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### COUNTRY PAPER JORDAN

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This document has not been formally edited.

## A. INFORMATION ON THE COUNTRY'S EXPERIENCE

### A.1 Country policy to promote exports

Jordan's economy is free market oriented. The ownership of enterprises is largely private, the exception being public sector involvement in the mining industry; prices (except for a few subsidized goods), interest rates, and wages are generally determined by market forces. During the last decade, Jordan's economy has made steady progress through the implementation of comprehensive economic reforms and restructuring programs supervised by the IMF and the World Bank. The Government's decision to grant work permits to foreign workers allows investors to jumpstart their operations using skilled foreign labor. The main goal of restoring non-inflationary, sustainable growth has been accomplished.

There were 18,898 manufacturing firms in 2003, mainly small and medium sized firms (SMEs). The distribution of companies by sub-sector is shown in Table 1. The metals and food products sub-sectors are the dominant sub-sectors; there are also a large number of firms in the 'miscellaneous' category.

Table 1: Number and distribution of manufacturing firms by sub-sector

Sub-sector	2000	Distribution (%)	2003	Distribution (%)
Manufacture of chemicals and chemical products	235	1	274	1
Construction materials, ceramics and glass	2288	13	2313	12
Electrical and electronics industry	259	1	253	1
Basic metals, metal products and parts, engines and machinery	4005	22	4641	25
Leather tanning, manufacture of luggage and footwear	345	2	250	1
Manufacture of textiles and garments	2647	15	2476	13
Food processing	3195	18	3366	18
Miscellaneous industries	5233	29	5325	28
<b>Total</b>	<b>18207</b>	<b>100</b>	<b>18898</b>	<b>100</b>

Exports grew at 10.3% annually during 2003 - 2005 (see Table 2) and investments grew at 30.6% annually during the same period. It was noted that during the 2003 - 2005, an investment of Jordanian dinars (JD<sup>1</sup>) 1.0 million generated JD 15. million of exports.

<sup>1</sup> 1 JD = 1,038 Eur (exchange rate: 7 May 2007)

Table 2: Evolution of industrial exports, 2003 - 2005 (millions JD)

Sector	Growth Rate (%)	January - September		Growth Rate (%)	2005	2004	2003
		2006	2005				
<b>Total Exports</b>	<b>18.3</b>	<b>2694.4</b>	2277.9	10.3	3,037.5	2,753.0	2,184.9
Domestic Exports	<b>11.0</b>	<b>2128.5</b>	<b>1917.9</b>	10.9	2,558.7	2,306.6	1,675.1
Re-exports	<b>57.2</b>	<b>565.9</b>	<b>360.0</b>	7.3	478.8	446.4	509.8

Domestic exports registered an increase of JD 252.1 million or 10.9% during 2005 in comparison with 2004. This increase was mainly due to textile industry exports, which grew by 5%. Pharmaceuticals 25.1%, potash 19.9% and fruits, vegetables and flowers 21.7%

As for the geographic distribution of exports, the US ranked first, with 9.3% of exports growth during 2005. India came second with 37.1%, exports growth, KSA was third with 19.7%, followed by the UAE 24.3%.

The increase in exports to USA resulted mainly from growing exports from Qualified Industrial Zones (see below), which registered an increase of JD 67.2 million or 9.3% during the year 2004, reaching JD 789.4 million. On the other hand, exports to Ethiopia decreased by 46.6%, to Switzerland by 92.7%, to Indonesia by 61.2% and to Iran by 25.8% in 2004.

It is expected that, with sufficient investment in tangible industrial assets, exports during the period 2005-2012 will increase by 9%. In addition, technical assistance to industrial establishments through the Jordanian Upgrading and Modernization Programme (JUMP) will enable them to improve product quality and reduce production costs, enhancing their competitive capabilities. This is expected to produce an increase in exports of 7% at the least. Thus, it is anticipated that the combined upgrading of the tangible and intangible assets of industrial establishments will produce 16% growth in exports.

## Trade agreements as an incentive for exports

### Qualifying Industrial Zones

A QIZ or a 'Qualifying Industrial Zone' is any area that has been specified as such by the US Government, and which has been designated by local authorities as an enclave where a product manufactured in the zone may enter US markets without payment of duty or excise taxes, and without the requirement of any reciprocal benefits. QIZs represent an unprecedented opportunity to gain duty-free access to the US market, rendering eligible products more prices competitive. An investor in the garment industry, for example, saves from 15% up to 35% on woven fabrics, textiles, garments, swimwear, body suits, shirts, trousers, suits, jackets, raincoats, underwear, blouses, skirts, blazers, ski-suits, anoraks, etc. In Jordan, investors also enjoy an added incentive: there are no quotas on Jordanian products exported to the US.

Due to the success of Jordan's first QIZ, the Al Hassan Industrial Estate, additional QIZs have been designated to meet growing investor demand. There are now two public and three privately owned QIZs in Jordan. Four new QIZ locations have recently been approved.

### **Free Trade Agreement (FTA)**

On October 24<sup>th</sup> 2000, Jordan and the USA signed the Jordan US Free Trade Agreement that provides Jordanian products unimpeded access to the world's largest market. The pact includes precedent-setting provisions aimed at protecting worker's rights and the environment. The Agreement will help Jordan's economy to become less dependent on aid, prospering through increasing customs-free exports, foreign investments and transfers of technology. The Agreement demonstrates the appreciation of the US administration for His Majesty's King Abdullah the Second's efforts to reform the economy and develop the investment climate in Jordan. International institutions have lauded these efforts to implement economic reform programs and boost the private sector's role.

### **Other agreements affecting trade**

Jordan has signed an association agreement with the EU in 1997, which will gradually liberalize trade between the two parties to establish a free trade area by the year 2010. Jordanian exports can enter the EU duty free, provided that they meet the minimum value added requirements to be considered Jordanian products.

The Agadir treaty between Jordan, Tunisia, Morocco and Egypt will give Jordanian exports great opportunities to compete in the EU markets: the agreement will allow the utilization of inputs from more than one country that have free trade agreements with Europe and with each other to manufacture a product and export it to the EU free of duties.

Jordan is also a member of the Arab Free Trade Agreement, which came into effect in 1998.

These agreements should have similar positive effects on the Jordanian economy as FTA.

Specially-negotiated WTO status with regard to tax on export revenue allows zero tax on export earnings until end-2007, which may be extended based on negotiations between Jordan and the WTO.

To ensure that Jordan derives maximum benefits from these agreements, establishing the country as an important exporter, the government has focused efforts on upgrading the quality of Jordanian products, making them more competitive.

## **A.2 Legal and incentive framework**

There is no special law for export consortia in Jordan as they are a very recent initiative but according to the Jordanian companies law, they can adopt the form of a limited liability company,

JUMP, (Jordanian Upgrading and Modernization Programme – see details below *A.3 Role of Support Institutions*), UNIDO's national counterpart export consortia programme, has started to support consortia and its members by providing technical assistance, financial support, coaching and advice. The business plans of the two Jordanian pioneer export consortia were recently approved.

The financial support provided by JUMP to export consortia will include legal consultancy, business planning, export promotion, market researches and all activities that can improve the export capacity and competitiveness of the export consortia. In parallel JUMP will provide its services to consortia member firms by supporting their managerial and productive capacities.

Main requirements for SMEs (and export consortia), to apply for JUMP support are:

- A manufacturing and/ or related services company.
- Jordanian registered company located within Jordan's boundaries.
- Employing 5 or more full-time Jordanian staff.
- At least two years in business with good financial status and high potential for growth

Actual cases of JUMP support, in terms actions and amounts, are provided in section B (case studies) of this paper.

## **A.3 Role of Support Institutions**

Several support programmes specifically target SME development; while most of the activities do not directly target SME exports, the ability of the sector to face competition, either at home or in export markets, is strengthened by all. Main ones are:

### *National Fund for Enterprise Support (NAFES)*

NAFES was created in 2001, as a joint effort of the Higher Council for Science and Technology and the Ministry of Finance. Japan provides financial support. The aim is to help SME'S to become more competitive domestically and internationally. Programme activities include consultancy for and training in market analysis and sales support.

### *Jordan Upgrading and Modernization Programme (JUMP).*

JUMP is an independent national programme managed by a committee headed by the Minister of Industry and Trade, with equal representation from both the Government and the private sector. The objectives include enabling enterprises to face increased national, regional, and international competition, increasing market shares and developing new non-traditional export markets. Among the wide range of services offered, specific trade-related services include assistance to market research, marketing plans, marketing and export promotion. JUMP is the official counterpart of the UNIDO Export Consortia Programme.

Now there are new programs that start to operate in Jordan with the aim of increasing the competitiveness of the Jordanian SMEs globally such as Business Development Service Centre (BDSC) that replaced Jordan American Business Partnership (JUSBP) and Sabek program that replaced Achievements of Market- Friendly Initiatives and Results Program (AMIR), all funded by the US government.

#### ***A.4 Main Problems hampering the creation of export consortia and Proposals for improvement***

Main problems encountered among Jordanian SMEs for the creation of export consortium may be summarized as follows:

- SMEs often consider other firms as competitors rather than potential partners.
- Because of their limited financial capacity, SMEs may worry about the costs that could be result from their incorporation in a consortium.
- The small number of Jordanian SMEs within a sector make it difficult to reach a critical mass where to identify potential export consortia member firms.

In order to overcome these problems, especially at the beginning of the project, it is important to support as much as possible the pioneer consortia to succeed and to represent an example to other SMEs. Organising awareness seminars, involving pioneer consortia, could help promote the benefits of export consortia.

#### ***A. 5 Promotion of export consortia in Jordan***

##### **The UNIDO technical assistance project**

After almost 2 years from the beginning of UNIDO project in Jordan two export consortia have been officially registered in Jordan under the direct follow up and assistance by UNIDO local and international consultants.

The project in Jordan was divided into 4 phases:

- Phase 1: Promoting the concept to Jordanian Private and Public sectors
- Phase 2: Legal status and incorporating SMEs within export consortia
- Phase 3: Business planning and financial support
- Phase 4: Advice to export consortia on the implementation of promotional actions

UNIDO technical assistance project was jointly launched with Federexport (the Italian Export Consortia Federation) in February 2005 based on the request of the Jordanian Ministry of Industry and with the financial support from the Italian Development Cooperation.

Since then many activities have been undertaken to build awareness on the export consortia approach, training national export consortia promoters and forming SME groups with a potential to become formal export consortia.

The progress of the export consortia project so far is summarized in Table 3.

Table 3: Activities under UNIDO export consortia project

<b>First joint UNIDO-Federexport field visit</b>	February 2005
<b>Public institutions where project has been presented</b>	UNIDO-IPU, UNDP, JIB (Jordan Investment Board), Ministry of Industry and Trade, Italian Embassy, Italian Trade Commission, Ministry of Planning, JUMP, JEDCO (Jordan Economic Enterprise Dev. Corp.) , Amman Chamber of industry, JUSBP (JORDAN USA Business program), EJADA ( Euro-Jordanian Action for Develop. SMEs)
<b>Public institutions with which working relationships were established</b>	UNIDO-IPU, JIB, Ministry of Industry and Trade, Ministry of Planning, JUMP, JEDCO, Amman Chamber of industry.
<b>Private institutions with which working contacts were established</b>	JGATE - Jordan Garments and Textiles Exporters Association; JOSTONE - Jordan Stone and Tiles Exporters Association; JFEMA - Jordan Furniture Exporters and Manufacturers Association; JOPEA - Jordan Olive Products Exporters Association; Dead Sea Products Manufacturers Association; JEPAFV - Jordan Exporters and Producers of Fruit and Vegetables;  - A presentation of the project was made to all the listed Associations at their premises. For most of them several meetings were organised to discuss specific subjects.
<b>Public events</b>	- Awareness seminar – 19 May 2005, Amman, Chamber of Industry, With the participation of His Excellency Mr. Sharif Ali Zu'bi, Minister of Industry and Trade. Nearly 40 participants attended from the Private and Public sectors. - Training workshop – 10-12 July 2005, Amman, Sheraton Hotel, to prepare future local export consortia promoters. Interactive workshop with presentations Dr. Carlo Belliti, UNIDO International Expert, Mr. Taoufik Chabane, UNIDO National Expert (Tunisia), Eng. Yarub Qudah, JUMP Chief Executive Officer. Nearly 20 active participants from the public and private sectors attended. - Marketing seminar for specific marketing strategies for consortia, 9 – 11 January 2007 in JUMP with the participation of consortia and SMEs groups; this seminar was organized by UNIDO in cooperation with IPU office and JUMP.
<b>Achievements</b>	2 consortia were officially incorporated and registered and their business plans (including a 3 years promotional programme) were recently finalized and approved by JUMP. These consortia were created in the following sectors: - Dead Sea export consortia ( 4 members) - Olive Oil Export Consortia ( 7 members)
<b>Export consortia in progress</b>	1. IT Group (5 companies) 2. Food Group ( 3 companies) 3. Environment 4. Ladies & Men Garments 5. Ladies entrepreneurs group  The large majority of companies composing these groups have good export potential. The companies of groups 1-4 are associated with their own sector association. The garments sector is large enough to sustain more than one consortium.
<b>Potential export consortia</b>	Stone and tiles and agro-food are sectors with an important export capacity in terms of product quality and where export consortia could be promoted. A more detailed investigation should be carried out on furniture and shoes.



## **B) Case Studies on Export Consortia**

### **B.1) Dead Sea Export Consortia**

#### **General Information**

**United Company for Promoting Dead Sea Products (UCPDSP)** was established in 2006 by four Dead Sea Products Manufacturing companies in Jordan namely; Dead Sea Gift Enterprise (Bloom), Afnan Dead Sea Products (Spa on the Beach), Beauty Secrets for Dead Sea Products (Beauty Secrets), and Al-Khayal Company (Natural Care) for the purpose of promoting Jordanian dead sea products in general, and their own brands in particular.

United Company for Promoting Dead Sea Products is a Limited Liability Company for non-profit purposes.

In 2004, total sales reached JD 324,000 of which JD 237,820 (73%) were for the export markets. This sales value excludes Al-Khayal which started production in 2006, and Afnan which started production in 2005.

Total sales grew by 55% in value in the year 2005, reaching JD 503,000 of which JD 277,480 (55%) were for the export markets.

It is obvious from this group (objective) that they incorporate in a consortium to overcome their major weakness which is the capacity of supplying big orders for the EU and US markets. Other major reasons for the consortium's development are:

- ✓ Promote Jordan and the Dead Sea in cooperation with public and private sector.
- ✓ Handle professional promotion for the partners of Dead Sea consortium brands.
- ✓ Increase exports through sharing success stories and experiences between the members.
- ✓ Sharing related exhibition, conferences, seminars and keep the perfect image for the consortium and its members.
- ✓ Having a common brand to meet the huge markets demand on the long run.

The consortium's current organization chart is as any simple export consortia model, the four companies are BOD members and the chairman (Bloom company) runs the daily work for the consortium and use his company facilities to do this job.

#### **Action plan and financial support**

Table below summarizes the action plan and financial support approved by JUMP.

Operations	Estimated Costs by Experts (JD)	Grant Share (%)	Eligible Amounts for Grants (JD)	Implementation starting Date
<b>1- Business Plan/ Upgrading Plan Study</b>	<b>5,000</b>	<b>80 %</b>	<b>4,000</b>	2007
<b>Total (Capacity)</b>	<b>0</b>	<b>0%</b>	<b>0</b>	
<b><u>Market Research and Studies</u></b>				
3/1/1 <b>Corporate Identity</b>	8,000	70%	5600	2007
3/1/2 <b>Website design</b>	4,600.	70%	3220	2007
3/1/3 <b>Documentary Film</b>	5,400	70%	3780	2007
3/1/4 <b>Listing on other websites</b> (for 3 years):				
<b>Local</b>				
In year 2007	60	0%	0	2007
In year 2008	60	0%	0	2008
In year 2009	60	0%	0	2009
<b>Google / Yahoo</b>				
In year 2007	1500	50%	750	2007
In year 2008	1500	50%	750	2008
In year 2009	1500	50%	750	2009
3/1/5 <b>Hosting International Traders</b>				
In year 2007	15,000	50%	7,500	2007
In year 2008	15,000	50%	7,500	2008
In year 2009	15,000	50%	7,500	2009
3/1/6 <b>International Market Study &amp; Customers Satisfaction survey</b>				
USA	15,000	70%	10,500	2007
Japan	15,000	70%	10,500	2008
Australia	15,000	70%	10,500	2009
3/1/7 <b>"Consortium" Brand Package design;</b> 250 products	10,000	70%	7,000	2009
3/1/8 <b>Exhibitions</b> (only for space rental, booth design & samples shipping. <u>Air</u>				

Operations	Estimated Costs by Experts (JD)	Grant Share (%)	Eligible Amounts for Grants (JD)	Implementation starting Date
<u>tickets &amp; hotel accommodation are not covered</u> ), during 3 years such as : <ul style="list-style-type: none"> <li>• Cosmoprof Asia</li> <li>• The Monaco Spa Event</li> <li>• Cosmoprof Shanghai</li> <li>• Day Spa Expo</li> <li>• Tokyo Health Industry show</li> <li>• Spa &amp; Resort Expo</li> <li>• Health Life Expo</li> <li>• Beauty world Japan</li> <li>• Cosmofarma</li> <li>• Cosmoprof North America</li> <li>• Cosmo beauty Indonesia</li> <li>• Health &amp; Beauty America</li> <li>• Health &amp; beauty Thailand</li> <li>• Other related exhibitions.</li> </ul>				
In 2007, 1 exhibitions	18,000	50%*	9,000	2007
In 2008, 2 exhibitions	36,000	50%*	18,000	2008
In 2009, 2 exhibitions	36,000	50%*	18,000	2009
<b>Total (Capability)</b>	<b>212,680</b>	<b>56.82%</b>	<b>120,850</b>	

## **B.2) Olive Products Export Consortium**

### **General Information**

This consortium was officially registered, as **Jordan Consortium for the Promotion of Olive Products Company** LLC, in June 2006; a partnership agreement and bylaws were officially signed between 7 companies from olive oil producers and farmers to incorporate within a limited liability and non profit company.

The group of 7 members has a combined production and market share of the following (data for 2006):

- Over 58,000 olive trees, representing 3.5% of all Jordanian production.
- A total of 15 production lines, representing over 8% of the country production.
- Production capacity of 33 tons per hour, representing about 12% of the country production (we estimate that this capacity will increase following some members' expansion projects).
- A total of 128 tons storage capacity.
- Presence in all major olive producing areas of Jordan.

### *Production Capacity of Members*

<b>Member Name</b>	<b>Machinery</b>	<b>Olive Trees</b>	<b>Production Lines</b>	<b>Production Capacity</b>	<b>Storage Capacity</b>	<b>Location</b>
Rae Al Hadla	Rapanelli	23,000	1	1 t/h	30 tons	South Amman
Samaeen	Rapanelli	2,000	2	6	10	Al Karak
Al Tour for Olive Oil Products	Rapanelli & Pirealisi	10,000	2	4	20	Maan
Al Jazzazi Brothers	Rapanelli	2,600	3	8	30	Al Salt
Al Najdawi & Jazzazi	Pirealisi	-	2	5	5	Al Salt
Al Sadoun Modern Press	Rapanelli & Alfalaval	1,000	5	8	30	Irbid
Al Majdal	-	20,000	-		3	Irbid
<b>Consortium Total</b>		<b>58,600</b>	<b>15</b>	<b>33 t/h</b>	<b>128</b>	
<b>Jordan Total</b>		<b>17,000,000</b>	<b>179</b>	<b>280</b>		
<i>Consortium Share</i>		<i>3.5%</i>	<i>8.4%</i>	<i>11.8%</i>		

Summary Overview of the Consortium Members

<b>Member Name</b>	<b>year Established</b>	<b>Quality Certificates</b>	<b>Packaging</b>	<b>Export Markets</b>
Raee Al Hadla	2001	ISO9001/ HACCP/ Quality Mark	250,500,750 ml, 12 ltrs, 16 kgs	Arab Gulf Countries and Europe
Samaeen	1993	n/a	n/a	n/a
Al Tour for Olive Oil Products	2002	ISO9001/ HACCP/ EUREP GAP	(500,700,750)ml, (2.7,3,4)ltrs, 16 kgs	USA, Arab Gulf countries, and Japan.
Al Jazzazi Brothers	1967		500ml, 3ltrs, 16kgs	Arab Gulf countries, Ukraine, Israel, and Canada.
Al Najdawi & Jazzazi	1974		500ml, (3,8)ltrs	Canada, Saudi Arabia, and Israel
Al Sadoun Modern Press	1973		16kgs	
Al Majdal	2001		(500,750)ml, 16kgs	Britain and Croatia.

The main objective of this consortium and its members is to increase its exports of extra virgin olive oil especially to EU countries and the US. Other major objectives are:

- ✓ Overcoming their major weakness which is storing olive oil according to international standards by realizing a common storing facility
- ✓ Increasing bottled olive oil exports
- ✓ Increasing bulk virgin olive oil exports, especially to Italy
- ✓ Fulfilling large orders and market demands especially to the US
- ✓ Increasing the production of extra virgin olive oil in accordance with international standards and specifications.
- ✓ Upgrading olive oil processing technologies to be at the same level of large olive oil international processing companies.
- ✓ Promoting Jordan as a major producer and exporter of olive oil.
- ✓ Promoting their production under the consortium umbrella (short term objective).
- ✓ Producing and exporting under one common brand in addition to labels and brands of each member firm (long term objective).

## **Operational Strategy**

Notwithstanding the impressive combined production and market share of the members, the Consortium has a long way to go to achieve its goals. Main operational strategies of the consortium that have been identified to achieve its goals are:

1. The consortium will establish an office to conduct daily business including marketing and promotion, accounting, logistics, and other administrative functions (this is expected to happen in 2007). Currently the consortium is using temporary offices provided by one of the members.
2. The Consortium has a commitment to realize within the next 3 years a modern storage facility, and consequently a common bottling unit will be realized.
3. The consortium will establish a common marketing and promotional campaign for the export market (as shown below);
4. The consortium will establish strong international presence supported by a brand name to be more attractive;
5. The consortium will establish strong ties with independent farmers and those wishing to use the Consortium facilities;
6. The consortium will establish a dedicated R&D and quality assurance department which will be located at the storage facility;
7. The consortium will conduct capacity building and training for all employees at the Consortium, technical, and management level.
8. The consortium will assist the members in upgrading older lines in order to produce high quality olive oil according to international standards.
9. Distribution: the consortium will maintain the distribution split and will target to distribute the extra-virgin olive oil according to the best and qualified international demand. This will be done through major wholesalers and distributors in the target markets. The consortium will hence identify a list of key distributors and wholesalers to target and then establish the channels to initiate business together. The distribution plan will be part of the 2007 action plan.

### Action plan and financial support

Table below summarizes the action plan and financial support approved by JUMP.

Operations	Estimated Costs by Experts (JD)	Grant Share	Eligible Amounts for Grants from JUMP (JD)	Year
<b>1- Business plan</b>	8500	80%	6800	2007
<b>2- Construction expenses</b>				
2/1 land (10000 sq.m)	available	0.00%	0	2007
2/2 Pavement (2000 sqm*4 JD/sqm)	8,000	0.00%	0	2007
2/3 building offices (200 sqm*180 JD/sqm)	36,000	0.00%	0	2007
2/4 Hanger (1000 sqm*120 JD/sqm)	120,000	0.00%	0	2007
<b>Total construction cost</b>	<b>164,000</b>	<b>0.00%</b>	<b>0</b>	
<b>3- Capacity building equipments</b>				
3/1 purchase and install stainless steel storage tanks (500-600 ton capacity)	250,000	30.00%	75,000	2007
3/2 scale (60 ton capacity *12m long)	19,000	30.00%	5,700	2007
<b>QC lab</b>				
3/3 balance, oven, hotplates, glass ware,	10,000	30.00%	3,000	2007
3/4 spectrophotometer	10,000	30.00%	3,000	2007
3/5 lab facilities and infrastructure	7,000	30.00%	2,100	2007
<b>Furniture cost</b>				
3/6 office furniture (desks, meeting room, decoration)	7,000	0.00%	0	2007

Operations	Estimated Costs by Experts (JD)	Grant Share	Eligible Amounts for Grants from JUMP (JD)	Year
3/7 office equipments (3 pc's, server, network, copier, fax, data show and printer)	3,500	30.00%	1,050	2007
<b>Total capacity building</b>	<b>306,500</b>	<b>29.31%</b>	<b>89,850</b>	
<b>4 - Sales and marketing</b>				
<b>Promotion</b>				
4/1/1 subscriptions in traders website and industry specific data publications over three years	2,500	60.00%	1,500	2007
	2,500	60.00%	1,500	2008
	2,500	60.00%	1,500	2009
4/1/2 web site establishment	2000	70.00%	1,400	2007
4/1/3 web site updating	500	50.00%	250	2008
4/1/4 web site updating	500	50.00%	250	2009
4/1/5 develop consortium brand name	3000	80.00%	2,400	2007
4/1/6 develop a consortium seal (quality guarantee sign indicate that the consortium has its own quality standards)	4,000	80.00%	3,200	2008
4/1/7 develop promotional materials such as profile, brochures ... etc (design 1000 JD and printing 8000 JD)	9000	60.00%	5,400	2007
4/1/8 a mobile showcase booth	25,000	60.00%	15,000	2007
4/1/9 communication and PR (articles and Adv)	5,000	60.00%	3,000	2007
	5,000	60.00%	3,000	2008
	5,000	60.00%	3,000	2009
4/1/10 invitations to importers (5 per year)	6000	60.00%	3,600	2007
	6000	60.00%	3,600	2008
	6000	60.00%	3,600	2009
<b>Trade shows</b>				
4/1/12 visiting Verona (one person only, ticket and accommodation)	1700	50.00%	850	2008
4/1/13 participating in Gulfood 2008. Space rental 24 sqm costs 6800, accommodation and tickets 1700 JD, shipping cost 500 JD *	9000	50.00%	4,500	2008
<b>Total sales and marketing</b>	<b>151,400</b>	<b>56.57%</b>	<b>85,650</b>	
<b>4/2 Production</b>				



Training				
4/2/1 attending training courses locally and abroad to improve the skills of tasting, mixing and handling the olive oil.	6,000	60.00%	3,600	2007
	10,000	60.00%	6,000	2008
	4,000	60.00%	2,400	2009
<b>Total production</b>	<b>20,000</b>	<b>60.00%</b>	<b>12,000</b>	
<b>4/3 Organizational and HR Development</b>				
4/3/1 Recruitment expenses	500	70.00%	350	2007
<b>Total Org. and HR develop.</b>	<b>500</b>	<b>70.00%</b>	<b>350</b>	