



# **Ministry of Investment**

## **Investment Promotion Strategy 2023-2026**

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## Executive Summary

Succeeding the recently launched Economic Modernization Vision 2033, the government of Jordan has recognized the crucial importance of investment and its great role in achieving comprehensive and sustainable economic development in the country. Hence, The Ministry of Investment (MOIN) has developed this investment promotion strategy (IPS) in close collaboration with the World Bank and in consultation with the local public and private sector stakeholders, taking into account the best international practices in this field. This strategy has been adapted to correspond with the outputs of the modernization vision strategy and aims to achieve an annual economic growth rate of 5.7% in addition to creating (1) million new job opportunities. In particular, achieving these goals requires attracting investments with a value of 30.3 Billion Jordanian dinars over the next ten years.

The new investment promotion strategy shall include all elements existing in other global investment promotion agencies following best international practices in this field, as follows:

- Long-term vision
- Mission Statement
- Objectives/key performance indicators within defined periods
- Strategy to achieve our goals by focusing on: competitive benchmarking at the national level, competitive benchmarking at the sector level, diagnosing the reality of priority sectors, identifying priority markets, accessing markets and identifying the necessary marketing channels for that...
- Organizational structure that corresponds to the strategy
- A monitoring and evaluation system to measure impact and cost benefits
- Resources needed to achieve objectives:
  - Human resources
  - Financial resources
- Staff capacity to meet global good practice standards

Through this new IPS, MOIN is setting clear, ambitious, and applicable goals and targets by all measures to attract more foreign investments and stimulate local investments, which would contribute to achieving the desired levels of economic growth; contribute to providing more job opportunities and increasing national exports. This strategy is considered one of many tools to be used by MOIN in order to attract foreign investments and provide all possible facilitations to investors as well as directing policies that support investment in the kingdom in a way that simplifies the procedures of the investor's journey and works to enable existing investments as well, and helps him to expand his current investments in the kingdom.

Adopted through the strategy is the process of choosing sectors with the strongest business cases/value propositions to attract investors in alignment between Jordan's interest in selecting the target sectors and the feasibility of investing in them from the investor's point of view. Therefore, the high priority sectors included: **Information Technology (IT)/Information Technology-enabled Services (ITES), Tourism and Medical Tourism, Pharmaceuticals and Lifesciences, Healthcare Services, Food Processing, Apparel and Textiles, Agriculture/Agribusiness, Logistical Services, Chemicals and Fertilizers.**

The IPS identifies target markets taking into consideration normative supply and market demand represented by the investment opportunities available in the targeted sectors which go along with global investment trends for potential investors in these markets, including the following countries: **GCC (UAE, KSA, Kuwait, Qatar), Europe (UK, Netherlands, Germany), Asia (China, Japan, India) in addition to the US and Canada.** The focus will also be on expanding existing investments in the Kingdom.

Moreover, this strategy has defined its main goal of attracting investments of 1.8 Billion JODs during the period (2023-2026), in cooperation with relevant governmental entities and the private sector. These investments constitute more than 49% of the total volume of foreign direct investment inflows into Jordan during the period 2017-2021, according to data from the Central Bank of Jordan. The strategy stresses the need to allocate financial resources dedicated to marketing and promotional efforts in a certain number of high priority sectors that possess high competitive advantages and are able to attract more investments into the country.

In order to achieve the targets of this strategy in terms of attracting local and foreign direct investment, the ministry will work on implementing its contents through several marketing tools recommended by the strategy. Henceforward, the ministry shall outsource all external promotion activities to marketing agencies specialized in this field, who will be responsible for identifying potential investors conducting, specialized promotional campaigns in the target countries. The ministry shall also seek the assistance of Jordanian embassies and diplomatic missions abroad to carry out investment promotion tasks, promote investment opportunities available in Jordan, and organize events and promotional campaigns. Moreover, the ministry shall review all of its promotional materials to match the new branding identity of the Ministry of Investment as a successor to the investment commission, as well as developing marketing material and value propositions specific to high priority sectors and markets selected in this strategy.

MOIN shall also be launching an electronic platform "Invest in Jordan" through (Invest Jo), which shall include an interactive investment map, investment opportunities and partnership projects between the public and private sectors, showcasing the competitive advantage of investing in Jordan, as well as highlighting the investment advantages and incentives granted to investors according to the investment environment law. The platform shall also include Prefeasibility studies for investment opportunities, sectoral profiles and briefs regarding the competitive advantage for all sectors in the Kingdom, as well as guidelines for doing business.

This strategy recommends the adoption of the "Team Jordan" model including partners from the public and private sector and aligning with the best international practices in the field of investment promotion, as the responsibility of attracting foreign investment cannot rely solely on one agency and requires effective coordination between all the main partners from both the public and private sector. Based on this, the ministry shall have an important role in building and leading this Jordanian team composed of various parties from the public and private sector, to work together to attract more foreign direct investment. The greater the coordination there is between the various entities, the greater this shall positively reflect on the investor's view of the investment environment in Jordan and the extent of its ease as well as the high expectations of the success of their business in the Kingdom and the reduction of potential commercial risks, which contributes positively to the speed of investors' decision-making and the start of doing business in Jordan.

## The Full Report on The Investment Promotion Strategy 2023- 2026

This strategy covers all the elements found in other strategies of international Investment Promotion Agencies (IPAs) around the world based on best practices, and the objectives of this strategy align with the outputs of the 2033 economic modernization vision as follows:

- Long-term vision
- Mission statement
- Objectives/key performance indicators within defined periods
- Strategy to achieve objectives
- Organizational structure that is aligned to the strategy
- Monitoring and evaluation system to measure impact and cost benefit
- Resources needed to achieve objectives: Human resources, Financial resources
- Staff capacity to meet global good practice standards
- 'Team Jordan' approach needed to achieve KPIs

### 1. A Strategy aligned with the 2033 economic modernization vision:

It is under the auspices of His Majesty the King that a vision of economic modernization was launched, with the objective of achieving an annual economic growth rate of 5.7% and creating one million new jobs. Achieving this vision requires attracting investments worth 30.5 billion dinars, at a rate of 3.5 billion annually, from direct local and foreign investments and from public and private partnerships. Based on the vision, the economic growth priorities were divided into eight main growth drivers, covering 35 priority sectors and subsectors. These engines are as follows:

Growth Drivers	Objectives	Sectors
High Value Industries	Develop Jordan into a regional industrial hub through high growth exports with high quality and value products.	Mining   Chemical Products   Pharmaceuticals   Engineered Products   Textile Products   Agriculture and Food Security   Food Products   Logistics
Future Services	Achieve excellence in services sectors to enhance national development and increase exports of services on regional and global levels.	ICT Services   Creative Industries   Healthcare   Financial Services   Trade   Mobility
Destination Jordan	Position Jordan as a prime tourism and film production destination.	Culture & Nature Tourism   Medical & Wellness Tourism   Faith Tourism   Film Production Locations
Smart Jordan	Develop and prepare local talents to meet the needs of future skills, required resources and institutions to accelerate economic growth and enhance quality of life.	Education   (ECD)   K-12   Higher Education   TVET   Data   R&D & Innovation   Entrepreneurship & Startups
Sustainable Resources	Optimize the use of natural resources to ensure sustainability, unleash inclusive sectoral growth and enhance quality of life	Energy   Water
Invest Jordan	Stimulate domestic and foreign investments through an attractive and efficient investment and doing business ecosystem.	FDI   Domestic Investments   PPP Projects   Mega Projects
Green Jordan	Support sustainable practices as a pillar of Jordan's future economic growth and enhance quality of life.	Green Economy   Green Economic Sectors   Green Living
Vibrant Jordan	Improve quality of life for Jordanians through developing and adopting higher life standards that revolve around the citizen and the environment.	Urban development   Quality of Life

More than 500 members with expertise and specialization in various development sectors and fields participated in several discussions to identify the strengths and weaknesses of the targeted sectors, as well as obstacles and challenges that slow down development. In addition to identifying the mutual links and networking between sectors, we examined the overall economic impact these sectors have on providing economic opportunities and contributing to GDP growth.

On this basis, this strategy identified the targeted economic sectors based on the outputs of this vision, emphasizing sectors that are readiest at present and have high comparative and competitive advantages and more strengths, as will be explained later in this strategy, when the priority sectors are explained.

**2. Long Term Vision**

To position Jordan as one of the most preferred destination for sustainable investment in the Middle East, and North Africa Region.

**3. Mission Statement**

The Ministry of Investment will partner with main stakeholders, in both public and private sectors, to attract sustainable investments that contribute to stimulating sustainable economic growth in the kingdom.

**4. Objectives/KPIs in Period 2023-2026**

This strategy aims to attracting investments of 1.8 Billion JODs during the period (2023-2026) in partnership with relevant governmental entities and the private sector. These investments constitute more than 49% of the total volume of foreign direct investment inflows into Jordan during the period 2017-2021, according to data from the Central Bank of Jordan. (See Table 1 below). Other ministries and agencies have also been contributing to Jordan’s investment inflows, thus the IPS investment target for MOIN is compatible with what Jordan has been able to attract in the past. It considers the estimated value addition per job in each of the sectors and segments as well as the normal size for offshore operations.

**Table 1: Amount of FDI inflows received by Jordan 2017 – 2021 (million JD)**

2017	2018	2019	2020	2021	Total
1,441	678	518	540	441.5	3,618.5

Source: The monthly bulletin issued by the Central Bank of Jordan

Several key performance indicators have been developed to track progress toward the above-mentioned goals, which will be discussed later in this document. These indicators are similar to those used by other investment promotion agencies around the world.

## **5. Strategy to Achieve Objectives**

This strategy took into account the best global practices followed in countries that are successful in promoting investment, the most important of which is setting realistic and achievable goals, conducting benchmarking at the sectoral and national levels, and focusing efforts on a few sectors to show competitive advantages, with a focus on a few markets that have greater opportunities to attract investments from them, in addition to choosing the appropriate marketing and promotional tools and means.

The buildup of the investment promotion elements of the strategy outlined in this document is organized into five topics as follows:

- A. Competitive benchmarking at the national level
- B. Competitive benchmarking at the sector level
- C. Articulation of business case for priority sectors
- D. Identification of priority markets
- E. Market outreach and channels to market
- F. After care services (for both local and foreign investors)
- G. Policy advocacy.

### **A. Competitive Benchmarking at the National Level**

Benchmarking is crucial to the success of Investment promotion agencies' strategies as it provides objective data and reveals strengths that can be included in all marketing materials for investment promotion, in addition to weaknesses that benefit the policy advocacy agenda and improves the investment climate. The MENA region has a diverse array of economies, opportunities, and challenges. To understand Jordan's competitive position at the national level, this study evaluated and compared the country against countries with whom it competes for FDI in the region. These countries are Morocco, Tunisia, Algeria, Egypt, United Arab Emirates, Saudi Arabia and Kuwait. While Jordan is ranked 'middle of the road' in most of the general benchmarking categories, nevertheless, it does have significant strengths and weaknesses in some areas as follows:

#### **A.1 Jordan's Strengths**

##### **A.1.1 Qualified educated and productive labor force:**

- One of the most qualified and competitive workforces in the region;
- Considerably lower professional labor rates than competitors in MENA and in particular in the GCC;
- Literacy rate at 98 percent among the highest in the Middle East;
- Over 200,000 students attending Jordan's 26 universities;
- 20,000 earning degrees abroad;
- 10,000 skilled technicians graduating annually from 60 community colleges and 35 vocational centers; and,
- The highest female education rates in the region

### **A.1.2 Investment Climate:**

- A High degree of political and economic stability and commitment economic liberalization
- No restrictions on foreign ownership and repatriation of capital in allowed sectors;
- Ranks highly in investors' ability to access capital (1<sup>st</sup> in the region according to international reports).
- The stability of the exchange rate of the Jordanian dinar.
- A strong, stable and secure banking system.
- The new investment environment law ensured legislative stability.
- It provides a package of investment incentives and benefits, customs exemptions, and tax reductions with the possibility of granting additional incentives for projects with developmental and social impact.
- No restrictions on distributing profits abroad in foreign currencies.
- Simplifying procedures for registering and licensing investment projects through the comprehensive service at the ministry, and completion of transactions within a period not exceeding (15) working days.
- Allowing the employment of non-Jordanians in administrative and technical jobs that require specialized skills at a rate not exceeding 25% of the total number of workers. This percentage may be raised to no more than 40% in the event that it is not possible to provide Jordanian workers for these jobs.

### **A.1.3 Strategic location:**

- Strategically situated at the convergence of three continents: Europe, Asia offering an ideal gateway for the MENA region and beyond; and,
- Can service the major time zones in the EU, MENA, and parts of Central Asia.

### **A.1.4 Market access:**

- Jordan has a set of free trade agreements that enable the investor to reach more than 1.5 billion consumers around the world, such as the US, UK Singapore, Canada EU and the Greater Arab Free Trade Agreement (GAFTA).

### **A.1.5 Telecommunications:**

- Modern, secure, and reliable infrastructure and services including many alternatives to international connectivity and Internet exchange points; 99% 4G mobile broadband population coverage; and availability very high-speed broadband networks based on fiber optics; and,
- Strong public-private partnership and government support to advance infrastructure development



- With regards to mobile data and voice usage based on Arab regulator network (ARGNET) study for 2020, Jordan is the cheapest in the Arab world.
- The city of Aqaba in southern Jordan is the convergence point for the new submarine cable project that will link the continents of Asia, Europe, and Africa and pass through Jordan.

#### **A.1.6 Quality of Life:**

- Friendly and welcoming people;
- A safe country with quality of life highly rated by expatriates; and,
- A myriad of historical and cultural attractions.
- Jordan has a diverse climate distributed over four equal seasons throughout the year
- Availability of a large number of hospitals and health centers specialized in various medical fields offering high level quality of service.
- Availability of a large number of educational institutions at different stages and various disciplines (schools and universities) with international accreditations.

### **A.2 Jordan's Weaknesses**

#### **A.2.1 Business Costs:**

- Energy costs are high, for example electricity tariffs for productive sectors are more than double the average tariffs in the region and are higher than the average cost for European and non-oil-producing countries of the Middle East and North Africa.
- Costs for mobile connectivity and for fixed broadband are substantial relative to regional peers and competitors, hindering more rapid growth of the digital economy and uptake of digital payments and e-commerce.
- Transportation is expensive, especially land transport in the tourism sector and trucking services between Aqaba and Amman.

#### **A.2.2 Labor Markets:**

- A formally segmented labor market (based on nationality, gender, sector, and legal status), where workers have difficulty moving across segments, which leads to a suboptimal labor allocation across sectors and jobs and harming productivity.
- There is a mismatch between education outputs and labor market requirements.

#### **A.2.3 Financing Infrastructure:**

- Vulnerabilities in the upstream planning of public investment which may hinder the private-sector participation in subsectors in which private investment can deliver excellent value for money but in which more extensive support from the state is needed to attract private investment and finance.

#### **A.2.4 Construction:**

- Construction permit process ranks near the bottom in MENA region; and,
- Tightened supply of affordable housing due to large influx of refugees.

### **A.2.5 Transportation and Logistics Services:**

- There is poor connectivity between cities in terms of public transportation, no adequate railway infrastructure for the transport of goods and merchandise, and lengthy and costly customs clearance procedures.
- The lack of advanced public transportation services, because the sector is still unorganized and controlled by individual ownership that is far from institutional.

### **A.3 Policies to improve the investment climate**

- The government of Jordan is respected and valued in the West. It has shown leadership in innovation in sectors such as renewable energy. Yet, it has been slow to implement and operationalize its excellent strategies and proposed reforms, a factor that has the potential to negatively impact the investor's perception of Jordan as an investment location.
- Each of the proposed priority sectors will benefit from policy improvements to reduce permits, licensing, bureaucratic delays necessary to practice an economic activity. For example, the concept of a comprehensive service was adopted in the new investment environment law, where a period of 15 working days was specified to complete transactions, and if no response was received within this period, the application is considered automatically approved.
- The sectors that were rated as medium-term priority could all be improved by a systematic policy reform effort championed by MOIN. This would widen the base of ready-to-go sectors for proactive promotion and outreach.
- Work on addressing the weaknesses discussed above, especially in relation to the high costs of doing business in Jordan, such as the high cost of energy compared to other countries in the region, particularly countries competing in attracting foreign investment, and address the challenges facing the Jordanian labor market.

## **B. Competitive Benchmarking at the Sector Level**

Benchmarking at the sector level is designed to reveal the degree of international competitiveness across different sectors. It is done to prioritize which sectors have the strongest business case to attract investment. Nearly, all countries worldwide find themselves competitive for FDI in a few key sectors of the economy and have narrowed down into focusing on a few high-priority sectors. Best-in-class IPAs adopt a proactive investment promotion strategy targeting this small number of key sectors, for example, Singapore (ICT and Biotechnology), Costa Rica (Medical Devices and ICT), and Ireland (ICT, Life Sciences, and Globally Traded Services).

### **B.1 Sector Scan Criteria Used**

The sector selection criteria were oriented towards defining two objectives: desirability (good for Jordan) and feasibility (good for the investor). High priority sectors for immediate focus are those which scored best under both desirability and feasibility as shown below:

#### **B.1.1 Is the sector desirable?**

- Does the sector contribute to the government's economic and growth objectives outlined in its Economic Modernization Vision 2033?

- If Jordan were to pursue promotion of this sector, would this have the necessary stakeholder buy-in to succeed?
- Does the sector have potential to grow – globally?
- Does the sector provide better standards of living?
- Is there an appetite for inward investment in this sector?
- Will the sector provide sustainable growth and scale in Jordan?

### B.1.2 Is the sector feasible?

- Is Jordan internationally competitive in this sector in terms of availability, cost, and quality of sector inputs?
- Does Jordan have a strong value proposition in this sector or could have in future if constraints were removed?

To evaluate these criteria for the targeted sectors, an evaluation matrix was developed that looked at specific factors and taking into consideration the sectoral analysis of the 2023 EMV outputs. Table 2 below lists the sector evaluation factors used.

*Table 2 Sector Evaluation Factors*

Factor	Definition
<b>Desirability</b>	
Economic Growth	Level of contribution to economic activity and growth / GDP?
Economic Development	Contribution to diversified development, higher value addition, decentralized development?
Value Chain Strengthening	Contribution to a stronger and more integrated value chain?
Gender Integration	Does sector promote gender equality or increased participation of women?
Employment Generation (quality)	Level of value addition employment, both professional and technical?
Employment Generation (quantity)	Contribution to employment volume and scale?
Sustainable Employment	Level of employment generation sustainability for next decade?
Export Performance	Level of past performance in the sector?
Linkages with Other Sectors	Does the sector contribute and provide synergies with other priority sectors?
<b>Feasibility</b>	
Competitiveness (region)	Competitive positioning in MENA against competitor countries?
Global Investment Flows / Market Growth	Is the sector growing globally?
Benchmarking in MENA	Are key benchmarks met such as communications, Internet access, and infrastructure?
Quality & Availability of Inputs	Does the sector have availability of inputs such as water, educated labor, and production inputs?
Policy Environment	Is the policy environment appropriate and enabling for the sector?
Requirements by Investors	Does the sector fulfill FDI requirements, regional presence, HR, incentives?

As a result of these criteria, the following priority sectors were identified:

- Information Technology (IT) and IT-enabled services (ITES)
- Tourism industry, medical tourism, and the film production.
- Life sciences and pharmaceuticals
- Healthcare Services
- Food processing
- Garment and textiles
- Agricultural / agricultural-related businesses
- Logistical services
- Fertilizers and chemicals

Jordan can, of course, be open to attracting viable investments in other sectors not mentioned in this strategy based on the merits of the specific investments.

As a result, sector scan reports for **a number** of the targeted sectors were conducted and completed alongside this strategy and each sector scan report contains exhaustive details on Jordan's strengths and weaknesses in the priority sectors in comparison to the MENA region. These reports are covering the following sectors: The IT/ITES sector, The Tourism sector, Medical Tourism and film production sector, The Life Sciences and Pharma Sector, and the Healthcare Services Sector.

The rest of the sectors, including food processing, garment and textiles, agriculture and agriculture-related businesses, logistics, chemicals, and fertilizers sectors, were analyzed on the basis of the outputs of the sectoral analysis of the EMV.

The EMV's sectoral studies and sector scan reports were used to determine the value and advantages of each sector (Value Proposition) and develop an investment promotion strategy that focuses on Jordan's strengths and its competitive advantages.

### **C. Articulation of Business Case for Priority Sectors**

When selecting the priority sectors, the strategy relied on comprehensive sectoral studies that were aligned with the outputs of the economic modernization vision, as follows:

#### **C.1 IT/ITES**

##### **C.1.1 Human Resources:**

- Ample young and skilled human resources in the sector and across supporting sectors provide full spectrum services across the range of IT/ITES segments;
- High amenity to a work-at-home environment which is particularly attractive for women;
- Pool of 19,000 Information and communication technologies (ICT) graduate's half of which are women, and which is growing by over 6,000 graduates per year;
- Customized training provided by public and private institutions;
- Availability of qualified, certified and trained workforce for back-office BPO operations (core business support operations such as accounting, payment processing and IT services).

### **C.1.2 Cost Competitiveness:**

- Cost competitive in the sector when compared to regional players, particularly at the level of professional wages in comparison with the GCC; and,
- Average ICT staff salaries of only one fifth of those in Ireland and around 75% lower than in the UAE.
- Provide a package of Incentives, investment benefits, customs exemptions, and tax reductions .

### **C.1.3 Proven track record:**

- Jordan's fastest growing sector;
- An established market in the GCC, exporting to the KSA, the UAE and Kuwait; and,
- Success stories such as IrisGuard, ProgressSoft, Teleperformance and Amazon.

### **C.1.4 Future Growth Potential:**

- Rapid growth sector as internet penetration expands across emerging markets and more enterprises enter "the digital economy";
- Worldwide traditional ICT spending estimated to be worth USD 4.1 trillion in 2021;
- Total growth forecasted to remain at twice GDP growth worldwide over the next five years; and,
- Strong global and regional demand forecasted for ITES in vertical sectors such as Financial Services and Insurance.

### **C.1.5 Areas for Improvement:**

- An adaptation of labor regulations to the reality of remote work, 24/7 services and flexible time schedules would make the sector more attractive and competitive.

## **C.2 Tourism, Medical Tourism, and Film Production.**

### **C.2.1 Human Resources:**

- One of the most qualified, productive, and friendly workforces in MENA;
- Mutually intelligible dialect within the region;
- Highly trained medical tourism workforce; and,
- Largest number of doctors and nurses relative to the population in the region.

### **C.2.2 Cost Competitiveness:**

- Labor rates considerably lower than those in other countries in MENA; and,
- Low cost of skilled labor relative to GCC countries.

### **C.2.3 Proven Track Record:**

- There are a number of unique and distinctive tourist sites that vary between religious, historical, archaeological, heritage, and natural sites.
- Excellent international airport infrastructure;
- Liberal visa requirements including visa-upon-arrival (except for a few restricted nationalities);
- Proven reputation for good personal security;
- Jordan has an established record across the spectrum of medical and wellness tourism;
- Medical tourism revenues in Jordan exceeded US\$1billion, with more than 250,000 patients seeking treatment in the country over the past decade;
- Excellent medical infrastructure including well equipped hospitals with state of the art equipment; and,
- Good Wellness and Spa Services, complementing medical tourism stays.
- The diverse tourist attractions of Jordan make it a popular film production destination.

### **C.2.4 Future Growth Potential:**

- Patients Beyond Borders, a major global organization focused on this segment, estimates global medical tourism's worth at USD 74-92 billion. This is based on estimates of approximately 21-26 million cross-border patients worldwide spending an average of USD 3,550 per visit;
- Worldwide, the medical tourism market is estimated to be growing at 15%-20% per annum; and,
- Jordan has the potential to attract travelers to its extensive offering of public and private hospitals in addition to health care centers and clinics.

### **C.2.5 Areas for Improvement:**

- While visa requirements are liberal for many nationalities, it is rather restrictive for the nationalities that currently comprise the largest segments of international patients for medical tourism in Jordan, i.e., Iraq, Libya, and Yemen. Easing visa requirements for visitors from these countries would increase the volume;
- Up-to-date accreditation with global medical and hospital commissions would greatly enhance Jordan's potential for the attraction of higher levels of investment in the medical tourism sector. These commissions are primarily the Joint Commission on Healthcare Organizations and its international arm, the Joint Commission International (JCI).

## **C.3 Life Sciences and Pharmaceutical Sectors**

### **C.3.1 Human Resources:**

- Highly educated labor force, well suited to the sector.

### **C.3.2 Cost Competitiveness:**

- Custom exemptions, and 5% income tax on profits generated by companies operating in development zones.
- Highly favorable tax regime in the Aqaba Special Economic Zone with customs and tax exemptions.

### **C.3.3 Proven Track Record:**

- Mature pharmaceutical sector, having existed since 1962;
- Proven ability to produce high value-added production and services according to international standards;
- More advanced production, testing, and development infrastructure for pharmaceuticals compared to regional competitors;
- More than 20 successful companies in the medical research field;
- High profit margins.
- Medicament production done under license or franchise agreements with international manufacturers;
- Existing leading pharma firms and life science companies successfully competing in international markets;
- Well-designed regulatory process for pharmaceuticals that lowers investment risk;
- Well-established standard for drug approvals – recently strengthened through more efficient automation processes; and,
- Strong legal protections in place to enforce intellectual property rights (particularly important for the pharma sector).

### **C3.4 Future Growth Potential:**

- Fast growth in global demand – MENA area demand alone is expected to reach USD 50-60 billion by 2025;
- Jordan pharma export estimated at JOD435 million in the last five years according to Jordan central bank data; and,
- Strong potential for licensing and joint venture partnerships between pharma companies in Jordan and multinational pharma companies to produce products for export to EU and regional markets;
- The market for clinical trials which is one of the subsectors within Life Sciences was indicated to have a good existing track record and growth potential.

## **C.4 Healthcare Services**

### **C.4.1 Human Resources:**

- Large volume of professional medical and health professionals internationally certified to provide high-quality Health and Wellness Services.

#### **C.4.2 Cost Competitiveness:**

- Labor rates significantly lower than in other countries in MENA.

#### **C.4.3 Proven Track Record:**

- Proven history in medical devices, ranking 3<sup>rd</sup> in the MENA region for exports of medical instruments;
- Advanced regulatory capacity in the sector;
- 56 private hospitals, many with international accreditations;
- Abundance of specialized hospitals providing tailored care in particular diseases; pathologies; and,
- Multinational foreign investment already in Jordanian hospitals from KSA, UAE, Iraq, Germany, Finland, USA, and Australia.

#### **C.4.4 Future Growth Potential:**

- Rapid growth sector with a CAGR of 21.1 percent expected to reach USD208 billion in 2027;
- Rapidly ageing MENA region population raising demand for hospitals and healthcare; and,
- There is a growing tendency to develop private sector healthcare facilities. Some of the countries in the target markets have limited health infrastructure. There are also significant cost savings provided by the access to health services in Jordan.
- This sector also includes healthcare services that can be provided remotely to markets in the US, EU, and Asia.

#### **C.4.5 Areas for Improvement:**

- Easing visa requirements for visitors with restrictive nationalities, i.e., Iraq, Libya, and Yemen, would increase the volume of visitors from those countries.

### **C.5 Agriculture and food security**

#### **C.5.1 Strategic State of Sector:**

- Food security in Jordan is given priority as the year 2021 witnessed the launch of the National Food Security Strategy (2021-2030). Similarly, in early 2022, Jordan launched its new National Plan for Sustainable Agriculture (2022-2025).
- The agriculture sector represents a key source of living, especially in rural areas.
- The arable land suffers from water scarcity and lack of sufficient resources.
- Highly water-intensive sector, consuming >50% of Jordan's water (including wastewater use).
- Fragmented land plots and small-scale landholding resulted in an unorganized agri sector with limited crops productivity.
- Although Jordan is located near markets witnessing high food demand, the low productivity and high costs have negatively impacted its competitiveness to meet market demands.



### **C.5.2 Strategic Potential and Priorities for -the sector:**

- Turn Jordan into a regional hub of high-quality agricultural produce while domestically ensuring sustainable food security to meet current and future needs.
- Modernize agriculture production: Leverage the latest AgTech and smart solutions to revamp agricultural production techniques and to enable Jordan to become a regional agri-food export hub.
- Develop agricultural food value chain: Enhance agri-food value- added by upgrading supply chain infrastructure, food manufacturing opportunities, and improving agricultural marketing of exports.
- Food security sustainability: Reduce food and agricultural loss and waste through digitization to ensure food security sustainability across the kingdom.

### **C.6 Food Processing:**

#### **C.6.1 Strategic State of Sector:**

- Food production is one of the largest manufacturing sub-sectors in Jordan accounting for 27.6% of manufacturing GDP and 17.8% of manufacturing exports.
- Long-standing position and reputation in food processing using domestic and imported raw materials.
- Key challenges include high production cost (mainly electricity), lack of specialized labor, and limited availability of raw materials in the domestic market.

#### **C.6.2 Strategic Potential and Priorities for the sector:**

- Develop the food sector by significantly reducing cost of production and enhancing value added activities.
- Expand in domestic markets by replacing imports with local products.
- Promote improved work environment to attract more Jordanians to work in food processing industry.
- Foster institutional development of food factories including domestic supply chains (food processing cluster), and target to grow total exports by 250%.

### **C.7 Chemicals and Fertilizers:**

#### **C.7.1 Strategic State of Sector:**

- Chemical production accounts for 11.7% of Jordan's manufacturing GDP and 30.4% of manufacturing exports, which makes it a main manufacturing sub-sector.
- Jordan is advanced in the production of fertilizers and products/derivatives related to phosphate, potash, and bromine feeding off its strong mining base.
- Additionally, Jordan has a small position in various industrial and consumer chemicals such as paints, cleaners, and personal care products.

### **C.7.2 Strategic Potential and Priorities for the sector:**

- Become a globally-relevant hub for chemical product solutions.
- Offer solutions centered around downstream applications and derivatives of phosphate and potash used in the plant nutrition and industrial domains through strong brand names to capture more value by differentiation with price premiums and reduce exposure to global commodity market swings.
- Diversify from plant nutrition to industrial chemical solutions to play a vital role in supporting Jordan's Food Security Strategy, and provide jobs across a wide range of skill-levels form regional alliances.

## **C.8 Garment and Textiles**

### **C.8.1 Strategic State of Sector:**

- Textile production is a major sub-sector in Jordan accounting for 8.1% of manufacturing GDP and 27.5% of manufacturing exports.
- Jordan has built strong positions especially with buyers of apparel from the U.S market based on advantageous FTA-based market access and 'Made in Jordan' brand for ethical sourcing.
- Key challenges include ~68% of workforce are non-Jordanian, activities are basic with rising costs, and high dependence on imported raw materials.

### **C.8.2 Strategic Potential and Priorities for the sector:**

- Increase value of exports by 3-4 times
- Create over ~149k jobs for Jordanians.
- Strengthen the position of the textiles sector locally and regionally through finding sizeable niches in the value chain, increasing overall volume of production,
- Establishing new factories, and expanding existing textiles factories within the fast fashion market.
- Produce raw materials to speed up supply chain and increase added value. Diversify imports of cost competitive raw materials from new sourcing countries, which will expand Jordan's presence in key export markets.

## **C.9 Logistical Services Sector**

### **C.9.1 Strategic State of Sector:**

- Strong contributor to Jordanian employment and GDP.
- Privileged geostrategic positioning can enable regional transport and mobility.
- Strategic plans exist but with limited implementation
- Multi-award-winning Queen Alia Airport.
- Aqaba Port is a significant strategic asset.
- Poor road and rail infrastructure.
- Sector is highly fragmented.

- Lack of adequate government funding and insufficient incentives for private sector involvement.
- High reliance on private cars due to inadequate public transport causing congestion.
- Slow clearance process due to high rate of physical inspections.

### C.9.2 Strategic Potential and Priorities for the sector :

- Enhance Jordanian transport infrastructure and streamline legislation to enable efficient movement of people and goods.
- Leverage Jordan's geographic position to provide viable continental transshipment routes to serve the region.
- Substantially expand Jordan's capabilities and modernize processes to sustainably and efficiently move goods in and out of the country while empowering trade and other sectoral activities.

### D. Identification of Priority Markets

Historically, the Jordanian economy has benefited from massive investment by the Gulf countries, which continued to skyrocket until 2006. However, since then FDI has declined due to the international economic crisis, followed by geopolitical instability. The situation was compounded by the health and economic crisis triggered by the COVID-19 pandemic. According to UNCTAD's 2021 World Investment Report, FDI inflows totaled USD 760 million in 2020, virtually unchanged from the previous year (USD 730 million). FDI to Jordan was diversified, with notable investments in manufacturing, real estate, and services.

Based on historical FDI flows into Jordan and export performance, each priority sector was evaluated to identify markets having the greatest potential for Jordan to attract FDI. These were identified as:

- **GCC:** UAE, KSA, Kuwait, Qatar
- **Europe:** UK, Netherlands, Germany
- **North America:** USA, Canada
- **Asia:** China, Japan, India

### E. Market Outreach and Channels to Market

Successful IPAs around the world are essentially “**proactive marketing organizations**”. Most staff are engaged in investment promotion and aftercare. They recognize the important distinction between **proactive and reactive investment promotion**. A striking feature of the world's best-performing IPAs is that many of the projects they attract derive from their own direct marketing efforts.

The successful IPAs prioritize and are clear in:

- What they are selling (which sectors are prioritized and their business cases)?
- To which markets they are selling (which geographic markets are prioritized)?
- To which companies are they selling (which companies are targets)?
- How they are selling (which channels to market)?

The first two elements above were already covered in this proposed strategy and the remainder are covered in following sections:

### E.1 Action Plan:

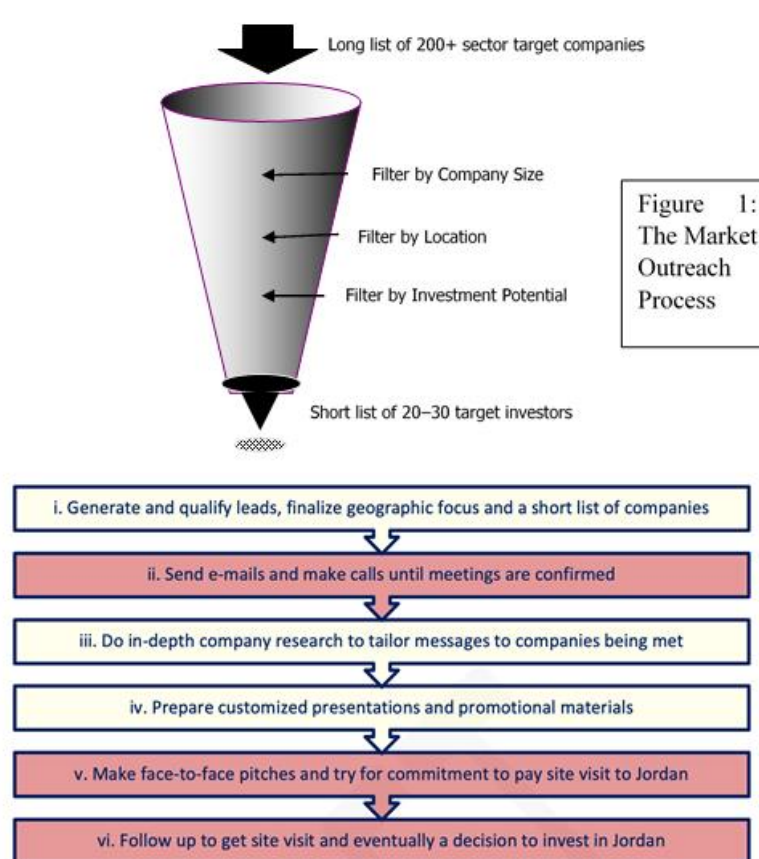
This document is an overarching strategy for investment promotion. Once MOIN has completed its staffing and organizational structure for proactive promotion and obtained the necessary resources, it will develop an action plan.

### E.2 Target Companies:

A list of proposed target companies has been identified for Jordan in the priority sectors and targeted markets.

### E.3 The Market Outreach Process:

The market outreach process typically involves six steps. Three are preparation, and three involve persuading investors to take a next step. These are depicted below with the investor-facing steps highlighted in pink.



## E.4 Channels to Market

Table 3: Most Effective Marketing Techniques in Investment Attraction

Technique	2017	2014	2011	2008	2005	2002	1999	1996
Internet/Website	74%	67%	55%	56%	53%	34%	37%	18%
Planned Visits to Corporate Executives	66%	64%	57%	55%	54%	53%	46%	53%
Media Relations/ Publicity	51%	48%	33%	52%	50%	21%	19%	19%
Hosting Special Events	51%	46%	35%	45%	49%	37%	42%	49%
Trade Shows*	39%	38%	35%	--	33%	32%	45%	39%
Advertising	32%	17%	16%	15%	20%	21%	19%	19%
Direct Mail	23%	14%	15%	19%	23%	33%	25%	25%
Telemarketing	17%	6%	4%	4%	6%	4%	6%	7%

Source: Development Counsellors International "Winning Strategies" (2017), based on 331 corporate executives.

Surveys of corporate location decision makers have found that investors rate the internet/website as the most effective marketing technique for attracting inward FDI, closely followed by direct visits to corporate executives, and media relations/publicity, as can be seen in Table 3 below. Hereafter, MOIN shall adapt to the following most widely used and effective channels to market:

### E.4.1 Website:

MOIN fully understands that its website is a golden opportunity to showcase the investment potential offered by Jordan and that a website is often the first port of call for investors doing an early scan of countries in a region in which they are considering investment.

However, MOIN's current website is not up to the standard of good practice IPA websites. This is particularly important since, as shown in the table above. MOIN will completely revamp its website drawing from multiple examples of good practice IPA websites around the world.

In this regard, the Ministry of Investment is expected to launch an electronic platform entitled "Invest in Jordan" (Invest.Jo), which will take into account and follow international best practices followed by investment promotion agencies in the world on this subject.

This platform shall provide an interactive investment map, a list of investment opportunities and partnership projects between the public and private sectors, highlighting the competitive advantage of investing in Jordan .

In addition, it provides preliminary feasibility studies for investment opportunities, sectoral scan reports, and competitive advantage for all sectors of the Kingdom, as along with highlighting the advantages and investment incentives granted according to the investment environment law, as well as guidelines for doing business, including conditions, procedures, requirements and legal periods for issuing licenses and approvals, and the establishment of investment projects in compliance with the applicable legislation. Furthermore, the Ministry plans to enhance its social media presence on the main social media platforms. .

Table 4 below shows a checklist of the type of information used by these good practice examples upon which MOIN will draw in building its new website.

*Table 4: Checklist for Building an Effective IPA Website*

<b>Focus on Content</b>	The focus should be on content and not on fancy designs – investors are looking for information and hard facts and will not buy into a glossy façade if the content is not right.
<b>Update</b>	Data and information should be always up to date – resources for maintenance are required.
<b>Provide contact information</b>	Email addresses and phone numbers of dedicated contacts for the specific sector should be displayed prominently.
<b>Simplify navigation</b>	The site should be easy to navigate – key information should be accessible in one click.
<b>Provide downloads</b>	Providing pdf downloads of information allows users to save, print and distribute information at their convenience.
<b>Use graphics</b>	Figures, graphs, and maps can be an attractive and useful tool to visualize information.

Source: *IPA Toolbox, A Practical Guide to Support Investment Promotion Agencies. World Association of Investment Promotion Agencies (WAIPA). 2020. <https://waipa.org/waipa-content/uploads/IPA-Toolbox-2020.pdf>*

#### **E.4.2 Utilizing the services of specialized agencies (Outsourcing Services) for promoting investment opportunities abroad:**

These agencies will help MOIN to promote investment opportunities abroad: The Ministry of Investment will assign external promotion activities to consulting agencies specialized in this field, and these agencies will be responsible for identifying potential investors in the targeted countries, as well as implementing external promotional campaigns. Moreover, these agencies will assist potential investors in scheduling field visits to Jordan for them to explore investment opportunities, in coordination with the Ministry, while training and enhancing the capabilities of Ministry employees, and transferring knowledge to them.

#### **E.4.3 Diplomatic Representation:**

Setting up branch offices in overseas markets is very expensive. For that reason, many countries turn for assistance to their diplomatic representation abroad. From a practical standpoint it would make sense for MOIN staff to be placed in some priority markets where Jordan has an embassy. Diplomatic representations abroad can and does play a crucial role in assisting the investment promotion effort

#### **E.4.4 Planned Visits and Meetings with Corporate Executives:**

There is really no substitute for being able to visit an interested investor in their home office. But this usually requires a physical presence in the market to avoid the cost of flying executives overseas every time a meeting is needed. During the COVID-19 pandemic virtual meetings have largely replaced physical meetings. However, longer term, post COVID-19, to do market outreach effectively, MOIN will need to have its own presence in at least some of its priority markets in order to increase the effectiveness of the outward promotion outreach mission once this strategy is implemented.

#### E.4.5 Advertising and Public Relations:

Good practice IPAs include image-building through advertising and public relations as part of their (Image Building). It is seen as a foundational step in the process of attracting FDI. Investor perception about an investment destination plays a key role, particularly at the early stages of an investor’s decision-making process. IPAs carry out investor perception studies to discover the positive and negative perceptions investors have of the country.

Well-timed and well-placed advertising campaigns can be extremely valuable. It is important that they be conducted in investor home countries for a targeted audience. Such campaigns should be run in relevant journals and newspapers, and should contain testimonials from established investors. A specialized advertising/public relations firm can be recruited for this purpose if the MOIN’s budget allows.

#### E.4.6 Promotional Collateral:

MOIN will perform a review of its promotional collateral. The materials will be updated to the new MOIN brand versus the old JIC branding. This will be an opportunity to also develop materials to support the priority sectors and markets proposed under this strategy. MOIN will draw upon good practice guidelines outlined below to follow in this updating process:

*Table 5: IPA Best Practice Marketing and Promotional Materials*

<b>Summary of main content</b>	
Website	<ul style="list-style-type: none"> <li>▪ Development of a web presence</li> <li>▪ Provides comparative data for the location and practical resources and links to address most initial investor long-list enquiries</li> <li>▪ Present investment opportunities available.</li> </ul>
Brochure– general	<ul style="list-style-type: none"> <li>▪ A document (less than 10 pages) which provides an overview of the main arguments of the location’s suitability as a location</li> </ul>
Brochure– primary sectors	<ul style="list-style-type: none"> <li>▪ A short document for each of the location’s/IPA’s target sectors or sectors in which the location has comparative advantages (less than 10 pages) –with an overview of the sectors.</li> </ul>
Fact sheet– general	<ul style="list-style-type: none"> <li>▪ A short document (one to two page)</li> <li>▪ Fact sheets should highlight specific aspects of the location offer, which are relevant for investors in target sectors or source markets (e.g., cost of communications and transport infrastructure, availability of labor skills, cost, availability, and location of property, etc.)</li> </ul>
Presentation slides	<ul style="list-style-type: none"> <li>▪ A standard set of presentation slides – general location advantages</li> <li>▪ More specific presentation slides tailored for use with specific target audiences (e.g., sectors, particular types of investors, companies, etc.)</li> <li>▪ Presentation slides should be proposition based to sell the location and demonstrate its advantages (for investors and investment projects) rather than provide descriptive information about the location</li> </ul>
Investor testimonials	<ul style="list-style-type: none"> <li>▪ A stock of case studies and testimonials from existing investors that have chosen to invest in the location with quotes from investors utilizing the IPA’s support and aftercare services.</li> </ul>

*Source: State of Investment Promotion Agencies – Evidence from WAIPA-WBG’s Joint Global Survey, 2020*

#### **E.4.7 Promotional Events:**

Promotional conferences, fairs, seminars, and roadshows aimed at targeted audiences. It is important to ensure a lot of press coverage of these events. International experience indicates that these events are more effective when done on a sector-specific basis rather than on a general basis.

#### **F. Aftercare of local and foreign investors :**

Promotion of foreign investment is not simply a matter of attracting, registering, and enabling existing investments to do so. Rather, it is an integrated and continuous process.

It begins with preparing the necessary infrastructure to attract investments by providing data, information, investment opportunities and building the general image of the country, followed by identifying the targeted investments, executing and managing the promotion process until the investments are established and operating, and culminating with a continuous review of existing investments and identification of their needs and difficulties. In addition, encourage them to expand their investments.

The process of providing aftercare for investors, whether local or foreign, is one of the most important stages of the investment process, which would enhance the confidence of current investors and ensure their success in their investment experience in Jordan. , and work to address and resolve any obstacles or problems the investor may encounter throughout his stay in Jordan, encouraging existing investments to expand their projects in the Kingdom.

Through the establishment of electronic platforms, a number of investment promotion agencies around the world have applied international best practices to solicit views and proposals from the private sector. As part of the "Invest.jo" project, the Ministry of Investment can create this platform. It is intended to develop mechanisms for dealing with Government agencies and the private sector, by collecting opinions and proposals from the private sector, monitoring their challenges, and identifying their expansion plans in Jordan.

#### **G. Policy Advocacy ( Policies supporting Investments):**

According to international best practices, investment policy support improves the business climate, environment, and country's competitiveness, as well as being one of the most important responsibilities of investment promotion agencies. The establishment of the Ministry of Investment in Jordan will assist it in collaborating with relevant ministries and government agencies to develop policies and legislation that will support investment and positively affect Jordan's business climate and competitiveness. An important characteristic of investment promotion agencies that support investment policies is that they deal with investors on a daily basis, which provides them with more comprehensive information about the problems and challenges investors face over the lifetime of a project. This is what differentiates these agencies from other government agencies.

### **6. Organizational Structure Aligned with the Strategy:**

Institutional structure must follow strategy, not the other way around. If the institutional structure is not aligned with the strategy effective implementation is simply not possible. A buildup to a staff in the four key operational units (Business development, Aftercare, Policy Advocacy & Competitiveness, and Communication & Image Building) is proposed for the upcoming years with the need to hire new qualified and trained staff in each key unit. Below is a brief about each of these units:



### **6.1 Business Development unit:**

This unit will be responsible for **generating investment** from new first-time investors in priority sectors. It will be responsible for all targeting and outreach activities, including organization of site visits to Jordan for interested investors. Staff selection will be based on sales ability and sector-specific knowledge. The division will also be responsible for liaising with MOIN's future overseas staff (budget permitting) and Jordan's embassies to target companies in priority sectors; and overseeing the organization of sector-specific investment seminars in the country and in overseas markets; and reporting all administrative barriers and impediments to investment observed from interacting with investors to the Policy Advocacy & Competitiveness Department. Staff in this division is also responsible for inputting updated information on the status of new investors' projects in the country on MOIN's investor tracking system (CRM).

### **6.2 Aftercare (Retention and Expansion Services) Unit:**

This unit performs two major functions. The first (**retention**) is about ensuring that investors are happy with their investment experience in Jordan and that any issues are resolved in a streamlined and efficient manner. This investor retention function requires proactive problem solving by means of systematic visits to the investor and their premises to document their good and bad experiences in Jordan and current assistance needs. This helps to establish and maintain an ongoing relationship of assistance and trust. The second major function is to interview existing investors and identify any plans for **expansion** or diversification.

### **6.3 Policy Advocacy & competitiveness unit:**

A significant part of the work of this unit will involve conducting studies and diagnosing the problems and obstacles that investors face throughout the life of a project. It will also contribute to the development and improvement of the investment environment in the Kingdom by developing recommendations for investment-supporting policies and legislation.

### **6.4 Communication and Image Building unit:**

Marketing the country's image is a core function of good practice IPAs and is usually organized as a separate unit within the Investment Promotion Department and encompasses a set of physical and socio-psychological factors attributed to the name. The image is usually some mix of perceptions relating to the place as a tourist location, its political and economic stability, the country's products, and services, as a place to do business, its degree of security, and the history and culture of its people. Hence, the ministry shall create a new department in charge of marketing.

## **7. Monitoring and Evaluation System to Measure Impact:**

MOIN shall follow these international good practices in implementing the IPS. Table 6 below contains typical KPIs used by IPAs around the world to capture their activities/inputs, intermediate outcomes, and impacts. MOIN will employ these measurements to track progress against targets in the IPS.

*Table 6: Planned KPIs for MOIN*

Phase	KPIs
<b>Activities/ Inputs</b>	No. of overseas and domestic events at which MOIN participated broken down by: sector; geographic market
	No. of qualified investment leads generated during year (“potential investors”) broken down by: sector; source geographic market
	No. of investor inquiries responded to by MOIN during year broken down by: sector; source geographic market
	No. of presentations on Jordan made to individual foreign investors during year broken down by: geographic market; sector
	No. of aftercare visits made to local subsidiaries / branches of existing investors broken down by: first-time visits; repeat visits; sector; governorate)
	No. of aftercare visits made to the parent companies abroad of subsidiaries/branches located in Jordan broken down by: sector; geographic market
	No. of investor grievances received during year and no. of those resolved to the satisfaction of the investors broken down by: concerned ministry/agency; sector; governorate
<b>Intermediate Outcomes</b>	No. of first site visits to Jordan made by new first-time investors during year facilitated by MOIN broken down by: source geographic market; sector; governorate
	No. of repeat site visits (2 <sup>nd</sup> , 3 <sup>rd</sup> , etc.) to Jordan made by new first-time investors during year facilitated by MOIN broken down by: source geographic market; sector; governorate
	No. of investment decisions announced during year to locate in Jordan broken down by: first-time investors; existing investors; sector; governorate
	Government funds in non-fiscal incentives (grants) committed to MOIN-assisted projects during year broken by; number of recipients; amount committed (JD); first-time investors; existing investors
	No. of new jobs in investors’ projects announced (projected job commitments) during year broken down by: first-time investors; existing investors; sector; governorate
	Amount of investors’ capital in projects announced (committed capital) during year broken down by; first time investors; existing investors; sector; governorate
<b>Impacts</b>	No. of new investment projects started during year broken down by: first-time investors; existing investors; sector; governorate
	No. of new jobs in MOIN-assisted investors’ projects created during year broken down by: nationality (Jordanian; Non-Jordanian); first-time investors; existing investors; sector; gender; governorate
	Amount of investors’ capital invested in MOIN-assisted projects during year in JD broken down by: first-time investors; existing investors; sector; governorate (note: “Investors’ Capital” is defined as the actual monetary value of the investors’ own capital invested in equity capital in businesses that have commenced start-up, including reinvestments/expansions by existing investors, that can be attributed, in part, to MOIN’s facilitation efforts)
	Amount of investment generated in MOIN-assisted projects during year in JD broken down by: first-time investors; existing investors; sector; governorate (note: “Investment Generated” is defined as the actual monetary value of investment in fixed assets (land, buildings, machinery, office equipment) in businesses that have commenced start-up, including reinvestments/expansions by existing investors, that can be attributed, in part, to MOIN’s facilitation efforts)

## 8. Resources Needed to Achieve Objectives

### 8.1 Financial Resources

MOIN will be subject to the annual budgetary process of the Central Government and will compete for resources with other ministries. It must be able to count on having adequate resources at the right time to do its job properly. Therefore, MOIN must be treated differently than other governmental agencies when it comes to budget and money allocations and in turn it will be held accountable for attracting investments that results in clear economic benefits for Jordan.

### 8.2 Promotional Budget Requirements

The following table provides an estimated promotional budget for MOIN's investment promotion. This is the budget that shall be allocated solely and only for public relations, publicity, promotional materials, events in addition to the specialized promotion services agency who will be responsible for attracting investments in targeted markets.

*Table 7: Estimated Promotion and Marketing Budget*

Promotion activity	Proposed Year 1 - 2023 (JD)	Proposed Year 2 - 2024 (JD)	Proposed Year 3 - 2025 (JD)	Proposed Year 4 - 2026 (JD)	Assumptions
<b>Branding Including logo, stationary, branding guidelines</b>	60,000	10,000	10,000	10,000	<ul style="list-style-type: none"> <li>Estimate for in-house development and inputs from external experts</li> </ul>
<b>Marketing Collateral Development – country brochure and 5-7 sector brochures</b>	110,000	30,000	30,000	30,000	<ul style="list-style-type: none"> <li>Develop, print, and distribute marketing materials for high priority sectors and other sectors.</li> <li>Distribution of materials to network - notably to Embassy staff and overseas consultant representatives.</li> </ul>
<b>Website redesign</b>	90,000	15,000	15,000	15,000	<ul style="list-style-type: none"> <li>Interactive website modeled on good practice IPAs.</li> <li>Ongoing maintenance and content updates.</li> <li>Optimization of SEO activity.</li> </ul>
<b>Outsourcing of lead generation contracts</b>	550,000	350,000	350,000	350,000	<ul style="list-style-type: none"> <li>Estimate for outsourcing of lead generation contracts with local providers in each target market.</li> </ul>
<b>Events</b>	300,000	300,000	300,000	300,000	<ul style="list-style-type: none"> <li>Targeted events in key markets. Three events per year in different markets</li> </ul>
<b>Promotional Missions</b>	120,000 GCC (2x)	120,000 GCC (2x)	120,000 EU & USA	120,000 GCC & Asia	<ul style="list-style-type: none"> <li>Estimate cost of two missions per year to high priority markets</li> </ul>

Promotion activity	Proposed Year 1 - 2023 (JD)	Proposed Year 2 - 2024 (JD)	Proposed Year 3 - 2025 (JD)	Proposed Year 4 - 2026 (JD)	Assumptions
<b>PR / Media Plan (including social media)</b>	600,000	300,000	300,000	300,000	<ul style="list-style-type: none"> <li>PR agency contract</li> <li>Increased social media presence and outreach</li> </ul>
<b>Subscriptions</b>	30,000	30,000	30,000	30,000	<ul style="list-style-type: none"> <li>Databases of potential company leads.</li> </ul>
<b>Contingency activities</b>	100,000	100,000	100,000	100,000	<ul style="list-style-type: none"> <li>Contingency</li> </ul>
<b>Promotion and Marketing budget</b>	<b>1,960,000</b>	<b>1,255,000</b>	<b>1,255,000</b>	<b>1,255,000</b>	<b>Total: JD 5,725,000</b>

### 8.3 Human Resources

MOIN currently operated and follows the Jordan’s civil service regulations and without the autonomy to operate like a private organization. This presents challenges in being able to hire and retain the required level of professionals against competition from the private sector. International experience has shown that successful agencies such as IDA Ireland, Scottish Enterprise (Scotland), CINDE (Costa Rica) and Economic Development Board (EDB Singapore) are well-resourced with a high level of operational autonomy. This allows them to hire, retain, and develop their professional personnel outside of the limitations of the civil service bureau (CSB). Attracting and retaining suitably qualified staff will be a challenge for MOIN.

### 9. Staff Capacity to Meet Global Good Practice Standards

MOIN is faced with significant staffing challenges. Very few people are currently allocated to the key functions of Business development, aftercare, policy advocacy and competitiveness, and image building. Recruiting a large number of new people will be required to execute the strategy over the period 2023-2026. Suitably qualified people will need to be hired and their skills will need to be brought up to international good practice standards. Training will include Jordanian diplomats and economic attaches based in target markets. These officials in the target markets will play a crucial role in identifying opportunities, networking with partners, and making key introductions to potential investors in their territories in coordination with the ministry.

### 10. ‘Team Jordan’ Approach to Achieve KPIs

Globally, the successful attraction of FDI is never the achievement of a single body but requires effective coordination of many public and private stakeholders. In the case of Jordan, the government has mandated MOIN with responsibility to play the lead role in coordinating the country’s investment promotion efforts. MOIN’s role will therefore be crucial in building and leading a ‘Team Jordan’ holistic national approach to implement the economic modernization vision. The term ‘Team Jordan’ here means Jordan presents a positive, consistent, well-coordinated approach to attracting FDI across government ministries, agencies, and private sector organizations.

In the light of experience from successful ‘lead’ IPAs around the world, MOIN will:

- Identify all other ministries and agencies and private sector organizations that have a legitimate role to play as part of the investment attraction network. Every relevant institution, be it national or subnational, economy-wide, or sectoral-focused, will be invited to engage as a cooperating agency (or strengthen any existing engagement).
- Ensure that each participating organization understands the overall objective of building a ‘Team Jordan’ approach, and its specific role and responsibility in contributing to its success.
- Facilitate dialogue between the different actors to achieve this level of understanding. This can be done through a joint consultation process via workshops involving all the members of the network.
- Coordinate promotional plans to deliver coherent and comprehensive messages to potential investors.
- Establish an effective communication system to facilitate information sharing among the different actors (for example, a shared online platform and/or a coordinating desk officer designated in each institution to provide a single point of contact for day-to-day activities) These arrangements have worked well in other countries.
- Develop and maintain confidence by building trust and a strong collaborative culture.
- MOIN will play a key role in ensuring that this Investor Journey process continues forward with its activities especially in the establishment phase of projects. As part of this process, MOIN will need to build strategic partnerships across a wide range of organizations. These are listed in Figure below.

Figure2: Ministry of Investments Strategic Partnerships



Strategic Objectives	Stakeholders	Present the business case for Jordan's priority Sectors	Plan and conduct site visit	Investment facilitation
Strategic Stakeholders	<ul style="list-style-type: none"> <li>- The Ministry of Foreign Affairs and Expatriates.</li> <li>- The Ministry of Tourism and Antiquities.</li> <li>- The Ministry of Industry, Trade, and Supply.</li> <li>- The Ministry of Digital Economy and Entrepreneurship.</li> <li>- The Ministry of Health.</li> <li>- The Ministry of Agriculture.</li> <li>- The Ministry of Transportation.</li> <li>- The Ministry of Energy and Mineral Resources.</li> <li>- The Ministry of Local Administration</li> <li>- The Ministry of Environment.</li> <li>- The Ministry of Planning and International Cooperation.</li> <li>- The Ministry of Labor</li> <li>- Aqaba special development zone</li> <li>- Petra Development &amp; Tourism Region Authority Development and free zones</li> <li>- The National Resources Investment and Development Corporation (Mawared)</li> <li>- Greater Amman municipality</li> <li>- Municipalities .</li> <li>Social security investment fund</li> <li>- Jordanian banks association</li> <li>- Central bank</li> <li>- Chamber of Industry of Jordan.</li> <li>- Chamber of Commerce of Jordan.</li> <li>- The Jordanian Businessmen Association.</li> <li>- Associations of businesswomen.</li> <li>- Associations representing the targeted sectors, including (Int@j Association, Private Hospitals Association, Hotels Association, Tourist Restaurants Association, and Jordanian Federation of Pharmaceutical Producers).</li> <li>- Jordan Phosphate Mines Company.</li> <li>- Arab Potash Company</li> </ul>	<p>Discussion of investment opportunities in targeted sectors and investment advantages in Jordan.</p> <p>Make Jordan an attractive investment destination for investors.</p>	<p>Providing investors with the necessary information to make an informed investment decision</p> <p>Establishing relationships and partnerships between the targeted investors and the main local partners from both the public and private sectors.</p>	<p>Providing full assistance with the establishment and licensing of investment projects</p> <p>The provision of lands and investment sites in free and development zones</p>

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