مؤسسة المواصفات والمقاييس
Jordan Standards & Metrology Organization

NATIONAL QUALITY POLICY

FOR JORDAN

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To establish and maintain an effective and efficient national quality infrastructure that is internationally recognized and sustainably addresses the needs of Jordan.

The Jordan Standards and Metrology Organization seeks to enhance the quality infrastructure in line with international best practices, through all its activities and work plans.

To achieve that goal, The Jordan Standards and Metrology Organization has worked with all its partners to prepare the National Quality Policy and Quality Infrastructure Strategy. This work was supported by the Jordan National Quality Infrastructure Improvement Project, funded by the European Union and implemented by the International Finance Corporation, a member of the World Bank, to whom we extend our sincere thanks and gratitude.

This National Quality Policy and Quality Infrastructure Strategy includes a matrix of objectives and activities, which will contribute to the establishment of an effective and internationally recognized quality infrastructure that will ensure the acceptance of goods and services exported from the Hashemite Kingdom of Jordan by global markets, as well as protecting Jordanian consumers and Jordan's environment from unsafe products. All that will contribute to raising the quality of life of Jordanian citizen.

The JSMO will continue its partnership with the public and private sectors to develop all aspects of the national quality infrastructure to support industry and business to maintain economic growth and prosperity in the Hashemite Kingdom of Jordan.

In the implementing of this work, the JSMO looks forward to raising the quality of national products and pushing forward the wheel of development and construction, wishing all success in serving the nation and the citizen under the shadow of the victorious Hashemite banner led by His Majesty King Abdullah II Ibn Al Hussein.

God is the arbiter of success!

Director General of the Jordan
Standards and Metrology Organization

Eng. Abeer AlZuhair

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For the success of the project and its goals achievement, a team was established to manage and implement all project tasks, including the preparation of this document, containing the **National Quality Policy (NQP)** and **the Implementation Strategy for the NQP.**

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FOREWORD

Economic prosperity is a key aim of the government reform agenda. This was set out in the Jordan Vision 2025 and Economic Growth Plan. The development of export markets is considered to be of high importance in order to successfully achieve economic growth. However, access to overseas markets requires strict compliance with international requirements. It's imperative, therefore, that Jordan has a National Quality Infrastructure (NQI) that is conducive to the production of competitive, safe and reliable goods.

Our aim is to establish, and maintain, an effective and efficient NQI that is internationally recognized. Although we already have a well-developed NQI, we must continually strive to improve what we do and how we do it. In this way we will align with international best practices, and maintain and enhance Jordan's access to export markets.

The National Quality Policy (NQP) sets out how we will go about aligning our NQI. And, by applying international best practices to the areas of metrology, standardization, accreditation, conformity assessment and market surveillance, we can better support businesses in improving the quality and competitiveness of Jordanian goods and services. This will enable businesses to trade at national, regional and international levels, and thus increase their contribution to achieving economic growth.

While it is the government's role to put an effective and efficient NQI in place, it is also up to businesses themselves to take advantage of the potential trading opportunities that an improved NQI will bring.

Delivery of the NQP will be overseen by a NQI committee, which will include representatives from the public and private sectors. They will work in partnership to deliver what we hope will prove to be a real step change in approach. This will allow us to build on the solid foundations that have already been put in place by the Jordan Standards and Metrology Organization.

Some numbers and other data in the document are not the most recent and might require updating.

JSMO is aware of that and will make sure that all numbers and data are updated in the next revisions of the NQP. We believe, however, that these numbers do not influence the findings, conclusions, and proposals, included in the NQP and attached documents. Also, they do not influence the contents of the Implementation Strategy and Action Plan. Therefore, all these documents accurately reflect the strategic priorities of the Jordanian economy.

ACRONYMS AND ABBREVIATIONS

AU	Accreditation Unit responsible for the Jordan Accreditation System
BIPM	International Bureau of Weights and Measures
CA	Conformity Assessment
Codex	Codex Alimentarius
HCQ	Higher Council on Quality
IEC	International Electro technical Commission
ILAC	International Laboratory Accreditation Cooperation
IPPC	International Plant Protection Convention
ISO	International Organization for Standardization
JAS	Jordan Accreditation System
JNMI	Jordan National Metrology Institute
MoA	Ministry of Agriculture
NAB	National Accreditation Body
NQI	National Quality Infrastructure
NQP	National Quality Policy
NQP IS	National Quality Policy Implementation Strategy
NSB	National Standard Body
NTB	Non-Tariff Barriers to Trade
OIE	The World Organization for Animal Health
QI	Quality Infrastructure
QMS	Quality Management System
RSS	Royal Scientific Society
SPS	Sanitary and Phyto Sanitary
TBT	Technical Barrier to Trade
TR	Technical Regulation
WTO	World Trade Organization

1 INTRODUCTION

1.1 The Concept of Quality, and Definition of a Quality Policy and Quality Infrastructure

The Concept of Quality

According to the International Organization for Standardization, the term quality means 'the degree to which a set of inherent characteristics of an object (i.e., product, service, process, organization or resource) fulfils requirements.' Several important features of quality, such as requirements, specifications, measurement, and conformance, are embedded in this definition.

A country is regarded as developed when its political and economic systems are able to afford its citizenry a high quality of life and standard of living. The NQP therefore constitutes a strategic intervention intended to influence the quality of public services provided by the kingdom for its citizenry, and to encourage the private sector to produce goods that are globally competitive.

National Quality Policy (NQP)

The NQP is intended to guide the development and implementation of an effective NQI for Jordan. A NQP links and underpins all other national policies. The NQP also specifies the objectives of the National Quality Infrastructure (NQI) with regards to building the necessary foundations, and providing the appropriate infrastructure, for assisting local enterprises, including MSMEs, to access local, regional and global markets. This is done while still ensuring the health, safety and protection of humans, animals, plants and the general environment.

National Quality Infrastructure (NQI)

The NQI is made up of public and private organizations, as well as the policies, relevant legal and regulatory framework, and practices needed to ensure the quality, safety and environmental soundness of goods, services and processes. An efficient NQI is essential for the effective operation of domestic markets. And international recognition of the NQI is crucial in order to access foreign markets. A summary of the current NQI in Jordan can be found in Annex II.

1.2 Background and Purpose

Like its neighbors, the Hashemite Kingdom of Jordan is responsible for the quality of goods and services produced and consumed by its citizens with regards to health, safety, deceptive practices and the environment. The role of the government, therefore, is to promulgate and enforce laws and regulations focused on the protection of humans, animals, plants and the environment, while also creating an enabling environment for business.

Standards that are developed primarily to facilitate trade and commerce are obeyed voluntary. They do not contain regulatory requirements related to health, safety and/or the environment. Where such protection is required, however, it is international best practice for governments to develop technical regulations that require mandatory compliance.

In order to compete successfully in developed markets, enterprises in Jordan face a formidable array of challenges. One is the attainment of a demonstrable standard of quality regarding products and services, as is demanded by authorities and purchasers in domestic and, especially, foreign markets. In order to fully exploit the possibilities for trading with foreign markets, enterprises in Jordan need cost-effective access to an internationally recognized, but supportive, NQI that can provide the required independent evidence of product compliance.

The government is therefore committed to strengthening, upgrading and appropriately maintaining the capacity of all the components of the NQI, such as standardization, metrology, accreditation and conformity assessment. And the government is equally committed to supporting the regulatory regime of the NQI. This imperative is a logical progression of the national overall vision, the UN Sustainable Development Goals (SDGs), as well as the strategy of the Jordan 2025 document.

Until Jordan's NQI and technical regulation regime are developed to their full potential, they will not be able to harmonize with those of Jordan's major trading partners. It follows, therefore, that efforts to develop and strengthen the NQI in Jordan will need to be addressed in a holistic manner, as they cut across many government ministries, agencies and stakeholders. As it goes about re-engineering and upgrading its NQI, and enhancing its technical regulation regime, Jordan must decide how it will cater for an increase in technological and quality needs, while minimize environmental, health and safety externalities. At the same time, it must also avoid unnecessary and costly barriers to trade. This NQP therefore provides the framework required to appropriately and sustainably address the needs of an efficient and effective NQI.

2 SITUATION ANALYSIS

A situational analysis of Jordan's NQI has been undertaken. Desk research was done based on the contents of two previous fact-finding interventions. The findings of the interventions are reported in the Jordan Quality Infrastructure Assessment and the Jordan National Quality Infrastructure Project (a scoping mission for the SPS Component), together with the Quality Management Specific Sector Export Strategy component of the National Export Strategy (2014 -2019).

The contents of these and other documents have been used to identify the issues that would be addressed by the development and implementation of an NQP in Jordan. The situation analysis is contained in a separate document, entitled 'Situational Analysis: Quality related challenges encountered in Jordan with respect to trade within the domestic market and export and the contribution made by the development and implementation of a NQP.'

3 THE NEED FOR A POLICY INTERVENTION

When it became a member of the World Trade Organization (WTO) on April 11, 2000, Jordan effectively declared its commitment to increasing its participation in the global trading system. At the international level, non-tariff barriers (NTB) to trade are regulated by two WTO agreements. The WTO agreement on Technical Barriers to Trade (TBT) covers all products and addresses the development and implementation of technical regulations in the regulatory domain, standards in the non-regulatory domain, and conformity assessment regimes for both. The WTO agreement on Sanitary and Phytosanitary (SPS) measures, meanwhile, addresses the resolution of particular threats to the health and safety of people and the fauna and flora of a country.

As a member of the WTO, Jordan has committed to fulfilling its obligations in all WTO agreements, including the TBT and SPS agreements. However, if Jordan is to make the most of its participation in global trade, it will need to demonstrate a sound understanding, use of, and compliance with, these agreements, and other such internationally agreed requirements. This is especially relevant if Jordan is to increase exports in order to drive its socio-economic development agenda.

As in many other countries, the NQI in Jordan was developed without an appropriate, overarching and clear government policy framework. Over time, this uncoordinated approach has become entrenched, and it often leads to unintentional restrictions that hinder, rather than support trade. The NQP is therefore required to:

- Clarify the role and provide direction for the various constituent organizations of the NQI in Jordan, through the provision of institutional and regulatory frameworks that allow the focused mobilization of all available resources;
- Ensure that Jordan continues to develop the technical environment and infrastructure for the application of quality management systems in appropriate enterprises and public and private service providers, in order to encourage and sustain a focus on quality;
- Facilitate and support cooperation and communication amongst all stakeholders to develop appropriate implementation mechanisms and ensure an effective and efficient division of work; and
- Assist Jordan in maximizing the potential benefits to be gained through greater integration in regional and international markets.

Furthermore, all improvements should be targeted in a sustainable and targeted way to:

- **Ensure that the goods and services produced or traded in Jordan, or exported from Jordan, are readily accepted in international markets.** They must meet appropriate standards of foreign purchasers and the requirements of the relevant regulatory authorities.
- **Ensure that consumers in Jordan are protected from unsafe or dangerous products and services,** including undesirable effects from the purchase or use of products and services; and
- **Protect the environment, human, animal, and plant life** in Jordan, including the mitigation of negative impacts on the quality of exports.

4 VISION

The vision, in line with government policies and plans, is that the NQI should be developed in such a way as to promote and support the sustainable growth and diversification of the Jordanian economy. This in turn will lead to greater economic prosperity and an improved quality of life. The NQP aims to improve the international competitiveness of the country, and thereby enhance export performance, whilst at the same time ensuring that Jordanian consumers, animals, plant life, and the environment are suitably protected and safeguarded. The vision for the Jordanian NQP is therefore:

"A quality-conscious culture in Jordan that enhances sustainable economic growth, global competitiveness, infrastructure and environmental resilience, and which

protects the health and well-being of all citizens".

Embedded in this vision are the following key elements:

Quality Culture: The policy establishes the Kingdom's commitment to build a culture of quality that permeates all aspects of national life.

Quality Infrastructure: The policy is intended to enhance the reputation of Jordan as a provider of quality goods and services in the global market. It establishes a NQI where both public and private sector actors are encouraged to provide services for the benefit of society.

5 OBJECTIVE

The aim of the NQP is to ensure that goods and services, either emanating from or traded in Jordan, are readily accepted in national and international markets, whilst also protecting human, animal and plant health and safety, as well as the environment. This means that they have to be designed, manufactured and supplied in a manner that conforms with, or even exceeds the needs, stated requirements and expectations of retailers, purchasers and consumers, as well as those of regulatory authorities. Key indicators of this will include the availability of better-quality products and services across all sectors. Another key indicator will be better clarity within the country, especially between agencies, over the roles and responsibilities of all agencies carrying out functions under the NQP.

The objective will be supported by:

- Encouraging Jordanians to build a quality-conscious society in which to live, work, raise families and do business;
- Preparing an appropriate legislative framework that promotes greater cohesion and efficiency in the provision of NQI related services (both public and private sector) with supporting legislation and regulation;
- Reviewing current legislation and regulations which define and establish the various components of the NQI to ensure greater collaboration and efficiency of operation amongst the NQI entities;
- Developing, implementing and sustaining a plan for building an appropriate and focused national quality culture;
- Designing and establishing a metrology, standardization, accreditation, inspection, testing and certification infrastructure that meets the needs of the country and sustainably assists in addressing identified TBT and SPS related issues;

- Supporting the application of the techniques, practices and service provisions within the NQI that demonstrably comply with the appropriate international standards and best practices;
- Developing and instituting harmonized best practices, for the preparation/ adoption and implementation of technical regulations aligned to, and consistent with, international agreements to which Jordan is a signatory to, such as the WTO TBT and SPS agreements, to safeguard the people, fauna and flora, and the environment;
- Enhancing the coordination and collaboration between NQI institutions and regulatory authorities, with their international target market counterparts, based on internationally acceptable practices;
- Adequately resourcing domestic regulators to ensure effective and appropriate market surveillance and other enforcement capabilities;
- Developing and retaining adequate technical capabilities and expertise to satisfy the needs in Jordan for NQI services, including those required to address TBT and SPS related issues;
- Determining existing and establishing future priority sector needs for NQI interventions/services in the private sector;
- Establishing a targeted and sector-driven program that promotes the active engagement of the NQI within the private sector;
- Developing and institutionalizing a NQP/NQI oversight committee; and
- Creating a platform for ongoing consultations with, and feedback from, local and international key stakeholders, for the continual improvement of all aspects of the NQI and the enhancement of this policy.

6 LEGAL FRAMEWORK, GOVERNANCE & STRUCTURAL ISSUES

The business environment is affected by the legal and regulatory framework related to technical and quality infrastructure regulations. Similarly, the NQI institutions, especially in the public domain, are bound by legislation that governs their objectives, authorities, governance, finances, processes and operations. In establishing the NQI as envisaged by this policy, these institutions should be reviewed and, if appropriate, new structures should be established with allocated responsibilities to ensure that the resultant environment is even more conducive to delivering the services required to support the national strategies. These strategies include the National Export Strategy 2014 – 2019, and its successors, the Economic Plan 2018 – 2022, and the UN Sustainable Development Goals (SDGs).

An integrated approach is necessary to ensure that there are no oversights, overlaps, duplications or conflicts of interest amongst the various institutions that constitute the NQI of Jordan, including the regulatory agencies. Hence, the Jordan Standards and Metrology Organization (JSMO), in cooperation with the duly appointed oversight committee, will be responsible for developing a NQP Implementation Strategy (NQP IS) that will allocate responsibilities for activities that need be followed by particular stakeholders, especially the identified ministries and their agencies, as part of implementing this NQP.

7 THE NATIONAL QUALITY INFRASTRUCTURE

7.1 Metrology

As a fundamental building block of the NQI, the government will enhance and upgrade the national scientific metrology system and position it to ensure that it is capable of providing a traceable and accurate, primary standard calibration service to suit Jordan's needs. Unless otherwise decided, the Jordan National Metrology Institute (JNMI), working with the Royal Scientific Society (RSS), will realize the international metrology definitions at the national level by establishing national measurement standards, the best measurement capability of which is recognized by the international metrology infrastructure.

The Jordan Standards and Metrology Organization (JSMO) will ensure that the measuring equipment used in trade, law enforcement, health services, and in protection of the environment, are appropriately type approved, verified on placement into service, and thereafter regularly calibrated and verified.

Calibration services can be provided by the JNMI, whose main activities are currently provided by the RSS, or private calibration laboratories, provided they are accredited for the relevant scopes of calibration they offer.

7.2 Technical Regulations (TRs)

Care shall be taken to ensure that TRs in Jordan do not constitute unnecessary barriers to trade. The government will also ensure that there is appropriate oversight and coordination in development and the implementation of a National Technical Regulation Framework (NRTF), and the subsequent coordination of TR activities of the ministries and their agencies, thus ensuring that Jordan meets its obligations regarding the WTO TBT, SPS and TFA agreements.

The government will promote the development, implementation and maintenance of TRs that are based on the agreed NRTF, and commits to reviewing their use to ensure that implementation, including any enforcement activities, are congruent with international best practice.

In order to ensure effective and sustainable implementation of TRs, the government will establish and maintain an adequate infrastructure to develop, implement and monitor consumer protection policies, and to ensure that relevant measures are implemented for the benefit of all citizens. As part of this commitment, the government will develop a more structured approach to regulatory market surveillance, with greater emphasis on inter-agency cooperation, coordination, and transparency. Such an approach will also address the sustainable provision of facilities, either public or private, for market surveillance, including the testing and inspection of products and services.

The Conformity Assessment (CA) services, which are required in order to provide independent evidence to the regulatory authorities that products and services meet with the TR requirements, can be provided by appropriate service providers in both the public and private domain. However, this is provided they have first been accredited for the required service as a measure of their competency, and that they are so designated by the regulatory authority. The 'user pays' principle will be adopted for such services.

7.3 Standards

The government will ensure that the national standards development process is a voluntary activity that depends on achieving consensus amongst stakeholders, as implemented by the JSMO, which is the designated National Standards Body. The development and publication of the Jordan National Standards will take full cognizance of demonstrated national needs and will comply with international best practices and requirements as defined in the WTO TBT agreement and ISO/IEC directives. The JSMO will ensure that all standards are periodically reviewed to ensure continuous conformity with technological developments, market trends and international requirements.

The JSMO will actively participate in the process of developing international standards, where this is of relevance for Jordan, and it will coordinate these activities with the relevant local organizations.

7.4 Accreditation

The government continues to support the Accreditation Unit (AU) of the Jordanian Accreditation and Standardization System (JAS-AU), as the designated national accreditation body for Jordan. The JAS-AU accreditation of conformity assessment service providers will conform to the requirements contained in the relevant international standards, and be internationally recognized through the International Accreditation Forum (IAF), Multilateral Recognition Arrangement (IAF MLA), and the International Laboratory Accreditation Cooperation (ILAC) Mutual Recognition Arrangement (ILAC MRA). The government is also committed to supporting any JAS-AU activity that seeks to address all of the national needs for accreditation in an internationally recognized and cost-effective manner.

7.5 Conformity Assessment (CA)

In order to provide suitable CA services, especially to the MSME sectors, the government will establish, maintain and appropriately improve the CA services provided by JSMO, and other NQI related institutions in the public domain.

Whilst enhancing the capacity of these public funded institutions, the government will continue to encourage an environment that facilitates the development of private conformity assessment service providers. The government will also ensure that private sector CA services are utilized in public procurement and TRs, provided that they demonstrate their technical capability through internationally recognized accreditation against a suitable technical scope.

As a measure to ensure that the state is provided with quality products and services, the government will utilize the Jordan National Standards to the fullest extent possible in state purchases, and will demand independent proof of compliance of delivered products and services with relevant standards through an appropriate mix of accredited inspections, testing and certification.

7.6 Education and Training

Government and private academic institutions shall take the necessary steps to establish appropriate programs at different education levels, including specialized adult training programs, with the aim of improving and strengthening a quality conscious culture, and to develop the specialized knowledge and expertise required for implementing the NQP.

7.7 Information Network

The development and implementation of a fit-for-purpose TBT, SPS and Codex[1] information network that involves all the various NQI institutions is key in guaranteeing the success of quality related activities. Jordan's TBT, SPS and Codex Information Network will work cooperatively, and be driven by: (a) the JSMO as the appointed TBT enquiry point and Codex contact point; (b) the Ministry of Agriculture, Food Production, Fisheries, Cooperatives and Rural Development as the appointed SPS enquiry point; and (c) the Ministry of Agriculture, Forestry and Fisheries as the SPS National Notification Authority. This network must also include participant from all other relevant stakeholders..

1 The Codex Alimentarius is a collection of internationally recognized standards, codes of practice, guidelines, and other recommendations relating to food, food production, food labeling, and food safety.

8 DELIVERING THE FUTURE NATIONAL QUALITY INFRASTRUCTURE

8.1 Government Commitment

The government, through its appointed lead organization, has an enabling, coordinating and educational role to play in the implementation of the NQP. Its task is to outline the vision and the policy, and to manage the general framework that governs the roles and activities of the concerned parties.

Whilst fulfilling its overall responsibilities, the government will also:

- Encourage and incentivize improvement in the quality of domestic products and services, hasten the introduction of international practices in the field of quality, and thus contribute to the competitiveness of Jordanian products and services;
- Provide the necessary policy and business environment to encourage the full and meaningful participation of all economic actors in the governance and implementation of the NQI;
- Promote partnership approaches in implementing the NQP, as well as establish an effective coordination and collaboration mechanism with the private sector, development agencies, NGOs, consumer organizations and civil society;
- Establish and maintain the fundamental elements of the NQI, such as metrology, standards and accreditation as "public good" services. It will also actively pursue the appropriate coordination of such services in the national interest, and ensure that NQI activities are governed with transparency and in cooperation with the various sectors they serve;
- Review and adjust the TR regime and concomitant legislation in order to appropriately align these with international obligations and best practices. Where such legislation does not exist, Jordan will develop and promulgate appropriate new legislation, so that interfaces between TRs and SPS measures are identified and properly defined in order to minimize any overlaps and gaps;
- Ensure that regulatory authorities utilize the services of technically competent and independent conformity assessment service providers, including those situated in the private sector;
- Promote quality awareness campaigns, encourage an integrated approach to the management of quality in the public sector, and promote and support the creation of mechanisms or institutions that contribute to awareness raising and knowledge dissemination regarding quality to all segments of society;

- Support and incentivize the private sector to comply with national standards and adopt quality management systems in its operations in order to competitively produce and trade in quality products and services; and
- Finance the development, upgrading and restructuring of the existing NQI institutions within the public sector, and cooperate closely with development partners in this regard.

The government will assume responsibility and commit to appropriately funding the following activities:

- Establishing an NQP/NQI oversight committee;
- Establishing an NQP/NQI working group;
- Implementing the NQP to address prioritized TBT and SPS issues;
- Maintaining/strengthening and appropriately coordinating the activities of the WTO TBT enquiry point and SPS enquiry point/notification authority;
- Ensuring timely reviews/revisions of the NQP and the public funded NQI;
- Continuing the development and publication of national standards, as well as developing a knowledge management department;
- Implementing international management system standards in the public sector, including the cost of technical assistance to facilitate the implementation and the cost of certification and/or accreditation;
- Continue the development and maintenance of the National Accreditation Body, National Metrology Center, the National Standards Body, and the public sector part of the National Conformity Assessment Cluster;
- The paying of membership fees and active participation in regional and international quality infrastructure related organizations, such as the International Organization for Standardization (ISO), the International Electro-technical Commission (IEC), the International Bureau of Weights and Measures (BIPM), the International Organization for Legal Metrology (OIML), the International Accreditation Forum (IAF), the International Laboratory Accreditation Cooperation (ILAC), the World Organization for Animal Health (OIE), and the International Plant Protection Convention (IPPC);
- Establish appropriate and adequate market surveillance operations to ensure compliance with TRs in order to safeguard human, animal and plant health and safety;
- Encourage best practice techniques in identified areas of testing and inspection; and
- Adopt the Risk Based Approach for measures taken by market surveillance authorities.

8.2 Stakeholder Support for NQP

8.2.1 The Private Sector

Given the government commitment to liberalize some of the conformity assessment activities in Jordan, the private sector has a very prominent role to play in the implementation of the NQP. Its participation in the future development and implementation of the NQI is essential. In order to obtain the maximum benefit from the NQI, private sector actors are encouraged to:

- Improve the quality of their products and services, hasten the introduction of international practices in the fields of quality and conformity assessment, and thus contribute to the competitiveness of Jordanian products and services;
- Actively participate in representative structures and technical committees dealing with standards, accreditation and metrology or related NQI activities;
- Participate in and promote national quality events, including national quality awards;
- Participate in and promote quality dissemination activities, such as conferences, seminars and the publication of information in journals, magazines and other suitable communication channels;
- Develop human resources by training the necessary people required to help improve the quality of products and services, as well as the associated tests, inspections, certification data and reports;
- Invest in the development of the quality infrastructure, thereby benefiting from the improved market opportunities that will result from the implementation of the NQP; and
- Participate in public-private partnerships for the funding and execution of NQI related activities and initiatives that support and enhance the quality of Jordanian goods and services.

Non-Governmental Organizations (NGOs)

The successful implementation of the NQP will require the active involvement of all society. In particular, it will require the participation of those associations responsible for the promotion of quality and excellence, such as chambers of industry, trade and commerce, and the media, in order to realize the desired objective. NGOs are especially encouraged to take the following initiatives in coordination with relevant partners:

- Promote and participate in the quality education and training activities;
- Participate in the dissemination of quality related information;
- Implement activities that promote the improvement of quality and the environment;

- Promote the representation of relevant bodies in technical committees in the fields of standardization, metrology, accreditation and quality; and
- Propose suggestions on quality policy improvement and better ways to implement the NQP.

9 MOVING TO ACTION

Following a detailed assessment of the current NQI arrangements in Jordan, a NQP Implementation Strategy (NQP IS) has been developed to underpin the following six strategic goals:

Strategic Goal 1: Build strong and sustained commitment to quality in Jordan;

Strategic Goal 2: Increase the level of quality consciousness amongst both suppliers and consumers in Jordan with the introduction and maintenance of a quality culture throughout society;

Strategic Goal 3: Establish a framework for technical regulation in Jordan, including promulgating the necessary legislation that meets international requirements, such as the WTO TBT, SPS and TFA agreements and international best practices;

Strategic Goal 4: Develop and maintain a fit-for-purpose, internationally recognized, quality infrastructure that addresses the needs of Jordan;

Strategic Goal 5: Provide direction and oversight; and

Strategic Goal 6: Ensure proper communications and consultations.

Details of related strategies and associated actions under each of these headings are contained in the NQP IS.

10 IMPLEMENTATION OF THE NQP

10.1 Lead Organization

The JSMO has the responsibility for overseeing the implementation of the NQP. The JSMO will establish a NQI focal point within the organization that will support the organization and the director general in the day-to-day activities of implementing the NQP.

10.2 Oversight Structure

The lead organization will establish an inter-organizational oversight committee, the Higher Council on Quality (HCQ), representing ministries including, but not limited to, those responsible for trade, industry, agriculture, health and tourism, a nominated

representative of the Royal Scientific Society (RSS), and at least two nominated representatives of the private sector. The director general of the lead organization will be the designated chairperson.

The HCQ has been established to include the objective of leading the institutional and legal modernization of the NQI and technical regulation practices in order that the concerned institutions will provide competent and essential support and services to industries. The HCQ will:

- Oversee and support the implementation of the NQP, using an appropriate results framework to monitor progress and ensure that objectives are attained according to expectations;
- Facilitate the transfer of knowledge, technology and information amongst the NQI, and other, organizations, to encourage further development of a fit-for-purpose and cost-effective quality infrastructure and associated capacity building, including skills transfer;
- Commission studies, request information from concerned institutions, and conduct research to obtain information and data;
- Develop and endorse recommendations in relation to establishing policies, functions and roles of the institutions concerned, and in relation to developing or revising the enabling legislation for the NQI;
- Adopt plans for the modernization of the NQI and assign implementation to specific agencies or persons; and
- Advance recommendations made to the highest level of the government for modernizing the legislation, rules and procedures for the concerned departments; and monitor and oversee implementation plans on a regular basis until successfully implemented.

10.3 Implementation Responsibilities

Each identified ministry and its agencies is charged with the successful implementation of its specifically identified part of the NQP, as further elaborated in the NQP IS. The identified ministries and their agencies will liaise closely with the HCQ in this regard. The relevant ministries are also required to ensure that the implementation of the NQP interfaces seamlessly with the implementation of their own policies wherever appropriate.

10.4 Timeline

The government is committed to implementing the provisions of this NQP within a period of five years from the date of its approval. The oversight committee is responsible for reviewing the progress of implementation on an annual basis. The committee is responsible for updating the organization on progress, and the organization shall in turn report to the cabinet.

ANNEX 1: GLOSSARY

There are many expressions utilized within the NQI and technical regulation domain that have very specific meanings. These terms are defined below to prevent possible misunderstandings of the contents of the NQP. The terms and definitions that follow are based on current best practice and understanding, as contained in the UNIDO document: Quality Policy, Guiding Principles.

Accreditation

third-party attestation related to a conformity assessment body conveying formal demonstration of its competence to carry out specific conformity assessment tasks

[SOURCE: ISO/IEC 17000:2004, 5.6]

Attestation

issue of a statement, based on a decision following a review, that the fulfilment of specified requirements has been demonstrated

[SOURCE: ISO/IEC 17000:2004, 5.2]

Calibration

set of operations that establish, under specified conditions, the relationship between values of quantities indicated by a measuring instrument or measuring system, or values represented by a material measure or a reference material and the corresponding values realized by standards

Note - the formal definition of calibration is given in the International Vocabulary of Metrology (VIM).

Certification

third-party attestation related to products, processes, systems or persons

[SOURCE: ISO/IEC 17000:2004, 5.5]

Conformity Assessment (CA)

evidence that specified requirements relating to a product, process, system, person or body are fulfilled

[SOURCE: ISO/IEC 17000:2004, 2.1, modified]

Inspection

examination of a product design, product, process or installation, and determination of its conformity with specific requirements or, on the basis of professional judgement, with general requirements

[SOURCE: ISO/IEC 17000:2004, 4.3]

Quality infrastructure

system comprising the organizations (public and private) and functionalities, together with the policies, relevant legal and regulatory frameworks, principles, practices and promotion campaigns, used to support and enhance quality competitiveness, innovation, productivity, safety, health and environmental soundness of goods, services and processes

Quality policy

policy adopted at a national or regional level to develop and sustain an efficient and effective quality infrastructure

Stakeholder

person or organization that can affect, be affected by, or perceive itself to be affected by the quality policy

Standard

document, established by consensus and approved by a recognized body, that provides, for common and repeated use, rules, guidelines or characteristics for activities or their results, aimed at the achievement of the optimum degree of order in a given context

Note - according to ISO/IEC Guide 2: 2004, a standard may be mandatory. Under the WTO TBT agreement, a standard is a voluntary document, while a document of mandatory compliance is a technical regulation.

[SOURCE: ISO/IEC Guide 2: 2004, 3.2]

Compulsory standard

a standard, the application of which, is made compulsory by virtue of a general law or exclusive reference in a regulation

Technical regulation

document which lays down product characteristics, or their related processes and production methods, including the applicable administrative provisions, with which compliance is mandatory, and which can also include or deal exclusively with terminology, symbols, packaging, marking or labelling requirements as they apply to a product, process or production method.

Note - This definition is used by the WTO TBT agreement, which specifically deals with technical regulations, standards and CA procedures (See Annex A) and is consistent with the approach taken by ISO/IEC Guide 2, according to which a regulation is a document adopted by an authority providing binding legislative rules, and a technical regulation is a regulation that provides technical requirements, either directly or by referring to or incorporating the content of a standard, technical specification or code of practice. The WTO agreement on Sanitary and Phytosanitary Measures calls regulations which fall under its mandate simply 'measures.'

Testing

determination of one or more characteristics of an object of conformity assessment, according to a procedure

[SOURCE: ISO/IEC 17000:2004, 4.2]

SITUATIONAL ANALYSIS: QUALITY RELATED CHALLENGES ENCOUNTERED IN JORDAN AND THE CONTRIBUTION MADE BY THE DEVELOPMENT AND IMPLEMENTATION OF AN NQP

1 Introduction

It is well established that countries which actively participate in the global trading system are better able to develop their own national socio-economic agendas. Jordan, through its accession into the World Trade Organization in 2000, has therefore declared its desire and commitment to increasing its participation in this system through the enhancement of the export of Jordanian goods and services.

Under this international framework, Jordan agreed to a broad range of obligations in areas such as non-tariff barriers (NTB) to trade, services liberalization, and agriculture. Jordan has also signed several trade agreements, such as the European Union (EU) Jordan Partnership Agreement and a Free Trade Agreement (FTA) with the United States of America. Jordanian companies wishing to export their products to these and other markets are often faced with challenges in complying with their TR and CA procedures. However, in order to benefit more from the world trading system, Jordan, like any other country wishing to drive its socio-economic development agenda by enhancing its exports, has little choice but to better understand and seek appropriate compliance with these international requirements and best practices as defined by the regional and international community.

Over the past few decades, a multitude of good practices related to NQI have evolved. These practices are intended to support trade whilst still ensuring the safety and well-being of the people, animals, plants and the environment. Some of these practices are encoded in the WTO agreements on Technical Barriers to Trade (TBT), Sanitary and Phytosanitary measures (SPS), and Trade Facilitation (TFA). Others are provided for in the recognition arrangements of international organizations, such as the International Standards Organization (ISO), the International Electrotechnical Commission (IEC), the International Bureau of Weights and Measures (BIPM), the International Organization of Legal Metrology (OIML), the International Laboratory Accreditation Cooperation (ILAC), and the International Accreditation Forum (IAF), whilst others have simply evolved elsewhere as good practices that should be followed.

A modern NQI serves the needs of governments, businesses, and consumers. For governments, NQI serves as a mechanism to support relevant trade and industrial policies and to ensure compliance with mandatory technical requirements. For businesses, a well-functioning NQI can reduce the costs of doing business, enhance the quality of outputs, open export opportunities, and boost productivity. For consumers, it protects them from fraud and counterfeit products and helps ensure product safety.

Many countries have therefore seen the need to review and realign their quality infrastructure systems in order to connect more effectively with international trading regimes. The development and implementation of a NQP has thus become a necessity in this respect. Without solid government policy guidance, a country's efforts to align its quality infrastructure system with that of its main trading partners will continue to be seriously hampered.

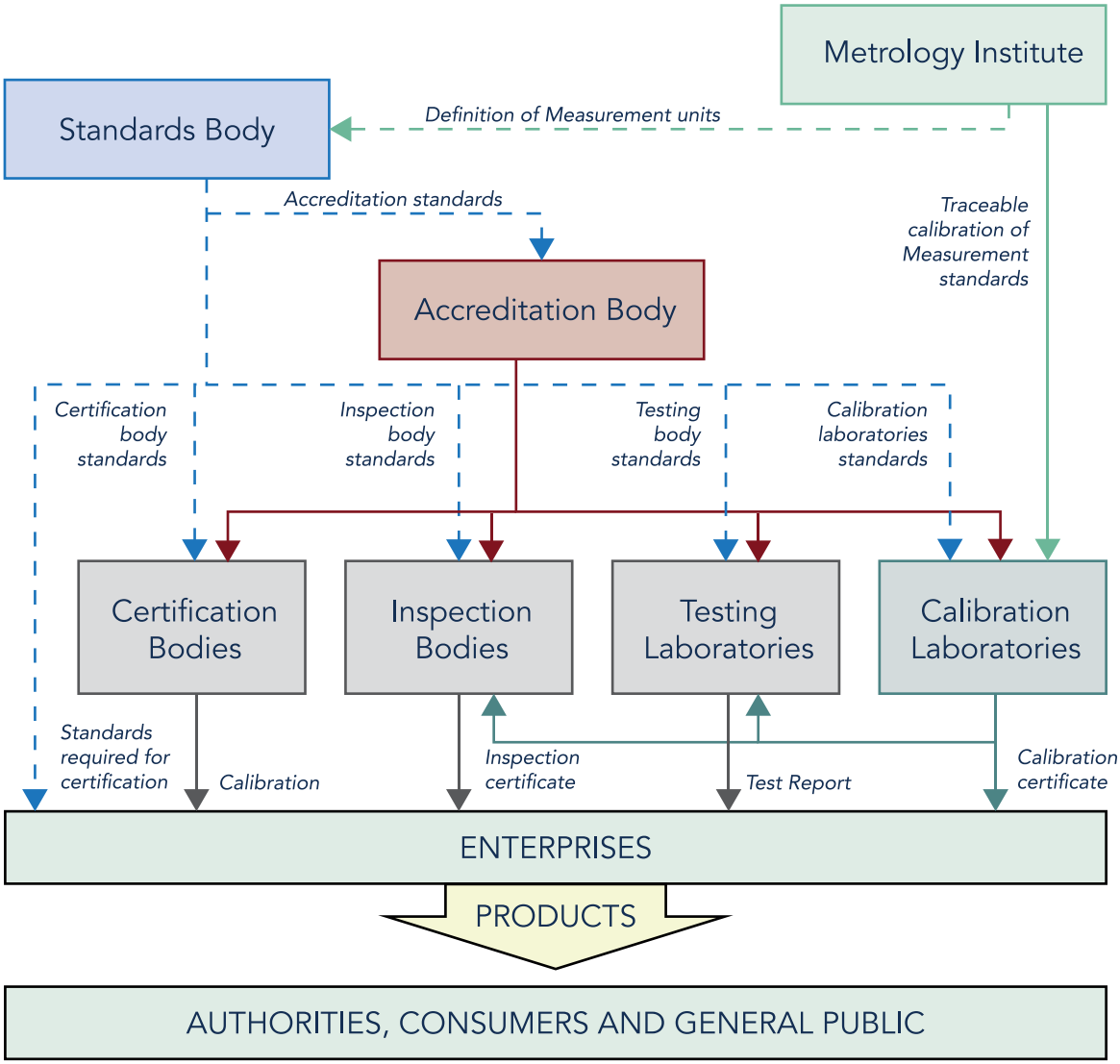
The NQP is the basic government instrument for establishing and overseeing the NQI. Desk research based on the contents of two previous fact-finding interventions that are reported in the documents Jordan Quality Infrastructure Assessment (see Annex 1), Jordan National Quality Infrastructure Project – Scoping Mission for SPS Component (see Annex 2), together with the Quality Management Specific Sector Export Strategy component of the National Export Strategy (2014 -2019), (see Annex 3). The contents of these and other documents have been used to identify the issues that the development and implementation of an NQP in Jordan would address. A complete list of the other documents used can be found in the list of resource documents at the end of the report. Information gathered from these sources has been used to develop the contents of this NQP situational analysis.

This situational analysis focuses on the role of the NQI in Jordan. As in many other countries, the NQI in Jordan developed organically due to the absence of an appropriate and overarching clear government policy framework. Over time, such an uncoordinated approach often leads to unintentional restrictions that hinder rather than support trade. This paper is therefore focused on the role of the NQI and the related regulatory framework in support of maximizing the potential benefits to be gained through the country's participation within the global trading system.

2 Definition of Quality Infrastructure and the need for a Quality Policy

The NQI is required for the effective operation of domestic markets, and its international recognition is important to enable access to foreign markets. It is a critical element in promoting and sustaining economic development, as well as environmental and social wellbeing. The key elements, associated legislation and organizations in the NQI are metrology, standardization, accreditation and conformity assessment. Elements of this system are shown in Figure 1 below.

Figure1: Elements of the National Quality Infrastructure



Source: Quality Systems and Standards for a Competitive Edge, World Bank

The NQP sets out a direction and objectives for the NQI. The NQP development process also includes the creation of an associated roadmap and a proposed schedule for implementation. The government recognizes the development of the NQP as an opportunity to increase awareness of the importance of the NQI and how the different national actors can benefit from it. A key feature is the need to assure broad-based stakeholder participation from state and non-state actors in order to develop the NQP. Examples of stakeholders include representatives of ministries and agencies, regulatory bodies, trade and industry associations, chambers of commerce, consumer associations, and providers and users of calibration, testing, certification and inspection services. Their input will help ensure that the NQP and NQI meet the needs of the nation and encourage implementation of the policy. Their involvement will also

help achieve greater "buy-in" of the role and purpose of the NQI.

The NQP provides details of the preferred NQI structures and their relevant responsibilities to facilitate a proper division of work. The NQP should also detail the relationship of the NQI with the technical regulation framework, e.g., providing services within the regulated domain. Jordan, like many other countries, cannot afford to duplicate effort and resources to establish parallel systems of standards, testing and certification; one for the marketplace and another for the authorities. Developing and agreeing on the NQP is therefore a vital step in developing a NQI that is appropriate for the specific context of Jordan.

3 Background

3.1 Geographic context

The Hashemite Kingdom of Jordan shares its borders with Syria to the north, Iraq to the east, Saudi Arabia to the east and south, and the State of Palestine and Israel to the west. Aqaba, the only coastal city, is on the Red Sea. Jordan's location affects its trade patterns and encourages the need for economic reform[2].

3.2 Economic Context

Jordan's economy grew steadily from 2009 to 2015. GDP grew at an average of 2.7 percent over this period, reaching US$37.5 billion in 2015[3]. With GDP per capita of US$4,100 in 2015/16, Jordan is classified as an upper middle-income country. The farming sector represents 4.2 percent of Jordan's economy today. Agriculture contributed more than 10 percent to the GDP in the 1960s, but shrunk to a record low of 2.3 percent in 2001. Agricultural production has multiplied by almost 10 times in the past 15 years. The industry and services sectors account for 29.6 percent and 66.2 percent of GDP, respectively.[4]

Real GDP grew at 2.0 percent in Q1-2019, only slightly higher than 1.8 percent in Q4 -2018[5]. Key supply side drivers were the services sector, contributing 1.4 percent to GDP growth, while industry contributed 0.3 percent and agriculture 0.2 percent. Real sector indicators for the first six months showed a mixed performance. The industrial sector contracted by 0.6 percent, driven by a 1.3 percent decline in the manufacturing index. GDP growth is projected to recover gradually, supported by net exports on the demand side, and a robust performance from the services sector, especially tourism, from the supply side. Projected increased inflows of foreign private investment are welcome, but well below the levels of the mid-2000s' boom. Immediate downside risks include low public consumption and investment, which are restrained by ongoing fiscal consolidation, while private consumption growth is expected to remain weak because

2 International Trade Centre (2018). Jordan: Company Perspectives. An ITC Series on Non-Tariff Measures. ITC, Geneva.

3 Ibid.

4 Ibid.

5 https://www.worldbank.org/en/country/jordan/publication/economic-update-october-2019?cid=EXT_WBEmailShare_EXT Accessed 22/04/2020.

of stagnant job creation and tax policy measures.

Jordan is a country of small- and medium-size enterprises (SMEs). The country has more than 100,000 SMEs which account for around 97 percent of all businesses. Collectively they are the country's biggest employer and form the backbone of the economy. But the majority of these enterprises focuses on the domestic market due to the enterprises' limited international competitiveness.[6]

The government of Jordan has committed to, and has been implementing, a number of policies aimed at maintaining trade and socio-economic development at the heart of its national policy agenda. The Jordan Economic Growth Plan (2018 – 2022), published by the Economic Policy Council, notes the need for Jordan to understand that its path to sustainable and equitable economic growth includes aggressively increasing exports and enhancing its operational competitiveness.[7]

In order to achieve the desired growth trajectory, the government realizes it needs to make the economy more efficient and to reorientate it toward a path of export-led growth. Jordan is already one of the most open economies in the region, whether measured by the number of its regional trade agreements, or by trade as proportion of its GDP. However, despite the government's efforts to date, Jordan's exporters continue to face several challenges, impeding the achievement of its intended policy outcomes.

3.3 Legislative Background

All major aspects of Jordan's NQI are currently governed by the Standards and Metrology Law No. 22/2000 and its amendment. These mandate the Jordan Standards and Metrology Organization (JSMO) to deliver different components of the NQI in Jordan. These NQI related activities include standardization, technical regulations, metrology, conformity assessment, market surveillance and accreditation. According to the law, JSMO is the sole authority responsible for the developing and issuing of standards. Technical regulations and instructions relevant to food safety for products and management systems are issued by the JSMO and implemented by the Ministry of Agriculture, the Jordan Food and Drug Administration (JFDA), municipalities and other government agencies, and are legally binding for all parties involved in the food chain[8]. All government authorities, in addition to the JSMO, have a mandate to issue technical regulations[9].

Sanitary and phytosanitary measures are issued as technical regulations by the JSMO and as instructions by the JFDA and the Ministry of Agriculture[10]. In accordance to Law No. 44 for the year 2002, the veterinary department at the Ministry of Agriculture is responsible for the preparation, review and enforcement of sanitary measures relevant to animals. In terms of the same law, the Plant Protection and Phytosanitary

6 Assessment of Trade-Related Services Market in Jordan, Final Report, Giz Jordan Trade for Employment, December, 2018.

7 Turning the Corner, Jordan's Path to Growth.

8 Managing Quality in Jordan: A Directory of Services for SMEs, 2015.

9 Ibid.

10 Ibid.

Department is responsible for the issuance, review and enforcement of phytosanitary measures related to plants (seeds, seedlings, tubers, bulbs, trees, forest trees, herbs, flowers, and leaves) and all other parts, and any material of, plant origin.

3.4 The UN Sustainable Development Goals (SDGs)

An efficient NQI is a fundamental pillar of the 2030 agenda for sustainable development, and it has the ability to help achieve each of the Sustainable Development Goals (SDGs). A fit-for-purpose NQI contributes to prosperity by stimulating trade competitiveness, industrial development and innovation. It also takes into account the needs of people, by promoting and supporting food safety, food security and good health and well-being. And it protects the planet by promoting the efficient use and sustainable management of natural resources, while advocating for climate action, policies and programs to preserve the health of the biosphere. The government's short-term reform program envisages a number of measures to reinforce institutional frameworks and enhance competitiveness, such as creating an energy sector regulator which will pave the way for the commercial entry of renewable energy producers.

3.5 National Priorities

To address the social and economic challenges facing Jordan as a result of the ongoing instability in the region, the government has put forward a new approach to stimulate economic growth and social inclusiveness: Jordan 2025: A National Vision and Strategy. This economic blueprint, formally launched in May 2015, reaffirms Jordan's determination to develop the national economy, and to lead the way in achieving sustainable growth, and enhancing economic reforms. Based on 20 developmental priorities, the document outlines a path for the future, and determines the integrated economic and social framework that will govern the economic and social policies aimed at providing opportunities for all.

The government reform agenda, as described in Jordan 2025, includes a vision and a roadmap on how to achieve specific goals. It incorporates previous efforts and initiatives under one umbrella, including the National Agenda, the National Employment Strategy, the Poverty Reduction Strategy and all previous sectoral strategies.

The government, with support from development partners, is in the process of designing many new initiatives to improve the business environment, and to create economic opportunities for Jordanian manufacturers. These include initiatives for supporting Jordanian exports and enabling them to compete in global markets by providing them with appropriate NQI services. The Economic Growth Plan[11] includes the following objectives:

- Raising the efficiency of the public sector and its employees to provide a better level of service;

11 Jordan Economic Growth Plan, 2018 – 2020, the Economic Policy Council, pages 26, 27.

- Maximizing Jordan's exports and enhancing the positioning of Jordanian products in international markets;
- Opening promising and renewable new markets and activating free-trade agreements; and
- Activating the role of the private sector as a major engine in the process of comprehensive and sustainable development to achieve growth and employment opportunities.

The same document notes the need for increasing the efficiency and effectiveness of the government apparatus[12]. It highlights the need for integrating institutions in order for them to work toward common goals, to ensure that their the work is done in a complementary manner, that efforts are unified, that policies and objectives are harmonious, that public expenditures are rationalized, and that the overall quality of services provided is improved. The development and implementation of a NQP is intended to convert these intentions into positive actions and sustainable results in the area of the NQI.

3.6 Related Policies, Strategies and Plans

The fundamentals of a NQI (standards, metrology and accreditation), are critical for the development of all aspects of the society and economy. As a result of this cross-cutting nature, the NQP should positively impact on all sectoral policies and plans that address the production and export of goods and services in and from Jordan. An attempt has therefore been made to identify some of these policies and plans that have already been adopted[13] or are in their final stages of adoption.

A number of national and sectoral plans and strategies have been developed over the last decade and these reflect the aspirations and targets for Jordan's economy. The collective body of national policies and international cooperation on economic and social development, together with the activities proposed or undertaken to implement those policies, provides important insights that need to be appropriately considered in the development and implementation of the NQP. Jordan's National Export Strategy (NES) has specific and comprehensive sections that cover the priority export sectors and include fresh fruit and vegetables, prepared and preserved meat, paint, and electrical wires and cables. There is a specific chapter that comprehensively addresses export sector related strategies for quality management. It notes four strategic objectives related to quality management and NQI issues that should be addressed by the NES and subsequent implementation activities and action plans. These are:

- The development of an effective NQI that is well coordinated, coherent and efficient;
- The creation of an environment where quality-related information and services are much more readily accessible to Jordanian enterprises;

12 Ibid, pages 45, 46.

13 Although some of these documents appear to be dated, many of these Polices have not been updated, and their strategies and plans are largely still relevant for guiding the implementation of the NQP.

- A strengthened and more efficient certification, inspection and testing infrastructure; and
- The building of quality-related human, institutional and enterprise capacity and culture at all levels of the ecosystem.

Given the almost complete overlap between these NES strategic objectives and those normally associated with the development and implementation of an NQP, it is particularly important that such overlaps are recognized and appropriately addressed by the parent ministry of both initiatives, namely the Ministry of Industry, Trade and Supply (MITS). The section of the NES addressing quality management is considered to be so important that its contents has been excised from the larger NES document and attached as Annex 3.

4 Issues and Challenges

4.1 Technical Barriers to Trade (TBT), Sanitary and Phytosanitary measures (SPS), Trade Facilitation (TFA)

The objectives of the WTO TBT agreement are to ensure that national technical regulations, standards and conformity assessment (CA) procedures do not constitute unnecessary barriers to international trade. The goal is to achieve a balance between allowing WTO members to take regulatory measures to protect legitimate interests and ensuring that national technical regulations, standards and CA procedures do not become unnecessary obstacles to international trade. Harmonization is central to the TBT agreement and is articulated in particular in two requirements:

- WTO members should use international standards, guides and recommendations, or relevant parts of them, as a basis for their national technical regulations and conformity assessment procedures.
- WTO members should play a full part in the preparation of international standards, guides and recommendations by participating in international standardizing bodies.

The Jordanian Standards and Metrology Organization (JSMO) is the national standardization body and the TBT enquiry point. Jordan applies the Code of Good Practice for the preparation, adoption, application and notification of standards and technical regulations in accordance with the TBT agreement. Standards and technical regulations (TRs) may be proposed by any interested party and prepared by technical committees comprising experts from interested parties.

The SPS regime is governed mainly under the Food Control Law, the Drug and Pharmacy Law, the Food and Drug Administration Law, and the Law on Agriculture. The Ministry of Agriculture is responsible for SPS measures to protect animal and plant health against pests and diseases. The ministry is also the national enquiry point under the WTO SPS agreement. The JFDA is responsible for the safety and quality of food and drugs. Testing and inspection at the border is conducted by Jordan Customs, the

Ministry of Agriculture (MoA), and the JFDA. Inspection procedures are in accordance with International Sanitary and Phytosanitary Measures (ISPM), Codex, and national standards.

Trade policy reviews, mandated in the WTO agreements, are an exercise to examine and evaluate member countries' trade and related policies. The latest review of Jordan took place in November 2015[14]. It concluded that Jordan faces unprecedented challenges, including turmoil in two neighboring countries, the interruption of traditional trading routes, and uncertain worldwide economic prospects. Jordan relies heavily on the benefits of the multilateral trading system. The Jordan Vision 2025, the core framework for economic and social development, will lead the way for Jordan to overcome these regional challenges. The vision will underline that sound fiscal policy, political and economic stability, social inclusion and gender equality, enhanced legal and regulatory framework and institutional reforms, will enable Jordan to progress. Such achievements couldn't be possible without technical assistance and capacity building, for the country, the government and the private sector. In the past year, several programs, projects and interventions were undertaken by various development partners to address the development of trade and industry in Jordan. The Jordan Vision 2025 will contain several initiatives and measures, and offer a well-balanced platform to integrate and coordinate technical assistance.

4.2 Quality Related Issues

A review of documentation has identified many quality related issues in Jordan. The document Jordan Quality Infrastructure Assessment (see Annex 1) notes:

- It is important to ensure the activation of the Law No.33 for the year 2017 on "Monitoring and Inspection of Economic Activities", and to ensure that the National Strategy for Monitoring and Inspection on Economic Activities is developed, and that all related procedures are revised and improved. This is very important to business operators as it will lower the burden of dealing with different regulatory authorities and minimize the associated costs.
- It is important to involve stakeholders from both the private and public sectors when developing the strategies for the different NQI functions, reviewing legislation and improving processes and services.
- Information about technical regulations, standards, and conformity assessment procedures from the WTO TBT enquiry point within JSMO is available only upon request. The WTO notification point is the responsibility of the Ministry of Industry, Trade and Supply (MITS), which also needs to develop mechanisms for analyzing the notifications received and for providing stakeholders with related information in a timely manner.

14 WT/TPR/S/325 • Jordan WTO Trade Policy Review.

- The Higher Committee for Inspections on Businesses was established according to Law No.33 for 2017, chaired by MITS, and it includes representatives from the different regulatory authorities involved in inspection activities. Committee responsibilities include developing a national strategy for improving inspections of economic activities. The committee is comprised only of inspection bodies from the public sector.

The document Jordan National Quality Infrastructure Project – Scoping Mission for SPS Component (see Annex 2), notes:

- A national food safety policy should be developed to improve the competitiveness of Jordanian food products in the international market and also to strengthen the domestic food safety system. Such a policy would help develop local capacity to operate under the SPS system as the normal way of treating food products and would allow issues to be debated within government.
- Under Article 6 of the Law on Inspection and Control over Economic Activities No. (33)/2017, the MoA and the JFDA are named as competent authorities for the control and inspection of food. The process of drafting documents should be transparent, and it should take into consideration the Codex, World Organization for Animal Health (OIE) and the International Plant Protection Convention (IPPC) standards and recommendations, to ensure that the regulations' impact is assessed. At the same time, the practice of having regulations issued in parallel by several agencies should cease. Only competent authorities, in collaboration with other authorities, private sector and consumer´s associations, should prepare regulatory documents based on international principles and evidences.
- The JSMO is the contact point for Codex Alimentarius, although it is not the official authority for food. This probably stems from the fact that the JSMO produces standards and technical regulations based on Codex standards. Government agencies compete between themselves, and the JFDA is refusing to participate in the work of the National Codex Committee until the contact point is transferred to them.

The document Sector Export Strategy Component of the National Export Strategy (2014 -2019) (see Annex 3), notes:

- Quality-related services are provided by a mixture of public, private and semi-public organizations. The MITS is the sponsoring ministry for the sector but plays no direct role. The system suffers a major structural weakness in that there is no institution that takes overall responsibility for the leadership and development of the sector to ensure that all its activities are coordinated. The JSMO plays a major part in discharging this role, but cannot take it over completely due to potential conflicts of interest.
- There is a lack of national level policies aimed at promoting and encouraging investment in quality in various sectors.

- Coordination and collaboration between the various agencies on quality-related regulations needs improvement.
- Government funding for quality issues needs to be allocated more effectively.
- There is limited knowledge of quality issues among policy makers and staff in public institutions.
- A weak SPS framework is a major constraint to the exporting of agricultural products.
- Enterprises, especially SMEs, have limited awareness of quality standards and their importance, or else they lack incentives to improve them.
- A significant proportion of enterprises cannot meet the standards and specifications required by key export markets.
- Enterprises perceive the costs for meeting export standards to be high, which contributes to low investment and compliance levels.
- Enterprises have limited understanding of the issues relating to effective supply chain management, resulting in the loss of quality.

Quality issues raised in other documents include:

- The type of Non-Tariff Measures (NTMs) companies face varies according to industry, as some requirements are more relevant to certain sectors than others. Conformity assessment regulations are the most burdensome measures for exporters of agricultural goods, accounting for more than a third of all NTMs.[15]
- A third of burdensome NTMs applied by trading partners is related to conformity assessment.[16]
- One of the biggest challenges facing businesses in Jordan is regulatory costs, including the unpredictability of the regulatory framework.[17]
- Expanding exports is crucial for Jordan's success. Jordan's economy must be export-oriented in order to compete and innovate, and to attract investment that can transform the country into a regional hub for high-quality goods and services.[18]
- Most companies are unaware of the range of services available for supporting trade.[19]
- Since no Jordanian export service providers offer a full support suite in their program, there is no one-stop shop where an exporter can get all the information they need.[20]

15 International Trade Centre (2018). Jordan: Company Perspectives. An ITC Series on Non-Tariff Measures. ITC, Geneva.
16 Ibid.
17 Turning the Corner, Jordan's Path to Growth.
18 Ibid.
19 Assessment of Trade-Related Services Market in Jordan, Final Report, GIZ Jordan Trade for Employment, December, 2018.
20 Ibid.

- There is an urgent need for information such as quality management standards including information on how to meet them, and metrology.[21]

4.3 Quality Infrastructure Related challenges

A review of documentation has identified challenges that are related to the NQI in Jordan.

The *Jordan Quality Infrastructure Assessment* document (see Annex 1) notes:

- Jordan has yet to sign the Metre Convention, the treaty that created the International Bureau of Weights and Measures.
- The Jordan National Metrology Institute (JNMI) has fulfilled the requirements for its Calibration and Measurement Capabilities (CMCs) to be listed in the BIPM Key Comparison Database (KCDB). These however cannot be published in the KCDB until JORDAN, represented by JSMO, signs the Metre Convention.
- A scientific metrology strategy should be developed that defines clear objectives and initiatives regarding the priorities for the establishment and maintenance of national measurement standards, the accuracy classes of national measurement standards, (primary or secondary level), and the international and regional liaisons required to gain and maintain international recognition.
- There is a need to assess the demand for legal metrology services for the regulated area. The demand assessment should be used as an input for developing the legal metrology strategy that addresses the need for expanding or developing services, purchasing of new equipment, increased or new expertise, as well as the training and capacity building required for metrologists and other technical and managerial staff.
- The issue of technical regulation (TR) development by the different regulatory authorities is still an issue of concern. There is no legislation or framework for the development, coordination and implementation of TRs across all ministries and regulatory authorities in the country.
- The TR development process needs to be revised on the national level to become more transparent and predictable.
- The Accreditation Unit of the Jordanian Accreditation and Standardization System (JAS-AU) is encouraged to continue expanding its regional and international partnerships to expand or acquire expertise regarding experts, assessors and its own staff.

21 Ibid.

- Coordination between NQI organizations is a challenge and requires a mechanism that ensures better identification of the roles and responsibilities of the different organizations to ensure that proper coordination and cooperation between them occurs, especially with regards to developing TR and conformity assessment procedures.
- There is no policy or strategy to ensure the quality of services provided by private sector certification bodies and testing laboratories working in the market. Conformity assessment bodies should be accredited by a recognized accreditation body and should be legally liable for their work.
- Although testing services provided by the Royal Scientific Society (RSS) and other private labs are used when the testing needed is not provided by a government laboratory, there is no government policy or strategy to officially designate such conformity assessment (CA) services to the private sector.
- It is important that the JSMO develops a communication and outreach program to raise awareness among different stakeholders from both the private and public sectors on the importance of their roles in developing standards and technical regulations, and to encourage them to participate effectively.
- The Higher Committee for Inspections on Businesses was established according to Law No.33 for 2017, chaired by the MITS, and it includes representatives from the different regulatory authorities involved in inspection activities. Committee responsibilities include developing a national strategy for improving inspections of economic activities. The committee is comprised only of inspection bodies from the public sector.

The document Jordan National Quality Infrastructure Project – Scoping Mission for SPS Component (see Annex 2), notes:

- It is not only products that have to meet international standards, but also the systems applied in the exporting country. Even with the best products, Jordanian producers will still struggle to gain access to some markets because of the way Jordan's domestic systems work, which in turn affects how Jordanian products are perceived.
- Food products are mostly treated in the same way as non-food products in Jordan. However, in international trade, food products have a separate system of rules and practices under the WTO Sanitary and Phytosanitary agreement.
- Jordan should adopt practices for ensuring food safety that are the norm in some of the most lucrative markets, especially the EU. Jordan currently places importance on testing food products at the final stage of production or processing, as opposed to testing the actual systems of production and processing. This is fundamental in creating a domestic food safety system that can certify domestic products to enter various international markets.

- The current focus on end-product testing affects the use of laboratories. They are vital to international trade because, although some testing is necessary, most of it is a waste of resources and it fails to cover the legitimate testing that should be done. It therefore inadvertently diverts resources from doing more effective testing earlier on in the value chain.
- In reforming the system of food production and processing, the two priority areas which need support are:
  - The development of a traceability system and recall system for food products;
  - Improving the control and use of pesticides, as well as improving testing.
- The practice of issuing technical regulations for food is not good regulatory practice. This practice should be replaced with horizontal and vertical regulations, based on Codex, OIE and IPPC recommendations.
- The capacities of laboratories that test food for official purposes should be assessed and a network of accredited laboratories should be established.
- The testing of official samples must be done only in accredited laboratories.
- To reduce the burden of inspections to businesses, a risk-based approach to control should be strengthened, both in the regulatory area and through implementation. Appropriate tools for inspection, planning and risk assessment have to be used and their transparency should be secured.

The Sector Export Strategy Component of the National Export Strategy (2014 -2019) document (see Annex 3), notes:

- The perceived conflicts of interest within the JSMO between conformity assessment and accreditation need to be addressed.
- The infrastructure for specialized and accredited laboratories is weak, especially for those that are accredited internationally.
- The infrastructure for certification, testing and inspections also needs strengthening.
- Enterprises often need to acquire multiple certificates.
- There is limited availability of local quality consultants (and low awareness of them), and international quality consultants are expensive.

NQI-related challenges raised in other documents include:

- Trade with the EU remains quite low, at just 3 percent. Jordan's authorities attribute this to the challenging requirements and standards imposed by European markets[22]. However, Jordanian companies have been trying, with the government's encouragement, to diversify their trading partners and to see the EU as a destination with potential.
- Testing and certification regulations are among the most burdensome. Whether imposed by Jordanian or foreign authorities, they account for more than 90 percent of all technical regulations, which are measures specifically related to each product.[23]
- Companies have noted that some tests took longer than expected due to the limited number of facilities and they also had difficulty accessing them. In addition, technical issues within the laboratories can cause delays. There are few alternatives when machines are unavailable due to breakdowns.
- A common complaint among exporters is that tests cause delays of between two and ten days. Importers reported similar problems. Goods must be stored in warehouses, adding extra costs that can become very high. Such delays can lead to the loss of perishable products and importers feel they have little control over the process.[24]

5 Institutional Arrangements

5.1 Technical Regulations

Transparency through notifications to the World Trade Organization (WTO) is key to achieving a greater degree of clarity, predictability and information about trade policies, rules and regulations. Transparency entails answering reasonable questions and publishing regulations. The WTO also requires members to publish all SPS measures and to notify the relevant authority if there are changes to the SPS measures. In implementing the agreement, members are required to identify a single central government authority to be responsible for the notification requirements of the application of SPS measures, namely the National Notification Authority (NNA). WTO members are also required to establish a National Enquiry Point (NEP), responsible for answering questions from other members about TBT/SPS measures and any other related issues, and to notify stakeholders on technical regulations in various stages of formulation.

Annex 1 of the World Trade Organization —Technical Barriers to Trade (WTO/TBT) Agreement, Terms and their Definitions for the Purpose of the Agreement, states that a ***technical regulation*** means a "document which lays down product characteristics or their related processes and production methods, including the applicable administrative provisions, with which ***compliance is mandatory***." Such provisions may cover terminology, symbols, packaging, marking or labelling requirements as

22 International Trade Centre (2018). *Jordan: Company Perspectives. An ITC Series on Non-Tariff Measures.* ITC, Geneva.
23 International Trade Centre (2018). Jordan: Company Perspectives. An ITC Series on Non-Tariff Measures. ITC, Geneva.
24 Ibid.

they apply to a product, process or production method. The differences between regulations and standards are summarized in Table 1.

Table 1: Regulations versus Standards

Regulations	Standards
Regulatory development process.	*Standards* development process.
Governments are responsible for taking the lead in the development of regulations.	Standards development organizations *(SDOs)* facilitate development of standards in response to requests.
Governments *consult* interested parties. Regulations may reference standards or require the use of accredited conformity assessment bodies.	SDOs *seek consensus* on content of standards.
Enforcement of *Mandatory Compliance*.	Assessment of *Voluntary Conformity*.
Governments enforce regulations and remain *accountable* for enforcement even when others do this on their behalf.	Certification and inspection bodies and laboratories *(conformity assessment bodies)* assess conformity.

The JSMO is authorized to approve national standards and technical regulations (TRs). TRs may also be issued by other government bodies, such as the Ministry of Environment, the Telecommunications Regulatory Commission, and the Ministry of Health. A review and amendment of the Standards and Metrology Law was undertaken in 2015. The review focused on the safety of products placed on the market. The JSMO was given more power to enforce TRs. The amendment also specified the obligations of economic operators, and the penalties for violations were also strengthened.

The issue of TR development by the different regulatory authorities is an area of concern. All TRs developed by the JSMO are published in the official gazette and they are based on international, regional or national standards. However, there does not appear to be an agreed national framework available to provide guidance on how to address issues encountered when developing TRs in a best practice way. Furthermore, the different organizational TR development processes currently in use do not include the need for a Regulatory Impact Assessment (RIA). The TR development process should therefore be reviewed and revised to make it more transparent and predictable. One way to do this[25] would be to activate the higher committee established in accordance with Law No.33 in 2017 for the "monitoring and inspection of economic activities." This committee is tasked to review TRs and associated inspection procedures as implemented by the different regulatory authorities to ensure quality and effectiveness, to avoid duplication in scopes, and to ensure that they include clear

25 See Jordan Quality Infrastructure Assessment, page 50.

technical requirements, conformity assessment procedures, and include the details of the responsible regulatory authority. It is recommended that the NQP addresses the need for establishing a common framework for the development and implementation of TRs across all responsible ministries and regulators, including the appropriate use of RIA.

5.2 The case for Good Regulatory Practice (GRP) and Regulatory Impact Assessments (RIA)

GRP is now increasingly used internationally to improve the quality and effectiveness of laws and regulations. It utilizes internationally recognized processes, systems, tools and methods to improve the quality of regulation and ensures that regulatory outcomes are effective, transparent, inclusive and sustained. The Organization for Economic Cooperation and Development (OECD) has recognized this trend and developed a GRP guideline document[26]. GRP includes a commitment to provide information on regulatory agendas, to consult stakeholders and the public, and to assess any potential impacts of future regulations before issuing them. Once regulations have been in place for some time, GRP will evaluate their performance in delivering the intended outcomes. GRP is intended to address the need in modern economies and societies for effective regulations in order to support:

- Growth, investment, innovation, market openness and upholding the rule of law;
- Structural reforms, entrepreneurship and market openness;
- Identifying reform priorities and providing early warnings to policy makers of regulatory issues that need to be addressed;
- Providing evidence-based impact assessments to support policy coherence;
- Paying more attention to the voice of users, who need to be part of the process;
- Renewed emphasis on consultation, communication, co-operation and collaboration across all levels of government, not least in the international arena;
- Reviewing the role of regulatory agencies and the balance between private and public responsibilities for regulation, to secure accountability and to avoid capture; and
- Identifying and using tools to evaluate and measure performance and progress.

The preferred tool for implementing GRP is called a Regulatory Impact Assessment (RIA) which is used to identify the present situation. For example, it can be used to identify the nature of the problem, the objectives and the expected outcomes for any proposed legal instrument, so as to maintain a high quality of legislation and also to avoid unintended consequences. The GRP/RIA methodology is today's preferred international approach.

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26 OECD (2014), The Governance of Regulators, OECD Best Practice Principles for Regulatory Policy, OECD Publishing. http://dx.doi.org/10.1787/9789264209015-en.

The government has identified the need for regulatory reform in Jordan. The document Turning the Corner: Jordan's Path to Growth, states its intention to "establish and implement a system of good regulatory practices to increase the predictability of the business environment." It may therefore be advantageous for future legal instruments to be subjected to the principles of GRP using its main implementation tool, namely a RIA. The use of an appropriate RIA tool would assist in improving the quality of all legislation in Jordan. It would help ensure that TRs based on the standards development process are the appropriate remedy in a particular instance to safeguard society or the environment. It would also assist in preventing potential misuse of TRs, and associated enforcement activities could be an important source of income generation.

5.3 Standards

Standards are documented requirements that can be part of agreements that translate such desired characteristics into dimensions, tolerances, weights, processes, systems, best practices and other specifics. This is so that goods and services that conform to such requirements provide additional confidence to buyers and users. For developing countries like Jordan, international standards developed on the basis of worldwide consensus by experts in the field constitute an important source of technological know-how. By defining the characteristics that goods and services will be expected to meet for access to export markets, international standards give developing countries a basis for making the right decisions in what is required when investing their scarce resources. Annex 1 of World Trade Organization —Technical Barriers to Trade (WTO/ TBT) Agreement, Terms and their Definitions for the Purpose of the Agreement, notes that ***compliance with a standard is not mandatory***. This definition can be compared with the definition of a TR in the TBT agreement, which states that a ***technical regulation*** means a "document which lays down product characteristics or their related processes and production methods, including the applicable administrative provisions, with which ***compliance is mandatory***."

Standardization is usually the responsibility of a National Standards Body (NSB), which represents a country's interests within organizations such as the ISO (the International Organization for Standardization). The NSB may provide members for national delegations to participate in the development of standards that are of key importance to their country's economy. Whether or not the NSB participates in the development of a standard, it is still free to adopt and translate international standards as national standards. By using international standards, an NSB ensures that the country benefits from international, state-of-the-art knowledge, and that domestically produced products will meet the requirements demanded by export customers. For consumers, conformity of goods and services to international standards also provides assurance regarding quality, safety and reliability.

The JSMO is the NSB for Jordan. The JSMO was established according to the Law of Standards and Metrology No. 15 of 1994, as amended by Law No. 22 of 2000. Article 4 states that the JSMO is responsible for the following objectives:

- The adoption of a national system for standardization and metrology based on accepted international practices.
- Keeping up-to-date with scientific and technical developments in the fields of standards, metrology, conformity assessment and laboratory accreditation.
- Ensuring the health and safety of the Kingdom's citizenry and protection of the environment by making sure that goods, products and services are in compliance with the technical regulations adopted by the organization for that purpose.
- Ensuring the quality of local goods, products and services through the adoption of appropriate Jordanian standards in order to enhance Jordan's competitiveness in local and international markets, and thus support the national economy.

Jordan is a member of the ISO and an associate member of the International Electro-Technical Commission (IEC). Jordan is participating in 12 technical committees (TCs) in the ISO, and four TCs in the IEC[27]. This permits domestic stakeholders to provide their inputs to international standards, and it supports the harmonization of national standards with international standards. This is an important activity in facilitating exports. The total number of Jordanian standards issued up until the end of 2014 is 2989[28], of which 50 percent are aligned with international standards. Jordanian standards cover essentially all Jordanian economic sectors and are particularly prevalent in food, cable, safety, health, environment and consumer protection-related technical regulations.

Jordan is also a member of the Codex Alimentarius Commission, the World Organization for Animal Health (OIE), and a contracting party to the International Plant Protection Convention (IPPC). SPS requirements in Jordan are based on international standards.

The JSMO is responsible for issuing Jordan's national standards. It prepares, amends and adopts standards in addition to TRs in specific sectors, such as food and feed, agriculture products, electrical and electronic equipment, telecommunications, construction materials, packaging, chemicals, and management systems.

The JMSO developed the national standardization strategy for the years 2019-2021. The strategy was developed with the participation of various stakeholders, including industry, trade, business associations, public sector organizations, and JSMO employees. The strategy includes two strategic objectives: 1) Jordanian standards and TRs are to be harmonized with international, regional, and national standards that satisfy customers' needs; and 2) they must satisfy all sector needs identified from technical consultations and they must help stakeholders to conform with TRs.

27 Managing Quality in Jordan: A directory of services for SMEs, 2015.
28 Ibid.

5.4 Metrology

Metrology is the science of measurement. It plays an indispensable role in ensuring that a product or service is of a consistently high quality, therefore protecting health, safety, the environment and consumers. It also enables accurate, consistent measurements through trusted measuring equipment. Firms cannot satisfactorily implement process controls to manufacture a product or deliver a service that meets standardized characteristics reliably if control instruments, such as those for measuring pressure, volume of water flow or temperature, are not traceably calibrated. Measuring equipment used in laboratories has to be calibrated to ensure it provides reliable and trusted measurements.

A national metrology system comprises scientific, legal and industrial metrology. It can be subdivided as follows:

- Scientific metrology is the development and organization of the highest level of measurement standards.
- Legal metrology is the assurance of correctness of measurements where these have an influence on the transparency of trade, law enforcement, health, and safety.
- Industrial metrology is the satisfactory functioning of measurement instruments used in industry, production, and testing.

At the international level, the International Bureau of Weights and Measures (BIPM) coordinates scientific metrology. National measurements, however, are overseen by a designated National Metrology Institute (NMI), which is a signatory of the Mutual Recognition Arrangement of the International Committee of Weights and Measures (CIPM MRA).

The CIPM MRA provides the institutional and technical framework for NMIs to recognize each other's measurement standards and calibration certificates, thus supporting world trade. Although the Jordan National Metrology Institute (JNMI) has fulfilled the requirements for its Calibration and Measurement Capabilities (CMCs) to be listed in the BIPM Key Comparison Database (KCDB), these however cannot be published in the KCDB and internationally recognized until JORDAN, represented by JSMO, signs the Metre Convention. The International Organization for Legal Metrology (OIML) performs a similar oversight function for legal metrology. Jordan is an associate member of the OIML.

The JSMO is responsible for supervising all metrology activities in the country. Regarding scientific and Industrial metrology, the Jordan National Metrology Institute (JNMI) is managed and operated by the Royal Scientific Society (RSS) and it is one of the RSS centers based on an agreement signed with the JSMO in 2006. In terms of this agreement, the activities of the JNMI are monitored by a steering committee consisting of nine representatives from the private and public sector, as well as the RSS. The representation of the private sector is limited, with two members representing industry and trade chambers.

The JNMI is responsible for maintaining, keeping, and developing the national measurement standards and primary standards to ensure their traceability to SI (International System of Units) units. The JNMI covers key metrology fields distributed between primary and secondary level standards[29]. Through 14 National Calibration Labs.

National primary standards include:

- Electrical measurements, voltage, current, resistance, capacitance, inductance, frequency and time.
- Physical and mechanical measurement, temperature, humidity, dimension, pressure, mass, and force.

There are secondary standards that are used to offer calibration services in the fields of electrical, physical and mechanical measurement, as well as power, flow, volume, speed, luminance, and biomedical measurement equipment. There is currently no capability for the areas of photometry and radiometry, water flow, acoustics, ultrasound, air velocity meters and vibration, organic and inorganic chemistry, and certified reference materials.

The JNMI is an associate member of the Asia Pacific Metrology Programme (APMP) and participates in its regional inter-laboratory comparisons, which are organized on an ad hoc basis. The JNMI does not participate in any regional trade agreement related metrology organizations or committees, in the General Conference on Weights and Measures (CGPM) activities, or in any other consultative committees. All of the JNMI national calibration laboratories are accredited according to ISO/IEC 17025 by the Jordan Accreditation System (JAS) and together they.

- Provide accredited measuring and calibration services to all scientific, economic and industrial commercial private and public sectors such as pharmaceutical, electrical , construction and chemical industries and others such as testing labs and hospitals:
- Conduct Interlaboratory-comparison between calibration labs;
- Offer technical Consultancy in fields of Metrology, measurement and calibration: and
- Assist with capacity building, training courses, seminars and workshops.

Legal metrology activities within Jordan are the responsibility of the metrology department within the JSMO. The metrology department applies the instructions contained in the document Organizing Metrology Activities in the Kingdom No. 3 of 2012 and its amendments. These instructions describe the structure of the overall metrology system in Jordan, including the implementation of legal metrology measures in respect of pre-packaging and legal measurement equipment used in trade, law enforcement, and health and safety. The instructions also describe the

29 See Jordan Quality Infrastructure Assessment, pages 29, 30.

relationship with, and alignment of, domestic regulations with the International Organization for Legal Metrology's (OIML) recommendations. The JSMO has two main branches, one in Irbid covering the Northern region, and one in Aqaba covering the Southern region. These offices are responsible for the market surveillance and boarder control activities of the JSMO, including legal metrology inspections. The metrology department consists of five divisions: i) pre-packaged containers; ii) pressure, clinical thermometers and length; iii) mass and balances; iv) fuels and volumes and v) taxi meters. The last division also includes the taxi meter verification center. The different divisions implement verification, calibration and market surveillance according to their mandated responsibilities.

Industrial metrology focuses on the provision of calibrated equipment used in the production of goods and services that are not subject to the controls of legal metrology. The state is fully responsible for scientific and legal metrology, whereas industrial metrology can and should be provided by independent calibration laboratories (including research and development facilities), which have been accredited for specific scopes of calibration against the requirements of the international standard for laboratories, for example ISO/IEC 17025. In Jordan, industrial metrology is currently performed by the calibration laboratories situated in the RSS, the Royal Jordanian Air Force (RJAF) and private calibration labs[30]. Of the known private calibration labs established in Jordan, only three are active and work in different fields, such as pressure, temperature, humidity, time, speed, velocity, and electrical. None of these labs are accredited and it's not known if the reference standards of the calibration laboratories are traceably calibrated to the national measurement standards of the JNMI [31].

5.5 Accreditation

Accreditation is the process by which an authoritative body gives formal recognition that a body or person is competent to carry out specific tasks. Within the NQI, the body made responsible for accreditation will evaluate the competence of conformity assessment bodies (CABs), such as product management systems and personnel certification bodies, testing laboratories and inspection bodies.

Accreditation bodies seek recognition of their accreditations within the frameworks of the International Accreditation Forum (IAF) and the International Laboratory Accreditation Forum (ILAC). IAF and ILAC promote and manage mutual or multilateral recognition arrangements (MRA), whereby the members that have met the criteria agree to recognize the results of each other's testing, inspection, certification or accreditation. MRAs are an important step towards reducing the multiple assessments that goods, services, systems, processes and materials may need to undergo, especially when they are traded across borders. Since MRAs facilitate the acceptance of goods and services everywhere on the basis of a single assessment in one country, they contribute to the efficiency of the international trading system, which benefits suppliers and customers alike.

30 For information on scopes see: Managing Quality in Jordan: A directory of services for SMEs, 2015, Pages 31 - 34.

31 See Jordan Quality Infrastructure Assessment, page 31.

In Jordan, the JSMO hosts the accreditation unit. In 2015, the JSMO changed its organizational structure according to the by-law, Administrative Organizing System No. 88 of 2015. The new by-law created the position of the Director of the Accreditation and Standardization System which is on the same level as the director general (DG) of the JSMO. The director responsible for accreditation reports directly to the MITS to ensure impartiality. The accreditation unit offers the following accreditation services [32]:

- Accreditation of conformity assessment bodies, such as testing and calibration laboratories according to ISO/IEC 17025; medical laboratories according to ISO 15189; inspection bodies according to ISO/IEC 17020 and product certification bodies according to ISO/IEC 17065.

The accreditation unit operates a system that complies to the ISO/IEC 17011 standard for accreditation bodies and is a full member of ILAC[33], and hence a signatory to the ILAC MRA. It is also an associate member of the European Co-operation for Accreditation (EA). The accreditation unit achieved regional recognition by the Arab Accreditation Cooperation (ARAC) in February 2017, and international recognition by ILAC in October 2017 for the scopes of calibration and testing against the standard ISO / IEC 17025, and medical testing against the standard ISO 15189.

In February 2021, as per its strategic plan, the Accreditation Unit of the Jordanian Accreditation and Standardization System (JAS-AU) applied for scope expansion in the field of inspection according to ISO/IEC 17020:2012. At present the Jordan accreditation unit accredits the conformity assessment bodies (CABs) as per the following:

- Inspection bodies according to International Standard ISO/IEC 17020:2012;
- Testing laboratories according to International Standard ISO/IEC 17025:2017;
- Calibration laboratories according to International Standard ISO/IEC 17025:2017;
- Medical testing laboratories according to International Standard ISO 15189:201; and
- Certification body according to International Standard ISO/IEC 17065:2012.

At present Jordan has two national laboratories accredited by the UK Accreditation Service (UKAS). The Royal Scientific Society (RSS) laboratories are accredited according to ISO/IEC 17025: 2017 by JAS and UKAS and certified according to ISO 9001:2015 by Lloyd's Register.

5.6 Conformity Assessment (CA)

CA is the processes and procedures that are used to demonstrate that goods or services, management systems, organizations or personnel meet specified

32 Ibid, page 35.

33 See - https://ilac.org/signatory-detail/?id=144

requirements. These requirements are also contained in international standards and this helps to ensure consistency worldwide, as well as the cross-border acceptance of CA results. CA is one of the four pillars of the NQI. Other key institutional components in the NQI make up the high-level domestic institutions that are responsible for standardization, metrology and accreditation. CA functions are inspection, testing and certification.

5-6-1 Testing

A product is tested against a specific set of criteria, such as performance or safety. Testing is a form of CA. Testing also provides the basis for other types of CA, such as inspection and product certification. ISO/IEC 17000:2004 defines the term testing to mean the "determination of one or more characteristics of an object of conformity assessment."

There are 19 government, non-medical laboratories in Jordan. These operate under the Ministry of Public Works and Housing, the Ministry of Health, the Ministry of Agriculture, the Ministry of Water and Irrigation, the Ministry of Energy, the Amman Greater Municipality, the JSMO, and the JFDA. They perform testing for surveillance purposes as well as for research in relevant sectors including water, environment, construction, food, pharmaceuticals, chemicals, cosmetics, agricultural products, metallurgy and radiation. Some of these laboratories, namely those at the JSMO, the JFDA, the Natural Resources Authority, the Jordan Public Security Directorate, the General Safety and Hazardous Material Department at the General Directorate of Civil Defense, and the Ben Hayyan Aqaba International Laboratories, are accredited for some of their scopes of testing[34].

The Royal Scientific Society (RSS) Testing Laboratories Centre

The Royal Scientific Society (RSS) provides testing services in the fields of chemical analysis, including biosafety and environmental chemical analysis, mechanical and non-destructive testing labs, physical and chemical analyses on construction materials, and water efficiency testing. They are accredited for many of the tests[35] for plumbing, and also kitchen and bathroom household appliances. The Testing Laboratories sector provides analytical testing services for the private and public sector in Jordan and abroad, including chemical and physical testing in food products, industrial, mechanical, electrical, household appliances and construction materials. Their testing Services include:

- Chemical testing: food, medical and industrial gases, toys, paint, fuel, mineral oils, textile, tobacco products, detergents and industrial minerals
- Water, wastewater and soil

34 For more information on accredited scopes see: Managing Quality in Jordan: A directory of services for SMEs, 2015, Table 3, Page 20.

35 For more information on accredited scopes see: Managing Quality in Jordan: A directory of services for SMEs, 2015, Table 4, Page 26.

- Construction materials: cement, concrete, ceramics, raw materials, soil and asphalt
- (Metallic and Plastic Materials)
- Electrical consumer products

Chemical analysis testing

Chromatography Laboratory provides chemical testing services for: agricultural pesticides, public health and veterinary pesticides, organic solvents, foods, water and environment, medical and industrial gases, toy safety, pharmaceutical samples, and petroleum products. The lab uses advanced instruments and techniques such as: GC, GC MS, GC MS/MS, HPLC, UPLC, LC Ms/Ms, IC, and FTIR.

Spectroscopy Laboratory provides chemical testing services for the analysis of mineral elements and trace elements in: foods, water and environment, toys, pharmaceuticals, petroleum products and plastics, agricultural fertilisers, paints, detergents, and cosmetics. The lab uses advanced instruments and techniques such as atomic absorption and ICP-OES.

Environment, Water & Food

The Food Quality Laboratory provides chemical and physical testing services for: milk and dairy products, meat products, oils and fats, drinks and juices, fruit and vegetable-derived products, sugar, sugar products, and others. The Microbiology Laboratory provides microbial tests for food products, water and wastewater, cosmetics, sludge, soil, plants, and the evaluation of disinfectant efficiency. The Cigarettes Laboratory is the only laboratory in Jordan, which provide a wide range of chemical and physical tests of cigarettes and tobacco using the latest international standards and in compliance with local and international regulations. The Water Laboratory provides chemical and physical testing services for water, wastewater, sludge, soil and plants.

Mechanical

The Mechanical Laboratories provide mechanical, physical and thermal testing services of different metallic, plastic items and thermal systems as illustrated below:

- Metallography Laboratory provides mechanical and physical testing services on different metallic samples, such as reinforced steel bars, welded and seamless steel pipes, steel wires and ropes, steel sheets and plates, gas cylinders and valves, water mixers and taps, vehicle brakes, and others.
- Plastics & Rubber Laboratory provides physical, thermal and mechanical testing services for polymeric and rubber products.
- Non-Destructive Testing & Welding Laboratory provides specialized services for inspection and welding consultations, in addition to welding procedures qualification and welder qualification services.

- Thermal Testing Laboratory provides testing services for different types of thermal and gas appliances systems.

Industrial Chemical tastings

The Industrial Chemical Laboratories provide testing services for:

- Raw Materials Laboratory provides testing services for fertilizers, animal feed, detergents cosmetics, phosphate rock and cement.
- Textile & Paper Laboratory provides testing services for textile, paper, board, carpets, rugs, shoes, hygienic paper, nappies, toys, artificial grass, and waterproof membranes.
- Petrol & Lubricants Laboratory provides testing services for lubricating oils, brake fluid, antifreeze, grease, solvents, and petroleum products.
- Radiation Application Laboratory provides testing services for chemical composition (using XRF technique), material composition (using XRD technique), measuring radiation levels, and personal and environmental dosimetry using TLD.
- Paint & Lacquers Laboratory provides testing services for paints, lacquers, adhesives and pigments.

Construction

- The Construction Laboratories perform field and laboratory tests on materials used in the construction sector
- Cement Laboratory provides physical tests on black and white cement, micro silica, and silica fume, fly ash and pozzolana.
- Soil & Asphalt Laboratory provides field and lab tests on soil materials used for road works, asphalt mixtures, granite tiles, marble tiles, natural and artificial building stone, and others.
- Ceramic & Water Efficiency Laboratory provides physical tests on ceramic tiles, water-efficiency fittings, sanitary fixtures, clay tiles, wood, road markers, glass and anti- bullet glass.
- Concrete, Building Components & Chemical Laboratory provides field and lab tests on concrete, culverts and concrete pipes, interlocked tiles, concrete blocks, powder gypsum, gypsum boards, building loading tests, Insulation materials, and others.

Electrical

The Electrical Laboratories provide testing services for household electrical appliances, including portable appliances such as irons, vacuum cleaners and kitchen appliances; stationary appliances, such as washing machines, fridges and microwave ovens;

cooling appliances; audio, video and similar electronic apparatus; information technology equipment; dry and lead acid batteries; low-voltage insulated cables; luminaires, lamps, lamp-holders and lighting chains; ballasts and transformers; plugs, socket-outlets and switches; circuit breakers; and electrical toys. The lab also tests the degrees of protection provided by enclosures against ingress of dirt or water.

Medical laboratories in Jordan operate under the control of the Ministry of Health[36]. Private medical laboratories in the health sector are required to be registered in accordance with the licensing of private sector medical labs regulations for 2003. Accreditation according to ISO 15189 is not a pre-requisite for the registration of medical laboratories.

There are over 70[37] privately-owned, non-medical, calibration and conformity assessment bodies operating in Jordan that are accredited for some of their scopes of activity. These laboratories provide testing services in different fields, including construction, mechanical, physical, chemical, agricultural, metallurgy, water, environmental, and microbiology testing.

According to a 2018 report by the International Trade Centre (ITC)[38], the private sector in Jordan sees conformity assessment – including testing undertaken by the RSS, the JSMO and the JFDA laboratories – as a major challenge. It was identified as one of the primary Non-Tariff Measures (NTMs) in their survey. They propose the creation of a national assessment center to oversee, coordinate and unify all requirements and to facilitate measures and procedures related to exporting and importing. Such a center, according to the ITC, would also act as an accredited body for the private sector regarding all required assessments throughout the trading process. Both the private sector and the public sector welcomed this as a way to avoid surprises when goods, especially locally manufactured products, are exported.

The same report encouraged the upgrading of government-run laboratories. It noted that several stakeholders who interacted with them had urged the government to attract investment to upgrade government-run laboratories, especially those testing foods and pharmaceuticals. There was also a call to modernize laboratories so they can carry out all the required in-depth tests and thus satisfy the requirements of partner markets to facilitate the testing process, which will also ease the burden on traders.

5-6-2 Inspection

Inspection provides objective evidence that inspected goods and services meet the specified needs of the customer (purchaser, manufacturer and regulator). Inspections, conducted on both imported and domestic goods, not only safeguard public health, safety and the environment, but also encourage a more competitive business environment. Inspection is an examination of a product, a product's design, process or installation, and the determination of its conformity with specific requirements, or, on the basis of professional judgement, with general requirements.

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36 See Jordan Quality Infrastructure Assessment, page 44.

37 See http://www.au.gov.jo/AU/accreditation-directory/

38 International Trade Centre (2018). Jordan: Company Perspectives. An ITC Series on Non-Tariff Measures. ITC, Geneva.

Inspection bodies play an essential role in cross-border trade. They act on behalf of governments and business partners (importers and exporters) by inspecting imported goods and materials. They are also responsible for examining a huge range of products, materials, installations, plants, processes, work procedures and services, in the private as well as the public sector, and report on such parameters as quality, fitness for use and continuing safety in operation. The overall aim is to reduce risk to the buyer, owner, user or consumer of the item being inspected. Government and business often use their services to inspect imports. The following ministries/sections currently undertake inspection[39] activities:

- The JSMO is responsible for the inspection of industrial products.
- The JFDA inspects food and pharmaceuticals.
- The Ministry of Agriculture is responsible for the inspection of live animals and plants.
- The Jordan Telecommunication Commission inspects telecommunication products.
- The Ministry of Environment performs environmental inspections on industrial facilities.

Private sector organizations also operate in Jordan and perform various inspection activities[40], such as the following:

- The Conformity Assessment Centre CAC of the Royal Scientific Society RSS provides internationally accredited 3rd Party Inspection services for the following scope: cranes, lifting tackles, ductile iron pipes, LPG cylinders and valves, and LPG Bulk facilities. CAC is accredited by ESYD (the Hellenic Accreditation System) under the requirements of ISO/IEC 17020.
- SGS offers pre-shipment inspections of exported goods and also inspections upon arrival at their destination.
- TÜV AUSTRIA HELLAS inspection services include the verification of greenhouse gas (CO2) emissions reports, lift inspections- CE type approval, inspections of industrial building installations and metallic construction, hoist cranes and bridge cranes, pressure vessels, gas apparatus, and transportation/vehicles that carry dangerous loads according to ADR (International Carriage of Dangerous Goods by Road) regulations.
- Bureau Veritas provides inspection services such as verification of product conformity to national regulations and/or international standards.

It could not be determined which of these inspection activities – except CAC/ RSS - were aligned with, or accredited against, the requirements contained in the international standard for bodies conducting inspections, ISO/IEC 17020. This is important considering that the government has identified issues relating to inspections

39 See: Managing Quality in Jordan: A directory of services for SMEs, 2015, Page 20.
40 Ibid.

in Jordan. The document, Turning the Corner: Jordan's Path to Growth, states their intention to "successfully implement ongoing inspection reforms and to enhance coordination and information sharing between inspectorates."

5-6-3 Certification

Certification is the formal substantiation by a certification body after an evaluation, testing, inspection or assessment, that a product, service, organization or individual meets the requirements of a standard. Some of the most well-known examples are the certification of quality management systems (ISO 9001) and environmental management systems (ISO 14001), food safety (ISO 22000), energy management (ISO 50001) and information security (ISO/IEC 27001). Certification may be addressed under two categories, namely as product and systems schemes.

Product certification may consist of the initial testing of a product, combined with the assessment of its supplier's quality management system. This may be followed up by the testing of samples from the factory and/or the open market. Other product certification schemes comprise initial testing and surveillance testing. Systems certification is the process whereby an organization is deemed to meet specified system requirements, such as ISO 9001, for quality, and ISO 14001 for environmental management systems.

The type of certification scheme depends on the availability of national, regional and international standards. It also depends on the degree of potential risk to consumers and users of the product.

The JSMO is the only public certification body that provides a product certification service[41]. The JSMO grants the Jordan Quality Mark (JQM), which is a voluntary mark. The JQM is granted for product compliance with relevant technical specifications, and system compliance with ISO 9001:2000, ISO 22000:2005 for food organizations, or the Jordanian standard 1407:2006 for vegetables and fruits. The JQM covers all products, except for pharmaceuticals and veterinary products. The JSMO also grants GLOBAL G.A. P certificates for the scope of Integrated Farm Assurance (IFA), and the sub-scope "fruits and vegetables."

Six private certification bodies[42] provide certification services, including management system certification, product certification, and personal certification. These are:

- **The Conformity Assessment Centre CAC of the Royal Scientific Society RSS** offers product certification services for wide range of industrial products such as food, detergents, pesticides, and Polyethylene pipes. Recently, CAC/RSS has passed the accreditation assessment according to the ISO/IEC 17065 requirements carried out by the Accreditation Unit of the Jordan Accreditation System JAS.

41 Managing Quality in Jordan: A directory of services for SMEs, 2015.
42 Ibid.

- **Lloyd's Register Quality Assurance (LRQA)** offers certification services for the International Organization for Standardization (ISO) standards that include ISO 9001, ISO 14001, ISO 22000, ISO 27001, ISO 50001 and the occupational health and safety standard OHSAS 18001. They also offer training in these areas. And LRQA also offers personal certification for management system auditors.
- **SGS** (formerly Société Générale de Surveillance) offers certification services for ISO standards that include ISO 9001, ISO 14001, ISO 22001 and ISO 27001 and the occupational health and safety standard OHSAS 18001 and Hazard Analysis and Critical Control Point (HACCP) certification. They also offer training related to quality, performance, health and safety and auditor development. In addition, SGS offers personal certification to auditors on management systems e.g., ISO 9001, ISO 14001, ISO 22000, ISO 27001, ISO 50001 and OHSAS 18001.
- **TÜV AUSTRIA HELLAS** offers a range of certification services that include ISO 9001, ISO 14001, ISO 13485, ISO 20000, ISO 22000, ISO 27001, OHSAS 18001, HACCP, FSSC 220, BRC, IFS, SA 8000, EN 16001, GLOBAL G.A.P., and BS 25999. They also offer certification of quality assurance systems according to the EC 95/16 directive and certification of products according to CE Marking.
- **DNV GL**, created through a merger between Det Norske Veritas (Norway) and Germanischer Lloyd (Germany), offers system certification services that include ISO 9001, ISO 14001, ISO 22000, ISO 27000, ISO 50001, OHSAS 18000, and HACCP. DNV GL also offers training courses on quality, safety, environment and corporate responsibility issues.
- **AQC Jordan**, part of the international company Absolute Quality Certification (AQC), offers system certification services for ISO 9001, ISO 13485 (management system for medical device manufacturers), ISO 14001, ISO 22000, ISO 22716 (Good Manufacturing Practice [GMP] for cosmetics), ISO 27001, OHSAS 18001, GMP, and HACCP. They also offer GLOBALG.A.P. and product certification related to CE Marking. AQC also offers personal certification for auditors for management systems e.g., ISO 9001, ISO 14001, HACCP and ISO 22000.

Table 2: Certification services in Jordan[43]

Public/ Private	Certification Body	Certification Type		
		Management System	Product	Personal
Public	JSMO	NA	✓	NA
Private	LRQACAC/RSS	NA	✓	NA
	LRQA	✓	NA	✓
	SGS	✓	✓	✓
	TÜV AUSTRIA HELLAS	✓	✓	✓
	DNV GL	✓	✓	NA
	AQC Jordan	✓	✓	✓

5-6-4 Regulatory Market Surveillance

Market surveillance is performed by government authorities on the borders as part of port of entry inspection activities, as well as in the market to ensure that products in the local market comply with the requirements set out in legislation. Market surveillance activities in Jordan are performed by several government authorities. For instance, the JSMO is responsible for the inspection of industrial products, the Jordan Telecommunication Commission inspects telecommunication products, the JFDA inspects food and pharmaceuticals, the Ministry of Agriculture is responsible for the inspection of live animals and plants, and the Ministry of Environment performs environmental inspections on industrial facilities. Government authorities have their own testing labs for market surveillance purposes. And they subcontract accredited laboratories for testing services that are not available from government laboratories[44].

6 Conclusion

This NQP situational analysis provides details of the various NQI issues that were identified by desk research using the documentation listed in the resource list. There are many and oft repeated needs that have surfaced relating to the NQI in the strategic documents of Jordan, where implementation would be strengthened and made more sustainable through the development of an NQP in Jordan. Now that the background work has been completed, the contents of this document need to be appropriately reviewed by key stakeholders as part of agreeing on the focus and content of the NQP. It is also important that the NQP Implementation Strategy (NQP IS) addresses both the short- and longer-term needs related to the further strengthening and expansion of the NQI required for Jordan.

43 Managing Quality in Jordan: A directory of services for SMEs, 2015.
44 Ibid.

Annexes

Annex 1: Jordan Quality Infrastructure Assessment

Annex 2: Jordan National Quality Infrastructure Project – Scoping Mission for SPS Component

Annex 3: National Export Strategy (2014 -2019) Sector Export Strategy: Quality Management

List of other resource documents:

- Assessment of Trade-Related Services Market in Jordan, Final Report, GIZ Jordan Trade for Employment, December 2018.
- International Trade Centre (2018). Jordan: Company Perspectives. An ITC Series on Non-Tariff Measures. ITC, Geneva.
- Jordan 2025 – A National Vision and Strategy.
- Managing Quality in Jordan: A directory of services for SMEs, 2015, International Trade Centre (ITC), Physikalisch-Technische Bundesanstalt (PTB), Jordan Standards and Metrology Organization, Geneva/Amman.
- Medium Term Development Strategy (2019-2022)
- National Export Strategy (2014 -2019)
- Turning the Corner: Jordan's Path to Growth
- WT/TPR/S/325, Jordan. Report by the Secretariat. Trade Policy Review Body, 2015, WTO. Geneva.
- WT/TPR/G/325, Jordan. Reply by the government, 2015, WTO. Geneva.

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CHAPTER ONE - INTRODUCTION

It's imperative that goods and services emanating from or being traded in Jordan are readily accepted in national and international markets. They therefore have to be designed, manufactured and supplied in a manner that conforms with, or even exceeds, the needs, stated requirements and expectations of retailers, purchasers and consumers, as well as those of regulatory authorities. Key indicators of this include the availability of better-quality products and services across all sectors, and clarity within the country, and especially between agencies, over the roles and responsibilities of all the NQI agencies.

While enhanced export performance is one priority, it is important to ensure that Jordanian consumers, animals, plant life and the environment are also suitably protected and safeguarded. By addressing NQI capacity and capability through its NQP, Jordan will have a tool with which to appropriately and sustainably address these needs.

For the purposes of implementing the NQP, an effective and efficient implementation strategy is required. There are six strategic goals in Jordan's NQP :

- Strategic Goal 1: Strong and sustained commitment to quality in Jordan;
- Strategic Goal 2: Increase the level of quality consciousness amongst both suppliers and consumers in Jordan by the introduction and maintenance of a quality culture throughout society;
- Strategic Goal 3: Establish a framework for technical regulation in Jordan – including promulgating the necessary legislation that meets international requirements, such as the WTO TBT, SPS and TFA agreements and international best practices;
- Strategic Goal 4: Develop and maintain a fit-for-purpose, internationally recognized, quality infrastructure that addresses the needs of Jordan;
- Strategic Goal 5: Provide direction and oversight; and
- Strategic Goal 6: Communication and consultation.

The above goals are addressed in more detail in the next chapters of this document. They are elaborated on in Chapter Two using associated objectives. And in order to achieve the desired impacts within the five-year time frame of implementation, these goals and objectives have also been further broken down in Chapter Three to arrive at a set of strategies, targets and measurable indicators. Chapter Five provides a set of tables whereby these same strategic goals, objectives, strategies, targets and indicators are assigned to a responsible ministry or agency for appropriate action. The need for periodic monitoring and evaluation of progress against this strategy is elaborated on in Chapter Four.

CHAPTER TWO – NQP VISION, GOALS AND OBJECTIVES

Vision

To create a quality-conscious culture in Jordan that enhances sustainable economic growth, global competitiveness, infrastructure and environmental resilience, and protects the health and well-being of all citizens.

Strategic Goals and Objectives

The aim of the NQP is to ensure that goods and services emanating from or traded in Jordan are readily accepted in the national and international markets, whilst also protecting human, animal and plant health and safety and the environment. Key indicators of achieving this desired aim include the availability of better-quality products and services across all sectors and clarity within the country and especially between agencies over the roles and responsibilities of all agencies carrying out functions under the NQP. The following set of strategic goals and objectives are intended to underpin the achievement of this aim.

Strategic Goal 1: Strong and sustained commitment to quality in Jordan

Objectives:

- Develop, implement and sustain a strategic plan for building the national quality culture;
- Identify market conditions/needs, encourage local innovation and identify and provide NQI related assistance towards satisfying these market-driven needs;
- Establish appropriate links between education and training in quality and the NQI towards all levels of the educational system in government, in the private sector and in broader society;
- mplement appropriate management and customer service systems in the public sector; and
- Develop and maintain a National Quality Awards program within the business sector.

Strategic Goal 2: Increase the level of quality consciousness amongst both suppliers and consumers in Jordan, by the introduction and maintenance of a quality culture throughout society

Objectives:

- Establish a targeted and sector driven program that promotes the active engagement of the NQI with the private sector through technical consultations, training and skills transfer, and coaching, including the identification, recording and promotion of best practices that assist in problem solving and increased productivity;
- Develop/expand NQI assistance packages tailored for the MSME sector, based on government policy and industry needs; and
- Implement training, testing, inspection and certification programs in collaboration with local and overseas counterparts to assist the local industry with upgrading its quality-related capabilities, including the implementation of, and compliance with, appropriate regional/international standards.

Strategic Goal 3: Establish a framework for technical regulation in Jordan – including promulgating the necessary legislation that meets international requirements, such as the WTO TBT, SPS and TFA agreements and international best practices

Objectives:

- Review current legislation and regulations which define and establish the various components of the NQI in Jordan, to ensure greater collaboration and efficiency of operation amongst the NQI entities, including market surveillance activities.
- Prepare an appropriate legislative framework that promotes greater cohesion, and efficiency in the provision of NQI related services (both public and private sector) supporting legislation and regulation;
- Develop a harmonized approach, and institute best practices, for the preparation/ adoption and implementation of TRs that are aligned to, and consistent with, international agreements to which Jordan is a signatory;
- Enhance the coordination and collaboration between NQI institutions and regulatory authorities, including the use of third-party conformity assessments, based on internationally acceptable practices;
- Adequately resource regulators to ensure effective and appropriate enforcement capability;
- Promote coordination of the NQI and domestic regulatory bodies with their target market counterparts to ensure that applicable regulatory requirements, and those contained in voluntary standards, are adequately addressed from an early stage in product and/or facility design and development.

Strategic Goal 4: Develop and maintain a fit-for-purpose, internationally recognized, quality infrastructure that addresses the needs of Jordan

Objectives:

- Determine the existing, and establish future priority sector needs for NQI interventions, including metrology, calibration, inspection, testing and certification services;
- Approve, implement and sustain the National Standards Strategy;
- Ensure that suitable standards are identified, adopted/developed to support the growth of priority sectors and based on proven demand;
- Develop, implement and sustain a metrology strategy for the prioritized establishment and maintenance of national measurement standards (primary or secondary level) including international recognition;
- Upgrade the NMI metrology laboratory capabilities and strengthen staff competencies to provide traceable measurements that meet the requirements for international recognition of Calibration and Measurement Capabilities (CMCs) in Jordan;
- Develop, implement and sustain a legal metrology strategy that is aligned with the International Organization for Legal Metrology's (OIML) requirements and which ensures the sustainable provision of the required capability and capacity to meet regulatory needs;
- Develop, implement and sustain a national accreditation based conformity assessment (CA) system and seek accreditation/international recognition, initially for strategically important functions, in all NQI entities;
- Expand the scope of accreditation in line with market demand, including supporting access to international markets;
- Finalize and implement a market demand assessment to determine the testing services required to meet the needs of surveillance and inspection activities, as well as private sector industry and trade operators;
- Expand participation in proficiency testing (PT) schemes and Inter-Laboratory Comparisons;
- Develop, implement and sustain an inspection strategy to address the development of fit-for-purpose inspection services that includes the private sector;
- Develop and retain adequate technical capabilities and expertise to satisfy the needs in Jordan for NQI services;
- Ensure that NQI institutions have access to the necessary professional and scientific staff to fulfil their various mandates and associated responsibilities; and

- Actively participate in, support and benefit from regional and international NQI related activities.

Strategic Goal 5: Provide direction and oversight

Objective:

- Create mechanisms for appropriate governance and direction, including continual consultations with, and feedback from, local and international key stakeholders, for the continual improvement of all aspects of the NQI and the enhancement of this policy.
- Establish and institutionalize an NQP/NQI development and oversight committee.
- Develop and enhance the offices of, and cooperation between, the WTO TBT National Enquiry Point, the WTO SPS National Notification Authority and the National Enquiry Point and the WTO TFA Enquiry Point.

Strategic Goal 6: Communication and consultation

Objective:

- Create a platform for continual consultations with, and obtaining feedback from, local and international key stakeholders, for the continual improvement of all aspects of the NQI and the enhancement of this policy.

CHAPTER THREE – NQP IS OBJECTIVES, STRATEGIES, TARGETS AND INDICATORS

1 Strategic Goal 1: Strong and sustained commitment to quality in Jordan

1.1 Objective a) Develop, implement and sustain a strategic plan for building the national quality culture.

Strategy: Determine appropriate public and private sector partners and jointly develop and implement activities that promote a sustainable quality conscious culture in Jordan.

Target: Awareness on the benefits of a quality culture within Jordan is increased by 2025.

- *Indicator*: Number of quality culture campaign interventions conducted.
- *Indicator*: Number of incidents where inferior goods have been identified and removed from circulation.
- *Indicator*: Number of stories related to quality that have been published.

1.2 Objective b) Identify market conditions/needs, encourage local innovation and identify and provide NQI-related assistance towards satisfying these market-driven needs.

Strategy: Identify and address gaps in the market where innovative approaches can be deployed.

Target: To address market needs in an innovative way.

- *Indicator*: Market gaps identified.
- *Indicator*: Number of areas where innovations are required.
- *Indicator*: Number of innovative solutions produced and deployed.

1.3 Objective c) Establish appropriate links between education and training in quality and the NQI towards all levels of the educational system, in government, in the private sector, and in broader society.

Strategy: Determine appropriate partners and jointly develop and implement activities that promote the need for NQI supported quality interventions.

Target: Awareness on NQI supported quality interventions is increased by 2025.

- *Indicator*: Number of awareness sessions conducted.

- *Indicator*: Number of training interventions developed/modified based on heightened awareness.

1.4 Objective d) Implement appropriate management and customer service systems in the public sector.

Strategy: Create awareness with all stakeholders in the public sector of the principles contained in, and the value of compliance with, international quality management standards.

Target: Awareness on quality management standards in the public sector is increased by 2025.

- *Indicator*: Number of awareness sessions conducted.
- *Indicator*: Number of quality management systems (QMS) systems developed within public sector organizations.
- *Indicator*: Number of QMS systems within public sector organizations that are certified.

1.5 Objective e) Develop and maintain a National Quality Awards (NQA) program within the business sector.

Strategy: Develop, implement, and promote an appropriate NQA program.

Target: A NQA program is established, operational and supported by 2025.

- *Indicator*: Awards for various categories are defined and promoted.
- *Indicator*: Number of applications received.
- *Indicator*: Number of awards made.

2 Strategic Goal 2: Increase the level of quality consciousness amongst both suppliers and consumers in Jordan by the introduction and maintenance of a quality culture throughout society

2.1 Objective a) Establish a targeted and sector-driven program that promotes the active engagement of the NQI with the private sector through technical consultations, training and skills transfer, and coaching, including the identification, recording and promotion of best practices that assist in problem solving and increased productivity.

Strategy: Identify needs, and develop and deliver a set of targeted technical assistance interventions that address sector specific CA needs and assist suppliers to address local and export market requirements.

Target: Increase the number of products meeting local requirements and accessing foreign markets.

- *Indicator*: A set of targeted and appropriate CA assistance programs are developed and available.
- *Indicator*: Number of CA assistance programs implemented.
- *Indicator*: Percentage increase in the CA services available.
- *Indicator*: Percentage increase in the volume of local goods and services that meet the needs of regional/international customers.
- *Indicator*: Number of rejections of products reduced.
- *Indicator*: Number of export products increased.

2.2 Objective b) Develop/expand NQI assistance packages tailored for the MSME sector based on government policy and industry needs.

Strategy: Support MSMEs to conform to national standards.

Target: MSMEs conform to national standards by 2025.

- *Indicator*: Number of MSMEs certified to ISO 9001 and ISO 22000.
- *Indicator*: Number of MSMEs products compliant to standards.

2.3 Objective c) Implement training, testing, inspection and certification program in collaboration with local and overseas counterparts to assist local industry to upgrade their quality related capabilities, including the implementation of and compliance with appropriate regional/international standards.

Strategy: Identify needs, develop and deliver a set of targeted technical assistance interventions that address the CA and upgrading needs of local industry.

Target: Strengthen and develop local industry in the delivery of goods and services that meet the needs of regional/international customers.

- *Indicator*: A set of targeted assistance programs are developed and available.
- *Indicator*: Number of assistance programs implemented.

3 Strategic Goal 3: Establish a framework for technical regulation in Jordan – including promulgating the necessary legislation that meets international requirements, such as the WTO TBT, SPS and TFA agreements and international best practices

3.1 Objective a) Review current legislation and regulations which define and establish the various components of the NQI in Jordan, to ensure greater collaboration and efficiency of operation amongst the NQI entities, including market surveillance activities.

Strategy: Ensure that NQI-related enabling legislation and associated regulations does not inadvertently create an environment of competition amongst institutions, but instead promotes synergy in delivering against these various mandates.

Target: Identify and address any gaps and potential conflicts in the operations of the NQI institutions in the fulfilment of their mandates.

- *Indicator*: Gaps and potential overlaps are identified.
- *Indicator*: Percentage of overlaps addressed.
- *Indicator*: Percentage of gaps addressed.

3.2 Objective b) Prepare an appropriate legislative framework that promotes greater cohesion and efficiency in the provision of NQI-related services (both public and private sector) supporting legislation and regulation.

Strategy: Institute framework guiding development and implementation of technical regulations.

Target: Ensure that ministries, departments and agencies (MDAs) follow a defined framework in developing and implementation of technical regulations.

- *Indicator*: Framework for TRs in place.
- *Indicator*: Percentage decrease of institutional overlaps and duplication of regulatory functions.
- *Indicator*: Percentage decrease of TBT related to technical regulations.

3.3 Objective c) Develop a harmonized approach, and institute best practices, for the preparation/adoption and implementation of TRs that are aligned to, and consistent with international agreements to which Jordan is a signatory.

Strategy: Develop and implement a harmonized approach for the identification of the need for, and development/review of, TRs in Jordan.

Target: Establish a best practice and tailored approach to the identification of the need for TR, and subsequent development and review.

- *Indicator*: Harmonized framework for the identification and development of TRs is developed and adopted.
- *Indicator*: Number of Regulatory Impact Assessments (RIAs) conducted.
- *Indicator*: Number of regulations developed according to the new framework that are adopted.

3.4 Objective d) Enhance the coordination and collaboration between NQI institutions and regulatory authorities, including the use of third-party conformity assessment, based on internationally acceptable practices.

Strategy: Promote the use of results from accredited CA service providers in the decision making and market surveillance activities of regulatory bodies.

Target: Regulatory decisions and regulatory market surveillance activities appropriately incorporate results from accredited CA service providers.

- *Indicator*: Regular and structured interactions between NQI institutions and regulatory authorities.
- *Indicator*: Number of regulatory decisions that use the results from accredited CA service providers.
- *Indicator*: Number of market surveillance interventions that use the results from accredited CA service providers.

3.5 Objective e) Adequately resource regulators to ensure effective and appropriate enforcement capability.

Strategy: Ensure that regulatory interventions are not impeded by lack of capacity or capability.

Target: To ensure that all regulatory interventions related to high-risk processes and/or products are adequately resourced.

- *Indicator*: Number of high-risk processes and/or products that needed to be inspected.
- *Indicator*: Number of high-risk processes and/or products that were inspected.
- *Indicator*: Number of high-risk issues/threats that were identified and prevented/eliminated.

3.6 Objective f) Promote coordination of the NQI and domestic regulatory bodies with their regional and target market counterparts to ensure that applicable regulatory requirements, and those contained in voluntary standards, are adequately addressed from an early stage in product and/or facility design and development.

Strategy: Promote a harmonized approach to the identification of the need for, and development/review of, TRs and promote the use of results from accredited CA service providers in the decision making and market surveillance activities of other regulatory bodies.

Target: Promote a best practice and tailored approach to the identification of the need for TR, and subsequent development and review and ensure that regulatory decisions/market surveillance activities appropriately incorporate results from accredited CA service providers.

- *Indicator*: Harmonized framework for the identification and development of TRs is accepted and used.
- *Indicator*: Number of interactions between local NQI institutions and the regulatory authorities outside of Jordan.
- *Indicator*: Number of regulatory decisions outside of Jordan that use the results from accredited local CA service providers.
- *Indicator*: Number of market surveillance interventions outside of Jordan that use the results from accredited local CA service providers.

4 Strategic Goal 4: Develop and maintain a fit-for-purpose, internationally recognized, quality infrastructure that addresses the needs of Jordan

4.1 Objective a) Determine the existing, and establish future priority sector needs for NQI interventions, including metrology, calibration, inspection, testing and certification services.

Strategy: Establish priority sector NQI needs and develop/strengthen, implement and promote activities that sustainably address these needs.

Target: Establish fit-for-purpose, accessible and sustainable ways to assist the priority sectors in addressing their NQI related needs.

- *Indicator*: Number of available calibration laboratories.
- *Indicator*: Percentage decrease in the calibration capacity and capability required.
- *Indicator*: Number of available testing laboratories.
- *Indicator*: Percentage decrease in the testing capacity and capability required.

- *Indicator*: Number of available inspection bodies.
- *Indicator*: Percentage decrease in the inspection capacity and capability required.
- *Indicator*: Number of available product certification bodies.
- *Indicator*: Percentage decrease in the product certification capacity and capability required.
- *Indicator*: Number of available system certification service providers.
- *Indicator*: Percentage decrease in the system certification capacity and capability required.

Target: Promote private sector investment in conformity assessment services.

- *Indicator*: Mechanism developed.
- *Indicator*: Number of private sector laboratories.
- *Indicator*: Number of private sector inspection bodies.
- *Indicator*: Number of private sector product certification bodies.
- *Indicator*: Percentage increase of system certification service providers.

4.2 3.4.2 Objective b) Approve, implement and sustain the National Standards Strategy.

Strategy: Encourage market-driven standards and participation of stakeholders including MSMEs in the national standards development process.

Target: Enhance participatory development of market-driven national standards.

- *Indicator* Number of national standards developed.
- *Indicator* Diversity of representation in technical committees.
- *Indicator* Frequency of participation by nominated representatives in technical committees.

4.3 Objective c) Ensure that suitable standards are identified, adopted/ developed to support the growth of priority sectors and that they are based on proven demand.

Strategy: Expedite adoption and harmonization of international standards.

Target: Harmonization and adoption of international standards to meet market needs ensured by 2025.

- *Indicator*: Percentage increase of international standards in use.

- *Indicator*: Number of adopted international standards.

Strategy: Promote use of national standards.

Target: increase in use of national standards by 2025.

- *Indicator*: Number of national standards in use.

4.4 Objective d) Develop, implement and sustain a metrology strategy for the prioritized establishment and maintenance of national measurement standards (primary or secondary level) including international recognition.

Strategy: Establish fit-for-purpose, accessible and sustainable ways to assist the priority sectors in addressing their metrology related needs.

Target: Promote a best practice and tailored approach to addressing the need for new and/or metrology capability to address the needs of industry and commerce.

- *Indicator*: Increase of domestic primary standards capability according to agreed plan.
- *Indicator*: Increase of domestic secondary standards capability according to agreed plan.
- *Indicator*: Increase in access and use of national primary and secondary standards to address customer measurement traceability needs.

4.5 Objective e) Upgrade the National Metrology Institute's (NMI) metrology laboratory capabilities, and strengthen staff competencies to provide traceable measurements that meet the requirements for international recognition of Calibration and Measurement Capabilities (CMCs) in Jordan.

Strategy: Establish market driven needs for the provision of national primary measurement standards that are traceable to the SI system and meet the needs of government, industry and trade.

Target: Determine and appropriately provide for the needs of Jordan in scientific (physical and chemical) metrology by 2025.

- *Indicator*: NMI fully operationalized and serving the needs of Jordan by 2025.
- *Indicator*: Number of primary standards available by 2025.
- *Indicator*: Number of metrology capabilities recognized internationally by 2025.

Target: Facilitate traceability of calibration instruments to meet industry needs.

- *Indicator*: Percentage increase of calibration instruments that are traceable to the SI system units.

4.6 Objective f) Develop, implement and sustain a legal metrology strategy that is aligned with OIML requirements and ensures the sustainable provision of the required capability and capacity to meet regulatory needs.

Strategy: Develop capacity for valid measurements as used in trade and public services.

Target: Strengthen capacity to inspect measurements (include prepackages, measuring instruments or systems) used in trade, health, safety and environment.

- *Indicator*: Number of established competency-based program.
- *Indicator*: Percentage Increase of number of inspectors.
- *Indicator*: Percentage increase of coverage.

4.7 Objective g) Develop, implement and sustain a national accreditation based CA system and seek accreditation/international recognition, initially for strategically important functions, in all NQI entities.

Strategy: Institute a framework to encourage accreditation of Conformity Assessment Bodies (CABs).

Target: Increase accreditation scope for conformity assessment bodies by 2025.

- *Indicator*: Increase the number of accredited bodies.
- *Indicator*: Increase in the number of scopes.
- *Indicator*: Increase in the number of accredited parameters within the identified scopes.

4.8 Objective h) Expand scope of accreditation in line with market demand, including supporting access to international markets.

Strategy: Accreditation supports implementation of technical regulations and assists in accessing international markets.

Target: Implementation of technical regulations and compliance with voluntary standards supported by accredited CABs by 2025.

- *Indicator*: number of TRs supported by accredited CABs.
- *Indicator*: number of standards supported by accredited CABs.

4.9 Objective j) Expand participation in Proficiency Testing (PT) schemes.

Strategy: Encourage greater participation in PT schemes based on priority needs of regulatory authorities and exporters.

Target: Enhance participation in laboratory PT schemes/inter-laboratory comparisons (ILC).

- *Indicator*: Percentage increase of laboratories participating in PT.
- *Indicator*: Number of ILC.
- *Indicator*: Number of laboratories participating in ILC.

4.10 Objective k) Develop, implement and sustain an inspection strategy to address the development of fit-for-purpose inspection services that includes the private sector.

Strategy: Ensure sufficient and capable domestic (both private and public) inspection bodies.

Target: Enhance institutional inspection capacity.

- *Indicator*: Percentage increase of appropriate inspection equipment acquired.
- *Indicator*: Percentage increase of appropriate inspection skills acquired.
- *Indicator*: Reduced turn-around time.

4.11 Objective l) Develop and retain adequate technical capabilities and expertise to satisfy the needs in Jordan for NQI services.

Target: Require NQI institutions to develop capability and prepare an efficient and coordinated plan for regular maintenance of high-tech laboratory equipment.

- *Indicator*: Percentage increase of domestic capabilities (registered expertise, calibrated equipment, frameworks et cetera) in maintenance of high-tech laboratory equipment.
- *Indicator*: Number of high-tech laboratory equipment locally maintained.
- *Indicator*: Number of coordinated maintenances conducted.

4.12 Objective m) Ensure that NQI institutions have access to the necessary professional and scientific staff to fulfil their various mandates and

associated responsibilities.

Strategy: Ensure that training and capacity building plans for NQI entity employees are developed based on training needs assessment and performance evaluation results.

Target: Promote human capacity development for NQI services

- *Indicator*: Number of personnel required.
- *Indicator*: Percentage increase of trained personnel.

4.13 Objective n) Actively participate, support and benefit from regional and international quality infrastructure (QI)-related activities.

Strategy: Ensure that Jordan is represented at, and benefits from the active participation in, the meetings of regional and international QI supporting organizations as part of cost effectively addressing its NQI related opportunities and challenges.

Target: To cost effectively address local NQI-related opportunities and challenges through appropriate involvement in, and interaction with, regional and international QI supporting organizations.

- *Indicator*: Local NQI related opportunities and challenges that can be addressed at the regional and international QI level identified.
- *Indicator*: Number of appropriate regional and international QI level meetings identified.
- *Indicator*: Number of appropriate regional and international QI level meetings attended.
- *Indicator*: Number of local NQI related opportunities and challenges addressed through attendance at these meetings.

5 Strategic Goal 5: Provide direction and oversight

5.1 Objective a) Create mechanisms for appropriate governance and direction including continual consultations with, and feedback from local and international key stakeholders, for the continual improvement of all aspects of the NQI and the enhancement of this policy.

Strategy: Enhance inter-ministerial coordination on matters related to WTO agreements on TBT, TFA and application of SPS measures.

Target: Enhance inter-ministerial coordination on WTO agreements on TBT and application of SPS measures.

- *Indicator*: Percentage increase of inquiries and notifications on WTO-TBT agreement.
- *Indicator*: Percentage decrease of TBT related to inter-ministerial coordination.
- *Indicator*: Percentage increase of inquiries and notifications on the application of SPS measures.
- *Indicator*: Percentage decrease of TBT related to application of SPS measures.

Strategy: Ensure transparency and adherence to principles of good governance to all stakeholders involved in the NQI.

Target: Mechanism to ensure transparency and good governance developed and implemented by 2025.

- *Indicator*: Mechanism in place and operational.

5.2 Objective b) Establish and institutionalize an NQP/NQI development and oversight committee.

Strategy: Develop coordination framework for NQIs.

Target: Establish a National Quality Council (NQC).

- *Indicator*: Potential members for the NQC identified.
- *Indicator*: Members for the NQC are appointed.
- *Indicator*: Number of NQC meetings held.

5.3 Objective c) Develop and enhance the offices of, and cooperation between, the WTO TBT National Enquiry Point, the WTO SPS National Notification Authority and the National Enquiry Point and the WTO TFA Enquiry Point.

Strategy: Promote increased collaboration and cooperation, including appropriate private sector involvement, in the determination, communication and implementation of TBT/TFA/SPS measures.

Target: Mechanism to encourage private sector involvement in TBT, TFA and SPS measures instituted by 2025.

- *Indicator*: Mechanism developed.
- *Indicator*: Percentage increase of private sector participation in TBT/SPS measures.

5.4 3.5.4 Objective d) Develop suitable data collection and information

management systems for use in decision making.

Strategy: Develop/strengthen, implement and promote the need for accessible, mutually supportive and sustainable TBT, SPS, TFS and NQI-related data management systems that address the needs of Jordan.

Target: Establish a fit-for-purpose and accessible system for the collection, analysis and distribution of TBT, SPS, TFA and NQI-related data and information.

- *Indicator*: Current systems are identified.
- *Indicator*: Gaps in capability and capacity are identified.
- *Indicator*: Gaps are addressed, and new system is operational.

6 Strategic Goal 6: Communication and consultation

6.1 Objective a) Create a platform for continual consultations with, and obtaining feedback from local and international key stakeholders, for the continual improvement of all aspects of the NQI and the enhancement of this policy.

Strategy: Identify/develop/strengthen/implement and promote appropriate platforms for consultation and feedback.

Target: Increased and timely consultation with, and feedback from, key stakeholders focused on continual improvement of all aspects of the NQI and the enhancement of the NQP.

- *Indicator*: Number of platforms identified and utilized.
- *Indicator*: Number of interactions.
- *Indicator*: Number of improvements suggested.
- *Indicator*: Number of improvements implemented.

CHAPTER FOUR - MONITORING AND EVALUATION FRAMEWORK

A monitoring and evaluation (M&E) system is a tool for tracking compliance with regards to the execution of the NQP implementation strategy (NQP IS). A M&E framework will therefore need to be developed to guide the appraisal of performance in the implementation of the NQP. It will also provide inputs for evaluating the impacts of the various interventions described in the NQP IS as they occur. The efficacy of the M&E system is highly dependent on a well-coordinated approach that addresses the proper functioning of all components, from data collection to the appropriate level of analysis and subsequent reporting to the relevant stakeholders. The responsibility for monitoring and evaluating the progress of the implementation of the NQP ultimately lies with the Ministry of Industry and Trade.

In order to be effective, progress reporting on implementation should be performed periodically and insightfully. The frequency of such progress reports should be guided by the number of activities being planned/expended during a particular period. Releasing progress reports every three months at the beginning stages of implementation is recommended in order to create and maintain the necessary momentum.

The results from these periodic progress reports will form the basis for an annual review. The annual review will be used to assess the progress of the activities scheduled for action in the period since the last review. It should identify areas that were addressed successfully according to the timelines allocated, as well as highlight areas for improvement using a 'learning by doing' approach. The lessons learned¬ in the review can provide very useful guidance in the finalization of the rolling implementation plan for upcoming activities scheduled fo¬¬r action in the next period.

CHAPTER FIVE – NQP IS TARGETS, INDICATORS, ALLOCATION OF RESPONSIBILITIES AND EXPECTED TIMEFRAMES

Strategic Goal 1: Strong and sustained commitment to quality in Jordan						
Objective	Strategy	Target	Indicators	Action	Responsibility	Time frame
Objective a) Develop, implement and sustain a strategic plan for building the national quality culture	Determine appropriate public and private sector partners and jointly develop and implement activities that promote a sustainable quality conscious culture in Jordan.	Awareness on the benefits of a quality culture within Jordan increased by 2025.	■ Number of quality culture campaign interventions conducted. ■ Number of incidents where inferior goods have been identified and removed from circulation. ■ Number of stories related to quality that have been published.	■ Develop and implement the strategic plan for building a national quality culture. ■ Establish and sustain an education and information campaign to build a quality society in which to live, work, raise families and do business. ■ Establish and institute a national plan for creating greater consumer awareness of the need for quality. ■ Institute the communication and collaboration with the different stakeholders' groups, such as CABs, SMEs, the industrial sector, academia, research centers, and other government authorities.	Prime Ministry (PM) and regulatory authorities, JSMO. MoIT, JSMO, regulatory authorities private sector, academia, NGOs. JSMO and CABs, SMEs, industrial sector, academia, research centers, and other government authorities.	TBD
Objective b) Identify market conditions/needs, encourage local innovation and identify and provide NQI related assistance towards satisfying these market driven needs.	Identify and address gaps in the market where innovative approaches can be deployed.	To address market needs in an innovative way.	■ Market gaps identified. ■ Number of areas where innovations are required. ■ Number of innovative solutions produced and deployed.	■ Implement JSMO communication and promotion strategies to ensure the systematic engagement of the different stakeholders in the process of developing NQI services. ■ Finalize market demand assessment and appropriately expand conformity assessment capabilities to meet surveillance and private sector needs. ■ Develop a NQI capacity building program to assist public and private sectors, NGOs and academia.	JSMO/knowledge management department (KMD) and regulatory authorities private sector, academia, NGOs. JSMO/laboratory unit (LU) and surveillance and inspection bodies, private sector industry and trade operators. JSMO and regulatory authorities private sector, academia, NGOs.	TBD

Strategic Goal 1: Strong and sustained commitment to quality in Jordan						
Objective	Strategy	Target	Indicators	Action	Responsibility	Time frame
Objective c) Establish appropriate links between education and training in quality and the NQI towards all levels of the educational system, in government, in the private sector, and in broader society.	Determine appropriate partners and jointly develop and implement activities that promote the need for NQI supported quality interventions.	Awareness on NQI supported quality interventions increased by 2025.	■ Number of awareness sessions conducted. ■ Number of training interventions developed/modified based on heightened awareness.	■ Introduce quality level education at school level. ■ Update universities' quality curriculum and make it more relevant to current Jordanian and international trends. ■ Introduce quality as a core subject in universities, and in other areas such as business education. ■ Promote quality awareness/training at all levels/ departments in organizations. ■ Use media for general public awareness campaign(s) relating to quality at multiple levels, including consumer awareness. ■ Introduce national certification for industry/ consulting specialists in quality. ■ Build educational programs on NQI functions to raise the awareness and inform the next generation of professionals and decision-makers on the importance of the NQI and its role to support the advancement of the society. ■ Provide JSMO with new hires with basic qualifications aligned with its needs. ■ Conduct trainings, workshops, seminars and conferences to discuss the last updated CA procedures according to the international best practices (such as the 'Blue Guide' on the implementation of EU product rules, ISO 9001, ISO 17065, ISO 17020, ISO 17021) and share knowledge and information related to the NQI and its importance.	JSMO and Ministry of Education, Ministry of Higher Education and Scientific Research, MITS, Ministry of Communications. JSMO and Ministry of Education, universities and research centers. JSMO and ministries, chambers of trade and commerce, academia, NGOs. NQI entities and regulatory authorities.	TBD
Objective d) Implement appropriate management and customer service systems in the public sector.	Create awareness with all stakeholders in the public sector of the principles contained in, and the value of compliance with, international QMS.	Awareness on QMS standards in the public sector is increased by 2025.	■ Number of awareness sessions conducted. ■ Number of QMS systems developed within public sector organizations. ■ Number of QMS systems within public sector organizations that are certified.	■ Implement international quality and other management system standards in the public sector toward certification/accreditation. Implement international quality and other management system standards in the public sector toward certification/ accreditation.	NQI entities and regulatory authorities.	TBD

Strategic Goal 2: Increase the level of quality consciousness amongst both suppliers and consumers in Jordan with the introduction and maintenance of a quality culture throughout society						
Objective	Strategy	Target	Indicators	Action	Responsibility	Time frame
Objective a) Establish a targeted and sector-driven program that promotes the active engagement of the NQI with the private sector through technical consultations, training and skills transfer, and coaching, including the identification, recording and promotion of best practices that assist in problem solving and increased productivity.	Identify needs, develop and deliver a set of targeted technical assistance interventions that address sector specific CA needs, and assist suppliers to address local and export market requirements.	Increase the number of products that meet local requirements and are accessing foreign markets.	■ A set of targeted and appropriate CA programs are developed and available. ■ Number of CA assistance programs implemented. ■ Percentage increase in the CA services available. ■ Percentage increase in the volume of local goods and services that meet the needs of regional/international customers. ■ Number of rejections of products reduced. ■ Number of export products increased.	■ Prepare concept paper setting out detailed objectives, agendas, and other parameters for meetings to exchange issues between QMS agencies and private/export sectors including on local and international standards, especially in main export markets. ■ Refine as necessary, finalize the framework and commence meetings. ■ Monitor outcomes periodically and adjust as necessary. ■ Coordinate the building of a National Conformity Assessment Cluster.	JSMO and chambers of industry and commerce and the Jordan Enterprises Development Corporation (JEDCO). Jordan Engineers Association (JEA), ministries, private sector stakeholders. JSMO and chambers of industry and commerce and JEDCO. JEA, ministries, private sector stakeholders.	TBD
Objective b) Develop/ expand NQI assistance packages tailored for MSME sector based on government policy and industry needs.	Support MSMEs to conform to national standards.	MSMEs conform to national standards by 2025	■ Number of MSMEs certified to ISO 9001 and ISO 22000. ■ Number of MSMEs' products compliant to standards. ■ More effective donor technical assistance initiatives.	■ Develop and deliver MSME quality modules for training based on MSME needs analysis; international quality workshops/ training for benchmarking. ■ Hold periodic workshops on topical and relevant quality and standards-related issues for different stakeholder groups. ■ Improve need for identification and develop more realistic budget allocations for quality initiatives for MSMEs. ■ Negotiate improved packages with donors that have realistic goals, given their budgets. ■ Improve implementation and amend rules' flexibly in light of experience, include pilot(s). ■ Identify and review existing donor MSME programs and incorporate quality components where appropriate.	JEDCO, JSMO, MITS. JSMO, chambers of industry and commerce, JEDCO. MITS, Ministry of Planning and International Cooperation (MOPIC) and chambers of industry and commerce, JSMO, JEDCO. JEDCO and MITS, MOPIC.	TBD

Strategic Goal 2: Increase the level of quality consciousness amongst both suppliers and consumers in Jordan with the introduction and maintenance of a quality culture throughout society						
Objective	Strategy	Target	Indicators	Action	Responsibility	Time frame
Objective c) Implement training, and testing, inspection and certification programs in collaboration with local and overseas counterparts to assist local industries to upgrade their quality related capabilities, including the implementation of and compliance with appropriate regional/ international standards.	Identify needs, develop and deliver a set of targeted technical assistance interventions that address the CA and upgrading needs of local industry.	Strengthen and develop local industry in the delivery of goods and services that meet the needs of regional/ international customers.	■ A set of targeted assistance programs are developed and available. ■ Number of assistance programs implemented.	■ Carry out training needs analysis of staff involved in testing and also gap in resources available vs needs. ■ Implement training and enhanced testing program. ■ Carry out study of sectors/activities. requiring more than one certificate. ■ Develop plans to eliminate such needs. ■ Carry out training needs analysis (TNA), develop training strategy and secure budget approval for providing training for staff involved in quality and enforcement, (e.g., inspectors, lab technicians, and others conducting market surveillance). ■ Update curriculum in light of findings of TNA, in partnership with existing training organizations and offer training, including pilot schemes. ■ Monitor results of training, refine and repeat as and when necessary.	JSMO and MITS. JSMO, relevant ministries. JSMO and universities, training organizations.	TBD

Strategic Goal 3: Establish a framework for technical regulation in Jordan – including promulgating the necessary legislation that meets international requirements such as the WTO TBT, SPS and TFA agreements and international best practices						
Objective	Strategy	Target	Indicators	Action	Responsibility	Time frame
Objective a) Review current legislation and regulations which define and establish the various components of the NQI in Jordan, to ensure greater collaboration and efficiency of operation amongst the NQI entities, including market surveillance activities.	Ensure that NQI related enabling legislation and associated regulations do not inadvertently create an environment of competition amongst institutions, but instead promote synergy in delivering against these various mandates.	Identify and address any gaps and potential conflicts in the operations of the NQI institutions in the fulfilment of their mandates.	■ Gaps and potential overlaps are identified. ■ Percentage of overlaps addressed. ■ Percentage of gaps addressed.	■ Draft new legislation/regulations to address results of gap analysis of existing legislation and regulations. ■ Carry out stakeholder consultations. ■ Submit draft for cabinet approval and enactment. ■ Implement legislation/regulations.	MITS, PM, and JSMO, MITS, JEDCO, chambers, JFDA, MOA, Jordan Society of Quality.	TBD
Objective b) Prepare an appropriate legislative framework that promotes greater cohesion, and efficiency in the provision of NQI related services (both public and private sector) supporting legislation and regulation.	Institute framework guiding development and implementation of TRs.	Ensure that ministries, departments and agencies (MDAs) follow a defined framework in developing and implementing TRs.	■ Framework for TRs in place. ■ Percentage decrease of institutional overlaps and duplication of regulatory functions. ■ Percentage decrease of TBT related to TRs.	■ Enact appropriate legislation to establish the technical regulatory infrastructure. ■ Enhance the office of WTO TBT National Enquiry Point to provide the needed information (e.g., TRs implemented by the regulatory authorities, standards utilized in TRs, CA regimes for standards and TRs, and international and regional cooperation agreements regarding CA).	PM, cabinet and regulatory authorities and JSMO. National Enquiry Point and MoIT, WTO.	TBD

Strategic Goal 3: Establish a framework for technical regulation in Jordan – including promulgating the necessary legislation that meets international requirements such as the WTO TBT, SPS and TFA agreements and international best practices						
Objective	Strategy	Target	Indicators	Action	Responsibility	Time frame
Objective c) Develop a harmonized approach, and institute best practices, for the preparation/adoption and implementation of TRs aligned to, and consistent with, international agreements to which Jordan is a signatory.	Develop and implement a harmonized approach to the identification of the need for, and development/review of, TRs in Jordan.	Establish a best practice and tailored approach to the identification of the need for technical regulation, and subsequent development and review.	■ Harmonized framework for the identification and development of TRs is developed and adopted. ■ Number of Regulatory Impact Assessments (RIAs) conducted. ■ Number of regulations developed according to the new framework that are adopted.	■ Establish and implement an internationally acceptable Code of Practice for the development, adoption, and implementation of TRs. ■ Revise the process for the development of TRs to ensure their quality; applying the guidelines for governance of legislations as issued by the government in 2018, including the use of consultation and RIAs. ■ Develop and publish list(s) of all goods which are subject to regulations in Jordan.	Regulatory authorities and JSMO. JSMO/ the Standardization Department (SD). Regulatory authorities and MoIT, JSMO.	TBD
Objective d) Enhance the coordination and collaboration between NQI institutions and regulatory authorities, including the use of third-party conformity assessment, based on internationally acceptable practices.	Promote the use of results from accredited CA service providers in the decision making and market surveillance activities of regulatory bodies.	Regulatory decisions and regulatory market surveillance activities appropriately incorporate results from accredited CA service providers.	■ Regular and structured interactions between NQI institutions and regulatory authorities. ■ Number of regulatory decisions that use the results from accredited CA service providers. ■ Number of market surveillance interventions that use the results from accredited CA service providers.	■ Enhance collaboration with regional organizations to harmonize TRs and CA services to reduce burden and costs on regulatory authorities and businesses, including reducing double testing in both countries. ■ Enhance the process of notifications of proposed and adopted TRs or CA procedures to include those issued by other government authorities. ■ Memorandum of Agreement with consumer protection agencies and hospitals' emergency rooms. Civil defense to support in alerting the market surveillance regarding the riskiest products, and to make best use of available resources.	JSMO/SD and JSMO/the Certification Department (CD). MoIT, JSMO and regulatory authorities.	TBD

Strategic Goal 3: Establish a framework for technical regulation in Jordan – including promulgating the necessary legislation that meets international requirements such as the WTO TBT, SPS and TFA agreements and international best practices						
Objective	Strategy	Target	Indicators	Action	Responsibility	Time frame
Objective e) Adequately resource regulators to ensure effective and appropriate enforcement capability.	Ensure that regulatory interventions are not impeded by lack of capacity or capability.	To ensure that all regulatory interventions related to high-risk processes and/or products are adequately resourced.	■ Number of high-risk processes and/or products that needed to be inspected. ■ Number of high-risk processes and/or products that were inspected. ■ Number of high-risk issues/ threats that were identified and prevented/eliminated.	■ Prepare funding strategy for revised TR framework. ■ Review and revise disbursement measures to improve their efficiency and effectiveness. ■ Consult with relevant stakeholders when necessary. ■ Secure approval.	JSMO and JEDCO, chambers of industry and commerce, MOPIC, ministries, private sector stakeholders. JSMO and JEDCO, chambers of industry and commerce, MOPIC, ministries, private sector stakeholders.	TBD
Objective f) Promote coordination of the NQI and domestic regulatory bodies with their regional and target market counterparts to ensure that applicable regulatory requirements, and those contained in voluntary standards, are adequately addressed from an early stage in product and/or facility design and development.	Promote a harmonized approach to the identification of the need for, and development/review of, TRs and promote the use of results from accredited CA service providers in the decision making and market surveillance activities of other regulatory bodies.	Promote a best practice and tailored approach to the identification of the need for technical regulation, and their subsequent development and review, and ensure that regulatory decisions/market surveillance activities appropriately incorporate results from accredited CA service providers.	■ Harmonized framework for identification/ development of TRs is accepted and used. ■ Number of interactions between local NQI institutions and the regulatory authorities outside of Jordan. ■ Number of regulatory decisions outside of Jordan that use the results from accredited local CA service providers. ■ Number of external market surveillance interventions that accept the results of locally accredited CA service providers.	■ Analyze (i) the needs of the Kingdom; (ii) strengths and weaknesses of the current framework; (iii) mapping of current institutional responsibilities; and (iv) the international environment and best practices. ■ Produce recommendations on proposed legislative and regulatory framework and realignment of responsibilities, along with financial implications. ■ Carry out extensive public and private stakeholder consultations. ■ Produce final recommendations for approval. ■ As part of the solution, develop partnerships and leverage more private sector expertise to implement framework.	JSMO, NGOs, MITS, JFDA, unions, chambers. JSMO, NGOs, MITS, JFDA, unions, chambers.	TBD

Strategic Goal 4: Develop and maintain a fit-for-purpose, internationally recognized, quality infrastructure that addresses the needs of Jordan						
Objective	Strategy	Target	Indicators	Action	Responsibility	Time frame
Objective a) Determine the existing and establish the future priority sector needs for NQI interventions, including metrology, calibration, inspection, testing and certification services.	Establish private sector NQI needs and develop/ strengthen, implement and promote activities that sustainably address these needs.	Establish fit-for-purpose, accessible and sustainable ways to assist the private sector in addressing their NQI related needs. Promote private sector investment in conformity assessment services.	■ Number of available calibration laboratories. ■ Percentage decrease in the calibration capacity and capability required. ■ Number of available testing laboratories. ■ Percentage decrease in the testing capacity and capability required. ■ Number of available inspection bodies. ■ Percentage decrease in the inspection capacity and capability required. ■ Number of available product certification bodies. ■ Percentage decrease in the product certification capacity and capability required. ■ Number of available system certification service providers. ■ Percentage decrease in the system certification capacity and capability required. ■ Mechanism developed. ■ Number of private sector laboratories. ■ Number of private sector inspection bodies. ■ Number of private sector certification bodies. ■ Percentage increase of certification service providers.	■ Carry out gap analysis of current lab capacity with respect to scale and range of services and user needs and implement action. ■ Increase range of services provided by existing laboratories. ■ Consolidate/ merge labs where appropriate. ■ Secure government support for plans to encourage private sector investment in new labs to meet demand in unserved areas. ■ Allocate budget for implementing the Laboratory Unit (LU) new strategy for 2019-2021, either by direct funding from the government or from other external resources. ■ Develop a Laboratory Information Management System (LIMS) to enhance data transfer accuracy and productivity. ■ Collaborate, exchange knowledge and coordinate testing activities for the different enforcement activities and support compliance with TRs for the different regulated domains. ■ Assess and upgrade the IT infrastructure and systems to enhance inspection activities, e.g., develop a system similar to ICSMS and RAPEX to provide information about products, economic operators' performance and analysis of the market and product performance trends. ■ Use the analysis as a base for developing testing, inspection and certification services.	JSMO and JEDCO, RSS, universities, chambers, MSME representative organizations. JSMO/LU. JSMO/LU. JSMO/LU and private and public sectors testing laboratories. JSMO/ inspection department and JSMO/KMD	TBD

Strategic Goal 4: Develop and maintain a fit-for-purpose, internationally recognized, quality infrastructure that addresses the needs of Jordan						
Objective	Strategy	Target	Indicators	Action	Responsibility	Time frame
Objective b) Approve, implement and sustain the National Standards Strategy.	Encourage market driven standards and participation of stakeholders, including MSMEs, in the national standards development process.	Enhance participatory development of market driven national standards.	■ Number of national standards developed. ■ Diversity of representation in technical committees. ■ Frequency of participation by nominated representatives in technical committees.	■ Officially approve the National Standards Strategy and support its implementation. ■ Monitor the implementation of the National Standards Strategy and evaluate the level of achieving its objectives to ensure that standards are developed to support the growth of priority sectors. ■ Institutionalize the process of "Demand Assessment for Standards" to inform the review and development of the standards strategy. ■ Enhance and improve the quality standards by approving the revised version of the Jordanian standard zero "Standard for Standards." ■ Encourage technical committees' (TCs) members to participate effectively in standards development and enhance the training and awareness program targeting TC members. ■ Develop marketing and sales strategy and integrate with the promotion plan developed to raise awareness of the importance and impact of standards on economic development	JSMO/the Standardization Department (SD) and ministries, chambers of business, academia, NGOs. JSMO/SD and ministries, chambers of business, academia, NGOs. JSMO/SD and Board of Directors. JSMO, chambers of industry and commerce, JEDCO. JSMO/SD. JSMO/SD and JSMO/KMD.	TBD Continous
Objective c) Ensure that suitable standards are identified, adopted / developed to support the growth of priority sectors and based on proven demand.	Expedite adoption and harmonization of international standards. Promote use of national standards.	Harmonization and adoption of international standards to meet market needs ensured by 2025. Increase in use of national standards by 2025.	■ Percentage increase of international standards in use. ■ Number of adopted international standards. ■ Number of national standards in use.			

Strategic Goal 4: Develop and maintain a fit-for-purpose, internationally recognized, quality infrastructure that addresses the needs of Jordan						
Objective	Strategy	Target	Indicators	Action	Responsibility	Time frame
Objective d) Develop, implement and sustain a metrology strategy for the prioritized establishment and maintenance of national measurement standards (primary or secondary level) including international recognition.	Establish fit-for-purpose, accessible and sustainable ways to assist the priority sectors in addressing their metrology related needs.	Promote a best practice and tailored approach to addressing the need for new/improved metrology capability to address the needs of industry and commerce.	■ Increase of domestic primary standards capability according to agreed plan. ■ Increase of domestic secondary standards capability according to agreed plan. ■ Increase in access and use of national primary and secondary standards to address customer measurement traceability needs.	■ Assess demand for metrology and calibration services (e.g., the private sector, the government sector, legal metrology and research institutions). ■ Develop a metrology strategy that defines objectives and priorities for the establishment and maintenance of national measurement standards, the accuracy of national measurement standards, (primary or secondary level), and the way to gain international recognition. ■ Develop plans needed to implement the Metrology strategy that defines activities, deliverables, time frames, responsibilities, needed resources, partners and prerequisites for ensuring implementation.	JSMO/Metrology Department (MD) and all stakeholders, JNMI (the private sector, the government sector, legal metrology and research institutions).	TBD
Objective e) Upgrade the NMI metrology laboratory capabilities and strengthen staff competencies to provide traceable measurements that meet the requirements for international recognition of Calibration and Measurement Capabilities (CMCs) in Jordan.	Establish market driven needs for the provision of national primary measurement standards that are traceable to the SI system and meet the needs of government, industry and trade.	Determine and appropriately provide for the needs of Jordan in scientific (physical and chemical) metrology by 2025. Facilitate traceability of calibration instruments to meet industry needs.	■ Number of metrology capabilities recognized internationally by 2025. ■ Percentage increase of calibration instruments that are traceable to the SI system units.	■ Activate the supervisory role of the metrology steering committee, as per the signed agreement between JSMO and RSS, and allocate the budget to fulfill its commitments. ■ Support the JNMI in establishing memberships / cooperation agreements with key international and regional NMIs, to secure expertise and know-how necessary to increase skills and competencies of metrologists. ■ Sign the Metre Convention. ■ Enable the JNMI to meet the requirements for its CMCs to be listed in the BIPM Key Comparison Data Base (KCDB). ■ Appropriate CMCs should continue to be established and listed in the BIPM KCDB to increase trust in the national metrology system.	JSMO/DG and RSS, JNMI. JNMI. JNMI.	TBD

Strategic Goal 4: Develop and maintain a fit-for-purpose, internationally recognized, quality infrastructure that addresses the needs of Jordan						
Objective	Strategy	Target	Indicators	Action	Responsibility	Time frame
Objective f) Develop, implement and sustain a legal metrology strategy that is aligned with OIML requirements and ensures the sustainable provision of the required capability and capacity to meet regulatory needs.	Develop capacity for valid measurements as used in trade and public services.	Strengthen capacity to inspect measurements (include prepackages, measuring instruments or systems) used in trade, health, safety and environment.	■ Number of established competency-based programs. ■ Percentage Increase in number of Inspectors. ■ Percentage increase of coverage.	■ Assess demand for legal metrology for the regulated area. ■ Use the demand assessment as an input for developing the legal metrology strategy. ■ Ensure that TRs are aligned with the OIML and revised on a regular basis. The strategy should also include objectives regarding the liberalization of calibration and verification activities. ■ Use the identified demands as the basis for developing services, purchasing of new equipment, defining and recurring new expertise, as well as the training and capacity building programs of metrologists and other technical and managerial staff. ■ Enhance the MD technical capabilities for testing and issuing of certificates for measuring equipment and inspecting of the different measurement instruments utilized in legal metrology (health services, law enforcement and environmental control capabilities). ■ Develop a mechanism to supervise and monitor the performance of the centers and labs designated by JSMO to provide verification of legal measurement instruments services to other public or private sector organizations, ensure the fulfillment of the conditions and requirements in the designation agreement.	JSMO/MD and all stakeholders (the private sector, the government sector, legal metrology and research institutions). JSMO/MD and metrology centers and labs (public and private sectors).	TBD

Strategic Goal 4: Develop and maintain a fit-for-purpose, internationally recognized, quality infrastructure that addresses the needs of Jordan						
Objective	Strategy	Target	Indicators	Action	Responsibility	Time frame
Objective g) Develop, implement and sustain a national accreditation based CA system and seek accreditation / international recognition, initially for strategically important functions, in all NQI entities.	Institute a framework to encourage accreditation of Conformity Assessment Bodies (CABs).	Increase accreditation scope for CABs by 2025.	■ Increase the number of accredited bodies. ■ Increase in the number of scopes. ■ Increase in the number of accredited parameters within the identified scopes.	■ Prioritize the separation of AU from JSMO to reduce accreditation costs. ■ Promote accreditation at a regional level. ■ Develop and establish a national accreditation based CA system. ■ Establish a system to organize and monitor the overall performance of the different product certification bodies active in Jordan. ■ Revise the arrangements to ensure the requisite independency of the accreditation unit from the overall JSMO management. ■ ■ Review government's decision regarding the accreditation conditions for demonstrating the technical competency of public sector testing laboratories operating in the field of TRs to include other conformity assessment bodies working in the regulated fields (e.g., inspection bodies, private sector testing laboratories and medical labs).	JSMO, MITS, Ministry of Finance. JSMO/CD and the Jordan Accreditation System (JAS). JSMO/CD and CABs. JSMO/DG and JAS-AU.	TBD
Objective h) Expand scope of accreditation in line with market demand, including supporting access to international markets.	Accreditation supports implementation of TRs and assists in accessing international markets.	Implementation of TRs and compliance with voluntary standards supported by accredited CABs by 2025.	■ Number of technical regulations supported by accredited CABs. ■ Number of standards supported by accredited CABs.	■ Expand scope of accreditation in line with the market demand and support of exports to international markets. ■ Apply for accreditation to ISO/IEC 17020, to allow the inspection department to demonstrate competence and compliance with internationally recognized best practice. ■ Expand regional and international partnerships to secure expertise and know-how, as well as the relevant ILAC and the IAF committees, sub-committees and/or information exchange groups. Engaging in bilateral collaboration with regional or international accreditation. ■ Include the accreditation for the Shamsi and Halal certification in the scope of accreditation.	JSMO/LU and JAS. JSMO/ inspection department/ border control department/ inspection division in precious metal department. JAS-AU. JSMO/CD and JAS.	TBD

Strategic Goal 4: Develop and maintain a fit-for-purpose, internationally recognized, quality infrastructure that addresses the needs of Jordan						
Objective	Strategy	Target	Indicators	Action	Responsibility	Time frame
Objective i) Expand participation in proficiency testing (PT) schemes.	Encourage greater participation in PT schemes based on priority needs of regulatory authorities and exporters.	Enhance participation in laboratory PT schemes (PTS)/ inter-laboratory comparisons.	■ Percentage increase of laboratories participating in PT. ■ Number of Inter Laboratory Comparisons (ILC) available and used. ■ Number of laboratories participating in ILC.	■ Expand participation in PT schemes to include more tests based on priority needs of regulatory authorities and export	JSMO/LU and regulatory authorities.	TBD
Objective j) Develop, implement, and sustain an inspection strategy to address the development of fit-for-purpose inspection services that includes the private sector.	Ensure sufficient and capable domestic (both private and public) inspection bodies.	Enhance Institutional inspection capacity.	■ Percentage increase of appropriate inspection equipment acquired. ■ Percentage increase of appropriate inspection skills acquired. ■ Reduced turn-around time.	■ Develop an inspection strategy to include objectives and programs that address developing of inspection services, competency of inspection bodies based on priorities of the public sector, achieving accreditation, and the guidelines for the liberalization of inspection services to the private sector. ■ Develop plans to implement an inspection strategy that clearly define activities, deliverables, time frames, responsibilities, resources, partners and prerequisites for ensuring implementation. ■ Consider liberalization of inspection services in support of regulatory measures; designation for private sector inspection bodies and private testing laboratories to enable the inspection department to expand its services and cover a wider range of the regulated domain. ■ Enforce law No. 33/2017 “monitoring and inspection of economic activities”, activate the higher committee established to coordinate / organize activities between the different authorities.	JSMO / inspection department and all stakeholders and private and public sector inspection bodies. JSMO / inspection department. JSMO / inspection department and all stakeholders and private and public sector inspection bodies. JSMO/ inspection department and inspection division in precious metals department and all stakeholders and private and public sector	TBD

Strategic Goal 4: Develop and maintain a fit-for-purpose, internationally recognized, quality infrastructure that addresses the needs of Jordan						
Objective	Strategy	Target	Indicators	Action	Responsibility	Time frame
Objective k) Develop and retain adequate technical capabilities and expertise to satisfy the needs in Jordan for NQI services.	Develop and retain adequate technical capabilities and expertise to satisfy the needs in Jordan for NQI services.	Require NQI institutions to develop capability and prepare an efficient and coordinated plan for regular maintenance of high-tech laboratory equipment.	■ Percentage increase of domestic capability for the maintenance of high-tech laboratory equipment. ■ Amount of high-tech laboratory equipment locally maintained. ■ Number of coordinated maintenances conducted.	■ Improve SPS testing capacity and coverage. ■ Make available the needed competencies to ensure functioning of all the available testing equipment. ■ Ensure that maintenance programs are implemented for all testing equipment to improve efficiency.	MOA, JFDA and JSMO. JSMO/LU. JSMO/LU.	TBD
Objective l) Ensure that NQI institutions have access to the necessary professional and scientific staff to fulfil their various mandates and associated responsibilities.	Ensure that training and capacity building plans for NQI entity employees are developed based on needs assessment and performance evaluation results.	Promote human capacity development for NQI services.	■ Number of personnel required. ■ Percentage increase of trained personnel.	■ Ensure that training and capacity building plans for NQI entities' employees are developed based on training needs assessment and performance evaluation results. ■ Improve training of staff carrying out SPS work. ■ Include training of the external auditors in the training and capacity building program and ensure that they are competent and have the needed skills to perform the new certification schemes (HALAL, Organic Products and SHAMSI).	NQI entities and training centers. MOA, JFDA and JSMO. JSMO/CD.	TBD

Strategic Goal 4: Develop and maintain a fit-for-purpose, internationally recognized, quality infrastructure that addresses the needs of Jordan						
Objective	Strategy	Target	Indicators	Action	Responsibility	Time frame
Objective m) Actively participate, support and benefit from regional and international NQI related activities.	Ensure that Jordan is represented at, and benefits from, active participation in the meetings of regional and international NQI supporting organizations as part of cost-effectively addressing its NQI related opportunities and challenges.	To cost-effectively address local NQI related opportunities and challenges through appropriate involvement in, and interaction with, regional and international NQI supporting organizations.	■ Local NQI related opportunities and challenges that can be addressed at the regional and international QI level identified. ■ Number of appropriate regional and international QI level meetings identified and attended. ■ Number of local NQI related opportunities and challenges addressed through attendance at these meetings.	■ Liaison with regional and international organizations to expand knowledge and bring in the best expertise and know-how to its metrologists, bilateral collaboration with regional or international NMI will help the Metrology Department (MD) effort to enhance the skills and competencies of its staff and transfer good practices.	JSMO/MD and JNMI.	TBD

Strategic Goal 5: Provide direction and oversight Strategic Goal 5: Provide direction and oversight						
Objective	Strategy	Target	Indicators	Action	Responsibility	Time frame
Objective a) Create mechanisms for appropriate governance and direction including continual consultations with, and feedback from, local and international key stakeholders, for the continual improvement of all aspects of the NQI and the enhancement of this policy.	Enhanced inter-ministerial coordination on matters related to WTO agreements on TBT, TFA and application of SPS measures.	Increased coordination on responses to TBT, TFA and the application of SPS measures.	■ Percentage increase in addressing inquiries and notifications on WTO-TBT and WTO-TFA agreements. ■ Percentage decrease of TBT issues due to inter-ministerial coordination. ■ Percentage increase in addressing of inquiries and notifications on the application of SPS measures. ■ Percentage increase in coordinated implementation of SPS measures.	■ Develop, maintain and modify as necessary, a suitable matrix for compliance with global requirements. ■ Develop and/or adopt available data banks for use in decision making.	NQI entities regulatory authorities, private sector, NGOs. NQI entities, overseas regulators, NQI facilitators.	TBD
	Ensure transparency and adherence to principles of good governance to all stakeholders involved in the NQI.	Mechanism to ensure transparency and good governance developed and implemented by 2025.	■ Mechanism in place and operational.	■ Develop strong NQI support for Intellectual Property (IP) development and maintenance in collaboration with the Jordan Intellectual Property Office.	NQI entities, MoIT.	TBD
Objective b) Establish and institutionalize an NQP / NQI development and oversight committee.	Develop coordination framework for NQI institutions.	Establish Higher Council on Quality (HCQ).	■ Potential members for the HCQ identified. ■ Members for the HCQ are appointed. ■ Number of HCQ meetings held.	■ Prepare proposal for establishing HCQ detailing proposed mandate, authority and budget. ■ Consult with relevant public and private sector stakeholders. ■ Secure ministry and parliamentary approvals and establish HCQ. ■ Operationalize the HCQ to approve and publish quality-related policies and regulations, and recommend legislation for enactment. ■ Make appropriate changes to constitutional documents and governance of existing quality institutions to enable HCQ to fulfil its mandate.	MITS and JSMO, parliament, PM, other public/ private stakeholders.	TBD

Strategic Goal 5: Provide direction and oversight Strategic Goal 5: Provide direction and oversight						
Objective	Strategy	Target	Indicators	Action	Responsibility	Time frame
Objective c) develop and enhance the offices of, and cooperation between, the WTO TBT National Enquiry Point, the WTO SPS National Notification Authority and Enquiry Point and the WTO TFA Enquiry Point.	Promote increased collaboration and cooperation, including appropriate private sector involvement, in the determination, communication and implementation of TBT/TFA/SPS measures.	Mechanism to encourage private sector involvement in TBT, TFA and SPS measures instituted by 2025.	■ Mechanism developed. ■ Percentage increase of private sector participation in TBT/SPS measures.	■ Establish a national portal/platform to publish information about the regulatory authorities, mandate, enforcement, mechanism, compliance requirements, sanctions, inspectorate, etc.	PM, regulatory authorities, JSMO.	TBD
Objective d) Develop suitable data collection and information management systems for use in decision making.	Develop / strengthen, implement and promote the need for accessible, mutually supportive and sustainable TBT, SPS, TFS and NQI related data management systems that address the needs of Jordan.	Establish a fit-for-purpose and accessible system for the collection, analysis and distribution of TBT, SPS, TFA and NQI related data and information.	■ Current systems are identified. ■ Gaps in capability and capacity are identified. ■ Gaps are addressed and new system is operational.	■ Develop database on standards/quality requirements in different markets and sectors and keep current. ■ Promote and disseminate information about database and its benefits.	JSMO and chambers of industry and commerce, JEDCO. JSMO and chambers of industry and commerce, JEDCO.	TBD

Strategic Goal 6: Communication and consultation						
Objective	Strategy	Target	Indicators	Action	Responsibility	Time frame
Objective a) Create a platform for continual consultations with, and obtaining feedback from, local and international key stakeholders for the continual improvement of all aspects of the NQI and the enhancement of this policy.	Identify/develop, strengthen/ implement and promote appropriate platforms for consultation and feedback.	Increased and timely consultation with, and feedback from, key stakeholders focused on continual improvement of all aspects of the NQI and the enhancement of the NQP.	■ Number of platforms identified and utilized. ■ Number of interactions. ■ Number of improvements suggested. ■ Number of improvements implemented.	■ Establish permanent arrangements for engagement and dialogue with stakeholders' groups. ■ Increase awareness and importance of SPS. ■ Improve and upgrade JSMO website to include all the needed information by the different stakeholders' groups. ■ Update and improve the JNMI website to include all the information needed by the industry and other key users and stakeholders. ■ Develop concept paper and secure approval for QMS consultants' database, its dissemination and operating strategy and for investment and ongoing budget. ■ Review existing databases and consider if these could be operated on a commercial basis to significantly improve awareness and ensure more effective promotion.	JSMO/MD and all stakeholders. MOA, JFDA and JSMO. JSMO/KMD. JNMI. The National Information Technology Center, JSMO, chambers of commerce.	TBD

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