



Government's Economic Priorities Program (2021–2023)





His Majesty

King Abdullah II Ibn Alhussein



His Royal Highness

Hussein bin Abdullah II Crown Prince of Jordan

“

Over the past 100 years in the history of our proud state, we have always come out stronger after every crisis, and to turn challenges into opportunities. The COVID-19 crisis is merely one of these milestones that we will overcome, with God's grace, and come out stronger and more resilient. Therefore, efforts must be directed towards ensuring economic recovery in the coming phase, through clear programmes with specific timelines and measureable steps to allow for evaluation and follow-up, leaving a tangible impact on limiting the pandemic's economic implications, stimulating growth, and increasing the competitiveness of productive sectors.

”

His Majesty King Abdullah II in his Letter of Designation
to Prime Minister H.E. Dr. Bisher Al Khasawneh

7 October 2020

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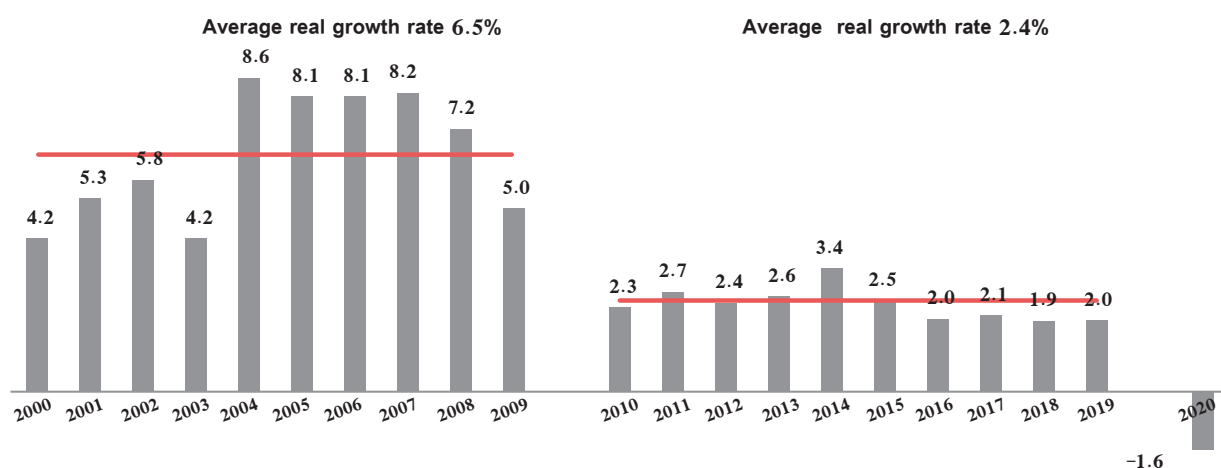
Introduction

The Government's Economic Priorities Program for 2021–2023 has been designed in accordance with the directives of His Majesty King Abdullah II to compile focused priority policies, reforms, and projects, in coordination with the private sector, to help place the economy on a trajectory for recovery and growth.

Jordan's economy has been hit hard by the COVID-19 pandemic with nationwide closures impacting performance across many economic sectors. Global changes in market trends, supply chains, and shipping costs, also took their toll on the economy, in addition to the various inward health and economic spending policies that were adopted worldwide. The travel and tourism industry was one of the most affected sectors, in what has been described as one of worst years for global tourism on record, estimates by the World Tourism Organization indicate a 1.6 trillion drop in tourism exports.

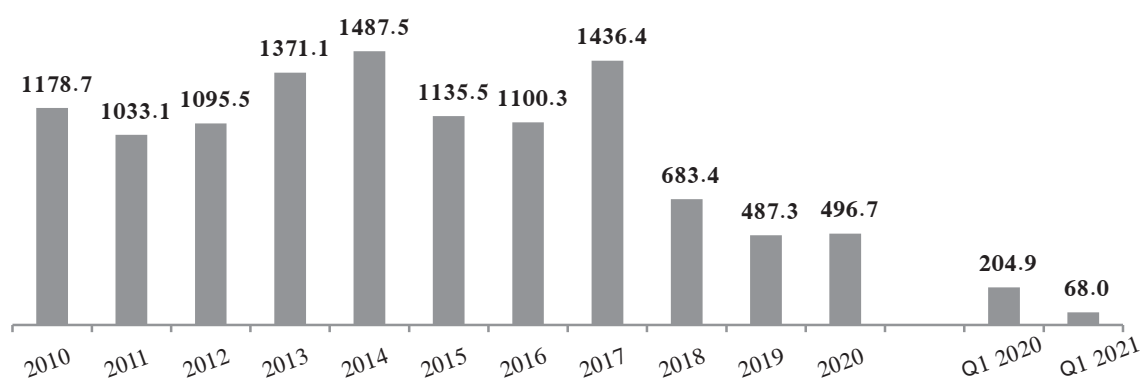
The crisis also exasperated existing challenges and pressures facing the economy as a result of a number internal and external factors that took place over the last decade; starting with the global financial crisis, regional instability and more recently the hosting of over 1.3 million Syrian refugees.

Collectively, these factors negatively contributed to national export levels, FDI and GDP growth rates which remained stagnant at an average of around 2.4% over 2010–2019 in comparison to average growth rates of 6.5% between 2000–2009.

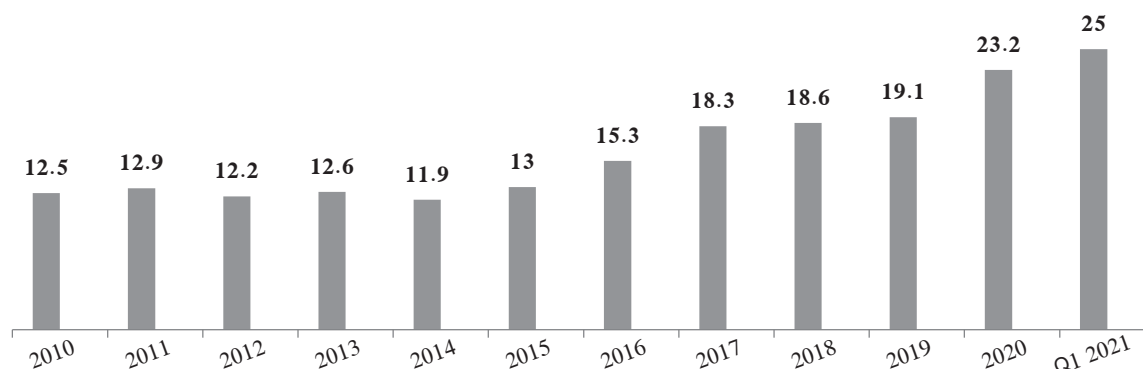


This stagnant growth, as well as the decline in FDI, high costs of production and challenges resulting from the Pandemic, collectively contributed to an unprecedented increase in unemployment levels reaching 25% in Q1 of 2021; with even higher levels for youth and females at 50% and 28% respectively.

Foreign Investment (JD Million)



Unemployment Rate (%)



Expectations for economic contraction in 2020 were at 3%, however, and as a result of the various procedures and policies taken by the Government to mitigate the impact of the pandemic on the economy contraction stood at only 1.6%, which is considered amongst the lowest economic contractions in the world for 2020.

Policies and Procedures Taken by the Government to Mitigate the Impact of the Pandemic



CBJ Facilities



Social Protection



Support Programs
(Takaful, Istidama)



Health Expenditure
(Private & Field
Hospitals, National
Vaccination Campaign)

JD 3 billion (11% of GDP)

- 8% related to liquidity
- 3% financial incentives

**Alleviated Negative Impact on Economy (1.6 contraction
– described as amongst the lowest in the world)**

Developing the Government's Economic Priorities Program

The development of the general framework for the Program took place in accordance with His Majesty's letter of Designation, Jordan's Vision 2025, sector strategies, 2030 SDGs, and the Government's Indicative Executive Program for 2021–2024. The Program's framework ensured that not only is the Program in line with these policy documents, but that it also builds on them to define the overall strategic objectives for the priorities.

A number of private sector consultation sessions also took place with the Chambers of Industry and Commerce, as well as several economic groups and think tanks. In addition, sessions were held with the heads of committees of both houses of the Parliament to gain consensus on the objectives and priorities that would best contribute to economic recovery within the general technical and fiscal constraints that hinder the Government.

Consensus was formed on considering unemployment, stimulating economic activity and maintaining monetary and fiscal stability, as the main challenges of the current phase. It was also agreed that these challenges will require a concentrated focus to help enable the economy and create new jobs.

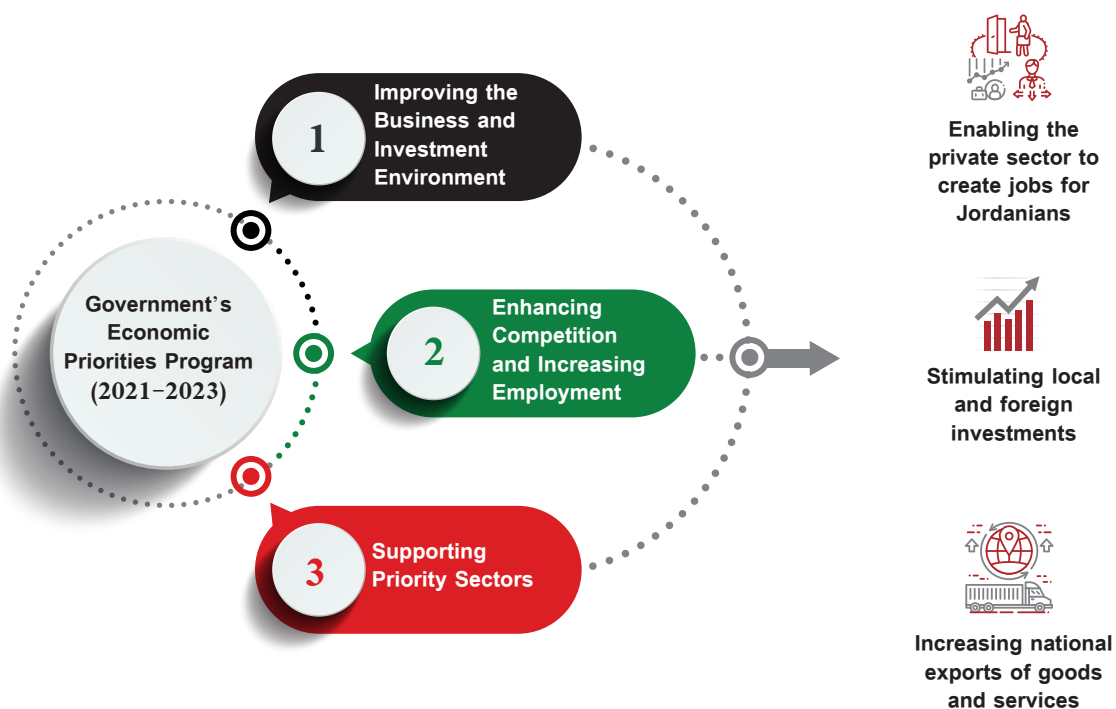
Three main objectives for the Government's Economic Priorities Program were identified:

1. Enabling the private sector to create jobs for Jordanians
2. Stimulating local and foreign investments
3. Increasing national exports of goods and services

To help achieve these objectives, 53 priorities were selected across three pillars:

- Pillar 1: Improving the Business and Investment Environment
- Pillar 2: Enhancing Competition and Increasing Employment
- Pillar 3: Supporting Priority Sectors (Tourism, IT, Agriculture and Industry)

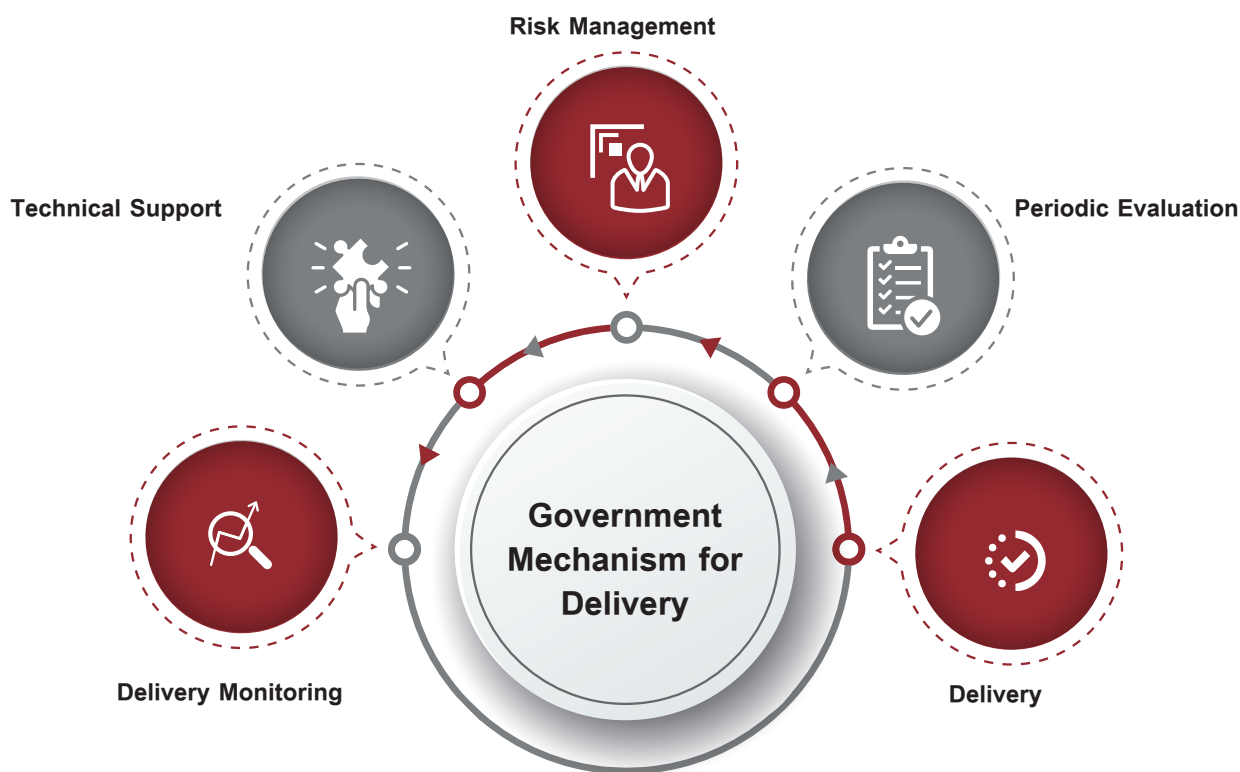
Pillars and Objectives of the Government's Economic Priorities Program (2021–2023)



Every Priority within the program has its own delivery target, as well as an implementation timeline and allocated funds for implementation. The Priorities will be updated every 6–9 months in consultation with the private sector to reflect any new recommendations that can be implemented, or to accommodate any developments that have taken place on-the-ground.

A delivery model for the implementation of the Program has been adopted, and a Delivery Unit has been created at the Prime Ministry to follow up with stakeholders on the delivery of priorities. The Delivery Unit can also offer support and intervene when needed. In addition to mitigating risk, it will also produce periodic reports on achievements.

A communication plan has also been developed for communication with all stakeholders to maintain open lines of communication on the Program and its delivery.



The Government’s Economic Priorities Program does not represent the entirety of the Government’s work and functions, nor does it replace existing plans and programs. On the contrary, the Program builds on current efforts in terms of future outlook and objectives, and represents a collective focus of efforts on recovery. Programs like the Indicative Executive Program cover a more holistic and comprehensive plan of the Government’s work, including the Reform Matrix, and the tasks and objectives that were designed across 24 development sectors including infrastructure, health, and education projects that remain at helm of the Government’s development focus in terms of delivery and achievement.

Funding the Government's Economic Priorities Program

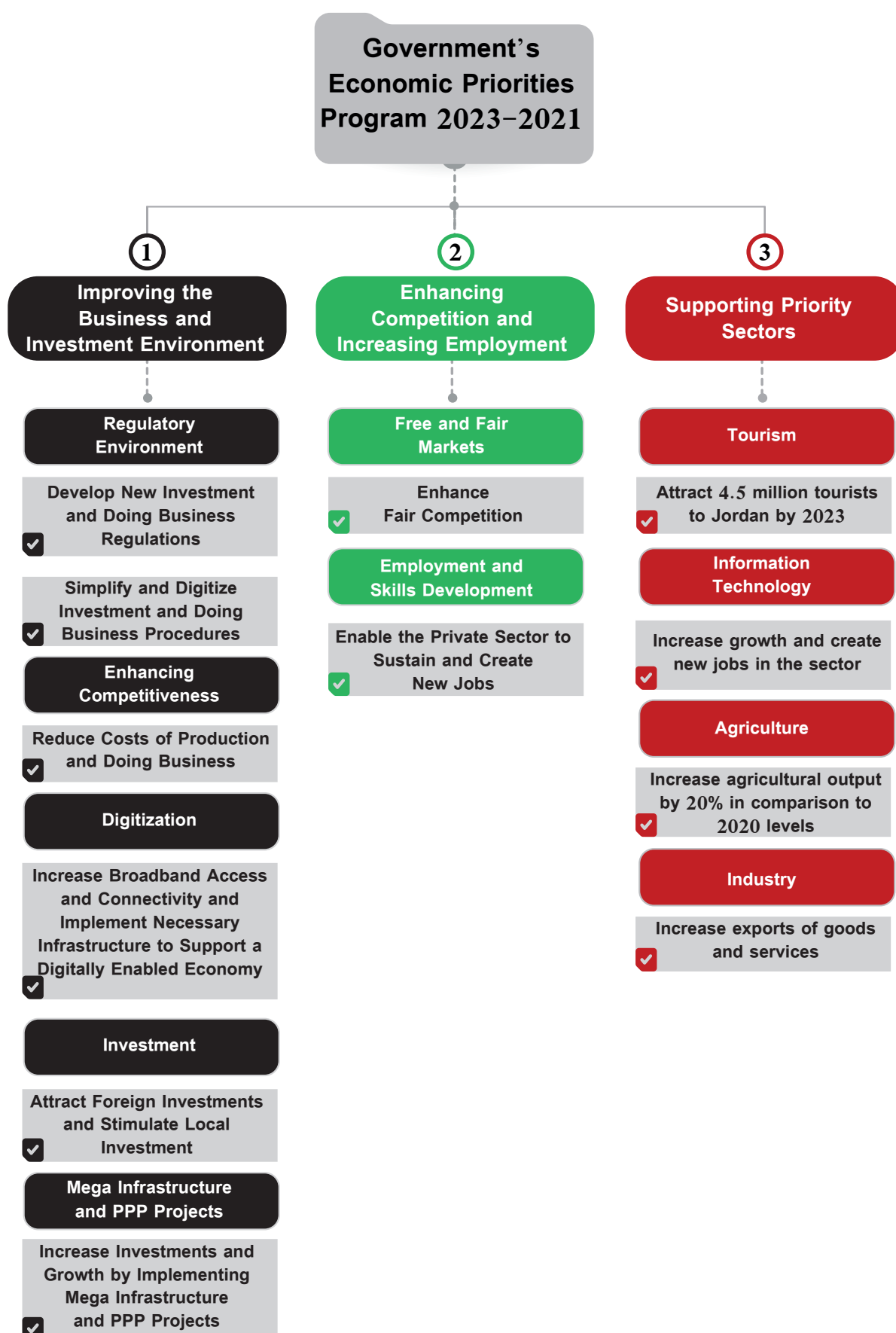
Capital expenditure for the Program stands at approximately JD480 million, of which JD280 million is financed from general budget and JD200 million is from foreign assistance. Other priorities are linked to launching mega projects and PPP investments, at a total estimated value of JD3.8 billion, offered to the private sector as investment opportunities.

Pillar	Financing (JD Million)		
	General Budget	Ministry Of Planning and International Cooperation/ Foreign Assistance	Total
Improving the Business and Investment Environment	85	170	255
Enhancing Competition and Increasing Employment	100	0	100
Supporting Priority Sectors	95	26	121
Total for all Pillars	280	196	476

Private Sector Projects

Project	Estimated Cost (JD Million)
15 Schools for the Ministry of Education	30
Amman-Zarqa Bus Rapid Transit	30
King Hussein Bridge Passage and Cargo Terminal	96
Irbid Central Market	30
National Water Conveyance	2,000
Solar Thermal for Public Hospitals	30
Phase One of National Railroad Project	1,600
Total	3,816

Pillars of the Government's Economic Priorities Program 2021–2023



Pillar One: Improving the Business and Investment Environment

This pillar strives to positively impact the business and investment environment in Jordan by including a number of priorities at the legislative and project levels that will contribute to enhancing the competitiveness of the national economy and stimulating local and foreign investments.

A quick review of the legislative reality covering the business and investment environment in the Kingdom indicates that the current framework comprises a large number of direct and indirect regulations that govern the business and investment environment, including 44 laws, 1,000 regulations, and 800 instructions, involving over 50 public authorities.

This complex system has led to bureaucratic decision making procedures that often inhibit business and investment activity, impact Jordan's competitiveness, as well as affect its rankings in international reports.

Additionally, this pillar focuses on a number of priorities related to simplifying government procedures, reducing the costs of production, digitizing government services, stimulating investments, and fast-tracking large infrastructure and PPP projects.

The following guiding principles were defined as the main drivers for this pillar:

1. The principal role of the government is to enable and facilitate business creation and operation
2. Upholding the rule of law and protecting investors and their investments
3. Reducing the number of regulations governing business and investment activity, and – in some cases – replacing current regulations with improved ones
4. Reducing the level of bureaucratic discretion and automating procedures and government services, when possible
5. Reducing the time and cost of doing business
6. Ensuring clarity, transparency and speed in decision-making processes

7. Re-engineering procedures to unify, reduce redundancies, complications and further define the roles and tasks of the various ministries and institutions concerned
8. Shifting from a system that relies far too heavily on advance screening and upfront audits to one that focuses on risk management and post-event audits as well as the transfer of the basic responsibility for ensuring compliance to the private investor
9. Adopting faster and more unified standards and procedures for granting required approvals for most economic activities, with the exception of a number of limited sectors (negative list)
10. Underscoring the importance of aftercare investment services

This pillar covers 6 strategic goals and 28 priorities:

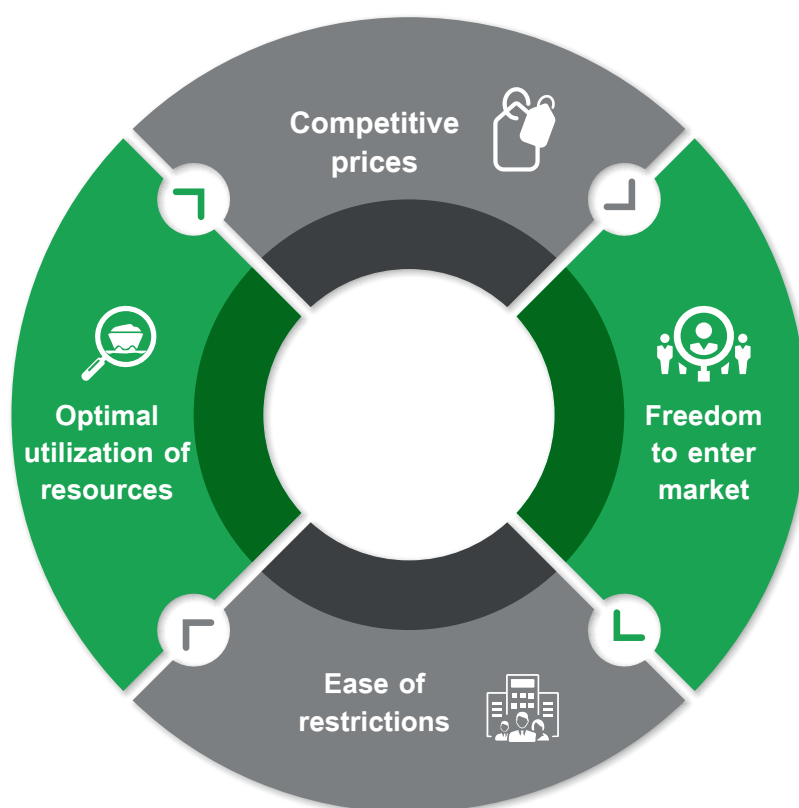
Focus Area	Goal	Priority
Regulatory Environment	Develop New Investment and Doing Business Regulations	Draft New Omnibus ‘Investment and Doing Business Law’
	Simplify and Digitize Investment and Doing Business Procedures	Simplify Licensing and Registration Procedures
		Merge Work and Residence Permits
		Unified Mechanism for Inspection of Economic Activities
		Unified Supervision Umbrella Controlling Exports and Imports
		Integrated Business Registry System
		Interim Mechanism for Large Scale Investments
Enhancing Competitiveness	Reduce Costs of Production and Doing Business	Reduce Electricity Costs for Specified Economic Sectors
		Restructure Customs Tariffs to Enhance Competitiveness
		Reduce Cost of Lending From CBJ for Licensed Micro Financing Institutions
		Expand Jordan’s Loan Guarantee Corporation JLGC Portfolio
Digitization	Increase Broadband Access and Connectivity and Implement Necessary Infrastructure to Support a Digitally Enabled Economy	Digitize Highest Priority Public Services
		Enable Government Digital Payments & E-Invoicing system
		National Broadband Network
		Improve ‘Sanad’ App and Activate Digital Identity
		Enact Law for Personal Data Protection
		Develop National Digital Infrastructure

Focus Area	Goal	Priority
Investment	Attract Foreign Investments and Stimulate Local Investments	Attract Strategic Investments in Extraction & Mining and Respective Downstream Industries
		Enhance Investment Promotion Services
		Activate the Government Investment Management Company
		Stimulate National Capital Market
Mega Infrastructure and PPP Projects	Increase Investments and Growth by Implementing Mega Infrastructure and PPP Projects	2021
		Launch 5 Infrastructure Projects at an Estimated Cost of JD 260 million:
		- Build 15 schools - Amman – Zarqa Bus Rapid Transit - King Hussein Bridge Passenger and Cargo Terminal - Floating Gas Storage Unit - Irbid Central Market
		2022
		Launch 2 Infrastructure Projects at an Estimated Cost of JD 2 billion +:
		- National Water Conveyance - Solar Thermal Project in Public Hospitals
		Phase One of National Railroad Project
		Regional Electricity Connectivity Projects (Egypt, Palestine, Iraq & Lebanon)
		Develop Hamza Oil Field
		Develop Risha Gas Field
		Intelligent Transport System Project

Pillar 2: Enhancing Competition and Increasing Employment

This Pillar comprises priorities that focus on improving the efficiency of domestic markets across various sectors and helping the private sector create new jobs by improving the effectiveness of labor markets, creating a more balanced relationship between employers and employees, and reducing the cost of employment.

In terms of competition, the priorities are centered around reviewing legislation and regulations related to enhancing fair markets and enabling access to various sectors.



In terms of employment, the Government recognizes the various structural problems facing the labor market, including the economy's inability to produce enough jobs to meet increasing employment demands, the poor matching of educational output with labor market requirements, in addition to the high costs associated with social security subscriptions. Accordingly, a number of priorities were identified to help overcome some of these challenges with the overall aim of sustaining jobs and helping the private sector create additional employment opportunities.

This pillar covers two strategic goals and 6 priorities:

Focus Area	Goal	Priority
Free and Fair Markets	Enhance Fair Competition	Review and Amend Government Procedures and Requirements to Improve Competition
		Activate Role of Regulators to Ensure Free and Fair Markets
Employment and Skills Development	Enable the Private Sector to Sustain and Create New Jobs	Amend Social Security Law in Order to Reduce Subscription Rates for New Market Entrants for a Period of Up to 10 Years
		Introduce New Amendments to the Labor Law that Allow for Greater Flexibility In Organizing the Relationship Between Employers and Employees, Finding a Safe Environment for Women's Work, and Organizing the Labor Market for Greater Impact
		Extend the Istitama Program for a Number of Targeted Sectors Until June 2022
		Launch a New National Employment Scheme

Pillar Three: Supporting Priority Sectors

Four priority sectors have been identified, either because they require additional support during this period to help them recover from the pandemic, or because they present untapped potential. These sectors were also selected in accordance with their capacity to create increased jobs and exports. The sectors include tourism, IT, agriculture and industry.

Priorities within the tourism sector focus on increasing the number of tourists to their pre-pandemic levels by facilitating access to Jordan and supporting the promotion and development of tourism products and services.

In terms of information technology, the priorities target attracting investments in the sector, supporting entrepreneurship, and expanding Jordan's logistical support services industry.

Agricultural priorities place an emphasis on increasing production by adopting modern agricultural practices, promoting the agricultural and food industry, in addition to increasing the sector's competitiveness and exports.

Within industry, priorities were identified to help enhance supporting infrastructure and the competitiveness of local products in a manner that increases exports and reach to new markets.

The third pillar has 4 strategic goals and 19 priorities:

Focus Area	Goal	Priority
Tourism	Attract 4.5 million Tourists to Jordan by 2023	Continue Support to Low-Cost Carriers (LCC)
		Review legislation to Increase Competitiveness and Facilitate Tourist Access
		Launch a New Brand for Jordan's Tourism
		Develop Tourism Products and Services
		Tourism Risk Fund
		Launch E-Visas for Targeted Markets
		Launch Campaigns to Promote Jordan in Targeted Markets
Information Technology	Increase Growth and Create New Jobs	Launch 5G Spectrum
		Enable Jordanian Companies to Enter Global Markets
		Attract International Companies in the ITO/ BPO Sectors
		Adopt and Implement a Strategy for Entrepreneurship
Agriculture	Increase Agricultural Output by 20% by 2023 Comparison to 2020 Levels	Encourage Farmers to Adopt Modern Practices by Expanding Agricultural Lending
		Establish an Agricultural Marketing Company
		Encourage and Promote Food Manufacturing
Industry	Increase Exports of Goods and Services	Provide a Catalytic Infrastructure for Industrial Investments
		Increase Competitiveness of National Products in Domestic and Export Markets
		Promote Linkages between the Sector and other Sectors
		Stimulate National Exports and Promoting Export Services
		Establish an Industry Support and Development Fund

Pillar One

Improving the Business and Investment Environment

1. Regulatory Environment
2. Enhancing Competitiveness
3. Digitization
4. Stimulate Investments
5. Mega Infrastructure and PPP Projects

Regulatory Environment

First Target: Introduce new legislation governing Business and investment by 2022

Diagnosis of Current State

Currently, there are over 1800 legislations (laws, regulations and instructions) governing investment and doing business in Jordan, which involve over 50 public authorities. This framework is not in line with leading international practices and negatively impacts the ease of doing business in the Kingdom.

Direction

Given the wide range of investment and business-related legislations in force, it has become increasingly difficult to introduce any amendments to the current framework. Accordingly, a new investment and business law will be introduced to supersede all preceding legislations. This new law will be based on international best practices and will aim to both facilitate doing business as well as attracting investments.

Key Challenges

- Bureaucratic environment inhibits investment and doing business
- Difficulty in changing existing legislations and policies in a manner that simplifies related procedures
- Distortions in the current investment environment

Priorities

- Draft new Omnibus ‘Investment and Doing Business’ Law

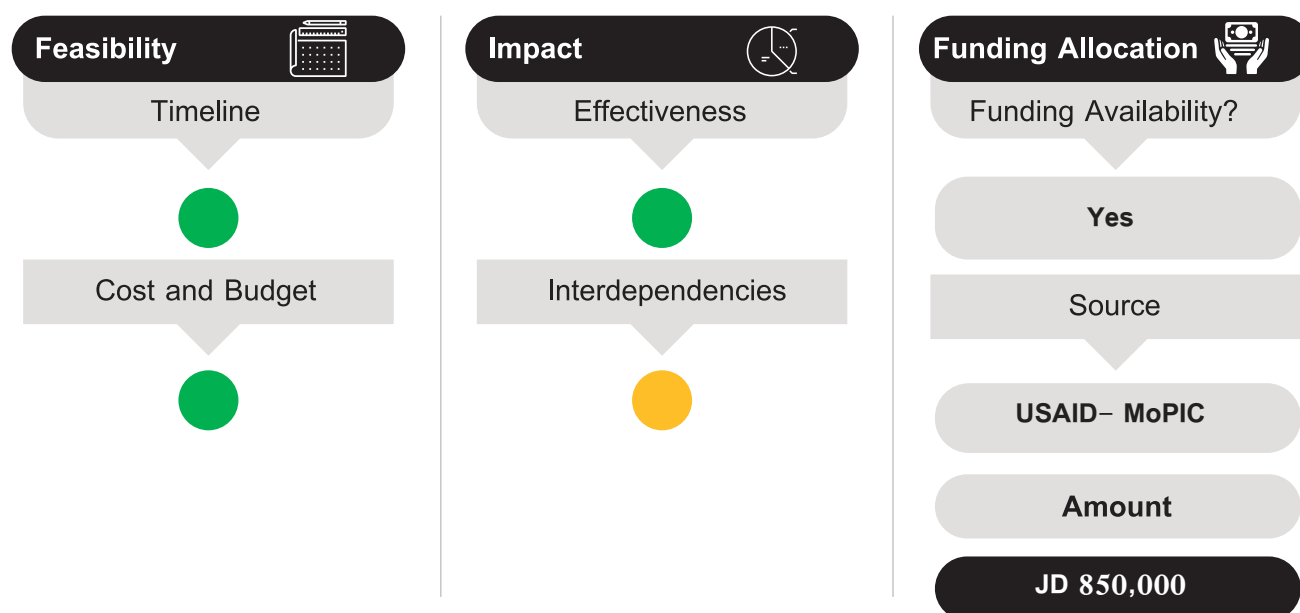
Draft new Omnibus ‘Investment and Doing Business’ Law

Target

Issue a new ‘Investment and Doing Business’ law, which will supersede all related legislations, towards enhancing the competitiveness of the national economy

Description

Stakeholders	Date	Key Milestones
Ministry of Planning and International Cooperation	Third Quarter 2021	Contract with a legal and business specialist in order to draft a new law in accordance with the directives of the Steering Committee and international best practices
Ministry of Planning and International Cooperation Prime Ministry Parliament	First Quarter 2022	Finalize and submit the draft law to parliament



Second Target: Simplify and digitize investment and doing business procedures

Diagnosis of Current State

Jordan has the potential to further improve its scores for ease of doing business, Jordan globally came in at rank 75 from 190 countries in the year 2020, and in the Middle East and North Africa at rank 6 from 20 countries.

Registering and licensing a business requires interactions with a large number of government entities including Ministry of Industry, Trade & Supply.

Direction

The digitization and reengineering of procedures related to licensing and registration, as well as other procedures related to doing business is important to facilitating the work of investors and the private sector.

Key Challenges

- Jordan lags behind in ease of doing business rankings
- Registering a business in Jordan takes 12.5 days according to the Doing Business Report, this number is relatively high
- The single investment window did not achieve the desired objectives due to reducing complexity of legislations and decision making

Priorities

- Simplify Licensing and Registration Procedures
- Merge Work and Residence Permits
- Unified Mechanism for Inspection of Economic Activities
- Unified Supervision Umbrella Controlling Exports and Imports
- Integrated Business Registry System
- Interim Mechanism for Large Scale Investments

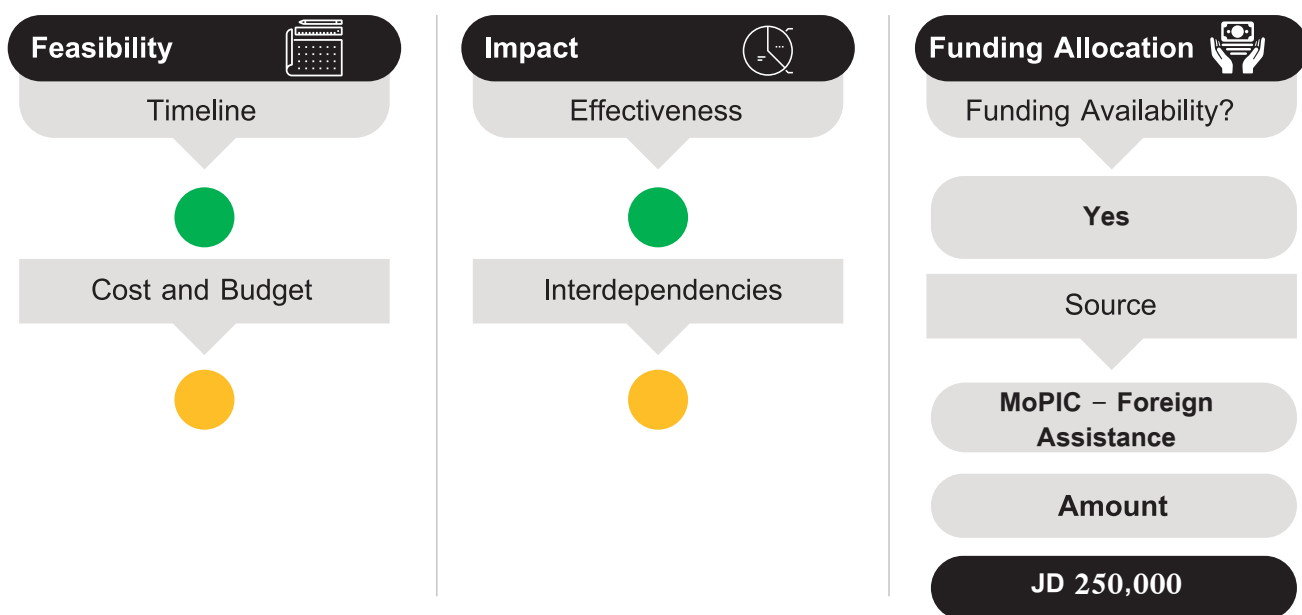
Simplify Licensing and Registration Procedures

Targets

- Adopt three main categories for economic activities and unify the coding of economic activities in accordance with ISIC4
- Launch a unified fast track license for doing business
- Adopt a post-inspection/audit mechanism
- Prepare a guide that sets out all procedures, approvals, fees, timeframes related to commencement of each economic activity

Description

Stakeholders	Date	Key Milestones
Ministry of Industry, Trade & Supply Entities Related to Licensing and Registration	Fourth Quarter 2021	Adopt three main categories for the classification of economic activities
		Identify the preapprovals required for licensing and the mechanism for the issuance of one license for conducting business activities within the fast track
	First Quarter 2022	Finalize ISIC 4 System
		Adopt post-inspection/ audit mechanism
	Fourth Quarter 2022	Develop a guide that sets out all procedures, approvals, costs, timeframe for every economic activity



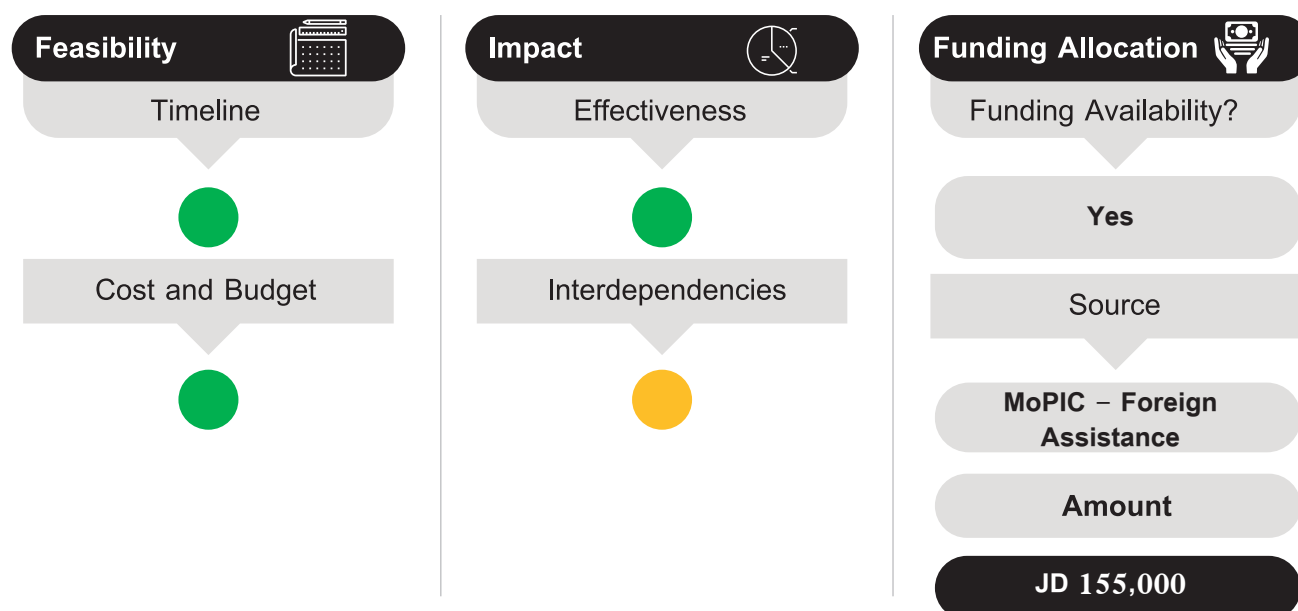
Merge Work and Residence Permits

Targets

Facilitate procedures related to contracting with foreign workers by merging work and residency permits into one document, which can be given for more than one year

Description

Stakeholders	Date	Key Milestones
Ministry of Labor Ministry of Interior Public Security Directorate	Third Quarter 2021	Agree on a unified form
		Identify the technical requirements for electronically linking the concerned entities
	Fourth Quarter 2021	Launch the new permit



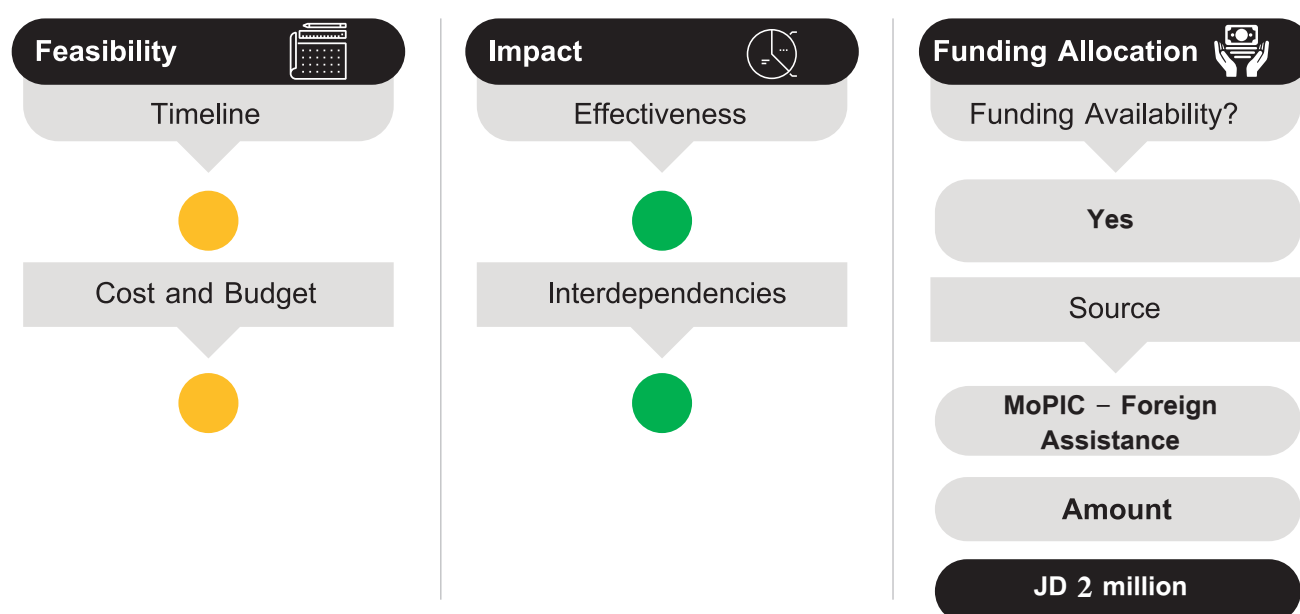
Unified Mechanism for Inspection of Economic Activities

Targets

- Launch and activate use of a unified electronic inspection system
- Reduce the duplication of inspection visits by authorities

Description

Stakeholders	Date	Key Milestones
Ministries of Industry, Trade & Supply, Labor, Agriculture, Tourism, Health, Environment Jordan Standards and Metrology Organization Jordan Food and Drug Administration Greater Amman Municipality	Third Quarter 2021	Identify various legislations that contradict with the Inspection Law Prepare a draft of the proposed legislative amendments
	Second Quarter 2022	Ensure the uniform implementation of the electronic system by all related entities



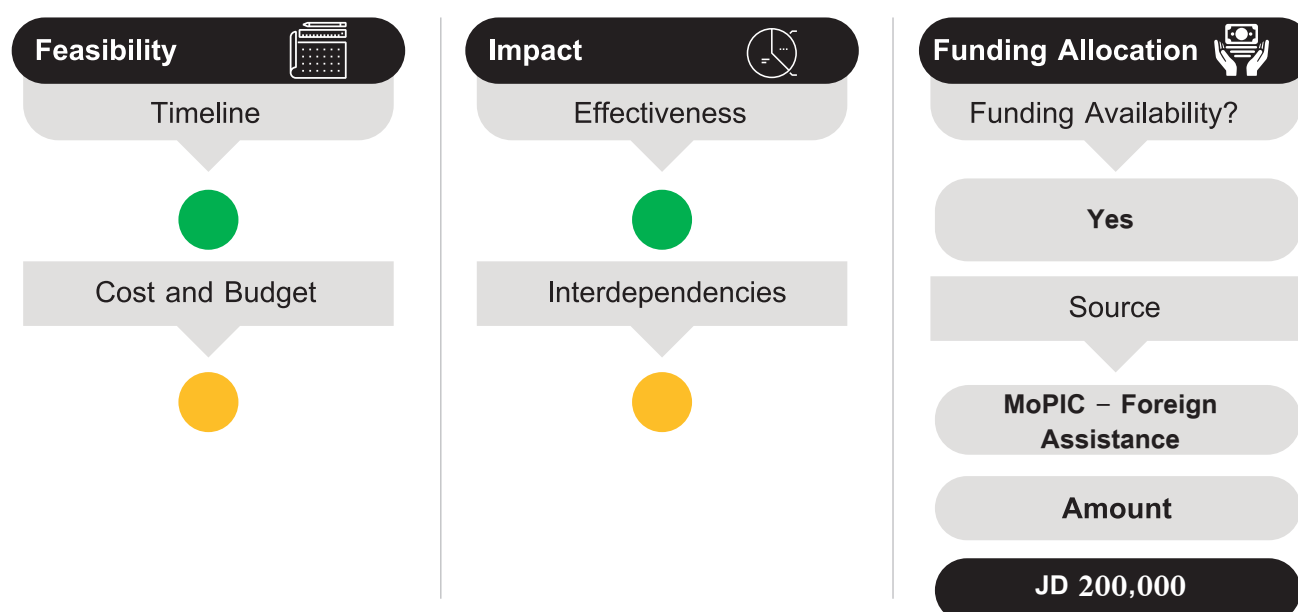
Unified Supervision Umbrella Controlling Exports and Imports

Targets

Reduce the time and cost for clearance of goods at borders (not to exceed 3 days and a 25% reduction in non-tariff indirect costs) by merging border control entities under one umbrella

Description

Stakeholders	Date	Key Milestones
Jordan Customs Ministry of Agriculture Ministry of Environment Jordan Standards and Metrology Organization Jordan Food and Drugs Administration Telecommunications Regulatory Commission	Third Quarter 2021	Agree on a unified mechanism
	Fourth Quarter 2021	Put in place implementation Work Plan
	2023	Unified Supervision Umbrella in place



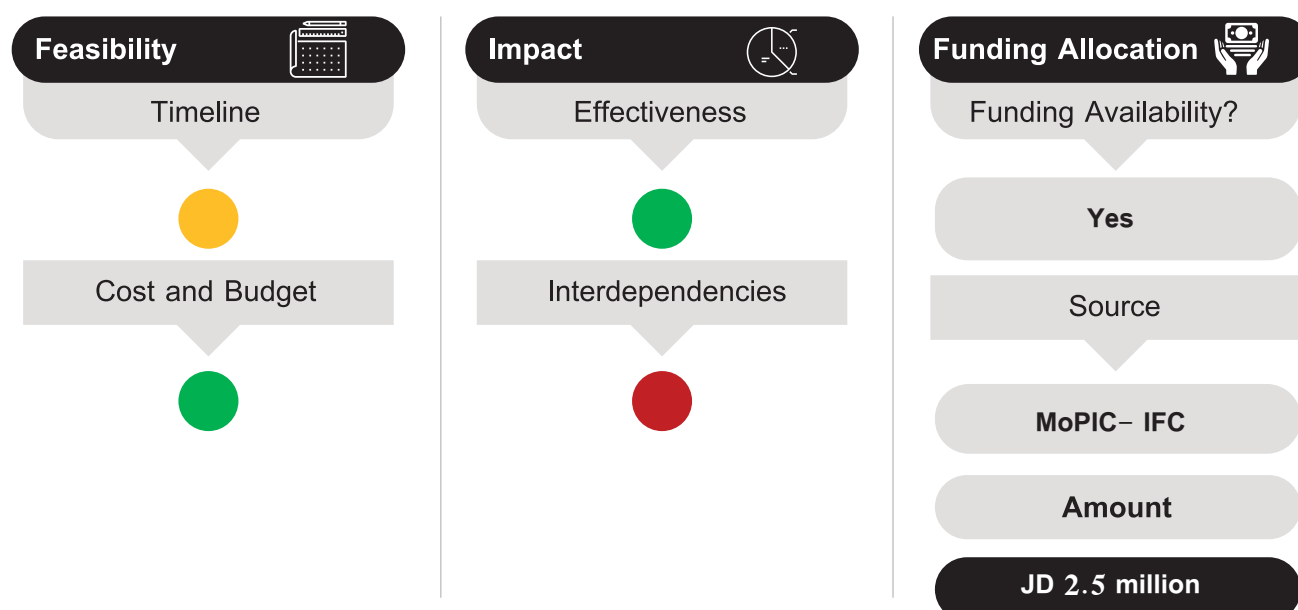
Integrated Business Registry System

Targets

- Design the electronic gateway and launch the Integrated Business Registration System (IBRS)
- Designate the Companies Control Department as the sole business registrar in Jordan
- Reduce the number of necessary days and procedures to register businesses by 30%

Description

Stakeholders	Date	Key Milestones
Ministry of Industry, Trade & Supply Companies Control Department	First Quarter 2022	Review and evaluate the legislations and procedures governing registration of businesses
Ministry of Industry, Trade & Supply Companies Control Department Ministry of Digital Economy and Entrepreneurship	Second Quarter 2022	Develop and design the Integrated Business Registration System (IBRS)
	Fourth Quarter 2022	Launch the IBRS System



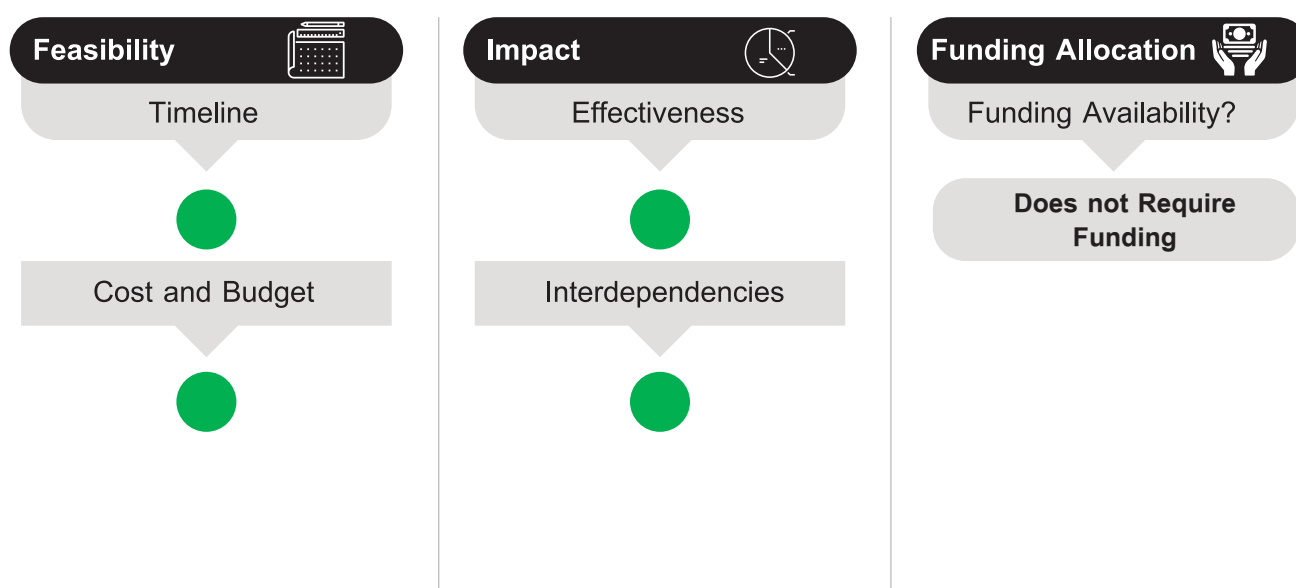
Interim Mechanism for Large Scale Investments

Targets

Facilitate large scale investments until a new system is put in place

Description

Stakeholders	Date	Key Milestones
Prime Ministry Ministry of Planning and International Cooperation	Third Quarter 2021	Form the Ministerial Committee responsible for overseeing large scale investments
Public–Private Partnership Unit of the Prime Ministry		Task the Public–Private Partnership Unit of the Prime Ministry with the facilitation of investments and support of the Ministerial Committee



Enhancing Competitiveness

Main Target: Reduce costs of production and doing business

Diagnosis of Current State

The cost of doing business in Jordan is comparatively high in terms of costs related to energy, doing business and financing

Direction

There is a need to reduce the cost of production, doing business and financing

Key Challenges

High costs impacts the competitiveness of local products

Priorities

- Reduce electricity costs for specified economic sectors
- Restructure customs tariffs to enhance competitiveness
- Reduce cost of lending from CBJ for licensed micro financing institutions
- Expand Jordan's Loan Guarantee Corporation JLGC Portfolio

Reduce Electricity Costs for Specified Economic Sectors

Targets

Reorganize electricity tariffs to reduce the cost of energy on selected economic sectors

Description

Stakeholders	Date	Key Milestones
Energy and Minerals Regulatory Commission	Third Quarter 2021	Prepare suggestions for subsidized and non-subsidized electricity tariffs
		Identify sectors that will be granted a reduction in tariffs and establish the rate of reduction
Cabinet of Ministers		Adopt new tariff
Energy and Minerals Regulatory Commission	Fourth Quarter 2021	Develop subsidy application on EMRC website for citizens
	First Quarter 2022	Adopt new tariff for all users

Feasibility

Timeline



Cost and Budget



Impact

Effectiveness



Interdependencies



Funding Allocation

Funding Availability?

Does not Require Funding

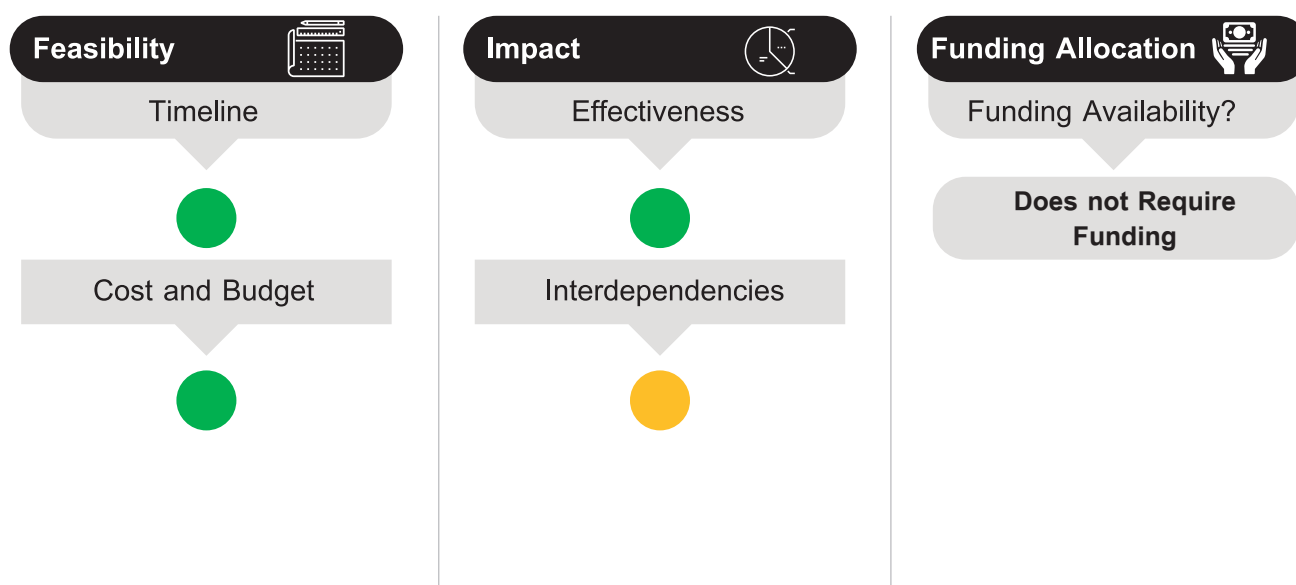
Restructure Customs Tariffs to Enhance Competitiveness

Targets

- Reduce cost and time related to trade procedures by reducing customs tariff groups
- Unify tariff groups to reduce customs and tax evasion
- Increase the effectiveness of inspection of imports

Description

Stakeholders	Date	Key Milestones
Ministry of Finance	Third Quarter 2021	Study the various scenarios for merging tariff groups
Ministry of Industry, Trade & Supply Jordan Customs	First Quarter 2022	Identify merged groups following the analysis and identifying its impact on industry
		Reach a government decision on merging tariff groups



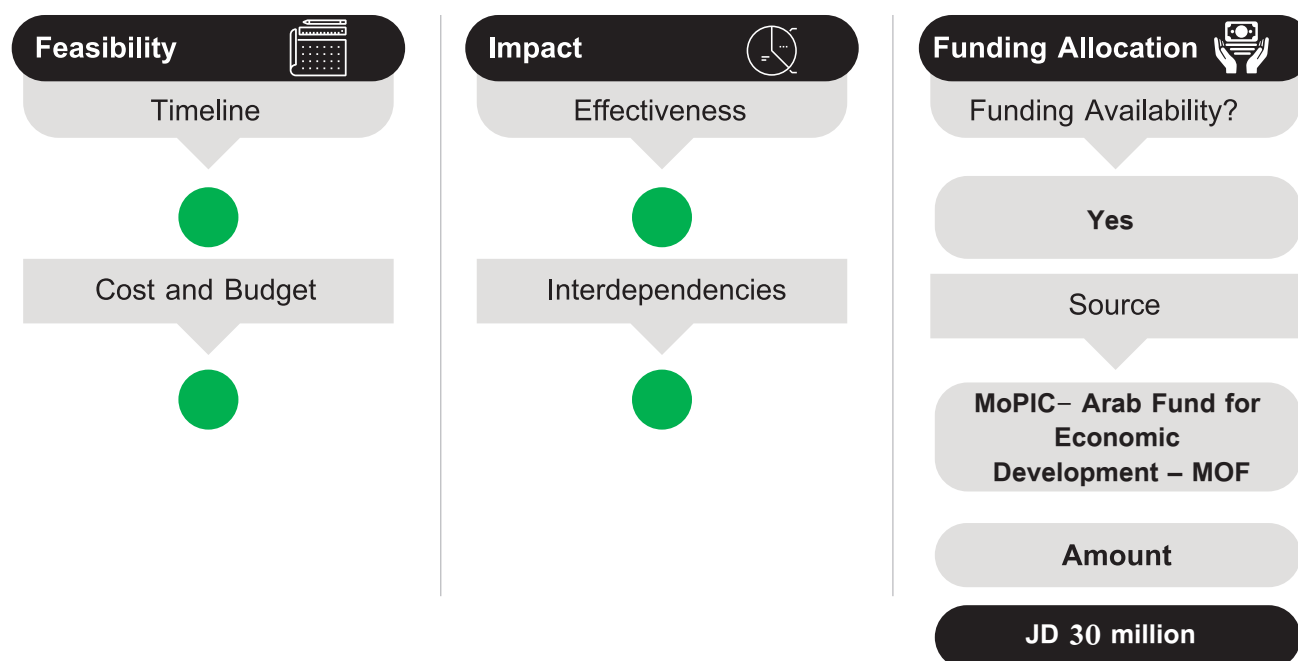
Reduce the Cost of Lending from CBJ for Licensed Micro Financing Institutions

Targets

Support the financing of micro, small and medium enterprises through lending money directly from the Central Bank of Jordan to microfinance institutions

Description

Stakeholders	Date	Key Milestones
Central Bank of Jordan	2021–2022	Lending JD 30 million to microfinance institutions



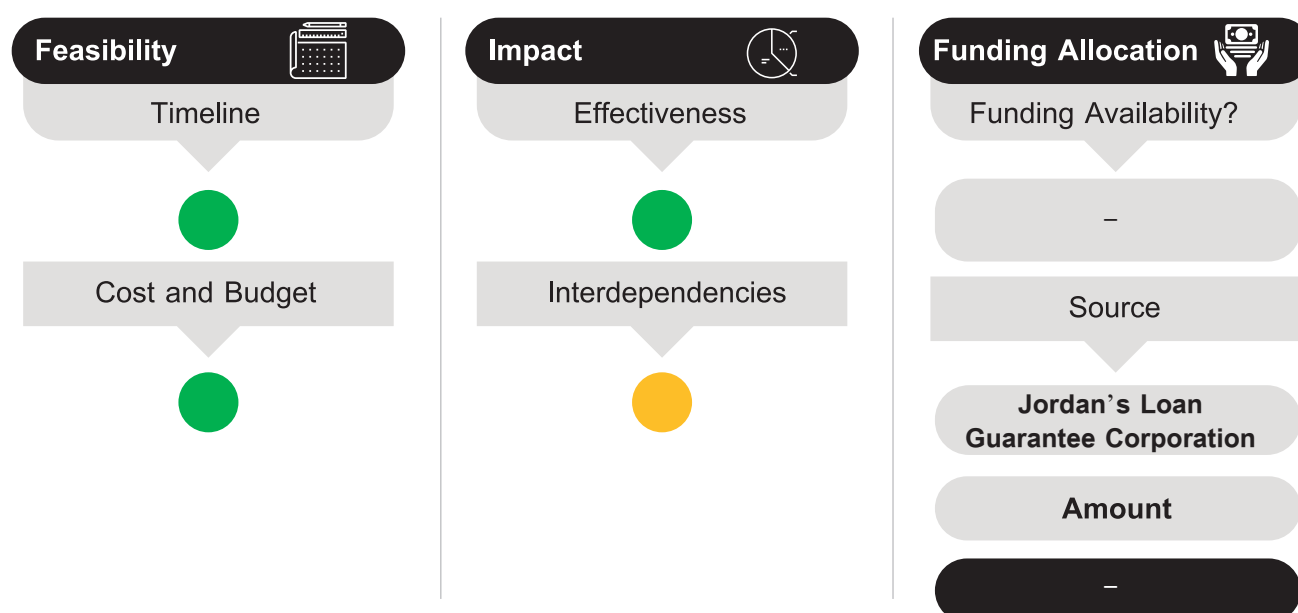
Expand Jordan's Loan Guarantee Corporation JLGC Portfolio

Targets

Improve the ability of micro, small and medium enterprises to access financing as well as improve the financing conditions for these entities

Description

Stakeholders	Date	Key Milestones
Central Bank of Jordan Jordan Loan Guarantee Corporation	2021–2023	JLGC to guarantee financing for micro, small and medium enterprises by up to 85%



Digitization

Main Target: Increase broadband access and connectivity and implement necessary infrastructure to support a digitally enabled economy

Diagnosis of Current State

- Jordan has high internet and mobile penetration rates, at 89% and 85% respectively, and this positions it well to benefit from digitization on a large scale
- 42% of the population has an account with a financial institution, which helps in driving e-payments
- Almost 70% of citizens are below the age of 30, and 22% are between the ages of 15–24, meaning that most of Jordan's youth population have the ability to adopt technology quickly

Direction

Fast-tracking digitization of government services can be achieved by enhancing infrastructure and regulatory environment

Enhancing e-payments in order to improve public and private services, reduce the cost and time, increase public capacity, and reduce tax evasion

Key Challenges

- Ability of the public sector to implement the digitization program
- Availability of financial limitations
- Administrative and bureaucratic obstacles and process re-engineering

Priorities

- Digitize highest priority services
- Enable government digital payments & e-invoicing system
- National Broadband Network (NBN)
- Improve 'Sanad' app and activate digital identity
- Enact Law for Personal Data Protection
- Develop national digital infrastructure

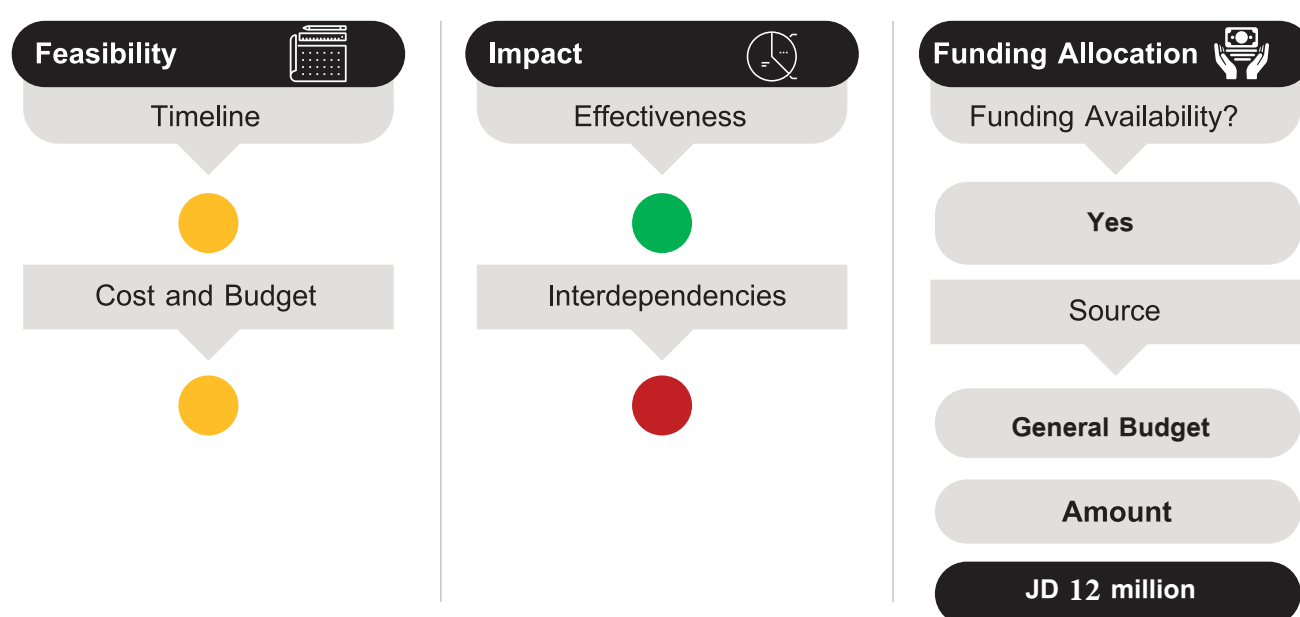
Digitize Highest Priority Services

Targets

Digitizing most important 20% of government services (around 250 services) and that serve 80% of citizens and authenticating them by 2023

Description

Stakeholders	Date	Key Milestones
Ministry of Digital Economy and Entrepreneurship/Digital Transformation Committee (DTC)	First Quarter 2021	Formalize new governance structure for the national digital transformation program (Digital Transformation Committee), through an internal list approved by the Council of Ministers
		Develop and approve criteria/framework for work to define digitization priority projects at a national level
Ministry of Digital Economy and Entrepreneurship/DTC	First Quarter 2022	Define priorities for all services based on approved criteria, and provide an index of services
Ministry of Digital Economy	Fourth Quarter 2022	Disseminate government services gateway (SANAD), digitize and ready priority services



Enable Government Digital Payments & E-Invoicing system

Targets

Transforming 60% of government payments to digital payments by 2023

Description

Stakeholders	Date	Key Milestones
Ministry of Digital Economy and Entrepreneurship	Second Quarter 2021	Develop final draft of EoI and TORs
	Third Quarter 2021	Post bid and award contract
	Fourth Quarter 2022	Launch government e-payment gateway and finalize format of linkages with services and government websites
Ministry of Digital Economy and Entrepreneurship and Ministry of Finance	Second Quarter 2023	Develop and launch e-invoicing system

Feasibility

Timeline



Cost and Budget



Impact

Effectiveness



Interdependencies



Funding Allocation

Funding Availability?

Yes

Source

MOPIC – World Bank

Amount

JD 5.7 million

National Broadband Network (NBN)

Targets

Increasing connectivity and broadband access to 100%

Description

Stakeholders	Date	Key Milestones
Ministry of Digital Economy and Entrepreneurship	Third Quarter 2021	Feasibility study of PPP to manage, expand, and activate NBN project
	First Quarter 2022	Issue tender for PPP to manage, expand, and activate NBN project
	Second Quarter 2022	Award contract for PPP to manage, expand, and activate NBN project
Ministry of Digital Economy and Entrepreneurship and Ministry of Finance		Sign PPP contract and commence implementation

Feasibility

Timeline



Cost and Budget



Impact

Effectiveness



Interdependencies



Funding Allocation

Funding Availability?

Yes

Source

General Budget

Amount

JD 1.3 million

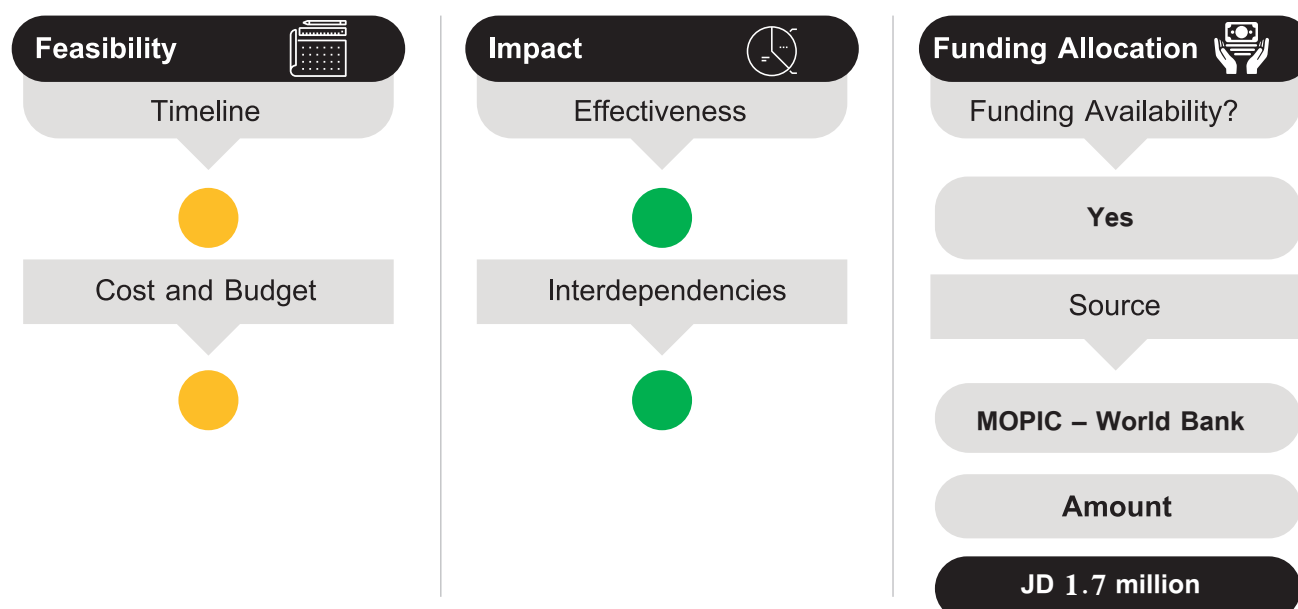
Improve ‘Sanad’ app and activate digital identity

Targets

- Issue digital identity for citizens and which will provide digital signature feature
- Develop SANAD app and services offered through it

Description

Stakeholders	Date	Key Milestones
Ministry of Digital Economy and Entrepreneurship	Third Quarter 2021	Activate stations that issue digital identities
	Fourth Quarter 2021	Develop SANAD app and services offered through it
		Issue tender for solutions for self-services and smart solutions



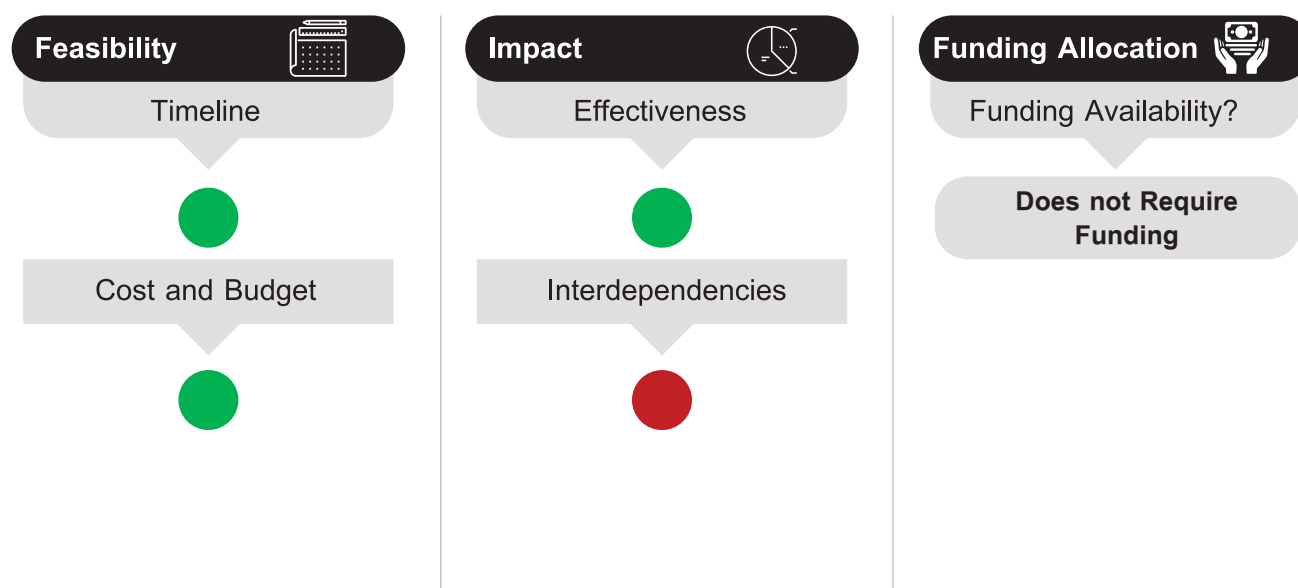
Enact Law for Personal Data Protection

Targets

Ratify law for personal data protection

Description

Stakeholders	Date	Key Milestones
Ministry of Digital Economy and Entrepreneurship Legislation Opinion Bureau (LoB)	Fourth Quarter 2021	Discuss law at LoB with Legal Ministerial Committee at Prime Ministry
Parliament		Discuss law and ratify by Parliament



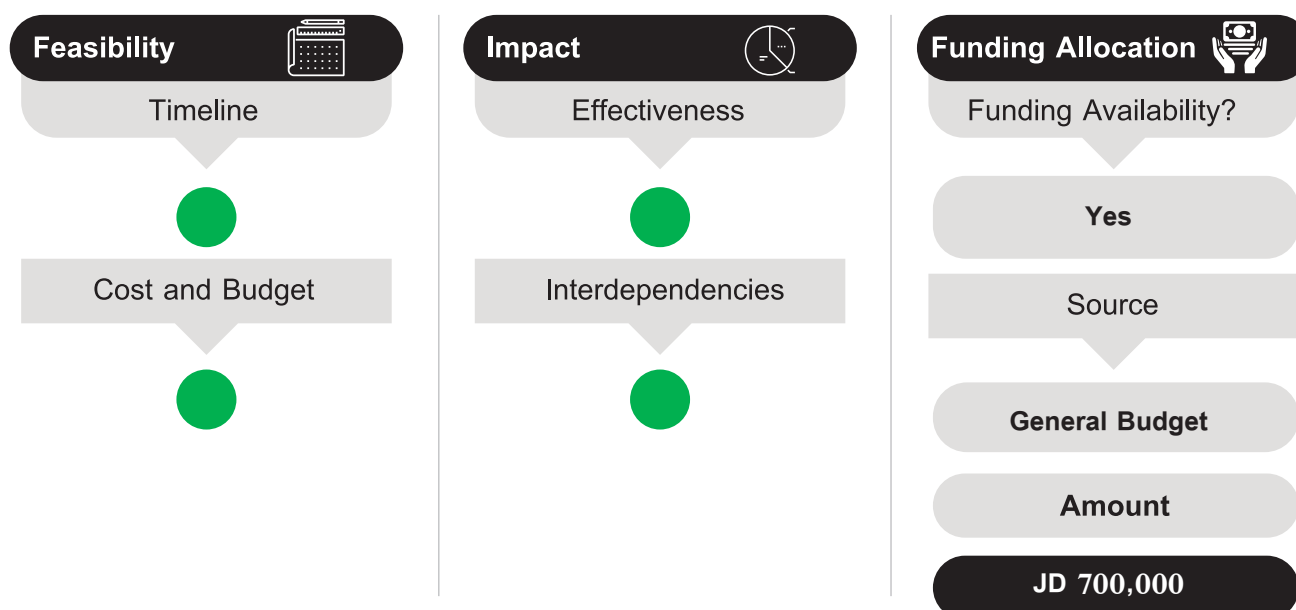
Develop national digital infrastructure

Targets

Developing national digital database by the end of 2022

Description

Stakeholders	Date	Key Milestones
Ministry of Digital Economy and Entrepreneurship	Third Quarter 2021	Preparing technical infrastructure
Government Stakeholders	Fourth Quarter 2022	Linking government database to main government database



Investment

Main Target: Attract Foreign Investments and Stimulate Local Investments

Diagnosis of Current State

- Foreign direct investment (FDI) inflows have dropped over the past few years (USD 2.03 billion in 2017, USD 955 million in 2018 and USD 825 million in 2019)
- FDIs have dropped by 67% between 2010 and 2021 (from 1.5 billion to 61 million during the first quarter of 2021).

Direction

- Attracting foreign investments and stimulating local investments to make the most of available human capital and natural resources
- Restructuring the current mechanism for investment promotion and investor services by promoting investment offerings and using a target based methodology as well as enhancing post-investment services

Key Challenges

- Political instability
- Regional competition for investments
- Local market size and purchasing power
- Business environment

Priorities

- Attract Strategic Investments in Extraction & Mining and Respective Downstream Industries
- Enhance Investment Promotion Services
- Activate the Government Investment Management Company
- Stimulate National Capital Market

Attract Strategic Investments in Extraction & Mining and Respective Downstream Industries

Targets

Attract no less than 5 foreign investments in mining, rare minerals and related industries

Description

Stakeholders	Date	Key Milestones
Ministry of Energy and Mineral Resources Energy and Minerals Regulatory Commission	Fourth Quarter 2021	Launch opportunities in rare minerals and related industries that have economic impact as well as in areas open to gas and fuel discovery
		Receive interest from various companies regarding opportunities
		Commence with procedures to facilitate investments in collaboration with related stakeholders
		Contract a specialized entity to develop a strategy for mining
	2022	Sign MOUs for strategic investments in gas, oil and industrial mining
	2023	Sign agreements for strategic investments in gas, oil and industrial mining
		Follow up on agreements

Feasibility

Timeline



Cost and Budget



Impact

Effectiveness



Interdependencies



Funding Allocation

Funding Availability?

Yes

Source

General Budget

Amount

JD 580,000

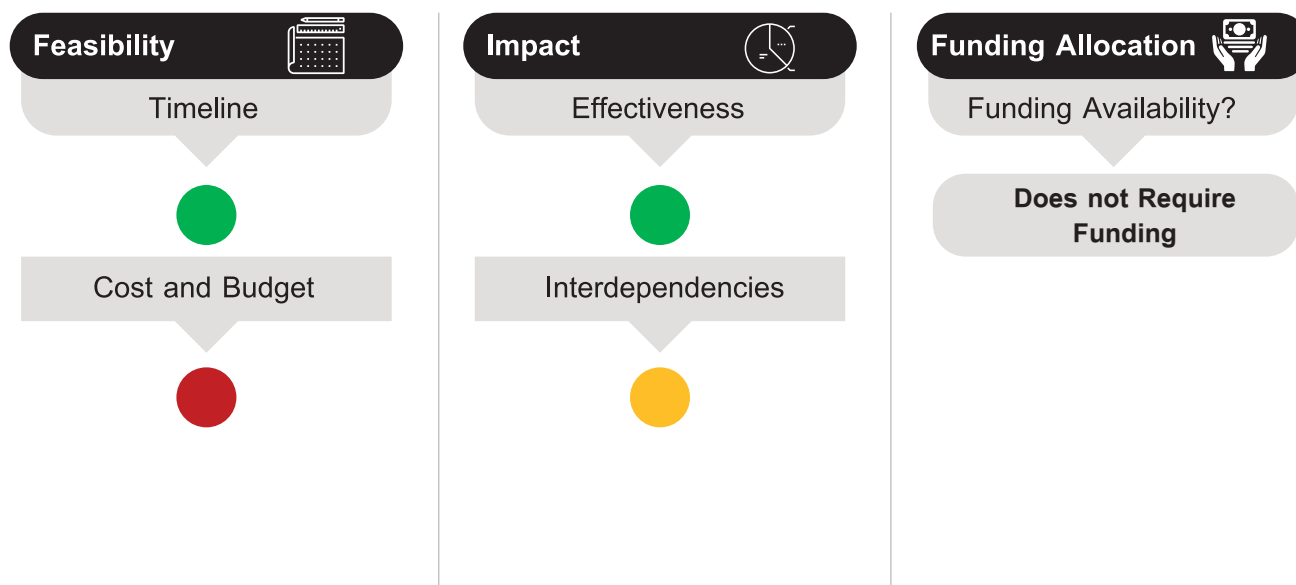
Enhance Investment Promotion Services

Targets

Develop new mechanism for investment promotion by launching a new strategy and restructuring the Jordan Investment Commission to focus on promotion in an effective manner

Description

Stakeholders	Date	Key Milestones
Jordan Investment Commission	Fourth Quarter 2021	Launch new strategy for promotion
	Third Quarter 2022	Amend relevant laws
		Restructure JIC



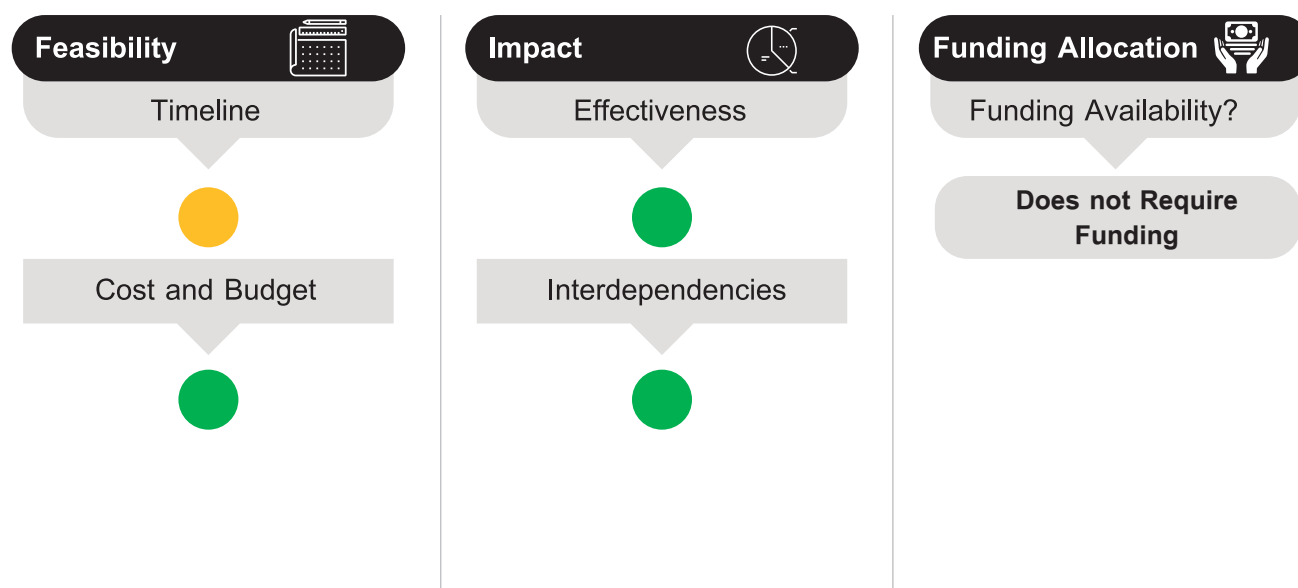
Activate the Government Investment Management Company

Targets

Revamp the legislative framework that governs GIMC in a way that helps it contribute to stimulating investments and utilizing its resources more effectively

Description

Stakeholders	Date	Key Milestones
Government Investment Management Company	Second Quarter 2022	Propose and review legislation and submit new governance structure to Cabinet
	Third Quarter 2022	Develop new tools that will help in stimulating local investments



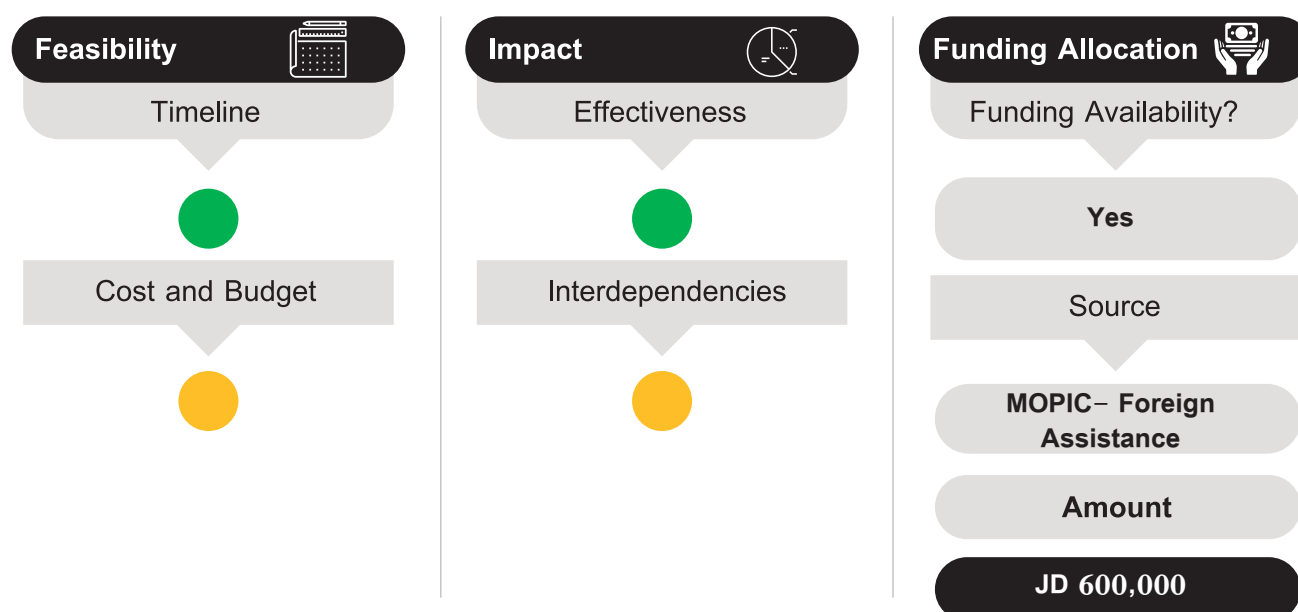
Stimulate National Capital Market

Targets

Stimulate the Amman Stock Exchange by implementing recommendations and reforms identified in the Capital Markets Development Roadmap that was adopted by the Government

Description

Stakeholders	Date	Key Milestones
Jordan Securities Commission Amman Stock Exchange Securities Depository Center	Third Quarter 2021	Submit legislative amendments to the Government to be adopted
	Second Quarter 2022	Build regulatory and operational capacities of the capital market institutions, including adopting advanced technologies
	2023	Enhance competitiveness and credibility of the market including financial service companies



Mega Infrastructure and PPP Projects

Main Target: Increase Investments and Growth by Implementing Mega Infrastructure and PPP Projects

Diagnosis of Current State

- Lack of fiscal space to develop public services and invest in infrastructure
- PPP law has not been fully activated

Direction

- Mega projects attract investors and stimulate growth and job creation
- Tendering PPP projects will activate the PPP framework

Key Challenges

- Financing
- Increased pressures on infrastructure services as a result of demographic changes

Priorities

2021

- Tendering 5 projects at a total cost of JD 260 million
 - Build 15 schools for the Ministry of Education
 - Amman – Zarqa Bus Rapid Transmission
 - King Hussein Bridge Passenger and Cargo terminal
 - Floating Gas Storage Unit
 - Irbid Central Market

2022

- Tendering two projects at a total cost of JD 2 billion
 - National Water Conveyance
 - Solar Thermal Project in Public Hospitals
- Prepare for the Launch for the First Phase of the National Railroad Project
- Regional Electricity Connectivity Projects (Egypt, Palestine, Iraq & Lebanon)
- Develop Production in the Hamza Oil Field
- Develop Production in Al Risha Gas Field
- Intelligent Transport System Project (First Phase – Jerash & official university lines)

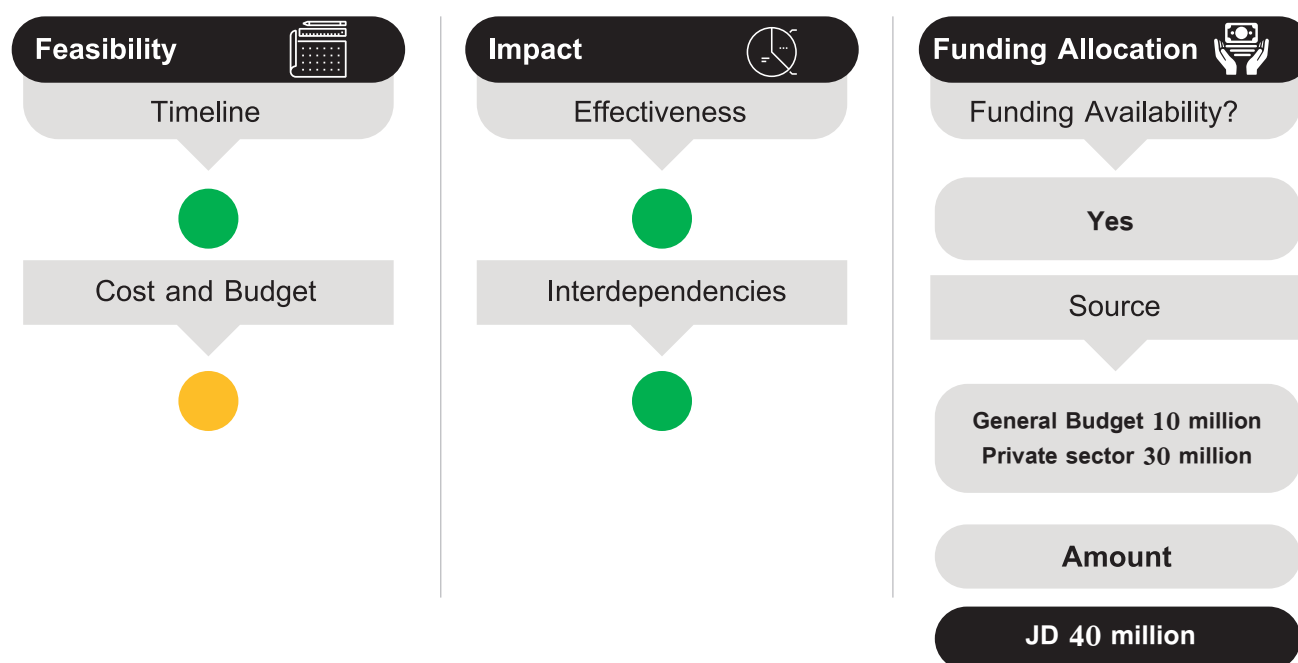
Build 15 schools for the Ministry of Education

Targets

Tendering JD 40 million project by the fourth Quarter 2021 in partnership with the private sector

Description

Stakeholders	Date	Key Milestones
Ministry of Education	Second Quarter 2021	Finalizing feasibility study
Ministry of Finance	Third Quarter 2021	Finalizing FCCL
Ministry of Education	Fourth Quarter 2021	Prequalification for bidding and launching tender



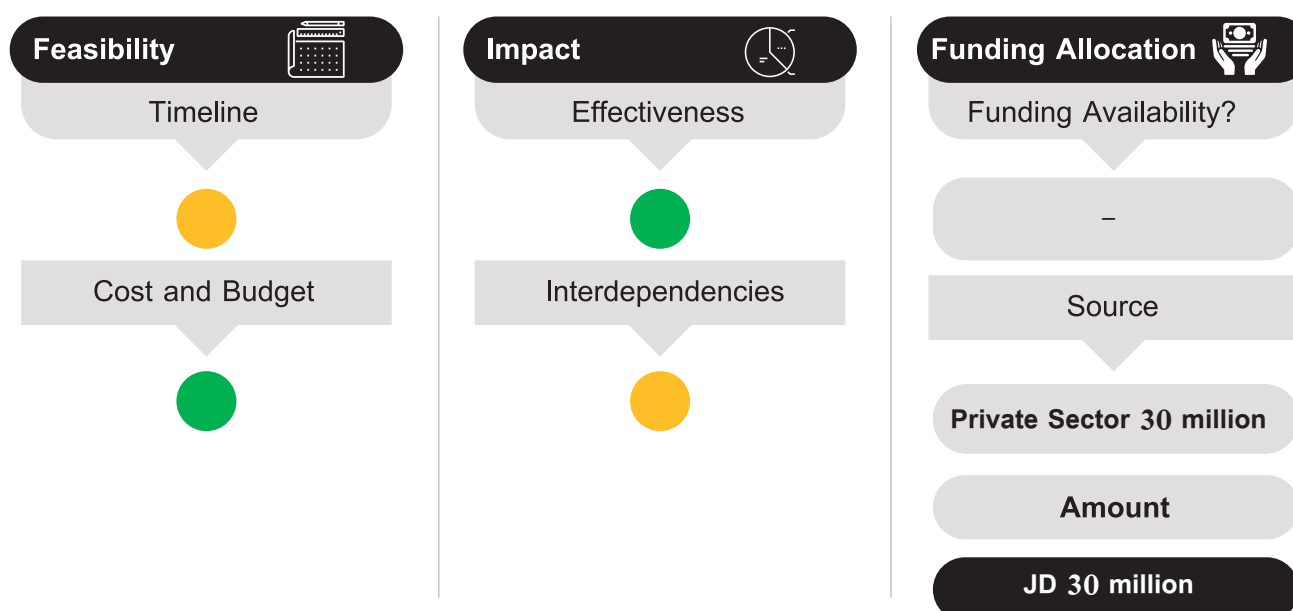
Amman – Zarqa Bus Rapid Transmission

Targets

Operate high-speed buses Amman – Zarqa by the end of 2023 at an expected cost of JD 30 million in partnership with the private sector

Description

Stakeholders	Date	Key Milestones
Greater Amman Municipality Ministry of Transport	Fourth Quarter 2021	Launch tender for operations and maintenance
	Third Quarter 2022	Award operations and maintenance tender
	Fourth Quarter 2023	Launch Amman-Zarqa rapid bus service



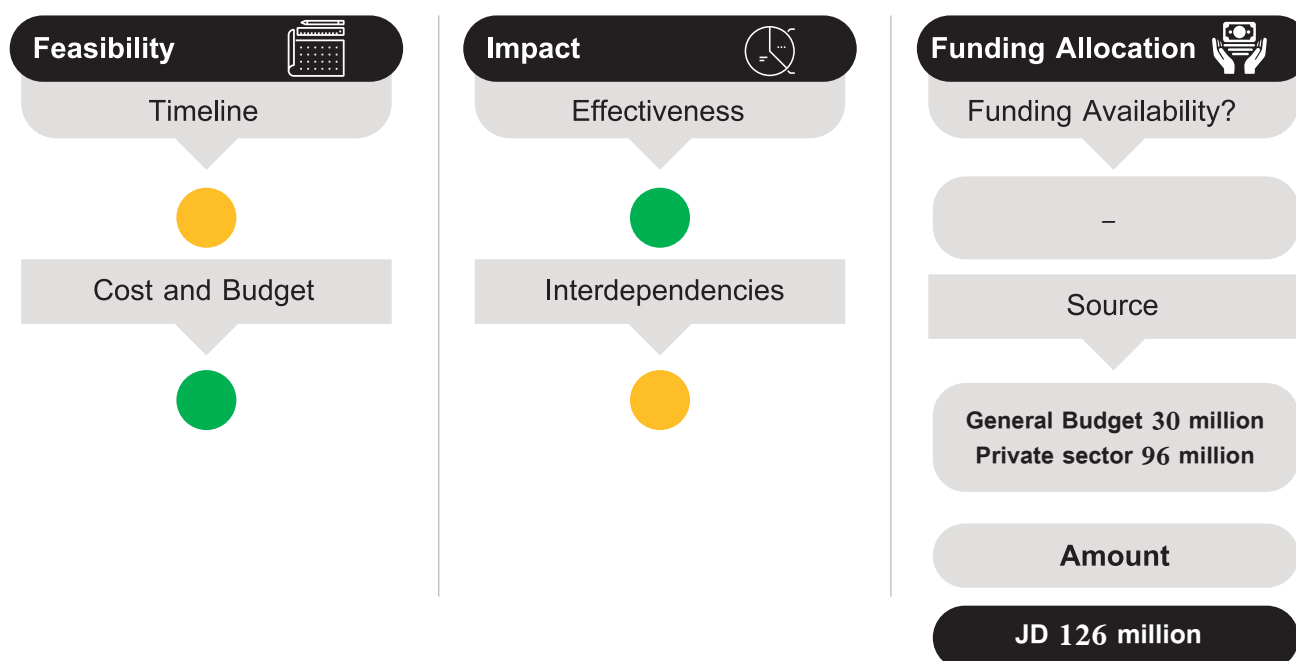
King Hussein Bridge Passenger and Cargo Terminal

Targets

Tendering JD 126 million project by the fourth quarter of 2021 in partnership with the private sector

Description

Stakeholders	Date	Key Milestones
Ministry of Public Works	Third Quarter 2021	Finalize feasibility study
Ministry of Finance	Third Quarter 2021	Finalize FCCL report
Ministry of Public Works	Fourth Quarter 2021	Finalize the prequalification for bidders and launch the tender



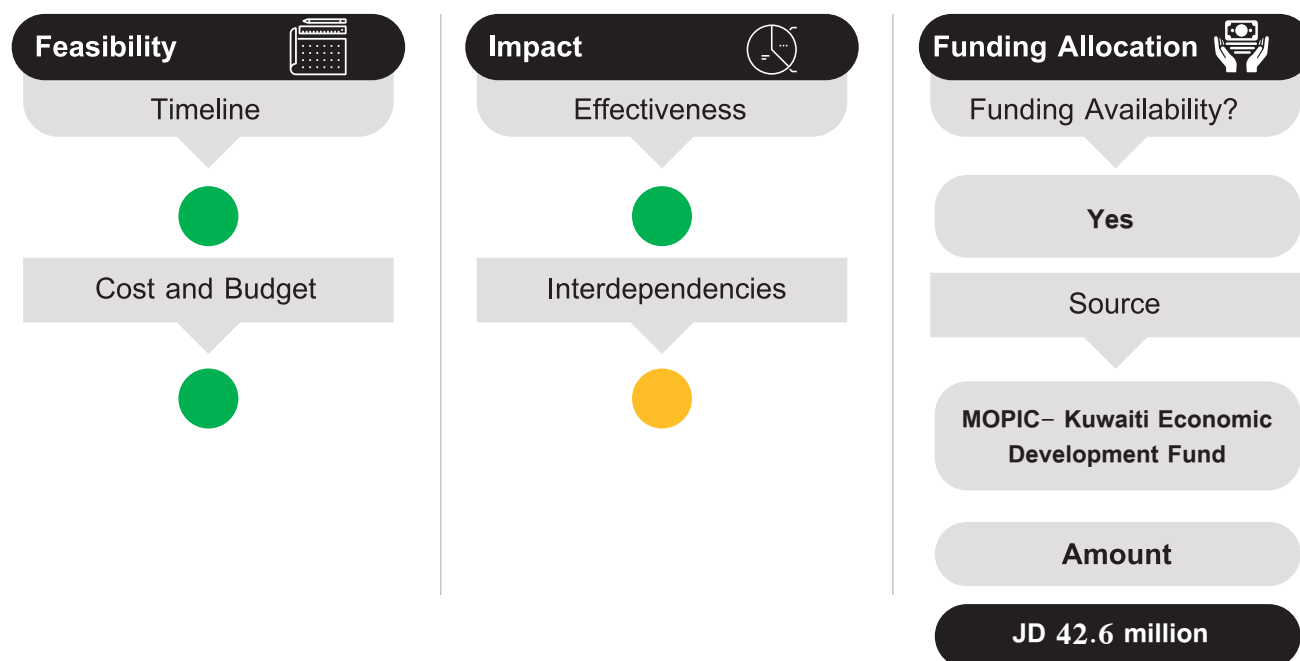
Floating Gas Storage Unit

Targets

Reduce operational costs at port in Aqaba by 40% by establishing a floating gas storage unit

Description

Stakeholders	Date	Key Milestones
Aqaba Development Company	Fourth Quarter 2023	Prepare all related studies and tendering documents
		Establish floating gas unit
		Rent FSU at a lower cost until gas unit is established



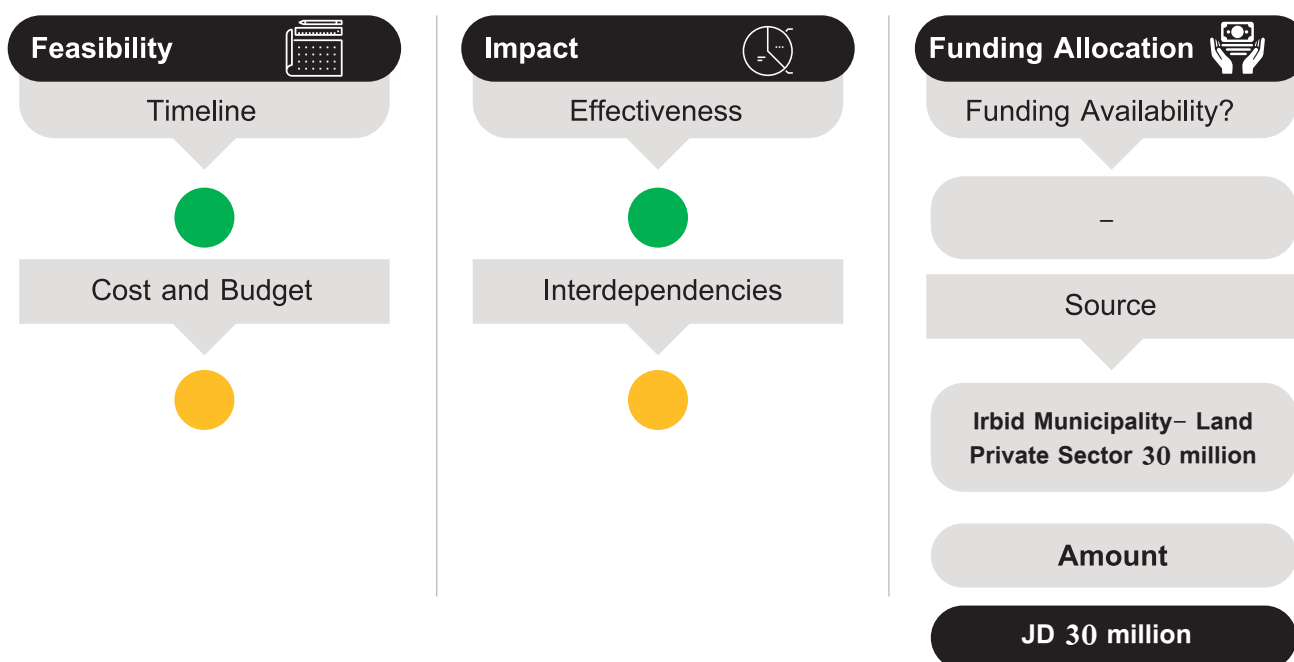
Irbid Central Market

Targets

Tendering a new central market for agricultural products (commercial logistics) to sell, distribute and export in the North and Zarqa at a cost of JD 30 million

Description

Stakeholders	Date	Key Milestones
Greater Irbid Municipality Public-Private Partnership Unit of the Prime Ministry	Fourth Quarter 2021	Launch the project as an investment opportunity



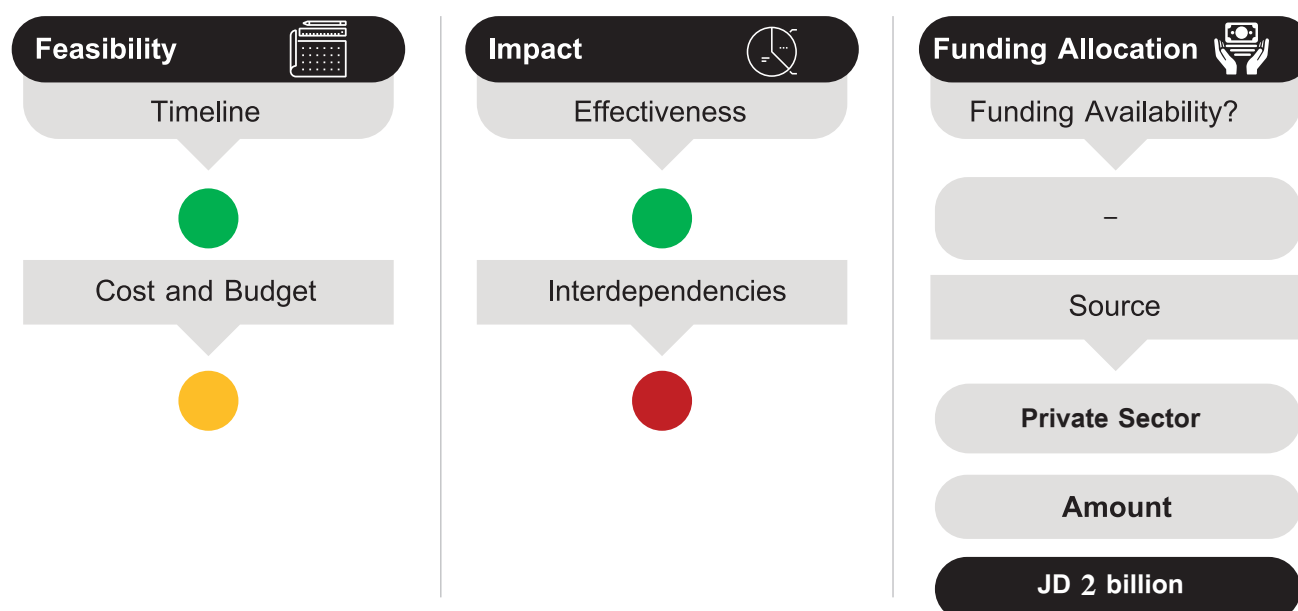
National Water Conveyance

Targets

Tendering project by the fourth quarter of 2022 at an expected cost of JD 2 billion in partnership with the private sector to desalinate 300 cubic meters of water from the Gulf of Aqaba to respond to the water deficit in the south and Amman

Description

Stakeholders	Date	Key Milestones
Ministry of Water and Irrigation	First Quarter 2022	Issue tender
	Fourth Quarter 2022	Award tender
	First Quarter 2023	Commence implementation



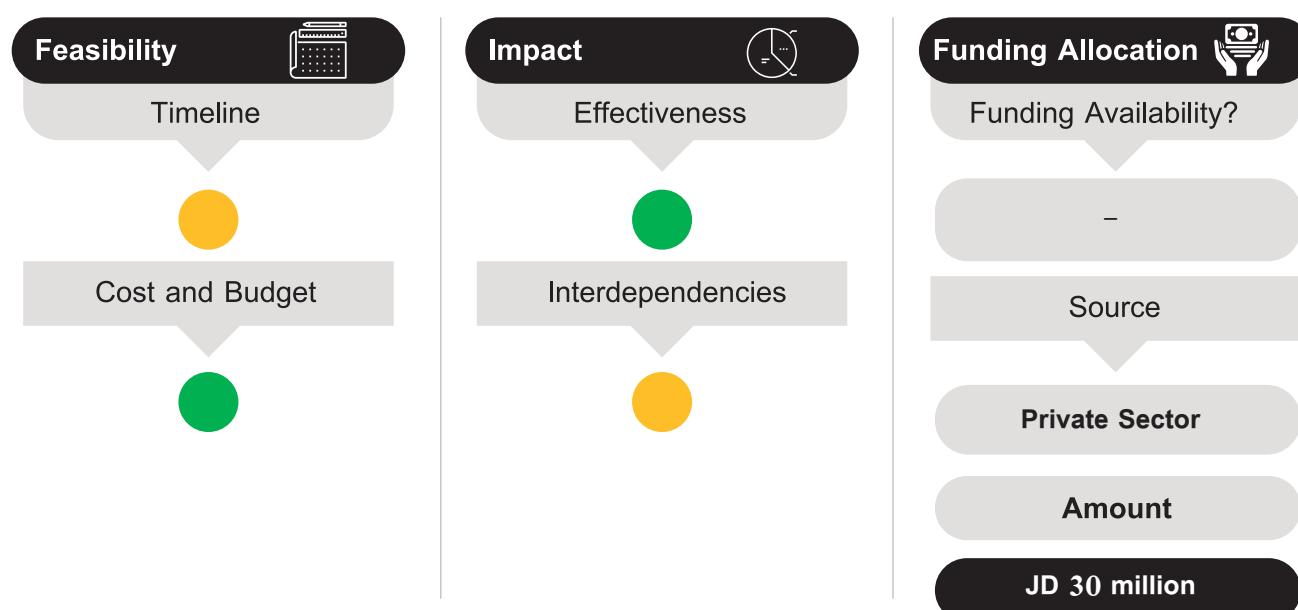
Solar Thermal Project in Public Hospitals

Targets

Reduce cost of energy consumption in public hospitals by using solar energy at a cost of JD 30 million in partnership with the private sector

Description

Stakeholders	Date	Key Milestones
Ministry of Energy and Mineral Resources	Second Quarter 2021	Finalize the Project Concept Note (PCN)
Ministry of Energy and Mineral Resources Ministry of Health	Second Quarter 2022	Finalize the feasibility study
Ministry of Finance	Third Quarter 2022	Finalize the FCCL Report
Ministry of Energy and Mineral Resources Ministry of Health	Fourth Quarter 2022	Finalize the prequalification of bidders and launch the tender



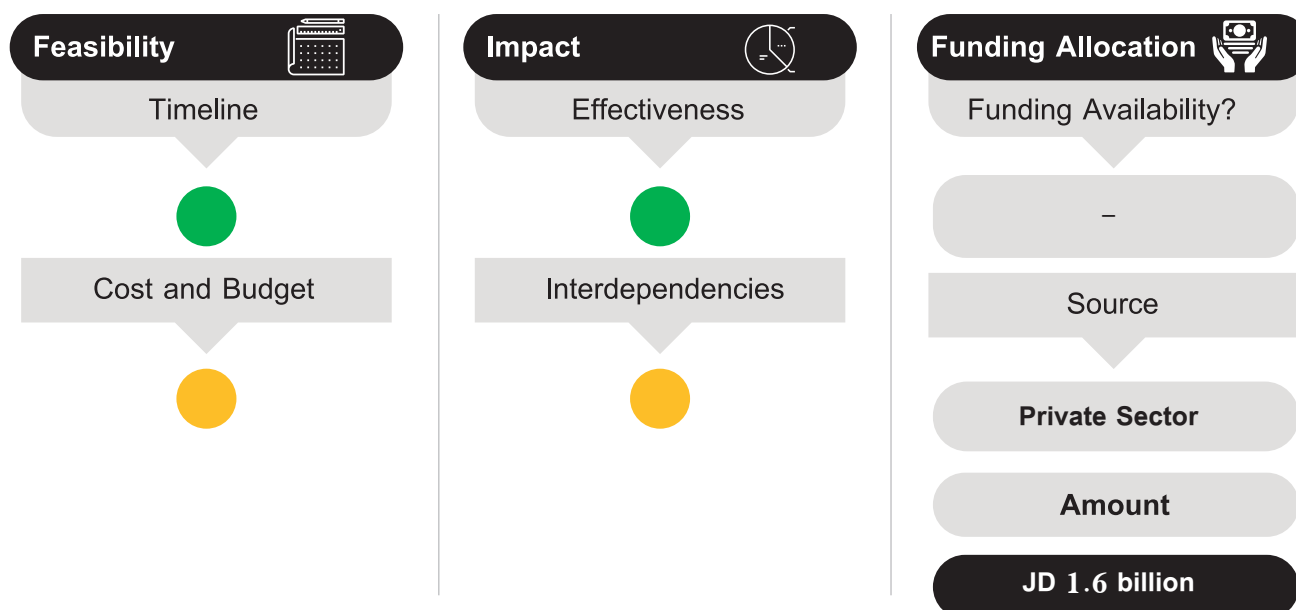
Prepare for the Launch for the First Phase of the National Railroad Project

Targets

Establish a railroad that links sea ports in Aqaba to land port in ‘Madona’ in partnership with the private sector

Description

Stakeholders	Date	Key Milestones
Ministry of Transport, Aqaba Development Corporation Public–Private Partnership Unit of the Prime Ministry	First Quarter 2022	Negotiate with potential investors
	Fourth Quarter 2022	Sign the project agreement



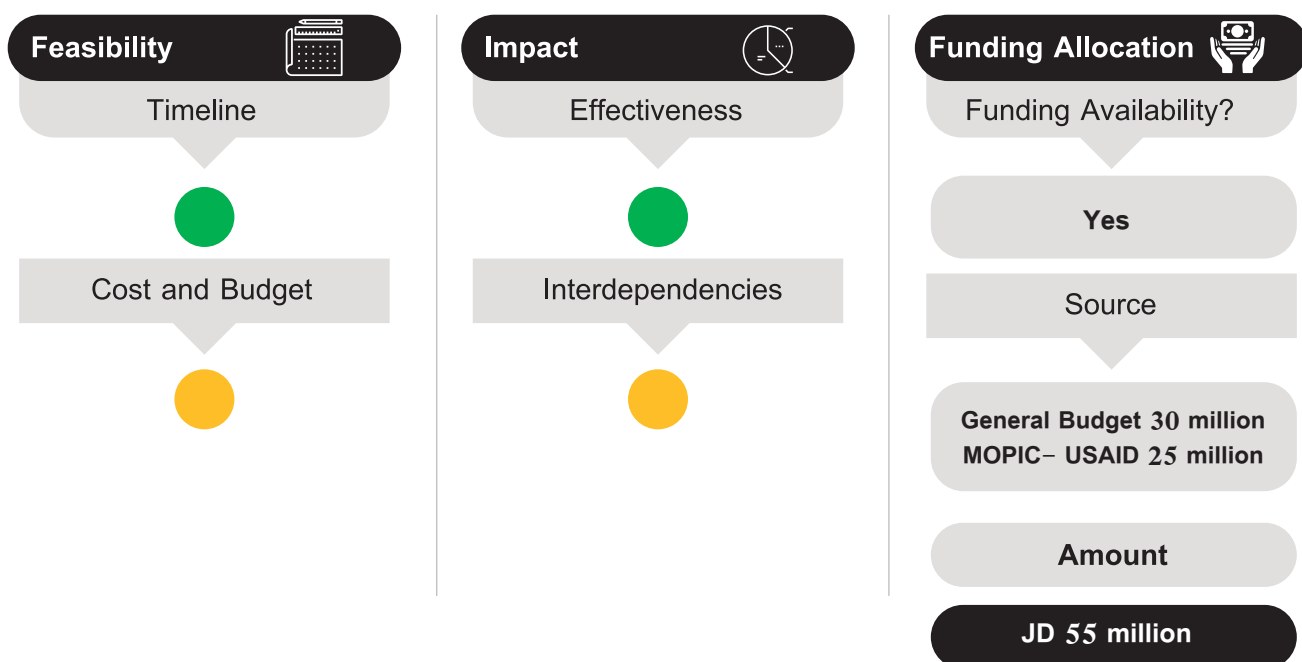
Regional Electricity Connectivity Projects (Egypt, Palestine, Iraq & Lebanon)

Targets

- Increase electrical capacity between Jordan and Egypt to 1100 mega watts
- Increase electrical capacity between Jordan and Palestine to 80 mega watts
- Implement electricity connectivity with Iraq
- Electricity connectivity with Lebanon upon re-operationalization of the electricity connectivity with Syria

Description

Stakeholders	Date	Key Milestones
Ministry of Energy and Mineral Resources National Electric Power Co.	2023	Enhance the connectivity between Jordan–Egypt: • Sign framework agreement • Prepare feasibility study • Secure Financing • Launch tendering
	2023	Enhance the connectivity between Jordan–Palestine: • Establish transfer station at the borders
	2023	Implement Jordan–Iraq connectivity: • Launch tender for transfer station and electricity line • Sign on mechanism • Establishment of transfer station Operationalize phase one (150 mw)
	2022	Commence Jordan–Lebanon connectivity project



Develop Production in the Hamza Oil Field

Targets

- Increase capacity to 3000 barrels per day by 2022
- Increase capacity to 7000 barrels per day by 2023

Description

Stakeholders	Date	Key Milestones
Ministry of Energy and Mineral Resources National Petroleum Company	Fourth Quarter 2021	Study and evaluate field
	Fourth Quarter 2022	Drill a new well to increase capacity to 3000 barrels per day
	Fourth Quarter 2023	Drill two new wells to increase capacity to 7000 barrels per day

Feasibility

Timeline



Cost and Budget



Impact

Effectiveness



Interdependencies



Funding Allocation

Funding Availability?

Yes

Source

Independent

Amount

JD 17.2 million

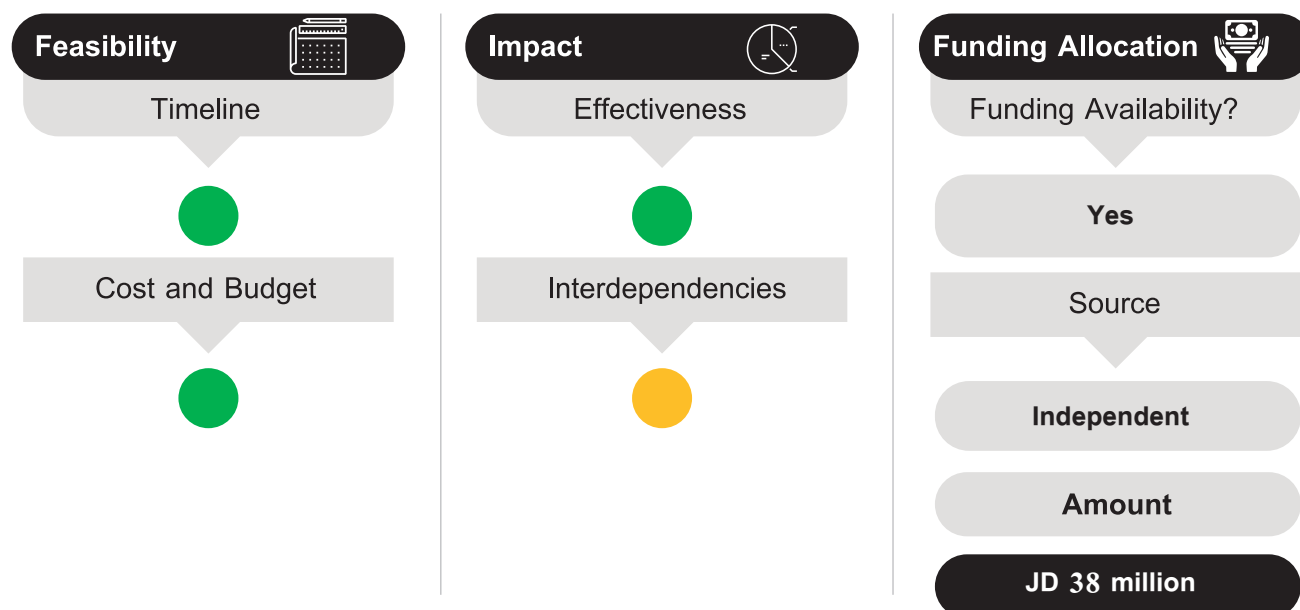
Develop Production in Al Risha Gas Field

Targets

Enhance the energy production security by increasing the contribution of local energy resources to the total energy mix

Description

Stakeholders	Date	Key Milestones
National Petroleum Company	2021–2023	Drill new wells at an average of four wells a year
		Study the mechanisms for use of new amounts and the targeted sectors



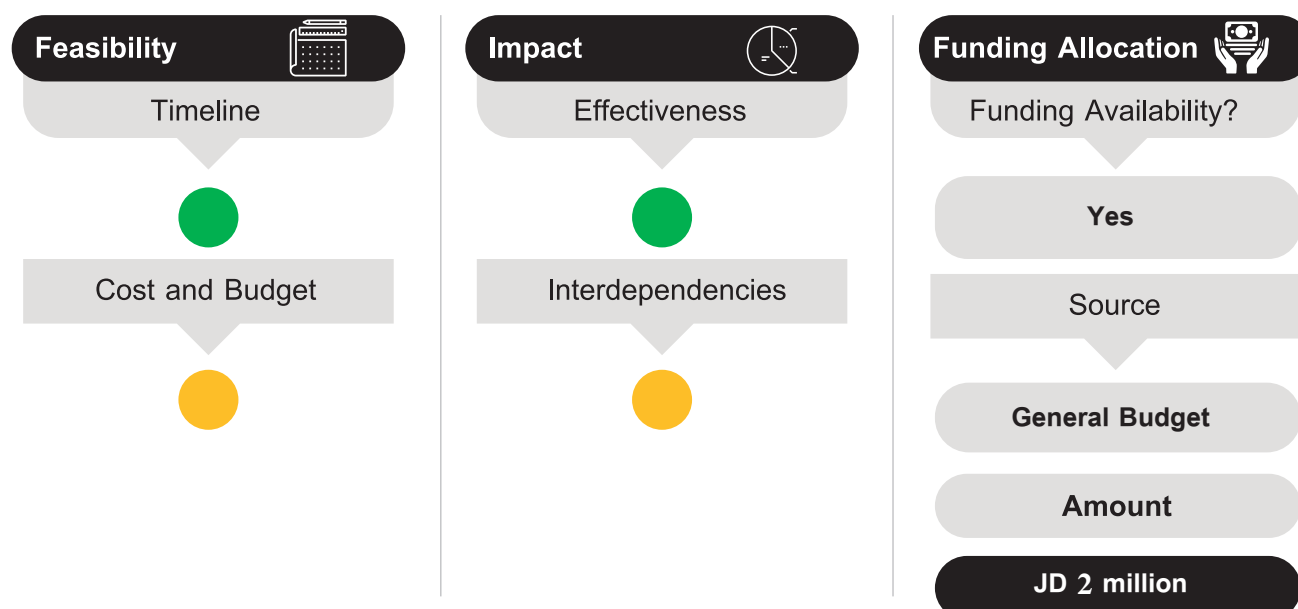
Intelligent Transport System Project (First Phase – Jerash & official university lines)

Targets

Implement and operationalize the smart system in Jerash and the official university routes covering 622 methods of transportation

Description

Stakeholders	Date	Key Milestones
Land Transport Authority Tendered Company	First Quarter 2022	Award the tender
	Second Quarter 2022	Develop the pilot system
	Third Quarter 2022	Operate and maintain (AND)



Pillar Two

Enhancing Competition
and Increasing Employment

1. Free and Fair Markets
2. Employment and Skills Development

Free and Fair Markets

Main Target: Enhance fair competition

Diagnosis of Current State

There are a number of obstacles prohibiting fair practice in some sectors like manufacturing, agriculture and tourism, which affect the business environment and quality of markets, and contribute to the creation of monopolization and price fixing

Direction

Removing barriers to entry into different markets and sectors, which improves transparency and integrity in business practice throughout the Kingdom, and which in turn enhances and improves competence and quality of goods and services

Key Challenges

- The need for effective and ongoing monitoring and enforcement mechanisms
- Limitation of monitoring and evaluation mechanisms to assess each market

Priorities

- Review and amend government procedures and requirements to improve competition
- Activate role of regulators to ensure free and fair markets

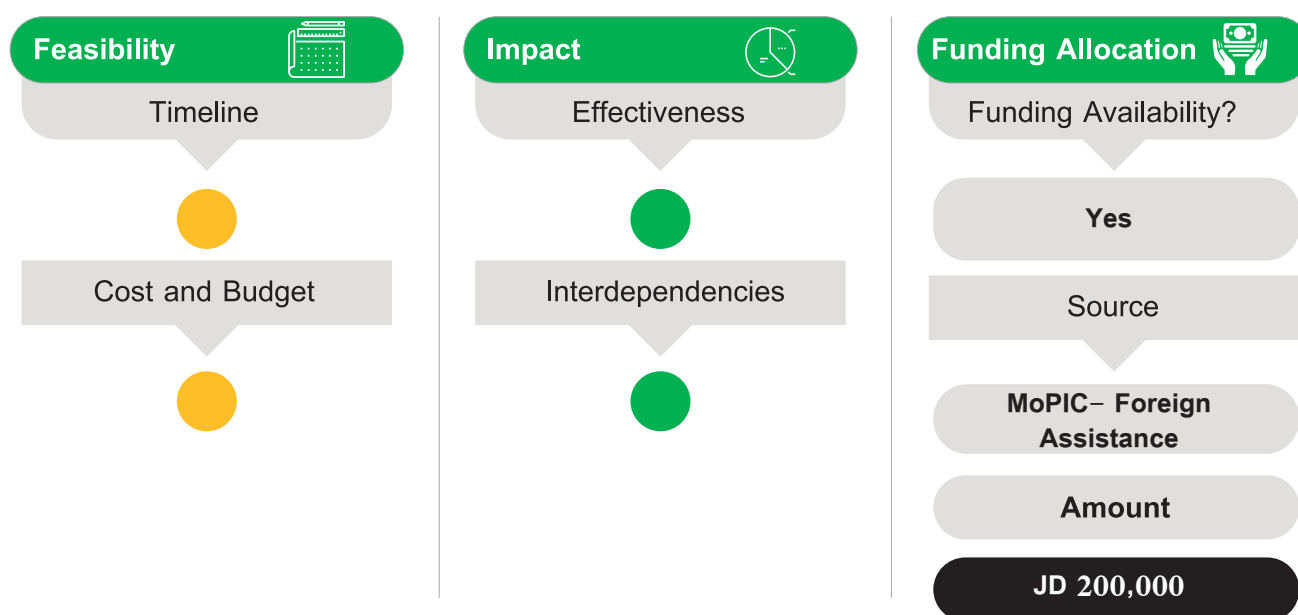
Review and amend government procedures and requirements to improve competition

Targets

Enhance competition and facilitate market entry for operators in the market

Description

Stakeholders	Date	Key Milestones
Ministry of Industry, Trade, and Supply (MoITS) Development Committee	Fourth Quarter 2022	Review of regulatory structures for market entry, including costs of doing business with the goal of simplifying and reducing costs



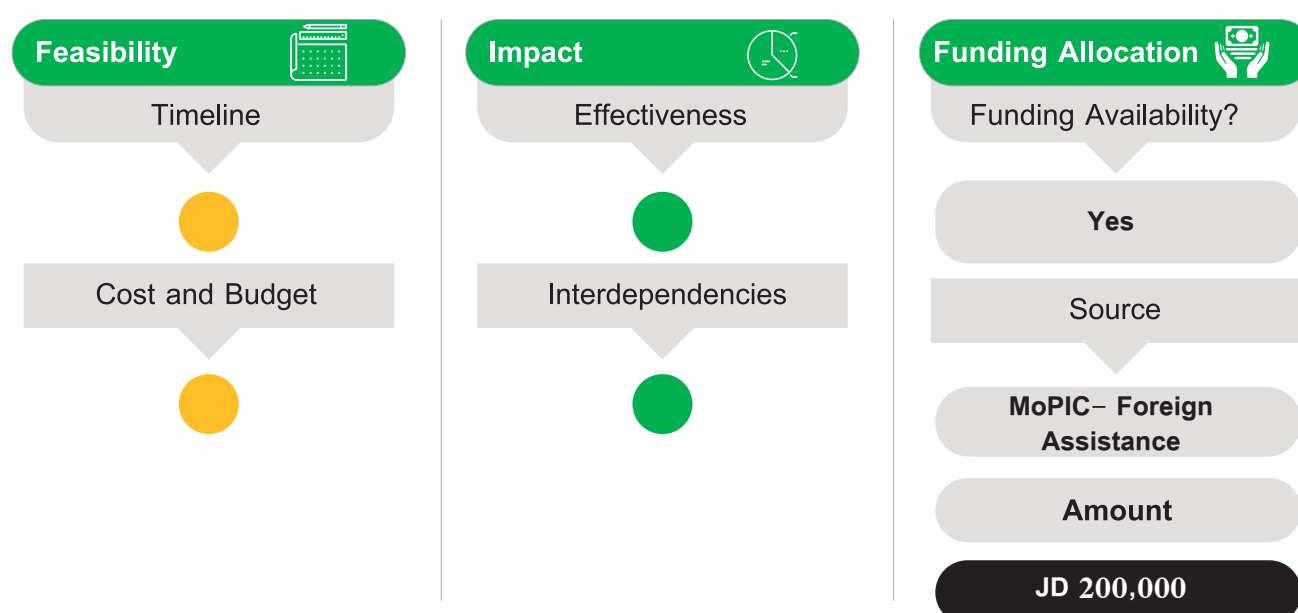
Activate role of regulators to ensure free and fair markets

Targets

Address imbalances and practices limiting fair competition in targeted sectors

Description

Stakeholders	Date	Key Milestones
Ministry of Industry, Trade, and Supply Regulators	Second Quarter 2022	Conduct a study to identify sectors suffering from practices limiting fair competition and identify the impact of these practices on consumers, prices, and production
Ministry of Industry, Trade, and Supply Cabinet	Fourth Quarter 2022	Review and upgrade the legislative and institutional framework that governs competition and preventing monopolization, and developing it
Ministry of Industry, Trade, and Supply Parliament	First Quarter 2023	Put in place a roadmap to address imbalances and begin implementation



Employment and Skills Development

Main Target: Enable the private sector to sustain and create new jobs

Diagnosis of Current State

- High unemployment rates 25%, even higher for women and youth
- Low economic participation (36.5% average between 2015–2019)

Direction

- Stimulate economic growth to reduce unemployment levels
- Launch a national employment program to capacitate the private sector to create jobs
- Amend employment-related regulations to reduce employment costs and enhance employment flexibility
- Extend the “istidama” program for targeted sectors
- Provide youth qualifying for employment with skills required by the job market

Key Challenges

- Increase in percentage of social security subscriptions for businessmen and workers
- Slowdown of economic growth
- Large mismatch between demand and supply in terms of skills and technical knowledge
- Proliferation of informal employment operating within bad working conditions lacking adherence to basic standards of health and safety

Priorities

- Amend Social Security Law in order to reduce subscription rates for new market entrants for a period of up to 10 years
- Introduce new amendments to the Labor law that allow for greater flexibility in organizing the relationship between employers and employees, finding a safe environment for women's work, and organizing the labor market for greater impact
- Extend the Istidama Program for a number of targeted sectors until June 2022
- Launch a New National Employment Scheme

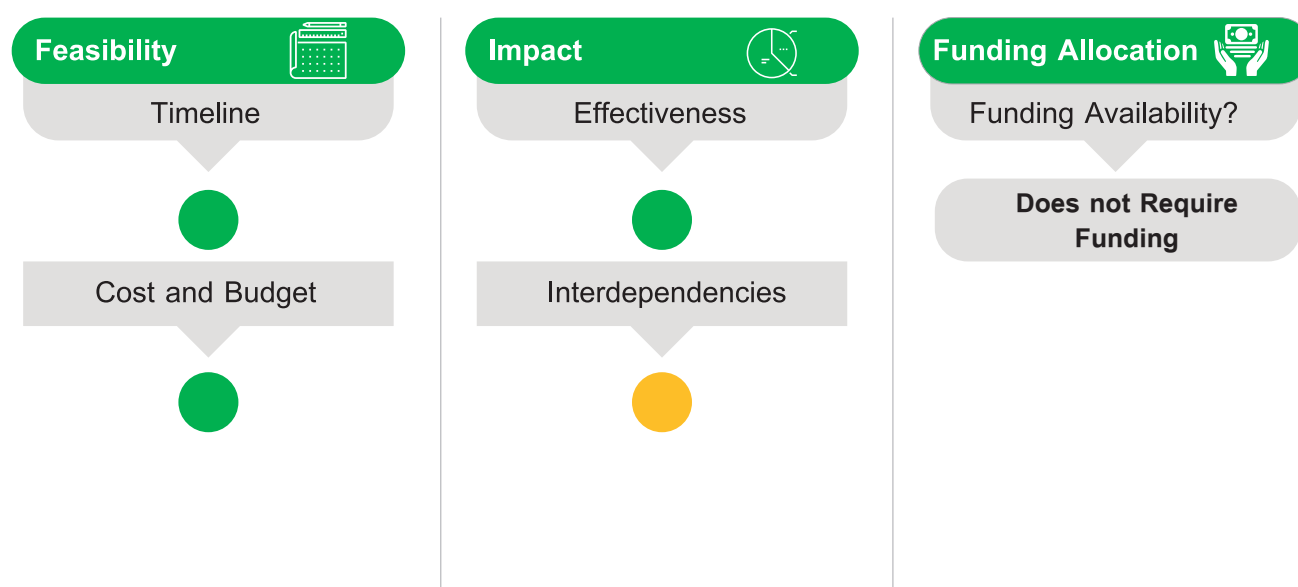
Amend the Social Security Law in order to reduce subscription rates for new market entrants for a period of up to 10 years

Targets

- Increase employment rates for youth through reducing social security costs
- Maintain the stability of Jordanian employment stability in the private sector
- Develop a new mechanism to reduce subscriptions for new employees in the private sector that are tied to economic performance for a limited number of age groups

Description

Stakeholders	Date	Key Milestones
Ministry of Labor	Third Quarter 2021	Prepare revised Social Security Law
Social Security Corporation	Fourth Quarter 2021	Complete constitutional requirements to ratify amended law
Ministry of Planning and International Cooperation	First Quarter 2022	Start implementing new subscription model
Legislation Opinion Bureau		



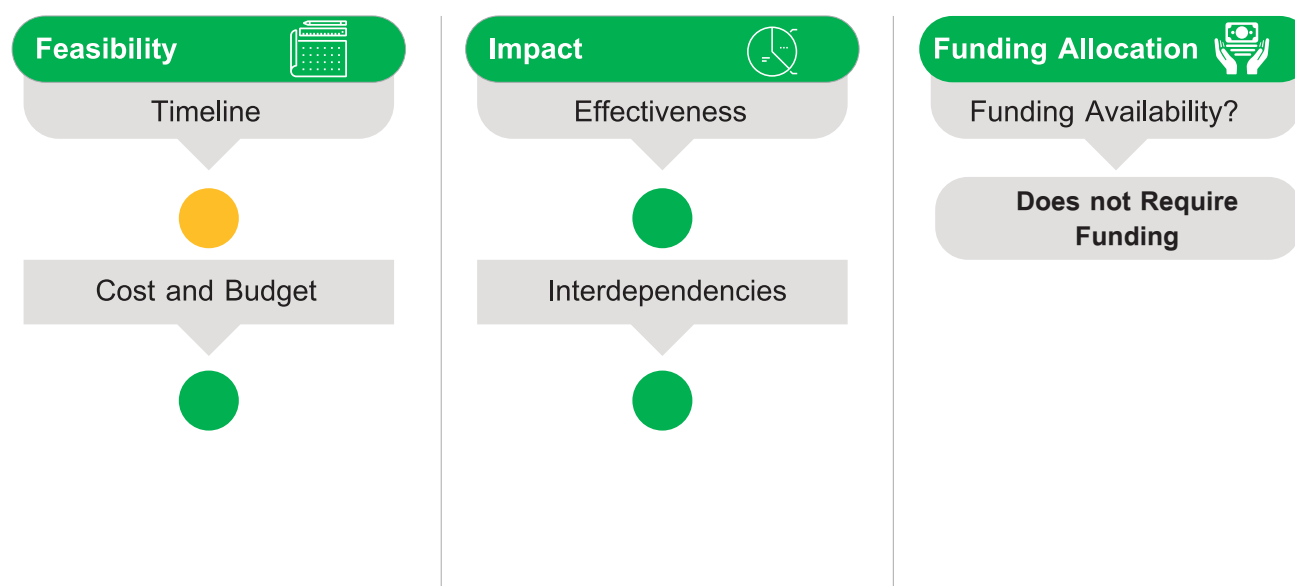
Introduce new amendments to the Labor law that allow for greater flexibility in organizing the relationship between employers and employees, finding a safe environment for women's work, and organizing the labor market for greater impact

Targets

Enhance labor market flexibility in order to achieve balance between employers and employees, and increase employment opportunities for women

Description

Stakeholders	Date	Key Milestones
Ministry of Labor	2022	Introduce new amendments to Labor Law



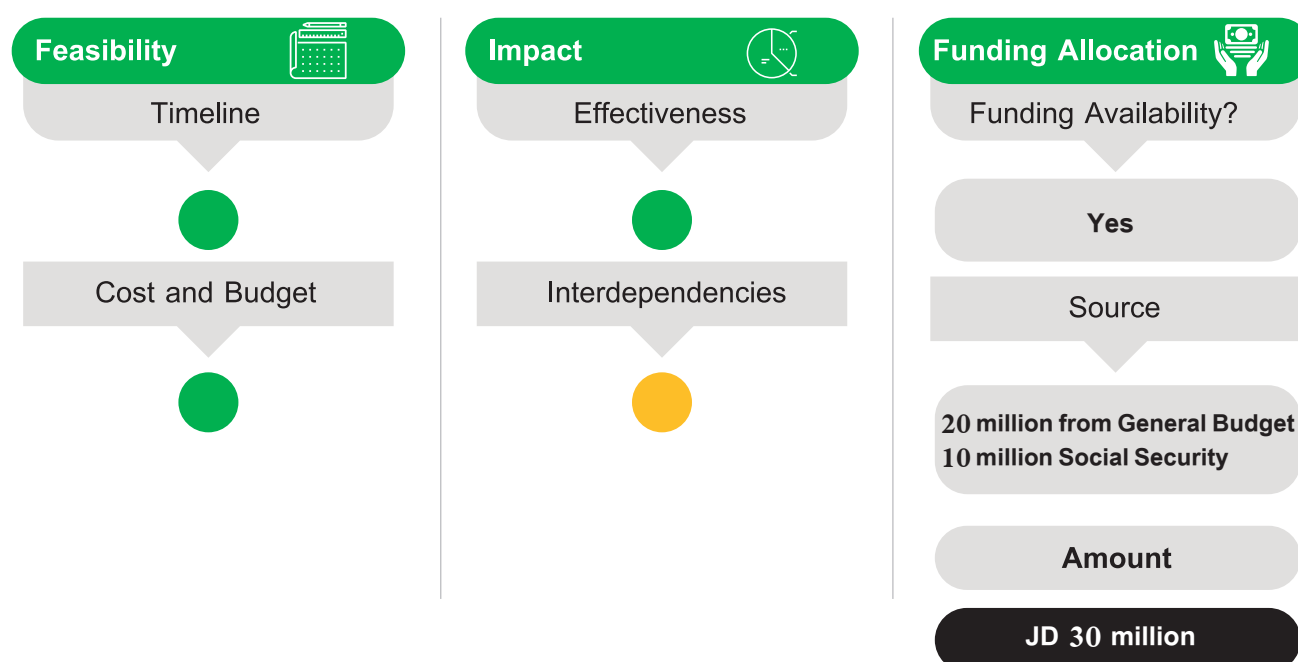
Extend the Istdama Program for a number of targeted sectors until June 2022

Targets

Maintain the stability of Jordanian employment in activities most affected, including 25,000 employment opportunities at risk in the private sector, and specifically in economic sectors requiring additional time to recover

Description

Stakeholders	Date	Key Milestones
Social Security Corporation	Fourth quarter 2021	Announce new modification
Ministry of Planning and International Cooperation	First quarter 2022	Commence implementation
Ministry of Finance		
Ministry of Labor		



Launch a New National Employment Scheme

Targets

Enable the private sector to create jobs through the launch of a national employment scheme that provides direct assistance to social security contributions, and/or wage subsidies, and/or demand driven training

Description

Stakeholders	Date	Key Milestones
Ministry of Labor Ministry of Planning and International Cooperation Ministry of Industry and Trade Ministry of Finance Social Security Corporation Private Sector Representatives	Third quarter 2021	Form a working team headed by the Minister of Labor
	Fourth quarter 2021	Put in place an implementation mechanism
	First quarter 2022	Launch program

Feasibility

Timeline



Cost and Budget



Impact

Effectiveness



Interdependencies



Funding Allocation

Funding Availability?

Yes

Source

General Budget

Amount

JD 80 million

Pillar Three

Supporting Priority Sectors

1. Tourism
2. Information Technology
3. Agriculture
4. Industry

Tourism

Main Target: Attract 4.5 million tourists to Jordan by 2023

Diagnosis of Current State

The number of tourists has significantly declined compared to 2019 levels as a result of the pandemic and its implications on the travel industry worldwide

Direction

Jordan strives to return pre-crisis tourism levels and easing health restrictions

Key Challenges

- Decline in world tourism levels
- Epidemiological situation and public health measures
- Decline in the length of stay for tourists resulting from the lack of suitable and diversified tourism products
- Ease of access to Jordan (charter flight, Low-Cost Carriers (LCC)...)

Priorities

- Continue to support Low-Cost Carriers (LCC)
- Review legislation to increase competitiveness and facilitate tourist access
- Launch new brand for Jordan's tourism
- Develop tourism products and services
- Tourism Risk Fund
- Launch E-Visas for targeted markets
- Launch campaigns to promote Jordan in targeted markets

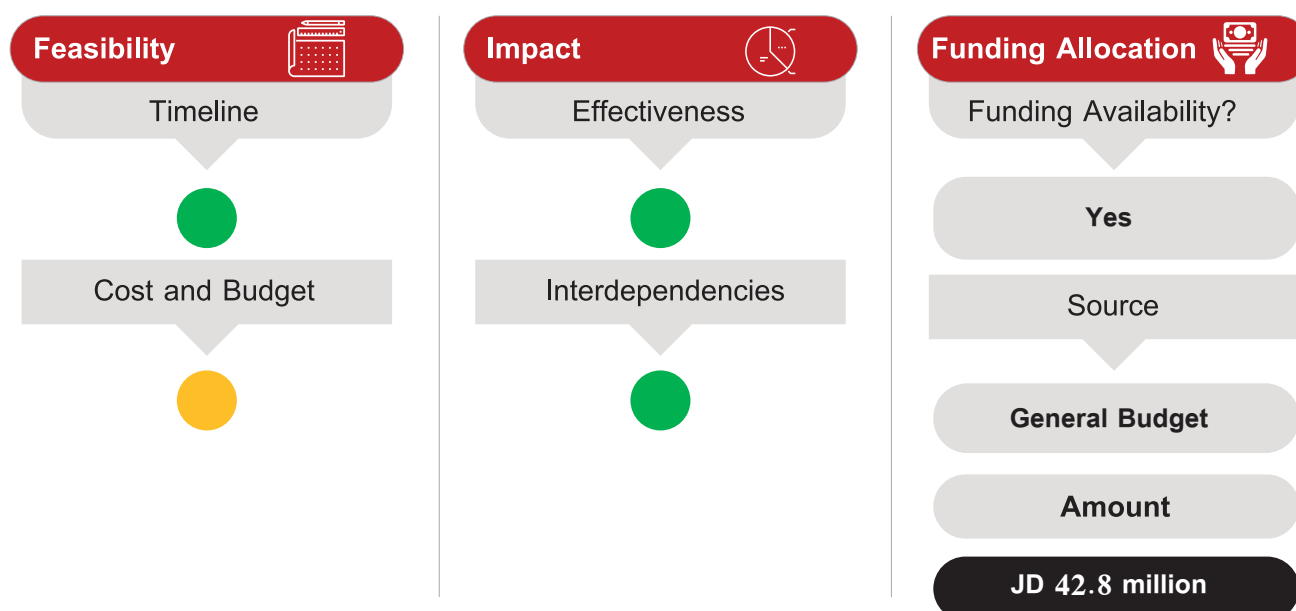
Continue support to Low-Cost Carriers (LCC)

Targets

- Introduce one additional low-cost airline by 2023
- Maintain and extend existing low-cost airlines contracts

Description

Stakeholders	Date	Key Milestones
Jordan Tourism Board	Third Quarter 2021	Identify priority source markets and low-cost airlines with the highest impact
Ministry of Tourism and Antiquities Jordan Tourism Board	Second Quarter 2022	Finalize terms of engagement with targeted low-cost airline
Jordan Tourism Board		Develop and launch a marketing campaign in targeted markets



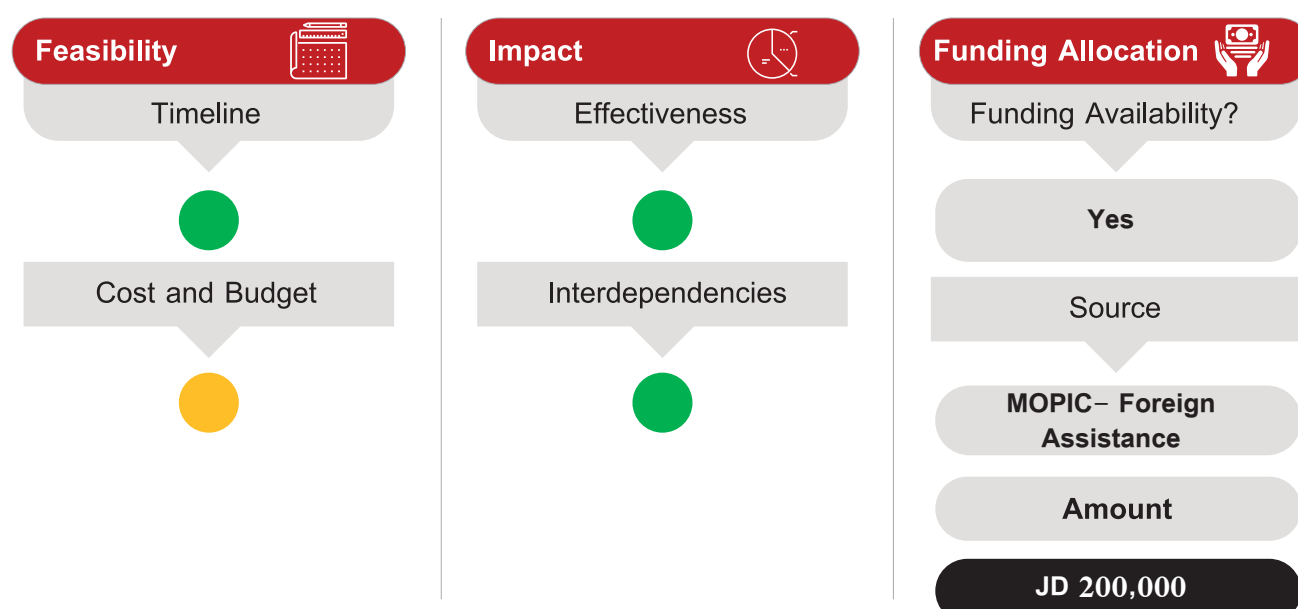
Review legislations to increase competitiveness and facilitate tourist access

Targets

- Facilitate investment and reduce costs on the investor
- Facilitate travel procedures to Jordan

Description

Key Stakeholders	Date	Key Milestones
Ministry of Tourism and Antiquities	Third Quarter 2021	List all legislations relevant to the tourism sector
		Identify the basis and standards for priority setting
Ministry of Tourism and Antiquities Ministry of Planning and International Cooperation	Fourth Quarter 2021	Contract with a specialized legal office
	First Quarter 2022	Identify and approve priority list
Ministry of Tourism and Antiquities	Second Quarter 2022	Prepare an implementation action plan
	Second Quarter 2022 – Ongoing	Implementation



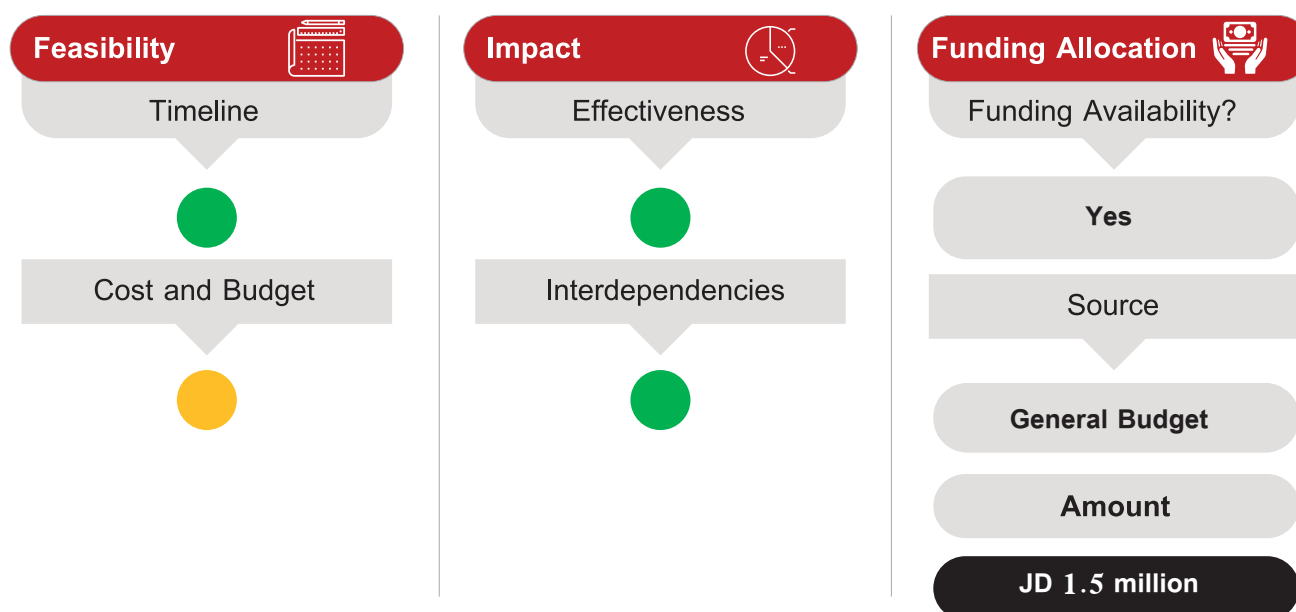
Launch a new brand for Jordan's tourism

Targets

Enhance Jordan's global position in the tourism sector by rolling out new branding material for specific markets by end of 2021

Description

Key Stakeholders	Date	Key Milestones
Jordan Tourism Board	Fourth Quarter 2021	Rollout the marketing campaign of the new Brand



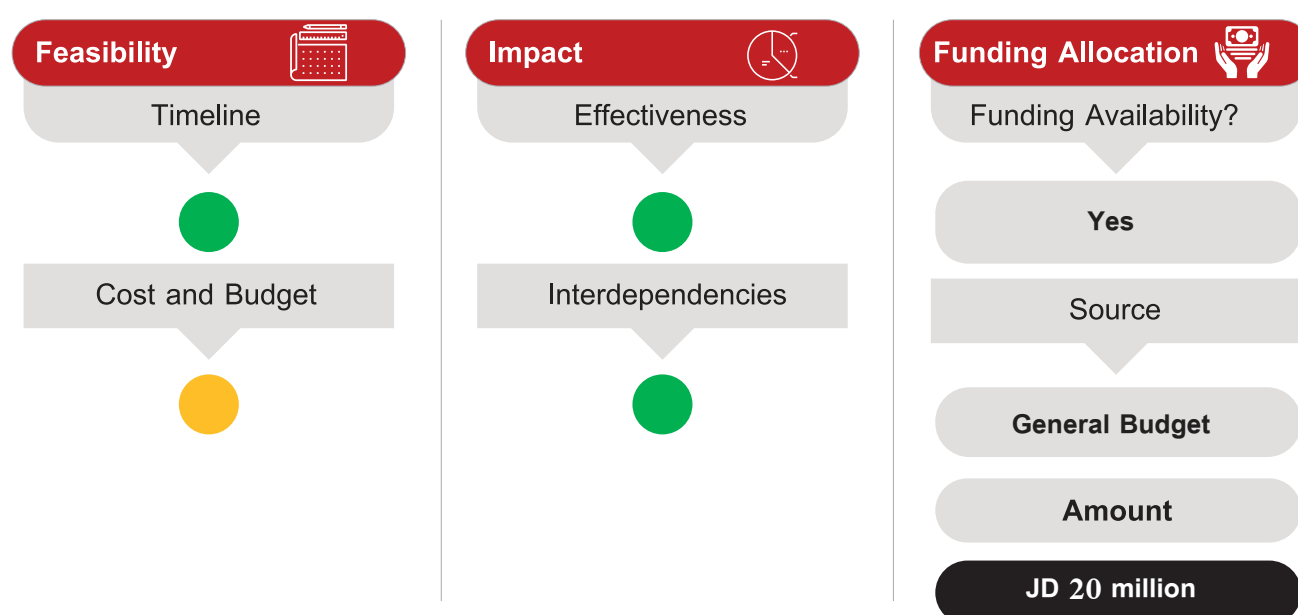
Develop tourism products and services

Targets

Develop and enhance at least four marketing products (at least one for each of the following categories: cultural, religious, medical and adventure tourism)

Description

Key Stakeholders	Date	Key Milestones
Ministry of Tourism and Antiquities Jordan Tourism Board Department of Antiquities	Fourth Quarter 2021	Create plans for products that will be developed and approved
Jordan Tourism Board		Identify key marketable products that can be implemented and launched to improve tourism and attract tourists
Ministry of Tourism and Antiquities Jordan Tourism Board	Second Quarter 2022	Develop marketing content for products
Jordan Tourism Board	Third Quarter 2022	Launch the developed marketing products



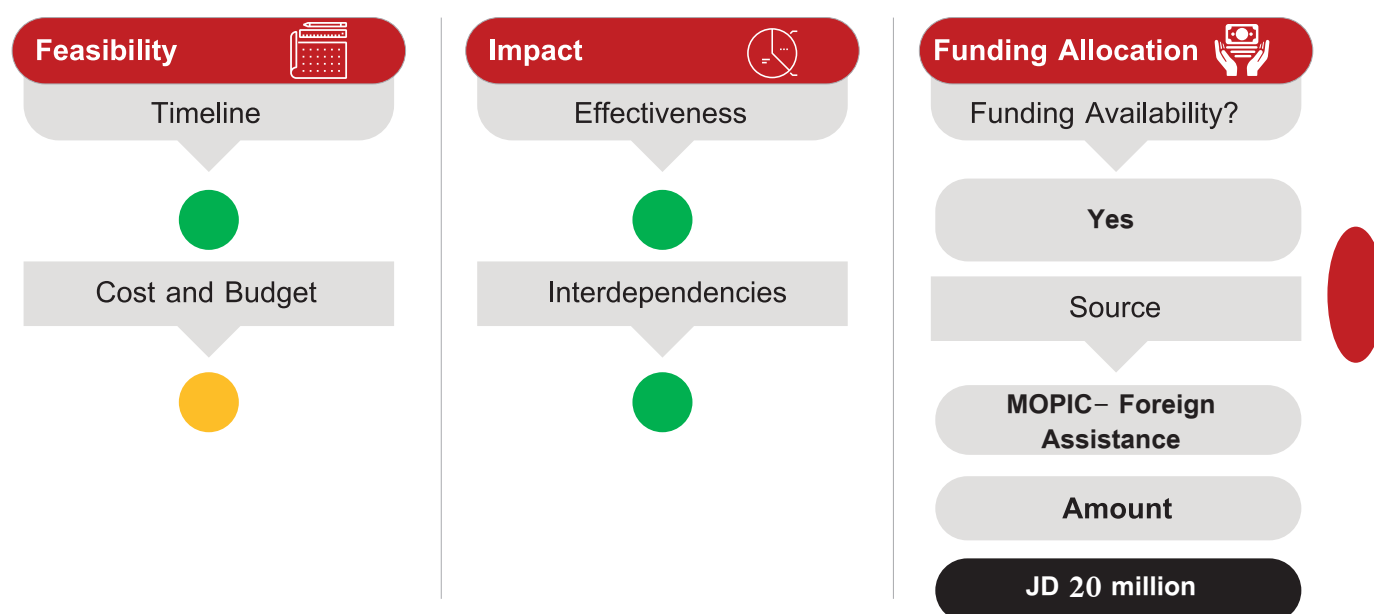
Tourism Risk Fund

Targets

Provide credit facilities to at least 90% of the tourism sector affected by the COVID-19 pandemic

Description

Key Stakeholders	Date	Key Milestones
Ministry of Tourism and Antiquities	Third Quarter 2021	Sign re-lending agreement between the government and Development and Employment Fund (DEF)
Jordan Tourism Board	Fourth Quarter 2021	Start providing credit facilities to the tourism sector affected by the COVID-19 pandemic through DEF



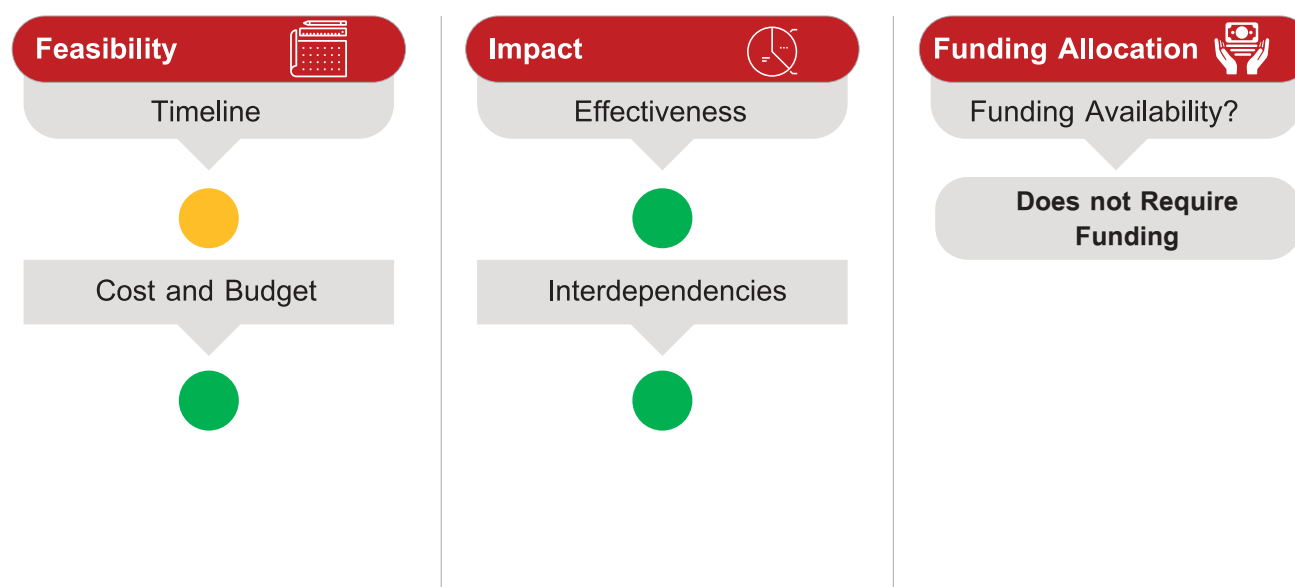
Launch E-Visas for targeted markets

Targets

Enable citizens from an additional 5 new countries (at least) to enter Jordan either without a visa or by issuing an e-visa remotely by 2022

Description

Key Stakeholders	Date	Key Milestones
Jordan Tourism Board	Third Quarter 2021	Identify and approve priority source markets where e-visa or ease of visa restrictions will be effective
Ministry of Tourism and Antiquities Ministry of Interior Jordan Tourism Board	Fourth Quarter 2022	Secure and activate e-visa permissions for all priority countries



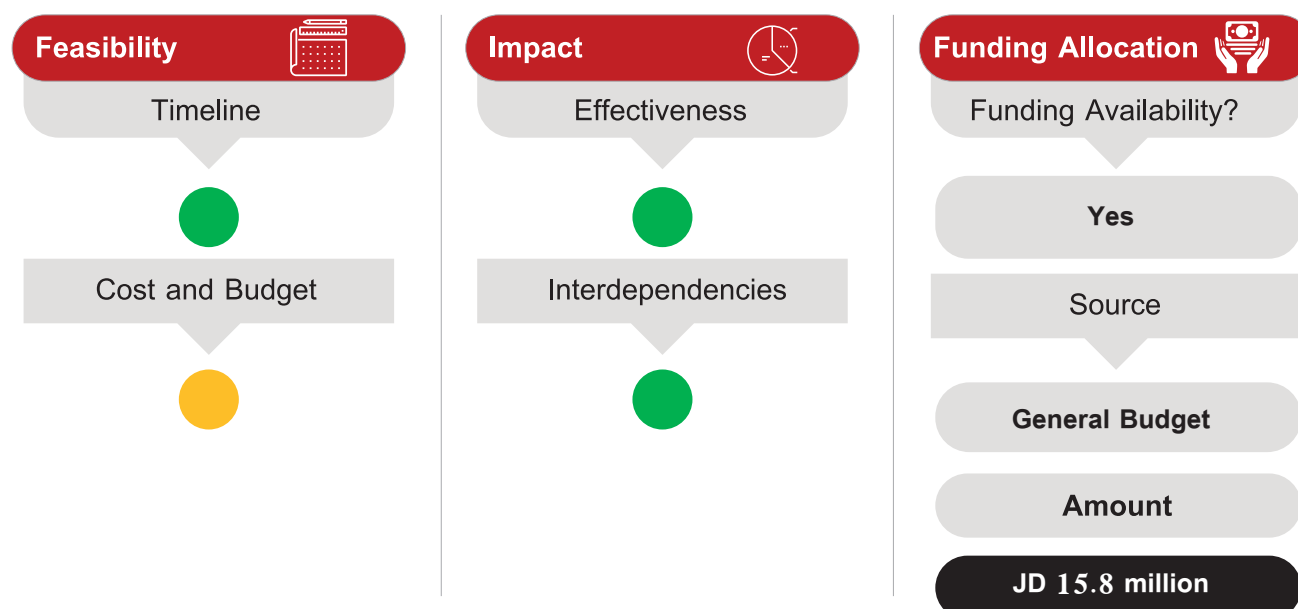
Launch campaigns to promote Jordan in targeted markets

Targets

Increase in existing number of interactions on all digital channels related to JTB by at least 10% by end of 2023

Description

Key Stakeholders	Date	Key Milestones
Ministry of Tourism and Antiquities Jordan Tourism Board	Fourth Quarter 2021	Conduct increased campaigns in targeted markets and develop campaigns in coordination with travel and tourism establishments
	Second Quarter 2022	Design and produce new content for social media and global search engines
		Enhance Jordan's global position in the tourism sector through participation in global tourism exhibits and events



Information Technology

Main Target: Increase growth and create new jobs

Diagnosis of Current State

With the expansion of the global BPO/ ITO industry, Jordan has the capacity to capitalize on its human capital and strategic location to grow the digital and IT sectors

Direction

Jordan has the necessary prerequisites to become a regional BPO/ ITO hub

Key Challenges

- Poor promotional narrative on Jordan's advantages in this sector
- Poor investor support in this sector

Priorities

- Launch 5G spectrum
- Enable Jordanian companies to enter global markets
- Attract international companies in the ITO/BPO sector
- Adopt and implement a strategy for Entrepreneurship

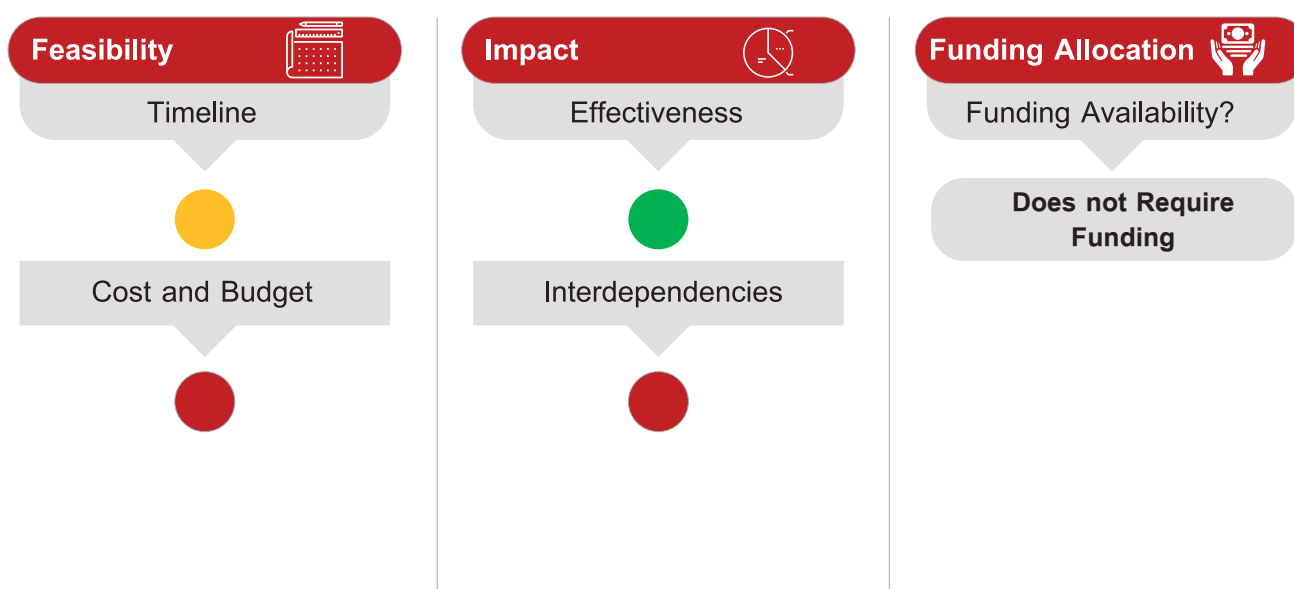
Launch 5G spectrum

Targets

5G service adoption to reach 10% by 2023

Description

Key Stakeholders	Date	Key Milestones
Telecommunications Regulatory Commission (TRC)	Second Quarter 2022	Develop a plan to provide 5G bandwidth



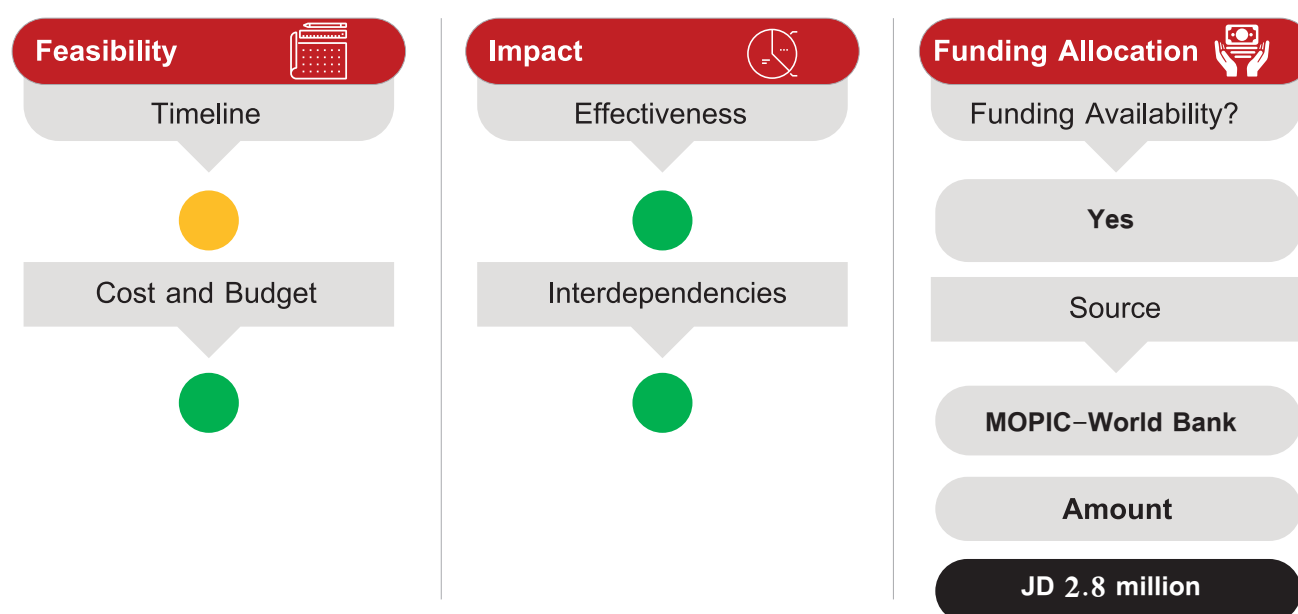
Enable Jordanian companies to enter global markets

Targets

Enable 100 digital or digitally enabled businesses to export their services or products to global markets

Description

Key Stakeholders	Date	Key Milestones
Ministry of Digital Economy and Entrepreneurship	Third Quarter 2021	Launch grants' programs to expand businesses in global markets and sign with 21 Jordanian digital businesses
	First Quarter 2022	Support the expansion of digital startups in the gulf, especially in Saudi Arabia
	Ongoing	Continue providing grants and support to companies until 2025



Attract international companies in the ITO/BPO sector

Targets

Attract 10 global technology companies in the BPO/ ITO industry to expand in Jordan by end of 2025

Description

Key Stakeholders	Date	Key Milestones
Ministry of Digital Economy and Entrepreneurship	Quarter Four 2021	Draft a unified narrative about Jordan and its qualifications in order to become a regional destination for BPO – A collection of activities to develop strategic promotional messages
		Market Jordan as a destination for BPO/ITP: a set of designed activities designed over a period of 6 months to support Jordan's position as a destination for investments in BPO/ ITO
	Quarter One 2022	Support the initiation of Jordanian expatriates as ambassadors for investment promotion – A set of activities to increase awareness of Jordan as a regional destination for BPO
		Continuous follow-up and communication with potential international companies to invest in Jordan and design investment opportunities

Feasibility



Timeline



Cost and Budget



Impact



Effectiveness



Interdependencies



Funding Allocation



Funding Availability?

Yes

Source

MOPIC–World Bank

Amount

JD 1.4 million

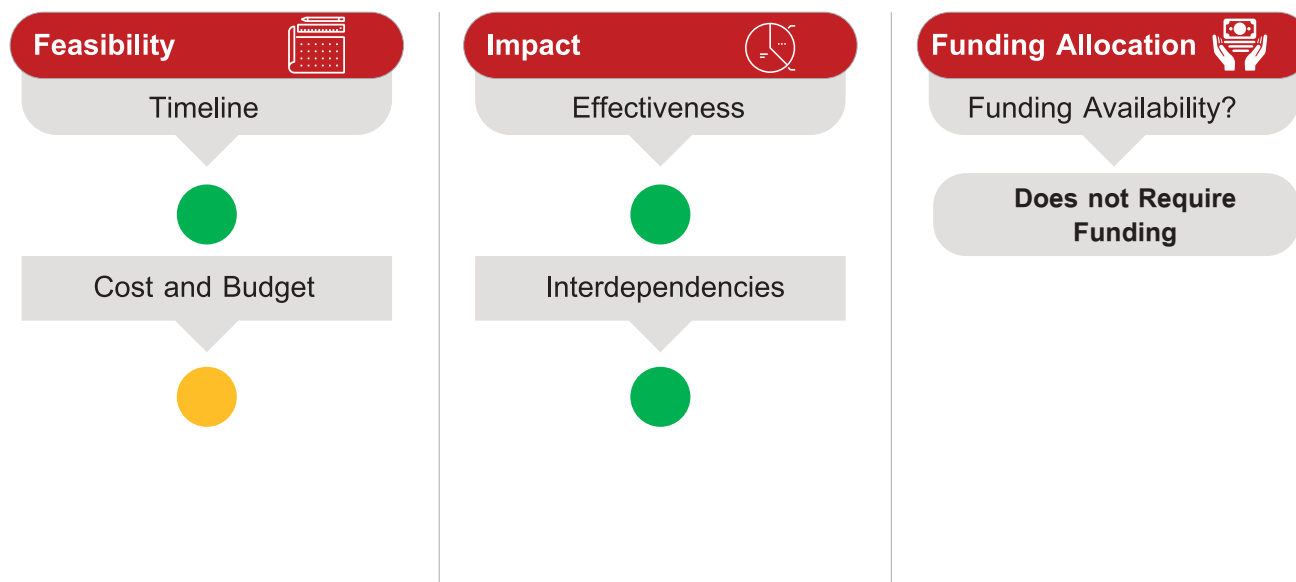
Adopt and implement strategy for entrepreneurship

Targets

Adopt and implement an Entrepreneurship Strategy

Description

Key Stakeholders	Date	Key Milestones
Ministry of Digital Economy and Entrepreneurship	First Quarter 2021	Overall assessment of entrepreneurial environment
Ministry of Industry and Trade, Ministry of Tourism Ministry of Labor	Second and Third Quarter 2021	Prepare a general policy and strategy for entrepreneurship in Jordan
	Third Quarter 2021	Prepare an implementation plan



Agriculture

Main Target: Increase agricultural output by 20% in comparison to 2020 levels

Diagnosis of Current State

- The agriculture sector has witnessed slow growth rates over the past five years and its contribution to GDP remains relatively low (growing only from 4.3% in 2014 to 4.7% in 2019)
- As a substantial importer of agricultural products, Jordan lags in self-sufficiency, which could thereby jeopardize Jordan's food security
- 70% of Jordan's arable lands are uncultivated
- Jordanian labor comprises of only 40% of the total labor force in the agriculture sector

Direction

- Increase in self-sufficiency and food security which will facilitate stability and resilience, particularly in the face of economic or political shocks
- There is unfulfilled potential for growth and development in the agriculture sector given the wide range of uncultivated arable lands and low participation rates of locals

Key Challenges

- Dominance of non-Jordanian labor and informal employment arrangements
- Lack of marketing & promotion support (packaging, marketing and sales channels, both internal & external)
- Insufficient capital to fund new initiatives
- Lack of secure & stable access to water sources
- Lack of modernized processes, technologies and skill-sets

Priorities

- Encourage farmers to adopt modern agricultural practices through the expansion agricultural credit
- Establish an Agricultural Marketing Company
- Encourage and promote food manufacturing

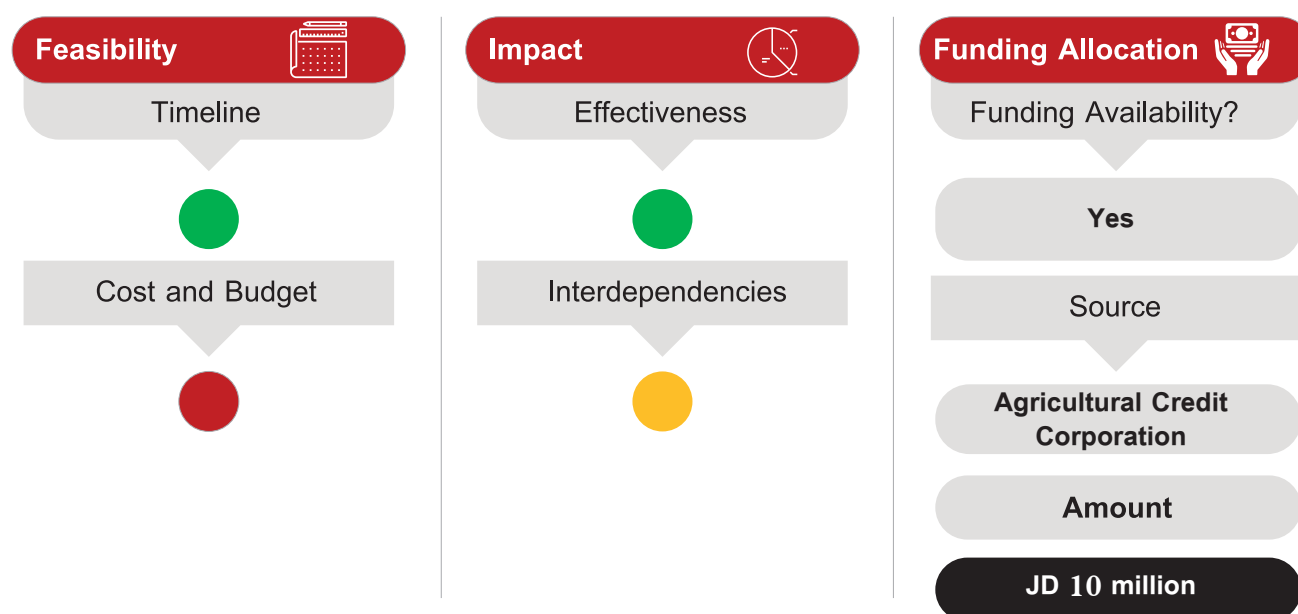
Encourage farmers to adopt modern agricultural practices by expanding agricultural lending

Targets

JD 10 million in loans for agricultural initiatives that use automated, digitized and/or modernized processes, techniques and/or procedures

Description

Key Stakeholders	Date	Key Milestones
Ministry of Agriculture/ Jordan Cooperative Corporation Agricultural Credit Corporation National Agricultural Research Center	Fourth Quarter 2021	Direct Agricultural Credit Corporation to provide low-interest loans to agricultural projects using automated, digitized or modernized processes, techniques and/or procedures



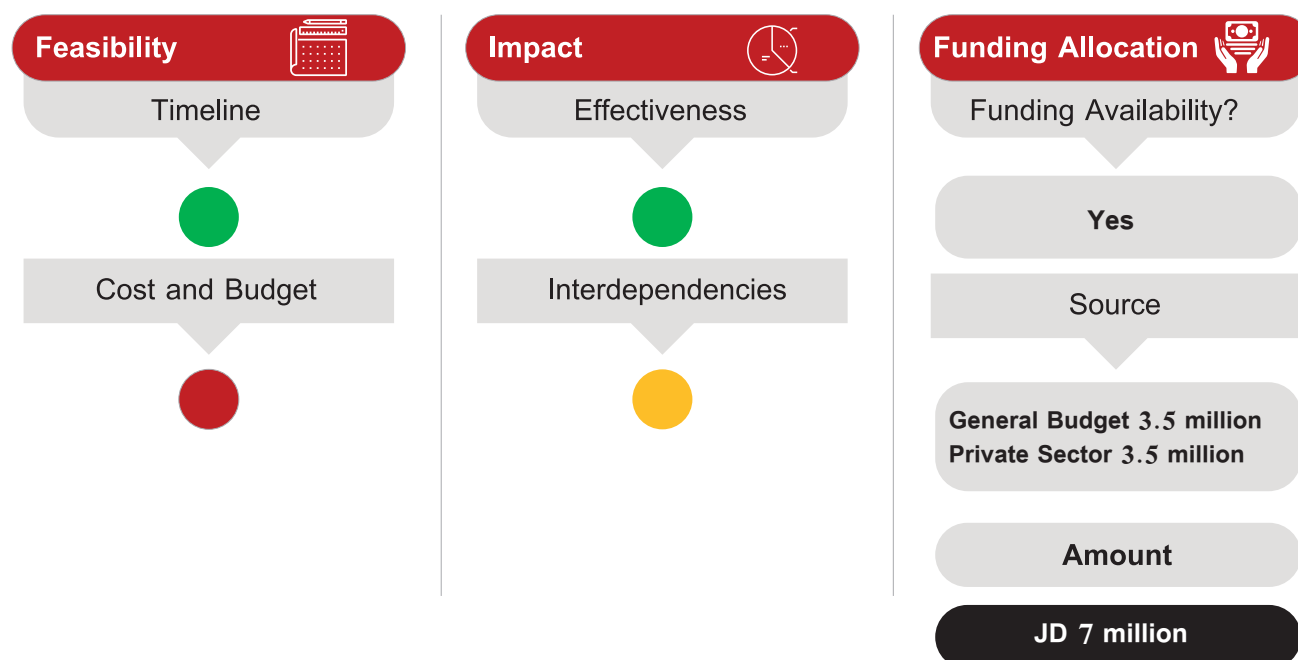
Establish an Agricultural Marketing Company

Targets

Operationalize Agriculture Marketing Company and the online sales platform by 2023

Description

Key Stakeholders	Date	Key Milestones
Ministry of Agriculture	First Quarter 2022	Operationalize Agricultural Marketing Company
Ministry of Agriculture & New Company	First Quarter 2023	Create and operationalize application for sales via internet
	Second Quarter 2023	Operationalize sales platforms for exports, including grading and packaging, as well as storage and cooling



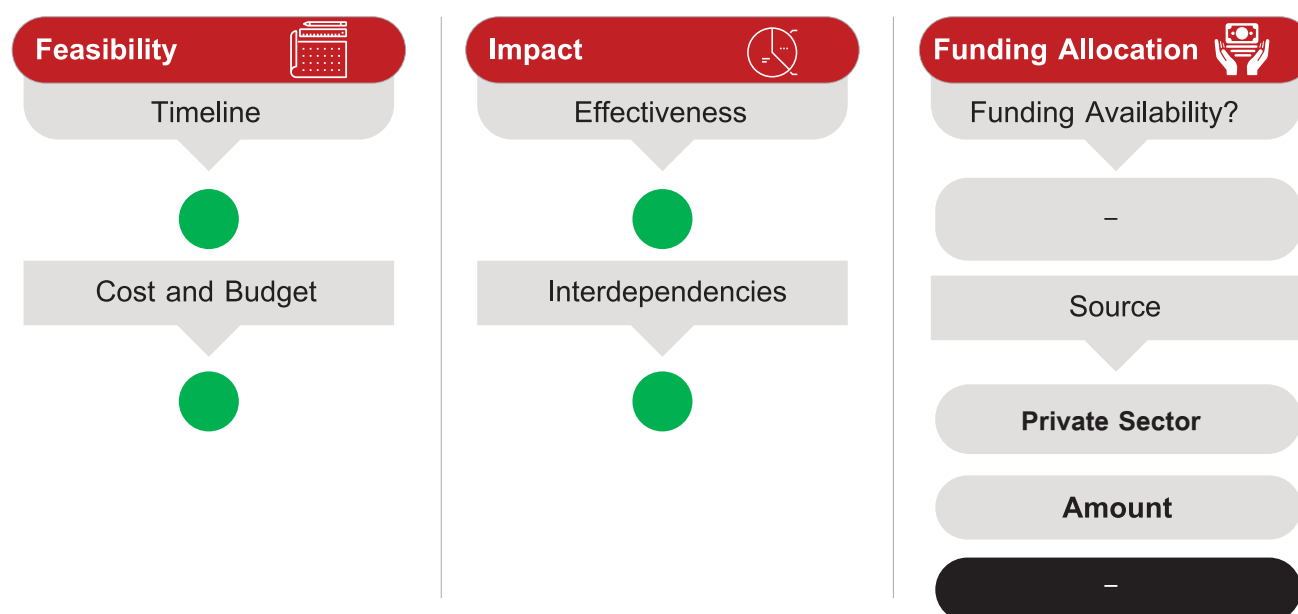
Encourage and promote food manufacturing

Targets

- Operationalize plants for tomato processing and production by 2023
- Start exploring investment opportunities for food processing with the private sector

Description

Key Stakeholders	Date	Key Milestones
Ministry of Agriculture	Fourth Quarter 2021	Identify budget and finalize tendering of the food processing plant for frozen tomatoes, tomato paste and dried tomatoes
	First Quarter 2022	Execute material contracts
	First Quarter 2023	Operationalize new plant



Industry

Main Target: Increase exports of goods and services

Diagnosis of Current State

- The industrial sector contributes directly to approximately 25% of GDP, which increases to 40% when considering the close linkages of the sector with the rest of the economy and its impact on the economy as a whole
- The industrial sector employs 251,000 workers, mostly Jordanians (21% of employment in Jordan), who work in about 18,000 industrial enterprises across all governorates of Jordan, and receive more than JD1.5 billion as salaries, through which they support one fifth of the population

Direction

- Jordan has a small domestic market compared to markets in other countries, which requires focusing on exports as an engine for sustainable economic growth
- The focus on improving Jordan's exports in terms of complexity and magnitude is necessary to consider Jordan as a regional export destination that will contribute to strategic investments and increase the level of foreign investment

Key Challenges

- High transport, logistics and energy costs
- Lack of support to small and medium-sized enterprises (SMEs) in improving exports and markets access
- Limited increase in the diversity and complexity of Jordanian products
- Lack of incentives and strong competition from neighboring countries (e.g., Egypt and Turkey)

Priorities

- Provide a catalytic infrastructure for industrial investments
- Increase competitiveness of national products in domestic and export markets
- Promote linkages between the sector and other sectors
- Stimulate national exports and develop export promotion services
- Establish an Industry Support and Development Fund

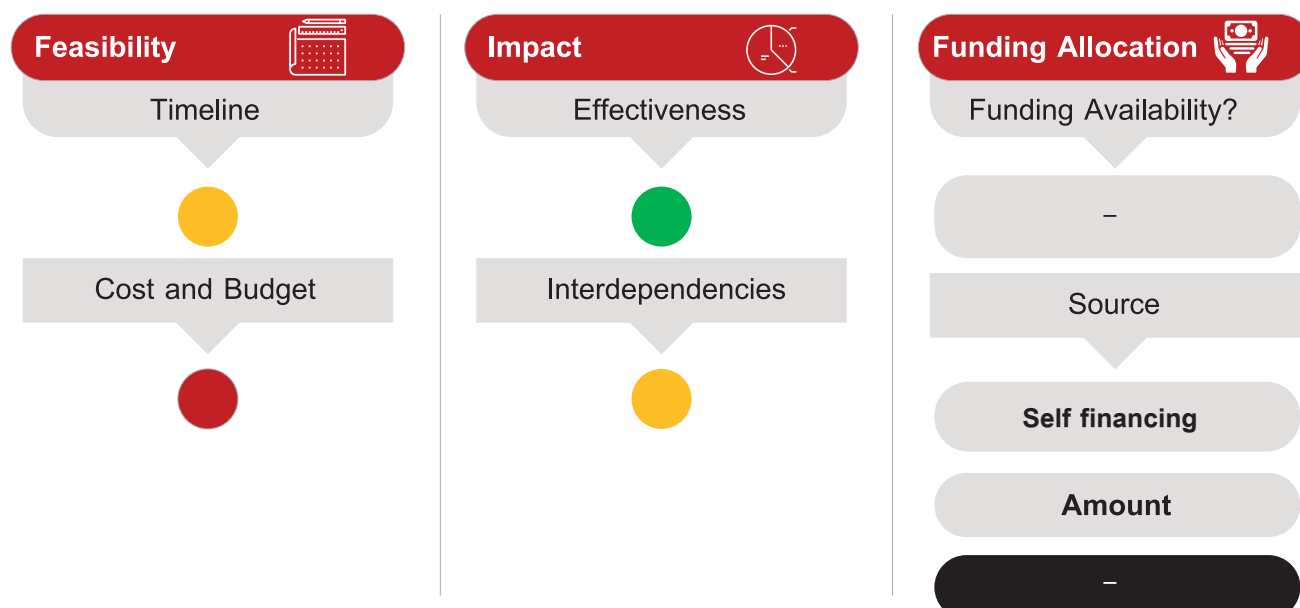
Provide a catalytic infrastructure for industrial investments

Targets

- Establish an industrial zone in Zarqa Governorate
- Expand Almuaqqar Industrial Zone
- Designate one of the existing industrial zones/ or part of it for technological industries
- Amend the comprehensive scheme of industrial zones and Jordan Investment Commission (JIC)

Description

Key Stakeholders	Date	Key Milestones
Jordan Industrial States Company / Ministry of Industry and Trade / Jordan Investment Commission	Fourth Quarter 2021	Allocate existing industrial zones/ or part of for technological industries • Amend scheme for industrial zones and Jordan Investment Commission (JIC) • Prepare a study on allocating one of the industrial zones for technological industries and redesigning the comprehensive scheme of the zone that will be allocated
Jordan Industrial States Company / Ministry of Industry and Trade	Fourth Quarter 2023	Expand Almuaqqar Industrial Zone • Purchase land and implement infrastructure on 1,000 dunams • Develop infrastructure for the expansion



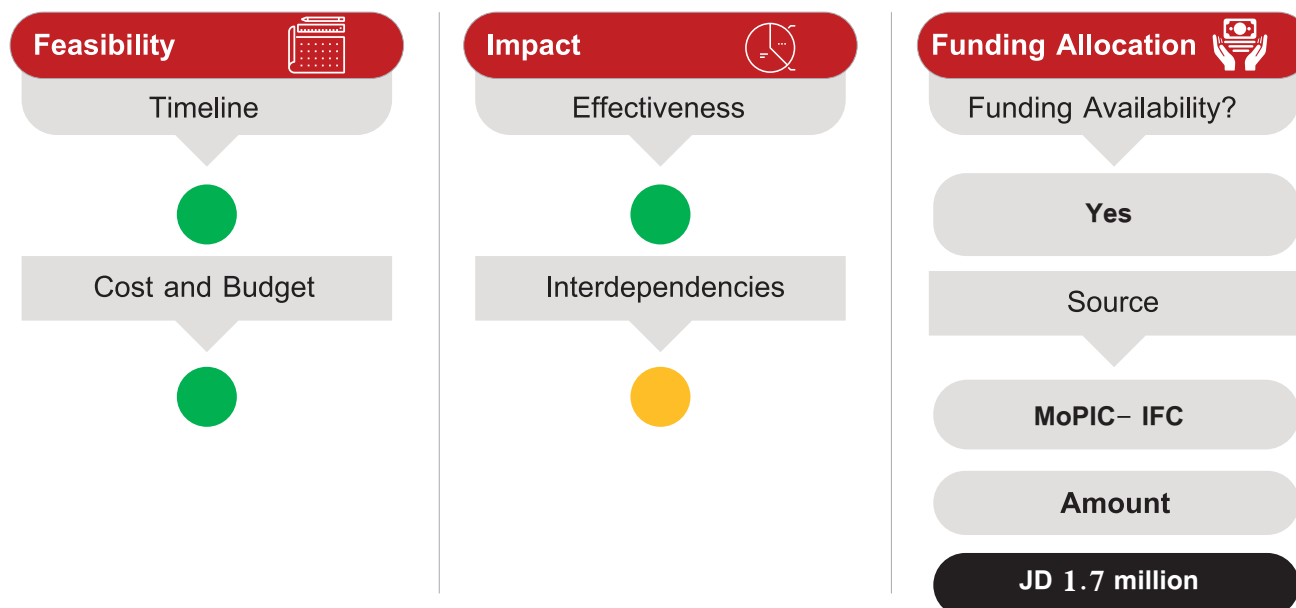
Increase competitiveness of national products in domestic and export markets

Targets

- Upgrade the quality of Jordanian products for both local & global markets
- Develop infrastructure, testing capabilities and capacities
- Develop "Made in Jordan" program by the adopting quality standards

Description

Key Stakeholders	Date	Key Milestones
Ministry of Industry and Trade / Jordan Standards and Metrology Organization (JSMO) / Jordan Chamber of Industry	Fourth Quarter 2021	Identify a list of priority products and re-examine and develop existing relevant technical specifications and rules



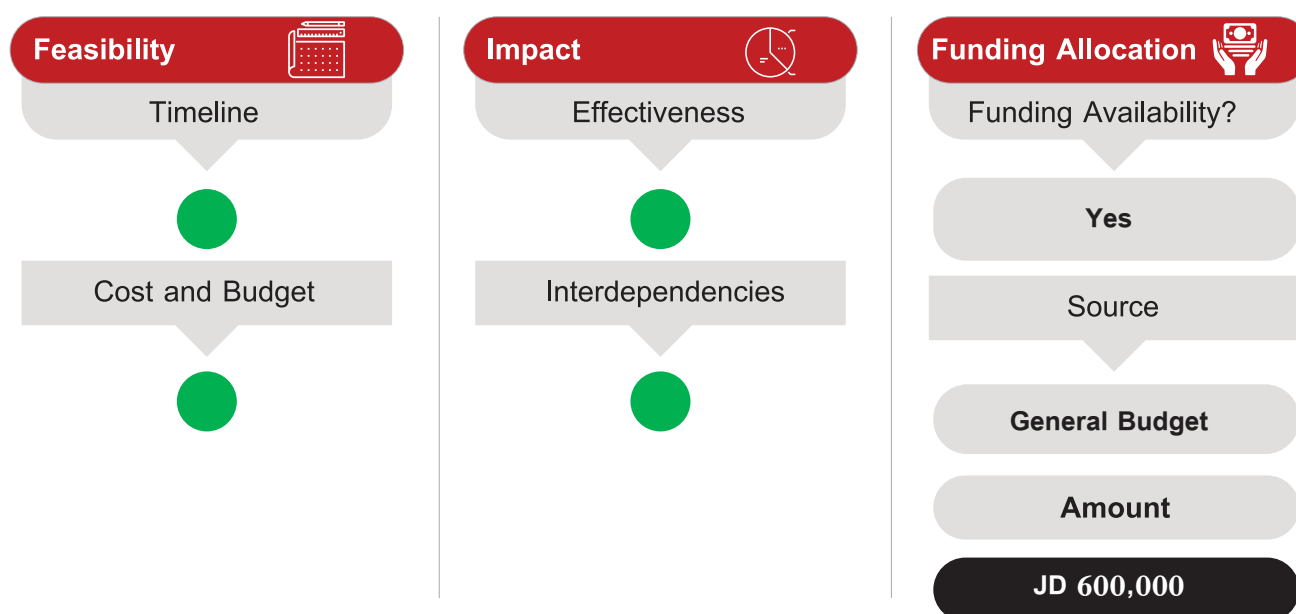
Promote linkages between the sector and other sectors

Targets

Increase networking opportunities between local food factories and local production and service sectors

Description

Key Stakeholders	Date	Key Milestones
Ministry of Industry and Trade / Industrial Scientific Research and Development Fund (ISRD)	Fourth Quarter 2022	Implement food security business model
Jordan Enterprise Development Corporation (JEDCO)		Linkages Support programme



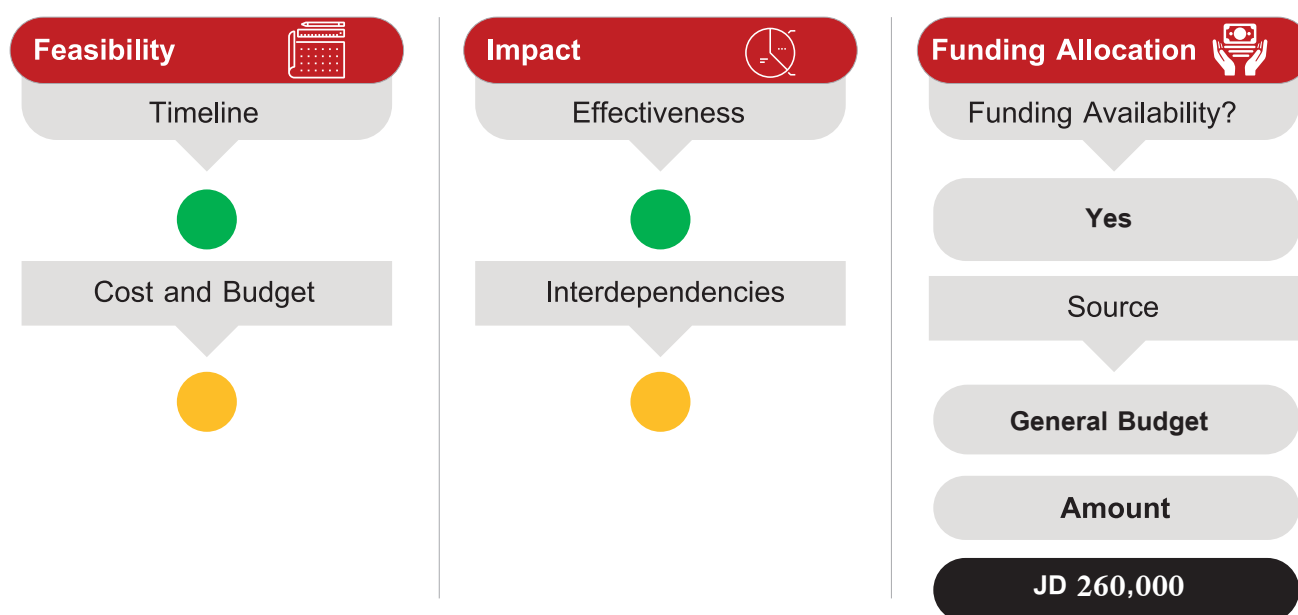
Stimulate national exports and export promotion services

Targets

- Improving export and export promotion by activating the Jordan Exports Company
- Develop a national export strategy

Description

Key Stakeholders	Date	Key Milestones
Ministry of Industry and Trade and relevant stakeholders	First Quarter 2022	Develop and launch the national export strategy
Jordan Exports Company	Fourth Quarter 2023	Develop export promotion services, exhibitions and studies to open export markets for companies



Establish an Industry Support and Development Fund

Targets

Funding the development and modernization of projects

Description

Key Stakeholders	Date	Key Milestones
Ministry of Industry and Trade	Quarter Four 2021	Review the current Industrial Activities Incentive Bylaw
	Quarter Two 2022	Develop legislative framework for the establishment of the Fund, determine its funding mechanism and operations and areas of support and development to be covered

