

Tijara Coalition Working Principles

The *TIJARA Coalition* was established by key national business associations that represent Jordanian businesses, and include chambers of industry and commerce as well as associations together with the Ministry of Industry, Trade and Supply, the Jordan Investment Commission and other relevant public bodies. The Coalition will operate based on the principles of collaboration and joint efforts.

Recognizing the importance of assuming mutual public-private responsibility in responding to the challenges of sustainable economic development;

Recognizing the need to assist Jordanian companies in overcoming the challenges of growth and job creation through enhancing their competitive advantage and unifying and aligning efforts of all public and private players in economic development;

Recognizing that the US is one of Jordan's biggest trading partners, and hence working towards enhanced bilateral trade and investment;

A number of comprehensive agreements were signed between Jordan and the United States, most notably the Jordan US Free Trade Agreement (FTA) and the Bilateral Investment Treaty (BIT), in order to support and facilitate economic cooperation, raise the standard of living, promote economic growth, increase investment opportunities and employment, increase production capacities and increase the competitiveness of goods and services between the two countries and at the international level.

Therefore, in their effort to maximize access to American markets, members of the Tijara Coalition are determined to combine their expertise and resources to institutionalize joint efforts in order to provide a range of suitable and practical solutions for Jordanian companies aimed at networking with US companies through the provision of market and research information, identifying the buyers, participating in trade missions and exhibitions in addition in helping to comply with export requirements, training and exchange of experiences.

Tijara Coalition Objectives:

The collective work is based on the following objectives:

- Establish a National FTA Unit hosted by AmCham-Jordan to function as the Secretariat for the Tijara Coalition and act as the national reference point for all US-Jordan trade and investment through their public-private partnership.
- Promote and support increase in exports of goods and services.
- Promote and facilitate investment opportunities.
- Support the development of economic policies and legislative modernization.
- Build awareness among the business community in both Jordan and the USA on bilateral trade and investment relations and opportunities.
- Conduct specialized training courses and compile information and expert databases to support two-way trade and investment.

These objectives will be supported by a strategic plan which is to be prepared during the first half of 2017 to reflect future operations and activities of the Coalition. It should be noted that the initial phase of the Tijara Coalition will be supported by USAID's Jordan Competitiveness Program (JCP)

The comprehensive 5-year strategic plan will be written by the Coalition's Executive Committee which is comprised of managers representing Coalition members and supported by technically competent experts. The Strategy will also be supported by detailed annual action plans that are approved and implemented by the Coalition to ensure that the Strategy is both realistic and adaptable. In addition, the strategy must establish an implementation, monitoring and evaluation scheme, as well as highlight the requirements and criteria for joining the Coalition.

Collective Work Pillars

In addition to the collective/comprehensive work pillar that is designed to institutionalize the Coalition's work and contribute to enhancing Jordan-US economic relations, the work pillars include the following:

First: Increase and diversify Jordanian Exports to the US markets

A standardized methodology will be established to include a series of services consistent with stages towards export growth, starting with the preparation and compilation of information, development of experts and buyers/distributors database, networking with the partners, to evaluating export preparedness of companies and identifying their needs in order to come up with a mechanism to respond to certain challenges that may be addressed at the sectoral level.

During this initial stage, four promising sectors with outstanding competitive characteristics and the best opportunities to access the American markets have been selected, namely:

- Foodstuff (industrial sector)
- Packaging (industrial sector)
- Chemical product (industrial sector)
- Services sector in general focusing on IT, education, research and consultancy,

In addition to implementing a number of activities, including a periodic US-Jordan business guide, coordinating Jordan-US trade missions, holding specialized training courses and workshops on the FTA and BIT.

Second: Investment Promotion

In the investment field, private/specialized promotional methods will be adopted to attract expertise and value-added strategic partnerships into the Kingdom.

In partnership with the concerned authorities, the investment opportunities will be identified and highlighted. The concerned authorities will elaborate the -comparative advantages of these investments. In this context, AmCham-Jordan's network will be used to target interested and competent authorities to attract US direct investments.

In this context, the focus will be on the following types of investments:

- Attracting investments towards established Jordanian enterprises, enhancing their growth and competitive ability in the US market

- Promotion for new investment projects within certain sectors such as renewable energy and/or at certain locations like Aqaba Special Economic Zone (creation of wholly owned enterprises, subsidiaries or branches)

Third: Policy Development

The policies referred to here are economic policies associated with US-Jordan trade and investment relations as reflected in the FTA, the BIT and other bilateral conventions/Treaties, in addition to contributing to the update and development of legislative and procedural measures that affect US-Jordan investment and trade.

Thus, this function entails two aspects: the first is to support Jordanian and American investors, companies exporting to the US, American companies supplying the Jordanian market or those operating in Jordan, so as to understand and overcome regulatory or procedural hurdles/obstacles in day-to-day activities and making them available to the members to take advantage of.

The second includes preparing work papers and surveys that contribute to enhancing Jordan-US economic relations and developing and modernizing the business environment. This Committee is commissioned to update at least two economic policies.

- **Organizational Structure** In order to institutionalize a shared and comprehensive work mechanism, an organizational structure for the Coalition has been developed to include three consecutive levels that identify tasks and activities and allocate these amongst the Tijara Coalition members to ensure specialization and the pooling of efforts and resources so as to better serve Jordanian companies and strengthen Jordan-US bilateral trade relations as follows: **Tijara Coalition:** includes all Coalition members, and is responsible for identifying the strategic objectives, adopting strategies and plans and forming technical committees.
- **Technical committees** by subject, and include representatives of the relevant parties. During this initial phase, the following committees have been formed:
 - 1) Food product committee.
 - 2) Packaging industries' committee.

- 3) Chemical product committee.
- 4) Service export sector committee.
- 5) Investment committee.
- 6) Economic policies committee (legislation and procedures).

■ **Ad hoc task force:** formed as needed by the Coalition or the technical committees. These committees address certain subjects and develop the sound approach to handle matters in line with the Coalition objectives and activities.

To date, one **implementation committee** has been formed **of directors or managers:**

- Directorate of Foreign Policy/ Ministry of Industry, Trade and Supply.
- Directorate of Industrial Development/ Ministry of Industry, Trade and Supply
- Executive Director of the Jordan, Amman, Zarqa and Irbid Chambers of Industry
- Executive Director of the Jordan and Amman Chambers of Commerce.
- CEO of the American Chamber of Commerce in Jordan.
- The concerned managers from the commercial section and USAID in the US Embassy in Amman.

The implementation committee will prepare the first year-working principles and the implementation plan in line with USAID's Jordan Competitiveness Program (JCP) grant requirements, to this end. In addition, the committee will supervise the preparation of the Coalition strategy and steer activities of the Coalition and the committees mentioned above. To this end, a small working committee of technical experts will be formed to finalize research and draft the Coalition strategy and shall include all managers of reserach departments and experts from the aforementioned authorities.

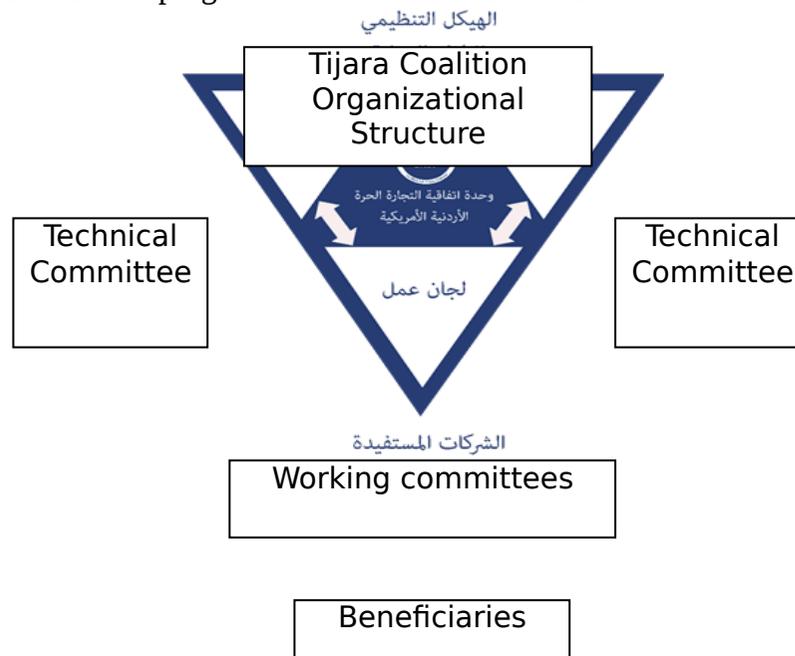
In order to facilitate work processes and to ensure optimal performance to reach the required goals, the Unit prepares the operating procedures for the committees and task force as well as their membership. These members may also resort to competent technical experts. Decisions and recommendations are taken by majority of votes of the members present, and in the case of a tie,

the chairman/deputy chairman of the committee or task force has the casting vote. Term of the committees will be one renewable year butterm of the task force should not exceed 6 months. The FTA Unit manager or his/her delegate acts as Secretary of the committees or task force and shall prepare agendas, minutes of meetings in addition to maintaining records and ensuring the implementation of decisions and recommendations.

The FTA Unit being the Secretariat of Tijara Coalition supports the Coalition and committees and avails specialized expertise to ensure the services to the beneficiary enterprises are provided.

The following figure illustrates the organizational structure adopted by the Coalition, and is centered on the beneficiary enterprises and on harnessing efforts for real solutions that may contribute to successfully exporting to the US market.

The structure is spearheaded by the FTA Unit, which is intended to provide technical and logistic support to the Coalition activities and to employ enterprise support services and programs within the framework of AmCham-Jordan.



Tijara Coalition Members (2017)

Government Agencies	Chambers	Business Associations	Sectoral Associations 1
Ministry of Industry , Trade & Supply	Jordan Chamber of Industry	American Chamber of Commerce in Jordan	Information Technology Association " Intaj"
Jordan Investment Commission (JIC)	Jordan Chamber of Commerce	Jordan Exporters Association	EDAMA association
U.S. Agency for International Development (USAID)	Zarqa Chamber of Industry	Jordanian Businessmen Association	Jordanian Association of Pharmaceutical Manufacturers (JAPM)
Jordan Competitiveness Program USAID- JCP	Zarqa chamber of commerce	Jordan Strategy Forum	Jordan Stone and Tile Exporters and Producers Association (JOSTONE)
- US Embassy -(Commercial Section) -(Economic Section)	Amman Chamber of Industry	Connect.jo	The Jordan Exporters and Producers Association for Fruit and Vegetables (JEPA)
Jordan Enterprise Development Corporation (JEDCO)	Amman chamber of commerce	Eastern Amman Investors Industrial Association	Jordan Furniture Exporters and Manufactures Association (JFEMA)
Jordan Customs (JC)	Irbid Chamber of Industry	Industrial small and medium-sized enterprises association	Jordan Garments, Accessories and Textiles Exporters Association (JGATE)
Jordan Standards and Metrology Organization (JSMO)	Irbid Chamber of Commerce	Jordan Investors Association	Jordan Olive Products Exporters Association (JOPEA)

1- Tijara Coalition Periodic Meetings	FTA Unit										<ul style="list-style-type: none"> - 5 meetings during the first year - 2/4 meetings during the second year
2- Benchmarking study including: sector analysis, company database (Jordan and US), identify targeted states and linkages/cluster), consider necessary measures to increase and diversify exports	Implementation Committee/FTA Unit/ Expert										<ul style="list-style-type: none"> - Study/Literature (500) (3.1.1 + 2.2.1)
3- Prepare Tijara Coalition strategy (5 years)	Implementation Committee/ FTA Unit (Expert Contracted)										<ul style="list-style-type: none"> - Strategy
- Prepare and implement the communication strategy focusing on social media	FTA Unit (contract an expert)										<ul style="list-style-type: none"> - Strategy (35% increased media coverage/ access to 1000 persons)
- Prepare and implement a marketing and communication strategy on the Unit website for the concerned to access and get registered through the Unit	FTA Unit (contract an expert)										<ul style="list-style-type: none"> - Marketing Plan
- Prepare the advocacy strategy	Implementation committee/ FTA Unit (contract an expert)										<ul style="list-style-type: none"> - A plan and action program (2) and topics (2)
4- Develop and launch the	Tijara Unit (contract										<ul style="list-style-type: none"> 1 website

Unit website)	an expert)									
- E-gate for ('Jordanian Industries')	Amman Chamber of Industry/ FTA Unit									<ul style="list-style-type: none"> - Content development and management - Translation - Marketing

Pillar: foundational work	Implementing party	Interval								Performance Indicators
		Year 1				Year 2				
Objective (2): Contribution to Enhancing US-Jordan Economic Relations		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
Activities: 5- Prepare and carry out local introductory/awareness workshops	Coalition/ FTA Unit									<ul style="list-style-type: none"> - 10 workshops in 7 governorates targeting 500 participants (Amman, Zarqa, Irbid,

										Development and Free Zones, Aqaba)
6- Prepare and organize Jordanian trade and investment missions to the USA	Ministry of Industry, Trade and Supply/ JIC/ Connect.jo/ FTA Unit (Experts)									<ul style="list-style-type: none"> - 2 Business/Investment Missions - 15*2 Participating Enterprises - 25*2 Represented Enterprises
7- Doing Business in Jordan- Business Guide	FTA Unit/ Expert									<ul style="list-style-type: none"> - Guide/Literature (500) - (Issued Periodically)
8- Doing Business in the US	FTA Unit/ Expert									<ul style="list-style-type: none"> - Guide/Literature (500) - (Issued Periodically)
9- Publish an annual calendar of events for all Tijara Coalition members	Coalition / FTA Unit									<ul style="list-style-type: none"> - 1 - Published on the e-page and distributed through e-mail
10- Set up and develop a mechanism to help enterprises communicate with importers and distributors in the US and vice-versa (Matchmaking Services)	Coalition/ FTA Unit									<ul style="list-style-type: none"> - 150 applications processed
11- Export assessment and readiness program	Coalition/ FTA Unit									<ul style="list-style-type: none"> - 10 enterprises during the first year - 10 enterprises during the second year
12- Establish and develop expo participation tables and measures	Coalition/ JIC/ FTA Unit									<ul style="list-style-type: none"> - Development of cooperation mechanism with the concerned parties

First Pillar: Increase and	Implementing	Interval							Performance indicators
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diversify Jordanian exports to the US market	party									
Objective (1): Increase exports of food products		Year 1				Year 2				
Activities:		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
1.1 Activities of the Technical Committee for the food sector - Identify objectives in terms of increasing rate and types of exported food products.	Committee/ FTA Unit									- Meetings
1-2 US Food Export Guide	Committee/ Ministry of Industry, Trade and Supply/ FTA Unit (Expert)									- Guide/literature (250)
1.3 Establish and develop a database of local and international experts - Provide specialized consultancy - certificates of compliance (Lab Examinations)	Committee/ Amman Chamber of Industry/ FTA Unit (Expert)									- Develop approval criteria - Develop a registration form - Publish the form on the website - Create a mechanism for evaluation and quality assurance
1-4 Establish and develop a data base of Jordanian companies.	Committee/ FTA Unit (expert)									- Create a registration form - Publish the form on the website 50 Jordanian enterprises
1-5 Establish and develop a database of US companies by state	Committee/ FTA Unit (Expert)									- Create a registration form - Publish the form on the

										website 100 US enterprises (10 states) Buyers and distributors
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First Pillar: Increase and diversify Jordanian exports to the US market	Implementing party	Interval								Performance Indicators
		Year 1				Year 2				
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
Objective (2): Increase chemical products exports										
Activities:										
1.2 Activities of the technical committee to the chemical sector - Identify objectives in terms of increased rate and types of exported chemical products	Committee/ FTA Unit									- Meetings
2.2 US chemical goods Export Guide/ selected products	Committee/ Ministry of Industry, Trade and Supply/ FTA Unit (Expert)									Guide/literature (250)
3.2 Establish and develop local and international experts data base - provide specialized consultancy - certificates of compliance (lab examinations)	Committee/ FTA Unit (expert)									- Develop approval criteria - Develop a registration form - Publish the form on the website - Create a mechanism for evaluation and quality assurance
4.2 Establish and develop a data base of Jordanian companies.	Committee/ FTA Unit (expert)									- Develop a registration form - Publish the form on the website

										50 Jordanian enterprises
5.2 Establish and develop a database of US companies by state	Committee/ FTA Unit (Expert)									<ul style="list-style-type: none"> - Develop a registration form - Publish the form on the website 100 US enterprises (10 states)

First Pillar: Increase and diversify Jordanian exports to the US market Objective(3): Increase exports of packaging materials Activities:	Implementing party	Interval								Performance Indicators
		Year 1				Year 2				
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
1.3 Activities of the Technical Committee for the packaging sector <ul style="list-style-type: none"> - Identify objectives in terms of increasing rate and types of exported products 	Committee/ FTA Unit									Meetings
2.3 Establish and develop a database of local and international experts <ul style="list-style-type: none"> - provide specialized consultancy - certificates of compliance (lab examinations) 	Committee/ FTA Unit (expert)									<ul style="list-style-type: none"> - Develop approval criteria - Develop a registration form - Publish the form on the website - Create a mechanism for evaluation and quality assurance
3.3 Establish and develop a data base of Jordanian companies.	Committee/ Tijara Unit (expert)									<ul style="list-style-type: none"> - Develop a registration form - Publish the form on the

										website 50 Jordanian enterprises
4.3 Establish and develop a database of US companies by state	Committee/ Tijara Unit (expert)									<ul style="list-style-type: none"> - Develop a registration form - Publish the form on the website 100 US enterprises (10 states)

First Pillar: Increase and diversify Jordanian exports to the US market	Implementing party	Interval								Performance Indicators
		Year 1				Year 2				
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
Objective (4): Increase exports of services sector										
Activities:										
1.4 Activities of the Technical Committee to the services sector to identify objectives in terms of increasing rate and types of exported services.	Committee/ FTA Unit									Meetings
2.4 Benchmarking study	Ministry of Industry, Trade and Supply/FTA Unit									Study
3.4 Establish and develop a	Committee/ FTA									- Identify needs

database of local and international experts	Unit (expert)									<ul style="list-style-type: none"> - Develop approval criteria - Develop a registration form - Publish the form on the website - Create a mechanism for evaluation and quality assurance
4.4 Establish and develop a data base of Jordanian companies.	Committee/ FTA Unit (expert)									<ul style="list-style-type: none"> - Develop the registration form - Publish the form on the website <p>50 Jordanian enterprises</p>
5.4 Establish and develop a database of US companies by state	Committee/ FTA Unit (expert)									<ul style="list-style-type: none"> - Develop a registration form - Publish the form on the website <p>100 US enterprises (10 states)</p>

First Pillar: Increase and diversify Jordanian exports to the US market	Implementing party	Interval								Performance Indicators
		Year 1				Year 2				
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
Objective(5):Qualification upgrading and training										
Activities:										
5.1 Prepare and launch online training programs -FTA - Register the food products and obtain the registration - Marketing - Transactions in the US	FTA Unit/ Expert									50 Companies that benefit from training and are certified - MENA AmCham council

5.2 Prepare training needs and assessment surveys by targeted sector	Ministry of Industry, Trade and Supply/ FTA Unit									- Development of the survey - Distribution and analysis of the survey - Training recommendations
5.3 Prepare the training content and identify trainers	Working Committee – FTA Unit/ experts									- Training material - List of experts
4.5 Provide training workshops	Concerned parties by subject/ FTA Unit (expert)									- 3 courses + certificates - 3*15 = 45 enterprises 3*30 = 90 staff
- Commodities export to USA (food, packaging) ²	Ministry of Industry, Trade and Supply /Zarqa Chamber of Industry FTA Unit (expert)									
- Services export	Ministry of Industry, Trade and Supply /FTA Unit (expert)									
2* Export Guide										

Second Pillar: Investment Promotion Objective: Attract US investment to Jordan Activities:	Implementing party	Interval								Performance Indicators
		Year 2				Year 2				
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
1- Investment committee activities	FTA Unit									- Meetings
2- US Investment, Financial and Anti-Corruption Guide ³	Committee/ FTA Unit/ expert									- 250 guides/literature
3- Develop a database of global US companies to attract investments into Jordan	FTA Unit + expert									- Develop standards - Set up a communication mechanism

Third Pillar: Policy Development	Implementing party	Interval								Performance indicators
		Year 1				Year 2				
Objective: Reduce trade and investment hurdles between Jordan and the US		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
Activities										
1- Activities of the economic policies committee (legislation and procedures)	Coalition/ FTA Unit									- Meetings
2- Analysis and a questionnaire to collect opinions and proposals of	Committee/ FTA Unit									- Design the questionnaire - Distribute and collect

investors concerning the investment environment in Jordan in addition to import and export challenges										<ul style="list-style-type: none"> opinions - Result analysis - Bring them before the committee and issue recommendations
3- Map of stakeholders	Committee/ FTA Unit									<ul style="list-style-type: none"> - 1 Map
4- Draft and sign MOU with the concerned parties to elaborate mutual cooperation frameworks										<ul style="list-style-type: none"> - 3 MOU
5- Draft and publish research papers	Committee/ FTA Unit (expert)									<ul style="list-style-type: none"> - 2 position papers
6- Prepare and carry out comprehensive studies and advocacy programs about developments; hold periodic meetings with the concerned parties										<ul style="list-style-type: none"> - 2 advocacy programs in line with the strategy - 2 monitoring reports - 10 meetings with the concerned parties