

**Strategic plan for Jordan Enterprise Development
Corporation “JEDCO”
2025-2022**

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Vison & Mission:

Vision

JEDCO to lead MSMEs to achieve sustainable development in Jordan

Mission

**Supporting MSMEs to enhance their productivity, marketing
& raise competitiveness locally and internationally**

SWOT Analysis:

<p>Weakness</p> <ul style="list-style-type: none">•Lack of technical staff in some departments•Weak documentation and Knowledge management•Limited budget allocation	<p>Strengths</p> <ul style="list-style-type: none">•Board of Directors represented from both public and private sectors, with full neutrality and independence to take into account the interests of all relevant parties.•JEDCO Pivotal role in supporting SMES as a national SMEs development institution.•The competitive advantage for JEDCO to provide comprehensive and sustainable programs and projects in all project lifecycle.•The flexibility in developing procedures and mechanisms in line with its new programs.•Senior management's commitment to make positive change in institutional performance and improve staff capacity.•A qualified, trained and experienced human staff capable of carrying out tasks related to supporting SMEs•The presence of specialized committees and teams that contribute to decision-making assistance.•strong relationships between JEDCO and various economic sectors
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Threats

- Lack of continuity of donor support according to changing priorities due to the Corona crisis and directing support through donor programmes and projects implemented by donor.
- Possibility of overlapping activities as a result of other organizations' programs and initiatives that perform functions similar to JEDCOs' and without close coordination.
- JEDCO's sensitivity to external developments and changes (political, economic and social) and its impact on the performance of economic projects
- The stereotype that has been formed in the minds of service recipients is that JEDCO only provides financial support, particularly grants and loans, and that these funds, being government, are lax in their repayment and thus weaken the institution's ability to use them.
- The customers satisfaction depends heavily on their ability to obtain a grant or loan from JEDCO, not on the quality of the services and the actions it provides.
- Suspension of appointments due to emergency law
- The change in the higher management of JEDCO over the past three years has led to a weak representation in the economic enterprise sector and a lack of clarity of its strategic direction.

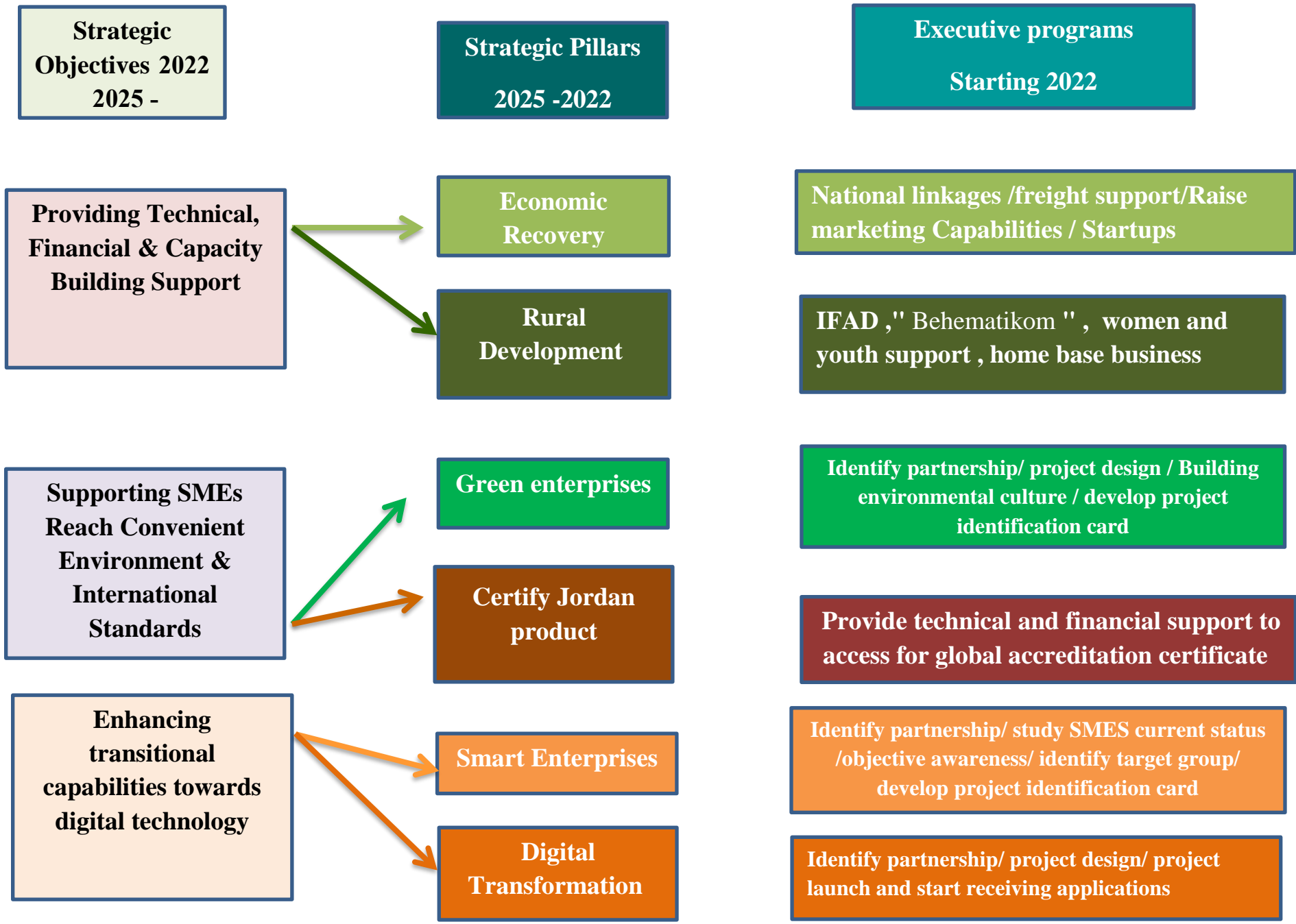
Opportunities:

- Significant government interest in Jordan's START-UP, Small and Medium Enterprise Sector to Boost National Economic Growth
- Donors' interest in developing SMEs for their economic and social impact
- Political and security stability in Jordan.

Strategic pillars 2022-2025



Strategic Objectives:



Expected timeline for JEDCO programs 2022

Programs 2022

First quarter

Second Quarter

Third Quarter

Forth Quarter

Freight support

Project launch/ receive applications / Evaluation/sign agreements with SMES

National Linkages

Follow up implementation with Benefited companies/ Study of the launch of a second round of the project for 2023 in the fourth quarter of 2022

Startups

Project design and sign with benefited SMES

Implementation follow up with SMES

Raise Marketing Capabilities program

Project design and sign with benefited SMES

Implementation follow up with SMES

" Behematikom " program to support youth projects

Signed agreements with 50 SMES

Implementation follow up with SMES

Home based businesses

Project design and sign with benefited SMES

Implementation follow up with SMES

Green Enterprise

Identify partnerships

Project design

Building environmental culture

Develop project identification card

Certify JO products

Identify partnerships

Project design

Start providing financial and technical support for accreditation certificates

Smart Enterprise

Identify partnerships

Objective awareness/ identify target group/ project identification card

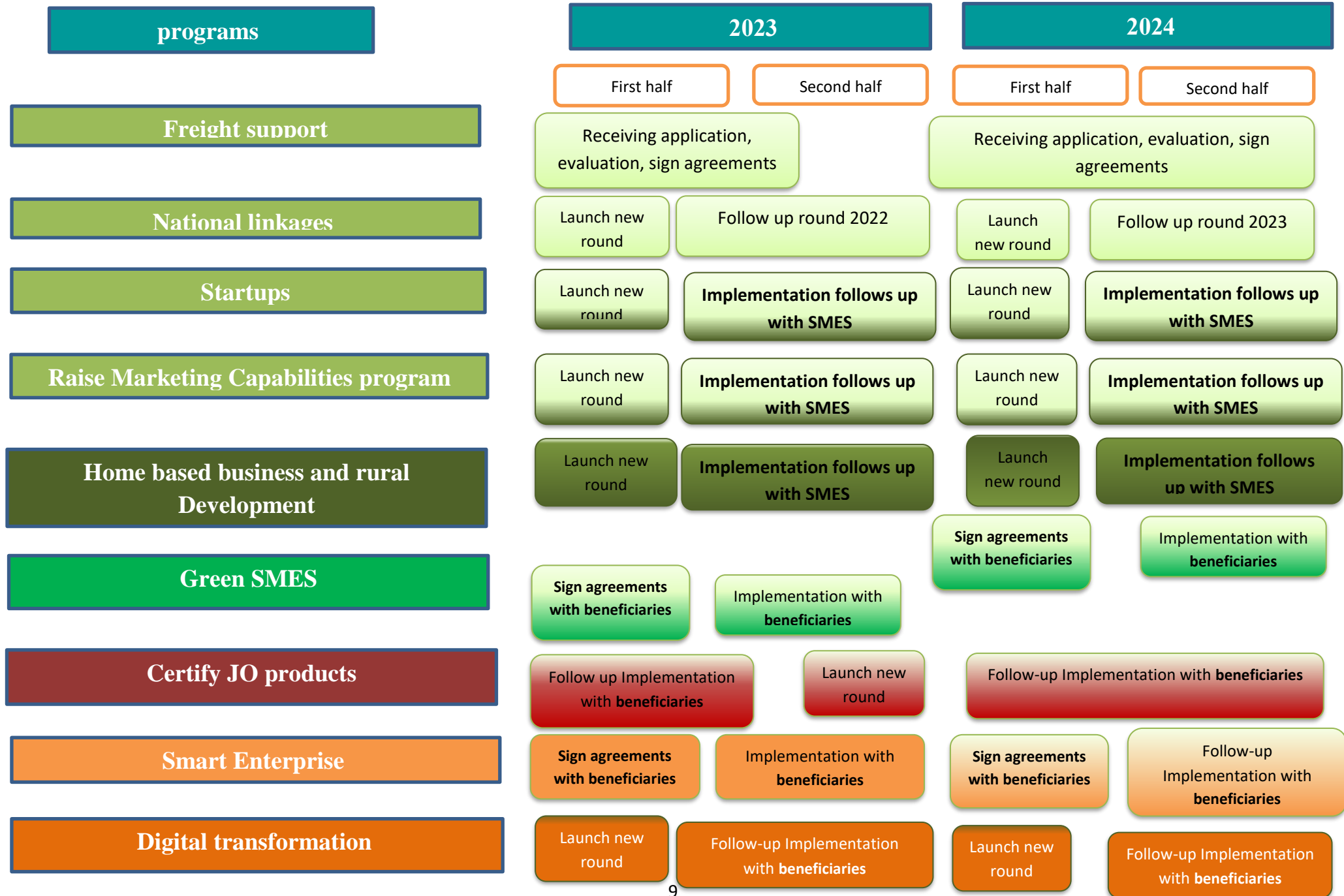
Digital transformation

Identify partnerships

Project design

Project launch/ receive applications

Expected timeline for programs 2023-2025



Strategic objectives indicators 2022- 2025

	Strategic objectives	Main strategic pillars	Output indicator	2022	2023	2024	Expected outcome
1	Providing Technical, Financial & Capacity Building Support	Economic recovery	Number of SMES benefited from financial and technical support	35	33	30	increased permanent employment opportunities (1000) - Sustainability of (500) jobs Increase number of registered companies (100)
			Technical and financial support	100	110	120	
			Number of SMEs	135	143	150	
2	Supporting SMEs Reach Convenient Environment & International Standards	Green enterprises	Number of partnerships	2	2	2	-Raising the quality of Jordanian products (45.) -Meeting international technical requirements Increased export opportunities (30 opportunities) Entry into non-traditional markets (Europe and Africa(
			Number of SMES	0	5	10	
		Certify JO products	Number of partnerships	2	2	2	
			Number of SMES	5	10	15	
			Number of partnerships	4	4	4	
			Number of SMES	5	15	25	
3	Enhancing transitional capabilities towards digital technology	SMART enterprise	Number of partnerships	2	2	2	Meeting international technical requirements -Reducing production costs (at least 15%(-Keeping up with modern marketing methods
			Number of SMES	0	5	10	
		Digital transition	Number of partnerships	2	2	2	
			Number of SMES	25	35	50	
			Number of partnerships	4	4	4	
			Number of SMES	25	40	60	

Institutional objective indicators

	Strategic objectives	Sub objective	Indicator	2022	2023	2024	Result
	Building the technical and administrative capacity	Creating opportunities for cooperation with supporting and peer institutions at the local and international levels	Number of opportunities for cooperation at the local level	5	5	5	Joint cooperation
			Number of opportunities for international cooperation	2	4	8	Opportunities to finance and gain expertise
		Improving service for target groups	% of Customer satisfaction with the organization	91%	92%	93%	%93
		Digital transformation of enterprise services and enhanced effectiveness of software used	Number of services provided by the organization electronically	5	6	6	Switching to all services
		Apply a risk management methodology	% of application of risk management methodology	25%	50%	75%	%75
		Improving JEDCO image	% of Satisfaction about website	96%	97%	98%	%98
			Number of visits to the website	3,897,997	3,997,997	4,000,000	4,000,000
			Number of followers on Facebook	45000	65000	100000	100000
			Number of followers on Twitter	1000	1500	2000	2000
			Number of followers on	2200	3000	5000	5000

	Strategic objectives	Sub objective	Indicator	2022	2023	2024	Result
			Instagram				
			Number of followers on YouTube	500	750	1000	1000
			Create a LinkedIn page	100	500	1000	1000
			Number of promotion campaign	5	5	5	5
			Number of success stories shown and highlighted	10	12	15	15
			Number of social responsibility initiatives	3	5	8	8
		Develop human resources	% coverage of training needs	20%	30%	40%	40%
			% of employee satisfaction	85%	90%	95%	95%
			% of staff rated very well and above in annual assessment	48%	49%	50%	50%
			Number of staff qualified in the middle management	6	6	6	6
		Strengthening JEDCO financial resources	Total budget allocation at Budget law (capital , Current)	3,563,000	3,684,000	3,755,000	3,755,000
		Maintaining public funds and assets, ensuring that they are properly used and improving the quality of work	% of Follow-up clarifications from regulators	95%	95%	95%	95%
			Increase the percentage of new audit operations	90%	95%	95%	95%
			Increase Audit staff access to training and	4%	5%	6%	6%

	Strategic objectives	Sub objective	Indicator	2022	2023	2024	Result
			vocational learning				
			Increase the unit evaluation from External parties	80%	85%	90%	90%
			% of Follow up audit committee recommendation & upper management	99%	99%	99%	99%

Methodology for identifying and classifying partners

- A partner is defined as “Any entity that benefits from, influences, becomes influenced by or deals with JEDCO”
- Partners are identified and classified to enable JEDCO’s management to know who should be consulted and take into account their requirements and observations when preparing the plans and programs.
- The names of the partners and their relevant information are documented in the Partners Register. This information includes:
 - Partner name
 - Primary partner: direct impact on JEDCO services
 - Secondary partner : indirect impact on JEDCO services
 - Partner description (regional , international , government , private)
 - Coordination Mechanism (The mechanism by which the partner is coordinated)

Partner matrix:

Partner name	Primary partner	Secondary partner	Partner description				Coordination Mechanism
			regional	Inter.	Gov.	private	
Central Bank	✓				✓		Meetings /committees/national objectives
Prime Ministry	✓				✓		Meetings /committees/national objectives/ progress reports
Ministry of Industry and trade and supply	✓				✓		Meetings /committees/national objectives/ progress reports
Ministry of planning	✓				✓		Meetings /committees/ progress reports
Ministry of finance	✓				✓		Meetings /committees/ progress reports/ budget allocation
World bank		✓		✓			Meetings / formal letters / emails
Organization for Economic Co-operation and			✓	✓			Meetings / formal letters / emails

Partner name	Primary partner	Secondary partner	Partner description				Coordination Mechanism
			regional	Inter.	Gov.	private	
Development							
GIZ	✓		✓				Meetings / formal letters / emails/ MOU
Jordan engineers association	✓					✓	MOU
Jordan Exporters and Producers Association for Fruit and Vegetables JEPA	✓					✓	Cooperation agreement
Jordan Chamber of industry	✓					✓	Meetings / formal letters / emails/ MOU
Amman chamber of commerce		✓				✓	Meetings / formal letters / emails/
National agriculture research Centre	✓				✓		Cooperation agreement
Jordan river foundation	✓					✓	MOU
European Bank for Reconstruction and Development's		✓		✓			Meetings / formal letters / emails
The International Fund for Agricultural Development	✓		✓				Implementation agreements
European Delegation	✓		✓				Meetings / formal letters / emails
Jordan loan guarantee		✓			✓		Meetings / formal letters / emails
King Abdullah II Fund for	✓				✓		Meetings / formal letters / emails

Partner name	Primary partner	Secondary partner	Partner description				Coordination Mechanism
			regional	Inter.	Gov.	private	
Development							
Dutch Government	✓			✓			Grant agreement
CIHEAM Bari-Italy							Meetings / formal letters / emails
medium small and micro enterprises development agency/ Egypt		✓					MOU
International Islamic relief org.		✓					Cooperation agreement
Arab Renaissance for Democracy and Development		✓					Cooperation agreement
Keys for sustainable development		✓					
Business associations		✓					Meetings / formal letters / emails/ information day
International Trade Center		✓					Meetings / formal letters / emails
Ministry of Investment		✓					Meetings / formal letters / emails
Department of Statistics		✓					Meetings / formal letters / emails
Company control department		✓					Meetings / formal letters / emails
Higher population council		✓					Meetings / formal letters / emails
Ministry of labor		✓					Meetings / formal letters / emails
Custom Department		✓					Meetings / formal letters / emails
The Development		✓					Meetings / formal letters / emails

Partner name	Primary partner	Secondary partner	Partner description				Coordination Mechanism
			regional	Inter.	Gov.	private	
and Employment Fund							
INJAZ		✓					Meetings / formal letters / emails
NaFES		✓					Meetings / formal letters / emails
Consulting services suppliers		✓					Meetings / formal letters / emails

Financial indicators for JEDCO Strategic plan 2022- 2025

Strategic objectives	Strategic pillar	2022	2023	2024	Total
		Estimated	Estimated	Estimated	Estimated
Providing Technical, Financial & Capacity Building Support	Economic recovery	2,000,000	1,700,000	1,200,000	4,900,000
	Rural development	5,620,000	5,620,000	--	11,240,000
Supporting SMEs Reach Convenient Environment & International Standards	Green enterprise	200,000	250,000	250,000	700,000
	Certify JO products	200,000	300,000	375,000	875,000
Enhancing transitional capabilities towards digital technology	Smart enterprise	235,000	200,000	300,000	735,000
	Digital transition	350,000	500,000	700,000	1,550,000
Total program cost		8,605,000	8,570,000	2,825,000	20,000,000
Available budget		7,500,000	7,600,000	2,230,000	17,330,000
Funding GAP		(1,105,000)	(970,000)	(595,000)	(2,670,000)