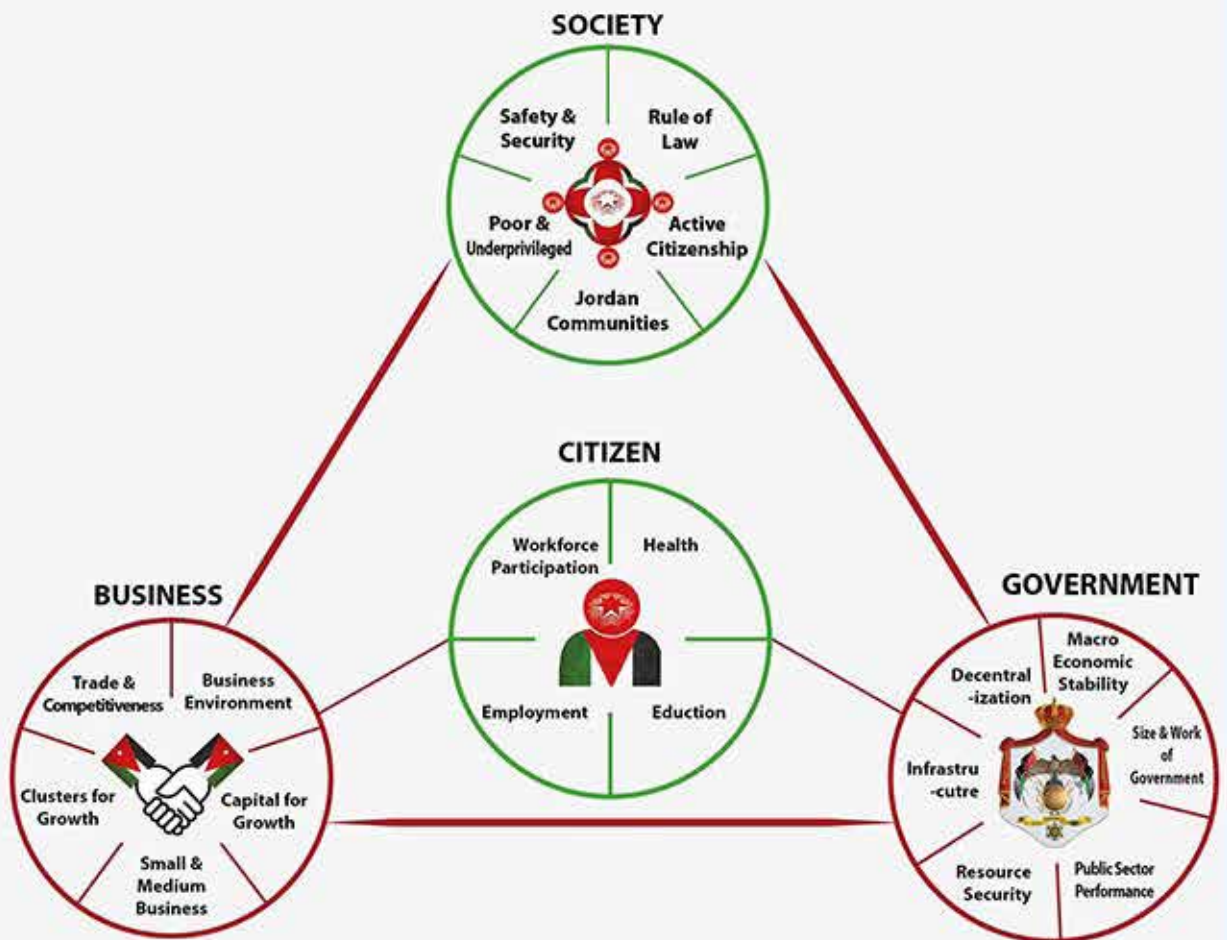




## **Second Section**





# Performance Management Framework for Implementation

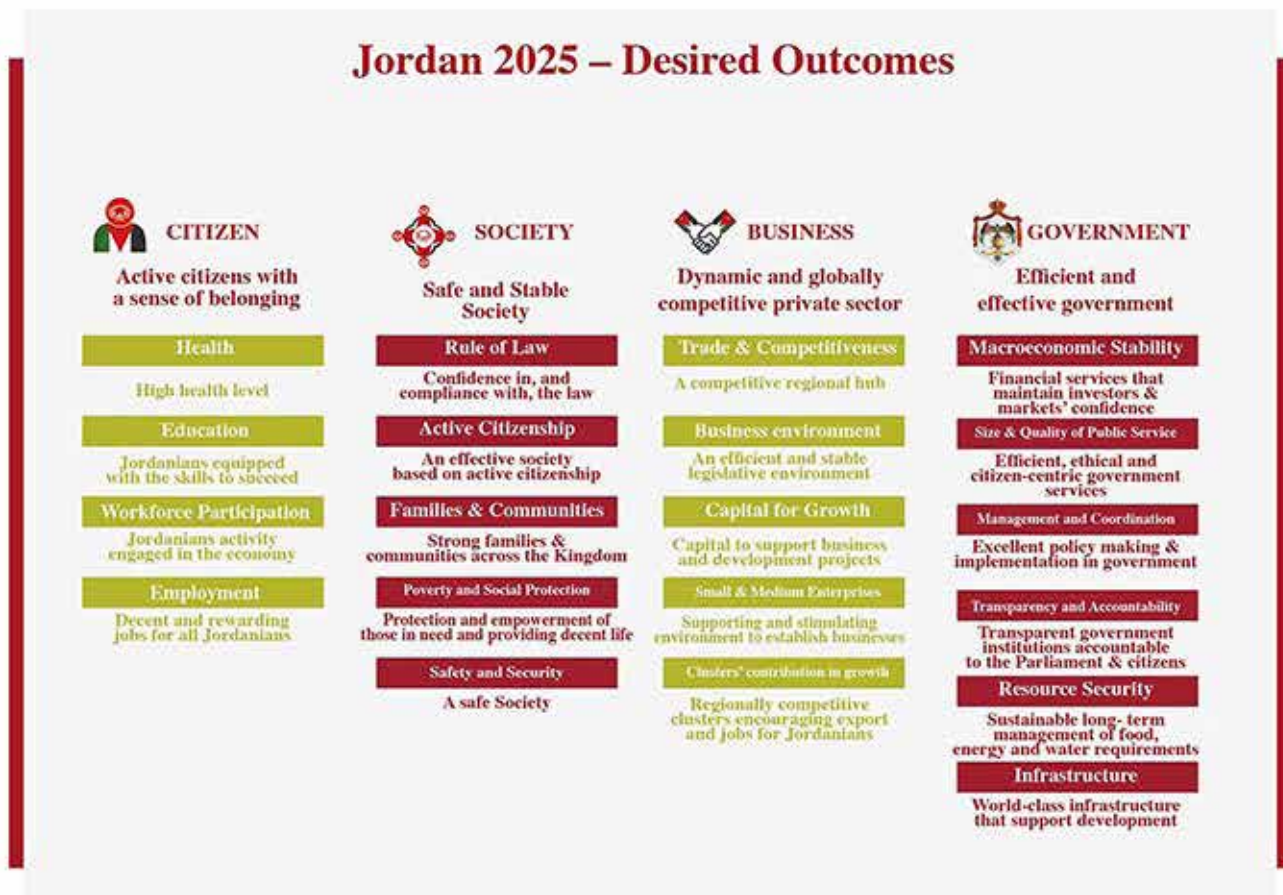
“Jordan 2025” aims to deliver outcomes to all Jordanians citizens. As outlined in the first part of this document, the government, the civil society and the private sector can undertake many training activities, develop new IT systems and fund community groups and volunteer activities, but this is different from delivering real outcomes that positively reflect on citizens’ quality of life.

“Producing Jordanians equipped with the skills to succeed in life and work and join the labour market” is an example of a specific (education) outcome valued by all Jordanians. As highlighted below, there are many inputs and activities necessary to achieve this desired outcome, including, for example:

- High quality teachers.
- Well-built school environment with the most important requirements, such as libraries, laboratories and means of communication.
- Active parental involvement to give their opinions on curriculum and life issues.
- A school curriculum that develops the skills and capabilities required by youth for their adult life.
- Local community support and participation encouraging national values in their young people.
- Private sector participation through practical training, vocational guidance and other activities necessary to build the capacity of young people and enable them to enter the labor market.

Outlined below are the statements of desired outcome for all development priorities in this vision.

**Figure 34: Jordan 2025- Desired Outcomes**

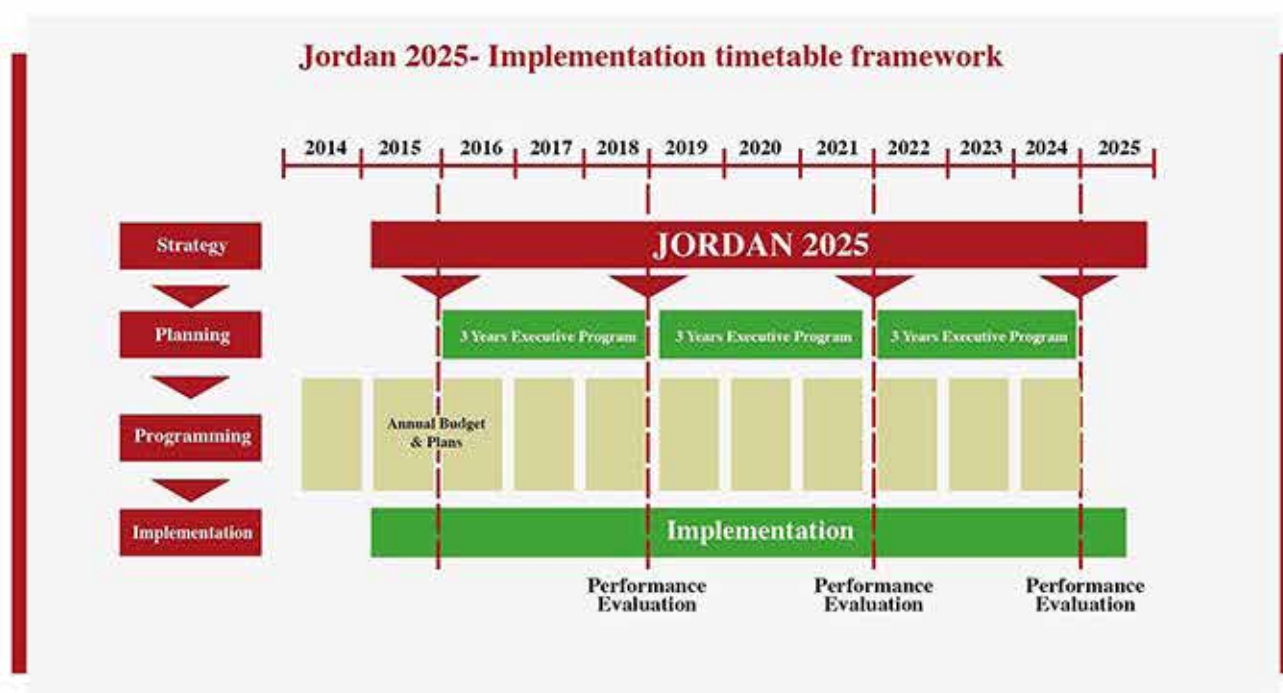


## Tracking and Measuring the Delivery of Outcomes

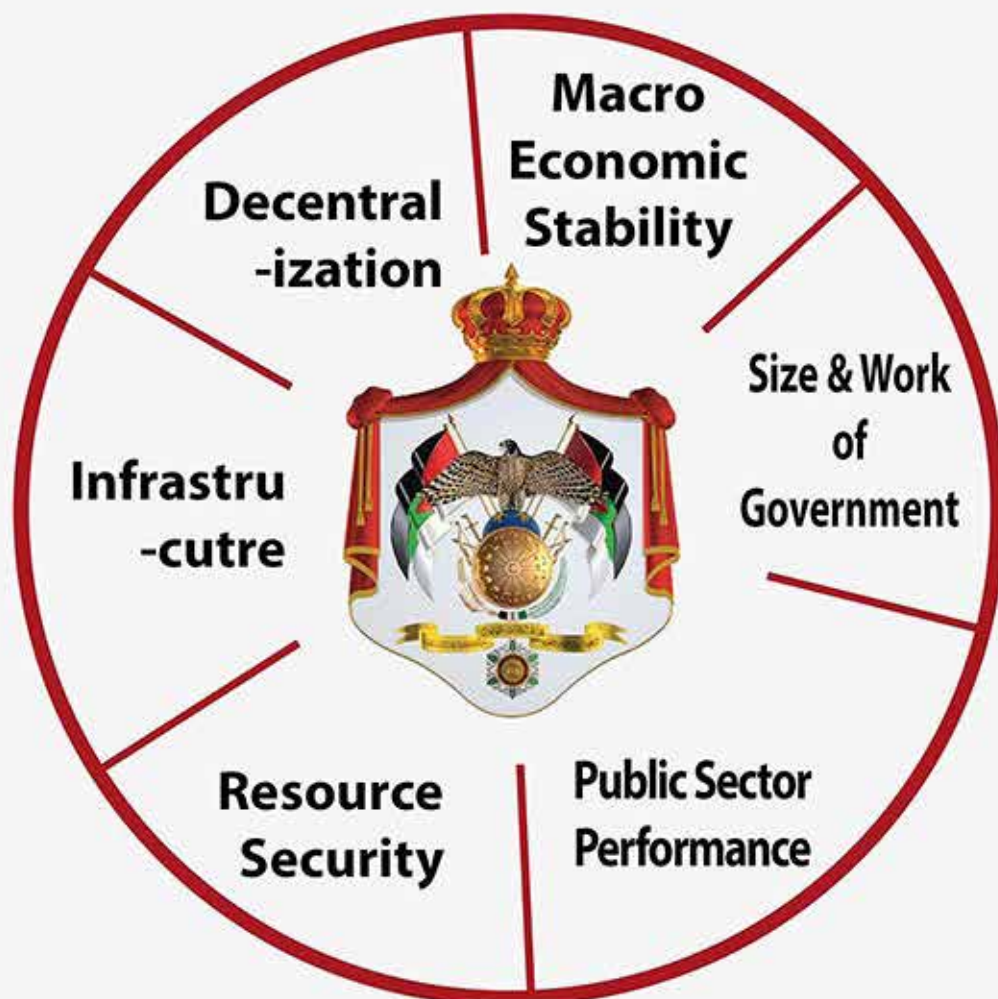
This chapter provides the initiatives and priorities based on an assessment of the challenges; priority initiatives will be identified to enable the Prime Minister's Delivery Unit to continue implementation. A number of key performance indicators against which to measure progress in implementation and speed delivery with respect to improving outcomes were selected.

In each section, a number of KPIs have been chosen to measure progress, and where possible, objective and internationally used KPIs have been selected. This is to ensure transparency in measuring progress. The executive programs that will be prepared based on this vision will measure progress in the short and medium term. The time-period covered by the vision was divided into three phases, and each phase will be evaluated to see what has, and what has not been, achieved in order to ensure continuing the implementation of policies and initiatives of this vision.

**Figure 35: Implementation timetable framework**



## The Government- Priority Initiatives



# Macroeconomic Stability

## Targeted scenario

Targeted scenario	Priority Initiatives
Enhance tax revenue management and improve tax collection	<p>Review revenue related government legislation, including tax legislation, to achieve greater equity in the distribution of tax burdens and enhance government revenue.</p> <p>Strengthen the capacity of tax departments, including income and sales tax departments, particularly with regard to tax inspection and corporate and sales tax.</p> <p>Activate mechanisms of collecting accumulated arrears owed by various entities to the government.</p> <p>Conduct a periodic assessment to demonstrate the impact of financial decisions concerning revenue increase and the impact of tax laws on the achievement of economic goals.</p> <p>Improve the income tax data at the household level by requiring all Jordanian families to file an annual tax return even if their income is exempt from tax.</p>
Expand the use of electronic revenue collection system	<p>Expand the use of technology and information technology in collecting public revenue in order to facilitate collection procedures, such as the National Payment System and payment through electronic cards.</p> <p>Expand the application of the electronic land and building system to all municipalities, including the Greater Amman Municipality, and including revenue, occupation licenses and other fees in the system."</p> <p>Apply the international scanner system (barcode) to the collection of receipts.</p>
Reduce tax Exemptions and tighten exemption rules	<p>Reduce tax exemptions and set clear conditions for them.</p> <p>Publish exemption decisions issued by the Council of Ministers and the reasons for exemptions.</p>
Capital spending	<p>Periodic follow up of capital allocation spending to be used on aspects that have a positive impact on economic growth.</p> <p>Focus on the establishment of capital projects through grants, partnership projects or Islamic bonds (sukuk) in the general budget and the budget of independent government units.</p>
Review the mechanisms and procedures designed to rationalize and control public expenditure	<p>Review financial legislation to achieve greater fiscal discipline.</p> <p>Set up a mechanism to ensure that financial obligations and arrears owed by ministries and government departments do not accumulate by staying within budget allocations except in exceptional cases and duly justified.</p> <p>Develop effective mechanisms to rationalize operating expenses, especially in electricity, water and fuel consumption and limit such expenses in ministries, government departments and units, public universities and municipalities.</p> <p>Conduct a comprehensive review to reduce the cost of premises rented by the government, both inside or outside the Kingdom such as embassies, and develop a gradual plan for optimal use of leased premises and the gradual shift towards the ownership of government buildings in the light of the priorities and available financial resources.</p> <p>Take the necessary measures and implement the time plans to reduce loss of electricity, water and fuel.</p> <p>Review the government support policy and adjust the mechanism designed to direct support to those who deserve it.</p> <p>Follow up the implementation of the financial aspects of the government's decisions in restructuring, integration and the abolition of some governmental bodies and institutions.</p> <p>A comprehensive review of the annual financial costs of the government's contributions in international institutions and organizations and assess the direct and indirect benefits of these contributions.</p>
Expand the use of electronic systems in the rationalization of expenditures	<p>Review the public debt law and manage it in line with international practices and set debt ceiling controls, whether for the central government or independent units such as electricity and water.</p> <p>Complete the necessary legislative amendments to encourage the private sector to enter into partnership agreements with the public sector to implement major development projects in key sectors.</p> <p>Conduct a periodic review of external and internal funding tools to periodically reduce funding costs.</p> <p>Optimum exploitation of financial grants provided to Jordan and coordinate with donors to secure external grants to prevent deficit from increasing.</p>
Reduce the budget deficit	Update legislation on financial audit and control in line with international practices.

Targeted scenario	Priority Initiatives
Control	<p>Complete the implementation of the Government Financial Management Information System (GFMS) to include all government ministries and departments, and develop a new electronic system to manage the financial information of independent units.</p> <p>Continue the government's efforts to strengthen public financial management operations.</p> <p>Activate and expand the scope of the control mechanisms over public funds.</p> <p>Strengthen and qualify workers in government financial and control field.</p> <p>Follow up the requirement of passing the Government Accountant Programs before employees can conduct financial business.</p> <p>Prepare the implementation plan to apply international control standards in the public sector.</p> <p>Adopt a new program for internal auditors of the public sector.</p> <p>Prepare new instructions and foundations to nominate, follow up and evaluate government representatives in companies in which the Government has a shareholding.</p>
Promote transparency and financial disclosure	<p>Issue the final account of the central government and the final account of independent units early before the expiration of the constitutional period specified, and include a comparison of achievements against the identified goals, key performance indicators and standards.</p> <p>Publish financial statements in accordance with international financial reporting standards, and publish the public finance statements in a timely manner without delay.</p> <p>Incorporate the financial statements of independent government units in the monthly public finance statements of the central government.</p> <p>Promote transparency in the dissemination of financial statements to include municipalities, universities, the Aqaba Special Economic Zone Authority and government Jowned companies.</p>
Prepare the general budget	<p>Continue the reforms towards the full implementation of the outcome Jbased budgeting.</p> <p>Earmark reserve for planning in midJterm expenditure framework for indicative years in order to allocate financial resources for new projects and initiatives in the subsequent budget.</p>

# Key Performance Indicators- Macroeconomic Stability

## Targeted Scenario

This scenario reflects the perspective of the Ministry of Finance in implementing the above mentioned initiatives, the impact of these initiatives on economic growth and the public budget deficit and debt related developments. This financial model assumes progress in economic performance depending on the response of the national economy to the improvements planned for the next few years, in collaboration with other sectors of the economy:

Indicator	Baseline 2014	2017	2021	2025
GDP real growth rate	3.1%	4.9%	6.9%	7.5%
Ratio of local revenues to current expenses (%)	86.4	100.1	114.0	130.0
Budget deficit as a percentage of GDP (%) (after grants)	(3.5)	(1.2)	(0.8)	0.0
Budget deficit as a percentage of GDP (%) (before grants)	(8.1)	(4.0)	(1.0)	0.0
Government units' deficit (%)	(5.0)	(2.0)	0.0	0.0
Consolidated budget deficit (%) (after grants)	(8.5)	(3.2)	(0.8)	0.0
Ratio of total public debt (as a percentage of GDP) (%)	82.3	76.0	57.0	47.4



## Initiatives related to Size and Work of the Government

### Targeted scenario

Targeted scenario	Priority Initiatives
Improve the structure of the government and reform of the regulatory environment	Continue the implementation and improvement of the Government Performance Development Program 2014 J2016 with all its major themes and contents.
	build on what has been achieved to implement government restructuring programs to build an agile government that achieves efficiency and effectiveness in the implementation of tasks through mergers, cancellations, task transfer and consolidating regulatory and supervisory bodies in sectors.
	Increase the rate of occupants of specialized technical positions against supporting jobs (technical, administrative).
	Continue to build institutional capacity in human resources management and planning and improve the capacity of human resources units in the government.
	Review and develop the legislative frameworks governing the processes of restructuring and development of organizational structures of government institutions (the law on "restructuring public institutions and departments, creation of government department and development of organizational structures bylaw).
Develop the e-government	Accelerate the implementation of self Jservice to citizens through the use of e-government interfaces as described in the EJGovernment Strategy 2014J2016.
	Promote the use of computerized systems in ministries and government institutions and departments which allow electronic linkage with the rest of the computerized systems in government institutions and departments.
	Combine government websites into a single government portal of a consistent appearance and structure of the individual websites of ministries and departments and develop the EJGovernment Strategy 2015J 2018.
	Issue and develop the necessary legislation to provide services electronically so that citizens do not have to visit government offices (Electronic Transactions Act).
	Raise awareness of eJgovernment at the national level among citizens, businesses, and government institutions.

## Key Performance Indicators- Size and Work of Government

### Targeted Scenario

Indicator	Baseline 2014	2017	2021	2025
Government effectiveness	49.8%	55%	60%	65%
E-government ranking in the United Nations Report	30	25	22	Top 20
Institutions implementing and using Human Resource management Information System	NA	70%	90%	100%
Score: is the law governing the administration and civil service effective?	56	65	70	75
Rate of occupants of supporting jobs of total	-	35%	30%	25%

## Targeted Scenario

Targeted scenario	Priority Initiatives
<p><b>Support decision making mechanism in the Council of Ministers</b></p>	<p>Hold a private meeting twice a year for the Council of Ministers, general secretaries and other heads of institutions to focus on the government's strategic priorities and major reform initiatives.</p> <p>Institutionalize the role of the Economic and Social Council as an advisory board of experts to be on call at the discretion of the Council of Ministers.</p> <p>Strengthen the supervision and followJup capacities of the Prime Ministry, within the following themes:</p> <ul style="list-style-type: none"> <li>• Restructuring the Prime Minister's Delivery Unit at the Prime Ministry to support ministries in achieving the Prime Minister's declared priority initiatives.</li> <li>• Create the Department of Strategic Policies of help the Council of Ministers, the ministries and government institutions, while focusing on"the most important issues and allocate enough time to discuss them."</li> <li>• Strengthen the capacity of the Secretariat of the Council of Ministers and prepare an action guide according to best practices for the deliberations and"meetings of the Council of"Ministers.</li> </ul>
<p><b>Promote transparency and accountability practices in public sector institutions</b></p>	<p>ReJaunch <a href="http://www.plan.gov.jo">www.plan.gov.jo</a> as the central gateway so that citizens, members of parliament, donors and investors can follow up the plans andthe progress made in implementation.</p> <p>Publish Jordan 2025 and its executive programs, as well as the annual budget statements of each government institutions.</p> <p>Follow up the progress of the executive plan to strengthen National Integrity System and publish work progress reports.</p> <p>Promote governance and transparency practices, hold awareness workshops about governance and transparency and followJup results by submitting periodic assessment reports on governance practices in the public sector in accordance with the circulated and adopted governance practices guide.</p> <p>Develop and adopt good governance policies and programs and include them in relevant legislation in preparation for implementing them in the public and private sectors and civil society organizations to become part of the community and corporate culture.</p> <p>Build Institutional capacity in the field of strategic planning in accordance with the circulate and adopted participatory approach to strategic planning.</p> <p>Develop legislative frameworks that ensure coordination between the three supervisory institutions (the Audit Bureau, Anti-Corruption Commission and the Ombudsman Bureau) and the other relevant institutions.</p>
<p><b>Develop the government services to meet the aspirations of Jordanian citizens</b></p>	<p>Institutionalize the evaluation field visits conducted by the Ministry of Public Sector Development and publish these reports and follow up the implementation of their recommendations.</p> <p>Reengineer and streamline the procedures of government services delivery and develop delivery standards and publish them in guides.</p> <p>Continue the development of central system for government complaints management and receive and followJup citizens complaints about government services.</p> <p>Determine the government services that can be delivered electronically and reJengineer and simplify their procedures to be provided electronically in accordance with the priorities and work mechanisms of eJ government program and follow up their implementation.</p> <p>Create an interactive observatory to assess government services: measuring customer satisfaction and provide a window for service recipients to evaluate government services, express their opinions about them and submit proposals to develop them.</p> <p>Develop innovative methods and processes (such as mobile phone applications) to be used to collect and analyze feedback from citizens on government services and public infrastructure, submit complaints and communicate about priorities at the national or governorate levels.</p> <p>Prepare and circulate a charter that includes the rights and duties of service providers and recipients and the consequences of and the consequences of nonJcompliance with the rights and duties of both providers and recipients.</p>
<p><b>Improve the efficiency of the civil service</b></p>	<p>Restructure the roles of civil servants in professional "paths" based on the types of jobs and qualifications required in terms of adopting the quantitative and objective application in classifying the functions of the civil service.</p> <p>Develop and review election and appointment standards and the incentive and reward system to enhance the government's ability to attract and maintain required qualified personnel.</p> <p>strengthen and develop the institutional and human capacity of the Civil Service Bureau to be a certified and licensed Assessment Center to provide functional tests and other jobJrelated personality tests, which aim to discover current capabilities and expected improvements of individuals, whether in the recruitment stage or next stages or upgrading and promotion, conduct succession planning and provide all the necessary requirements.</p>

Targeted scenario	Priority Initiatives
<p style="text-align: center;"><b>Improve the efficiency of the civil service</b></p>	<p>Activate the use of information technology and implement the HRMIS gradually in the civil service institutions and departments.</p>
	<p>Develop the individual performance evaluation system, enhance the capabilities of the occupants of the supervisory and leadership positions on the management and implementation of the evaluation process efficiently and effectively, provide computerized systems to evaluate the individual performance of employees and link evaluation systems with other electronic systems related to employees' career path.</p>
	<p>Each path should have an efficiency framework based on international best practices and the requirements of continuing education.</p>
	<p>Strengthen the supervisory capacities of the Civil Service Bureau to be a well Jorganized supervisory entity to manage and develop human resources and provide support and technical services to Civil Service departments.</p>
	<p>Phase out the competition lists at the Civil Service Bureau through open advertisement of vacancies available by sector. This is to be done in the long run after qualifying human resources departments and complying with the centrality of the Civil Service Bureau procedures and the decentralization of appointment decisions of government departments.</p>
	<p>Develop a "fast track" for the civil service program to employ top J performing college graduates in government institutions.</p>
	<p>Develop a scholarship program to support highJperforming university students and current civil servants to fund their participation in the civil service programs or graduate studies in exchange for a certain number of years in public service.</p>
	<p>Shift to the single gateway system managed by the Civil Service Bureau where ministries can post newly created jobs and citizens can search and register to receive notifications of all kinds or about the job opportunities at the Ministry and read job requirements. Citizens submit their applications directly through the gateway, and the ministries to review and manage their applications. Job seekers who are appointed can be referred through the information management system.</p>
	<p>Build the capacities of the Institute of Public Administration in the field of studies and consultations.</p>
	<p>Develop a national plan for training and rehabilitation for the coming years, based actual needs and human resource development priorities in accordance with the best practices in the civil service, and conduct studies to evaluate the impact of training on individual and institutional performance.</p>
	<p>Support capacity building in ministries and enable them to design their own job description, which shows employees' training track in line with the department's needs and in accordance with the instructions for job description and classification in the civil service.</p>
	<p>Align human resources with institutional roles and tasks: analyzing the roles and tasks performed by departments, determine real needs of human resources and compare them with the current reality of human resources, and identify and address deficiencies and surplus through redistribution and government job formation tables.</p>
	<p>Complete the plans for the development and strengthening the institutional capacities of the Institute of Public Administration to increase the efficiency of designing and implementing training programs.</p>
	<p>Build leadership capacities to enable executive leaders in the government at the level of assistant secretaries Jgeneral and directors of departments and directorates assume leadership tasks in the future.</p>
<p>Institutionalize programs on periodic meetings and the Government Leaders Forum and continue to implement them in order to exchange knowledge and experience, learn about the latest developments in various subjects and discuss mportant public issues.</p>	
<p style="text-align: center;"><b>Support innovation and excellence</b></p>	<p>Adopt feasible and creative ideas and initiatives submitted by government employees and refer them to implementation authorities through the "Creative Incubator" at the Ministry of Public Sector Development.</p>
	<p>Hold a national conference for outstanding experiences and build a clear strategy to promote the concept of support for innovation and excellence.</p>
	<p>Use the results of the King Abdullah II Award for Excellence evaluation reports to develop reform and development initiatives and follow up their implementation.</p>

## Targeted Scenario

Indicator	Baseline 2014	2017	2021	2025
Government's ranking on the Global Competitiveness Index	24	18	16	12
Number of government sectors whose organizational structure are being developed	-	3	3	3
The degree of government departments commitment to Service Improvement System (scale score of 3)	-	2.70	2.80	2.90
Ranking on the Corruption Perceptions Index	50	55	60	65
Ranking on the Open Budget Index	57	Minimum 65	Minimum 70	Minimum 75

# Resource Security and Management

## Part 1: Food and Agriculture

### Targeted scenario

Targeted scenario	Priority Initiatives
Encourage private sector participation in the purchase of foodstuff	Make long-term strategic arrangements for food supply in global markets with big food producing countries and international companies.
Improve Jordanian negotiation and procurement skills in global markets	Study the possibility of phasing out tariffs on key food imports (such as barley, wheat and rice) by 2020. Develop world-class expertise in agricultural trade negotiations ("diplomatic food security" skills).
Reduce the risk of supply and price shocks	Conduct a feasibility study on the use of futures and options contracts with international suppliers. Monitor global price trends with respect to basic commodities and provide information to decision-makers.
Ensure the highest level of competition in the local market	Strict enforcement of the competition law to prevent monopolies and price manipulation by importers and distributors. Enact a legislation on the right of comparison advertising to improve the availability of pricing and the quality of information in order to increase competition among retailers. Launch a website to educate consumers about product safety and quality issues. Strict application of the legislation on the grading and selling of fruits and vegetables on the basis of weight wholesale markets.
The transition towards a sustainable, more efficient and productive local agricultural production	Motivate producers who invest in agricultural technology, organic agriculture, and water efficiency in order to increase production. Implement the National Strategy for Food Security. Encourage "local farmers' markets" in cities across Jordan, and create a local market for small projects and home-based business. Provide appropriate incentives to promote efficient use of water in irrigation and achieve high economic returns of agricultural irrigated products irrigated. Encourage the shift of 30% of exposed irrigated agriculture area in the Jordan Valley and the highlands towards protected agriculture. organic farming for export and quality certification purposes and target 5% of existing Jordanian farms. Support pest control efforts to reduce the risks to farmers and disseminate information on best practices.
Maintain the sustainability of agricultural resources and biodiversity	Preserve forest areas and biodiversity and protect the vegetation cover. Afforest 25% of barren forest areas in the rain belt areas on which the rate of precipitation exceeds 300mm.
Ensure a healthy and safe agricultural production	Strict application of the legislation concerning the safety of domestic and imported agricultural products in order to secure safe food for citizens. Adopt the Consumer Protection Act to enhance consumer protection mechanisms among government agencies and civil society organizations. Standardize inspection standards and measures of all food inspectors in customs centers and develop the National Inspection Manual. Adopt electronic inspection programs for food.
Expand support programs for existing farmers to maximize the productivity and efficiency of water for current farms	Support applied agricultural research and inform agricultural workers of research results. Create an innovation fund for agriculture, food, energy and water to stimulate development, and adopt and use water-efficient technologies in Jordan. Provide incentives for the development and modernization of small and medium packaging and and refrigeration facilities. Encourage and support investment in sector of cut flowers for export purposes. Encourage farmers to assemble smallholdings by establishing companies of all types to allow the use of technology in agriculture. Encourage small agricultural lending to individuals and agricultural societies through the Agricultural Credit Corporation.

## Key Performance Indicators- Food and Agriculture

### Targeted Scenario

Indicator	Baseline 2014	2017	2021	2025
The contribution of the agriculture sector in GDP	2.9%	3.0%	3.2%	3.4%
Growth rate of local agricultural product	18%	20%	22.3%	24%
Increase the rate of agricultural exports	18%	21%	23%	24%
The value of the credit facilities provided to the agricultural sector (JD million)	266	290	310	325
Jordanian agricultural workers relative to total Jordanian workers	1.53%	1.62%	1.65%	1.72%
Increase the area of agricultural land in which drip irrigation is used (thousand acres) by 0.1% per annum	900	925	954	962
Forest area (thousand acres)	905.5	917.3	927.1	939.3

# Resource Security and Management

## Part 2: Water

### Targeted scenario

Targeted scenario	Priority Initiatives
Reducing expenses and costs	Improve energy use efficiency in water utilities, and implement a number of projects based on renewable energy sources (hydraulic, solar, wind) as well as biogas and energy production from sludge.
	Introduce renewable energy as a source to supply water systems.
	Increase private sector participation and work on a commercial basis.
Increasing operating revenue	Increase the percentage of billing, and collection and increase their efficiency through contracts based on performance.
	Increase and improve revenue through the restructuring of the water and extraction fees and subscription fees for all uses.
	Reduce illegal consumption.
Achieving the sustainability of the current sources and making tireless efforts to reduce over-pumping of groundwater	Rehabilitate governmental drinking wells.
	Reduce over-pumping from licensed wells, particularly for agricultural purposes in upland areas and expand water users associations in highlands.
	Make amendments to the groundwater legislation and system and activate enforcement of laws and regulations on groundwater monitoring.
	Install meters on all wells and strengthen the role of security and protection units.
	Protect groundwater resources from pollution.
	Restructure and develop the damaged parts of the existing distribution network to reduce water waste.
	Increase the measurement of the water distribution to monitor water consumption level and distribution efficiency.
Maximizing the use of shared water sources	Follow up and develop bilateral agreements and create a regional framework for joint cooperation.
Increasing the capacity and quality of water supply	Implement the Jordanian Carrier of Bahrain project (the Red Sea- the Dead Sea).
	Increase the storage capacity of dams by building more new dams or expand existing ones and build desert dams, ponds, excavations.
	Distribute water equally among the Kingdom's governorate and remote areas.
	Expand the re-use of treated wastewater in agricultural production, and provide the water needed for other industrial and economic purposes.
	Improve drainage networks in urban areas to collect rainwater and runoff and purify water for use in various economic fields and encourage the re-use of gray water.
	Transform from the pumping system to supply water to the flow system in the Kingdom's governorates.
	Use automation in the management of water sources and facilities.
	Redistribute water so as to increase average consumption of people and thereby increase revenue.
Update drinking water standards at the national level and invest in initiatives that would ensure a continuous flow of potable water to Amman, Irbid, Zarqa, and Aqaba by 2025.	
Improving and developing water supply and distribution networks and systems for domestic purposes	Complete the implementation of the National Water Carrier Project.
	Improve and create pumping stations.
Enhancing the efficiency of irrigation systems	Increase the amount of water available for irrigation in the Jordan Valley.
	Develop, rehabilitate and expand irrigation projects.
	Implement a strict monitoring program to ensure the quality of water used for agriculture and its compliance with international standards.
	Encourage farmers to stop malpractices and increase investment in infrastructure.
Expanding sanitation and re-use services	Maintain and rehabilitate drainage systems and treatment plants.
	Expand sanitation services and establish more sewage networks to serve new areas.
	Focus on wastewater treatment and reuse for agriculture.
	Contribute to the development of industrial water treatment plants.

Targeted scenario	Priority Initiatives
Creating awareness among Jordanian citizens and decision makers about the current water situation and laying the foundations for policy change	<p>Design and launch awareness campaigns about the water situation aimed at users in industry, agriculture and citizens, especially school children.</p> <p>Adopt an open policy to communicate actors, such as the House of Representatives, the Senate, and the media (written, audio and visual) to mobilize government and popular support to maintain the groundwater sources in order to prevent aggressors on water sources.</p> <p>Develop and implement the communication strategy and strengthen to role of women.</p>
Research and development	<p>Cooperate with scientific research institutions to meet the sector's requirements in order to improve the services provided to citizens.</p> <p>Create a comprehensive national water database.</p>
Developing an integrated and coherent institutional framework to regulate the water sector in Jordan	<p>Integrate the powers of the three existing institutions responsible for regulating water in Jordan: the Water Authority, the Jordan Valley Authority and the Ministry of Water and Irrigation, to avoid overlapping of responsibilities.</p> <p>Develop the legislation governing the water sector.</p>

## Key Performance Indicators- Water Security

### Targeted Scenario

Indicator	Baseline 2014	2017	2021	2025
Operational and maintenance cost coverage ratio (current)	103%	116%	122%	127%
Self-revenue (JD million per year)	235	417	481	547
Operation and maintenance expenses (JD million per year)	288	358.15	395.2	429.4
Percentage of population connected to sewage networks	58%	66%	73%	80%
Energy used per billed cubic meter (billed kW / m <sup>3</sup> )	7.2	5.8	5.1	4.6



# Resource Security and Management

## Part 3: Energy

### Targeted scenario

Targeted scenario	Priority Initiatives
Improving the performance of petroleum products sector and opening up the market to competition	<ul style="list-style-type: none"> <li>Complete the restructuring of the oil sector and open up the oil derivatives market to competition.</li> <li>Improve oil derivatives specifications in line with international standards and specifications.</li> <li>Establish the Logistics Company to provide storage capacities for crude oil and oil derivatives.</li> <li>Providing strategic stock of oil derivatives enough for (60) days.</li> <li>Develop handling methods for crude oil and oil derivatives.</li> </ul>
Diversifying sources of natural gas imports	<ul style="list-style-type: none"> <li>Ensure safe and flexible gas deals in the short, medium and long-terms.</li> <li>Find additional sources of natural gas to supply industries and distribution projects in cities.</li> </ul>
Enhancing the safety of the electrical system and raising the availability and reliability of the system	<ul style="list-style-type: none"> <li>Continue the implementation of electricity generation projects through the private sector.</li> <li>Maximize the use of the electrical interconnection network to exchange electric power.</li> <li>Maintain an electricity generation reserve of at least 10% of the maximum load.</li> <li>Develop the electricity tariff to enable the electricity sector to work on a commercial basis.</li> <li>Reduce electricity loss to keep pace with international best practices.</li> <li>Increase investment to improve the transmission and distribution networks in order to reduce electricity loss.</li> <li>Accelerate the implementation of the Green Corridor project to increase the capacity of the electrical grid to accommodate renewable energy projects.</li> </ul>
Encouraging investment in renewable energy	<ul style="list-style-type: none"> <li>Raise awareness about the incentives provided by the renewable energy and energy conservation law.</li> <li>Improve the attractiveness of renewable electricity tariff by basing the purchase price on the cost of production (depending on the energy source and size of the project).</li> <li>Encourage and support local industries to manufacture renewable energy components.</li> <li>Implement the power purchase agreements on the long-term from renewable energy producers.</li> <li>Activate the Renewable Energy and Energy Efficiency Fund.</li> </ul>
Increasing the carrying capacity of electrical grid	<ul style="list-style-type: none"> <li>Continue to expand the electricity network capacity through public-private partnerships to absorb energy generated from alternative energy sources.</li> </ul>
Encouraging the use of solar energy for water heating	<ul style="list-style-type: none"> <li>Encourage the use of solar collectors for water heating purposes, through the provision of short-term support for the purchase of heaters.</li> </ul>
Requiring the implementation of green building codes	<ul style="list-style-type: none"> <li>Encourage "green buildings" by setting clear standards for construction, materials and land, based on best practices.</li> <li>Require that all new buildings in the public sector comply with Leadership in Energy &amp; Environmental Design (LEED1).</li> </ul>
Encouraging the use of devices that are compatible with the "green" standards	<ul style="list-style-type: none"> <li>Launch the Standards Program and label devices in residential and commercial sectors.</li> <li>Launch a program to swap old devices with new-energy saving ones.</li> <li>Activate financial incentives to encourage the purchase of energy-saving vehicles.</li> </ul>
Raising awareness about the long-term financial benefits of energy efficiency	<ul style="list-style-type: none"> <li>Improve the collection of data on energy use patterns, and identify the most useful data on the efficiency of energy use for policy makers.</li> <li>Provide appropriate financial incentives for energy efficiency projects.</li> <li>Provide funding to allow schools, hospitals and other facilities assess the potential of saving energy, and make energy-related capital improvements in their facilities-</li> </ul>

Targeted scenario	Priority Initiatives
Intensifying oil drilling and exploration	Improve marketing of exploratory areas.
	Launch a national program for oil and gas drilling and exploration.
	Reconsider production sharing agreements signed with investment companies for oil and gas drilling and exploration projects.
Increasing the exploitation of oil shale	Support the National Petroleum Company and enable it to develop the Risha field by increasing the prices of gas produced from the field.
	Support investments to develop the potential of oil shale in the country, particularly in the area of least density technologies in water use.
Developing the skills and techniques necessary to support the growth of the energy sector	Study the possibility of government involvement with the private sector to invest in oil shale projects to generate electricity and produce shale oil.
	Encourage investors in the sector to contribute to the vocational training programs in order to build the required technical skills.
Attracting private sector investment to the energy sector	Encourage concerned companies and colleges to participate in regular dialogue to ensure the availability of information, develop education and support research and development.
	Reduce administrative obstacles, in order to take advantage of the Renewable Energy and Energy Efficiency Fund to support investment in early stage.

## Key Performance Indicators- Energy Security

### Targeted Scenario

Indicator	Baseline 2014	2017	2021	2025
Percentage of securing petroleum products	100%	100%	100%	100%
The contribution of local energy sources in the total energy mix	2%	6%	22%	39%
Types of energy in the total energy mix	4%	4%	5%	6%
The percentage of the contribution of natural gas in the energy mix	11%	23%	32%	39%
The percentage of the contribution of renewable energy in the energy mix	1.5%	4%	7%	11%
The Contribution of nuclear energy in the energy mix	-	-	-	15%
The percentage of the actual electric Reserve	13%	14%	17%	25%
The percentage of total electrical losses	17.1%	16.6%	14%	11%
Energy intensity (kg/\$1000)	208	206	203	200

# Decentralization

## Targeted scenario

Targeted scenario	Priority Initiatives
Issuing the decentralization law for 2014 and formulating a national strategy and plan to implement the decentralization law and the reforms necessary	Conduct surveys for the National legislative system that may conflict with the decentralization law, if passed.
	Conduct survey studies to analyze all local services provided by the central government to find a mechanism to delegate service delivery to local administrations in the governorates to be in line with the powers that will be granted to these administrations under the Law.
	Implement programs to strengthen the financial decentralization and public expenditure management and find the necessary funding for the financial cost of the application of the law.
	Prepare and implement programs to build the capacity of workers in the local administration, the executive departments and the elected structures in line with the reform of the decentralization system.
	Implement programs and workshops to raise awareness about decentralization and local administration and programs to enhance local control and promote transparency and accountability.
	Analyze the current reality of the local administration system and local development.
	A national dialogue at all levels that includes all categories.
	A policy paper for the reforms of the decentralization system.
	Develop a set of sub-executive programs for all sectors targeted for reform of decentralization system.

Note: decentralization indicators are within communities indicator (local development)

# Infrastructure

## Targeted scenario

Targeted scenario	Priority Initiatives
<p><b>Updating and implementing national strategies for transport infrastructure</b></p>	<p>Develop a strategy for the development of national infrastructure that includes a master plan for major priority projects and funding mechanisms.</p> <p>Update Amman Master plan 2008 to reflect new economic and social goals.</p> <p>Prepare a national strategy for public transport for all the Kingdom's governorates.</p> <p>Link public transport systems between Zarqa and Amman.</p> <p>Develop a national master plan for multimodal transport to determine the future construction plan and potential partnership between public and private sectors:</p> <p>Public transport infrastructure.</p> <p>The light train and fast buses.</p> <p>Highway fees.</p> <p>Major internal bus network and rapid transit buses.</p> <p>Amman land port.</p>
	<p>Give priority to the maintenance of existing road network in accordance with the recommendations of the Highway Master Plan.</p>
	<p>Focus on road traffic safety requirements such as traffic safety components, lighting for roads, addressing hazardous intersections and slippery sites and rehabilitate water installations on all roads in the Kingdom.</p>
	<p>Complete the establishment of main, secondary and rural road network, and focus on establishing ring roads around the main cities to ease traffic congestion and divert shipping traffic movement from within the main cities.</p>
	<p>Activate and enforce the Road Law in terms of services within the road to ensure revenue in case of installing utility services within the roads that can be used for road maintenance.</p>
	<p>Review and develop the Road Law to encourage investment with the private sector in the maintenance and construction of roads.</p>
	<p>Adopt the Multimodal Transport Law.</p>
	<p>Develop border posts between Jordan and Saudi Arabia, Egypt and Iraq in order to reduce costs and time on border crossings.</p>
<p><b>Ensuring the effectiveness of new equipment usage</b></p>	<p>Ensure the inclusion of energy efficiency considerations when buying transport modals.</p>
<p><b>Constructing a national railway network</b></p>	<p>Implement the national railway network according to the plans set forth in the Jordanian National Railway Network Project.</p> <p>Create a Jordanian railway authority to oversee and organize the railway.</p>
<p><b>Strengthening the regulatory environment to facilitate and enable Public-Private Partnerships</b></p>	<p>Update land usage systems that define properly the allowed development in the different regions.</p> <p>Develop standardized specifications for roads (main, secondary, tertiary).</p>
<p><b>Strengthening the capacity of Public-Private Partnerships</b></p>	<p>Expand the capacities of the Public-Private Partnership Unit in the field of transport.</p> <p>Encourage the development of advisory services for infrastructure projects in Jordan and the region.</p> <p>Encourage the private sector to maintain and construct roads and facilitate related procedures by emphasizing the need to strengthen investor confidence in financial transactions with the government and construct roads as an investment with the private sector, such as the Desert Highway Amman/ Aqaba.</p> <p>Encourage the private sector to invest in existing roads through the Toll System.</p> <p>Encourage the private sector to invest in organizing axle loads on roads.</p> <p>Encourage leading international companies to manage infrastructure facilities in Jordan.</p>

## Key Performance Indicators- Infrastructure

### Targeted Scenario

Indicator	2017	2021	2025
The contribution of the construction sector to GDP	4.5%	5.0%	6.0%
The contribution of the transport sector to GDP	9.31%	9.35%	9.41%
Length of roads in the Kingdom (km) (main, secondary, rural)	7500	7550	7600
Number of buses per thousand people	1.15	1.2	1.25
Percentage of satisfaction with public transport services	85%	88%	90%

# The Environment Sector

## Targeted scenario

Targeted scenario	Priority Initiatives
Maintaining ecosystems	Rehabilitate ecosystems in Jordanian desert (Badia).
	Complete the National Network of Protected Areas.
Mitigating the negative effects of environmental changes on humans	<p>Rehabilitate degraded areas, such as Zarqa River, Phosphate Hills, Dhulail areas, Al-Hallabat, among others.</p> <p>Safe disposal of solid waste in prepared landfills.</p> <p>Develop a system for assortment, re-use and recycling.</p> <p>Develop an integrated system for the management hazardous industrial and medical waste according to international standards.</p> <p>Increase the area of monitoring of ambient air and complete the monitoring network in all Jordanian cities.</p> <p>Disposal of substances that Deplete the ozone layer in accordance with the Montreal Protocol.</p> <p>Develop a legislative framework for the organization of climate change to maximize the benefits, minimize the negative impacts and build national capacity.</p> <p>Invest and create new jobs in the six sectors targeted for the green economy: the energy sector, both renewable energy and energy efficiency, the transport sector, the water sector, waste management sector, organic and sustainable agriculture sector and sustainable and environmental tourism.</p>
Raising public awareness in the field of environmental protection	Raise public awareness in the field of environmental protection and disseminate of environmental culture.
Improving institutional efficiency of enterprises operating in the environment sector	Enact the necessary environmental legislation and standards and reduce duplication and overlapping of roles.
Private sector participation	<p>Increase private sector participation in solid waste management system.</p> <p>Increase private sector participation in the system of assorting, re-using and recycling waste.</p> <p>Increase private sector participation in hazardous industrial and medical management waste system.</p>

## Key Performance Indicators- Environment

### Targeted Scenario

Indicator	2017	2021	2025
Percentage of solid waste that is disposed of in landfills	80%	75%	60%
Percentage of treated and re-used solid waste	20%	25%	40%
Percentage of treated hazardous industrial waste	50%	70%	80%
Percentage of treated hazardous medical waste	70%	75%	80%
Percentage of population living in areas whose ambient air is monitored	80%	85%	90%

## Business- Priority Initiatives



# Trade and Competitiveness

## Targeted scenario

Targeted scenario	Priority Initiatives
Encouraging national industries and increase their competitiveness	<p>Update the Industrial Policy document.</p> <p>Create an industrial observatory.</p>
Developing the economic legislation governing the business environment and investment	<p>Standard Industrial Classification of Economic Activities ISIC4.</p> <p>Review and develop policies and legislation related to the industry, including the Chambers of Industry System.</p> <p>Develop the National Production Protection Law and fight dumping and subsidies.</p>
Promoting industrial clusters and achieving industrial linkages	<p>Apply the principle of industrial clusters in development areas, industrial cities and free zones.</p> <p>Activate the national linkage program.</p>
Reducing operational costs on the Jordanian industrial sector by rationalizing energy use by local industry and encourage it to use alternative sources of energy	<p>Encourage investment in solar and wind energy projects near industrial clusters.</p> <p>Provide alternative energy sources and motivate local industry to use alternative energy sources.</p> <p>Implement comprehensive programs for renewable energy and rationalize energy through the Renewable Energy and Energy Efficiency Fund, to include the provision of technical and financial support programs and projects, soft loans and grants to various sectors, including homes, as well as managing and organizing comprehensive awareness campaigns for renewable energy sector.</p>
Promoting the technological component and increasing the added value of industrial products	<p>Develop Jordanian products in terms of the technological component and increase the added value of products and modern manufacturing methods.</p> <p>Provide financial and technical support for companies to increase their ability to innovate in their operations, adopt and develop technology to increase their competitiveness in domestic and global markets.</p> <p>Establish a product design center.</p> <p>Strengthen the role of applied scientific research to serve the national industry through the establishment of scientific research and development centers in Jordanian universities funded by the private sector, and direct investments towards scientific research and development.</p> <p>provide support programs and concessional funding to develop products and manufacturing methods.</p> <p>Improve professional skills of workers in the industrial sector.</p>
Increasing the contribution of income and job generating service sectors	<p>Adopt and implement a comprehensive plan to develop the services sector and enhance its competitiveness.</p> <p>Create a national service trade database.</p>
Opening new markets for Jordanian products (goods and services) and maximize the private sector's ability to benefit from economic and trade agreements signed by the Kingdom	<p>Update the trade policy document.</p> <p>Adopt and implement a national export strategy.</p> <p>Complete negotiation rounds with a number of trading partners: <ul style="list-style-type: none"> <li>• The European Union.</li> <li>• GCC countries.</li> <li>• Mexico.</li> </ul> </p> <p>organize exhibitions, trade delegations and export promotion missions.</p> <p>Prepare publications and awareness programs for the private sector about how to benefit from trade agreements.</p> <p>Create a distinctive brand for locally manufactured products and market it internationally.</p> <p>Provide modern export promotion services for creative businessmen.</p> <p>Develop trade relations and prepare a legislative and legal framework to regulate trade relations with non-traditional markets.</p> <p>Prepare and implement a plan for the promotion of exports of goods and services in promising sectors that have export opportunities.</p> <p>direct technical support programs towards existing companies to enable them to access new markets.</p>



Targeted scenario	Priority Initiatives
<p><b>Developing and improving trade facilitation measures, including transport infrastructure and logistics, and standardizing imported food inspection standards</b></p>	<p>Prepare a comprehensive analytical study of non-tariff measures that hamper trade.</p> <p>Increase storage capacities and improve silos and warehouses in the public and private sectors.</p> <p>Establish logistics centers in Aqaba and border areas to serve national exports and transit trade.</p> <p>Develop standards for food targeted ratios on the ASYCUDA system by adopting additional criteria based on merchants and countries of origin.</p> <p>Aligning the requirements to join the Golden merchant program between government agencies, customs, Jordan standards and metrology organization and Jordan food &amp; Drug.</p> <p>Adopt risk assessment criteria to determine food-related risks.</p> <p>Adopt the Multimodal Transport Law.</p> <p>Strengthen the infrastructure for adoption, inspection and testing and increase its effectiveness by creating and developing internationally and domestically accredited testing laboratories to pass all tests required internally and externally.</p> <p>Standardize inspection standards and measures of all food inspectors in customs centers and develop the National Inspection Manual.</p> <p>Adopt electronic inspection programs for food.</p> <p>Adopt the Consumer Protection Act to enhance consumer protection mechanisms among government agencies and civil society organizations.</p> <p>Adopt the amended Standards and Specifications Law.</p> <p>Require food laboratories to adopt 15 tests of food items (microbial and chemical).</p>
<p><b>Improving the flow &amp; access of local products into global markets through the establishment of a connecting network with local and external suppliers</b></p>	<p>Develop and improve communication networks between the public and private sectors in order to serve the industrial sector and help in solving the problems faced by the sector.</p> <p>Support Jordanian countries eligible to participate in Jordanian trade missions and / or sections to represent Jordan in international exhibitions.</p>
<p><b>Raising the quality of Jordanian products in global markets</b></p>	<p>Review legislation on quality, inspection certificates and laboratories and analyze the gaps between the current legislation and export requirements with regard to quality and inspection certificates.</p> <p>Sign agreements of mutual recognition of certificates of conformity with trading partners.</p> <p>Launch a website to post legislation on quality and inspection certificates for easy access and follow-up of developments and international requirements in this area and make it available to industrialists in both Arabic and English.</p> <p>Build quality-related human and institutional capacities at all levels of the ecosystem, as well as building a quality culture.</p>
<p><b>Promoting consumer protection mechanisms</b></p>	<p>Develop a supply and consumer protection policy.</p> <p>Develop market surveillance mechanisms.</p> <p>Adopt the amended Industry and Trade Act which includes harsher penalties on violators and the powers of the pricing of non-basic goods.</p>
<p><b>Achieving balance in the market in the event of rising prices in the domestic market by strengthening the role of the Civil Service Consumer Corporation and the Military Consumer Establishment</b></p>	<p>Create new markets for the Civil Service Consumer Corporation in various governorates of the Kingdom as needed.</p> <p>Continue the development of the Military Consumer Establishment: create and develop markets of Gawr al-Mazraah, South Shouna, Ghor al-Safi, Ras Al-Ain, Irbid and Aqaba.</p> <p>Encourage cooperatives to provide basic goods in all regions of the Kingdom.</p>

## Key Performance Indicators- Trade and Competitiveness

### Targeted Scenario

Indicator	Baseline 2014	2017	2021	2025
Growth of national export	4.8 billion	5%	7%	10%
Growth of the industrial sector production	5.17 billion	3.5%	4%	5%
The industrial sector's share of total credit facilities (percentage)	15%	18%	22%	25%
The contribution of the industrial sector in GDP	22%	23%	25%	27%
The contribution of the services sector in GDP	68%	66%	63%	61%
Growth of local employment in the industrial sector	236 thousand	5%	6%	7%
Growth of local employment in the services sector	1.098 million	3%	4%	6%
Investments increases	2.2 billion	7.8%	8.3%	8.8%

# Business Environment

## Targeted scenario

Targeted scenario	Priority Initiatives
Enhancing and improving the investment climate of the Kingdom and develop legislation governing the business environment and investment	Strengthen the capacities of Jordan investment commission (JIC) o provide services, including post-incorporation services, according to international best practices.
	Develop a national investment strategy for the next ten years.
	Organize a number of tasks and adopt best promotional initiatives and methods to attract investment to target countries. Accelerate the establishment of "one-stop-shop" according to international best practices and provide its services electronically.
Developing a strategic plan for investment promotion directed towards countries and investments of high value-added and can generate job opportunities for Jordanians	Organize and hold conferences and economic seminars periodically inside and outside Jordan, including the Jordanian Expatriate Convention.
	Strengthen he promotion with local and foreign companies on the Internet through a platform to exchange knowledge managed by JIC.
	Collect and analyze data and information about target countries.
Creating investment opportunities and distributing them on the Kingdom's governorates	Develop investment maps for all the Kingdom's governorates.
	motivate the private sector to invest in the industrial cities and free zones and benefit from the investment opportunities and advantages offered by these areas by developing the existing infrastructure.
	Expand industrial cities to include all governorates of the Kingdom through the creation of additional industrial cities in all the Kingdom's governorates. Establish representative offices of JIC outside the capital, Amman, in the chambers of Industry and commerce.
Reducing the costs of doing business in Jordan	review business establishment fees, especially registration fees paid to the Chamber of Industry and the Chamber of Commerce and the Greater Amman Municipality for occupational license.
	Study the possibility of renewing the license for several years (3 or 5 years) and give incentives for early repayment through restructuring fees for all licenses for small businesses.
	Review electricity delivery costs or the provision and delivery of service.
	Consider the establishment of a national electronic property record to keep track of home ownership and transactions and list all legal rights and obligations regarding the property to show its real value.
Simplifying administrative procedures to save time for businessmen	Conduct administrative transactions related to business processes (for example, business registration and obtaining a building permit) through an online "one-stop shop".
Improving the quality of services provided to local and foreign companies	Encourage lending to, investing in or recapitalizing distressed and viable companies.
	Protect minority shareholders in public shareholdings.
	Enable companies to file complaints electronically.
	Encourage electronic deposit and tax payment through the internet. Consider the possibility of giving a grace period to companies before the entry into force of new laws and regulations to allow them to reorganize their business according to the new legislation, especially small and medium-sized enterprises.
Encouraging international best practices in corporate governance	Encourage corporate managers to participate in specialized training programs on the best corporate governance practices.
	Study the possibility or requiring IPO listed companies to provide reports on financial and non-financial requirements.
Improving the legal framework available for domestic and foreign companies	Study the legal framework to enforce the guarantees out-of-court so that creditors can and debtors can agree on out-of-court procedures.
	Institutionalize regulatory impact analysis as part of the discussion of policies and regulatory reforms before they are submitted to the Council of Ministers for approval.
	Develop the Companies Act to be in line with international best practices and enforce mandatory implementation of the rules of corporate governance guide under the Law.
	Adopt the Reorganization, Bankruptcy And Liquidation Law. Adopt the Electronic Transactions Act.
	Support medium and large enterprises to apply the required standards regarding the financial rights of the parties concerned and strengthen the accountability system, internal control environment, auditing transparency and disclosure practices.

## Key Performance Indicators- Business Environment

### Targeted Scenario

Indicator	Baseline 2014	2017	2021	2025
Ranking on Global Competitiveness Index	64th	60th	55th	50th
Ranking on Ease of Doing Business Index	117th	110th	90th	75th

# Capital for Growth

## Targeted scenario

Targeted scenario	Priority Initiatives
Improving transparency and financial depth	Create the credit information company to contribute in reducing credit risk and increasing credit provided to the private sector, particularly small and medium-sized enterprises.
	Create a national steering committee and a technical committee headed by the Central Bank to disseminate financial and banking culture in the society in order to raise financial awareness to increase the use of financial services and thereby improving the financial depth and proliferation.
	Develop the national payments system to increase financial depth and proliferation.
	Strengthen the financial consumer protection framework by issuing instructions for dealing with customers fairly and transparently.
Encouraging lending against movable collateral companies especially small and medium-sized enterprises	Review the Law on attaching movable and immovable properties to secure debt.
Increasing loan guarantees for small and medium-sized enterprises and entrepreneurship projects	Restructure Jordan Loan Guarantee Corporation to strengthen its role in providing guarantees necessary to obtain financing , especially for small and medium enterprises.
Increasing the funds available to entrepreneurs and small and medium enterprises	Providing funding programs from the Central Bank to support the industry, tourism, renewable energy and agriculture sectors for terms appropriate to clients' financing needs.
	Establish a fund to support start-ups in SME sector.
	Encourage the development of value-added services offered by credit information companies.
	Cooperate and exchange information on the credit record between all credit providers (such as Jordan Loan Guarantee Corporation and microfinance institutions) and the credit information company.

## Key Performance Indicators- Capital for Growth

### Targeted Scenario

Indicator	Baseline 2014	2017	2021	2025
Ranking on the Access to Credit Index	185th	104th	89th	70th
The percentage of bank loans provided to small and medium enterprises	9%	12%	13%	14%
Ranking on the availability of venture capital	23rd of 144th 0.0%	22nd of 144th	21st of 144th	20th of 144th
Coverage of credit bureaus (percentage of the adult population)		20%	30%	55%

# Entrepreneurship and Small and Medium Enterprises

## Targeted scenario

Targeted scenario	Priority Initiatives
<p>Enhancing the competitiveness of small and medium-sized enterprises and increasing women's participation in them and motivate startups</p>	<p>Adopt a national strategy for the encouragement of entrepreneurship and development of micro, small and medium enterprises.</p> <p>Design training and rehabilitation programs that take into account women's needs.</p>
<p>Speeding up reforms of legal and regulatory environment, such as adopting the small and medium-sized enterprise law, as well as reforms related to activating the funding mechanisms with the guarantee of movable property</p>	<p>Prepare and adopt the small and medium-sized enterprise law.</p>
<p>Providing support for small and medium-sized enterprises and promoting their access to finance and various financial and banking services</p>	<p>Identify market failures in the allocation of public funding necessary for projects micro, small and medium projects to increase their access to credit and finance the purchase of shares (partnership in capital) including start-ups.</p> <p>Develop a funding program to implement the national strategy for the encouragement of entrepreneurship and development of micro, small and medium enterprises.</p> <p>Double bank loans granted to small and medium enterprises.</p> <p>Increase the initial capital and venture capital available for the development of start-ups.</p> <p>Increase the share of small and medium enterprises in government tenders by no less than 20%.</p>
<p>Creating markets for small and medium enterprises locally and increasing their export capacity</p>	<p>Launch studies and research projects o highlight the strengths and needs of small and medium enterprises in service exports.</p> <p>Promote franchises as an approach to build the market.</p> <p>Intensify and expand the programs and activities aimed at increasing sales in the domestic market and exports to target markets and improve their global competitiveness.</p>
<p>Intensify and expand the programs and activities aimed at increasing sales in the domestic market and exports to target markets and improve their global competitiveness</p>	<p>Create the spirit of entrepreneurship among university and educational institutions graduates by opening periodic communication channels with the beginning of each semester with those concerned in the private sector and introduce educational courses on innovation and link idea owners and developers of ambitious graduation projects with the private sector.</p> <p>Awareness and promotion programs on the importance of industrial property rights.</p> <p>Establish business incubators between universities and the private sector and in the chambers of industry and commerce in governorates.</p> <p>Provide the necessary support for the Governorate Development Fund to enable it to achieve its objectives in providing funding for the establishment of investment projects.</p>
<p>Narrowing the gap between the outputs of vocational education and training and the labor market needs and achieve integration with the National Education Strategy and the National Employment Strategy</p>	<p>Conduct a study on the existing gap between education outputs and labor market in order to study the social aspects that cause a mismatch between the outputs of education and training.</p> <p>Develop programs to train graduates in partnership with the private sector.</p> <p>Encourage vocational education more than academic education.</p> <p>Adopt mechanisms for scholarship programs and provide internship for high-performing students by the private sector.</p>
<p>Strengthening local capacity in scientific research and innovation</p>	<p>Implement the National Strategy for Science and Innovation.</p>

Targeted scenario	Priority Initiatives
<b>Strengthening the role of the Governorate Development Fund financing investment projects and increasing its allocations</b>	Provide assistance to entrepreneurs to develop ideas and economic projects and attract support requests throughout the year from all governorates.
	Establish economically viable productive projects and promote the culture of entrepreneurship in all the Kingdom's governorates.
	Give encouraging incentives to the Governorate Development Fund for the purpose of investment in the industrial cities.
	Give job-generating investment projects the priority in obtaining financial support.
	Develop a legislative framework that facilitates the creation and development of venture capital funds.

## Key Performance Indicators- Small and Medium Enterprises

### Targeted Scenario

Indicator	Baseline 2014	2017	2021	2025
Time to Start a Business (days)	12.0	10.0	8.0	6.0
Entrepreneurial Environment	71st	66th	64th	62nd
Networked readiness Index ranking	44th	42nd	36th	32nd

## Sectoral Clusters for Growth

(The targeted scenario was adopted with respect to initiatives and sectoral indicators for all clusters, since Jordan 2025 focuses particularly on these clusters).

### Part 1- Engineering and Construction

Targeted scenario	Priority Initiatives
Developing engineering services for the purpose of export	update Jordanian legislation for architecture to develop clear criteria for new architecture and engineering companies in Jordan.
Promoting and developing the regulatory framework for Public-Private Partnership to encourage investment in construction	Provide information about the market needs (for example, poor and low-income housing).
Strengthening human capacity in the sector	Train new Jordanian entrants to the labor market in this sector.
Linking the cluster with the other clusters	Market the services provided by the cluster by linking with other clusters.

### Part 2- Health Care and Medical Tourism

Targeted scenario	Priority Initiatives
The sector's activities and promoting promotional campaigns	Establish the "Jordanian Medical Tourism Association" to strengthen cooperation with all stakeholders, including hospitality, transportation, and entertainment services.
	Rebrand Jordan's medical tourism as a premium level of healthcare instead of as a low-cost medical tourism.
	Develop a centralized, comprehensive promotion campaign that targets priority customers and take advantage of the available channels of communication.
	Active interaction with the ministries of health in countries, national insurance providers in other countries and international healthcare providers to sign agreements for the provision of specialized services they need.
	Develop links with specific institutions that follow best practices in the markets.
	Study the feasibility of establishing a regional therapeutic network in the MENA region with key stakeholders in Lebanon, the United Arab Emirates and other major markets.
Developing and promoting support activities and infrastructure	Develop a special program for medical tourism provided by Royal Jordanian to provide specialized air medical services in the MENA market to facilitate transport (patients and their families) to Jordan.
	encourage private sector participation in new medical facilities around existing ones and develop (non-medical) support services industries that target foreign patients and their families, to encourage them to prolong their stay.
	Build day-care clinics for foreign patients.
	Expand specialized convalescent and rehabilitation facilities in the Dead Sea and other resorts and connect them with hospitals to provide integrated offers for customers.
	Adopt the Medical Accountability Act.
	Develop a set of standards for medical tourism based on international standards.



## Part 3- Life Sciences

Targeted scenario	Priority Initiatives
Developing the medical biotechnology infrastructure in Jordan	<p>Standardize technical requirements for registration of pharmaceuticals and shorten the time periods for registration and accreditation procedures.</p> <p>Interaction with universities to develop training programs at Jordanian universities in "regulatory medical science".</p>
Supporting research and development and pharmaceutical innovation activities	<p>Prepare and adopt a specialized Intellectual Property Law for research and development activities in pharmaceutical industries.</p>
Supporting research and development and pharmaceutical innovation activities	<p>Encourage foreign pharmaceutical companies to set up subsidiaries in Jordan in various sectors to encourage knowledge transfer and the development of a comprehensive hub.</p> <p>Encourage partnerships and merger agreements with international companies from Europe and North America.</p> <p>Promote dialogue between the pharmaceutical sector and the healthcare sector to ensure that Jordanian healthcare providers share and buy Jordanian pharmaceutical products wherever possible.</p>

## Part 4- Tourism and Conferences

Targeted scenario	Priority Initiatives
Developing tourism product and enhancing its competitiveness	<p>Achieve a balance in the geographic distribution of tourist services and facilities to governorates.</p> <p>Activate the tourist site management system.</p> <p>develop marginalized and unexploited tourist attractions.</p> <p>develop new tourism patterns, such as religious tourism, conference tourism, eco-tourism, desert tourism, shopping tourism and other patterns.</p> <p>Promote development and building of environmental hotels and lodges in major environmental sites in Jordan, such as the Jordan River Valley, Wadi Rum, natural reserves, etc.</p> <p>Develop two-, three- and four-star hotels and accommodation places to develop medium cost tourism.</p> <p>new tourist routes and developing those already existing in various governorates of the Kingdom.</p> <p>Support and expand technical centers and encourage regional exhibitions, art festivals and other cultural tourism activities for residents and visitors.</p>
Developing the the infrastructure of the tourist attractions and improving the tourist transport service	<p>Develop tourist transport by creating rapid and direct transfer links between key tourist attractions (Amman, Queen Alia International Airport, the Dead Sea, Petra and Jerash) and new priority destinations.</p> <p>Develop the infrastructure of tourist, archaeological and heritage sites and continue to maintain them to improve their attractiveness and preserve them.</p>
Internal and external tourism marketing and promotion	<p>Target new and non-traditional markets.</p> <p>Focus on tourists who are interested in, and look for, specialized tourism products (therapeutic, religious, environmental, hospitalization and convalescence...etc.).</p> <p>Increase studies and research of international target markets to guide the decision-making process.</p> <p>Consider and review the restricted nationalities file and look into the issuance of electronic visas.</p> <p>develop domestic tourism campaigns, such as "Jordan is Beautiful" (Jordan A71a) and "Jordanian Experience" especially in the main tourist destinations.</p>
Increasing employment and developing human resources	<p>Develop the educational and training curriculum related to the tourism sector through the cooperation of the Ministry of Tourism and Antiquities with the concerned authorities, such as the Ministry of Education and Higher Education, the Ministry of Labour and the private sector.</p> <p>Allow the private sector to manage the training centers of the Vocational Training Corporation according to the terms agreed upon with the government.</p>
Amending the legislation that support and govern the tourism sector	<p>Amend the legislation, laws regulations and instructions governing the Jordanian tourism sector in line with the developments of tourism, specifically with regard to tourism investment issues, taxes and electricity.</p> <p>Accelerate the adoption of a new tourism law</p>



## Key Performance Indicators- Tourism Sector

Indicator	2021		2025	
	Baseline 2014	2017	2017	2017
The contribution of the tourism sector in GDP	6.5%	7.5%	8.5%	9.0%
Tourism income (JD million)	2,923	4,000	5,200	6,500
The number of tourists coming to the Kingdom of different nationalities The number of overnight tourists (individual)	3,945,360	5,500,000	6,000,000	7,000,000
The number of tourists coming to the Kingdom of different nationalities The number of tourist groups	432,878	600,000	700,000	800,000
Length of stay of tourist groups (nights)	4.3	6	8	10
Ration of tourist facilities Amman (%): governorates (%)	Amman ( 70% ) Gove. ( 30% )	Amman ( 62% ) Gove. ( 38% )	Amman ( 55% ) Gove. ( 45% )	Amman ( 50% ) Gove. ( 50% )
The number of hotel rooms in the governorates, with the exception of the capital (room)	26,370	40,000	50,000	60,000
The number of workers in the sector in the Kingdom (1000 people)	46	80	95	110
The employment rate in the sector: Amman (%), governorates (%)	Amman ( 71% ) Gove. ( 29% )	Amman ( 60% ) Gove. ( 40% )	Amman ( 50% ) Gove. ( 50% )	Amman ( 40% ) Gove. ( 60% )
Improve Jordan's ranking on the Travel & Tourism Competitiveness Index (WEF)	60	50	45	40
Increase the number of World Heritage sites	4 sites	5 sites	8 sites	10 sites

## Part 5- Digital and Business Services

Targeted scenario	Priority Initiatives
Developing Jordan to be a hub for "medium-technology" in providing ICT services for the MENA region	<p>Consolidate Jordan's position as a communication center or a hub for the provision of commercial and other services in Arabic.</p> <p>Activate the partnership between the ICT sector and all other priority sectors (pharmaceutical industry, banking and business services, education and health) through cooperation to increase the use of information technology in their business.</p>
Developing sectors between ICT sector with other relevant emerging sectors	<p>Encourage Jordanian ICT companies to participate in end-to-end product development from the research and development stage to the marketing stage, in new applications for targeted sectors in Jordan.</p>
Updating ICT infrastructure and the enabling environment in line with international standards	<p>Complete the high-speed fiber optic network .</p> <p>Enforce and activate all laws and regulations on ICT networks in accordance with the adopted international standards in this area.</p> <p>Facilitate licensing procedures to telecom companies of all types and encourage infrastructure sharing, which increases the spread and use of technology and communications in the Kingdom.</p> <p>Adopt national standards for network and information security.</p>
Rapid expansion of marketing efforts and developing international markets	<p>Enhance cooperation and coordination in global marketing and promote exports at the international level.</p> <p>Encourage and support research and development efforts in ICT and creative ideas.</p> <p>Develop and expand Arabic and national content to facilitate usage and increase sectors' productivity.</p>
Upgrading the level of "smart" government to support the ICT sector	<p>Support small and medium sized enterprises to develop the ICT industry to increase its exports.</p> <p>Build smart government by developing the ICT sector and encourage investment in research and innovation.</p> <p>Develop government procurement of ICT products that will encourage research and innovation, and increase registering and spreading the new IP.</p>

## Key Performance Indicators- ICT Sector

Indicator	2017	2021	2025
The contribution of ICT sector in GDP	12.5%	13.5%	14.3%
The sector's revenue growth rate	2.5%	4.3%	6.3%
Total investment growth rate	7.7%	9.8%	11.5%
Ratio of workers in the sector to the total number of workers	2.5%	4%	6.5%
The sector's export growth rate	7%	8.5%	9%
World Wide Web prevalence rate	5.3%	2%	1%
Percentage of population who use the internet for e-government services of the total internet users	13%	13%	16%
Percentage of educational entities linked to the fiber-optic network	22%	100%	100%
Percentage of medical entities linked to the fiber-optic network	19%	100%	100%
Percentage of government entities linked to the fiber-optic network	26%	100%	100%

# Entrepreneurship and Small and Medium Enterprises

Targeted scenario	Priority Initiatives
<p><b>Ensuring financial stability and implementing best practices of good governance</b></p>	<p>Expand the supervisory umbrella and Central Bank's procedures to include non-bank financial institutions, subject to any supervisory organization, to help develop their activities and enhance their role in the national economy.</p> <p>Create a (sectoral) partnership council of all entities responsible for the financial sector in order to coordinate policies and business and provide the necessary instructions regarding common or conflicting projects and goals of the different departments and institutions.</p>
<p><b>Ensuring the safety and durability of the Jordanian banking sector increase competitiveness against regional financial and banking centers</b></p>	<p>Amend the Banks Law and the Central Bank's Law, monitor exchange businesses and guarantee deposits in accordance with best international standards and practices.</p> <p>Keep abreast of the latest developments in bank monitoring to ensure the safety of their business and their positive contribution to the economy.</p> <p>Promote the enforcement of institutional governance rules in banks to ensure the safety of their positions and enhance their competitiveness regionally and globally.</p> <p>Promote fairness and transparency frameworks in dealing with bank customers and protect their interests.</p> <p>Strengthen the role of the Deposit Insurance Corporation in the banking protection network.</p> <p>Qualify Jordan to provide financial services at the regional level, through the development of financial sector-related legislation.</p> <p>Strengthen anti-money laundering systems, and promote the enforcement of international legal obligations of banks.</p> <p>Provide alternative conflict solutions, including mediation and arbitration in all financial services, according to the best international practices, and develop the regulating legal frameworks.</p>
<p><b>Developing the insurance sector and strengthening social safety nets</b></p>	<p>Continue the reform of the Social Security Act.</p> <p>Promote the benefits of investing in the Jordanian insurance sector, and follow up the executive plans to qualify Jordan as a regional insurance hub.</p> <p>Continue the process to issue the "Insurance Law" draft by the Ministry of Industry and Trade / insurance according to international best practices, and urge insurance companies to integrate into larger institutions.</p> <p>Increase Savings and develop the skill of employees in the insurance sector.</p> <p>Re-examine the solvency requirements for insurance companies to strengthen their financial solvency and ability to maintain risks at higher rates.</p> <p>Develop financial safety nets to increase the protection of the rights of insurance policy holders and beneficiaries of policies in the event of the bankruptcy of insurance companies.</p> <p>Raise the efficiency of the insurance sector institutions, promote positive competition and activate the settlement of insurance disputes so as to save time and effort.</p>
<p><b>Expanding the use of smart programs and modern technology in providing financial services</b></p>	<p>The adequate coverage of legal principles of payment systems by legal systems in the Kingdom.</p> <p>Supervise and control payment and settlement systems.</p> <p>A comprehensive strategy for electronic retail payments systems.</p> <p>Raise the efficiency of payment, clearing and settlement systems requirements and promote access and participation in the national payment system.</p>
<p><b>Developing the technical and technological structure of the capital market</b></p>	<p>Amend the Securities Act in line with the best international practices and standards.</p> <p>New electronic trading system for Amman Stock Exchange.</p> <p>A system to monitor trading in securities.</p> <p>An electronic disclosure system for listed companies and brokerage firms.</p> <p>Conduct awareness campaigns to educate the local society about the capital markets and available investment opportunities.</p> <p>Raise the level of electronic services provided by the Securities Depository Center.</p>
<p><b>Enhancing the support for secondary mortgage market and providing low-cost sources of funds for the secondary mortgage market</b></p>	<p>Cooperate with international financial institutions in order to obtain long-term soft loans.</p> <p>Cooperate with Islamic banks to issue Islamic bonds (sukuk).</p>
<p><b>Launching the project of promoting community financial and banking culture (Financial Literacy)</b></p>	<p>Develop an action plan to start including topics that contribute in increasing financial literacy in the curriculum.</p>

## Key Performance Indicators- Financial Services

Indicator	2017	2021	2025
Inflation rate	4.0-5.0%	4.0- 5.0%	4.0- 5.0%
Banks' capital adequacy ratio	>14%	>14%	>14%
The contribution of financial and insurance services sector in real GDP	13.5%	15.0%	17%
The real growth rate of the financial sector and insurance	7.5%	9.0%	10.0%

## The Society- Priority Initiatives



# The Rule of Law

## Targeted Scenario

Targeted scenario	Priority Initiatives
Promoting the National Integrity Charter	Support the Royal Integrity Committee in implementing its tasks of reviewing and suggesting recommendations that would strengthen and enhance the institutions that underpin the National Integrity Charter.
Improving the efficiency of the judicial system	Continue the establishment of First Instance courts across the Kingdom. Develop a comprehensive training program for new judges based on international best practices and develop annual training programs for sitting judges.
	Establish the "Appeals Examination Commission" at the court of cassation to reduce the workload on judges.
	Increase the number of specialized judges to reduce the workload on each judge to increase and enhance efficiency.
	Implement awareness programs on the importance of mediation and encourage the use of alternative dispute resolution methods. Conduct a periodic study of late and complex cases and put in place a specific mechanism to expedite them.
Ensuring the quick enforcement of the law	Accelerate litigation processes. Strengthen enforcement capabilities by increasing the number of enforcement staff in different departments including: Tax, labor, police, audit bureau, anti-corruption, customs and lands.
	Strengthen the relationship between the public prosecution service and the security apparatus to encourage appropriate information sharing.
Automation of judicial proceedings	Update and develop the automated case management system (Mizan) and provide administrative training. Update and develop computerization infrastructure (hardware, networks... etc.). Continue archiving related files and documents in all courts in the Kingdom.

## Key Performance Indicators- the Rule of Law

### Targeted Scenario

Indicator	Baseline 2014	2017	2021	2025
Judicial Independence rank	48	42	40	38
Rule of Law score	0.43	0.5	0.55	0.6
Percentage citizens who believe the law is applied equally to all citizens	18%	28%	38%	55%
International Human Rights Rank Indicator	102	90	75	65

## Active Citizenship

### Targeted Scenario

Targeted scenario	Priority Initiatives
Encouraging civic engagement and participation	<p>Strengthen platforms that facilitate citizen engagement with government.</p> <p>Design a National Honors Program to reward Jordanians for their contribution to the Jordanian society.</p> <p>Require a civics component to be included and updated in the school curriculum to teach children about the rights and responsibilities of citizenship.</p>
Encouraging volunteer activities	<p>Encourage the government to provide seed funding and work with existing volunteer organizations to create a National Coordinating Volunteer Council which would aim with the mission to increase the numbers of Jordanians participating in volunteer activities.</p> <p>Increase the availability of seed funding.</p>

## Key Performance Indicators- Active Citizenship

### Targeted Scenario

Indicator	Baseline 2014	2017	2021	2025
Voice and Accountability Percentile	27th	32nd	40th	47th

## Communities- Local Development

### Targeted Scenario

Targeted scenario	Priority Initiatives
Implementing the National Housing Strategy	<p>Update the National Housing Strategy and implement its reforms that have not been implemented yet, on land use, housing finance, savings, housing loans.</p> <p>Amend the land regulatory framework to stir un-built lands in urban areas.</p>
Improving access to adequate housing and housing loans for the poor	<p>Create a database that contains detailed data about the reality of housing for the poor.</p> <p>Address the issue of limited access to housing loans.</p> <p>Provide incentives for mortgage lenders to lend to low-income families and remove obstacles facing female-headed households for housing loans.</p> <p>land for future housing projects and implement new housing projects in the centers of districts.</p> <p>Stimulate the private sector to increase its contribution in the residential production for low and limited-income citizens.</p> <p>Sustain, analyze and benefit from the database on a periodic basis.</p> <p>Develop land zoning laws in major urban areas so that they require the allocation of certain land for housing for people with low incomes, and state that new residential complexes must contain a certain percentage of units for low-income people.</p>
Increasing the supply of housing for rent	<p>Encourage private developers, banks and potential investors to invest in housing projects for rental to low-income people by identifying and promoting investment opportunities to the private sector.</p>
Refocusing the efforts of the Housing and Urban Development Corporation	<p>Merge the Housing and Urban Development Corporation with the Ministry of Municipal Affairs to become an independent institution to ensure the integration of housing and spatial planning activities.</p>
Encouraging extra-curricular activities in local communities	<p>Encourage schools and civil society organizations to expand local activities creative sports and extracurricular activities, such as music, dance, drama and visual arts presented in local existing facilities.</p>



Targeted scenario	Priority Initiatives
Promoting local development	Enhance the governorates' production capacity and reduce development disparities between them and focus on local economic development.
	Strengthen local partnerships between government agencies, municipalities, civil society institutions and the private sector.
	Build the institutional capacity of active partners in local development sector.
	Enable municipalities in the area of planning and development and improve the quality of their services to perform their role in development.
	Increase funding for job-generating institutions in the local development sector.
	Set up a fund in municipalities to support municipalities that are implementing investment projects in partnership with the private sector.
	Direct technical support programs towards projects implemented by institutions in the local development sector during the setting-up phase to ensure the sustainability of these projects and that they will create job opportunities.
	Improve the mechanisms of collection of receivables and financial rights of municipalities.
Conduct economic feasibility studies of the outputs of the investment map of governorates.	

## Key Performance Indicators- Communities- Local Development

### Targeted Scenario

Indicator	2017	2021	2025
Number of governorates where poverty exceeds the national average	7	5	3
Number of investment projects through the partnership between the municipalities and the private sector	60	150	275
Number of municipalities benefiting from integrated computerized financial system project	100	100	100
Economic feasibility studies of the outputs of the investment map of governorates	70%	85%	100%
The contribution of the organized private sector in meeting housing needs	50%	55%	60%

## Indicators by governorate (according to targeted scenario)

### Maan

Indicator	Baseline 2014	2017	2021	2025
GINI index that measures the equality of distribution	0.28	0.28	0.27	0.26
Poverty rate	26.6%	26%	24%	20%
Unemployment	20.1%	13.2%	11.7%	10.3%
Number of economic establishments operating in the governorate	2636	2800	3000	3100
Percentage of workers in the productive sectors	12.7%	13.7%	14.7%	15.7%
Percentage of workers in the public sector	43.7%	42.7%	41.7%	40.7%
Percentage of apprenticeship	0.2%	0.3%	0.35%	0.4%
Number of jobs created for Jordanians aged 15 years and over	771	1000	1300	1500

### Ajloun

Indicator	Baseline 2014	2017	2021	2025
GINI index that measures the equality of distribution	0.306	0.30	0.29	0.28
Poverty rate	25.6%	25%	23%	19%
Unemployment	12.0%	11.5%	10.6%	8.6%
Number of economic establishments operating in the governorate	2728	3000	3200	3300
Percentage of workers in the productive sectors	6.2%	8.2%	10.2%	12.2%
Percentage of workers in the public sector	53.4%	50%	48%	45%
Percentage of apprenticeship	0.1%	0.2%	0.3%	0.4%
Number of jobs created for Jordanians aged 15 years and over	1440	1700	2000	2400

### Balqa

Indicator	Baseline 2014	2017	2021	2025
GINI index that measures the equality of distribution	0.333	0.33	0.295	0.29
Poverty rate	20.9%	20.3%	18.3%	14.3%
Unemployment	15.0%	10.2%	9.9%	8.7%
Number of economic establishments operating in the governorate	8538	8800	9000	9200
Percentage of workers in the productive sectors	24.9%	26.9%	27.9%	29%
Percentage of workers in the public sector	29.5%	28.5%	27.5%	26%
Percentage of apprenticeship	0.1%	0.2%	0.25%	0.35%
Number of jobs created for Jordanians aged 15 years and over	4040	5200	5600	5900

## Aqaba

Indicator	Baseline 2014	2017	2021	2025
GINI index that measures the equality of distribution	0.312	0.312	0.312	0.312
Poverty rate	19.2%	18.8%	17.8%	14.8%
Unemployment	16.6%	13.7%	10.7%	8.6%
Number of economic establishments operating in the governorate	4382	4500	4800	5000
Percentage of workers in the productive sectors	23.9%	24.9%	25.9%	27%
Percentage of workers in the public sector	22.2%	21.2%	20.2%	19%
Percentage of apprenticeship	0.3%	0.4%	0.45%	0.5%
Number of jobs created for Jordanians aged 15 years and over	1073	1400	1700	2000

## Mafrq

Indicator	Baseline 2014	2017	2021	2025
GINI index that measures the equality of distribution	0.296	0.290	0.285	0.28
Poverty rate	19.2%	18.8%	17.8%	14.8%
Unemployment	11.3%	11%	10.5%	10%
Number of economic establishments operating in the governorate	4808	5000	5150	5300
Percentage of workers in the productive sectors	14.5%	15.5%	16.5%	17.5%
Percentage of workers in the public sector	43.5%	42.5%	41.5%	40.5%
Percentage of apprenticeship	0.1%	0.2%	0.3%	0.4%
Number of jobs created for Jordanians aged 15 years and over	3327	3700	3950	4100

## Tafileh

Indicator	Baseline 2014	2017	2021	2025
GINI index that measures the equality of distribution	0.262	0.260	0.260	0.256
Poverty rate	17.2%	16.2%	16.2%	14.2%
Unemployment	20.7%	13.34%	11.64%	8.98%
Number of economic establishments operating in the governorate	1797	2000	2000	2200
Percentage of workers in the productive sectors	16.5%	17.5%	17.5%	19%
Percentage of workers in the public sector	44.7%	43.7%	43.7%	41.7%
Percentage of apprenticeship	0.2%	0.3%	0.3%	0.5%
Number of jobs created for Jordanians aged 15 years and over	1288	1400	1400	1800

## Madaba

Indicator	Baseline 2014	2017	2021	2025
GINI index that measures the equality of distribution	0.272	0.270	0.286	0.265
Poverty rate	15.1%	14.6%	14.1%	13.1%
Unemployment	17.9%	15.81%	14.2%	11.09%
Number of economic establishments operating in the governorate	3765	3900	4100	4300
Percentage of workers in the productive sectors	13.4%	14.4%	15.4%	16.4%
Percentage of workers in the public sector	33.2%	32.2%	31.2%	30.2%
Percentage of apprenticeship	0.1%	0.2%	0.3%	0.4%
Number of jobs created for Jordanians aged 15 years and over	1206	1300	1400	1500

## Irbid

Indicator	Baseline 2014	2017	2021	2025
GINI index that measures the equality of distribution	0.330	0.320	0.310	0.300
Poverty rate	15.0%	14.0%	13.0%	12.0%
Unemployment	12.5%	11.4%	9.8%	8.9%
Number of economic establishments operating in the governorate	27655	55827	55927	30000
Percentage of workers in the productive sectors	34.9%	35.9%	36.9%	37.9%
Percentage of workers in the public sector	15.4%	14.4%	13.4%	12.4%
Percentage of apprenticeship	0.1%	0.2%	0.3%	0.4%
Number of jobs created for Jordanians aged 15 years and over	11783	12000	12100	12200

## Zarqa

Indicator	Baseline 2014	2017	2021	2025
GINI index that measures the equality of distribution	0.319	0.310	0.306	0.306
Poverty rate	14.1%	13.1%	12.1%	12.1%
Unemployment	12.9%	11.4%	10.7%	8.9%
Number of economic establishments operating in the governorate	24556	24600	24800	24800
Percentage of workers in the productive sectors	21.9%	22.9%	23.9%	23.9%
Percentage of workers in the public sector	19%	18%	17%	17%
Percentage of apprenticeship	0.7%	0.8%	0.9%	0.9%
Number of jobs created for Jordanians aged 15 years and over	4981	5050	5150	5150

## Karak

Indicator	Baseline 2014	2017	2021	2025
GINI index that measures the equality of distribution	0.317	0.310	0.305	0.300
Poverty rate	13.4%	13.0%	12.5%	12.0%
Unemployment	18.6%	13.9%	12.9%	11.1%
Number of economic establishments operating in the governorate	5508	5700	5850	6000
Percentage of workers in the productive sectors	13.7%	14.7%	15.7%	16.7%
Percentage of workers in the public sector	37.5%	36.5%	35.5%	34.5%
Percentage of apprenticeship	0.1%	0.2%	0.3%	0.4%
Number of jobs created for Jordanians aged 15 years and over	2169	2300	2450	2600

## Amman

Indicator	Baseline 2014	2017	2021	2025
GINI index that measures the equality of distribution	0.387	0.380	0.380	0.370
Poverty rate	11.4%	11.2%	11.2%	10.5%
Unemployment	10.9%	10.3%	10.2%	8.6%
Number of economic establishments operating in the governorate	75913	76400	76400	77200
Percentage of workers in the productive sectors	20.5%	21.5%	21.5%	23.5%
Percentage of workers in the public sector	15.1%	14.1%	14.1%	12.1%
Percentage of apprenticeship	0.5%	0.6%	0.6%	0.8%
Number of jobs created for Jordanians aged 15 years and over	20153	21000	21000	23000

## Jerash

Indicator	Baseline 2014	2017	2021	2025
GINI index that measures the equality of distribution	0.254	0.253	0.252	0.251
Poverty rate	20.3%	19.5%	16.0%	14.0%
Unemployment	11.8%	11.1%	10.0%	8.9%
Number of economic establishments operating in the governorate	3593	3700	3850	4000
Percentage of workers in the productive sectors	8.8%	9.8%	10.8%	11.8%
Percentage of workers in the public sector	43%	42%	41%	40%
Percentage of apprenticeship	0.1%	0.2%	0.3%	0.4%
Number of jobs created for Jordanians aged 15 years and over	1414	1600	1750	1900

## Communities- Culture and Youth

### Targeted Scenario

Targeted scenario	Priority Initiatives
<b>Culture and Youth</b>	<p>Expand various awareness programs targeting society segments, in particular young people, to contribute in addressing negative societal phenomena that threaten the stability and civil peace, such as violence and extremism.</p> <p>Facilitate young people's access to soft loans, implement youth projects to provide additional job opportunities for the development process, mitigate the effects of unemployment among young people.</p> <p>Link culture with tourism by investing the cultural product to attract tourists and organize attractive cultural and artistic events in tourist, archaeological and environmental sites.</p> <p>Revive and activate the Cultural and Artistic Movement Support Fund.</p> <p>Create film and television production companies in partnership between the Ministry of Culture, Jordan TV and Jordanian Artists Association.</p> <p>Implement the consortium program for cultural and creative industries in the southern Mediterranean region.</p> <p>Establish comprehensive cultural centers and sports cities in the governorates that do not have such facilities.</p>

## Key Performance Indicators- Communities- Culture and Youth

### Targeted Scenario

Indicator	2017	2021	2025
annual support for cultural civil society organizations	20%	30%	50%
Number of cultural centers in the Kingdom's governorates	6	10	12
Number of sports cities in the Kingdom's governorates	7	10	13
Number of books and periodicals issued by the Ministry	150	250	300

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## Key Performance Indicators- Communities- Culture and Youth

### Targeted Scenario

Indicator	2017	2021	2025
annual support for cultural civil society organizations	20%	30%	50%
Number of cultural centers in the Kingdom's governorates	6	10	12
Number of sports cities in the Kingdom's governorates	7	10	13
Number of books and periodicals issued by the Ministry	150	250	300

# Poverty and Social Protection

## Targeted Scenario

Targeted scenario	Priority Initiatives
<p>Building and developing integrated targeting systems that help reduce poverty rates</p>	<p>Create a national information bank (unified record) to ensure that those working in poverty reduction receive reliable, accurate and up to date data.</p> <p>Derive fairer equations and functions that give accurate and objective results that take into account the economic and social environment in the Kingdom.</p> <p>Develop an advanced manual outlining the standard of living and quality of life of needy Jordanian families and use it to identify families eligible various government support programs.</p> <p>Eliminate food poverty and hunger in the Kingdom by 2017.</p> <p>Increase direct coverage rates (support) to poor and needy families (unable to work and produce) for up to 80% of their absolute poverty line by 2025.</p> <p>The program to expand targeting base and scope of the coverage Contribute to bridging the poverty gap (financially incapable working families) to 80% of their absolute poverty line by 2025.</p>
<p>Optimizing the benefit from the outputs of programs to boost productivity, training and rehabilitation to ensure the creation of job opportunities that meet the needs of the poor and vulnerable, focusing on (women, youth and people with disabilities)</p>	<p>Help the poor who are able to work to join the labour and production market.</p> <p>Develop the skills and capacities of members of poor, vulnerable and female-headed households families.</p> <ul style="list-style-type: none"> <li>• Qualitative training on jobs in demand in the labor market for nearly 40,000 of members of poor and needy families during the period of the vision, at a rate of (4000) person per year.</li> <li>• Employ (40,000) of members of poor and needy families and integrate them into the labor market during the next ten years, at a rate of 4000 job opportunities per year.</li> <li>• Encourage the private sector to employ members of poor families so that the government bears the full coverage cost of these employees in the social security (for the establishment and the insured) at the rates set forth in the social security act for two consecutive years.</li> </ul> <p>Create and implement entrepreneurship projects and link them with economic opportunities based on comparative advantage of each area.</p> <p>Link assistance with conditions related to education and the size of poor families.</p> <p>Require the beneficiary families to look for work (members who are able to work).</p>
<p>Creating a conducive environment for a more effective contribution by government, private and voluntary sectors and funding entities</p>	<p>Encourage venture capital-based projects that are implemented in the poorest areas.</p> <p>Promote investment in the poorest areas in international, regional and local forums.</p> <p>Create a supporting and attractive business environment to establish projects based on research and development in poverty areas.</p>
<p>Promoting respect for vulnerable and marginalized categories</p>	<p>Educated children from an early age o respect vulnerable groups and teach them tolerance and acceptance by incorporating special units for these concepts in school curriculum.</p> <p>Encourage the media, including television stations, to portray the least advantaged communities in a positive way, while highlighting the importance of the contribution of these communities in the advancement of the economy and society.</p>
<p>Supporting people with disabilities to participate in all society activities</p>	<p>Update the National Strategy for Persons with Disabilities and implementation its recommendations, and support the training of teachers so that they can identify children with disabilities, and provide them with appropriate support to help them participate fully in society.</p> <p>Ensure that children with disabilities have equal rights in formal education, through detailed engagement programs in each governorate through training and strengthening outreach and awareness</p> <p>Engage the society, and social and religious leaders as supporters of the human rights of women and persons with disabilities and all vulnerable groups.</p> <p>Encourage the private sector to employ persons with disabilities, through awareness campaigns and consider the possibility of the use of financial incentives.</p>
<p>Providing legal protection for persons with disabilities</p>	<p>Ensure that the National Aid Fund allocates the necessary financial resources to implement the provisions of the Convention on the Rights of Persons with Disabilities</p>



Targeted scenario	Priority Initiatives
<p><b>Expand the benefits, empowerment and social protection for people with disabilities</b></p>	<p>Overhaul public transport to enable access for persons with disabilities, including the provision of private taxis in major cities to help disabled people to move around.</p> <p>Allocate a part of the National Aid Fund budget to modify housing for persons with disabilities to enable them to live independently (for example, adding handrails and handles).</p>
<p><b>Increasing women participation in all aspects of society</b></p>	<p>Amend the Domestic Violence Act so that it clearly defines the definition of violence against women and implementation procedures, and work with the judiciary and the security agencies on how to implement the law.</p> <p>Develop a mechanism to ensure faster and more efficient response to violence against women, and establish internal protection systems in the relevant governmental bodies, security agencies, hospitals and clinics (in both private and public sectors).</p> <p>Encourage the private sector women leaders in Jordan to develop a guidance program and to volunteer to conduct interviews with Jordanian school and university students.</p> <p>Develop more stringent provisions with respect to all forms of discrimination and violence against women and amend legislation that codifies the violence and promote discrimination against them, according to the list of demands made by the women's movement to the Parliament.</p>
<p><b>Caring for the elderly</b></p>	<p>Increase the capacity of existing elderly care centers, in line with international standards of best practice.</p> <p>Allow and encourage forming non-profit community organizations that will provide basic services for the elderly such as medication home delivery.</p>
<p><b>Strengthening the role of families by improving parenting</b></p>	<p>Develop parenting programs in partnership with non-profit organizations that focus on child development and parenting skills.</p> <p>Replace the institutional social care with family care where possible.</p>
<p><b>Expanding the participation of parents in the education and the responsibility of the schools towards parents</b></p>	<p>Require creating parent-teacher associations (PTA) in all schools and require schools to hold one PTA meeting at least every semester.</p>
<p><b>Promoting the safe use of the internet</b></p>	<p>Provide guidance to families on the necessary applications for the use of the Internet by underage children.</p> <p>Educate families about safe internet use and how to protect their personal information.</p>
<p><b>Enhancing social protection and community responsibility</b></p>	<p>Review and develop social legislation and integrate international conventions with them, and start preparing the Jordanian social work draft law and adopt and commit to its provisions by all concerned authorities.</p> <p>Prepare and launch the Jordanian social work strategy, and develop executive plans that the relevant institutions contribute in implementing them.</p> <p>Organize the efforts of institutions by forming an advisory committee or advisory board of social protection in the Ministry of Social Development, with a mission to promote cooperation and coordination between the authorities concerned with developing social protection policies and implementation authorities.</p> <p>Professionalize social work through the establishment of an association for social specialists or social workers.</p> <p>Provide disciplinary and procedural social protection services using an approach based on operation management, as well as the preparation of maps for groups in need of social protection, and replace institutional social care with family care where possible.</p> <p>Institutionalize the Jordanian national project of corporate community responsibility to crystallize the concept of corporate community responsibility, identify its principles and fields, manage its events effectively, coordinate its initiatives and measure its impact.</p>

# Key Performance Indicators- Poverty and Social Protection

## Targeted Scenario

### Poverty

Indicator	Baseline 2014	2017	2021	2025
Percentage of absolute poverty	14%	13%	10%	8%
Percentage of food poverty	0.32%	0%	0%	0%
GINI coefficient	37.6	35.0	31.0	28.0

### Social Protection

Indicator	2017	2021	2025
Number of beneficiaries of alternative care programs	400	400	400
Number of practicing social workers who have occupation licenses	600	1200	3000
Number of social workers qualified and trained in the social protection sector	2000	3000	4000
Number of beneficiaries of social protection services who are integrated in their families	3500	7000	8000
Number of community responsibility initiatives supported by the private sector	36	72	144
Number of association working in social protection that exchange data and information among each other	30	60	90
Number of services provided according to approved standards	40	50	60
The existence of a regulatory framework for workers in social protection	1	1	1
Number of legislation governing the sector of social protection that have been developed, updated, revised, aligned and integrated into the international conventions	20	25	30
Percentage of increase in annual financial allocations to entities working in social protection	25%	30%	60%
human development index score	0.77	0.785	0.80
Social progress index	66	70	73

## Safety and Security

### Targeted Scenario

Targeted scenario	Priority Initiatives
Helping the security authorities to use technology to reduce crime through better informed and equipped citizens	<p>Create a hotline "to report anonymous information about crimes" to collect anonymous reports of criminal and suspicious activities.</p> <p>Encourage Jordanian ICT companies to develop technological applications related to citizens' security.</p>
Adopting cyber security solutions	<p>Accelerate the implementation of the legislation necessary for the security and protection of personal data.</p> <p>Encourage the protection of the national banking system and major banks by developing and upgrading their information technology systems in cyber security.</p>
Encouraging Non-Governmental Organizations to prevent crime	<p>Encourage citizen programs, such as forming neighborhood watchdog groups, where members of the neighborhood agree to watch each other's properties and patrolling the streets and report any suspicious incidents to the police.</p>
Caring for individuals' health and addressing behaviors that affect	<p>Update the current seat belt law to include all passengers rather than just the driver, including children car seat law, and encourage the strict enforcement of the law through sanctions.</p> <p>Design a campaign for road safety to encourage better behavior by drivers on the roads.</p> <p>Continue efforts to prevent smoking in public places.</p> <p>Develop a mental health strategy to build awareness and reduce social embarrassment, and provide support for persons with disabilities and integrate them into society.</p>

## Key Performance Indicators- Safety and Security

### Targeted Scenario

Indicator	Baseline 2014	2017	2021	2025
The reliability of police services	5.5	5.7	5.8	5.9
Road deaths per 100,000 people per year	22.9	15.0	12.0	8.0

## Citizen- Priority Initiatives



# Education

## Targeted Scenario

Targeted scenario	Priority Initiatives
Determining the basics "in the infrastructure of primary and secondary schools and Supplies	<p>Determine the number of basic standards for infrastructure for schools and their facilities, according to the best international standards.</p> <p>Conduct a comprehensive review of resource requirements for all primary and secondary schools against the approved standards.</p> <p>Prepare time frames within which all issues relating to the infrastructure of schools are resolved.</p> <p>Monitor and maintain schools regularly to ensure compliance with standards adopted.</p> <p>Develop the infrastructure of educational institutions and urge the private sector to contribute in these efforts.</p> <p>Provide mechanisms to ensure the active participation of parents and teachers in the development and modernization of the educational process.</p>
Access to schools and merging schools	<p>Merge schools within the same region with less than 100 students over the next ten years and provide appropriate transport at nominal prices to students.</p>
Expanding the scope of Early childhood education	<p>Develop a policy and regulatory framework for early childhood education, including:</p> <ul style="list-style-type: none"> <li>• Making Kindergarten (KG2) an obligatory part of pre-primary education at the age of 5.</li> <li>• Encourage the private sector and civil society organizations to build partnerships with the public sector, regulated by the Ministry of Education.</li> <li>• Activate and confirm the role of educational play activities that are included in the curriculum.</li> </ul> <p>Increase high-quality community centers for young children and families.</p>
Updating the national curriculum at all levels	<p>Deploy of a range of measures to improve and measure basic education outcomes of each age group, develop testing procedures and follow up education outcomes.</p> <p>Develop basic reading, writing and arithmetic skills of children in the age group (6-10 years).</p>
Integrating innovative technologies to enhance student learning, teacher training and capacity building	<p>Introduce the programs of Jordan Education Initiative for Technology and Education in all schools in the Kingdom Use a technology platform to provide school curriculum online and increase implementation quality and consistency in the school system and identify skills.</p> <p>Expand the development of expanded and open online courses in Arabic, such as Edraak Initiative.</p> <p>Build partnerships with the private sector to develop mobile learning modules that include expensive teaching aids and equipment (such as lab equipment for chemistry classes) that can be transferred across schools to enable teachers in less advantaged schools to use them.</p> <p>Improve the quality of education in the first grades of basic education.</p> <p>Develop simple online professional platforms and applications for professional networks, such as class.jo, to connect teachers in similar subject disciplines across the Kingdom (Math for example), allowing them to share ideas, lesson plans and content on the internet.</p>
Encouraging the expansion of extra-curricular activities in local communities	<p>Encourage schools and civil society organizations to increase sports and creative co-curricular activities that are locally available.</p> <p>use public school facilities outside regular school hours for extracurricular activities to the local community.</p>
University entrance exam procedures	<p>Develop higher education – academic and vocation training - admission principles to ensure equality of opportunity.</p> <p>Better alignment between the marks required to enter into higher education and vocational training programs with the needs and requirements of the labor market.</p>
Attracting, developing and maintaining best talented teachers	<p>Introduce a new system for the rehabilitation of newly graduated students and teachers.</p> <p>Encourage investment in new teacher training colleges that use internationally approved training curriculum, through Public-Private Partnership models.</p> <p>Introduce a mandatory continuing professional development program for all teachers.</p> <p>Link teachers' promotion and pay increases to successful completion of the requirements of continuing professional development programs each year.</p> <p>Require teachers wishing to become school principals to have a specific certification in Educational Administration and make appointment of principal and senior school administrator positions contingent on successful completion of the certificate.</p> <p>introduce minimum requirement of 20 hours of continuing professional development programs for school administrators per year.</p> <p>Introduce "Teach for Jordan" program that that seeks to form an elite group of respected teachers and appoint them in the most needy schools.</p>

Targeted scenario	Priority Initiatives
<p><b>Kinking university accreditation and financing to complying with the standards of excellence</b></p>	<p>Revise and set international best practice standards of excellence in higher education institutions (for faculty, facilities, curricula) and enforce them through the Higher Education Accreditation Council.</p> <p>Link government support for higher education institutions to the commitment of these institutions to accreditation and quality standards.</p> <p>Develop the follow-up and evaluation system of the outcomes of education of all types and levels.</p>
<p><b>Raising the level of applied research at universities</b></p>	<p>Support and encourage scientific research in accordance with the objectives of the Scientific Research Support, and collect unspent mandatory allocation for research from higher education institutions.</p> <p>Encourage investment from the private sector by exempting research and development expenses from taxable income.</p> <p>Increase university-industry partnerships to ensure consistency between research and the needs of the economy, including programs such as "from School (College)-to-Factory".</p> <p>Encourage universities to enter into participatory agreements with prestigious international universities in technical programs.</p> <p>Increase partnerships between universities and the information technology sector, to ensure offering students courses that meet the needs of the market and technological development</p>
<p><b>Promoting conformity between educational activities and the needs of the labor market</b></p>	<p>Create a network of qualified professional consultants in all universities to provide career guidance services, including course choices, community volunteer work, development skills and formation of professional networks skills and employment applications.</p> <p>Provide tax exemptions or other incentives to companies that offer paid training, and a high level of education and adequate remuneration for trainees.</p>
<p><b>Expanding vocational training network and encouraging enrollment</b></p>	<p>Expand vocational training network through the development of new programs for each priority cluster identified in the vision.</p> <p>Encourage vocational and technical training institutions to build partnerships with the private sector and secure independent sources of funding.</p> <p>Improve student counseling and orient them towards vocational programs in schools and universities.</p> <p>Improve selection and appointment criteria for instructors of employment, technical and technological vocational education and training to ensure instructors are qualified in accordance with international standards.</p> <p>Change the perception about vocational training among the youth and community by: Encourage creativity and innovation competitions in educational institutions and encourage participation in international competitions in this area to develop vocational skills Introduce vocational skills courses early in the school curriculum, through field visits to colleges and facilities for vocational and technical training colleges Provide vocational guidance services in high schools (provided by vocational and technical training colleges) provide statistics on available employment opportunities Encourage students to visit vocational and technical training institutions before making a decision to apply for academic institutions and before the deadline to apply for vocational and technical training programs.</p>

# Key Performance Indicators- Education

## Targeted Scenario

Indicator	Baseline 2014	2017	2021	2025
Ranking of Jordanian universities according to international rankings	Outside the list of top 500 universities	One university in the list of top 500 universities	3 universities in the list of top 500 universities	5 universities in the list of top 500 universities
Number of universities that meet the quality standards approved by the Higher Education Accreditation Commission	0	3	7	10
Total annual expenditure on research and development as a percentage of GDP	0.52%	0.85%	1.25%	1.75%
Enrollment rates in preschool education	60.1%	75.0%	85.0%	90.0%
Total enrollment rate in vocational education	13.12%	20.0%	30.0%	40.0%
Percentage of reducing difference and academic achievement between students' average performance by gender and school location (urban, rural)	5.0%	15.0%	25.0%	35.0%
Students' scores in Trends in International Mathematics and Science Study (TIMSS) (held once every 4 years))	Science 449 Math 406	469	489	509
Jordanian students		426	446	466
Scores in the Programme for International Student Assessment (PISA) (held once every 3 years)	Science 409 Math 386 Reading 399	424	439	454
		401	416	431
		414	429	444
Ratio of administrative staff to faculty members in public universities	1:2.2	1:2.1	1:1.9	1:1.8
Number of universities that have been granted international accreditations and quality assurance certificates for their program	2	5	8	12

# Employment

## Targeted Scenario

Targeted scenario	Priority Initiatives
<p><b>Building a skilled and motivated workforce armed with skills required by the labor market</b></p>	<p>Improve training and employment programs via relevant institutions in partnership with the private sector and provide certification upon successful completion.</p> <p>Create the Supreme Council for the Development of Human Resources.</p> <p>Work with employers' organizations to develop specialized training programs in accordance with the requirements of the sector they represent Provide financial incentives to encourage training provided by the employers.</p>
<p><b>Developing vocational guidance and employment services and changing business culture</b></p>	<p>Design awareness campaigns to overcome the barriers inhibiting Jordanians from accepting certain low-skills jobs in the labor market and encourage Jordanians to take up vocational careers.</p> <p>Work with employers to improve attractiveness of those occupations and provide decent working environment for workers in these occupations through joint committees.</p> <p>Expand education, training, and employment programs in the workplace, and provide financial incentives for employers and employees.</p> <p>Develop vocational employment, training and guidance services to increase employment rates and focus on self-employment and entrepreneurship.</p> <p>Create employment units in ministries concerned with priority sectors for employment to meet the sector's human resource needs and training needs to contribute to addressing unemployment.</p> <p>Benefit from Jordanian expatriates to create links such as outsourcing office services and business processes by supporting promotion of technical exports.</p> <p>Convert waiting lists in the Civil Service Bureau, especially stagnant disciplines, into lists containing active labor market programs (active labor market policies) in the private sector.</p> <p>Focus on the integration of young people, persons with disabilities and women in the labor market, through specialized training and employment programs aimed at these groups.</p>
<p><b>Ensuring that foreign workers complement, rather than replace, Jordanian labor</b></p>	<p>Determine the rates of foreign workers in all sectors, according to the foreign labor management matrix in the National Employment Strategy adopted by the Ministry of Labor in coordination with the private sector representatives.</p> <p>Impose variable and adjustable fees for work permits for foreigners in the sectors that have been identified in the foreign labor management matrix.</p> <p>Strengthen the partnership with the private sector, civil society organizations and relevant ministries o meet the labor market needs of local qualified vocational labor by linking training with employment and working towards the gradual replacement of foreign workers by trained Jordanian labor.</p> <p>Strengthen the supervisory capacity of agencies supervising foreign workers and toughen the penalties against employers who hire illegal labor.</p> <p>Provide a national system to track foreign workers across the border crossings and link all relevant institutions to it.</p> <p>Develop clear criteria for granting visas and work permits for experts and professionals in certain occupations and for specific periods.</p>
<p><b>Supporting training and employment opportunities for citizens of poor and remote low-investment areas</b></p>	<p>Improve the business environment to encourage the private sector to invest in remote and poor areas, taking into account the special challenges faced by businesses in those areas.</p> <p>Give small businesses located in remote areas and poor the priority to government contracts.</p> <p>Give remote and poor areas the priority of supported training and employment programs, according to the nature of the area (productive branches, nursing, self-employment...etc.).</p> <p>work with local councils and municipalities to improve public transport between rural and urban areas.</p>
<p><b>Developing labor market information</b></p>	<p>Build and regularly (annually) update a detailed database of the labor market and make it available to all citizens under the supervision of the National Center for Human Resources Development.</p> <p>Support a coordinated effort across ministries to improve the statistics on job creation, foreign investment, the growth of the industry, tax payment, (inbound and outgoing) labor migration, surveys about the demand for labor, supply from employers and studies on the informal labor market.</p> <p>Improve data on population, employment and unemployment by expanding the scope of the sample at the level of districts and sub-districts.</p> <p>Build and regularly (annually) update a detailed database of persons with disabilities in cooperation with the concerned authorities.</p> <p>Build and regularly (annually) update a detailed database of persons with disabilities in cooperation with the concerned authorities.</p> <p>Ensure easy access to information about labor market for all agencies.</p>



Targeted scenario	Priority Initiatives
Supporting equal labor rights in public and private sectors	<p>Make salaries and the structure of wages and incentives and promotions in the public sector based on achievement to achieve balance between public and private sector wages with time.</p> <p>Enact legislation requiring the provision of minimum benefits for private sector employees and the self-employed, including social security, health insurance, and maternity benefits.</p>
Mitigating the negative effects of brain and skill drain	<p>Build an online expatriate community platform to link all Jordanians living abroad, providing links to job search sites and advise on immigration matters.</p> <p>Ensure that investment promotion offices located in embassies abroad are targeting Jordanian expatriates to invest into Jordan.</p>

## Key Performance Indicators- Employment

### Targeted Scenario

Indicator	Baseline 2014	2017	2021	2025
Unemployment rate	12.2%	11.5%	10.8%	8.0-9.2%
Percentage of foreign labor of total labor force	30%	27%	25%	23%
Percentage of employees in the public sector	38%	34%	32%	30%

# Participation in Workforce

## Targeted Scenario

Targeted scenario	Priority Initiatives
Encouraging greater female participation	Facilitate access to information on job opportunities through mobile phone job search services and female job counseling programs.
	Provide tax exemptions for investment in small and medium enterprises owned by women or those that employ women exclusively in the priority clusters identified.
	Introduce flexible work arrangements such as part-time or flexible work hours to enable employees to determine and change their schedules to better fit their personal needs, within the limits set by employers.
	Expand opportunities for females to start their own businesses through micro financing programs.
	Strengthen the government's capacity to enforce maternity benefits in the private sector.
	Contribute to creating working conditions and environment suitable for women in the workplace especially in communities and industrial cities, and address all their issues.
	Review and amend national legislation that promote increased participation of women in the labor market.
	Support entrepreneurial initiatives to provide role models and examples of activities suitable for primary school aged girls.
	Increase the number of available child care centers public-private partnership.
Promote female participation in vocational and technical training and education by designing programs the meet labor market needs.	
Limiting access to early retirement	Phase out early retirement by raising it to 55 by 2016 and up to the national retirement age of 60 for men and 55 for women by 2020.
	Structure retirement programs to disincentive early retirement payout schedules.
Reducing informal employment	Expand labor control enforcement capacity and improve enforcement mechanisms in the Ministry of Labour.
	Encourage the transition from the informal sector into the formal sector, by offering incentive packages and simplifying procedures.
	Raise awareness in the informal sector on the value added gained by moving into the formal sector.
Governance of vocational and technical employment, training and education sector	Prepare a legal framework regulating the activities of the vocational and technical employment, training and education sector.
	Give the Accreditation and Quality Control Center specific legal powers to enable it to implement the external quality control system on all providers training services, including vocational education schools, vocational training institutes, and community colleges in the public sector and the National Employment and Training Company in the private sector.
	Update the National Employment Strategy to better deal with current and future challenges and provide the needed support and funding to implement its programs and projects.
Activating the vocational training system in accordance with the labor market needs	Update education levels in the classifications of the Department of Statistics to include more vocational and technical training and education categories.
	Prepare an educational system to bridge the basic levels of vocational training to technical and specialist levels, based on the concept of lifelong learning, which will increase engagement by Jordanians in vocational and technical careers.

## Key Performance Indicators- Participation in Workforce Targeted Scenario

Indicator	Baseline 2014	2017	2021	2025
Participation Rate	41%	44%	47%	50%
Female Participation Rate	15%	18%	22%	24%
Average Retirement Age	51	54	58	60
Size of Informal Employment	44%	35%	30%	20%

# Healthcare

## Targeted Scenario

Targeted scenario	Priority Initiatives
Improving the institutional framework for the healthcare sector	<p>Review the role of the High Health Council and amend its laws.</p> <p>Updated health map and the number of accredited health institutions.</p>
Developing an effective and comprehensive health insurance system	<p>Consider the establishment of a unified and comprehensive health insurance system to provide the minimum health care package and medicines to all Jordanians and residents.</p> <p>Encourage the private sector to provide additional health insurance plans for individuals and companies seeking additional insurance products to the Jordanian and regional market.</p>
Improving the operational performance of the public health care system	<p>Expand the use of information technology in resource management and administrative procedures in public health institutions.</p> <p>Create an integrated electronic healthcare database that includes comprehensive information on health providers and recipients.</p> <p>A national strategy for health human resources.</p> <p>A national strategy to rationalize health spending on drug to be put in place.</p> <p>A national preventative health strategy to be adopted and implemented.</p> <p>Well-planned geographic expansion of healthcare facilities and services based on the principles of partnership, coordination and integration.</p>
Improving the delivery of emergency medical services	<p>Create an independent ambulance and emergency unit/ body.</p> <p>Adopt strategies to cope with disasters, environmental and demographic changes and financial crises.</p>
Improving education for professionals in the health field	<p>Invest in health studies and research.</p> <p>Adopt an integrated national medical education program.</p> <p>encourage nursing studies through grants, scholarships, advertising and promotional activities.</p> <p>Launch all-female nursing programs to increase female participation in the workforce.</p> <p>Motivate health workers to work in rural areas.</p> <p>Mandatory continuous vocational training and education programs in the sector.</p>
Strengthening preventative efforts to combat non-communicable diseases	<p>Adopt the implementation a national strategy for the control of non-communicable diseases.</p> <p>Increase investment in education and information about genetic diseases.</p> <p>Adopt the implementation of the National Strategy on Reproductive Health/Family Planning.</p>
Strengthening partnerships and cooperation in the healthcare sector	<p>Enhancing participatory with local communities in the planning of development needs.</p> <p>Coordination between health providers to ensure the implementation of programs.</p>
Promoting mental health and drug abuse services	<p>Establish youth-friendly healthcare centers to treat mental health problems and drug abuse.</p>
Controlling emerging and reemerging diseases	<p>Establish a regional centre for health emergencies and poliomyelitis in Jordan in collaboration with the World Health Organization (WHO).</p>

# Key Performance Indicators- Healthcare

## Targeted Scenario

Indicator	2017	2021	2025
health insurance coverage rate	89%	91%	95%
Number of accredited hospitals	45	70	100
Number of accredited health centers	180	240	300
Number of computerized hospitals in the public sector	49	69	89
Health expenditure as a percentage of GDP	7	6,8	6,7
The contribution of the Jordanian pharmaceutical industry in drug bill locally	40%	55%	70%
Infant mortality rate per thousand live births	16	14	12
Primary health care expenditure of total health spending in the public sector	20	23	25

