the public and the private sectors in matters of Jordan-US FTA; identify Jordan's commitments and export opportunities in the framework of this Agreement through seminars, presentations and workshops.
	Jordan Stone and Tile Association	Negotiating with government ministries and officials for a better legal and regulatory environment
<b>Legal and Regulatory</b>	Young Entrepreneurs Association	Sawtouna" Public Policy advocacy initiative
	Young Entrepreneurs Association	Public policy advocacy member committee
	Jordan Garments, accessories, textiles exporters Association	Organizing and Coordinating efforts regarding the "Labor file- penalties"
	Shipping Agents Association	Creating a link by representing members and public sector (ministry of industry and trade), Port of Aqaba, Chambers of Commerce, ambassadors to facilitate trade
<b>Specific services which facilitate trade</b>	Jordan Chamber of Industry	On demand technical assistance to local companies (i.e. services that will help implement bilateral trade)
	Jordan Investment Board	(plan) Consolidating the partnership with the private sector in all activities.

## Associations and Institutions under Pillar 4

Common Activity	Association/ Organization	Relevant Activities
	Jordan Industrial Estate Corporation	Work hand in hand with other agencies like Jordan Investment Board(JIB) and other investment associations as part of their creating PPP
	Jordan Investment Board	Interfacing with Government on private sector and small and medium enterprise (SME) issues, particularly in relation to incentives such as reductions or exemptions from customs duties and sales and corporate taxes.
	Jordan American Chamber of Commerce	Business to Business to outreach service: provides Jordanian, Regional, and U.S. companies with excellent opportunities for business-to-business linkages, partnerships, alliances, and cooperation initiatives.
	Jordan American Chamber of Commerce	Trade Opportunities Service: regional research and analysis service that produces analytical reports, statistical analyses, trade data sheets, and analyzes trade and investment prospects for Jordanian, regional, and U.S. businesses
	Jordan American Chamber of Commerce	Business Advocacy Center: AmCham-Jordan is using trade promotion and development tools to increase US exports to Jordan, promote two-way trade, and attract US trade-related investments to Jordan.

## ANNEX II: EXTENT OF COVERAGE OF THE TIJARA ACTIVITIES BY THE ASSOCIATIONS AND INSTITUTIONS.

The table below illustrates what strategies under TIJARA are already covered by the associations and institutions and the strategies that are marginally/ not covered. Strategies mentioned under “Marginally/ Not Covered” include the strategies that very few associations are implementing as well as the ones that are not implemented at all.

### Extent of coverage of the TIJARA activities by the associations and institutions.

	Covered	Marginally/ Not Covered
Pillar 1	Strategy 1: Develop business opportunities for Jordanian and U.S business	Strategy 2: Enable market research cooperation between Jordan and the United States
	Strategy 3: Upgrade and diversify Jordanian export capabilities	
	Strategy 4: Organize targeted inbound and outbound trade missions	
Pillar 2	Strategy 3: Build an environment conducive to trade and investment growth	Strategy 1: Promote joint Jordanian-U.S export ventures
	Strategy 4: Enhance backward linkages and matchmaking programs	Strategy 2: Conduct inbound and outbound investment missions
Pillar 3	Strategy 1: Develop a comprehensive public awareness campaign targeting Jordan and the US market	
	Strategy 2: Provide training for key TIJARA stakeholders on various aspects of TIJARA	
	Strategy 3: Enhance information dissemination	
Pillar 4		Strategy 1: Launch Jordanian due diligence and trade compliance programs to improve capitalization on FTA opportunities.
		Strategy 2: Enhance trade facilitation efforts
		Strategy 3: Build institutional trade capacity of Jordanian public and private institutions and strengthen cooperation

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