



MINISTRY OF PLANNING AND INTERNATIONAL COOPERATION

# Jordan's Reform Matrix (2018 - 2024)

## Table of content

List of Acronyms .....	3
PILLAR 1: FISCAL POLICY.....	4
PILLAR 2: PUBLIC SECTOR EFFICIENCY AND GOVERNANCE .....	5
PILLAR 3: ENABLING BUSINESS ENVIRONMENT.....	7
PILLAR 4: INVESTMENT AND TRADE PROMOTION .....	9
PILLAR 5: ACCESS TO FINANCE AND CAPITAL MARKET .....	11
PILLAR 6: LABOR MARKET AND SKILLS DEVELOPMENT.....	13
PILLAR 7: SOCIAL SAFETY NETS.....	15
PILLAR 8: TRANSPORTATION SECTOR .....	17
PILLAR 9: ENERGY SECTOR.....	19
PILLAR 10: WATER SECTOR.....	21
PILLAR 11: AGRICULTURE SECTOR .....	23
PILLAR 12: TOURISM SECTOR.....	24

## List of Acronyms

API – Application Programming Interface	MoEnv – Ministry of Environment
ASEZA – Aqaba Special Economic Zone Authority	MoF – Ministry of Finance
CBJ – Central Bank of Jordan	MoITS – Ministry of Industry, Trade and Supply
CCD – Companies Control Department	MoL – Ministry of Labor
CoC – Code of Conduct	MoPIC – Ministry of Planning and International Cooperation
COM – Council of Ministers	MoTA – Ministry of Tourism and Antiquities
DFS – Digital Financial Services	MRV – Measuring, Reporting and Verification
FCCL – Fiscal Commitments and Contingent Liabilities	MSME – Micro, Small and Medium Enterprises
FSR – Financial Sustainability Roadmap	NAF – National Aid Fund
GAM – Greater Amman Municipality	NDC – Nationally Determined Contributions
GHG – Greenhouse Gas	NEPCO – National Electric Power Company
GOJ – Government of Jordan	NRIP – National Registry of Investment Projects
GRP – Good Regulatory Practice	NSPS – National Social Protection Strategy
GST – Goods and Services Tax	NSW – National Single Window
IBRS – Integrated Business Registry System	NUR – National Unified Registry
ICT – Information and Communications Technology	ODIN – Open Data Inventory
ISIC4 – International Standard Industrial Classification of All Economic Activities, Fourth Version	PCA – Post Clearance Audit
ISCO – International Standard Classification of Occupations	PIP – Public Infrastructure Partnership
ISTD – Income and Sales Tax Department	PIM – Public Investment Management
JIC – Jordan Investment Commission	PPP – Public Private Partnership
JLGC – Jordan Loan Guarantee Corporation	PMU – Project Management Unit
JONEPS – Jordan On-line E-Procurement System	PSP – Payment Service Providers
JoPACC – Jordan Payments and Clearing Company	RIA – Regulatory Impact Analysis
MDTRM – Medium Term Revenue Mobilization	SSC – Social Security Corporation
MIS – Management Information System	VTSD – Vocational and Technical Skills Development
	VAT – Value added tax
	WB – World Bank



## PILLAR 1: FISCAL POLICY

REFORM AREA	2018 - 2021	2022	2023 - 2024
<b>1.1 FISCAL FRAMEWORK FORMULATION</b>		<ul style="list-style-type: none"> <li>GoJ's Macro-fiscal Framework developed</li> <li>Public Financial Management Strategy 2022 - 2024 published</li> <li>First Macro-Fiscal outlook and Risk Report Published</li> </ul>	<ul style="list-style-type: none"> <li>Medium-Term Fiscal Framework developed and appended with the General Budget Laws</li> </ul>
<b>1.2 DOMESTIC REVENUE MOBILIZATION</b>	<ul style="list-style-type: none"> <li>Sales tax exemptions reduced</li> <li>Full taxes increased</li> <li>Hybrid car fuel subsidies reduced</li> <li>New Income Tax Law adopted</li> <li>Medium Term Revenue Mobilization policy approved</li> <li>Transfer pricing mechanism amended</li> <li>Taxation rules introduced in GST Law</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive climate smart and fiscally sustainable tax policy developed, consistent with NDC commitments</li> <li>ASEZA's Law amended to expand jurisdiction of ISTD and Customs to cover Aqaba Special Economic Zone</li> <li>Anti-smuggling of cigarettes mechanism implemented</li> </ul>	<ul style="list-style-type: none"> <li>National Billing Program and National Tax Accounting Program launched</li> </ul>
<b>1.3 DEBT MANAGEMENT</b>	<ul style="list-style-type: none"> <li>Debt Management Strategy (2019 - 2023) updated to include contingent liabilities</li> </ul>	<ul style="list-style-type: none"> <li>Debt Management Strategy (2020 - 2024) updated and published</li> </ul>	



## PILLAR 2: PUBLIC SECTOR EFFICIENCY AND GOVERNANCE

REFORM AREA	2018 - 2021	2022	2023 - 2024
<b>2.1 TRANSPARENCY AND ACCOUNTABILITY</b>	<ul style="list-style-type: none"> <li>Audited consolidated financial statements for the previous year issued by the Audit Bureau</li> <li>Amended Audit Bureau Law enacted</li> </ul>		
<b>2.2 ACCESS TO INFORMATION</b>		<ul style="list-style-type: none"> <li>Access to Information Law enacted</li> <li>National Statistics Roadmap approved</li> </ul>	
<b>2.3 PUBLIC PROCUREMENT</b>	<ul style="list-style-type: none"> <li>Procurement bylaw and instructions enacted</li> <li>JONEPS launched and operationalized</li> <li>Procurement Policy and Procurement Complaint ministerial committees established</li> <li>Standard procurement documents developed for Works adopted</li> </ul>	<ul style="list-style-type: none"> <li>JONEPS deployed to cover Ministries of Health and Education</li> <li>Procurement Policy and oversight unit established</li> <li>Procurement Complaints unit established</li> <li>Standard procurement documents developed for Goods and Consulting services adopted</li> </ul>	<ul style="list-style-type: none"> <li>JONEPS deployed to cover all public entities</li> <li>Policy guidelines for Green Procurements and incentives for local products developed</li> </ul>
<b>2.4 PIM - PPP - FCCL GOVERNANCE FRAMEWORK</b>	<ul style="list-style-type: none"> <li>Public Investment Management - Public Private Partnership Policy Note and Governance Framework enacted</li> <li>PPP law enacted</li> <li>PPP, PIM, and FCCL units established</li> <li>PPP bylaws and instructions enacted, and PPP Higher Committee regulated through instructions</li> <li>PIM appraisals and climate responsiveness assessments applied to all new PIPs and PPPs</li> <li>PPP Project Pipeline Development Fund established and activated</li> </ul>	<ul style="list-style-type: none"> <li>NRIP system implemented and rolled out</li> <li>FCCL ceiling set by MoF annually</li> <li>NRIP system at MoPIC is linked to MRV system at MoEnv</li> </ul>	<ul style="list-style-type: none"> <li>PPP PMUs at line ministries, staffed and operationalized</li> </ul>

REFORM AREA	2018 - 2021	2022	2023 - 2024
<b>2.5 REGULATORY PRACTICES</b> <p style="text-align: right;"><b>GOOD</b></p>	<ul style="list-style-type: none"> <li>• Code on GRP framework approved</li> <li>• Public consultations piloted in six agencies (MoL, MoITS, Customs, ISTD, GAM, JIC)</li> <li>• RIA guidelines adopted</li> <li>• Memorandum of Legislative Data adopted</li> <li>• Framework for the execution of RIA and ex-post pilots adopted</li> </ul>	<ul style="list-style-type: none"> <li>• RIA guidelines amended and adopted to ensure better targeting of analytical efforts, and inclusion of guidance on ex-post evaluation of legislation</li> <li>• Online public consultation portal operationalized</li> <li>• Metric Index to measure regulatory predictability developed and endorsed by COM</li> </ul>	<ul style="list-style-type: none"> <li>• Bylaw formalizing GRP across Government agencies issued</li> </ul>
<b>2.6 GOVERNMENT SERVICES</b>	<ul style="list-style-type: none"> <li>• Zoning map and certification of official sale form digitalized</li> <li>• Government digital payment system launched</li> <li>• Social Security registration digitalized</li> <li>• Building permits digitalized</li> <li>• Income and Sales Tax registration process digitalized</li> <li>• Tax clearance process digitalized</li> <li>• Electronic platform to allow submission of VAT/Sales tax refund request upgraded and optimized</li> <li>• Electronic payment for all port related services enabled</li> <li>• Unit at the Amman first instance court and Amman magistrate court that includes judges who only handle commercial cases established</li> </ul>	<ul style="list-style-type: none"> <li>• E-signature system launched and adopted</li> </ul>	<ul style="list-style-type: none"> <li>• National Registry of Government Services deployed</li> <li>• 250 government services digitized</li> </ul>



## PILLAR 3: ENABLING BUSINESS ENVIRONMENT

REFORM AREA	2018 - 2021	2022	2023 - 2024
<b>3.1 BUSINESS REGISTRATION AND LICENSING</b>	<ul style="list-style-type: none"> <li>• Land Registration and Fees Law enacted</li> <li>• Amended Immovable priority estimation bylaw enacted</li> <li>• Property Transfer and Land Sale Tax reduction decision issued by COM</li> <li>• Construction permit approval by utility providers cancelled for businesses</li> <li>• Occupancy Permit extended by 5 and 2 years for completed and uncompleted buildings respectively</li> <li>• Policy paper on reforming licenses adopted</li> <li>• Investor Journey Program launched</li> <li>• Vocational licenses issued by both Greater Amman Municipality and Ministry of Local Administration merged under one license leading to cancellation of health license</li> <li>• Low risk activities' environmental approval process reduced to 7 days</li> <li>• Property transfer tax and registration fees reduced</li> <li>• Crafts and Industries Law abolished</li> <li>• Necessary legislations to reform building control in Amman and designate GAM as the competent authority for building permits control its boundaries enacted</li> <li>• Three sectoral licenses abolished</li> <li>• ISIC4 classification framework adopted and implemented on newly registered business</li> <li>• Vocational Licensing process digitalized</li> </ul>	<ul style="list-style-type: none"> <li>• GAM vocational licensing law enacted</li> <li>• Procedures to predetermine immovable property values at the Department of Land and Survey activated</li> <li>• Requirement to request Zoning Map as part of implementation of the Immoveable Property Estimation cancelled (Bylaw no. 4/2019)</li> <li>• New business registration process launched</li> <li>• Work and residency permits merged in one document</li> </ul>	<ul style="list-style-type: none"> <li>• Amended Companies Law enacted, addressing streamlined processes for companies' registration and other related procedures</li> <li>• CCD transformed into the Integrated Business Registration Authority</li> <li>• IBRS project within the Investor's Journey Program launched and implemented</li> <li>• 15 Sectoral licenses abolished or simplified</li> </ul>
<b>3.2 BUSIESS INSPECTION</b>	<ul style="list-style-type: none"> <li>• Business monitoring and inspections bylaws enacted</li> </ul>	<ul style="list-style-type: none"> <li>• New on-site inspection prerequisite framework adopted</li> </ul>	<ul style="list-style-type: none"> <li>• National Inspection Strategy adopted</li> <li>• Integrated inspection management system deployed</li> </ul>

REFORM AREA	2018 - 2021	2022	2023 - 2024
3.3 COMPETITION			<ul style="list-style-type: none"><li>• amended Competition Law and bylaws enacted</li></ul>

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## PILLAR 4: INVESTMENT AND TRADE PROMOTION

REFORM AREA	2018 - 2021	2022	2023 - 2024
<b>4.1 INVESTMENT ENVIRONMENT AND PROMOTION</b>	<ul style="list-style-type: none"> <li>• 22 sectors/activities liberalized, foreign ownership in permitted sectors/activities allowed</li> <li>• Investor grievance mechanism enacted and operationalized</li> <li>• Investor's Guide and Syrian Investor's Guide published</li> </ul>	<ul style="list-style-type: none"> <li>• New Investment Law adopted</li> <li>• New investment bylaw adopted</li> <li>• Investment Promotion Strategy developed and approved</li> <li>• New incentives framework adopted</li> </ul>	<ul style="list-style-type: none"> <li>• New investment strategy adopted.</li> </ul>
<b>4.2 TRADE FACILITATION AND EXPORT PROMOTION</b>	<ul style="list-style-type: none"> <li>• Revised Customs Law approved (Silver List and National Single Window)</li> <li>• Export promotion program launched with private sector</li> <li>• Customs Declaration Forms streamlined</li> <li>• Expand public prosecution jurisdiction patents</li> <li>• Trademarks e-filing system launched</li> <li>• Jordan Exports established to promote exports in partnership with the private sector</li> <li>• Customs National Single Window launched</li> <li>• Cut-off time to receive and upload export cargo to port reduced from 48 hours to 8 hours</li> <li>• Customs Legislations approved to streamline trade procedures in accordance with the NSW</li> <li>• Advance Ruling Bylaw enacted</li> <li>• Advance Ruling procedures digitized</li> <li>• Export clearances digitized</li> <li>• Customs Preclearance Bylaw and Instructions for export and import enacted</li> </ul>	<ul style="list-style-type: none"> <li>• NSW upgraded</li> <li>• Customs tariffs restructured</li> <li>• Modern regulatory and operational framework for a PCA regime designed</li> <li>• National E-Commerce Strategy /action plan adopted</li> <li>• International accreditation for organic certification obtained by JSMO</li> <li>• Electronic platform for registration of products conformity certificate developed</li> <li>• Trade and trade-related permits electronic system launched</li> </ul>	<ul style="list-style-type: none"> <li>• Unified border control and inspection framework adopted and implemented</li> <li>• New PCA regime implemented</li> <li>• Quarantine storage established</li> <li>• Simulation center established to facilitate customs' inspection</li> <li>• New risk-based system deployed (national targeting center)</li> <li>• Electronic certification of origin system launched</li> </ul>
<b>4.3 QUALITY INFRASTRUCTURE</b>		<ul style="list-style-type: none"> <li>• Updated national quality policy and national quality strategy adopted</li> <li>• National food safety policy adopted</li> </ul>	<ul style="list-style-type: none"> <li>• Climate Change Center of Excellence established</li> </ul>

REFORM AREA	2018 – 2021	2022	2023 – 2024
<b>4.4 DIGITAL ECONOMY INFRASTRUCTURE</b>	<ul style="list-style-type: none"> <li>• Partial leasing of broadband via a PPP model issued by COM</li> <li>• Open API policy developed</li> <li>• Faster Payments solution launched by JoPACC with support with CBJ</li> <li>• Instructions for onboarding of e-wallets enacted</li> <li>• Circular facilitating compliance for opening MSME e-wallets issued</li> <li>• IoT Instructions enacted</li> <li>• Digital entrepreneurship Strategy adopted to assess the entrepreneurship ecosystem and identify key gaps in entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>• Licensing 5G telecommunication services studied in order to be adopted</li> <li>• Digital payment action plan launched</li> <li>• Digital Transformation Strategy adopted</li> <li>• Personal Data Protection Law enacted</li> <li>• Open Finance Framework issued by CBJ</li> <li>• Payee service by CBJ confirmed</li> </ul>	<ul style="list-style-type: none"> <li>• National broadband network developed</li> <li>• 5G spectrum awarded</li> </ul>
<b>4.5 CLIMATE RESPONSIVE INVESTMENTS</b>	<ul style="list-style-type: none"> <li>• National Green Growth Action plans issued</li> <li>• Definition and eligibility criteria for government and non-government capital expenditure for climate responsive projects issued through instructions</li> </ul>	<ul style="list-style-type: none"> <li>• 2030 Climate Investment Pipeline and Mobilization Plan approved</li> </ul>	
<b>4.6 FRAMEWORK FOR NDC GOALS</b>	<ul style="list-style-type: none"> <li>• NDCs updated</li> <li>• Updated National Climate Change Policy issued</li> <li>• MRV system developed</li> <li>• Roadmap for operationalizing Climate Finance Governance System adopted</li> <li>• National Adaptation Plan issued</li> </ul>	<ul style="list-style-type: none"> <li>• National GHG Registry operational and one carbon market transaction launched</li> </ul>	<ul style="list-style-type: none"> <li>• Climate Finance Governance System updated to include a citizen engagement action plan and a Gender and Climate Change Strategy 2030</li> </ul>



## PILLAR 5: ACCESS TO FINANCE AND CAPITAL MARKET

REFORM AREA	2018 - 2021	2022	2023 - 2024
<b>5.1 CREDIT INFRASTRUCTURE FRAMEWORK</b>	<ul style="list-style-type: none"> <li>• Insolvency Law and Bylaws enacted</li> <li>• Secured Lending Law and Bylaws enacted</li> <li>• Venture Capital Law and Bylaws enacted</li> <li>• Public Financial Management Strategy endorsed</li> <li>• Financial Inclusion (2018 - 2020) Strategy endorsed</li> <li>• Financial Literacy program for MSMEs launched</li> <li>• Insolvency Instructions enacted</li> </ul>	<ul style="list-style-type: none"> <li>• CBJ factoring instructions enacted</li> <li>• Financial Inclusion Strategy (2022 - 2025) launched</li> </ul>	<ul style="list-style-type: none"> <li>• Digital insolvency registration system launched</li> <li>• Insolvency regulations reviewed</li> </ul>
<b>5.2 ACCESSIBILITY TO SOURCES OF FINANCING</b>	<ul style="list-style-type: none"> <li>• Banking Law amendments enacted</li> <li>• JLGC further capitalized, to support trade financing, and board restructured with independent directors</li> <li>• DFS policy framework developed</li> <li>• Secured Transaction Bylaw enacted</li> <li>• Green Bonds Guideline issued</li> </ul>	<ul style="list-style-type: none"> <li>• Financing Companies Bylaw enacted</li> </ul>	

REFORM AREA	2018 - 2021	2022	2023 - 2024
<p><b>5.3 CAPITAL MARKETS</b></p>	<ul style="list-style-type: none"> <li>• Marketing and Sale of Foreign Securities instructions issued</li> <li>• Amended Corporate Governance for Public and Private Shareholding Companies Registered Securities Commission instructions issued</li> <li>• Capital Adequacy and Solvency Criteria of Financial Services Companies legislations issued</li> </ul>	<ul style="list-style-type: none"> <li>• New Securities Law and bylaws enacted</li> <li>• Mutual Investment Companies legislations issued</li> <li>• Public Acquisition Offer legislations issued</li> <li>• Control and Supervision Over public Shareholding Companies and Private Shareholding Companies with Securities Listed in the Financial Market legislations issued</li> <li>• Amended Licensing and Accreditation of Financial Services at Jordan Securities Commission legislations issued</li> <li>• Amended Licensing, and Accreditation of Financial Services and its Regulation instructions issued</li> <li>• Amended Disclosure of Issuing Companies, Accounting and Auditing Standards instructions issued</li> <li>• Disclosure of Inside Information and Prevention of Insider Dealing instructions issued</li> <li>• Duties of Licensee and Accredited Person instructions issued</li> <li>• Short-Selling Instructions issued</li> <li>• Exchange Traded Funds instructions issued</li> <li>• Issuance and Registration of Securities instructions issued</li> <li>• Amended Share Repurchase by Public Shareholding Companies instructions issued</li> </ul>	<ul style="list-style-type: none"> <li>• Market based lending, borrowing and short selling mechanism enacted</li> <li>• Amended Regulating Trading in Foreign Stock Exchanges instructions issued</li> <li>• Duties of Directors of Financial Services Companies instructions issued</li> <li>• Surveillance System for Monitoring Foreign Stock Exchanges Licensees' Trading Platforms developed</li> <li>• Amended Capital Adequacy and Solvency Criteria of Financial Services Companies instructions issued</li> </ul>



## PILLAR 6: LABOR MARKET AND SKILLS DEVELOPMENT

REFORM AREA	2018 - 2021	2022	2023 - 2024
6.1 ACCESS TO JOBS	<ul style="list-style-type: none"> <li>Workplace Code of Conduct (CoC) adopted</li> <li>Gender-based discrimination in applying for credit prohibited</li> <li>Passport application process across gender normalized</li> </ul>	<ul style="list-style-type: none"> <li>Labor Law enacted to protect harassment and violence victims from losing jobs and/or opportunities for advancement</li> </ul>	<ul style="list-style-type: none"> <li>Following the amendment of the Labor Law, CoC adopted in private sector's internal systems and employee handbooks and communicated</li> <li>Workplace Sexual Harassment Grievance Mechanism established</li> </ul>
	<ul style="list-style-type: none"> <li>Flexible Work Bylaw and instructions adopted</li> <li>Voluntary retirement for years of enrollment in the SSC above 30 (20 for women and 25 for men) years of service enforced through a buyout system</li> <li>Expanding part-time workers coverage instructions by SSC issued</li> </ul>	<ul style="list-style-type: none"> <li>Flexible Work Bylaw amended and enacted by MoL</li> <li>Flexible workers' pension contributions instructions issued by SSC</li> <li>Roadmap for Wage Digitization to enhance wage protection through digital payments developed</li> <li>Social Security Law amended and enacted to reduce subscription rates for new market entrants for a period of up to 10 years</li> </ul>	
	<ul style="list-style-type: none"> <li>Social Security Law amended to permit 25% maternity fund utilization for social programs related to maternity insurance</li> <li>Nurseries' Licensing Bylaw enacted</li> <li>E-licensing for nurseries launched</li> <li>Revision of Nurseries' Licensing Bylaws and Instructions conducted, and new regulatory model developed</li> <li>Expand modalities for provision of workplace based childcare services instructions enacted in accordance with Labor Law Article 72b</li> <li>Home based childcare licensing instruction enacted</li> </ul>	<ul style="list-style-type: none"> <li>New set of Nurseries' Licensing legislations drafted and consulted</li> </ul>	<ul style="list-style-type: none"> <li>New set of Nurseries' Licensing legislations enacted</li> </ul>

REFORM AREA	2018 - 2021	2022	2023 - 2024
<b>6.2 JOB FORMALITY</b>	<ul style="list-style-type: none"> <li>• ISCO-8 occupation classification groups for work permits adopted</li> <li>• Agricultural full and part-time labor regulating bylaw and instruction enacted</li> <li>• Inspection criteria as per Labor Law expanded</li> </ul>	<ul style="list-style-type: none"> <li>• ISCO-8 occupation classification for issuing work permits adopted</li> <li>• National Integrated Inspection Management System implemented by MoL</li> </ul>	
	<ul style="list-style-type: none"> <li>• Expand opportunities for high-skilled foreign workers instructions enacted</li> <li>• Golden list incentive system assessed to comply with core labor standards</li> </ul>	<ul style="list-style-type: none"> <li>• Set of recommendation on regulatory reform is issued following a comprehensive review of the Labor Market Legislations with focus on foreign labor and a comparison with the region regulation and best practices in similar economies</li> </ul>	<ul style="list-style-type: none"> <li>• New amendments to the Labor law that allow for greater flexibility in organizing the relationship between employers and employees, finding a safe environment for women's work, and organizing the labor market for greater impact introduced</li> </ul>
<b>6.3 PENSION SYSTEM MODERNIZATION</b>		<ul style="list-style-type: none"> <li>• Fair penalization of early retirement pensions and index pensions to inflation at any age (including early retirement) introduced</li> <li>• Gradually increase retirement age in line with life expectancy</li> </ul>	<ul style="list-style-type: none"> <li>• Voluntary Defined Contribution Schemes (by instruction/bylaw) introduced</li> </ul>
<b>6.4 ALIGNMENT OF SUPPLY OF SKILLS WITH LABOR MARKET DEMAND</b>	<ul style="list-style-type: none"> <li>• VTSD Law enacted</li> <li>• Market relevance of ICT graduates through short boot-camps for graduates improved</li> </ul>	<ul style="list-style-type: none"> <li>• National Skills Development Plan drafted and endorsed</li> <li>• Recognizing the National Sector Skills Councils as a juridical person that allows them to function effectively legislations enacted</li> <li>• Green Economy and Climate skills council created</li> <li>• Umbrella of government employment programs is designed and launched</li> </ul>	<ul style="list-style-type: none"> <li>• Apprenticeship Bylaw enacted</li> <li>• National Skills Plan developed</li> <li>• VTC Law amended to institutionalize PPPs in training provision</li> </ul>



## PILLAR 7: SOCIAL SAFETY NETS

REFORM AREA	2018 - 2021	2022	2023 - 2024
<b>7.1 SOCIAL SAFETY NET FRAMEWORK</b>	<ul style="list-style-type: none"> <li>• NAF's new Takaful cash transfer program (2019 - 2021) launched and expanded</li> <li>• NAF uses Takaful platform to provide emergency cash transfers to households affected by the pandemic (2020-2021)</li> <li>• Takaful targeting methodology revised based on findings from the targeting evaluation</li> <li>• Re-certification data collection for NAF old beneficiaries finalized</li> </ul>	<ul style="list-style-type: none"> <li>• Takaful beneficiaries re-certified using improved Takaful formula</li> <li>• NAF beneficiaries migrated to Takaful program</li> <li>• NUR for social protection plan endorsed</li> </ul>	<ul style="list-style-type: none"> <li>• NUR operationalized as single assistance gateway</li> </ul>
	<ul style="list-style-type: none"> <li>• Needs based electricity support targeting mechanism approved</li> <li>• Needs based water delivery targeting mechanism approved</li> <li>• Reduce cost of energy on vulnerable populations ('Solar to the poor' project)</li> </ul>	<ul style="list-style-type: none"> <li>• "Solar to the Poor" project extended</li> </ul>	<ul style="list-style-type: none"> <li>• "Solar to the Poor" project extended</li> </ul>
	<ul style="list-style-type: none"> <li>• National Social Protection Strategy (NSPS) (2019 - 2025) endorsed and implemented</li> <li>• Strategy workplan and funding analysis produced and endorsed by steering committee</li> <li>• NSPS Three pillars action plans and activities reviewed with all strategy stakeholders based on national priorities to respond to the covid - 19 crises</li> </ul>	<ul style="list-style-type: none"> <li>• Update the work plans based on the review</li> <li>• Develop a unified reporting mechanism as part of a monitoring and evaluation system for the NSPS</li> <li>• Develop an analytical dashboard for the NSPS</li> <li>• New chapter on shock responsiveness added as part of the NSPS (2019 - 2025)</li> </ul>	<ul style="list-style-type: none"> <li>• Launch NSPS dashboard</li> <li>• Generate automated regular reports on NSPS</li> </ul>

REFORM AREA	2018 - 2021	2022	2023 - 2024
	<ul style="list-style-type: none"> <li>• Economic Empowerment Program for vulnerable population approved and NUR launched Direct integration between NAF MIS and PSPs to improve payment disbursement process and accountability</li> <li>• National protection strategy's shock responsive pillar developed</li> <li>• Economic Empowerment Program for vulnerable populations financed and implemented</li> </ul>		





## PILLAR 8: TRANSPORTATION SECTOR

REFORM AREA	2018 - 2021	2022	2023 - 2024
<b>8.1 QUALITY OF PUBLIC TRANSPORTATION SERVICES</b>	<ul style="list-style-type: none"> <li>The prepaid closed loop Cards for the transportation within the greater Amman municipality for Amman Vision as part of the Intelligent transport system (ITS) launched by GAM</li> <li>Implementation Plan of the Intelligent Transportation Systems (ITS) project by offering a national bid that includes all public transport vehicles in the Kingdom with the Bus Rapid Transit (BRT) project approved</li> </ul>	<ul style="list-style-type: none"> <li>Consolidation action plan prepared and implemented</li> <li>National public transport quality standards developed and adopted</li> <li>Integration of climate-environmental aspects into the transport strategy and potential financing opportunities considered</li> <li>Integrated ITS on the national level launched</li> <li>Infrastructure for BRT project between Amman and Zarqa completed</li> </ul>	<ul style="list-style-type: none"> <li>Integrated operation for both BRT projects Amman - Zarqa and inside Amman</li> </ul>
<b>8.2 TRANSPORTATION SAFETY</b>	<ul style="list-style-type: none"> <li>Code of Conduct on public transport (including female protection) adopted</li> </ul>	<ul style="list-style-type: none"> <li>AETR Agreement signed with Jordan</li> <li>Code of Conduct implemented by launching an application aimed at evaluating public transport services and operators to improve the quality of public transport in Jordan and performance indicators related to public transport updated</li> <li>Communication plan implemented in Zarqa and Amman as pilots, to promote the CoC and mobile application</li> <li>Code of conduct linked to renewal of licenses</li> </ul>	<ul style="list-style-type: none"> <li>Road safety policy updated</li> </ul>
	<ul style="list-style-type: none"> <li>Capacity building of land transport drivers and operators (passengers) on road safety implemented</li> <li>Mandatory Design-stage Road Safety Audit for all new and rehabilitation road transport projects</li> </ul>	<ul style="list-style-type: none"> <li>Road safety, green infrastructure improvement plans prepared to support Jordan's Road Safety Strategy targets</li> </ul>	
		<ul style="list-style-type: none"> <li>Legislation for specification of lanes for trucks issued</li> <li>A strategic vision defined and action plan to decarbonize Public and truck transport</li> </ul>	<ul style="list-style-type: none"> <li>Transport sector contribution to NDC targets in reducing GHG emissions achieved</li> </ul>

REFORM AREA	2018 - 2021	2022	2023 - 2024
		drafted that includes set emission and testing standards for fleet renewal and scrapping and reduce energy consumption in the sector	
<b>8.3 EFFICIENCY OF TRUCKING SECTOR</b>	<ul style="list-style-type: none"> <li>• Minimum reference prices set by associations introduced and LTRC based on distance travelled and usage</li> <li>• Regulatory framework for electronic/digital platforms developed</li> <li>• Legislation of container transport to from Aqaba including minimum transport prices. Similar regulation introduced for cattle transport</li> </ul>	<ul style="list-style-type: none"> <li>• Truck scrapping program reviewed and updated including incentives and operational life requirement to improve trade, increase road safety and reduce emission</li> </ul>	
<b>8.4 PRIVATE SECTOR PARTICIPATION</b>	<ul style="list-style-type: none"> <li>• Ride hailing applications licenses approved</li> <li>• Bidding process for a major transport sector PPP project (road or public transport) launched</li> </ul>	<ul style="list-style-type: none"> <li>• Road Asset Management System launched</li> <li>• Road Asset Management System Unit at MoPW established</li> </ul>	<ul style="list-style-type: none"> <li>• Performance based contracts awarded</li> </ul>



## PILLAR 9: ENERGY SECTOR

REFORM AREA	2018 - 2021	2022	2023 - 2024
<b>9.1 ENERGY SECTOR POLICY AND GOVERNANCE</b>		<ul style="list-style-type: none"> <li>National Energy Strategy reviewed and updated</li> <li>Diversification of energy resources including Hydrogen assessed</li> <li>Energy Sector Communication Strategy prepared</li> <li>Integrated food water energy nexus</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Communication Strategy implemented</li> </ul>
<b>9.2 ENERGY SECTOR'S FINANCIAL SUSTAINABILITY</b>	<ul style="list-style-type: none"> <li>Electricity Sector's Financial Sustainability Roadmap adopted</li> <li>Electricity Bill Recovery Mechanism introduced</li> <li>NEPCO Debt Optimization Plan approved by COM</li> <li>2019 FSR implemented and updated</li> <li>Financing to develop Jordan's grid secured</li> <li>Electricity export enhanced through regional interconnection</li> </ul>	<ul style="list-style-type: none"> <li>NEPCO Debt Optimization Plan implemented</li> <li>Grid strengthened to increase trade; electricity export enhanced through regional interconnection</li> <li>Separate audited annual accounts for each of NEPCO's Strategic Business Unit disclosed publicly</li> <li>Transmission and distributional loss targets prepared based on Cost of Service and Tariff Review's findings</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations of Jordan electricity cost of service and tariff study implemented</li> <li>Improved risk management policies implemented and reported by single buyer</li> </ul>
	<ul style="list-style-type: none"> <li>Tariff and subsidy reforms adopted by COM and published</li> <li>New Household electricity tariff with targeted subsidies developed</li> </ul>	<ul style="list-style-type: none"> <li>Jordan electricity cost of service and tariff study task finalized which includes regulatory and technical power sector assessment, and cost of capital calculation</li> <li>Cost of Service studies · Proposal of options for alternative tariff rationalization pathways · as well as enhancement of client capacity</li> <li>Cost of Service and Tariffs Review findings and recommendations circulated government</li> <li>Tariff and subsidy reforms implemented based on review</li> </ul>	
<b>9.3 COMPETITIVENESS OF ELECTRICITY MARKET</b>		<ul style="list-style-type: none"> <li>New least-cost and risk-responsive Electricity Master Plan updated</li> <li>Smart-Grid Management system requirements developed</li> </ul>	<ul style="list-style-type: none"> <li>The studies and evaluations of the single buyer model and the readiness of the sector to a competitive system implemented</li> </ul>

REFORM AREA	2018 - 2021	2022	2023 - 2024
<b>9.4 ENVIRONMENTAL AND CLIMATE RESPONSIVE MEASURES</b>	<ul style="list-style-type: none"> <li>• Jordan Energy Strategy adopted, including updated Energy Efficiency and Renewable Energy targets</li> <li>• Energy Storage strategy developed</li> <li>• National Energy Efficiency Action Plan (NEEAP) update launched</li> <li>• Feasibility study of pumped storage</li> </ul>	<ul style="list-style-type: none"> <li>• Study on the current system design and the requirements and readiness to move to wholesale market conducted</li> <li>• Waste to Energy (thermal, electrical), sector business model (biofuel, waste, wastewater) studied</li> <li>• E-mobility strategy developed and launched</li> <li>• Geothermal sector business model developed</li> <li>• Gas distribution network feasibility study conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Waste to Energy regulatory and policy framework developed</li> <li>• Geothermal regulatory and policy framework developed</li> </ul>



## PILLAR 10: WATER SECTOR

REFORM AREA	2018 - 2021	2022	2023 - 2024
<b>10.1 WATER SECTOR'S FINANCIAL SUSTAINABILITY</b>	<ul style="list-style-type: none"> <li>Measures to reduce Fiscal losses from the water sector adopted in 2018 and 2019</li> <li>Smart metering technologies adopted under non-revenue water reduction program</li> <li>Utilities Performance Monitoring Unit (UPMU) established</li> <li>Measures to reduce Fiscal losses from the water sector adopted in 2020 through structural benchmark action plan to reduce the fiscal losses of the water sector (Action Plan)</li> <li>Action Plan to reduce water sector Losses for 2021 and 2022 developed</li> <li>Performance improvement management plan phase one for four regional operating units in the Yarmouk water company related to consumer relations management implemented</li> <li>Water sector financial sustainability roadmap (FSR) 2020-2030 developed</li> <li>Action plan for reducing non-revenue water and energy efficiency of the water sector implemented</li> </ul>	<ul style="list-style-type: none"> <li>Water sector financial sustainability roadmap adopted</li> <li>Action Plan for reducing non-revenue water and energy efficiency of the water sector adopted</li> </ul>	<ul style="list-style-type: none"> <li>Action Plan for reducing non-revenue water and energy efficiency of the water sector implemented</li> </ul>
<b>10.2 ENVIRONMENTAL AND CLIMATE RESPONSIVE MEASURES</b>	<ul style="list-style-type: none"> <li>Water and energy challenge resolution roadmap developed, and approved solutions assessed</li> <li>Continuous implementation of energy efficiency and renewable energy water optimization projects</li> <li>Water Sector Policy for Drought management developed</li> <li>Water and energy challenge nexus roadmap implemented and updated</li> </ul>	<ul style="list-style-type: none"> <li>Third National water master plan (2021-2040) prepared</li> <li>Energy efficiency and renewable energy policy and action plan in the water sector implemented</li> <li>Water sector policy for drought action plan developed</li> <li>Amman-Aqaba Water Desalination and Conveyance project contractor selected</li> </ul>	<ul style="list-style-type: none"> <li>Energy efficiency and renewable energy policy and action plan in the water sector implemented</li> <li>Amman-Aqaba Water Desalination and Conveyance project construction commenced</li> </ul>

REFORM AREA	2018 - 2021	2022	2023 - 2024
	<ul style="list-style-type: none"> <li>• Energy efficiency and renewable energy policy and action plan in the water sector updated</li> <li>• Rapid Assessment of the Consequences of Declining Resources Availability and Exploitability for the Existing Water Supply Infrastructure developed</li> <li>• Amman-Aqaba Water Desalination and Conveyance project prequalification completed</li> </ul>		



## PILLAR 11: AGRICULTURE SECTOR

REFORM AREA	2018 - 2021	2022	2023 - 2024
<b>11.1 AGRIBUSINESS ECOSYSTEM</b>	<ul style="list-style-type: none"> <li>Food security strategy developed and approved by COM taking into account climate</li> <li>Agricultural Risk Fund Law amended and published</li> <li>National cooperatives strategy 2021-2025 issued</li> </ul>	<ul style="list-style-type: none"> <li>Agricultural licenses adopted (horticultural farm licensing and licensing on import/exports)</li> <li>Operationalization of the national cooperatives' strategy in relation to agriculture</li> <li>Smart subsidies and water productivity framework approved by COM focusing on realigning incentives to maximize water efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Legislations issued according to Risk Fund Law to systemize the farmers compensations.</li> </ul>
<b>11.2 AGRICULTURAL VALUE CHAINS</b>	<ul style="list-style-type: none"> <li>Regulatory and incentive framework for high-value, socially inclusive, and water efficient agribusiness boosting jobs, private investments, multiplier effects, and exports in a sustainable manner modernized</li> </ul>	<ul style="list-style-type: none"> <li>Legislations issued addressing traceability mechanisms, and third-party logistics service providers</li> <li>Plant and animal health certificates automated and linked to all relevant entities for exports</li> </ul>	<ul style="list-style-type: none"> <li>Legislations addressing traceability implemented</li> </ul>
<b>11.3 EXPORT CAPACITIES</b>	<ul style="list-style-type: none"> <li>Specialized marketing company established (Jordanian Palestinian agricultural marketing company)</li> <li>Potential marketing advisory services platform (Jordan Good Agricultural Practices - JOGAP) launched</li> </ul>	<ul style="list-style-type: none"> <li>Marketing advisory services platform for export demands (Jordan Good Agricultural Practices - JOGAP) operationalized and aligned with international standards</li> <li>Modalities to leverage Private Investment through public-private partnerships (PPP) for value chain infrastructure development identified</li> </ul>	<ul style="list-style-type: none"> <li>Pilot agro-park in Jordan valley South of Gour El Safi</li> <li>Pilot PPP modalities</li> </ul>
<b>11.4 ACCESS TO FINANCE</b>	<ul style="list-style-type: none"> <li>Agri-food technology financing instruments launched (focused on women, youth, and cooperatives)</li> </ul>	<ul style="list-style-type: none"> <li>Legislation on access to finance, technology and services issued</li> </ul>	
<b>11.5 AGRI-FOOD SAFETY</b>		<ul style="list-style-type: none"> <li>National residue control program activated and linked to traceability system</li> </ul>	



## PILLAR 12: TOURISM SECTOR

REFORM AREA	2021	2022	2023 - 2024
<b>12.1 Access to Jordan and Tourism Arrivals</b>	<ul style="list-style-type: none"> <li>• "Kingdom of Time" brand launched</li> <li>• Medical and film tourism facilitated</li> <li>• e-Visas systems launched, and Restricted Nationalities are reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• Low-Cost Carrier agreements signed</li> <li>• Framework addressing adventure tourism regulation established</li> <li>• Cost structure analysis for tourism value chain conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Religious / tourism site management plans developed</li> <li>• Digital Tourism Map developed</li> <li>• Accessibility of persons with disabilities to main tourist attractions enhanced and facilitated</li> </ul>
<b>12.2 Tourism Sector competitiveness</b>	<ul style="list-style-type: none"> <li>• National Tourism Strategy in consultation with private sector adopted</li> <li>• 'Gender Inclusion' Action plan adopted</li> </ul>	<ul style="list-style-type: none"> <li>• MoTA new functional units are established and operational</li> <li>• Social and Environmental impact assessment of the Tourism Strategy conducted</li> <li>• Tourism data management platform developed</li> <li>• Arrival/departure survey conducted</li> </ul>	<ul style="list-style-type: none"> <li>• All MoTA services digitized</li> <li>• Site Preservation, Conservation, Consolidation, Restoration, Rehabilitation plans developed</li> <li>• Three sectoral bylaws including the Travel Agents and Tour Operators Bylaw No. 114 are revised and adopted</li> <li>• Tourism and Antiquities Law to enable business environment and/or decreasing barriers to private sector involvement reviewed and updated</li> <li>• Tourism licensing streamlined</li> </ul>
<b>12.3 TOURISM RECOVERY</b>	<ul style="list-style-type: none"> <li>• Domestic tourism (Urdunna Jannah) relaunched</li> <li>• Tourism resilience fund launched</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate access into Jordan by simplifying Covid 19 protocols</li> </ul>	