



The Jerusalem Arab Chamber of Commerce and Industry



STRATEGIC PLAN 2018 –

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Strategic Plan 2018-2022 Overview

Vision

To be a comprehensive and unique economic institution in Jerusalem



Mission

Success By Being The Leader In Economic And Community Development



Strategic Objectives

Aiming to lift the ban and re-open the Chamber of Commerce.

Main Strategic Goals

- (1) Enhance and develop the business, commercial and investment environment.
- (2) Achieve excellence in service delivery and business development.
- (3) Enhance mutual trust and relationships with members, partners and the local community.
- (4) Strengthen the economic relations between Jerusalem economic sectors and the integral Palestinian surroundings.
- (5) Develop the chamber's financial sustainability and enhance internal capacity.

Introduction

The Jerusalem Arab Chamber of Commerce and Industry (JACCI) has undertaken a strategic planning process during mid-2017 in order to hone and develop its strategic direction for the coming four years. Three main themes were covered in order to develop this plan, delineated by the questions: Where are we now? Where are we going? How will we get there? This strategic plan has been created through a participatory process in which a diverse array of stakeholders participated in numerous planning activities, including a SWOT analysis (strengths, weaknesses, opportunities, threats), individual interviews with the hired external consultant, planning sessions and review of draft versions of the plan.

The JACCI is a respected and long-standing Jerusalemite entity and has a large membership of firms and companies from Jerusalem city and district. Well positioned as an umbrella organization for the economic sector of Arab Jerusalem, JACCI has also developed strong relationships with Palestinian national bodies, local governmental units, as well as international and faith-based organizations. The Israeli occupation, restrictions on Palestinian entities in Jerusalem, and the general instability of the political environment remain the most influential challenges facing the JACCI.

The JACCI, through this strategic plan, hopes to develop the business and commercial environment in Jerusalem and enhance investment in Jerusalemite companies and sectors. Specifically sectors with opportunity for support are the housing, tourism, IT and artisan/craft sectors. JACCI is also well situated to support TVET initiatives and improve companies' access to finance. JACCI also aims to improve the quality and quantity of services it provides to its members, and simultaneously commits to internal development through staff training and organizational development endeavors. Despite the JACCI's already-existing capacity and strength, it must be noted that the complex social, political and economic situation in the occupied Palestinian territories, and specifically Jerusalem city and district, ensures that the achievement of objectives will not be without obstacles, and it cannot be expected that the JACCI will be able to completely reverse the de-development that has been plaguing the area for decades.

This strategic plan document includes a detailed description of the JACCI and its history, an overview of the Jerusalem economy and its constraints, as well as an in-depth presentation of JACCI's strategic objectives, including the expected results and indicators of achievement related to each objective. The plan concludes with a detailed action plan specifying specific activities, timeframes and budgets needed to contribute to the achievement of each strategic objective.

About JACCI

The Jerusalem Arab Chamber of Commerce and Industry (JACCI) is a member organization founded in 1936 and governed by the Law of Chambers of Commerce. Included in its membership are firms from a variety of economic sectors (tourism, trade, hospitality, contracting, and industry). Since its establishment, the JACCI has sought to provide its members with services that facilitate their work. The organization is also considered a representative of the business sector in Jerusalem, founded to provide information, training and services to its members, support them, defend their interests, and help them open new markets and develop their businesses.

The JACCI seeks not only to provide services to its members but also to improve and strengthen the relationship between the members and the JACCI. It also hopes to restore life to the commercial and industrial sectors of the city, which are in the midst of a severe economic crisis caused by current circumstances, and to revitalize the tourism sector that is the backbone of the city¹.

History of the JACCI

The JACCI was established in 1936. Since then, it has proved itself and exercised its powers in active and effective service delivery to the holy city, throughout different periods, from the British mandate, to Jordanian rule to the current Israeli occupation.

On August 10, 2001, and without warning, the Israeli authorities closed the JACCI offices in the city of Jerusalem and prevented it from working within the municipal limits, claiming that the chamber was operating without permission from Israeli authorities. Despite the closure, the JACCI continued to provide basic services to the city's merchants and industries through its temporary office located in the suburb Dahiyat al Bareed. In order to resume its activities after the confiscation of all its papers and documents, the JACCI commenced to build a new member database with basic information, completing the project, which now holds information on more than 2,000 members.

As a result of completing the construction of the separation wall and the isolation of Jerusalem from its surroundings, which led to the prevention of West Bank-ID holders from accessing the JACCI's offices in Jerusalem, the JACCI opened two branch offices in Al-Ram and Al-Eizariya (Bethany) in order to continue to provide services and communicate with all of its members².

The JACCI in Jerusalem:

The JACCI during the British Mandate:

¹The Jerusalem Arab Chamber of Commerce and Industry, Taawon, the Arab Fund for Economic and Social Development, p.1.

²The Jerusalem Arab Chamber of Commerce and Industry, Taawon, the Arab Fund for Economic and Social Development, p.2.

Before 1936, a joint chamber of commerce existed in Jerusalem headed by an Englishman (Mr. Shelly, Lipton Tea's representative in Palestine), with clear Jewish control. During the strikes and revolution of that year, it was decided in a meeting of Arab merchants, held at the Imperial Hotel near Jaffa Gate to establish an Arab Chamber of Commerce to be separate from the joint chamber. Chosen to head the newly established chamber was Mr. Ahmad Hilmi Pasha (the founder of the Palestinian National Bank), who became later the Prime Minister of the All-Palestine government. Mr. Shibly Kamel was chosen as vice president. Also included in the membership were Sheikh Abdul Bari Barakat, who later became president of the chamber, and Mr. Ali Dajani, who was its director after the 1948 war. The Arab Chamber of Commerce and Industry in Jerusalem became the first national body of its kind in Palestine, and its first administrative offices were located on Princess Mart Street, and later moved to Mamilla.

The JACCI during Jordanian rule:

After the "Nakba" ("catastrophe") of 1948, the JACCI reopened in the Al Misrarah neighborhood. It then moved to Al Zahra Street, before it commenced building its headquarters on the land of the Awqaf in Nur al Din Street, opposite the Rockefeller Museum Garden. Later, Haj Taher Barakat chaired the JACCI, then Haj Ali Qaddoura al Taziz took the reins before the 1967 war, after which Mr. Fayiq Barakat took over its management.

During the Jordanian rule of 1948 – 1967, the JACCI exercised its economic role in service of the city. The most prominent roles were its contribution to the Jordanian Chambers of Commerce Act, and conducting trade fairs, economic studies, and seminars, in addition to its core work in protecting the interests of traders and artisans, including providing services to them in the field of commercial arbitration.

The JACCI under the Israeli Occupation:

After the 1967 occupation, the JACCI resumed its activities in addition to having to expand its work in the defense of merchants and citizens of Jerusalem. It also served as an accredited body to act as a notary for Arab population to document real estate transactions to preserve Arab lands and prevent their confiscation by Israeli counterparts. The JACCI also became a source for documenting Jordanian passports, where Jerusalemites could preserve their Jordanian citizenship despite the official separation of the West Bank and Jordan in 1988. The JACCI also built an investment property on Rashid Street in Jerusalem. In 1989, the Jerusalem chamber also contributed to the founding and leadership of the Palestinian Federation of Agricultural and Industrial Chambers of Commerce.

As a result of the disengagement with Jordan and because of the conditions of the occupation, suitable opportunities did not exist to hold elections for the board of the JACCI. As a result, the previous board, headed by Shiekh Ali Mahmoud Kaddoura, continued to preside. After his death, Ahmad Hashim Zoughair took over the presidency of the JACCI, along with new board members of strong reputation and ability. Fayiq Barakat chaired the chamber until the end of 1998, and after his departure, Azzam Abu Saud continued until mid-2013. Currently, Fadi Arafa al Hadami is the JACCI's director.

The JACCI witnessed a number of conferences, seminars, workshops, fairs and public meetings focusing on the economic, social and national issues concerning Jerusalemites and Palestinians in general, up until the chamber's offices were shut down by order of the Israeli Minister of Internal Security on August 10, 2001, with the closure order to be renewed every six months. This forced a move to temporary offices in the Jerusalem suburb of Dahiyatal-Brid, where the JACCI continues to offer all of its services to its members.

Contextanalysis and Needs

This section of the plan briefly describes the economic situation in East Jerusalem, with a focus on selected components of the economic sector of East Jerusalem. These components include markets in the old city, the industrial and agricultural sectors, the banking and financial environment, as well as the tourism sector. The section also describes the main changes that have occurred in these sectors and the challenges and obstacles that Jerusalemite merchants and the general economy of East Jerusalem face.

The tourism sector is considered the main contributor to the economy of East Jerusalem as the city has spiritual and religious significance, especially in that it has many historic and religious structures inside the walls of the old city. Despite the difficulties the city faces, it was able to continue to pioneer the Palestinian tourism sector, as statistics of 2009 showed that Jerusalem contains 34% of the hotels in the Palestinian territories, and 48% of hotel guests³. However, these percentages have rapidly declined as indicated by 2016 statistics that showed that the percentage of hotels is now below 18%⁴. The situation of the tourism sector has been declining following the first and second intifadas (uprisings). According to the Palestinian Central Bureau of Statistics, the number of hotels in Jerusalem has declined by 41% between 2009 and 2016; and the percentage of guests using East Jerusalem hotels (12%) has also decreased in comparison to with those who use West Jerusalem hotels (88%)⁵. The sector also suffers from poor infrastructure and is in need of rehabilitation and development; however, the strict Israeli regulations on permits for planning, construction and renovation are an obstacle to the sector and its infrastructure⁶. Furthermore, the deterioration of the tourism sector is largely due to the punitive practices the Israeli occupation has been following after the two intifadas that include: curfews and taxes. These practices have escalated since the launch of the construction of the separation wall in 2002, as Israeli measures to isolate East Jerusalem from the rest of the Palestinian territories have led to the destruction of the tourism sector⁷.

One of the factors contributing to the deterioration of the economy of East Jerusalem is the economic stagnation in the market of the old city. Many of the shops in the old city started changing their products to souvenirs and gifts, and refrained from working in previously-popular traditional industries. This has contributed to the economic marginalization of the city. The economic situation in the old city market has declined as a result of a number of Israeli policies; the most important of which are the high taxes and low level of services provided in return for these taxes; additionally, the Israeli incentive policy that encourages

³ The Palestinian Economy in East Jerusalem: Enduring annexation, isolation and disintegration. UNCTAD and the UN, 2013.

⁴ Economic Collapse in East Jerusalem: Strategies for Recovery. al-shabaka: the Palestinian policy network. 30 November, 2016.

⁵ *ibid*

⁶ Strategic Multi Sector Plan for East Jerusalem. EU, Jerusalem Unit- Office of the President. November 2010.

⁷ Economic Collapse in East Jerusalem: Strategies for Recovery. al-shabaka: the Palestinian policy network. 30 November, 2016.

Palestinians to sell their shops in return for paying their tax debt. The weakness of the market, the construction of the wall, and the tightening of the permit system have also led to the emergence of new commercial centers that attract Palestinian customers; therefore, the percentage of those living in areas now behind the wall who shop in Jerusalem decreased from 18% before the construction of the wall to 4% after construction⁸.

In regards to the agriculture and industry sectors, the industry sector relies heavily on manufacturing, as well as mining and quarrying and other activities. However, the sector suffers because of the imposed and increasing restrictions on permits and the divisions of areas, as most industrial organizations are located in area J2. As for the agriculture sector, it is already a small sector and considering the limited area of land and the restrictions on accessing lands, the sector doesn't weight much in the economy of East Jerusalem⁹.

Additionally, the banking and financial environment in East Jerusalem supports this deterioration. The Israeli occupation influences the economy through the flow of Palestinian labor into the Israeli labor market, which affects financial exchange, wage levels, and total demand. Moreover, Palestinian families and organizations face a real challenge in accessing loans and funding that could potentially improve their living and economic standards. The absence of branches of Palestinian banks in East Jerusalem, and the reluctance of Palestinians to open Israeli bank accounts and rely on them for fear of losing their mortgaged property, are obstacles to Palestinian investment and economic development, which forces Palestinians to use Palestinian banks in nearby cities that also have their own restrictions on East Jerusalem residents¹⁰.

This reflects the deterioration of the economic situation especially with the increasing Israeli security measures following the latest popular uprising in 2015, which have resulted in worsening the situation. This is coupled with high competitiveness of Israeli merchants, and other Israeli policies that aim to make life difficult for Palestinians that include: withdrawing residence permits, demolishing homes, and discrimination in services and taxes. All these factors combined have led to the increase in the unemployment rate in East Jerusalem. The Jerusalem Arab Chamber of Commerce and Industry statistics show that at least 200 Palestinians shops have closed their doors and those who remain open don't operate for long hours due to high operational costs. This, in turn, leads to customers turning to nearby cities such as Ramallah, Hebron and Bethlehem, and also leads to the increase of the poverty level, as 81.8% of East Jerusalem residents were living under the poverty line as of 2014¹¹.

Looking at the situation of the aforementioned sectors, there are several cross cutting themes that characterize the economy of East Jerusalem, and several issues that merchants and

⁸ Economic Collapse in East Jerusalem: Strategies for Recovery. al-shabaka: the Palestinian policy network. 30 November, 2016.

⁹ The Palestinian Economy in East Jerusalem: Enduring annexation, isolation and disintegration. Unctad and the UN, 2013.

¹⁰ *ibid*

¹¹ Economic Collapse in East Jerusalem: Strategies for Recovery. al-shabaka: the Palestinian policy network. 30 November, 2016.

businesses in East Jerusalem face. The economy suffers from high unemployment and low labor force participation, limited public and private investments, a lack of infrastructure and business services, as well as low wages in comparison to West Jerusalem and high wages relative to the West Bank and Gaza. Additionally, Palestinian businesses and manufactures lack competitiveness in comparison to Israeli products. These conditions result in unsustainable development. The main reason for these conditions is the physical and economic isolation of East Jerusalem from the Palestinian territories, as Israel imposes movement and access restrictions for Palestinians entering East Jerusalem, and on product flow between East Jerusalem and the Palestinian territories. These restrictions and isolation result in increased dependence of the East Jerusalem economy on the Israeli economy and income generation and employment, which, in turn, hinders the development of the economy in East Jerusalem¹².

¹²EC Multiple Framework Contract Beneficiaries Programme. “Private Sector and Economic Development in East Jerusalem, Final Report”.EU and ACE International Consultants. December, 2015.

Vision

To be a comprehensive and unique economic institution in Jerusalem.

Mission

We, the Jerusalem Arab Chamber of Commerce and Industry work to:

- Represent our members and defend their interests.
- Contribute to improving the business environment, promoting investments and partnering and coordinating with local, regional and international civil society organizations.
- Lead the efforts to achieve sustainable development while focusing on the available resources for economic growth.
- Provide unique services with professionalism and transparency.
- Achieve a comprehensive and secure economy for Jerusalemites that will enhance Palestinian and Arab influence.

Values

The Chamber derives its values from its genuineness, historic record and Jerusalem city's culture and heritage

- **Excellence:** We provide unique services to support the business sector in the Jerusalem governorate.
- **Partnership:** We ensure to create and sustain partnerships with international bodies and national organizations.
- **Transparency:** We are keen to provide data and information and publish it to all relevant persons and stakeholders.
- **Credibility:** We ensure the credibility of the information we provide to our members and target groups.
- **Serve members and target groups:** We are keen to meet the needs of members and the business sector in the Jerusalem governorate.
- **Trust and respect:** We build positive and sustainable relationships based on trust and respect with beneficiaries, members and partners
- **Team work:** We seek to obtain better results and deepen relations among employees and partners within the chamber.

Target group

The Chamber of Commerce, in implementing its strategies and interventions, targets its members, traders, the business sector and the wide base of the private sector in Jerusalem city and its provinces.

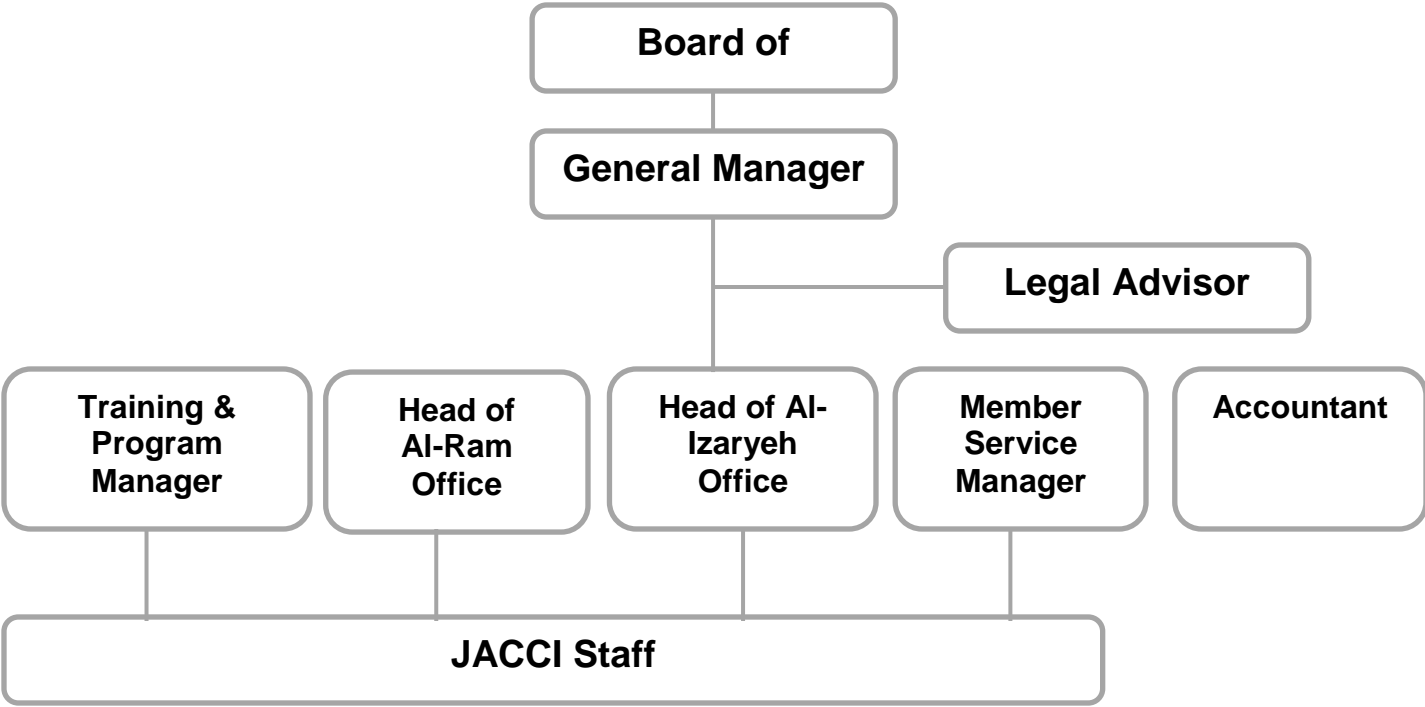
Strategic objectives

Overall Goal: Lifting the ban and re-opening the Chamber of Commerce through peaceful legal advocacy campaigns.

Main Strategic Goals

- (1) Enhance and develop the business, commercial and investment environment.
- (2) Achieve excellence in service delivery and business development
- (3) Community development: Enhance mutual trust and relationships with members, partners and the local community
- (4) Economic development: Strengthen the economic relations between Jerusalem economic sectors and the integral Palestinian surroundings.
- (5) Organizational development: Develop the chamber's financial sustainability and enhance internal capacity.

Organization structure



Overview of Results & Activities

Objectives	Expected Results	Means of Verification	Activities
(1) Enhance and develop the business, commercial and investment environment.	1.1 The number of yearly investors in Jerusalem has increased by at least 4 investors in Jerusalem and one new investor per year is attributable to Chamber's efforts	<ul style="list-style-type: none"> ▪ Documentation of Chamber's attribution to attracting new investors (meeting minutes, consultation provided, etc) ▪ Figures generated from LED unit once established. ▪ PCBS figures 	<ul style="list-style-type: none"> ▪ Hold an annual investment conference ▪ Establish a Local Economic Development Unit (LED) and investment desk equipped with GIS system.
	1.2 Member and private sector interests are represented and advocated for.	<ul style="list-style-type: none"> ▪ Documentation of high-visibility meetings (Photos, Minutes of meetings) ▪ Documentation of position papers drafted and disseminated 	<ul style="list-style-type: none"> ▪ Build a database for the needs of the private sector through conducting annual needs assessment for at least 200 firms. ▪ Prepare at least one economic studies, position and policy papers per year ▪ Represent the private sector to official bodies as well as local, regional and international organizations
	1.3 JACCI representatives attend at least 5 high-visibility meetings per year to advocate for their members.		
1.4 JACCI annually publicizes and disseminates a position paper on the majors needs of the members			
	1.5 JACCI members benefit from investment aids (at least 2 additional funding program still end of 2022).	<ul style="list-style-type: none"> ▪ Program agreements between JACCI and supporting body 	<ul style="list-style-type: none"> ▪ Network with local and international donors, banks, foundations.

Objectives	Expected Results	Means of Verification	Activities
(2) .Achieve excellence in service delivery and business development.	3.1 At least one new service provided annually. (introducing legal services and economic support in 2018)) 3.2 300 firms benefited from the new service per year.	<ul style="list-style-type: none"> ▪ JACCI annual report ▪ Promotional activities of the new service ▪ Quarterly report on the new beneficiaries of the new services 	<ul style="list-style-type: none"> ▪ UNDP project ▪ Develop a feasibility concept note of the new service that target beneficiaries and financial return of the new service. The number of beneficiaries will be determined based on the market service to be conducted.) ▪ Promotion campaign of the new service (website, flayers, facebook, e-mails, etc) ▪ Promotion campaign of the service (website, flayers, facebook, e-mails, etc) ▪ Networking and cooperating with firms and individual in regard to the new service provided. ▪ Conduct 2 legal workshop per month. ▪ Provide economic support (equipment/material) to 15 firms in 2019).
	3.3 At least 25 persons yearly participate in TVET trainings for member firms.	<ul style="list-style-type: none"> ▪ Yearly list of participants ▪ Annual assessment of the TVET program 	<ul style="list-style-type: none"> ▪ Networking with TVET organizations and sector associations/unions ▪ Contract trainers ▪ Organize, implement, evaluate trainings
	3.4 Promote member businesses through conducting 3 trade fairs & exhibitions annually 3.5 20 firms are linked with international exhibitions and trade fairs annually through receiving promotional	<ul style="list-style-type: none"> ▪ Yearly list of participants ▪ Trade fair reports 	<ul style="list-style-type: none"> ▪ Target-group-specific marketing for local and international exhibitions ▪ At least two B2B activities yearly ▪ Linking 20 firms with ▪ Cooperation with foreign CCIs

Objectives	Expected Results	Means of Verification	Activities
	<p>messages from JACCI.</p> <p>3.6 At least 100 companies participate in local or international exhibitions and B2B events annually.</p>		
	<p>3.7 At least 120 companies per year benefit from start-up trainings.</p>	<ul style="list-style-type: none"> ▪ JACCI annual report ▪ List of companies that attend start up trainings 	<ul style="list-style-type: none"> ▪ IECD project ▪ Conduct 20 trainings for start-ups per year ▪ Establish a club of entrepreneurs with monthly events ▪ Facilitate access to finance and loans for start-up business

Objectives	Expected Results	Means of Verification	Activities
(3) Enhance mutual trust and economic relations with members, partners and the local community	3.1 Membership growth - Membership increases by 5% annually (Baseline: XXXX members in October 2017)	<ul style="list-style-type: none"> ▪ Membership records 	<ul style="list-style-type: none"> ▪ Promotion campaign for new service offer: homepage, flyer, facebook ▪ Company visits (5 per month)
	3.2 Redesigned Homepage and facebook site that provide clear guidance through actual service offer.	<ul style="list-style-type: none"> ▪ JACCI website is fully updated functioning 	<ul style="list-style-type: none"> ▪ Redesign homepage and facebook site in both Arabic and English. ▪ Cleanse list of services and delete services that are (not yet) offered ▪ Announce services timely ▪
	3.3 At least 4 focus group discussions with members per year take place and are used for advocacy and service development.	<ul style="list-style-type: none"> ▪ Minutes of meetings 	<ul style="list-style-type: none"> ▪ Develop a target group specific communication and interaction strategy ▪ Choose relevant topics and target groups and invite members for discussions
	3.4 Developed economic relations with local, regional and international bodies. (sign 3 new MoUs annually)	<ul style="list-style-type: none"> ▪ Reports on meetings conducted ▪ MoUs/ contracts signed 	<ul style="list-style-type: none"> ▪ Conduct consultative meetings with members, partners and local community ▪ Conduct exchange visits to enhance trust and relationships ▪ At least 2 joint measures with every partner ▪ Build an electronic network to exchange data between the JACCI and Palestinian organizations
	3.5 The satisfaction with the overall performance of CCI increases yearly	<ul style="list-style-type: none"> ▪ Satisfaction survey to be conducted annually 	<ul style="list-style-type: none"> ▪ timely documentation of CCI's measures and targeted/ achieved

Objectives	Expected Results	Means of Verification	Activities
	by at least xx %.(Baseline: XX% satisfaction rate in 2017)		impact on members

Objectives	Expected Results	Means of Verification	Activities
(4) Develop the chamber's financial sustainability and enhance internal capacity.	4.1 The Chamber's annual income and funding increases by at least 5% (Baseline: Total budget 2017 = XXX).	<ul style="list-style-type: none"> Annual financial reports 	<ul style="list-style-type: none"> Develop a fundraising plan Establish an endowment for the Chamber Applicatethe chamber's financial and administrative manual Improve the electronic network and the chamber automation.
	4.2 At least one new grant is secured annually.	<ul style="list-style-type: none"> Grant proposals, contracts 	<ul style="list-style-type: none"> Develop a fund raising strategy. Networking with local and international donors Conduct biennial needs analysis and draft yearly position papers as guideline for acquisition of appropriate grants Seek for funding opportunities and write proposals
	4.3 For at least 10% of the business development services members pay at least a small participation fee.	<ul style="list-style-type: none"> List of yearly services with indicate of respective fees 	<ul style="list-style-type: none"> Offer need-oriented, attractive services Intensive marketing of service offer
	4.4 Chamber staff have enhanced skills in service provision and dispute resolution.	<ul style="list-style-type: none"> Staff training reports – number of staff that have taken number of training hours in relevant subjects 	<ul style="list-style-type: none"> Update the chamber's structure, develop employee job descriptions Develop and implement a staff appraisal annually.

Objectives	Expected Results	Means of Verification	Activities
			<ul style="list-style-type: none"> ▪ Create a staff development plan ▪ Develop the staff skills in solving commercial disputes(4 workshops to be conducted by JACCI) ▪ Provide opportunities for employee training
	<p>4.5 Employees' career satisfaction has increased by at least xx%(Baseline: XX% satisfaction rate in 2017)</p>	<ul style="list-style-type: none"> ▪ Yearly surveys 	<ul style="list-style-type: none"> ▪ Development of a staff satisfaction survey ▪ Conducting a baseline ▪ Conducting the satisfaction survey annually.

IMPLEMENTATION PLAN

Overall goal: Lifting the ban and re-opening the chamber				
Objectives	Activities	2018	2019	2020-2022
(1) Enhance and develop the business investment and commercial environment.	(1) Build a database for the needs of the private sector in Jerusalem	X	Keep the database updated	Keep the database updated
	(2) Prepare economic studies, position and policy papers	1 paper per year	1 paper per year	1 paper per year
	(3) Represent the private sector to official bodies as well as local, regional and international organizations	4 meeting per year	4 meeting per year	4 meeting per year
	(4) Establish a Local Economic Development Unit (LED)		X	
	(5) Attract investors to invest in Jerusalem	1 new investor per year	1 new investor per year	1 new investor per year

Overall goal: Lifting the ban and re-opening the chamber

Objectives	Activities	2018	2019	2020-2022
(2) Achieve excellence in service delivery and business development.	(1) Establish a business incubator and investment desk	X		
	(2) Provide new services: access to finance, promote tourism (school trips), support TVET, support IT business, etc....	Adding a new service per year	Adding a new service per year	Adding a new service per year
	(3) Train entrepreneurs (in how to prepare commercial, marketing and financial plans)			
	(4) Provide public services to members and the public	Provide public services to members and the public	Provide public services to members and the public	Provide public services to members and the public
	(5) Provide consultations and training on export, marketing, management, production, taxes and legal issues	20 consultation per year	20 consultation per year	20 consultation per year
	(6) Support entrepreneur projects	15 projects annually	15 projects annually	15 projects annually
	(7) Organize fairs and trade exchange meetings	3 trade fairs per year	3 trade fairs per year	3 trade fairs per year
	(8) Establish one-stop-shop for members, beneficiaries and investors		X	

Overall goal: Lifting the ban and re-opening the chamber

Objectives	Activities	2018	2019	2020-2022
(3) Enhance and develop the business investment and commercial environment.	4. Develop a communication and interaction strategy		X	
	5. Conduct consultative meetings with members, partners and local community	3 meetings annually	3 meetings annually	3 meetings annually
	6. Conduct exchange visits to enhance trust and relationships	2 visits annually	2 visits annually	3 visits annually
	7. Sign memoranda of understanding with the members and partners to strengthen relationships	Sign 1 MOU annually	Sign 1 MOU annually	Sign 1 MOU annually
	8. Activate the role of the chamber through media			
	9. Organize activities with the local community	3 activities per year	3 activities per year	3 activities per year
	10. Build an electronic network to exchange data between the JACCI and Palestinian organizations	X	Keep the network updated	Keep the network updated

Overall goal: Lifting the ban and re-opening the chamber

Objectives	Activities	2018	2019	2020-2022
(4) Develop the chamber's financial sustainability and enhance internal capacity.	11. Develop a fundraising plan	X	Update the plan	Update the plan
	12. Establish an endowment for the Chamber			X
	13. Improve the electronic system and the chamber automation	X		
	14. Update the chamber's structure, develop employee job descriptions	X		
	15. Activate the application of the chamber's financial and administrative manual	X		
	16. Develop the staff skills in solving commercial disputes		X	
	17. Develop a comprehensive database for the members and business in Jerusalem.	X	Update the database	Update the database
	18. Develop a staff appraisal system	X	Apply the system on staff	
	19. Create a staff development plan	X		
	20. Provide opportunities for employee training	2 staff members annually	2 staff members annually	2 staff members annually

ANNEX (01) – SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ It is considered a representative umbrella of the economic sector in Arab Jerusalem. ▪ Strong relationships with international, Islamic & Christian and national organizations as well as local councils and the Palestinian Authority. ▪ Capacity in organizing investment conferences, horizons and trade fairs. ▪ Committed staff to serve the traders of the Jerusalem governorate. ▪ Obtained the ISO certificate. ▪ Has effective means of communication with the commercial sector. ▪ Has a large membership - approximately 2,000 members ▪ Strong relationships with TVET centers. ▪ Has an extent of financial sustainability including financial returns from rent and membership fees. ▪ Experience in organizing trade fairs, workshops, and exhibitions. ▪ Administrative and financial systems are in place. ▪ Obtained EU official recognition. 	<ul style="list-style-type: none"> ▪ Typical provided services. ▪ Inefficient legal services provided. ▪ Several branches constitute a financial and administrative burden. ▪ Lack of communication strategy with local councils. ▪ Poor service provided to Chamber’s members in the north-western side of Jerusalem. ▪ Lack of evaluating the JACCI services and conducting beneficiary satisfaction surveys. ▪ Lack of clarity of staff job descriptions and line of authority within the organization structure. ▪ Inactive webpage. ▪ The Chamber’s Electronic system is very limited
Opportunities	Threats

- Unique representation with the private sector in Arab Jerusalem
 - Representation of PA in Arab Jerusalem
 - Strong ties with international donors and consulates.
 - Create work opportunities in the IT field.
 - Linkages with Arab and Islamic chambers of Commerce.
 - Social change current situation has increased donor interest in private sector and Jerusalem.
 - Given the lack of key and active organizations, JACCI is well situated to play a role in housing sector, access to finance, TVET, tourism, IT, and craft & artisan.
- Tightening of the Israeli occupation measures against the Chamber
 - Competition with Israeli chambers of commerce and professional unions.
 - Lack of subsidies and support to the old city's traders.
 - Control of the occupation of JACCI's data and files.
 - Negative attitude of some traders toward the JACCI.
 - Instability of the political environment
 - Unpredictable and conditional funding from a narrow donor-base.
 - Unstable political and economic situation (nationally and globally)