



# 2024 AT A GLANCE: ADVANCING JORDAN'S REFORM AGENDA

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# OVERVIEW

## Government of Jordan's Commitment to Reform and Growth

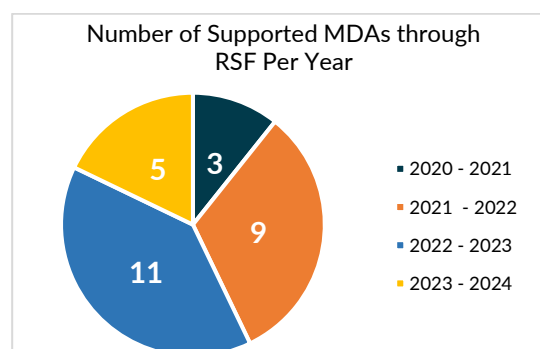
The Government of Jordan (GoJ) has maintained its firm commitment to advancing its reform agenda, notably through the updated Reform Matrix (2018-2024). Building on the momentum of the previous phases, the GoJ has achieved substantial progress in reforming governance and economic structures, as outlined in the Reform Matrix by achieving 76.4% of the reforms under the matrix until the end of 2024, reflecting the government commitment to stimulate growth, improve the business environment, and contribute to economic recovery.

The Reform Secretariat (RS), established in 2019, continues to serve as the backbone of these efforts, working closely with Ministries, Departments, and Agencies (MDAs) to ensure the smooth implementation of reforms.

The Jordan Growth Multi-Donor Trust Fund (Jordan Growth MDTF) remains crucial in enabling GoJ ministries to implement structural reforms, ensuring alignment with Jordan's economic modernization strategy. The Jordan Growth MDTF, supported by the UK-FCDO, Netherlands, Canada, Germany, and Norway, continues to be a vital mechanism for fostering international cooperation in achieving key economic priorities. The Jordan Growth MDTF is designed to provide technical support and capacity building to the GoJ to enable them to implement structural reforms through the Reform Matrix and expedite and support the implementation process.

The RS, serving as the central coordinator, has successfully streamlined various MDAs to advance policy reforms. Notable achievements include tangible reforms in Public Investment Management (PIM), Public-Private Partnership (PPP), and public procurement. The Reform

Support Fund (RSF) a window of the Jordan Growth MDTF has been strategically employed to support 28 MDAs since its establishment in 2019 to date, resulting in the successful execution of specific reforms.



## Fostering Collaboration for Impactful Reforms

In 2024, the Reform Secretariat deepened its commitment to inclusive reform implementation by institutionalizing several key technical working groups. These working groups, including the Trade Facilitation and Investment Working Groups, have played an essential role in advancing the reform agenda and aligning Jordan's actions with the Economic Modernization Vision under these two sectors. Notably, the Green Bonds Working Group has been instrumental in developing Jordan's first sovereign green bond, which is set for launch in 2025, demonstrating Jordan's leadership in sustainable finance.

Additionally, the launch of ten specialized technical working groups under the World Bank's Business Ready (B-Ready) Report has accelerated regulatory improvements across key sectors including Business Entry, Business Location, Utility Services, Labor, Financial Services, International Trade, Taxation, Dispute Resolution, Market Competition, and Business Insolvency. These groups, with over 150 members from 43 entities, have streamlined procedures and improved Jordan's ranking in global competitiveness indices.

Looking ahead, the Public Procurement Working Group is set to be activated in early 2025, with a focus on modernizing procurement processes, increasing transparency, and enhancing efficiency in government contracting. This initiative aims to reinforce Jordan's commitment to fair and competitive procurement practices and strengthen SME participation in public tenders.

## Enhancing Communication and Stakeholder Engagement

Stakeholder engagement remains a foundation of reform efforts. Since project effectiveness, the GoJ has steadily advanced the implementation of stakeholder engagement activities, engaging different stakeholders on relevant reforms with support from the Reform Secretariat.

Throughout 2024, the Reform Secretariat reinforced its communication and stakeholder engagement strategies, ensuring broader outreach and transparency in reform implementation. Whereas, since project effectiveness, the government has steadily advanced the implementation of stakeholder engagement activities, engaging different stakeholders on relevant reforms with support from the Reform Secretariat. A broad spectrum of stakeholders was engaged over 182 engagement sessions, including international community, civil society, private sector, and academia. These efforts ensure inclusiveness and transparency in the reform process.

The strong communication strategy, including the launch of the [RS website](#) in November 2022 and the production of email [newsletters](#) in 2021, showcases a commitment to disseminating information effectively. The engagement with media, including social media channels and more particularly the RS' [LinkedIn account](#) in addition to MoPIC's accounts on Facebook and X platform, adds another layer of transparency and inclusivity.

A highlight of the RS's outreach efforts is the launch of its [LinkedIn newsletter](#) during the last quarter of 2024, which enhances visibility for the reform agenda. Additionally, consultative meetings continue to strengthen collaboration between government entities, the private sector, international partners and civil society.

Furthermore, impactful training on "Inclusive and Result-Oriented Stakeholder Engagement" targeting MDAs took place mid-2024 to broaden consistent engagement and dialogue on reforms.

The MDAs and RS's proactive approach to stakeholder engagement ensures that feedback is continuously integrated into the reform process, ensuring the long-term success of Jordan's reform efforts.



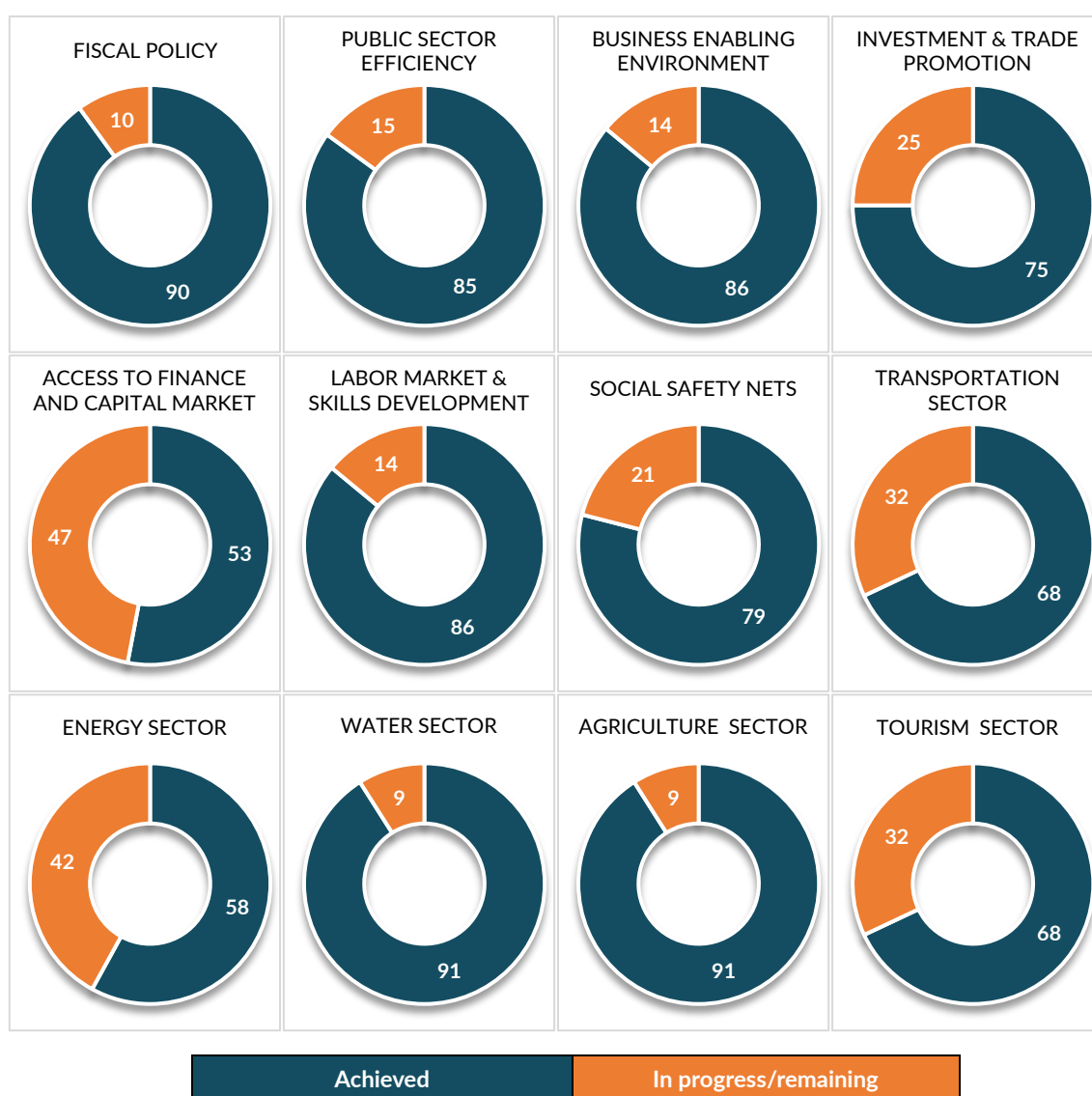
# Progress Update

This report provides a brief overview of the significant reforms implemented in Jordan during 2024 under the Reform Matrix (2018-2024). The Reform Secretariat, in tight collaboration with the World Bank through the Jordan Growth MDTF, has provided essential technical support to various MDAs to ensure the successful accomplishment of these reforms and diverse activities, fostering robust stakeholder engagement throughout the implementation process.

By the end of 2024, the completion rate of the Reform Matrix stood at an impressive 76.7%, with 309 reforms accomplished. In 2024 alone, 31 additional policy reforms were achieved, where 23 reforms supported by RS. Whereas 17% benefiting women.

In 2024, the GoJ achieved a mix of policy, structural, and operational reforms. Policy and structural reforms included amendments to existing regulations and the introduction of new ones to enhance the business and investment climate in Jordan.

**Reform Matrix Progress Per Pillar (%) since 2018 till end 2024**



## **Empowering Evidence-Based Governance and Regulatory Impact Assessment (RIA)**

Jordan has made significant advancements in Good Regulatory Practices (GRP) and Regulatory Impact Assessment (RIA), reinforcing evidence-based policymaking and regulatory oversight. The establishment of the RIA Unit at the Prime Ministry in 2023 marks a milestone toward institutionalizing a systematic approach to regulatory oversight. This unit plays a critical role in ensuring that all regulatory proposals undergo thorough impact analysis before implementation.

The Good Regulatory Practice (GRP) Bylaw, which gained Cabinet approval for its justifications in 2024, is expected to be officially endorsed in the first quarter of 2025. This bylaw will consolidate and codify essential regulatory and policy tools, including legislative planning, public consultation, Regulatory Impact Assessment (RIA), ex-post evaluation, and regulatory oversight mechanisms. By establishing a structured framework, the bylaw aims to ensure that all regulations contribute to Jordan's economic and social objectives while minimizing unnecessary regulatory burdens.

In 2024, eight RIA pilot assessments were completed and published, comprising two ex-post evaluations and six ex-ante studies. These pilots, conducted with the support of key stakeholders, provided practical insights into the impact of existing and proposed regulations, enabling policymakers to refine regulatory measures based on empirical data.

Recognizing the importance of citizen engagement in regulatory processes, the Reform Secretariat, in coordination with the Ministry of Digital Economy and Entrepreneurship and the World Bank, has launched a unified public e-consultation portal, "TWASAL." This platform facilitates public participation by enabling citizens, businesses, and civil society organizations to provide

feedback on proposed laws, regulations, policies, and strategies. By fostering an open and interactive dialogue between the government and stakeholders, TWASAL promotes transparency, inclusivity, and better governance practices. Moreover, this portal is now actively used across all government agencies to conduct online public consultations as part of the RIA process.

This multi-stakeholder approach has reinforced transparency and accountability in regulatory decision-making, ensuring that Jordan's legislative framework remains responsive to the needs of businesses, civil society, and development partners. The establishment of a centralized RIA monitoring system further enhances oversight, enabling better tracking of regulatory reforms and their impact on economic growth and governance.

## **Strengthening Governance and Economic Management**

Throughout 2024, governance and economic reforms were at the forefront of Jordan's modernization efforts. Key policy advancements included the amendment of the Public-Private Partnership Law, reinforcing transparent investment mechanisms, and the enactment of the Access to Information Law, underscoring Jordan's commitment to openness and accountability. Additionally, the Debt Management Strategy (2020-2024) was updated and published, enhancing fiscal stability and guiding public sector borrowing strategies.

The RS, in collaboration with the World Bank through the Jordan Growth MDTF, continued to provide technical assistance and capacity building to Ministries, Departments, and Agencies (MDAs). A significant highlight was the completion of the first Macro-Fiscal Outlook and Risk Report, providing in-depth analysis of economic trends, fiscal policy, and macroeconomic risks. The National Data Centre (NDC) also made strides, advancing data centralization efforts, which will

significantly improve policy analysis and government decision-making.

## **Private Sector Growth and Competitiveness**

Recognizing the pivotal role of the private sector in economic growth, Jordan continued its drive to enhance investment competitiveness. Throughout 2024, the Financial Inclusion Strategy (2023-2027) was launched, reinforcing access to financial services, particularly for women, youth, and micro, small, and medium enterprises (MSMEs). The Investment Promotion Strategy (2023-2026) progressed, with targeted policy measures to attract foreign direct investment (FDI) and improve the business environment. Additionally, efforts to streamline sectoral licensing procedures through the Investor Journey Program simplified regulatory processes, increasing efficiency and accessibility for businesses.

Jordan has positioned itself as a regional leader in sustainable finance, with major advancements in green bond issuance and climate-aligned investments.

The Green Finance Strategy (2023-2028) positioned Jordan as a regional leader in sustainable finance. With support from the Central Bank of Jordan (CBJ), climate risk assessments for financial institutions were initiated, and Jordan's first sovereign green bond framework was finalized, laying the foundation for climate-aligned investments.

These initiatives align with Jordan's Nationally Determined Contributions (NDCs) and Climate Investment Pipeline (CIP), driving sustainable economic growth through innovative financial instruments.

## **Public Procurement Reform and Efficiency Enhancements**

Jordan made remarkable progress in public procurement modernization, with the Jordan Online E-Procurement System (JONEPS)

expanding its adoption to 36 government agencies, resulting in JD9 million in bid revenue. The Procurement Reform Program introduced Standard Procurement Documents (SPDs) and a policy framework supporting SME-friendly procurement, fostering inclusiveness in government contracting. Additionally, training programs reached over 2,287 practitioners, with 40% female participation, demonstrating Jordan's commitment to gender-inclusive capacity-building initiatives.

## **Labor Market and Social Protection Reforms**

Strengthening labor market inclusiveness and social protection remained a key priority in 2024. With support from the MDTF, the Flexible Work Bylaw was amended and enacted, facilitating diverse work arrangements and enhancing women's economic participation. The new licensing framework for nurseries was also introduced, improving access to childcare facilities, supporting working parents, and fostering women's employment opportunities.

The National Aid Fund (NAF) expanded its cash transfer program, reaching an additional 30,000 households, bringing total beneficiaries to 200,000. The government also integrated climate resilience into social protection policies, developing a shock response module within NAF's Management Information System (MIS) to address climate-induced vulnerabilities.

## **Infrastructure, Energy, and Transport Reforms**

In 2024, Jordan took significant steps in advancing its energy and transportation sectors. The Road Asset Management System (RAMS) Unit was established within the Ministry of Public Works and Housing (MoPWH), providing a structured approach to road maintenance, planning, and cost analysis. Performance-based road maintenance

contracts were awarded, addressing long-standing infrastructure challenges and ensuring long-term asset sustainability.

In the energy sector, Jordan made advancements in electricity tariff rationalization, with comprehensive cost-of-service studies guiding policy adjustments. The National Electric Power Company (NEPCO) Debt Optimization Plan was implemented, aiming to stabilize financial sustainability in the electricity sector. Additionally, the green hydrogen regulatory framework was drafted, positioning Jordan as a potential leader in regional energy transition initiatives.

The Amman-Zarqa Bus Rapid Transit (BRT) system has become operational, significantly improving public transportation services. This initiative is set to reduce traffic congestion, lower emissions, and enhance mobility for thousands of commuters.

## Climate Action and Sustainability

In line with its climate commitments, Jordan finalized phase two of the Climate Investment Pipeline and Mobilization Plan 2030, aimed at attracting international funding for renewable energy, water resource management, and sustainable infrastructure projects. The Long-Term Strategy (LTS) for Climate Action continued progressing, ensuring that national climate policies remain aligned with global best practices.

## Strategic Reforms for Women's Empowerment and Inclusion

Jordan made significant strides in advancing gender-responsive reforms in 2024. The Flexible Work Bylaw was a landmark achievement, enabling women to access diverse employment opportunities through more adaptable working arrangements. The licensing framework for nurseries further enhanced women's workforce participation by ensuring accessible childcare services, allowing more parents—particularly mothers—to engage in full-time employment.

Public procurement reforms also introduced measures to support women-owned businesses, ensuring greater participation of female entrepreneurs in government contracts. Training programs saw a 40% female participation rate, reflecting growing gender inclusivity in professional capacity-building efforts.

Additionally, Jordan strengthened its gender-disaggregated data collection and analysis, providing policymakers with critical insights into economic participation trends. The continued emphasis on mainstreaming gender considerations across all reform pillars reflects Jordan's dedication to fostering an equitable and inclusive economic environment.

## Ongoing Reforms in Jordan

In 2024, Jordan continued to make significant progress across various reform initiatives, with some reforms still in progress. These reforms span several key themes, including legislative updates, operational improvements, social safety, women empowerment, and sectoral advancements.

For legislative reforms in progress, the National Statistics Development Strategy (2024-2028) is in its final stages and will soon be adopted to guide the country's statistical systems. Additionally, important updates are being made to sectoral laws, such as revisions to the bylaws for travel agents and tour operators. The development of green procurement guidelines and incentives for local products is underway. Meanwhile, while writing the progress report, the Cabinet approved the Legislation and Policy Impact Assessment Bylaw to ensure quality of legislation and policies, legislative stability, and support decision-making processes for "institutionalizing" under a data-based system. This bylaw will be enforced six months after its publication in the Official Gazette.

Regarding operational reforms in progress, starting with the soft launch of the Nationally Data Center (NDC), is already in progress,

expand the use of the Jordan Online Electronic Procurement System (JONEPS) across all public entities. Additionally, significant strides have been made in the digitization of government payments, with e-payment systems now active for some services and plans for broader implementation throughout 2025.

Furthermore, reforms in social safety and women empowerment have also been a major priority. The National Unified Registry (NUR) is in progress and under development to be operationalized as a single gateway for citizens to access essential social services, such as health insurance, housing support, and energy assistance. Progress continues with the migration of beneficiaries to the Takaful program, with over half of the eligible households already enrolled. Additionally, efforts to refine targeting formulas and finalize an exit strategy for remaining households are ongoing, aiming to improve the delivery of social services and empower vulnerable populations, especially women.

In the realm of sectoral reforms, significant efforts are underway in agriculture, energy, and transport. The development of a National Green Taxonomy to promote environmentally sustainable investments. The national traceability system for agricultural products is underway to enhance food safety and improve market access, with completion expected by April 2025. Meanwhile, the transport sector continues to make strides in reducing its carbon footprint, in line with Jordan's climate goals. The introduction of smart subsidies and a framework for water productivity are also in progress where the government designed few schemes to utilize water usage and support farmers to improve efficiency in the agriculture sector.

Lastly, Public Transport reform remains a key area of focus, with initiatives such as the Code of Conduct for public transport services. A mobile application to evaluate public transport quality to improve the overall commuter experience. This initiative, currently in its final

phase, is part of a broader effort to modernize and optimize transportation services in Jordan.

These ongoing reforms are critical to Jordan's long-term goals of fostering a more inclusive, sustainable, and competitive economy.

## Looking Ahead

As Jordan transitions into the next phase of its reform journey with Reform Matrix 2.0, emphasis will be placed on enhancing institutional capacity, strengthening data-driven decision-making, and fostering private sector-led growth. The focus will also remain on governance enhancements, climate resilience, and digital transformation, ensuring that Jordan's reform agenda continues to align with long-term development goals.

With an impressive completion rate of active reforms, Jordan's reform efforts have laid a strong foundation for sustained economic modernization, improved service delivery, and enhanced public sector efficiency. Moving forward, the commitment to inclusive growth, sustainability, and innovation will be pivotal in shaping Jordan's economic future, making it more resilient, competitive, and aligned with the aspirations of its people.

## Conclusion

In conclusion, Jordan's reform efforts in 2024 have laid a strong foundation for sustainable economic growth, improved governance, and inclusive social policies. With significant milestones achieved in regulatory practices, public procurement, private sector development, and social protection, the country continues to make strides toward its long-term development goals. The launch of Reform Matrix 2.0 marks a new phase of reform implementation, emphasizing evidence-based policymaking, enhanced stakeholder engagement, and digital transformation.

The institutionalization of Good Regulatory Practices (GRP) and the Regulatory Impact



Assessment (RIA) framework reflects Jordan's commitment to transparency and accountability in governance. The establishment of the RIA Unit at PMO and the introduction of TWASAL as a unified public consultation portal further enhance participatory decision-making processes.

Additionally, the government's focus on gender-inclusive policies, such as the Flexible Work Bylaw and support for women-led enterprises, has paved the way for greater economic participation and empowerment. Infrastructure advancements, digitalization efforts, and climate resilience initiatives further position Jordan as a regional leader in sustainable development.

As Jordan transitions into the next phase of reform, the emphasis will remain on institutional capacity building, private sector-led growth, and fostering innovation. Continued collaboration with development partners, the private sector, and civil society will be key to ensuring that reforms translate into tangible improvements for businesses and citizens alike.