

TIJARA

A Strategy for Implementing the U.S.-Jordan Free Trade Agreement

Final Draft Report

**Prepared by the
AMIR Program**

December 2001

Contents

- 1. Introduction**
 - Opportunities and Challenges
 - Need for a Strategy
 - This Report

- 2. TIJARA —A Strategy for Implementing the FTA**
 - Where Are We Going? A Vision for the FTA
 - Overall Goal and Targets
 - Key Strategies

- 3. Implementation Plan**
 - Summary of Action Plan
 - Key Actions
 - Timeline
 - Next Steps

Acronyms and Abbreviations

ACC	Amman Chamber of Commerce
ACI	Amman Chamber of Industry
AMIR	Access to Microfinance and Improved Implementation of Policy Reform (Program)
ASEZA	Aqaba Special Economic Zone Authority
AWTC	Amman World Trade Center
Committee	U.S.-Jordan FTA Coordinating Committee
DPM	Deputy Prime Minister (Economics), Jordan
EXIM	Export-Import Bank of the United States
FJCC	Federation of Jordanian Chambers of Commerce
FTA	Free Trade Agreement
FTPD	Foreign Trade Policy Directorate, Ministry of Industry and Trade
GOJ	Government of Jordan
HECC	Higher Economic Consultative Council
INTAJ	Information Technology Association of Jordan
IPR	Intellectual Property Rights
JABA	Jordanian-American Business Association
JBA	Jordan Businessmen Association
JEDCO	Jordan Export Development and Commercial Centers Corporation
JIB	Jordan Investment Board
JIEC	Jordan Industrial Estates Corporation
JISM	Jordan Institution for Standards and Metrology
JUSBP	Jordan-US Business Partnership
JTA	Jordan Trade Association
MIT	Ministry of Industry and Trade
MOF	Ministry of Finance, Jordan
MOP	Ministry of Planning, Jordan
OPIC	Overseas Private Investment Corporation (OPIC)
QIZ	Qualified Industrial Zone
USDOC	U.S. Department of Commerce
USG	United States Government
USAID	United States Agency for International Development
USTR	United States Trade Representative
YEA	Young Entrepreneurs Association
ZCI	Zarqa Chamber of Industry

1. Introduction

Opportunities...

The recently enacted U.S.-Jordan Free Trade Agreement (FTA) offers Jordan a **unique opportunity to boost private sector-led economic growth through increased U.S. trade and investment**. As only the fourth bilateral FTA that the U.S. has entered into internationally, and the first with an Arab country, the FTA sends a powerful signal to potential investors and traders—Jordan is open for business, offering unprecedented access to the U.S. market.

What is the **nature of the opportunity** provided by the FTA, and the potential benefits to Jordan and its private sector? Recent studies¹ and analyses have pointed to several major, possible direct economic effects:

- Preferential opening of the U.S. market for Jordan's **traditional export products** such as aluminum bars and rods, insecticides, and others.
- Significant demand for a number of **emerging product segments**, such as Dead Sea cosmetics, olive oil, paints, luggage, etc. One of the most significant impacts of the FTA is expected to be in diversifying Jordan's export base.
- Development of Jordan as a **regional hub** for trade and investment directed at U.S. markets. The FTA is likely to foster inward investment and cross-border ventures with neighboring countries seeking to access the U.S. market.
- **Facilitation of U.S. investment** into Jordan in manufacturing and professional services. The FTA significantly liberalizes foreign access to the Jordanian services market, enhances IPR and includes provisions on e-commerce.
- **Expanded imports of U.S. products**, allowing Jordanian producers to upgrade their competitiveness with better access to competitive inputs, and increasing consumer welfare through access to higher quality consumer products.

International experience with FTAs also points to a number of **dynamic and indirect effects**. Rising levels of foreign investment in Jordan, for example, will raise Jordanian competitiveness by bringing access to best practices in terms of technologies, methodologies and marketing networks. Expanded U.S. exports to Jordan will increase competition for protected and inefficient industries, liberating those resources for more productive use. Consumers will benefit through access to more competitively priced and better quality goods. Enhanced levels of competition in general will lead to productivity gains. Increased market access by Jordanian exporters and better access to competitively priced inputs will boost

¹ See AMIR Program, "Economic Impact and Implications for Jordan of the U.S.-Jordan Free Trade Agreement," February 2001, for a detailed analysis of these issues.

competitiveness of Jordanian industries. While it is too early to gauge the full impact of these effects, the FTA has the potential to generate significant indirect benefits if carefully implemented.

Expert analyses have also suggested that **the U.S.-Jordan FTA offers the greatest near-term scope for Jordan**, compared to other trade agreements. This is not only because it provides privileged access to one of the world's largest and richest markets, but also because the agreement itself is comprehensive, flexible and easier to implement than others.

...And Challenges

While the direct and indirect opportunities presented by the FTA appear substantial, there are **several challenges for Jordan to overcome**. One of the most critical factors is the ability of Jordanian industry to take advantage of the opportunities presented by the FTA. International experience has shown that significant assistance will be required for existing producers to upgrade their capabilities to export on a sustainable basis to the U.S. market. How many existing companies have the firm-level capabilities to compete in one of the world's most demanding markets?

Another challenge lies in the ability of the Government and private sector associations to promote and implement the agreement effectively, to the full advantage of the Jordanian economy. Duty-free access to the U.S. market will remain a theoretical benefit unless it is fully exploited by Jordan. Duty-free benefits are only one cost component of a company's production and distribution value-chain. The establishment of the FTA does not mean an automatic expansion of Jordanian exports to the U.S.

Finally, the window of opportunity provided by the Agreement is a limited one. Already, the U.S. is in the process of negotiating FTAs with Chile and Singapore, and establishing the Free Trade Area of the Americas. It is actively evaluating the establishment FTAs with South Korea, Pakistan, Egypt, and India. The promulgation of these agreements—especially with other Middle Eastern and South Asian countries—may offer increased competition for Jordan and reduce its scope to serve as a platform for the U.S. market. This suggests that rapid action is essential.

Need for a Strategy

To fully and rapidly reap the benefits of the FTA, **Jordan needs to develop a comprehensive, practical and action-oriented strategy** that integrates the actions of various stakeholders. Too often, countries have failed to take advantage of market opportunities by not adopting a strategic view. Actions have been uncoordinated and an overall vision of what is being achieved has been lacking. This is a recipe for disaster.

It is important to realize that the FTA is much more than a mere market access mechanism for Jordan. It offers the real potential to transform the Jordanian economy and spur private sector-led economic growth. This requires a strategic view.

To date, the discussion among the various stakeholders in the FTA—the Government, private sector associations, the United States Government, workers, women, etc.—have primarily been focused on procedural matters including who controls the newly formed Jordan-US FTA Coordinating Committee (“Committee”). It is imperative that a clear strategic direction and plan is developed so that the potential benefits of the FTA are realized.

This Report

This report presents a revised draft of a **three-year strategic plan for the TIJARA initiative**. An initial draft report was provided to the Committee in November. That document was developed quickly, based upon a few days of discussion among various bodies in Jordan, a review of pertinent background documents, and the experience of similar efforts elsewhere². This documents incorporates the comments of the Committee on the initial draft. It is our intention that the strategy and actions presented here are fine-tuned and further elaborated by the various stakeholders, so that implementation can proceed efficiently.

Following this introductory chapter, the remainder of the report is structured as follows:

- Chapter 2 presents the Vision, Goals, Objectives and key strategies comprising the proposed strategic plan
- Chapter 3 outlines a detailed action plan for implementation of the various strategies, including an overall timeline, proposals in terms of respective roles and responsibilities of the various stakeholders, and immediate next steps to be undertaken by the Committee

The views outlined in this report are solely those of the authors, and do not necessarily represent those of any other party.

² The report was prepared by Kishore Rao and Sheri Pitigala of The Services Group (TSG) a member of the AMIR consortium led by Chemonics International.

2. TIJARA—A Strategy for Implementing the FTA

As suggested by the previous chapter, the FTA offers significant potential opportunities for the Jordanian economy, but much work has to be done quickly to realize that potential. This chapter outlines the main elements of a strategy to promote and implement the FTA. The strategic plan is organized into the following components:

- A **Vision** that outlines where we are going and what we are trying to achieve
- An **Overall Goal** for the FTA to achieve
- Major **Strategies** required to meet the Overall Goal and fulfill the Vision
- A concrete, time-bound implementation **Action Plan**

These are presented below.

Where Are We Going? A Vision for the FTA

The FTA is an essential component of realizing H.M. King Abdullah's vision for the Middle East region, i.e., to:

"turn the cradle of civilization into a modern center of excellence and achievement [and] harness the available rich talent in the region with its enterprise, initiative and ingenuity, into a success venture of growth and prosperity for all."

The fundamental potential of the FTA is nothing less than transforming the Jordanian-U.S. trade and investment relationship, thereby stimulating private sector-led growth in Jordan. A possible Vision statement for the FTA is presented to the right.

At the core of the statement are the concepts of transforming the Jordanian economy; increasing U.S. trade and investment levels; becoming a hub and gateway for the region; and using the FTA to be a major stimulus for private sector-led growth. In a real sense, as has been said before, the FTA "Brings Jordan to U.S. markets, and U.S. markets to Jordan."

To capture the boldness of the overall vision and potential of the FTA, we are suggesting that the **strategy be "branded,"** much like the successful REACH Initiative. Our proposal is "**TIJARA**," ("trade" in Arabic), which can be transliterated into "Trade, Investment, Jordan-America Reciprocal Agreement."

A Vision for TIJARA

"Jordan shall become a premier center for U.S. trade and investment in the Middle East, and an efficient gateway to the U.S. market."

Overall Goal and Targets

We can define an **Overall Goal** that specifically supports the Vision for development of the FTA as follows:

“Substantially increased levels of trade and investment between Jordan and the U.S. through the FTA, contributing to more vibrant, diversified, private sector-led growth in Jordan.”

Based upon our assessment, we can establish the following targets to be achieved over the period 2002-2005:

- Increase U.S.-Jordanian trade levels to US\$1.8 billion, with Jordanian exports of US\$900 million at end-2004
- Increase the annual amount of U.S. foreign direct investment in Jordan to US\$200 million at end- 2004
- Facilitate investment from other countries using Jordan as a **trade and investment gateway** for the U.S. market

These are substantial and bold targets, defining a vision far above the limited U.S.-Jordanian trade and investment relationship currently.³

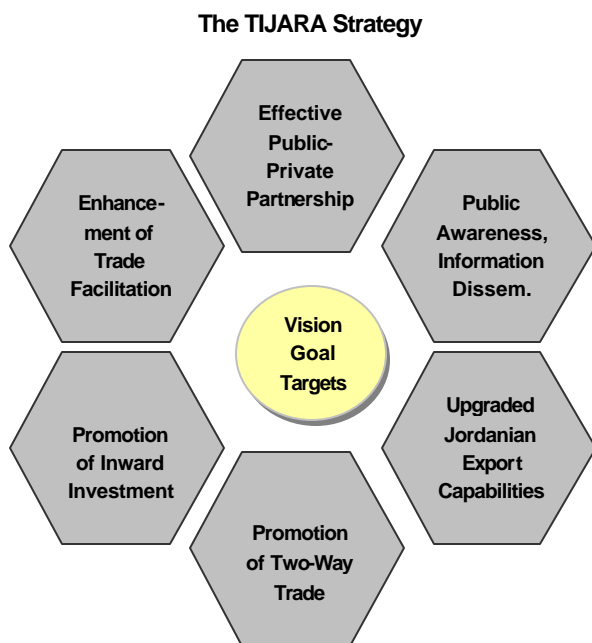
Key Strategies

Achieving these goals and targets will require the sustained implementation of a range of actions in a number of inter-related areas. The plan consists of focused and time-bound actions within the following **key strategies**

- **Strategy 1—Establish an Effective Private-Public Partnership.** The implementation of the FTA requires coordinated actions by both private and public sector entities, which often have overlapping goals and mandates. In order to ensure optimal utilization of resources, a more effective private-public partnership needs to be established.
- **Strategy 2—Raise Public Awareness and Disseminate Information About the FTA.** In order to take full advantage of the FTA, the Jordanian and U.S. private sectors and other stakeholders must be made fully aware of the opportunities available to them under the new agreement, including market opportunities and technical requirements.

³ The rationale for this target is the following. Two-trade between the U.S. and Jordan is likely to grow rapidly over the next few years, with an increasing amount of Jordanian exports, mainly from the QIZs. Two-trade has grown from US\$263.5 million (including US\$5.6 million in Jordanian exports) in 1998 to US\$380 million in 2000 (including \$73 million in QIZ exports). In 2001, two-trade is likely to exceed US\$500 million, with Jordanian exports of \$300 million (including US\$200 million in QIZ exports). We expect that the share of QIZ exports (of total Jordanian exports to the US) will continue to grow slightly and flatten at 50% of total Jordanian exports to the US by 2005. The impact of the FTA will be to increase non-QIZ exports. We believe that such exports could reach US\$450 million in exports by 2005. Imports from the U.S. should grow from current levels of about US\$320 million to about US\$900 million, factoring the impact of the FTA.

- **Strategy 3—Upgrade and Diversify Jordanian Export Capabilities.** The capabilities of existing Jordanian manufacturers need to be upgraded in order to successfully penetrate and compete in the U.S. market on a sustainable basis.



- **Strategy 4—Promote Two-way Trade.** A number of actions need to be taken to boost current trade levels. In addition to more effective trade promotion efforts, direct relationships between the U.S. and Jordanian companies and private sectors need to be established.
- **Strategy 5—Promote Inward Investment to Jordan.** As demonstrated by the success of QIZ-related investment promotion programs, FTA-specific marketing and promotion can be used to encourage FDI into Jordan, from other countries as well as the U.S. This will require the “reinvention” of Jordanian investment promotion approaches.

- **Strategy 6—Enhance Jordanian Trade Facilitation Efforts.** In order to fully exploit the potential opportunities open to Jordan under the FTA, efforts are required to enhance trade facilitation, including the removal of existing policy barriers, simplification of procedures and improved access to trade-related information.

We need to **simultaneously implement** each of the above strategies in order to realize the long-term potential benefits of the FTA. At the same time, it is important that **specific priorities** are identified.

Background studies and our discussions suggest that the greatest short-term opportunity through the FTA lies in direct investment led-export growth, rather than in upgrading Jordanian exporter capabilities. The success of the strategy for the FTA may focus on replicating and expanding the success of the “QIZ model,” which dramatically boosted Jordanian export levels by promoting export-oriented FDI. However, this will depend on identifying products—beyond textiles and apparel—where Jordan has a comparative advantage.

Growth in QIZ Exports	
Year	Exports to the U.S.
1998	US\$5.6 million
1999	US\$9.3 million
2000	US\$44.8 million
2001 (H1)	US\$61.5 million
Source: CBJ Monthly Bulletin of Statistics	

Role of Private Sector

The strategy will only succeed if it is led and directed by the private sector. The Government has taken the important step of securing the FTA in record time, thereby setting in place the overall framework to do business. At this point, it is the role of the private sector to devise and implement strategies and actions to support the Agreement, and monitor the effectiveness of the actions implemented. Specifically, the private sector should focus on the following:

- **Improving public awareness and information dissemination** The private sector associations, given their large constituencies, must play a leading role in providing information to the business community on the FTA, including both new opportunities and technical requirements. There should be no attempt to control information dissemination activities. Instead, both the private and public sectors should work from the same base of knowledge regarding the Agreement and pertinent documentation.
- **Upgrading industry capabilities.** The private sector associations should spearhead programs to upgrade the capacity of Jordanian manufacturers in target sectors, including improving access to new capital and technology, as well as training and marketing support.
- **Active support in trade and investment promotion and marketing.** The private sector associations can collaborate to jointly undertake trade and investment promotion initiatives in partnership with JEDCO, the JIB and others. However, the still weak investment promotion function needs to be significantly enhanced.
- **Active participation in cross-border initiatives** The private sector should take a leading role in establishing bilateral sector-to-sector links with U.S. industry and relevant associations.
- **Feedback to government on trade and investment policy.** As the beneficiaries of trade and investment policy, including the FTA, the Jordanian business community should play a formal role in providing feedback to Government on policies and their impact on the Jordanian economy.

Role of Government

Active and sustained support from the Government of Jordan is also a key prerequisite to success. The main roles of the public sector include the following:

- **Implementing FTA policies.** The Government of Jordan must ratify the Agreement and ensure compliance with its obligations. Through the FTA's Joint Committee, the Government will be able to ensure that the agreement is as favorable as possible to the Jordanian economy, including revising the terms of the FTA if necessary. The Government also has the exclusive right to resolve problems arising from FTA interpretation and implementation efforts of the private sector.

- **Upgrading of trade facilitation.** The Government must also play a leading role in improving trade facilitation in Jordan, including streamlining customs control, removing key tariff- or non-tariff barriers that restrict imports and exports, improving access to trade information, etc.
- **Active role in investment and trade promotion.** JEDCO and the JIB are the leading agencies responsible for trade and investment promotion in Jordan. These agencies should play an active role (along with the private sector) in promoting FTA-specific opportunities. But their capabilities need to be improved; in particular, the investment promotion function needs to be completely reinvented as proposed elsewhere.
- **Public support.** The success of the FTA—and the economic restructuring efforts that it might entail—requires support of the public at large. The Government, along with the private sector associations and the Palace, needs to be involved in a careful strategy to build public awareness and support by participating in the awareness building campaigns spearheaded by the private associations.

In general, the Government should support the role of the private sector as much as possible, but its primary role should be in simplifying trade and investment policies and procedures so the best possible investment environment is established.

Other Stakeholders

The success of the initiative will require support from a wide range of other stakeholders. The most important of these are the various parts of **the United States Government (USG)** and the U.S. private sector associations. As a party to the Agreement, the USG has a vested interest in its success. The primary concerned U.S. agencies include the U.S. Trade Representative, U.S. Department of Commerce, and the U.S. Embassy Commercial Section and USAID within Jordan. These and other USG bodies (such as EXIM, OPIC) will have the primary responsibility on the U.S. side to ensure the success of the Agreement and need to be fully integrated in the implementation of TIJARA.

There are many **other stakeholders** on the Jordanian side that have yet to be fully integrated in the TIJARA implementation effort. These include **specialized private sector associations** that are not formal members of the Committee, yet will play an important role in terms of the Agreement⁴. Other important private sector players are the **private developers/managers of the new QIZs**, who will directly benefit from TIJARA activities. On the Government side, the JIEC, FZC and ASEZA are significant stakeholders in the success of the TIJARA strategy. The **Palace** and the **Office of the Deputy Prime Minister (Economics)** shall of course play a particularly critical role, especially in the area of garnering public support for implementation of FTA reforms.

⁴ Among the most important of these are the Jordan Society for the Protection of Intellectual Property; Engineering Offices Committee; Jordan Hotel Association; Shipping Agents Association; The Jordanian Association of Manufacturers of Pharmaceuticals; and others.

Other important stakeholders include banks (for trade and project financing), insurance companies, training, educational and technical bodies (for skills upgrading), labor and workers (who must partner in skills upgrading and economic restructuring efforts); women (who are an important part of the workforce, and the QIZ workforce in particular); and others. Technical and financial support of international donors will also be important.

3. Implementation Plan

Summary of the Action Plan

This section presents the proposed implementation **Action Plan**, comprised of specific objectives and actions in each of the core strategies. The proposed actions and the responsibilities for implementation are suggestions by the consultants, and should be reviewed and finalized by the Committee.

Table 1 provides an overall summary of the major proposed actions and identifies the key roles of the Jordanian private sector, Government and other stakeholders.

Table 1—Summary of Proposed Action Plan, Roles and Responsibilities

Actions	Private Sector Role (*)	GOJ Role (*)	Role of Other Stakeholders (*)
1. Enhance Private-Public Partnerships			
▪ Enhance Structure & Functioning of the Committee	Committee Members	DPM, MIT	USG Committee members
▪ Establish Links to Other Private Sector Associations & Stakeholders	Committee Members & others	DPM, MIT	USG Committee members
▪ Clarify and Enhance the Government Role	--	DPM, MIT	--
▪ Create Mechanism for Private Sector Inputs to Joint Committee	Committee Members	DPM, MIT	--
2. Expand Public Awareness & Information Dissemination			
▪ Create Shared Web Site for the Committee	INTAJ, JABA, inputs from all	MIT	U.S. Embassy, AMIR
▪ Continue Public Awareness Campaigns	JABA, JTA, other associations	MIT/JEDCO/JIB	U.S. Embassy, AMIR
▪ Disseminate Technical Information	JABA, JTA, other associations	MIT/JEDCO/JIB, Customs	U.S. Embassy, AMIR, USTR
▪ Create FTA Newsletter	JABA, inputs from all	, MIT	U.S. Embassy, AMIR
3. Upgrade and Diversify Jordanian Export Capabilities			
▪ Deepen Product-level Trade Impact Analysis	JABA, JTA, other associations	MIT, JEDCO	JUSBP, AMIR
▪ Conduct Product-level U.S. Market Research	JABA, JTA, other associations	MIT, JEDCO	JUSBP, AMIR
▪ Survey Jordanian Companies	Inputs from all	--	JUSBP
▪ Provide Firm-level Technical Assistance	Associations	JEDCO	JUSBP
▪ Upgrade Jordanian Capabilities in Standards & Metrology	Associations	JISM, RSS	AMIR
4. Promote Two-Way Trade			
▪ Establish Jordan-U.S. Business Linkages	JABA, JTA, other associations	--	JUSBP, AMIR
▪ Establish Buyer -Seller Contacts	JABA, JTA, other associations	JEDCO	JUSBP
▪ Improve Access to Trade Information	Associations	MIT, MOF, MOP, CBJ	AMIR
▪ Establish a Jordan-US Business Council	JABA	--	USAID, USG

(*) Proposed roles and responsibilities for discussion purposes only

Table 1 —Summary of Proposed Action Plan, Roles and Responsibilities (continued)

Actions	Private Sector Role (*)	GOJ Role (*)	Role of Other Stakeholders (*)
<ul style="list-style-type: none"> Conduct Inbound and Outbound Trade Missions 	JABA, JTA, others	JEDCO	JUSBP, USDOC, USAID
<ul style="list-style-type: none"> Facilitate Access to U.S Trade Financing 	--	--	U.S. Embassy, EXIM
5. Promote Inward Investment for FTA Activities			
<ul style="list-style-type: none"> Support the Reinvention of the Investment Promotion Function 	JABA and other associations; QIZ operators	JIB, ASEZA, JIEC, JEDCO, QIZs	USAID, AMIR
<ul style="list-style-type: none"> Develop FTA -targeted Promotional Strategy 	Various associations; QIZ operators	JIB, ASEZA, JIEC	AMIR
<ul style="list-style-type: none"> Conduct Inbound and Outbound Investment Missions 	JABA and other associations, QIZs	JIB, ASEZA, JIEC	AMIR
<ul style="list-style-type: none"> Focus OPIC funding for U.S. FTA -related investments 	--	--	U.S. Embassy, OPIC
6. Enhance Jordanian Trade Facilitation			
<ul style="list-style-type: none"> Conduct Logistics Cost/Supply Chain Analyses for Priority Products 	Relevant associations	Customs, MIT, JIB	AMIR
<ul style="list-style-type: none"> Streamline Customs Procedures 	--	Customs	AMIR
<ul style="list-style-type: none"> Upgrade Trade Support Services 	Associations, banks, freight forwarders, etc	--	AMIR, JUSBP
<ul style="list-style-type: none"> Establish USG-GOJ MOUs 	--	DPM, MIT, MOF	USG
<ul style="list-style-type: none"> Develop Agency-to-Agency Links with U.S. Federal and State Trade-Related Agencies 	--	JIB, JEDCO and others	U.S. Embassy, AMIR

(*) Proposed roles and responsibilities for discussion purposes only

Action Plan Components

The action plan outlined below provides details on each of the major actions subsumed under the various strategies. As noted previously, these are suggested actions that need to be deepened through further discussion. The roles and responsibilities given to each group is merely illustrative and needs further discussion.

1. Enhance Public-Private Partnerships

The implementation of any strategy in support of the Jordan-US FTA will require **strong coordination between the Jordanian private and public sectors**. While the private sector is the main beneficiary of the agreement, and will therefore play a leading role in many areas of the agreement’s implementation, the public sector also has an important role to play in key areas, such as trade policy and trade and investment promotion. In a number of areas, there is an overlap of functions and interests between the private and public sectors. An effective public-private partnership must be designed that will ensure that each stakeholders resources are maximized and will facilitate coordination between the various stakeholders.

Specific Objectives are to:

- Coordinate tasks and responsibilities, and improve communication, between the private and public sector stakeholders in Jordan, as well as between Jordan and the U.S.
- Maximize the effectiveness of available resources through a clear delineation of roles and responsibilities

Action 1: Enhance Structure and Functioning of the Committee

The U.S.-Jordan FTA Coordinating Committee (previously the National Consultative Committee for the Implementation of the FTA) has recently been formed to coordinate the activities of a number of private and public sector organizations in their efforts to implement the Jordan-US FTA. This effort to develop a private-public partnership is on the right track. Two meetings have been held to date, the main focus of which has been the Committee's structure, as well as the respective roles of private and public sector organizations. Given that the private sector will be the main beneficiary of the FTA and will lead the key actions in most areas, it is desirable that, whatever structure or mechanism is selected, it provides the private sector stakeholders maximum flexibility to carry out their activities. The main purpose of the Committee should be to coordinate efforts whenever desirable and ensure that resources are allocated in the most efficient manner. We recommend that the Committee agree that the **TIJARA strategy shall be led by the private sector, but shall require an active partnership with the Government. JABA should be designated as the Secretariat of the Committee.**

Timing: Immediate.

Implementation: All members of the Committee.

Action 2: Establish Links to Private Sector Associations and Other Stakeholders. The Committee cannot and should not include the direct participation of all relevant business associations and organizations, given the very large number of potential stakeholders. However, it is important that **links be established with the other organizations**, both to keep them apprised of various initiatives and programs and to ensure that their own constituencies' interests are considered and addressed. When appropriate, these other organizations should be invited to participate in planned events and programs and to contribute when appropriate.

Timing: Immediate and continued over time.

Implementation: The Committee and all relevant stakeholders in Jordan (e.g. public and private sector organizations engaged in the areas of intellectual property rights, labor, environment; banks and insurance companies; etc.)

Action 3: Clarify and Enhance the Government role. On the Government side, the respective roles of the Office of the DPM and the MIT need to be clarified, in terms of acting as the principal focal point for the Government's inputs into the Committees. Given the breadth of the issues covered in the Agreement—e.g., trade policy, Customs, IPR, labor, environment—it is important that **Committee can access specialized inputs from the relevant GOJ bodies.** The following actions are recommended:

- Clarify whether the Minister of Industry or Trade or the Deputy Prime Minister are parties to the Joint Committee with the USTR as mandated by the agreement,⁵ and will play the GOJ “focal point” role in terms of the Consultative Committee
- Establish an inter-agency working group of key GOJ agencies to backstop the “focal point” responsibilities for the Committee
- Establish a comprehensive database and web enabled system that provides a one-stop access to key documents and operational activities for administering (future) dispute resolution processes⁶

Timing: Immediate, development of database and system to be started in first Quarter, 2002.

Implementation: The DPM and MIT need to clarify their respective roles and formulate the structure of flexible, inter-agency working group to backstop their activities.

Action 3: Create Mechanism for Private Sector Inputs to Formal Negotiating Body.

During the negotiations for the FTA, as well as Jordan’s accession to the WTO, the private sector played only a marginal role in setting the Government’s agenda and negotiating priorities. In the future, it would be highly desirable for the private sector, which is the main beneficiary of such agreements, to have access to a forum in which to voice their concerns or other issues. In the case of the FTA, the agreement stipulates that a **Joint US-Jordanian Committee** be established to supervise the FTA’s implementation. The Joint Committee will meet at least once per year to review the functioning of the agreement. More important, within six months of the agreement coming into effect, there will be a window of opportunity to revise the rules of origin criteria to include content from Jordan’s neighbors. Given the potential impact on the private sector’s ability to take advantage of the FTA, it will be important that the private sector input be provided to GOJ negotiators in advance of this review. Therefore, a mechanism should be established to ensure that the private sector, perhaps through the Committee, provide the necessary inputs.

Timing: To be implemented over the next 6 months.

Implementation: Private sector associations and the DPM and MIT.

2. Expand Public Awareness and Information Dissemination

Success of the FTA will depend on efforts by the Jordanian and U.S. stakeholders to facilitate trade by building awareness. A number of private and public institutions and organizations in Jordan have already initiated FTA-focused public awareness campaigns and the

⁵ It is unclear who plays this role; the Agreement only refers to “Jordan’s minister primarily responsible for international trade.”

⁶ As part of its overall mandate in the Agreement, the Government of Jordan will need to resolve all disputes and problems in interpretation through the Joint Committee with the USTR. A key aspect of the proposed IT system is to forward documents and information to concerned GOJ agencies, and operate a court-like online registry to aid the review process.

development and distribution, via various media, of information on the FTA. The various seminars and prepared information have included both general information on the FTA, potential opportunities, and technical information (e.g. Rules of Origin criteria). **Parallel efforts should be undertaken in the U.S.** The action plan is designed to enhance existing efforts.

Specific Objectives are to:

- Create public awareness of the potential benefits of the FTA to Jordan
- Develop and disseminate accurate technical information on the agreement
- Generate public support for the FTA and associated implementation actions

Action 1: Create Shared Website for the Committee. Efforts should be made to set up an “official” **FTA web site for the Committee**. Initially, this web site can serve as an information-sharing forum (an intranet) for the various organizations involved in this initiative (to post available publications, Committee news and progress reports, links to their respective FTA-related web pages).

This site can later be transformed into a site for information dissemination to the Jordanian business community and general public. This site can provide direct links to the FTA-related web pages of relevant stakeholders (and vice versa), providing a focus point for the dissemination of various FTA-related information. In addition, the site should develop a database with relevant links to all sources of information and expertise inside and outside Jordan, in terms of universities, research centers and other bodies in the areas of international trade and free trade rules.

The Committee’s web site should be linked to the various USG web sites and official sources of information, especially the U.S. Embassy and USTR.

Timing: To be initiated immediately, and continued/updated on an ongoing basis.

Implementation: INTAJ and JABA with inputs from private sector associations, Government of Jordan (MIT, Customs, etc.), U.S. Government (U.S. Embassy, USAID); AMIR Program.

Action 2: Continue Public Awareness Campaigns. The FTA has recently received a relatively high level of exposure in Jordan since negotiations were initiated in 2000. Newspaper articles, brochures and information sheets, seminars, and lectures and been developed by a wide range of private and public organizations in Jordan. These campaigns have focused both on the general opportunities that are expected to emerge from the FTA and general technical information (e.g. Rules of Origin criteria, new visa categories, staging categories, etc.). The response rate has been impressive and has succeeded in generating a high-level of interest in Jordan.

These activities should be sustained in the future, including the publication of newspaper and magazine articles, the production and distribution of brochures and other documentation, and the provision of lectures and seminars. In the immediate-term, continued “general” awareness campaigns will be required to “spread the word” as broadly as possible. These

should be broadened to include general awareness- and support-building public relations campaigns aimed at the public at large, with the participation of the Palace.

In addition to these general campaigns, **more focused campaigns** should be developed to be delivered to more targeted audiences. These would include:

- Information about specific industrial and services opportunities for prospective investors
- Detailed information about FTA legal and policy interpretations, implementation directed at companies and intermediaries such as lawyers and consultants
- Specialized briefings on relevant topics directed at various private sector associations and their specific constituencies. Specialized associations need to know “how they fit into” the TIJARA strategy

Timing: To be continued and ongoing.

Implementation: General public awareness campaigns continued by JABA, JTA, MIT, U.S. Embassy; specific briefings to sectoral and specialized private sector associations by JABA jointly with JTA and MIT, with participation of specialized GOJ bodies such as Customs, as needed⁷. Support provided by the AMIR Program.

Action 3: Disseminate Technical Information. Various organizations, both public and private, have also begun to disseminate technical information on the FTA through lectures and seminars, web sites, and printed publications (FAQ sheets, etc.). The **dissemination of accurate and timely technical information will be required to guide both importers and exporters** through the technical jargon. Technical experts (legal, Customs, etc.) will be utilized whenever necessary to ensure that the information is as accurate as possible. An “FTA Handbook” that can provide “general” technical information should be developed jointly by the relevant organizations. As in the case of public awareness, it will be desirable for the various public and private organizations to continue their parallel efforts to assist their respective constituencies and respond to individual inquiries, though cooperation/joint initiatives should be developed whenever it is appropriate.

Timing: To be continued immediately and ongoing.

Implementation: Private sector associations, Government of Jordan (MIT, Customs, etc.), U.S. Government (U.S. Embassy, USAID), with the assistance of technical experts in the relevant areas.

Action 4: Create FTA Newsletter. An FTA newsletter, to be published quarterly, should be created to relate information on the impact of the FTA agreement on Jordan, including trade and investment statistics and other economic data tied to the FTA, case studies, and success stories of Jordan-based companies, etc. The newsletter should be distributed by all relevant organizations and can also be published on the designated FTA website and disseminated on-line.

⁷ Support can be provided by various technical experts, consultants, trainers and others.

Timing: To be initiated in short-term once the Agreement becomes effective.

Implementation: JABA, incorporating inputs from other associations and Government and USG inputs.

3. Upgrade and Diversify Jordanian Export Capability

In order to effectively compete in U.S. markets, there is a **great need for firm-level support to upgrade and diversify the Jordanian manufacturing/export sector**. Based on the identified market opportunities, resources should be targeted toward those companies that demonstrate the highest capacity to meet the needs and requirements of the U.S. market. The purpose of this action plan is then to identify such companies and to provide them with technical assistance to upgrade their ability to compete in U.S. markets.

Specific Objectives are to:

- Identify specific areas of opportunity
- Enhance Jordanian export capacity in targeted sectors
- Enable effective penetration of U.S. markets in the targeted sectors

Action 1: Deepen Product-level Trade Impact Analysis. In order to exploit the fullest extent the new advantages offered by the free trade agreement, the **potential opportunities, on a product-specific basis, must be identified** in order to properly focus the efforts of the Jordanian public and private organizations engaged in the implementation process. While a number of broad studies have already been carried out, further analysis is required to identify the specific products that offer the greatest potential. These products will be matched against the degree of market access (based on the staging categories) to identify short-, medium- and long-term opportunities for Jordanian exports. This study will provide the basis for developing targeted trade and investment promotional campaigns, as well as the identification of sectors and companies for firm-level assistance.

Timing: To be implemented in short-term.

Implementation: JTA, JABA and other private sector business associations, drawing upon inputs from MIT, JEDCO and JIB; supported by AMIR.

Action 2: Conduct Product-Level U.S. Market Research Once the most promising opportunities have been identified, detailed market research will be required. For each specific product, a market study should be carried out to gather information on minimum product standards; expected quality, consumer tastes, pricing, and packaging by geographical market; distribution channels; top competitors; and existing barriers to entry at both Federal and State levels. These studies will provide the basis for firm-level support.

Timing: To be implemented in short-term.

Implementation: JTA, JABA and other private sector business association(s); supported by JUSBP and AMIR.

Action 3: Survey Jordanian Companies. Based on the targeted sectors, a survey should be undertaken to identify those Jordanian companies that, with assistance, have the potential to meet the demands of the U.S. market, in terms of scale, quality, standards, pricing, etc. The goal should be to identify approximately 10-15 companies for support in the short-term (i.e. in those product categories that offer free access to the U.S. market within the first two years of the agreement). A second round of surveys should be conducted at a latter stage to identify additional companies for support in the medium-term.

Timing: Short-term, upon completion of identification of market opportunities, and ongoing.

Implementation: JUSBP; supported by JABA, JTA and other associations as needed.

Action 4: Provide Firm-level Technical Assistance. Firm-level technical assistance should be provided to those companies identified in the survey in order to **raise their capacity to meet the demands of the U.S. market**. Typically, the main pillars of support required to bring such companies up to the required standards includes:

- Technology upgrading to improve production processes and product standards (including standards certification, such as ISO)
- Manpower development and managerial training to work with new technologies and to develop the skills necessary to move into international markets
- Training in market research, company targeting, and e-commerce techniques and marketing techniques
- Access to financing to enable these companies to acquire new capital equipment and training or to expand as required.
- Export matching grant schemes to offset the export development and promotion costs of Jordanian companies

There are already several donor-funded programs in place that serve to provide similar firm-level support, including the JUSBP and EJADA (an EU-funded program). The JUSBP and other private sector associations should work together to develop a program targeted toward the specific opportunities offered by the FTA.

Timing: Short-term, upon completion of survey work.

Implementation: JUSBP playing the steering role, incorporating capabilities of JEDCO and various private business associations. Cooperation with EJADA is desirable to optimize resources.

Action 5: Upgrade Jordanian Capabilities in Standards and Metrology. The capacity of Jordanian exporters to penetrate U.S. markets is strongly contingent upon their ability to meet the international standards, such as ISO, and required market specifications and technical standards. We suggest strengthening the capability of the Jordanian Institute of Standards and Metrology in the areas of standards and metrology. Previous work in terms of needs assessments conducted by the World Bank and others should be updated. A comprehensive

plan to upgrade capabilities to meet global technical standards should be developed, complementing efforts of the Government and other donors in this area.

In addition, specialized briefings in terms of corporate standards should be given to various business associations. There is a need for Jordanian exporters to be fully aware of corporate—mandatory and voluntary standards—and “codes of conduct,” as these are increasingly a determinant in international trade flows.

Timing: To be implemented over the short - to medium-term.

Implementation: Institute of Standards and Metrology, Royal Scientific Society, associations, with AMIR support.

4. Promote Two-Way Trade

Direct business-to business links must be created to encourage Jordanian exports to the United States. The FTA is a reciprocal agreement and the Jordanian economy also has much to gain from encouraging cheaper imports from the United States.

The **Specific Objectives** of this part of the action plan are to:

- Develop links between Jordanian private and public sector organizations and their counterparts in the United States
- Develop links between Jordanian and U.S. companies and relevant intermediaries

Action 1: Establish Jordan-US Business Linkages. Jordanian private sector associations should seek to **develop working linkages (including twinning arrangements)** with their counter-parts in the United States, both at the national and local levels. These organizations have large constituencies and therefore can provide access to a tremendous pool of potential buyers and sellers in the U.S. market. These organizations are also often willing to assist in the planning or host programs and/or promotional events that are mutually beneficial.

Timing: To be implemented in short-term and ongoing.

Implementation: JABA and other associations; supported as necessary by JUSBP and AMIR.

Action 2: Establish Buyer-Seller Contacts. In addition to high-level cross-border linkages, efforts should focus on the development of firm-level buyer-seller contacts. Some actions are already planned in this arena. Many business associations have expressed interest in setting up matchmaking services targeted at the FTA, including online and other fora. It is important, however, that these services be actively promoted both within Jordan and in the United States. Any established cross-border linkages between counterpart organizations effected through Action 3 above should be utilized to further the development of buyer-seller contacts. In support of Jordan-U.S. matchmaking efforts, the U.S. Embassy is establishing at its American Business Center a digital videoconference center.

Timing: To be implemented in short-term and ongoing.

Implementation: Private sector associations, international donor support.

Action 3: Improve Access to Trade Information. A recent study⁸ identified a number of areas where access to trade information can be improved in order to facilitate trade in Jordan. The study points to the lack of coordination between the key government agencies responsible for trade information in Jordan (primarily MIT, the Ministry of Finance, the Ministry of Planning, and the Central Bank), including the lack of adequate formal data collection systems, minimal processing of information, and lack of adequate distribution systems.

The report makes several recommendations that, if implemented, will greatly improve access to FTA-related trade information, both by the private sector (for use in market and other research) and by the public sector (for economic research and as inputs to trade policy formulation). The recommendations to be implemented include:

- The creation of a central data collection and dissemination system
- The upgrading of the technical capacity within the relevant government ministries and agencies to undertake economic analysis
- The expansion of the coverage of and improvement in the integrity of trade statistics and economic indicators
- The improvement of relevant government websites as channels to obtain information

Timing: To be implemented over short - to medium-term.

Implementation: MIT, MOF, MOP, Central Bank, international donor support.

Action 4: Establish U.S.-Jordanian Help Desk at USTR. In order to further facilitate trade between Jordan and the U.S., particularly Jordanian exports to the U.S., an FTA help desk should be established at the office of the US Trade Representative to address to specific technical inquiries from Jordanian traders. This could be in the form of an online question and answer forum and/or a telephone hotline.

Timing: To be implemented in short -term.

Implementation: USTR

Action 5: Establish Jordan-US Business Council. A joint Jordanian-U.S. Business Council, headed by business leaders in both countries, should be established to provide a forum for bilateral discussions regarding the FTA, with the goal of expanding Jordanian-US trade. The Council should also play a leading role in providing feedback to the two governments on ways to further enhance mutually beneficial two-way trade.

Timing: To be implemented in short -term and ongoing.

Implementation: JABA, industry leaders in Jordan and the United States.

Action 6: Conduct Inbound and Outbound Trade Missions and Programs. Trade missions are an essential component of any trade development strategy. Trade missions and events provide both Jordanian exporters and importers with opportunities to meet buyers and sellers

⁸ "Trade and Investment Information Systems in Jordan" June 2001, AMIR program"

from the United States, as well as to provide a general level of exposure to Jordan as a potential manufacturing/supplier base. Inbound and outbound trade missions, programs, and events should be planned and executed. Trade missions and events should focus on the U.S. market, with a strong focus on the targeted industries and sub-sectors.

Timing: To be implemented in short-term and ongoing.

Implementation: JABA, JTA, other private sector associations and companies, JEDCO, U.S. private and public sector counterparts, international donor support.

Action 7: Facilitate Access to Trade Financing. Efforts should be made to develop a program allowing U.S. and Jordanian exporters and importers of U.S. products to access the trade finance, credit guarantees and other facilities of the Export-Import Bank of the United States (EXIM). **Efforts can also be made to access Jordanian trade finance, insurance and guarantee schemes.**

Timing: To be implemented in short-term.

Implementation: EXIM and other USG agencies; MOF and JEDCO in Jordan.

5. Promote Inward Investment to Jordan for FTA Activities

Some of the most dynamic gains to the Jordanian economy are expected to arise through increased foreign investment to Jordan. As demonstrated by the QIZ program, increased preferential access to the United States can lead to a substantial level of new inward investment. The purpose of this action plan is to leverage the potential opportunities of the FTA into new investment. Also demonstrated by the new QIZ investments, these foreign investors can bring in not just new technologies, but also the important market linkages that enable these investors to penetrate U.S. markets.

The **Specific Objectives** are to

- Create a more favorable investment environment
- Attract new investments to Jordan from the U.S. and other countries
- Bring in new technologies and to build on established linkages with the U.S. market

Action 1: Support the Reinvention of the Investment Promotion Function. The Government is evaluating various options to “reinvent” the investment promotion function in Jordan. Regardless of what shape that takes—maintaining the status quo; creation of a “super” investment and trade promotion agency; or the creation of a “one-stop shop” for trade and investment promotion—the success of the FTA depends on improving investment promotion services by establishing a powerful, one-stop shop for provision of all approvals. Assistance needs to be provided to facilitate this process and to develop investment promotion, facilitation and aftercare services directed. These efforts should be directed at companies that will use Jordan as production and commercial base for entry into the U.S. market, located in the U.S. and elsewhere. The key actions recommended are:

- Support efforts to reinvent investment and trade promotion efforts and organization of a powerful one-stop shop
- Develop investment promotion strategies and marketing plans focused on the FTA
- Plan and deploy targeted inbound and outbound investment promotion missions, drawing upon the corporate contacts of private sector associations such as JABA
- Participate in virtual investor missions using videoconferencing facilities

Timing: To be implemented in short-term.

Implementation: JIB (or other relevant body); JABA and other associations; ASEZA, JIEC, JEDCO, QIZs; USAID and AMIR support.

Action 2: Develop FTA-targeted Promotional Strategy. As demonstrated by the QIZ-related investments, an FTA-focused investment promotion strategy can bear substantial fruit. Market access is one of the leading factors for investment and, as only the fourth country with such preferential access to the world's most important market, Jordan can offer a significant comparative advantage to investors. As in the case of many of the other action plans, this **promotional strategy should be well targeted**, both in terms of industries and product categories, as well as in terms of source markets. An FTA-targeted promotional strategy will include the development of FTA-related marketing materials, as well as targeted market research to identify the most promising markets and companies. In terms of industry sectors/products, promotional efforts should focus both on the immediate and short-term opportunities offered under the FTA. Rather than focusing on individual product segments, the strategy should focus on the promotion of promising clusters.

Timing: To be implemented in short-term and ongoing.

Implementation: JIB, in cooperation with JIEC, ASEZA, QIZs, business associations; AMIR.

Action 3: Conduct Inbound and Outbound Investment Missions. Any FTA-targeted promotional strategy should also include the planning and execution of inbound and outbound investment missions. As demonstrated in the case of the QIZ, FTA-targeted investment promotion missions have the potential to bear substantial fruit.

Timing: To be implemented in short- to medium-term, following the development of the promotional strategy.

Implementation: JIB, in cooperation with JABA and other associations; JIEC and other QIZ operators; ASEZA; AMIR support.

Action 4: Focus OPIC Funding for FTA-Related Investments. Although the U.S. Overseas Private Investment Corporation (OPIC) is already active in providing funding, insurance and guarantees for U.S. investments in Jordan, we should explore whether a specific program can be developed earmarked for FTA-related investments.

Timing: To be implemented in short-term

Implementation: OPIC and other USG agencies.

6. Enhance Jordanian Trade Facilitation

The most important role of the Government, aside from establishing an attractive macroeconomic investment environment, is to **streamline the microeconomic environment**. A major part of this is in streamlining investment entry procedures. But an equally important component is trade facilitation. Currently, the total logistics costs in Jordan are high, especially to U.S. markets, posing a major potential barrier to realizing FTA benefits. To address this issue, one of the key objectives of TIJARA needs to be to reduce the total cost of the logistics chain. This is achieved by simplifying and modernizing customs procedures; applying international standard WTO rules reiterated in the agreement; improving trade support services; reducing overland transport and access costs; application of IT systems; port efficiency and port handling services; among others.

The **Specific Objectives** of this component are to reduce total logistics costs for merchandise destined to the U.S. market under the FTA, by enhancing Jordanian trade facilitation efforts.

Action 1: Conduct Logistics Cost/Supply Chain Analyses for Priority Products. In order to get a better handle on the impact of various factors that affect logistics costs, a number of studies should be undertaken that calculate the detailed costs at each stage of the global logistics supply chain for high priority products under the FTA. The output of these studies will allow us to better target improvements to trade facilitation efforts.

Timing: To be implemented in short -term.

Implementation: Customs, AMIR, MIT, MOP, shipping and other associations.

Action 2: Streamline Customs Procedures The ability of Jordanian importers and exporters to meet the time-bound requirements of their customers can be impeded by cumbersome customs procedures. The U.S. market, in particular, demands a high degree of just-in-time supplies. Streamlining and modernizing Jordanian customs systems and procedures can improve the ability of Jordanian exporters to penetrate and maintain their foothold in U.S. markets significantly. USAID, under the AMIR II Program, has already planned to provide technical support in this area.

Timing: To be implemented in short - to medium-term.

Implementation: Customs, AMIR and other international donor support.

Action 3: Upgrade Trade Support Services. The lack of efficiency in other trade-related services can equally hamper the ability of Jordanian importers and exporters to meet the demands of the U.S. market. Such services cover a wide range of activities, including freight forwarding and customs brokerage, access to short-term trade financing and insurance, etc. A survey should be undertaken to identify those services that currently create bottlenecks to the system in order to develop a program to upgrade these services to the required standards.

Timing: Implement over short - to medium-term

Implementation: Freight forwarders & customs brokers, insurance companies, banks, international donor support.

Action 4: Establish USG-GOJ MOUs. The FTA agreement calls for the exchange of customs-related information in order to ensure compliance. An MOU should be developed and implemented between the respective Customs agencies in order to ensure that customs documentation and procedures relating to rules of origin criteria are mutually acceptable.

Timing: To be implemented in short-term.

Implementation: Jordanian and U.S. Customs

Action 5 Develop Agency-to-Agency Links with U.S. Federal and State Trade-related Agencies. Jordanian public sector entities, particularly promotional agencies such as JEDCO and the JIB, should seek to develop effective linkages with their counterpart agencies in the United States, at both the federal and state levels. Establishing working relationships with such agencies has the potential to open doors to a wide range of new opportunities as these agencies are often willing to assist in planning or hosting trade-related programs and/or events.

Timing: To be implemented in the short-term and ongoing.

Implementation: JEDCO, JIB, and other GOJ agencies; assistance from the U.S. Embassy, various USG agencies, support from the AMIR program.

Implementation Timeline

Table 2 below presents a summary of the overall time-table for implementation of the proposed action plan. The highlights of the timeline are the following:

Q4, 2001

- Enhance structure and functioning of the U.S.-Jordan FTA Coordinating Committee
- Establish links with other private sector associations and stakeholders
- Clarify and enhance the GOJ role in the Committee
- Create a shared web site for the Committee
- Continue various public awareness campaigns
- Continue creation and dissemination of technical material
- Conduct studies on product-level trade impacts
- Conduct product-level U.S. market research studies
- Begin establishment of U.S.-Jordan business association linkages

2002

- Create a mechanism for providing private sector inputs to the Joint Committee
- Expand use and functionality of the web site to a public access portal and GOJ intranet
- Continue various public awareness campaigns
- Continue creation and dissemination of technical material
- Develop and issue FTA newsletter on a quarterly basis
- Continue studies on product-level trade impacts

Table 2: Timeline for Proposed Action Plan

Actions	2001	2002				2003			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Enhance Private-Public Partnerships									
▪ Enhance Structure & Functioning of the Committee	■								
▪ Establish Links to Other Private Sector Associations & Stakeholders	■								
▪ Clarify and Enhance the Government Role	■								
▪ Create Mechanism for Private Sector Inputs to Joint Committee		■	■	■					
2. Expand Public Awareness & Information Dissemination									
▪ Create Shared Web Site for the Committee	■	■	■	■	■	■	■	■	■
▪ Continue Public Awareness Campaigns	■	■	■	■	■	■	■	■	■
▪ Disseminate Technical Information	■	■	■	■	■	■	■	■	■
▪ Create FTA Newsletter		■	■	■	■	■	■	■	■
3. Upgrade and Diversify Jordanian Export Capabilities									
▪ Deepen Product-level Trade Impact Analysis	■	■	■	■	■				
▪ Conduct Product-level U.S. Market Research	■	■	■	■	■				
▪ Survey Jordanian Companies		■	■						
▪ Provide Firm-level Technical Assistance			■	■	■	■	■	■	■
▪ Upgrade Jordanian Capabilities in Standards & Metrology				■	■	■	■	■	
4. Promote Two-Way Trade									
▪ Establish Jordan-U.S. Business Linkages		■	■	■	■	■	■	■	
▪ Establish Buyer-Seller Contacts			■	■	■	■	■	■	■
▪ Improve Access to Trade Information			■	■	■	■	■	■	
▪ Establish a Jordan-US Business Council			■	■					
▪ Conduct Inbound and Outbound Trade Missions			■	■	■	■	■	■	■
▪ Facilitate Access to U.S. Trade Financing			■	■					
5. Promote Inward Investment for FTA Activities									
▪ Support the Reinvention of the Investment Promotion Function		■	■	■	■				
▪ Develop FTA-targeted Promotional Strategy		■	■	■	■	■	■	■	■
▪ Conduct Inbound and Outbound Investment Missions			■	■	■	■	■	■	■
▪ Focus OPIC funding for U.S. FTA-related investments			■	■					
6. Enhance Jordanian Trade Facilitation									
▪ Conduct Logistics Cost/Supply Chain Analyses for Priority Products		■	■	■	■				
▪ Streamline Customs Procedures		■	■	■	■				
▪ Upgrade Trade Support Services		■	■	■	■	■	■	■	■
▪ Establish USG-GOJ MOUs			■	■	■	■	■	■	
▪ Develop Agency-to-Agency Links with U.S. Federal and State Trade-Related Agencies		■	■	■	■	■	■	■	■

■ Continuous implementation
 ■ Implementation on an on-going basis

2002 (continued)

- Continue product-level U.S. market research studies
- Conduct survey of Jordanian businesses
- Provide firm-level technical assistance activities directed at exporters using FTA
- Upgrade standards and metrology capabilities and awareness
- Continue U.S.-Jordan business association linkages efforts
- Establish Buyer-Seller Contacts
- Improve Access to Trade Information
- Establish a Jordan-US Business Council
- Conduct Inbound and Outbound Trade Missions
- Facilitate Access to U.S Trade Financing
- Support reinvention of the Investment Promotion function in Jordan
- Develop FTA targeted promotional strategy
- Initiate inbound and outbound investment missions
- Focus OPIC funding on FTA-related investments
- Conduct Logistics Cost/Supply Chain Analyses for Priority Products
- Streamline Customs Procedures
- Upgrade Trade Support Services
- Establish USG to GOJ agency linkages

2003

- Maintain web site to a public access portal and integrate into e-government efforts
- Continue various public awareness campaigns
- Continue creation and dissemination of technical material
- Issue FTA newsletter on a quarterly basis
- Continue firm-level technical assistance activities directed at exporters using FTA
- Continue standards and metrology capabilities and awareness upgrading
- Continue U.S.-Jordan business association linkages efforts
- Continue Buyer-Seller Contacts program
- Finish effort to improve access to Trade Information
- Continue Inbound and Outbound Trade Missions
- Continue Inbound and Outbound Investment Missions
- Continue efforts to upgrade trade support services
- Continue USG to GOJ agency linkages

Next Steps

This document outlines a set of proposals, priorities and actions for review and comment by the Committee. The immediate next steps are proposed to finalize the strategy:

- Hold brainstorming sessions on each of the major strategies identified in this report among sub-groups of the Committee with an aim of fleshing out actions
- Finalize the on-going exercise of mapping capabilities, services and plans of all business associations and other stakeholders in terms of implementation of TIJARA
- Finalize action plan in terms of roles and responsibilities and timeline