



STRENGTHENING REFORM MANAGEMENT IN JORDAN (P171965)

STAKEHOLDER ENGAGEMENT PLAN (SEP)

MAY 2022



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ABBREVIATIONS

CoM	Council of Ministers
CRI	Competitiveness Reinforcement Initiative
CSO	Civil Society Organization
DB	Doing Business
DPF	Development Policy Financing
ESS	Environmental and Social Standard
FDI	Foreign Direct Investment
GIEP	Government Indicative Executive Program
GoJ	Government of Jordan
GRM	Grievance Redress Mechanism
GRP	Good Regulatory Practices
JNCW	Jordanian National Commission for Women
MDTF	Multi-Donor Trust Fund
MoPIC	Ministry of Planning and International Cooperation
NAF	national Aid Fund
NGO	Non-Governmental Organization
NRGS	National Registry of Government Services
PAP	Project Affected People
PforR	Program for Results
PIM	Public Investment Management
PPD	Public-Private Dialogue
PPP	Public Private Partnerships
PwD	People with Disabilities
RIA	Regulatory Impact Assessment
RS	Reform Secretariat
SEF	Stakeholder Engagement Framework
SEP	Stakeholder Engagement Plan
WB	World Bank
WBG	World Bank Group
WG	Working Group

1. INTRODUCTION

1.1. DESCRIPTION OF THE PROJECT

This document is the Stakeholder Engagement Plan (SEP) for the Strengthening Reform Management in Jordan (P171965) (referred to hereinafter as “the Project”). The Stakeholder Engagement Plan has been developed in accordance with the Stakeholder Engagement Framework (SEF) that was developed during project preparation and disclosed on 30 October 2019 on MoPIC’s website.

The SEF was developed at project preparation and specifically relates to the Reform Secretariat’s role in supporting the Government of Jordan (GoJ) to communicate and engage with stakeholders on the reforms within the Reform Matrix. The SEF took a framework approach, outlining the general principles and collaborative strategy to identify stakeholders and prepare plans addressing the nine pillars of Reform Matrix which was approved by the Council of Ministers (COM) in February 2019. Furthermore, as the Reform Secretariat (RS) updated the Reform Matrix in light of COVID-19, the Reform Matrix now includes 12 pillars and is anticipated to be submitted to COM for approval during the second quarter of 2022. In line with the latest developments and the evolving role of the RS to collaborate with development partners and build capacity of GoJ implementing agencies on stakeholder engagement concepts, it was agreed to upgrade the SEF into a full SEP.

This SEP provide updates on stakeholder engagement activities in support of developing and implementing the updated Reform Matrix and deepens the approach to develop the plans for each of the 12 pillars.

The Project is financed by the Recipient Executed Window of the Jordan Multi-Donor Trust Fund (MDTF) with the aim to support GoJ’s efforts in implementing the reforms within the Reform Matrix and establish and operationalize the RS with the main function to coordinate and facilitate the implementation of the Reform Matrix (the reference plan for economic reform and growth of the GoJ). The Project comprises of the following:

- Component 1 - Support to reform management, comprising of support to the Reform Secretariat (RS) lodged at the Ministry of Planning and International Cooperation (MoPIC) and support to line Ministries and agencies through a Reform Support Fund to finance expertise and capacity building activities.
- Component 2 - Strengthening the Public Investment Management (PIM)– Public Private Partnerships (PPP) framework and function.
- Component 3 - Strengthening the public procurement framework and function.

1.2. OBJECTIVES OF THE STAKEHOLDER ENGAGEMENT PLAN

This SEP provides an overview of what information about reform processes will be in the public domain, in what languages, and where it will be located. It explains, in general, the opportunities for public consultation, and explain how people will be notified of new information or opportunities for comment and how comments will be assessed and taken into account. It also describes the project’s grievance mechanism and how to access this mechanism and how grievances will be managed.

The SEP seeks to define a technically and culturally appropriate approach to consultation and disclosure within reform processes. The goal of this SEP is to improve and facilitate decision making and create an atmosphere of understanding that actively involves Reform-affected people and other stakeholders in a timely manner, and that these groups are provided sufficient opportunity to voice their opinions and concerns that may influence decisions. The SEP is a useful tool for managing communications between MoPIC and its stakeholders (including line agencies' stakeholders).

As per the Environmental and Social Standard ESS 10 Stakeholders Engagement and Information Disclosure, the line agencies, with RS support, should provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.

The Key Objectives of the SEP can be summarized as follows:

- Provide guidance for stakeholder engagement that meets the standards of good International Practice (*see Annex B: Stakeholder Engagement Guidance Note*).
- Identify key stakeholders that are affected, and/or able to influence the reform and its activities.
- Identify the most effective methods, timing and structures through which to share information, and to ensure regular, accessible, transparent and appropriate consultation.
- Develops a stakeholder engagement process that provides stakeholders with an opportunity to influence reform planning and design.
- Establish formal Grievance Redress Mechanisms.
- Define roles and responsibilities for the implementation of the SEP.
- Define reporting and monitoring measures to ensure the effectiveness of the SEP and periodical reviews of the SEF based on findings.

2. BRIEF SUMMARY OF PREVIOUS STAKEHOLDERS' ENGAGEMENT ACTIVITIES

Since the Reform Secretariat has been established within MoPIC, several stakeholder engagement activities were led by the RS while other activities were supported by the RS. The RS supported the GoJ throughout the implementation of the Reform Matrix.

2.1. STAKEHOLDER COORDINATION

The Reform Secretariat ensures implementation of the Reform Matrix through proper follow-up and efficient coordination of the Reform Matrix which takes place with the GoJ agencies, World Bank Group (WBG) and development partners. Additionally, the Reform Secretariat plays a key role in coordinating the implementation of the commitments within the World Bank's First and Second Development Policy Financing (DPF I, P166360 and DPF II, P168130), the Economic Opportunities for Jordanians and Syrian Refugees PforR (P171172) and Inclusive, Transparent and Climate Responsive Investments Program for Results (P175662). Finally, the Reform Secretariat supported the GoJ throughout the process in developing national plans and programs through providing technical inputs, engagement and coordination with GoJ implementing agencies, decision makers, development partners and private sector. The programs / national plans that the RS supported GoJ in include the Economic Recovery response policy to COVID-19, Government Indicative Executive Program and Government Priorities Program 2021-2023.

2.2. KEY CONSULTATION ACTIVITIES

2.2.1. CONSULTATIONS ON POLICIES WITHIN THE REFORM MATRIX AND OTHER NATIONAL INITIATIVES

The Reform Secretariat had supported the GoJ implementing agencies in several policies through organizing consultations sessions, helping present the policies, putting documents together, being part of designing the policy and presenting it to the stakeholders. One of the most critical functions of the Reform Secretariat is continuous engagement with GoJ implementing agencies and development partners along with supporting GoJ implementing agencies in engaging with civil society and private sector. Table 1 below illustrates the most important stakeholder engagement activities that have been conducted since 2018 by the Reform Secretariat:

Table 1: Summary of Conducted Stakeholder Engagement Activities

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
Reform Matrix					
1-3	2020 - 2021	Subject matter experts (WB, Canadian Embassy, EU among others) GoJ implementing agencies	<ul style="list-style-type: none"> • Round of meetings and consultations with the WB TTLs • Meetings with gender expert and environment consultants • Rounds of consultation sessions on the updated Reform Matrix with GoJ implementing agencies. 	Can't count the numbers due to the different formats that the consultations were held in.	<ul style="list-style-type: none"> • Review the Reform Matrix in detail. • Provide write up articulating the background of the reform, assess its priority, and suggest next steps/reforms. • Incorporate the environmental and gender aspects across the Reform Matrix. • Review, re-define and reprioritize existing reforms. • Include actions in response to COVID-19 pandemic. • Specify new actions for 2021, 2022, 2023 and 2024. • Walk through the initial draft of the Reform Matrix with GoJ

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
					implementing agencies and get their feedback and suggestions. <ul style="list-style-type: none"> Finalize the Reform Matrix.
4	2021	Private sector	Consultation session on the updated Reform Matrix with Private sector representatives	7	<ul style="list-style-type: none"> Present and discuss the updated Reform Matrix. A copy of the updated Reform Matrix was shared with the representatives for feedback
5	2021	Development partners	Hybrid technical meeting on the updated Reform Matrix with development partners	59 / (33)	<ul style="list-style-type: none"> The updated Reform Matrix was presented and discussed Consult with development partners. A flyer on the RS and Reform Matrix was shared with the attendees
Specific policy reforms					
6	2019	MoITS, PPP Unit, MoF, JIC, RHC, PMO – IDU, WB	Facilitate the drafting of the Public Investment Management - Public Private Partnership Policy Note and endorsed the PIM - PPP Governance Framework	(Multiple engagements occurred)	Engagement throughout the preparation of the PIM – PPP Governance Framework, the Reform Secretariat was the facilitator for the working group from preparation up to approval of the framework by COM.
7	2019 / 2020	MoITS, PPP Unit, MoF, JIC, RHC, PMO – IDU, WB	Facilitate the drafting of PPP Law	(Multiple engagements occurred)	Engagement throughout the preparation of the PPP Law, the Reform

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
					Secretariat was the facilitator for the working group from preparation up to approval of the Law by COM.
8	2020	MoITS, PPP Unit, MoF, JIC, RHC, PMO – IDU, private sector and development partners	Consult with private sector and development partners on the draft PPP Law	22 (4)	Discuss the draft PPP Law and get feedback from the private sector and development partners prior to going through the official government cycle.
9	2020	JIC, private sector, WB	Introduce a new Investor Grievance Redress Mechanism supported by a new Investor Grievance Bylaw	19 (3)	Discuss the draft IGM and get feedback from the private sector prior to going through the official government cycle.
10	2021	MoEnv, CBJ, JSC, MoF, PPP Unit, MoPIC, CCD	A consultation session on the Green Bonds Guidelines	31 (10)	Introduce and consult the Green Bonds Guidelines in partnership with MoEnv with MoF, CBJ, JSC, CCD, PPP unit and PIM unit prior to issuing Green Bonds Guidelines.
11	2021	UK, WB and Government entities	Coordinate, facilitate and moderate the introductory workshop to support enhancing the National Registry of Government Services (NRGS) at 20 GoI agencies	35	Present the new service delivery and support the GoI agencies in developing an effective NRGS and policy tools to monitor services performance standards based on the end users' feedback

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
12	2022	Ministry of Investment (MoInv), Private Sector, Development Partners	Support the Ministry of Investment to introduce and consult on the new Investment Promotion Strategy, the RS reached out to donors to join the consultations on the Investment Promotion Strategy. Also, RS supported MoInv to prepare the draft strategy in partnership with WB.	Over 80 (%40)	Introduce and consult the new Investment Promotion Strategy.
13	2021 / 2022	Development partners (AFD, KfW, WB, GIZ, USAID, EU, UK Embassy, Embassy of the Kingdom of Netherlands), MoF, MEMR, MoWI	Facilitate discussions on the Water Financial Sustainability Roadmap including the different financial model options on the Water Tariff	<i>(Multiple engagements occurred)</i>	Present and provide an update on the roadmap and financial model and to get feedback
14	2021	Private Sector (tourism professions associations), Prime Ministry, MoTA	Coordinate a consultation on the legislations governing the Tourism Sector with the private sector		Discuss and prioritize the review of legislations that fall within the fifth axis (the reform axis) of MoTA's strategy for the years (2021-2025) to review legislation and set priorities for the year 2021-2022
Other initiatives by the Reform Secretariat					
15	2021- 2022	Private sector (Jordan Chamber of Industry...) GoJ agencies (MoL, TVSDC, VTC, MoA, SSC, MoF...) INGOs (including ILO, GIZ, WB...) CSOs, NGOs and Business	25 sessions during the design of the National Employment Fund including consultation and implementation arrangement, social and environmental impact, stakeholder engagement (10 facilitated and 10 moderated and 5 participated)	<i>(Multiple engagements occurred)</i>	Present the program, consult

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
		associations (Intaj and Injaz, JRF...) Training providers (BDC, Luminus, NETS, National Center for Human Resources)			
16	2021- 2022	Private Sector (JEDCO, Jordan Export, JLGC, Chamber of Industry) Development Partners (USAID, GIZ, DFID, Netherlands) JRF, Awraq for Investment	Coordinate, moderate and participate in the design of the Industrial Fund through multiple sessions	<i>(Multiple engagements occurred)</i>	Present the final project design, and discuss the implementation mechanisms and tools, present and discuss the E&S documents, present the challenges facing SMEs in the manufacturing sector
17	29 March 2022	Private Sector	Share the Jordan Green Business Survey (Green competitiveness engagement in Jordan) with our contacts from private sector to fill it out	24	The survey covers areas such as policies; access to markets; finance; human capital; and other aspects linked to challenges and opportunities companies face in Jordan. The data of this survey will contribute to practical policy recommendations.
18	2022	Development partners (USIAD- ERA)	Conduct a meeting between USAID-ERA and WB	5 (4)	Coordinate support to the RS and ensure no overlap in the support
19	2022	Development partners (ESCWA, UNDP, EU, ILO, USAID, UK, UN Women)	Coordinate a donor coordination meeting for the Jordan Statistics Modernization Project	16 (6)	Introduce the new project and identify potential areas of collaboration.

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
20	2022	Development partners (GIZ)	Conduct a meeting with GIZ on the Good Regulatory Practices project	3	Discuss the design and provide them with technical input on the current work being done on GRP and to ensure no overlap
21	2021	Private Sector	Conduct 5 virtual awareness sessions to the private sectors on Doing Business reforms in partnership with the GoJ implementing agencies on five indicators (trade across border, registry property, enforcing Contracts, construction permits and starting a business)	50 (15)	Raise awareness on the achieved reforms and the impact on ease the doing business
22	2021/2022	Development partners, implementing agencies and private sector	Facilitate and participate in the development of the priorities that are in line with the Reform Matrix	<i>(Multiple engagements occurred)</i>	Present and discuss the priorities to the development partners and private sector
23	2021/2022	Development partners (mainly USAID Pragma) and GoJ agencies	Facilitate and provide technical inputs on all the elements of the Omnibus Investment Law	<i>(Multiple engagements occurred)</i>	Discuss the drafting of the law and provide technical input
24	2020	Agriculture Sector players (two Donors, one Association, six Government entities, three Input Suppliers, two Buyers, one Logistics, one testing laboratory, 42 farmers)	In-person interviews with Agriculture sector players	58	Understand the cluster reality and identify the challenges
25	2020	International players in Fresh produce exports	Interviews with international players in Fresh produce exports	14	Analyze and benchmark Jordan's Agricultural activities along its value chain

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
26	2020	Private sector (Change leaders)	Strategy Confirmation workgroups with change leaders	5	Discuss the initial findings of the second phase
27	2020	Farmers, customs officials, and WB consultants	Conduct 18 working group sessions with farmers, customs officials, and WB consultants, etc... on the third phase	(Multiple engagements occurred around 100)	Define the key actions and policies that will improve the situation of exported fresh produce and to have a set of agents thinking, talking, and developing the defined strategic reasoning to launch these actions
28	2020	Private sector and individuals value chain actors (Farmers, RSS, logistics, wholesalers, retailers, associations), WB and Government entities	Conduct 7 public sessions	(Multiple engagements occurred around 100)	Brief and update Value chain actors on the findings and developments of the value chain analysis of the agricultural sector in both Mafraq and Deir Alla
29	2021	Private sector (Logistics service providers), WB, JIC	Five Meetings	35	Meetings held with different 3PLs to promote use of SLA.
30	2021	Mashreq Gender Facility, WB, MoPIC	Facilitate and coordinate a discussion on Gender Tagging of Reform Matrix	11 (7)	Gender tagging of the Reform Matrix
31	2021	Private sector and individuals Value chain actors (Farmers, logistics, wholesalers, retailers, associations, Academia),	Coordinate and facilitate a training session on Standard operating post-harvest procedures for three crops (Tomato, Strawberry, capsicum)	-	Train value chain actors on Standard operating post-harvest procedures for three crops (Tomato, Strawberry, capsicum)

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
		WB, GoJ agencies			
32	2021	Development Partners and Individual consultants	Facilitate and participate in a consultation on Gender and Inclusion Action Plan for the National Tourism Strategy	14 (11)	consultant on Gender and Inclusion Action Plan for the National Tourism Strategy
33	2022	Mashreq Gender Facility, WB, MoF	Participate in gender integration into Reform Matrix pillars	22 (12)	Gender integration into the Reform Matrix
34	2022	Development partners, private sector, GoJ agencies, NGOs and CSOs	Facilitate 3 Stakeholder consultations for the CCDR report	(Multiple engagements occurred around 100)	Discuss the upcoming Country Climate and Development Report (CCDR) deep dive analytical work
Communications – Technical Newsletters					
35	October 2021	Development partners, public sector, private sector, NGOs and CSOs	Email Newsletters	1,429	Kick off Newsletter providing a background on RS and Reform Matrix
36	November 2021				Cover the major events took place in November (Regulatory Impact Assessment workshops and Technical Donor Meeting on the updated Reform Matrix)
37	December 2021				Share news on the introductory workshop to support enhancing NRGS at the Government of Jordan Agencies
38	January 2022				Measures to ease doing business
39	February 2022				Provide an update on the PPP in Jordan

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
40	March 2022				Cover the major events took place in March (4 th JTF meeting and the new Investment Promotion Strategy consultation session)
Other Initiatives by GoJ implementing agencies					
41	2022	PIM Unit	PIM adopted commitment 6 of the 5 th National Action Plan for Open Government that aims to engage local communities/stakeholders throughout the different stages of governmental capital/investment projects to support the alignment and responsiveness of these projects to community needs and to improve the level of public services.	-	Adopted public consultation and citizen engagement methodology and expected to be applied to one pilot projects, possibly the Amman Aqaba Water Desalination and Conveyance Project.

2.2.2. KEY FINDINGS AND FEEDBACK RECEIVED FROM PARTICIPANTS

One of the main functions of the RS is to continuously engage and consult with stakeholders namely GoJ implementing agencies and International Community while supporting GoJ implementing agencies in consultations with the private sector and civil society. Those stakeholder engagement activities haven't been done in a systematic way. Therefore, the reporting on those activities were not done holistically. For example the reporting did not record the main findings and issues received from stakeholders during or as a result of the consultations that took place previously, as well as the key findings of the stakeholders' engagement activities that were conducted by the GoJ implementing agencies. Yet, the RS took into account the key feedback when developing and updating the Reform Matrix or any other policy documents that have been discussed with the stakeholders. For example, in the consultations that were held on the Reform Matrix, a copy of the Reform Matrix was shared with the stakeholders to give them some time to add their feedback on it and hand it over to the RS, after which the RS took them into consideration and discussed some of them with the relevant stakeholders.

The RS started to enhance its reporting back to stakeholders this year and plans to further enhance it. Specifically, the RS is developing the system and building the capacity of the GoJ implementing agencies on SEP.

2.3. GOOD REGULATORY PRACTICES: ISSUING LEGISLATION IN JORDAN

In 2016, GoJ in cooperation with the WBG designed and assessed the current practices (legal and institutional) for issuing the different forms of legal instruments as a step to develop a well-designed regulatory framework. One of the main findings of the assessment is that Jordan needs an urgent reform related to the regulatory unpredictability which is adversely affecting the enterprises and the business environment. This has led to the development of the Code of Governance Practices of Policies and Legislative Instruments in Government Departments.

The Code of Governance Practices of Policies and Legislative Instruments in Government Departments has been enacted by the Council of Ministers in 2018. The purpose of the code is to reduce investments and businesses risks ensuring that the legislative instruments enable and facilitate procedures and ease of doing business.

2.3.1. IMPLEMENTATION OF THE CODE OF GOVERNANCE PRACTICES

Six government implementing agencies namely Ministry of Labor, Ministry of Industry Trade and Supply, Greater Amman Municipality, Jordan Customs, Jordan Investment Commission, and Income and Sales Tax Department piloted the implementation of the code by conducting a pre-electronic consultation on all draft regulations before sharing the final draft to Council of Ministers for approval, as they publish the draft legislation on their website for consultation which is available for everyone for feedback before the legislation gets submitted to Cabinet.

GoJ issued a 'Legislation Data Memorandum', which is a document that all GoJ entities submitting new regulations will be required to fill it out. The memorandum provides information on the type and details of consultations conducted with the public and private sector including providing sufficient proof that the parties impacted have been consulted.

In parallel, the GoJ is working on amending the Regulatory Impact Assessment Guidelines which will outline RIA procedures in detail and when GoJ should conduct RIA, and when they should not. Currently, three RIAs are being worked on namely Flexible Labor, Home-Based Nurseries and Adventure Tourism. GoJ will be working on additional 24 RIAs in next four years. Finally, GoJ is working to establish a unified public consultation portal that will cover all the government agencies which are anticipated to be completed by 2022.

2.3.2. ROLE OF THE REFORM SECRETARIAT

The RS plays a vital and proactive role in taking the Good Regulatory Practices reform agenda forward by coordinating between the different parties including Legislative and Opinion Bureau, Prime Ministry Office, and other government implementing agencies. The RS also facilitates and supports the implementation of the different elements of the Good Regulatory Practices reform agenda which is an important stakeholder engagement tool for the GoJ implementing agencies such as conducting RIAs and establishment of the unified public consultation portal. This tool will allow GoJ implementing agencies to engage and consult with all stakeholders including general public, civil society and private sector.

The RS also continued to engage extensively to promote a stable business environment for the private sector through ensuring proper consultation and public-private dialogue are taking place as part of the implementation of the Predictability Framework which is a key deliverable under the WB Economic Opportunities PforR program. The RS provides support and follows-up with the above-mentioned six GoJ implementing agencies to ensure that all new laws, regulations, and instructions are posted on their relevant websites to get the private sector feedback.

3. STAKEHOLDER IDENTIFICATION AND ANALYSIS

This section identifies key stakeholders who will be engaged, informed and consulted about the Reform Matrix, including individuals, groups, or communities that i) are affected or likely to be affected by the regulatory reform (project-affected parties); and ii) may have an interest in the regulatory reform (interested parties), as well as the disadvantaged and vulnerable groups.

To meet the best practice approaches, RS will apply the following key principles for stakeholder engagement, which in alignment with the WB principles:



- Openness and life-cycle approach: targeted consultations for the project will be arranged during the preparation phase, carried out in an open manner, free of external manipulation, interference, coercion or intimidation.
- Informed participation and feedback: information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholders' feedback, for analyzing and addressing comments and concerns.
- Inclusiveness and sensitivity: stakeholder identification is undertaken to support better communication and build effective relationships. The participation process for the projects is inclusive. All stakeholders always encouraged to be involved in the consultation process.

Access to key information about the project is provided to all stakeholders equally.

REFORM MATRIX PILLARS

The following are the 12 pillars under the Reform Matrix:



Each pillar has its own set of stakeholders and constraints to implementation requiring an appropriate consultation mechanism. The identification of stakeholders has been developed by the RS. Mainly, stakeholders typically fell into six categories:

- Political Leadership: Council of Ministers and Parliaments
- GoJ implementing agencies: including line ministries and agencies
- Private sector: a wide range of private interests
- Development Partners: donors and International Community
- Civil society: non-governmental organizations (NGOs), Civil Society Organizations (CSOs) and media

- Disadvantaged and vulnerable group

The Reform Secretariat will work closely with three main stakeholders which are: (i) Political Leadership; (ii) GoJ implementing agencies; and (iii) Development Partners.

Also, the RS will work through GoJ implementing agencies in order to achieve the objectives of the SEP by building their capacity in this regard and provide support to them to reach out to other stakeholders (private sector and civil society including vulnerable groups) and ensure their engagement.

3.1. AFFECTED STAKEHOLDERS

The primary affected stakeholders are those who may be directly or indirectly affected by the regulatory reform, positively or negatively. In this context, affected parties are divided into four sub-groups:

Group (A) Civil Society: Mainly the general public who will be directly or indirectly affected by the reform outcomes. The Reform Secretariat will work with this group through the GoJ implementing agencies by providing the needed support to GoJ implementing agencies to ensure that they reach out to this group either through the online consultations or throughout CSOs and NGOs by presenting to them the GoJ implementing agencies, disclosing the information on ministerial websites, and updates on social media channels as possible.

Group (B) Private Sector entities: Private Sector stakeholders that are directly providing input into reform implementation and/or are directly affected by the reform outcomes. Reform Secretariat will work with this group through the GoJ implementing agencies by providing the needed support to GoJ implementing agencies to ensure that they reach out to this group by presenting to them the GoJ implementing agencies, disclosing the information on ministerial websites, and updates on social media channels as possible.

Examples of Private Sector Entities

Jordan Chambers of Industry	Trade and Transport Facilitation National Committee	Water User Association/Farmers
Labor union	Contractors and Consultants	Jordan Petrol
Business associations	Ride-hailing applications	Jordan Chamber of Commerce
Association of Banks in Jordan	Clearance and Cargo	Transport Associations
Jordan Bar Association	Water User Association	JEPA
Miyahuna	Logistics companies	ICARDA
American Chamber of Commerce	Jordan Export	Electricity Producers and Distributions Companies
Trade Unions	Training providers	Education for Employment
Tourism Associations:		
1. Jordan Hotels Association (JHA)		

2. Jordan Restaurant Association (JRA)
3. Jordan Tour Guides Association (JTGA)
4. Jordan Society of Tourism and Travel Agents (JSTA)
5. Jordan Handcraft Producers Association (JHPA)
6. Jordan Inbound Tour Operators Association (JITOA)

Group (C) Stakeholders that considered as decision support tool and escalation mechanism. This includes the Council of Ministers and the Senate and House of Representatives.

Group (D) Stakeholders that will have implementation responsibilities but are not direct project beneficiaries. Mainly comprising of GoJ ministries and entities, the owners of reforms, in which all reform management and implementation activities will be discussed, agreed upon and inherently implemented.

List of GoJ implementing agencies			
MoF	LOB	JLGC	JSMO
GBD	MoInv (PPP)	NAF	CCD
ISTD	MoPIC (PIM)	SSC	JSC
ASEZA	MoITS	MoT	MoJ
Jordan Customs	TRC	MPWH	GTD
MoEnv	PMO	Judicial Council	ISTD
Audit Bureau	DLS	MoSD	ACT
DoS	GAM	MoL	CBJ
National Library	MoLA	MEMR	EMRC
MoDEE	JFDA	LTRC	NEPCO
GPD	Civil Defense	Traffic Department	MoWI
JAV	MoA	NARC	ACC
Center Markets	JCC	Jordan Tourism Board	MoTA
DOA	JEDCO		

3.2. INTERESTED STAKEHOLDERS

Interested Stakeholders are identified as broader stakeholders who may be interested in the regulatory reform because of the sector or parties involved in the reform. Within the context of the Reform Matrix, other interested parties include some public and private sector entities.

Furthermore, development partners are classified as “interested parties” because they will be the stakeholders who may have an interest in the Reform but unlikely to be affected negatively or positively. While these groups may not be directly affected by the Reforms, they may have a role in the Reform. RS will engage the development partners in the consultation process and will make sure that they have access to the publicly available information.

Examples of International Community (Interested Stakeholders)		
World Bank Group (WB)	European Bank for Reconstruction and Development	KFW Development Bank

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	International Finance Corporation (IFC)	Embassy of Sweden
United States Agency for International Development (USAID)	European Union (EU)	Embassy of Italy
United Nation Agencies (UN Agencies)	Food and Agriculture Organization (FAO)	Fondo Internacional de Desarrollo Agrícola (IFAD)
International Monetary Fund (IMF)	International Labor Organization (ILO)	Japan International Cooperation Agency (JICA)
United Nations Economic and Social Commission for Western Asia (ESCWA)	Embassy of Norway	European Investment Bank (EIB)
Foreign, Commonwealth and Development Office (FCDO)	Asian Infrastructure Investment Bank (AIIB)	Embassy of the Kingdom of Netherlands

3.3. DISADVANTAGED / VULNERABLE INDIVIDUALS OR GROUPS

Identified as disadvantaged individuals or groups that might face limitations in participating and/or in understanding the reforms or participating in the consultation process. The most disadvantaged and vulnerable citizens are identified through lens of income levels, disability level and geographical location.

As the Reform Secretariat does not own reform implementation, the RS in cooperation with Development Partners mainly WB and USAID will build the capacity and transfer knowledge to GoJ implementing agencies on stakeholder engagement concept, importance and engagement tools to allow them to execute stakeholder engagement activities with private sector and civil society including vulnerable and disadvantaged groups through i) engaging representatives of disadvantaged groups in Reform consultations; and ii) ensure equitable access to information.

In specific, vulnerable population includes Women and Youth as they have structurally higher unemployment rates, and they were also hit harder by the COVID-19 Pandemic. Unemployment is Jordan's biggest concern recovering slightly from its peak during the pandemic at 25% to almost 23.2% for Q3 of 2021 with significantly higher rates for women and youth (31% and 48.5%). Some particular reforms are addressing this structural vulnerability through assigning a quota for female beneficiaries.

Also, vulnerable population includes poor (including NAF Beneficiary and informal workers), some of the reforms provide a quota for beneficiaries and households coming from the National Aid Fund data base and meet certain eligibility criteria to get benefited from these reforms. Finally, people with disabilities, according to the last census, 11% of people in Jordan have functional difficulties and face environmental and societal barriers to their active participation.

Table 2 below analyze the characteristics of the mentioned stakeholders, their contribution to the project as well as their envisaged needs. This analysis has been conducted based on previous engagements of stakeholders by the RS and will be updated when needed. (More details per pillar listed in Annex A)

3.4. SUMMARY OF STAKEHOLDER NEEDS

An initial illustration of specific stakeholder group needs is provided in the following table (table 2). Noteworthy to mention, RS will revisit the needs of the stakeholders.

Table 2: Summary of Stakeholder Needs

Stakeholder group ¹	Key characteristics	Language needs	Preferred notification means	Consultation Approach	Specific needs
Affected parties Group (A) Civil Society (Direct and indirect)	General public who could be reached through the CSOs and NGOs	Arabic	<ul style="list-style-type: none"> • Disclosure of information on the website • Mass media 	<ul style="list-style-type: none"> • Structured consultations with CSOs and NGOs 	<ul style="list-style-type: none"> • Clear messages about the reforms (achieved and in progress reforms) • Identify the impact of reforms implementation on this group • Clear messages about Grievance Redress Mechanisms (GRM)
Affected parties Group (B) Stakeholders that are engaged in the project design	Private sector firms and associations that will be affected by the reforms	English and Arabic when requested	<ul style="list-style-type: none"> • Meetings (in-person and virtual) • Emails/newsletters • Disclosure of information on the website 	<ul style="list-style-type: none"> • Consultations • Conferences/workshops 	<ul style="list-style-type: none"> • Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GRM • Understand the opportunities and how their businesses can take advantage of these reform • A consultative and participatory

¹ As clarified earlier in this document, the RS will work through its internal stakeholders (GoJ implementing agencies) to engage the civil society and private sector groups, in addition to disadvantaged and vulnerable groups in the consultations and different activities, as the RS will provide support to them to reach out to those stakeholders and ensure their engagement.

Stakeholder group ¹	Key characteristics	Language needs	Preferred notification means	Consultation Approach	Specific needs
					communication method
Affected parties Group (C) Stakeholders that make a decision around reforms but are not indirect project beneficiaries.	Decision makers (decision support tool and escalation mechanism)	Arabic when requested	<ul style="list-style-type: none"> Official letters 		<ul style="list-style-type: none"> Progress updates/report Provide recommendations to accelerate the implementation of the reforms and solving problems Respond to their questions
Affected parties Group (D) Stakeholders that own the reforms and have implementation responsibilities but are not indirect project beneficiaries. (Internal stakeholders)	These are the GoJ agencies own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GRM to stakeholders.	Arabic and English when requested	<ul style="list-style-type: none"> Official letters Meetings (in-person and virtual) Emails/newsletters Disclosure of information on the website 	<ul style="list-style-type: none"> Consultations Conferences/workshops 	<ul style="list-style-type: none"> Constant communication, follow up and coordination Identify the impact of reforms implementation on this group Provide the needed technical assistant to implement the reforms Clearly communicated responsibilities and implementation processes
Interested parties Development Partners	International Community and donors that are funding different activities/projects that support the implementation of the different/specific reforms under the 12 reform pillars.	English (and Arabic when requested)	<ul style="list-style-type: none"> Meetings (in-person and virtual) Emails/newsletters Disclosure of information on the website Official Letters (Interested GoJ entities) 	<ul style="list-style-type: none"> Consultations Conferences/workshops 	<ul style="list-style-type: none"> Progress updates/report Assure no overlap in the technical assistant and financial support provided to the GoJ implementing agencies and identify the gaps, priorities and opportunities

Stakeholder group ¹	Key characteristics	Language needs	Preferred notification means	Consultation Approach	Specific needs
Disadvantaged / vulnerable individuals or groups	This is the segment of population who will be affected by certain measures; accordingly, they should be considered during the reform life cycle (Women, PWDs, Poor households, Youth)	Arabic and sign language (English if requested)	<ul style="list-style-type: none"> Targeted communication through organizations that work with the vulnerable population Disclosure of information on the website 		<ul style="list-style-type: none"> Understand their needs and consider them throughout the reform life cycle Provide information on the reforms Clear messages around GRM

4. STAKEHOLDER ENGAGEMENT PLAN

4.1. PURPOSE AND TIMING OF STAKEHOLDER ENGAGEMENT PROGRAM

Stakeholder engagement is critical for supporting the project's risk management process, specifically the early identification and avoidance/management of potential impacts (negative and positive) and cost-effective project design. The stakeholder engagement activities have been conducted as soon as the Project conception take shape, as a number of consultations, technical meetings have been conducted with the GoJ implementing agencies and development partners including the World Bank and MDTF donors, as well as a consultation with representatives from the private sector.

This plan is for the calendar year 2022 and it will be updated annually and when needed.

Stakeholder engagement is an on-going process throughout the Reform Process. Firstly, RS is planning to start the stakeholder engagement by piloting a set of targeted reforms with two GoJ implementing agencies (possibility the Ministry of Investment and Ministry of Labor). Furthermore, RS is also considering supporting PIM Unit at MoPIC to implement Commitment 6 of the 5th National Action Plan for Open Government Agenda namely 'Engaging local communities/stakeholders throughout the different stages of governmental capital/investment projects to support the alignment and responsiveness of these projects to community needs and to improve the level of public services.

Once the implementation process starts, stakeholder engagement and communications activities will be conducted at a larger scale, throughout the regulatory reform cycle and this is GoJ implementing agencies' responsibility especially when targeting private sector and civil society. The RS will be responsible for overseeing, following up and providing the necessary support to conduct stakeholder engagement activities and create public awareness to consult on the regulatory reform design and obtain feedback on implementation. Also, it is worth mentioning here that RS will be monitoring and

evaluating stakeholder engagement activities across all the reform life cycle through its monitoring and evaluation system that is being worked on.

Table 3: Stakeholder Engagement Plan

#	Milestone	Methods proposed	Timetable	Target stakeholders	Responsibilities
1	Disclose the Strengthening Reform Management Project's ESCP, SEP and LMP after conducting consultations on them	<ul style="list-style-type: none"> • MoPIC Website • Consultation sessions with targeted stakeholders 	During Q2/3 of 2022 ²	<ul style="list-style-type: none"> • Development Partners • GoJ agencies • Civil Society including vulnerable groups 	<ul style="list-style-type: none"> • Reform Secretariat
2	Conduct capacity building workshop with GoJ implementing agencies on the concept of Stakeholder Engagement and its benefit	<ul style="list-style-type: none"> • Workshops • Share with them the Guidance note 	Q3 2022	<ul style="list-style-type: none"> • GoJ implementing agencies • RS technical team 	<ul style="list-style-type: none"> • Reform Secretariat • Possible support from WB and USAID ERA
3	Conduct a consultation session with Civil Society on the updated Reform Matrix	<ul style="list-style-type: none"> • Consultation session (possibly hybrid) 	During Q3 of 2022	<ul style="list-style-type: none"> • Civil Society 	<ul style="list-style-type: none"> • Reform Secretariat
4	Pilot stakeholder engagement activities (with minimum two GoJ implementing agencies) to reach out to different stakeholders on target reforms based on the reforms they own within the Reform Matrix	<ul style="list-style-type: none"> • Workshops and capacity buildings activities • Follow up and reporting 	Starting Q3 2022	<ul style="list-style-type: none"> • Development Partners • Private sector • Civil society 	<ul style="list-style-type: none"> • Reform Secretariat • Two GoJ implementing agencies
5	During the annual review of the Reform Matrix, RS will update the Reform Matrix with GoJ implementing agencies and identify the needed technical support	<ul style="list-style-type: none"> • Round of consultation sessions 	Once a year (December 2022)	<ul style="list-style-type: none"> • GoJ implementing agencies 	<ul style="list-style-type: none"> • Reform Secretariat
6	During the annual review of the Reform Matrix, RS will update and consult on the Reform Matrix with development partners and incorporate their feedback	<ul style="list-style-type: none"> • Round of consultation sessions 	Once a year (December 2022)	<ul style="list-style-type: none"> • Development Partners 	<ul style="list-style-type: none"> • Reform Secretariat

² The exact timeline will be based on the timeline of the 'Restructuring / Additional Financing' of the Strengthening Reform Management Project'.

#	Milestone	Methods proposed	Timetable	Target stakeholders	Responsibilities
7	During the annual review of the Reform Matrix, RS to support GoJ implementing agencies to update and consult on the Reform Matrix with stakeholders namely Private Sector and Civil Society and incorporate their feedback	<ul style="list-style-type: none"> Round of consultation sessions (including virtual sessions) 	Once a year (December 2022)	<ul style="list-style-type: none"> Private sector Civil society including vulnerable groups 	<ul style="list-style-type: none"> Reform Secretariat through GoJ implementing agencies (RS Support)
8	During implementation of policy reforms, RS to support GoJ implementing agencies to conduct consultations with stakeholders namely Private Sector and Civil Society and incorporate their feedback	<ul style="list-style-type: none"> Round of consultation sessions (including virtual sessions) 	Throughout reform implementation	<ul style="list-style-type: none"> Private sector Civil society including vulnerable groups 	<ul style="list-style-type: none"> Reform Secretariat through GoJ implementing agencies (RS Support)
9	Monitor and evaluate ESCP, SEP and LMP	<ul style="list-style-type: none"> As part of the Reform Secretariat report 	Semi-annually	<ul style="list-style-type: none"> Development Partners Private sector Civil society including vulnerable groups 	<ul style="list-style-type: none"> Reform Secretariat
10	Create a working group comprising of all main implementing agencies and development partners to gather updates, inform RS with the needed support including stakeholder engagement activities	<ul style="list-style-type: none"> Development partners Mapping (Donor Mapping) Meetings 	Semi-annual	<ul style="list-style-type: none"> GoJ implementing agencies Development partners 	<ul style="list-style-type: none"> Reform Secretariat GoJ implementing agencies
11	RS will facilitate and conduct meetings between GoJ implementing agencies receiving support through the MDTF (bank executed projects) with the relevant Task Team Leaders from the World Bank (with possibility of other donors working in the area to join) to gather	<ul style="list-style-type: none"> Meetings 	Semi-annual	<ul style="list-style-type: none"> GoJ implementing agencies World Bank TTLs 	<ul style="list-style-type: none"> Reform Secretariat

#	Milestone	Methods proposed	Timetable	Target stakeholders	Responsibilities
	progress update and capture any challenges and address them with the aim to identify any adjustments needed throughout implementation				

4.2. PROPOSED STRATEGY FOR INFORMATION DISCLOSURE

The proposed strategy for disclosing information will adopt a variety of means of communication to reach the majority of stakeholders. The preliminary version of SEP will be disclosed before the project appraisal completion following the Bank's review and clearance. The final version of SEP (with updated inclusive consultations plan and clear timeline) will be submitted and disclosed per ESS10 requirements.

Furthermore, once GoJ implementing agencies identify and prepare the information that they have to disclose, with the support of RS, in what formats and languages, RS will provide the needed support to ensure that it is reaching different stakeholders such as covering it in the newsletters and RS website once it is developed and designed.

Below is a list showing the media outlets that RS will use for public information disclosure mechanisms for the Reform Matrix:

- MoPIC website (and RS Websites once it is live)
- Newsletters
- Newspapers (Al Rai, Al Ghad, Addustoor, The Jordan Times)
- TV (ALMamlakeh, Jordan TV, Amman TV, Royaa TV)
- Radio (Rotana, Jbc Radio, Amen FM, Sawt Alghad, Husna, Jordan fm)
- Electronic news (such as Petra, Saraya news, Ammon, Al wakeel) sites
- MoPIC Social Media platforms Facebook, twitter and YouTube (RS once established)
- Handouts (such as Brochures, Posters, Flyers...)
- Reports: progress reports

For the GoJ implanting agencies, different methods will be used, for example:

- Offline: Newspapers, radio (including community radio), television.
- Online: Social media platforms and ministerial websites
- Handout: Brochures, leaflets, posters, non-technical summary documents and reports
- Streets: Billboards, street banners, electronic screens...

Therefore, information related to the Reform Matrix will be disclosed on the following (not exhaustive list):

Websites

- MOPIC website: www.mop.gov.jo – until developing and launching the Reform Secretariat's website (in the second half of 2022)
- GoJ implementing agencies websites

Media and social media:

- Newspapers
- Radio channels and TV
- Social Media platforms
- Electronic news
- Email newsletters

The following documents have been publicly disclosed on MoPIC website (in connection with the project):

- [Stakeholder Engagement Framework](#) (30 Oct 2019)
- [Environmental and Social Commitment Plan](#) (30 Oct 2019)
- Labor Management Procedures (30 Oct 2019)
- [First Approved Reform Matrix](#) that was launched during the London Initiative (28 Feb 2019)
- Reform Matrix Progress Reports ([Sep 2019](#)) ([July 2020](#)) ([Feb 2021](#)) ([March 2022](#))

4.3. PROPOSED STRATEGY FOR CONSULTATION

As described above, there are currently 12 pillars of reforms. During the design phase, and prior to project effectiveness, the RS conducted consultations with key stakeholders, through virtual or face to face meetings, in accordance with COVID-19 considerations. The consultations have been inclusive with the objective to share the final design parameters of the Reform Matrix, to get feedback from stakeholders on the reforms and identify needed technical assistance.

The consultation sessions had representation of key stakeholder groups including the GoJ implementing agencies, development partners and private sector. Further consultation sessions will be held annually with the aforementioned stakeholders, and one session (or webinar) with representatives from civil society (including CSOs and NGOs that have the mandate to work with disadvantaged groups, unemployment, environment and gender). Meeting invites will be shared by the RS with consultations participants, via email or any other suitable means.

During implementation, the GoJ implementing agencies will structure direct participation of key stakeholders to produce concrete, practical opportunities for dialogue. Some dialogue and consultation mechanisms might exist already (in GoJ implementing agencies) that allows selected stakeholders to participate in the design, implementation and monitoring of reforms. And here, the RS will be responsible for monitoring and evaluating the implementation process and provide any support needed throughout implementation.

The GoJ implementing agencies can use different methods to engage and/or consult with each stakeholder group, for example:

- Interviews with stakeholder representatives and key informants

- Surveys, polls, and questionnaires
- Meetings, workshops, and/or focus groups with specific groups
- Government-public-private consultation
- Private sector consultation
- Social media-based research and/or campaign...
- Other traditional mechanisms for consultation and decision-making

4.4. PROPOSED STRATEGY FOR ENGAGEMENT WITH GOJ IMPLEMENTING AGENCIES AND DEVELOPMENT PARTNERS

The Reform Secretariat will be engaging with GoJ implementing agencies and development partners throughout the process of implementation of the Reform Matrix. In order to facilitate and push the implementation of the reforms and engage with them, the Reform Secretariat will create working groups per reform area/pillar to address the reforms. Each working group will include the GoJ implementing agencies who are responsible for implementation and the development partners. The RS aims to start with creating three working groups during the second half of 2022 focusing on three areas. The working groups will meet on semi-annual basis with the follow purpose: (i) gather progress implementation updates; (ii) inform RS with the needed support in areas including technical assistance, stakeholder engagement among others; (iii) challenges encountered in order for the RS to support them in overcoming them (and possibly escalate to the Economic Development Committee through MOPIC's Minister). The working group will be used as a coordination platform among donors who are working in that particular reform area / pillar, advice GoJ implementing agencies to consult with private sector and civil society throughout the design and implementation of the policy reforms.

Furthermore, information is made available on MOPIC website (and line agency(ies) when possible, and Reform Secretariat's website once it is live) for the public to post comments and reach out to the secretariat.

The steps to establish a sector working group will proceed as follows:

1. Stakeholders mapping: Stakeholder mapping can help teams understand, visualize, discuss and improve situations in which many different actors influence outcomes, develop inputs to political economy analysis, as well as the design of coalition building strategies and adaptive programming.
2. Management/facilitation of working groups: co-chaired between RS and GoJ implementing agency / agencies responsible for a selected reform pillar/s, the working group will allow actors who have a stake to engage constructively in elaborating the design of a solution and provide feedback during the implementation. The frequency of the meetings for engagement depends on the complexity of the reform under study, this could be organized on quarterly basis.

4.5. PROPOSED STRATEGY TO INCORPORATE THE VIEW OF VULNERABLE GROUPS

As the Reform Secretariat does not own reform implementation, the RS in cooperation with Development Partners mainly WB and USAID will build the capacity and transfer knowledge to GoJ implementing agencies on stakeholder engagement concept, importance and engagement tools to allow them to execute stakeholder engagement activities with vulnerable and disadvantaged groups

through i) engaging representatives of disadvantaged groups in Reform consultations (more details in Annex A); and ii) ensure equitable access to information. Also, the Gender focal point of the RS will ensure that women are included and represented in the consultation process.

4.6. TIMELINES

A number of meeting and consultations activities have been organized at technical level during the Project preparation, design and effectiveness. Additional consultation will be organized. This SEP will be disclosed on MoPIC websites (and RS website once it is launched) after the WB clearance. The implementation of SEP will be maintained throughout the Project cycles.

4.7. REVIEW OF COMMENTS

The consultations sessions will be recorded after stakeholders' consent. The GoJ implementing agencies with RS support will document stakeholders' feedback. Afterwards, an internal discussion will be held amongst GoJ implementing agencies, RS and with support from the World Bank if requested; specific description will be provided on how each point will be addressed. Once reviewing and updating the Reform Matrix, a copy will be presented and shared with GoJ implementing agencies, development partners and private sector representatives for feedback.

The feedback around the design will be reflected on the SEP, prior to project appraisal. This will include adding an executive summary of the consultations recommendations and how they will be incorporating in the SEP and the design.

4.8. FUTURE PHASES OF PROJECT

The SEP is a live document, and it will be periodically revised, updated and disclosed as necessary in the course of reforms implementation in order to ensure that the information presented herein is consistent and is the most recent, and that the identified methods of engagement remain appropriate and effective in relation to the context and specific phases of the development. Any major changes to the Reform Matrix related activities and to its schedule will be duly reflected in the SEP.

Information on engagement activities undertaken during the implementation will be conveyed by the GoJ implementing agencies on quarterly/semi-annually report and reflected on the progress report. Program Management Office (Programs and Operations Manager and the team) at RS will be responsible of drafting and submitting the final reports.

5. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING THE STAKEHOLDER ENGAGEMENT PLAN

The management, coordination and implementation of the SEP and its integral tasks will be the responsibility of dedicated team members within MOPIC Reform Secretariat. The roles and responsibilities of the organizations are presented below.

5.1. RESOURCES

The Reform Secretariat's Communications Manager will be responsible of overseeing the implementation of the SEP. S/He will liaise with the Program Management Office (Programs and Operations Manager and the team) who are responsible for the overall program management of various programs and the monitoring, evaluation and reporting functions to report on progress and challenges against the plan on semi-annual basis to feed into the Implementation Status Report issued by World Bank.

The estimated budget for the implementation of the SEP is as follow:

#	Milestone	Methods proposed	Estimated Budget (\$)	Responsibilities
1	Disclose the Strengthening Reform Management Project's ESCP, SEP and LMP after conducting consultations on them	MoPIC Website, consultation sessions with (1: GoJ implementing agencies; 2) Development partners; 3) Private Sector; 4) Public through CSOs, NGOs (including women and PwD)	\$ 800 (\$ 200 * 4 sessions)	Reform Secretariat
2	Conduct capacity building workshop with GoJ implementing agencies on the concept of Stakeholder Engagement and its benefit	Workshops	\$ 2,000	Reform Secretariat with possible support from WB and USAID ERA
3	Conduct a consultation session with Civil Society on the updated Reform Matrix	Consultation session (possibly hybrid)	\$ 200 (if it will be conducted in person)	Reform Secretariat
4	Pilot stakeholder engagement activities (with minimum two GoJ implementing agencies) to reach out to different stakeholders on target reforms based on the reforms they own within the Reform Matrix	Workshops and capacity buildings activities	\$ 2,500	Reform Secretariat, and two GoJ implementing agencies with possible support from WB and USAID ERA
5	During the annual review of the Reform Matrix, RS will update the Reform Matrix with GoJ implementing agencies and identify the needed technical support	Round of consultation sessions	\$ 500	Reform Secretariat
6	During the annual review of the Reform Matrix, RS will update and consult on the Reform Matrix with development partners and incorporate their feedback	Round of consultation sessions	\$ 500	Reform Secretariat

#	Milestone	Methods proposed	Estimated Budget (\$)	Responsibilities
7	During the annual review of the Reform Matrix, RS to support GoJ implementing agencies to update and consult on the Reform Matrix with stakeholders namely Private Sector and Civil Society and incorporate their feedback	Round consultation sessions of	\$ 1,000	GoJ implementing agencies (RS support)
8	During implementation of policy reforms, RS to support GoJ implementing agencies to conduct consultations with stakeholders namely Private Sector and Civil Society and incorporate their feedback	Round consultation sessions of	\$ 1,000	GoJ implementing agencies (RS support)
9	Monitor and evaluate ESCP, SEP and LMP	As part of the Reform Secretariat report	In house	Reform Secretariat
10	Create a working group comprising of all main implementing agencies and development partners to gather updates, inform RS with the needed support including stakeholder engagement activities	Meetings	\$ 1,000	Reform Secretariat and GoJ implementing agencies
11	RS will facilitate and conduct meetings between GoJ implementing agencies receiving support through the MDTF (bank executed projects) with the relevant Task Team Leaders from the World Bank (with possibility of other donors working in the area to join) to gather progress update and capture any challenges and address them with the aim to identify any adjustments needed throughout implementation	Meetings	\$ 1,000	Reform Secretariat

5.2. MANAGEMENT FUNCTIONS

The Reform Secretariat is responsible for managing the SEP and coordinating with the GoJ implementing agencies in order to implement the provisions made in this SEP. As proposed above, the Reform Secretariat will be the coordinator of the working groups and will offer support in logistics (arranging meetings, minutes, dissemination of information, etc) to the Working Groups (WG) and ensures involvement of relevant stakeholders group.

Accordingly, the Reform Secretariat provides the following support to the GoJ implementing agencies to support them in the implementation of the reforms:

- Monitor the progress of actions against the identified timeline which includes monitoring the communication and meetings that are held.

- Report to stakeholders including development partners on the progress including stakeholder engagement activities.
- Monitor performance indicators and reporting on them quarterly.
- Facilitate and coordinate with relevant stakeholders to ensure maximum efficiency in understanding the context and obtaining required data and information.
- Provide advisory services to stakeholders on linkages between reforms, actions, and strategies.
- Provide technical and operational support to the GoJ implementing agencies upon request
- Ensure stakeholders engagement and provide the needed support in this regard starting with developing the comprehensive SEP for the 12 pillars.
 - Support all stakeholder engagement events;
 - Ensure disclosure of material;
 - Participate in the stakeholder meetings;
 - Develop or receive minutes of all engagement events; and
 - Maintain the stakeholder database.

The Reform Secretariat's Communications Manager will be responsible of overseeing the implementation of the SEP. S/He will liaise with the Program Management Office (Programs and Operations Manager and the team) who are responsible for the overall program management of various programs and the monitoring, evaluation and reporting functions to report on progress and challenges against the plan on semi-annual basis to feed into the Implementation Status Report issued by World Bank.

Administrative Assistant will be responsible to manage all activities related to database, documents and logistics; and integration/support, which relates to the interaction with other departments, initiatives or projects.

6. GRIEVANCE MECHANISM

MoPIC has developed SOPs (Standard Operating Procedures) covering different topics of their mandate including handling and dealing with stakeholders' complaints and grievances. These include:

- "SOP 03- Handling Suggestions and Complaints"
- "SOP- 04- Preventive and Corrective Procedures"

The project uses MOPIC's established GRM process and the above mentioned Standard Operating Procedures (SOPs) for handling project's stakeholders complaints and grievances.

6.1. Up take Channels

According "SOP 03- Handling Suggestions and Complaints", MoPIC has adopted multiple uptake channels for complaints received from all. These include:

1. Complaints boxes available at the 5th,3rd. and ground floors, the box open daily to collect any complaint by the quality assurance staff
2. Any complaint sent to H.R or Institutional Development Unit. And it is checked by the quality assurance staff.

3. Emails sent to Suggestions.Complaints@mop.gov.jo, handled by the quality assurance staff or by phone (Land Line) 962 6 4644466 #611.
4. [At Your Service Platform](#)
5. Social media: Facebook, Twitter, etc.
6. Written complaints addressed to the Director of the Reform Secretariat.

In case of harassment complaints, he/she could wish to directly contact the IDEU in MoPIC which directly reports to the Minister.

6.2. Grievance operating procedures

The Institutional Development and Evaluation Unit (IDEU) at MoPIC is in charge of receiving and collecting all complaints and suggestions through the different uptake channels and document them in the “complaints log”. Complaints are then given a tracking number, date, summary of the complaint is prepared, complainant name, copy of the complaint. The IDEU starts the verification process of the complaint and refer to the relevant persons and departments to determine: the complainant, subject of the complaint, the party causing the complaint, impacted party, departments/ persons relevant to the complaint.

After the verification process, the IDU starts with the preparation of the response to the complaint based on the gathered information and facts. The response memo will be afterwards sent to the Minister/ Secretary General (SG) office to express an opinion. The Head of the IDU might be requested for a meeting by the Minister or the SG for discussing the subject complaint and related response memo. The final response/ resolution will be prepared based on the Minister/ SG recommendations.

Below are the procedures in details:

1. Receipt, acknowledgment, and registration

As mentioned, the GRM will enable aggrieved employees to communicate their grievances through the above-mentioned channels. The complainants have the option to provide their names or keep it anonymous. However, only a reply contact is required to update the complainants of the status of his grievance.

The following describes the receipt, acknowledgment, and registration process:

- The complainant submits the grievance through one of the dedicated channels indicated above.
- If submitted to the RS director, the director will report it to the IDEU
- Requests for confidentiality will be considered. This option shall be made clear to the complainant in the Grievance template and/or in cases of oral submissions.
- In case of confidentiality option request, the complainant chooses to provide contact details or any other suitable means for him/her to be updated on the status of their complaints/grievances.
- All grievances are transferred to the Quality Assurance directorate and registered in the complaints log with all needed details and given a number.
- In all cases, the Quality Assurance department notifies the complainant of the receipt of the complaint.

2. Grievance verification and assessment

- Once the complaint is registered the QA review it and assess all the available information to specify the following
 - The subject of the complaint
 - Who caused the complaint
 - Who is affected by the complaint
 - Recommendations and suggestions
 - The needed corrective action based on the recommendation
 - The recommendation maybe the need for further investigation
- The assessment report then is discussed with the IDU unit head and do the needed revisions
- Once an agreement on the recommendation was reached, the IDU manager present the complaint report to the relative directors to discuss the content and agree on the action to be taken.
- If major corrective action that would affect the Ministry processes is needed, the report is transferred to the SG and/or Minister for approval.

3. Response and Feedback including Referring cases to other GRMs

- For eligible and straightforward grievances, QA staff provides a response without further investigation within 10 working days from the initial date of receipt of the grievance, where actions are proposed to resolve the complaint and agreement on the response is sought with the complainant.
- For eligible grievances that require further assessment, QA staff will further engage with the complainant via a phone call or a formal meeting in order to collect further information. Based on this, they will provide a response within 15 working days from the initial date of receipt of the grievance, where actions are proposed to resolve the complaint and agreement on the response is sought with the complainant.
- In all the above-mentioned scenarios, the response should include a clear explanation of the proposed response including any alternative options, while clarifying to the extent possible the rights of the complainant.

4. Track, and evaluate the process and results

All received complaints and suggestions are being documented in the “complaints log” at the IDEU and the RS. The log will document the following information: tracking number, date received, summary of the complaints, complainant entity/ person, a copy of the complaint for archiving purposes.

The grievance mechanism is disclosed within the SEP in MOPIC’s website. The mechanism is based on the following principles:

- The process will be transparent and allow stakeholders to express their concerns and file grievances.

- There will be no discrimination against those who express grievances, and any grievances will be treated confidentially.
- Anonymous grievances will be treated equally as other grievances, whose origin is known.
- Management will treat grievances seriously and take timely and appropriate action in response.

7. MONITORING AND REPORTING

7.1. INVOLVEMENT OF STAKEHOLDERS IN MONITORING ACTIVITIES

Monitoring and Evaluation of the stakeholder engagement process is considered vital to ensure RS is able to respond to identified issues and alter the schedule and nature of engagement activities to make them more effective.

Adherence to the following characteristics/commitments/activities will assist in achieving successful engagement:

- Inclusivity (inclusion of key groups) of interactions with stakeholders.
- Promotion of stakeholder involvement.
- Sense of trust in MOPIC shown by all stakeholders.
- Clearly defined approaches; and
- Transparency in all activities.

Monitoring of the stakeholder engagement process allows the efficacy of the process to be evaluated. Specifically, by identifying key performance indicators that reflect the objectives of the SEF and the specific actions and timings, it is possible to both monitor and evaluate the process undertaken.

The Reform Secretariat will engage with the GoJ implementing agencies and development partners to collect information and feedback to better monitor the implementation of the various reforms and to obtain feedback on the quality of stakeholder engagement activities conducted by the Reform Secretariat.

7.2. REPORTING BACK TO STAKEHOLDER GROUP

The working group is a mechanism that provides a continuous channel for reporting back to Stakeholder Groups and for addressing promptly the issues raised.

Key Performance Indicators of stakeholder engagement will be developed once the overall M&E framework for the Reform Secretariat is further developed as part of the restructuring / additional financing of the Strengthening Reform Management Project.

As mentioned above the RS will be circulating to all its stakeholders progress reports including the stakeholder engagement activities and disclosed on its website.

Annexes

Annex A: Stakeholder Analysis Per Reform Pillar

The main affected stakeholders are the general public and private sectors. The RS will work with the affected stakeholders through the GoJ implementing agencies by providing them with the needed support to implement their stakeholder engagement activates targeting these two groups to consult with them on the Reform Matrix.

Pillar 1: Fiscal Policy

Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies <ul style="list-style-type: none"> MoF GBD ISTD ASEZA Jordan Customs MoEnv 	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GRM to the public and stakeholders.	Arabic and English	<ul style="list-style-type: none"> Official letters Meetings (in-person and virtual) Consultations Emails/newsletters Disclosure of information on the website Conferences/workshops 	<ul style="list-style-type: none"> Constant communication, follow up and coordination Provide the needed technical assistant to implement the reforms Provide the needed support to reach out to civil society and private sector
Private Sector	This reform will affect all private sector, especially through the Tax reforms	Arabic and English	<ul style="list-style-type: none"> Meetings (in-person and virtual) Consultations Emails/newsletters Disclosure of information on the website Conferences/workshops 	<ul style="list-style-type: none"> Identify the impact of reforms implementation on this group Provide information on the reforms (achieved and in progress reforms) Clear messages about GRM Understand the opportunities and how their business can take advantage of this reform
Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor <ul style="list-style-type: none"> WB GIZ USAID UNDP 	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	<ul style="list-style-type: none"> Meetings (in-person and virtual) Emails/newsletters Consultation to follow the best practices Disclosure of information on the website Conferences/workshops 	<ul style="list-style-type: none"> Progress updates/report Assure no overlap in the technical assistant and financial support provided to the GoJ implementing agencies and identify the gaps, priorities and opportunities
Disadvantaged and Vulnerable Group				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Women	This is the segment of population who will be affected by certain	Arabic, English and sign language	<ul style="list-style-type: none"> Disclosure of information on the website 	<ul style="list-style-type: none"> Understand their needs and consider them

Youth	measures; accordingly, they should be taken into account during the reform life cycle		<ul style="list-style-type: none"> Focus Group Discussions (through GoJ implementing agencies) 	throughout the reform life cycle <ul style="list-style-type: none"> Provide information on the reforms
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Pillar 2: Public Sector Efficiency and Governance

Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies <ul style="list-style-type: none"> Audit Bureau DoS National Library MoDEE MoF GPD GTD GBD LOB MoInv (PPP) MoPIC (PIM) MoEnv Prime Ministry MoL MoSD MoTA 	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GRM to the public and stakeholders.	Arabic and English	<ul style="list-style-type: none"> Official letters Meetings (in-person and virtual) Consultations Emails/newsletters Disclosure of information on the website Conferences/workshops 	<ul style="list-style-type: none"> Constant communication, follow up and coordination Provide the needed technical assistant to implement the reforms Provide the needed support to reach out to civil society and private sector
Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor <ul style="list-style-type: none"> WB GIZ USAID EU IFC EBRD ESCWA UNDP ILO FCDO UN Women 	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	<ul style="list-style-type: none"> Meetings (in-person and virtual) Emails/newsletters Consultation to follow the best practices Disclosure of information on the website Conferences/workshops 	<ul style="list-style-type: none"> Progress updates/report Assure no overlap in the technical assistant and financial support provided to the GoJ implementing agencies and identify the gaps, priorities and opportunities
Private Sector (in general)	Interested in the PPP projects, unified consultation portal, more ease for access to information and data	Arabic and English	<ul style="list-style-type: none"> Disclosure of information on the website 	<ul style="list-style-type: none"> Understand their needs and consider them throughout the reform life cycle Provide information on the reforms

Population (citizens – students – academia...)	Interested in the unified consultation portal and more ease for access to information and data for research purposes	Arabic and English	<ul style="list-style-type: none"> • Disclosure of information on the website • Focus Group Discussions (through GoJ implementing agencies) 	<ul style="list-style-type: none"> • Understand their needs and consider them throughout the reform life cycle • Provide information on the reforms
CSOs and NGOs				

Pillar 3: Business Environment

Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies <ul style="list-style-type: none"> • MoITS • MoInv • LOB • MoEnv • TRC • PMO • DLS • GAM • MoLA • JFDA • Civil Defence • JSMO • MoDEE 	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GRM to the public and stakeholders.	Arabic and English	<ul style="list-style-type: none"> • Official letters • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops 	<ul style="list-style-type: none"> • Constant communication, follow up and coordination • Provide the needed technical assistant to implement the reforms • Provide the needed support to reach out to civil society and private sector
Private Sector <ul style="list-style-type: none"> • Chambers of Industry • Labor union • Chambers of Commerce • Business associations 	Private sector firms and associations who will benefit from reforms that aim to reduce the cost, time and procedures of doing business in Jordan, and improve the efficiency of doing business.	Arabic and English	<ul style="list-style-type: none"> • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops 	<ul style="list-style-type: none"> • Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GRM • Understand the opportunities and how their business can take advantage of this reform
Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor <ul style="list-style-type: none"> • WB 	These are the funding agencies and different activities that support implementation of the reform in this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	<ul style="list-style-type: none"> • Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices 	<ul style="list-style-type: none"> • Progress updates/report • Identify the impact of reforms

<ul style="list-style-type: none"> • IFC • USAID • GIZ • UK - FCDO • EBRD 			<ul style="list-style-type: none"> • Disclosure of information on the website • Conferences/workshops 	<p>implementation on this group</p> <ul style="list-style-type: none"> • Assure no overlap in the technical assistant and financial support provided to the GoJ implementing agencies and identify the gaps, priorities and opportunities
Disadvantage and Vulnerable Group				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
HCD Business and Professional Women Association (Vulnerable)	This is the segment of population who will be affected by certain measures; accordingly, they should be taken into account during the reform life cycle	Arabic, English and sign language	<ul style="list-style-type: none"> • Disclosure of information on the website • Focus Group Discussions (through GoJ implementing agencies) 	<ul style="list-style-type: none"> • Understand their needs and consider them throughout the reform life cycle • Provide information on the reforms

Pillar 4: Investment and Trade Facilitation

Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
<p>Public Agencies</p> <ul style="list-style-type: none"> • Jordan Customs • MoInv • JSMO • JFDA • MoITS • ASEZA • ISTD • MoDEE • ACT • MoEnv • CBJ 	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GRM to the public and stakeholders.	Arabic and English	<ul style="list-style-type: none"> • Official letters • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops 	<ul style="list-style-type: none"> • Constant communication, follow up and coordination • Provide the needed technical assistant to implement the reforms • Provide the needed support to reach out to civil society and private sector
<p>Private Sector</p> <ul style="list-style-type: none"> • Chambers of Industry • Chambers of Commerce 	These are the entities that will benefit from reforms that aim to reduce the cost, time and procedures to facilitate trade and investments in Jordan	Arabic and English	<ul style="list-style-type: none"> • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops 	<ul style="list-style-type: none"> • Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GRM • Understand the opportunities and how their business can take advantage of this reform

Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor <ul style="list-style-type: none"> • IFC • GIZ • USAID • EU • UNDP • Netherlands • UK-FCDO • WB 	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar.	English and Arabic	<ul style="list-style-type: none"> • Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices • Disclosure of information on the website • Conferences/workshops 	<ul style="list-style-type: none"> • Progress updates/report • Identify the impact of reforms implementation on this group • Assure no overlap in the technical assistant and financial support provided to the GoJ implementing agencies and identify the gaps, priorities and opportunities

Pillar 5: Access to Finance and Capital Market

Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies <ul style="list-style-type: none"> • MoITS • CCD • CBJ • JSC • MoJ • JC • ISTD • MoEnv • JLGC 	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GRM to the public and stakeholders.	Arabic and English	<ul style="list-style-type: none"> • Official letters • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops 	<ul style="list-style-type: none"> • Constant communication, follow up and coordination • Provide the needed technical assistant to implement the reforms • Provide the needed support to reach out to civil society and private sector
Private Sector <ul style="list-style-type: none"> • Association of Banks in Jordan • Jordan Bar Association • Tamweel 	These are the entities that will affect or be affected by this reform pillar	Arabic and English	<ul style="list-style-type: none"> • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops 	<ul style="list-style-type: none"> • Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GRM • Understand the opportunities and how their business can take advantage of this reform

Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor <ul style="list-style-type: none"> • GIZ • USAID 	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding	English and Arabic	<ul style="list-style-type: none"> • Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices 	<ul style="list-style-type: none"> • Progress updates/report • Identify the impact of reforms implementation on this group • Assure no overlap in the technical assistant and

<ul style="list-style-type: none"> WB FCDO UNDP 	projects relevant to this pillar		<ul style="list-style-type: none"> Disclosure of information on the website Conferences/workshops 	financial support provided to the GoJ implementing agencies and identify the gaps, priorities and opportunities
Bankrupt companies	These companies are interested in this reform pillar as the Insolvency Law will protect them from bankrupt	Arabic and English	Disclosure of information on the website	Provide information on the reforms
Disadvantage and Vulnerable Group				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Business and Professional Women Association (Vulnerable)	This is the segment of population who will be affected by certain measures; accordingly, they should be taken into account during the reform life cycle	Arabic, English and sign language	<ul style="list-style-type: none"> Disclosure of information on the website Focus Group Discussions (through GoJ implementing agencies) 	<ul style="list-style-type: none"> Understand their needs and consider them throughout the reform life cycle Provide information on the reforms

Pillar 6: LABOR MARKET AND SKILLS DEVELOPMENT

Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies <ul style="list-style-type: none"> MoL MoDEE MoF MoY MoA MoITS VTC VTSDC Social Security Cooperation (SSC) 	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GRM to the public and stakeholders.	Arabic and English	<ul style="list-style-type: none"> Official letters Meetings (in-person and virtual) Consultations Emails/newsletters Disclosure of information on the website Conferences/workshops 	<ul style="list-style-type: none"> Constant communication, follow up and coordination Provide the needed technical assistant to implement the reforms Provide the needed support to reach out to civil society and private sector
Private Sector <ul style="list-style-type: none"> Trade Unions Chamber of industry Chamber of commerce Sectoral Associations Education for Employment Training providers (BDC and Luminus) Jordan Economic Forum 	These are the entities that will affect or be affected by this reform pillar	Arabic and English	<ul style="list-style-type: none"> Meetings (in-person and virtual) Consultations Emails/newsletters Disclosure of information on the website Conferences/workshops 	<ul style="list-style-type: none"> Identify the impact of reforms implementation on this group Provide information on the reforms (achieved and in progress reforms) Clear messages about GRM Understand the opportunities and how their business can take advantage of this reform

<ul style="list-style-type: none"> Skills Council (TVSDC) Jordan Strategic Forum 				
Population, CSOs and NGOs	This reform will affect the general public. Civil society who works on creating an environment that values and supports women's economic participation and ensuring equal economic opportunities. Also, mainstreaming gender in national legislation, policies, plans, programs and budgets.	Arabic and English	<ul style="list-style-type: none"> Consultations Newsletters (CSOs, NGOs) Disclosure of information on the website 	<ul style="list-style-type: none"> Identify the impact of reforms implementation on this group Provide information on the reforms (achieved and in progress reforms) Clear messages about GRM

Interested stakeholders

Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor <ul style="list-style-type: none"> WB USAID ILO GIZ UN agencies Embassy of the Kingdom of Netherlands UNHCR 	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	<ul style="list-style-type: none"> Meetings (in-person and virtual) Emails/newsletters Consultation to follow the best practices Disclosure of information on the website Workshops 	<ul style="list-style-type: none"> Progress updates/report Assure no overlap in the technical assistant and financial support provided to the GoJ implementing agencies and identify the gaps, priorities and opportunities

Disadvantage and Vulnerable Group

Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Women	This is the segment of population who will be affected by certain measures; accordingly, they should be taken into account during the reform life cycle	Arabic, English and sign language	<ul style="list-style-type: none"> Disclosure of information on the website Focus Group Discussions (through GoJ implementing agencies) 	<ul style="list-style-type: none"> Understand their needs and consider them throughout the reform life cycle Provide information on the reforms
Youth				
PWD				

Pillar 7: Social Safety Nets

Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies <ul style="list-style-type: none"> MoSD NAF MoL 	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant	Arabic and English	<ul style="list-style-type: none"> Official letters Meetings (in-person and virtual) Consultations 	<ul style="list-style-type: none"> Constant communication, follow up and coordination

<ul style="list-style-type: none"> • SSC • MoEnv • MEMR 	reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GRM to the public and stakeholders.		<ul style="list-style-type: none"> • Emails/newsletters • Disclosure of information on the website • Conferences/workshops • Working groups meetings (after establishment) 	<ul style="list-style-type: none"> • Provide the needed technical assistant to implement the reforms • Provide the needed support to reach out to civil society and private sector
Private Sector	This reform will affect all private sector, especially through the Tax reforms	Arabic and English	<ul style="list-style-type: none"> • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops • Working groups meetings (after establishment) 	<ul style="list-style-type: none"> • Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GRM • Understand the opportunities and how their business can take advantage of this reform
Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor <ul style="list-style-type: none"> • WB • ILO • GIZ • USAID • UNHCR • Embassy of Norway 	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	<ul style="list-style-type: none"> • Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices • Disclosure of information on the website • Conferences/workshops • Working groups meetings (after establishment) 	<ul style="list-style-type: none"> • Progress updates/report • Assure no overlap in the technical assistant and financial support provided to the GoJ implementing agencies and identify the gaps, priorities and opportunities
MoITS	This is a GoJ entity that has an interest in this reform pillar as it is relevant to one of its programs	Arabic and English	<ul style="list-style-type: none"> • Official letters • Consultations • Emails/newsletters • Disclosure of information on the website 	<ul style="list-style-type: none"> • Provide information on the reforms (achieved and in progress reforms)
NGO and CSOs <ul style="list-style-type: none"> • JRF • Jordanian Women Fund • SIGI 	These are the entities that interested in these reforms	Arabic and English	<ul style="list-style-type: none"> • Emails/newsletters • Disclosure of information on the website • Consultation 	<ul style="list-style-type: none"> • Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GRM
Disadvantage and Vulnerable Group				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Women	This is the segment of population who will be affected by certain measures; accordingly, they should be taken into	Arabic, English and sign language	<ul style="list-style-type: none"> • Disclosure of information on the website • Focus Group Discussions (through GoJ implementing agencies) 	<ul style="list-style-type: none"> • Understand their needs and consider them throughout the reform life cycle
Youth				

	account during the reform life cycle			<ul style="list-style-type: none">• Provide information on the reforms
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Pillar 8: Transportation Sector

Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies <ul style="list-style-type: none"> MoT LTRC GAM MPWH MoLA MoITS Traffic Department ASEZA Jordan Customs MoEnv 	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GRM to the public and stakeholders.	Arabic and English	<ul style="list-style-type: none"> Official letters Meetings (in-person and virtual) Consultations Emails/newsletters Disclosure of information on the website Conferences/workshops 	<ul style="list-style-type: none"> Constant communication, follow up and coordination Provide the needed technical assistant to implement the reforms Provide the needed support to reach out to civil society and private sector
Private Sector <ul style="list-style-type: none"> Contractors and Consultants Trade and Transport Facilitation National Committee Ride-hailing applications Clearance and Cargo Transport Associations 	These are the entities that will affect or be affected by this reform pillar	Arabic and English	<ul style="list-style-type: none"> Meetings (in-person and virtual) Consultations Emails/newsletters Disclosure of information on the website Conferences/workshops 	<ul style="list-style-type: none"> Identify the impact of reforms implementation on this group Provide information on the reforms (achieved and in progress reforms) Clear messages about GRM Understand the opportunities and how their business can take advantage of this reform
Population	The reforms in this sector affect the population, therefore they are interested	Arabic and English	<ul style="list-style-type: none"> Disclosure of information on the website Focus Group Discussions (through GoJ implementing agencies) 	<ul style="list-style-type: none"> Identify the impact of reforms implementation on this group Provide information on the reforms (achieved and in progress reforms)
Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners/ Donor <ul style="list-style-type: none"> WB EBRD 	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	<ul style="list-style-type: none"> Meetings (in-person and virtual) Emails/newsletters Consultation to follow the best practices Disclosure of information on the website Conferences/workshops 	<ul style="list-style-type: none"> Progress updates/report Assure no overlap in the technical assistant and financial support provided to the GoJ implementing agencies and identify the gaps, priorities and opportunities
Logistics companies	These are the companies who are interested in this sector	Arabic and English	<ul style="list-style-type: none"> Disclosure of information on the website 	<ul style="list-style-type: none"> Identify the impact of reforms implementation on this group Provide information on the reforms (achieved and in progress reforms)
Disadvantage and Vulnerable Group				

Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
HCD (PWD)	This is the segment of population who will be affected by certain measures; accordingly, they should be taken into account during the reform life cycle	Arabic, English and sign language	<ul style="list-style-type: none"> • Disclosure of information on the website • Focus Group Discussions (through GoJ implementing agencies) 	<ul style="list-style-type: none"> • Understand their needs and consider them throughout the reform life cycle • Provide information on the reforms

Pillar 9: Energy Sector

Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies <ul style="list-style-type: none"> • MEMR • EMRC • NEPCO • MoF • MoWI • NAF • MoSD • MoEnv 	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GRM to the public and stakeholders.	Arabic and English	<ul style="list-style-type: none"> • Official letters • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops 	<ul style="list-style-type: none"> • Constant communication, follow up and coordination • Provide the needed technical assistant to implement the reforms • Provide the needed support to reach out to civil society and private sector
Private Sector <ul style="list-style-type: none"> • Electricity Producers and Distributions Companies • Chamber of Industry • Jordan Petrol 	These are the entities that will affect or be affected by this reform pillar	Arabic and English	<ul style="list-style-type: none"> • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops 	<ul style="list-style-type: none"> • Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GRM • Understand the opportunities and how their business can take advantage of this reform
Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor <ul style="list-style-type: none"> • WB • EBRD • USAID • GIZ • EU • AIIB • IMF 	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	<ul style="list-style-type: none"> • Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices • Disclosure of information on the website • Conferences/workshops 	<ul style="list-style-type: none"> • Progress updates/report • Assure no overlap in the technical assistant and financial support provided to the GoJ implementing agencies and identify the gaps, priorities and opportunities

Banks	These are the entities that interested in this sector as they work on this sector as well	Arabic and English	<ul style="list-style-type: none"> Disclosure of information on the website 	<ul style="list-style-type: none"> Provide information on the reforms
Disadvantage and Vulnerable Group				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Poor	This is the segment of population (including NAF beneficiaries and others) who will be affected by certain measures, accordingly they should be taken into account during the reform life cycle	Arabic, English and sign language	<ul style="list-style-type: none"> Disclosure of information on the website Focus Group Discussions (through GoJ implementing agencies) 	<ul style="list-style-type: none"> Understand their needs and consider them throughout the reform life cycle Provide information on the reforms

Pillar 10: Water Sector

Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies <ul style="list-style-type: none"> MoWI JVA MoA MEMR MoF ASEZA MoEnv 	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GRM to the public and stakeholders.	Arabic and English	<ul style="list-style-type: none"> Official letters Meetings (in-person and virtual) Consultations Emails/newsletters Disclosure of information on the website Conferences/workshops 	<ul style="list-style-type: none"> Constant communication, follow up and coordination Provide the needed technical assistant to implement the reforms Provide the needed support to reach out to civil society and private sector
Private Sector <ul style="list-style-type: none"> Miyahuna Water User Association/Farmers Contractors 	These are the entities that will affect or be affected by this reform pillar	Arabic and English	<ul style="list-style-type: none"> Meetings (in-person and virtual) Consultations Emails/newsletters Disclosure of information on the website Conferences/workshops 	<ul style="list-style-type: none"> Identify the impact of reforms implementation on this group Provide information on the reforms (achieved and in progress reforms) Clear messages about GRM Understand the opportunities and how their business can take advantage of this reform
Small Farmers	The reforms in this sector affect the population and more particularly small farmers, therefore they are interested	Arabic	<ul style="list-style-type: none"> Disclosure of information on the website Focus Group Discussions (through GoJ implementing agencies) 	<ul style="list-style-type: none"> Provide information on the reforms
Leading Private Sector Water Efficiency	These are the companies who are interested in this sector	Arabic and English	<ul style="list-style-type: none"> Disclosure of information on the website 	<ul style="list-style-type: none"> Provide information on the reforms

Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor <ul style="list-style-type: none"> WB EBRD FAO KFW GIZ USAID Embassy of Sweden Embassy of Netherlands Embassy of Italy IFAD UNDP 	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	<ul style="list-style-type: none"> Meetings (in-person and virtual) Emails/newsletters Consultation to follow the best practices Disclosure of information on the website Conferences/workshops 	<ul style="list-style-type: none"> Progress updates/report Assure no overlap in the technical assistant and financial support provided to the GoJ implementing agencies and identify the gaps, priorities and opportunities
Disadvantage and Vulnerable Group				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Poor	This is the segment of population (including NAF beneficiaries and others) who will be affected by certain measures, accordingly they should be taken into account during the reform life cycle	Arabic	<ul style="list-style-type: none"> Disclosure of information on the website Focus Group Discussions (through GoJ implementing agencies) 	<ul style="list-style-type: none"> Understand their needs and consider them throughout the reform life cycle Provide information on the reforms

Pillar 11: Agriculture Sector

Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies <ul style="list-style-type: none"> MoWI JVA MoA MoEnv Jordan Customs NARC ACC Center Markets JCC JSMO JFDA 	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GRM to the public and stakeholders.	Arabic and English	<ul style="list-style-type: none"> Official letters Meetings (in-person and virtual) Consultations Emails/newsletters Disclosure of information on the website Conferences/workshops 	<ul style="list-style-type: none"> Constant communication, follow up and coordination Provide the needed technical assistant to implement the reforms Provide the needed support to reach out to civil society and private sector
Private Sector <ul style="list-style-type: none"> Logistic Companies Water User Association 	This reform will affect all private sector, especially through the Tax reforms	Arabic and English	<ul style="list-style-type: none"> Meetings (in-person and virtual) Consultations Emails/newsletters 	<ul style="list-style-type: none"> Identify the impact of reforms implementation on this group

<ul style="list-style-type: none"> • JEPA • Jordan Export Chamber of Commerce • American Chamber of Commerce • ICARDA 			<ul style="list-style-type: none"> • Disclosure of information on the website • Conferences/workshops 	<ul style="list-style-type: none"> • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GRM • Understand the opportunities and how their business can take advantage of this reform
Small Farmers	These are the small farmers who will be affected by the reforms under this pillar	Arabic	<ul style="list-style-type: none"> • Disclosure of information on the website • Focus Group Discussions (through GoJ implementing agencies) 	<ul style="list-style-type: none"> • Provide information on the reforms
Agriculture Value Chain Companies (Input providers)	Key players in the sector, as they could be affected by the reforms under this pillar.	English and Arabic	Disclosure of information on the website	<ul style="list-style-type: none"> • Provide information on the reforms
Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor <ul style="list-style-type: none"> • WB • EBRD • FAO • KFW • GIZ • USAID • Embassy of Netherlands • Embassy of Italy • IFAD • UNDP 	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	<ul style="list-style-type: none"> • Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices • Disclosure of information on the website • Conferences/workshops • 	<ul style="list-style-type: none"> • Progress updates/report • Assure no overlap in the technical assistant and financial support provided to the GoJ implementing agencies and identify the gaps, priorities and opportunities
Disadvantage and Vulnerable Group				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Poor	This is the segment of population who will be affected by certain measures; accordingly, they should be taken into account during the reform life cycle.	Arabic	<ul style="list-style-type: none"> • Disclosure of information on the website • Focus Group Discussions (through GoJ implementing agencies) 	<ul style="list-style-type: none"> • Understand their needs and consider them throughout the reform life cycle • Provide information on the reforms
Women				
Youth	A good proportion of women is working in this sector, so they will be affected by these reforms.			

	Many workers in this sector are youth so they are affected in these reforms.			
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Pillar 12: Tourism Sector

Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies <ul style="list-style-type: none"> MoTA Jordan Tourism Board MoITS DOA CCD 	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GRM to the public and stakeholders.	Arabic and English	<ul style="list-style-type: none"> Official letters Meetings (in-person and virtual) Consultations Emails/newsletters Disclosure of information on the website Conferences/workshops 	<ul style="list-style-type: none"> Constant communication, follow up and coordination Provide the needed technical assistant to implement the reforms Provide the needed support to reach out to civil society and private sector
Private Sector <ul style="list-style-type: none"> 6 Tourism Associations Jordan Chamber of Commerce 	These are the entities that will affect or be affected by this reform pillar	Arabic and English	<ul style="list-style-type: none"> Meetings (in-person and virtual) Consultations Emails/newsletters Disclosure of information on the website Conferences/workshops 	<ul style="list-style-type: none"> Identify the impact of reforms implementation on this group Provide information on the reforms (achieved and in progress reforms) Clear messages about GRM Understand the opportunities and how their business can take advantage of this reform
Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor <ul style="list-style-type: none"> WB USAID GIZ UNDP WB IFC JICA UNWTO FCDO EIB EBRD 	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	<ul style="list-style-type: none"> Meetings (in-person and virtual) Emails/newsletters Consultation to follow the best practices Disclosure of information on the website Conferences/workshops 	<ul style="list-style-type: none"> Progress updates/report Assure no overlap in the technical assistant and financial support provided to the GoJ implementing agencies and identify the gaps, priorities and opportunities

Civil Defence JFDA	These are the entities that interested in this sector as they work on this sector as well	Arabic and English	<ul style="list-style-type: none"> • Consultations (licensing) 	<ul style="list-style-type: none"> • Assure they are engaged during the consultations on licensing
Tourism Skills Council	This is the entity who is interested in this sector as they work on this sector	Arabic and English	<ul style="list-style-type: none"> • Consultations • Disclosure of information on the website • Working Groups Meetings 	<ul style="list-style-type: none"> • Assure they are engaged during the consultations and sector's working group meetings • Provide information on the reforms
Disadvantage and Vulnerable Group				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Women (JNCW) PwD (HCD)	This is the segment of population who will be affected by certain measures, accordingly they should be taken into account during the reform life cycle	Arabic, English and sign language	<ul style="list-style-type: none"> • Consultations • Disclosure of information on the website 	<ul style="list-style-type: none"> • Assure they are engaged during the consultations and sector's working group meetings • Understand their needs and consider them throughout the reform life cycle • Provide information on the reforms (achieved and in progress reforms)

Guidance Note

Stakeholder Engagement

By the Reform Secretariat at MoPIC
10 October 2021

How to Use This Guidance Note?

The target users for this guidance notes are the Reform Secretariat staff, consultants, GoJ implementing agencies and partners who are involved in developing, assessing and implementing regulatory reforms under the Reform Matrix. To facilitate use of the overall package of the guidance, users should understand that the guidance note aims to answer the following simple questions:

- What is stakeholder engagement?
- Why is it important?
- What are the key principles of successful stakeholder engagement?
- What does the Reform Secretariat provide for line agencies?

The purpose of this Guidance note is to provide recommendations to the GoJ implementing agencies on how to meet the requirements regarding stakeholder engagement in achieving the Reform Matrix. It also summarises good practices for meaningful stakeholder engagement to help GoJ implementing agencies maximise potential gains.

STAKEHOLDER ENGAGEMENT: DEFINITION AND IMPORTANCE

There is a standard definition of a stakeholder which is: any person, group, or institution with an interest in the Regulatory Reform or the ability to influence the Regulatory Reform outcomes, either positively or negatively. Also, stakeholders may be directly or indirectly affected by the Regulatory Reform, either positively or negatively. The range of potential stakeholders is diverse and may include target beneficiary groups, locally affected communities or individuals, government authorities, civil society actors, including non-governmental organizations (NGOs) (both national and international), politicians, economists, investors, private sector entities, international agencies and donors, and others.

Engagement signifies all the activities we might do with stakeholders, such as: consult, listen, understand, communicate, influence, negotiate, etc. during all phases of the Regulatory Reform (reforms) life cycle as well as for addressing grievances and on-going information disclosure and reporting to stakeholders with the objectives of satisfying their needs, gaining approval and support, or at least minimizing their opposition or obstruction.

Stakeholder engagement is an inclusive process conducted throughout the Regulatory Reform life cycle. It involves all stakeholders, and it should not be seen as a separate activity from the Regulatory Reform management. It is vital for the senior members of line agency teams to continuously develop their understanding of all their stakeholders' developing objectives, interests, constraints and expectations, whether these are reasonable or not. Particular attention is paid to vulnerable, disadvantaged or less powerful groups. Ultimately, it is the way these people perceive the Regulatory Reform (Reform Matrix) and react to it that will dictate to a large extent how successful the Regulatory Reform will be. Therefore, it is an integral discipline within Regulatory Reform management – not an add – on or a sperate activity. Also, it is both a goal in itself – upholding the rights of citizens and others to participate in decisions that may affect them – as well as an effective means for achieving Regulatory Reform outcomes, including those related to democratic governance, protecting the environment and promoting respect for human rights.

Stakeholder Engagement Plan (SEP) is a live document that designed to consider the main characteristics and interests of the stakeholders, and the different levels of engagement and consultation that will be appropriate for different stakeholders (including public). The SEP sets out how communication with stakeholders will be handled throughout the Regulatory Reform preparation and implementation.

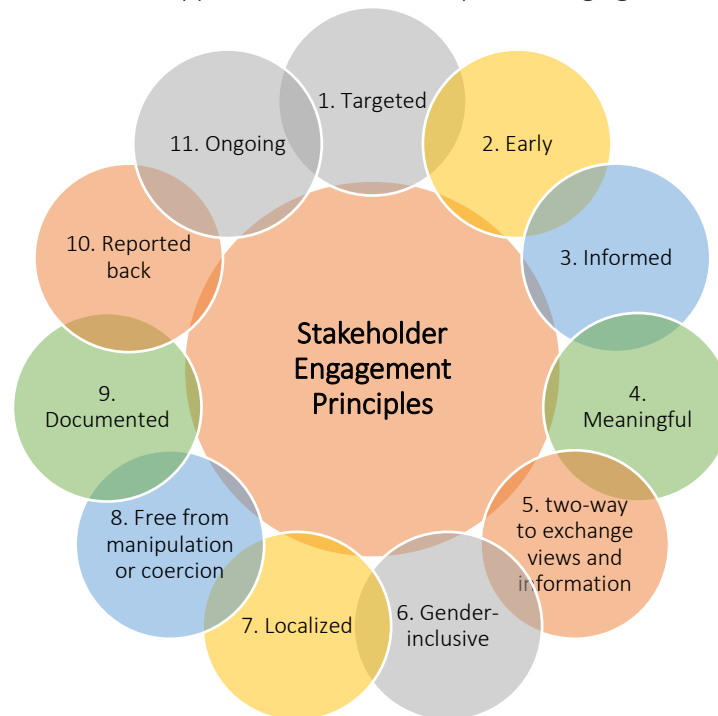
KEY PRINCIPLES OF STAKEHOLDER ENGAGEMENT

This guidance note identifies the key principles which should have a positive impact on stakeholder engagement, if applied. Each principle identified has an overlapping relationship with the others and this relationship reflects the nature of trying to understand stakeholders, namely:

- There is no single answer or approach,
- The influence of one cannot be considered without the impact of the other,

- Stakeholder engagement is complex due to the potential uncertainty and ambiguity of how each stakeholder views and reacts to a Reform.

The following are the World Bank principles which are designed to embody best practice, harnessing feedback from any kind of data collection and appraisal that the GoJ implementing agencies may conduct.



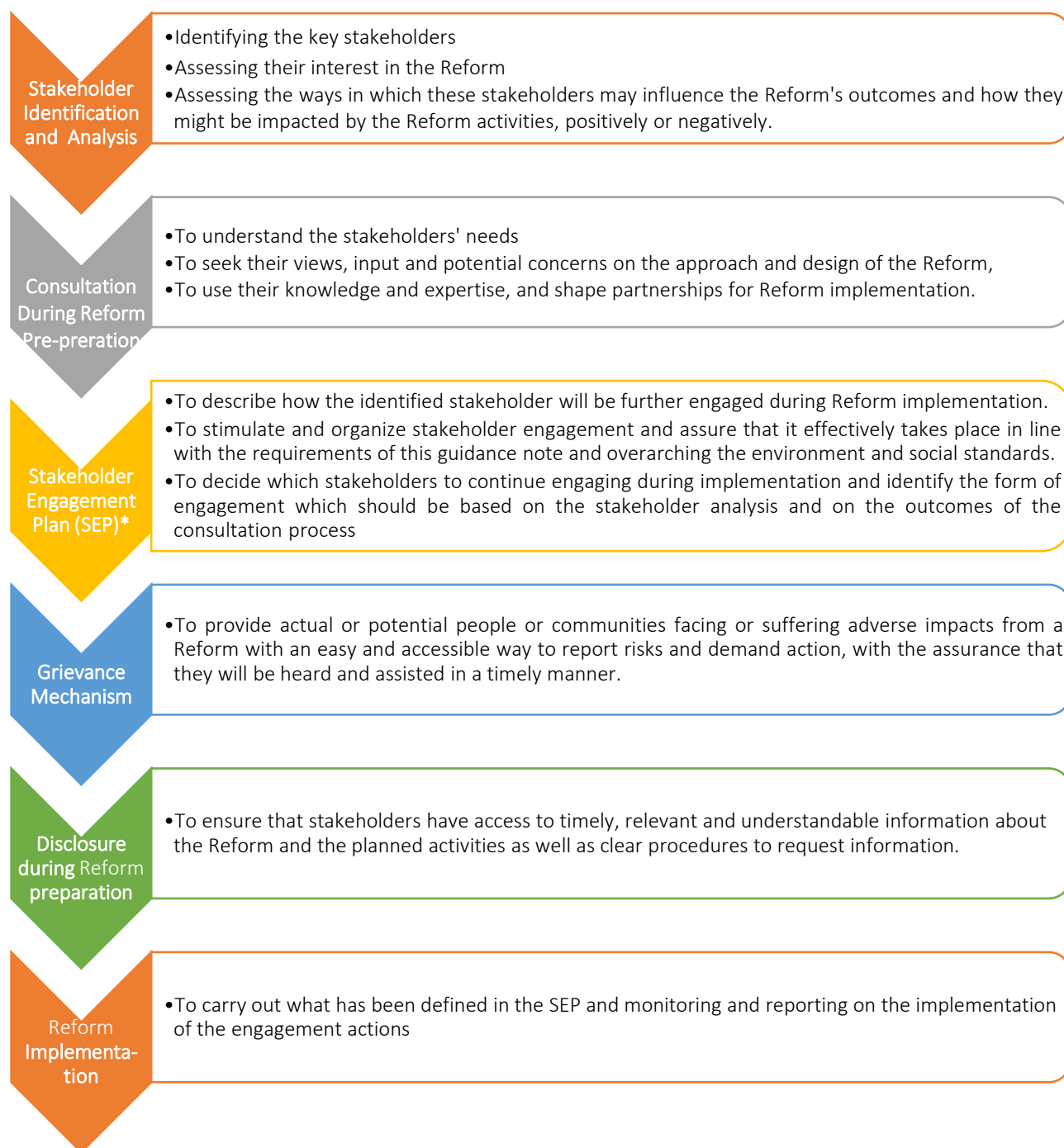
On other words, as a starting point for any stakeholder engagement, it is important to consider the key factors and principles in ensuring meaningful, effective and informed consultation processes, including:

- ✚ Stakeholder engagement begins as early as possible in the Regulatory Reform planning process to gather initial views,
- ✚ There should be sufficient emphasis on the local level (local communities, community leaders etc.) and for local civil society organizations (not only big international NGOs),
- ✚ Engagement is carried out on a continuous basis, throughout the Regulatory Reform life cycle and as environmental and social (ES) risks and impacts may arise which should be addressed through the proposed measures and actions,
- ✚ Consultations are based on the prior disclosure and dissemination of relevant, objective, meaningful and easily accessible information in a timeframe that enables consultations with stakeholders in a culturally appropriate format,
- ✚ Consultations must be carried out in a non-discriminatory and gender-responsive manner, considering the different access and communications needs of various groups and individuals, especially those who are vulnerable or disadvantaged, and it must be free of external manipulation, interference, coercion, discrimination and intimidation,
- ✚ Stakeholder feedback is encouraged and responded to assess risks and develop mitigation measures,
- ✚ Empower stakeholders, particularly vulnerable or disadvantaged groups[♦] and enable the incorporation of all relevant views of affected people and other stakeholders into decision making processes, such as

♦ Disadvantaged or vulnerable refers to those who may be more likely to be adversely affected by the impacts and/or more limited than others in their ability to take advantage of a Reform's benefits. Such an individual/group is also more likely to be excluded from/unable to participate fully in the mainstream consultation process and as such may require specific measures and/or assistance to do so.

Regulatory Reform goals and design, mitigation measures, the sharing of development benefits and opportunities, and implementation issues.

STAKEHOLDER ENGAGEMENT THROUGHOUT REGULATORY REFORM LIFE CYCLE



*The SEP is a live document, and it could be adjusted to respond to changes or emerging needs.

The SEP should be clear and concise and focus on describing the Regulatory Reform and identifying its stakeholders. It is key to identify what information will be in the public domain, in what languages, and where it will be located. It should explain the opportunities for public consultation, provide a deadline for comments, and explain how people will be notified of new information or opportunities for comment. It should explain how comments will be assessed and considered. It should also describe the Reform's grievance mechanism and how to access this mechanism. The SEP should also commit

to releasing routine information on the Reform’s environmental and social performance, including opportunities for consultation and how grievances will be managed. Moreover, the SEP is required for each reform pillar of the Reform Matrix.

TYPES AND LEVELS OF STAKEHOLDER ENGAGEMENT AND PARTICIPATION

STAKEHOLDER IDENTIFICATION AND MAPPING

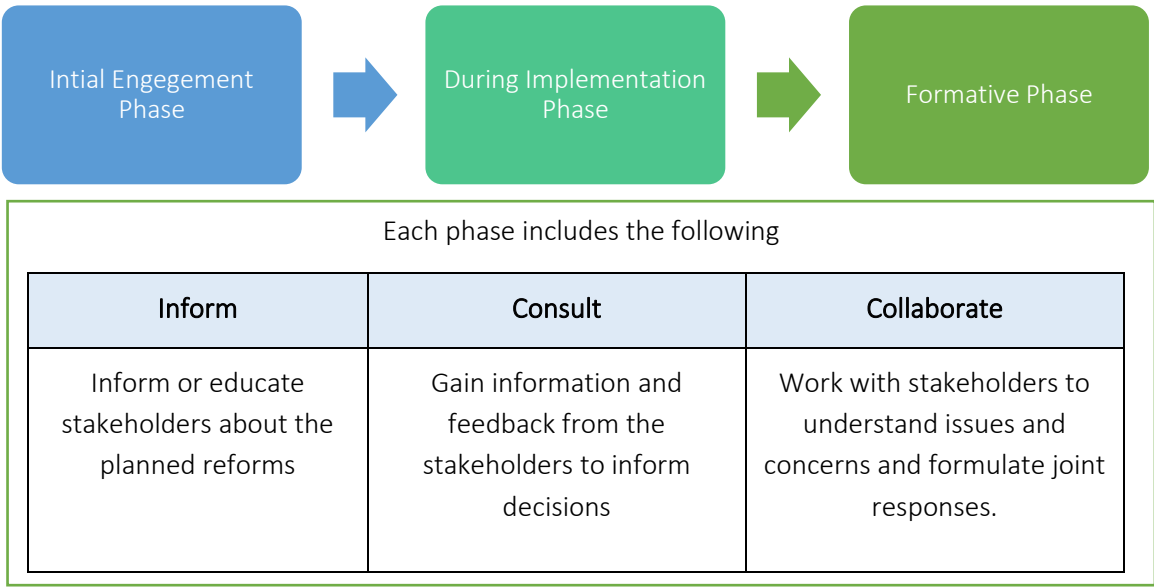
Identify key stakeholders who will be informed and consulted about the Reform, including individuals, groups, or communities that:

- are affected or likely to be affected by the Regulatory Reform (Reform-affected parties); and
- may have an interest in the Regulatory Reform (other interested parties).

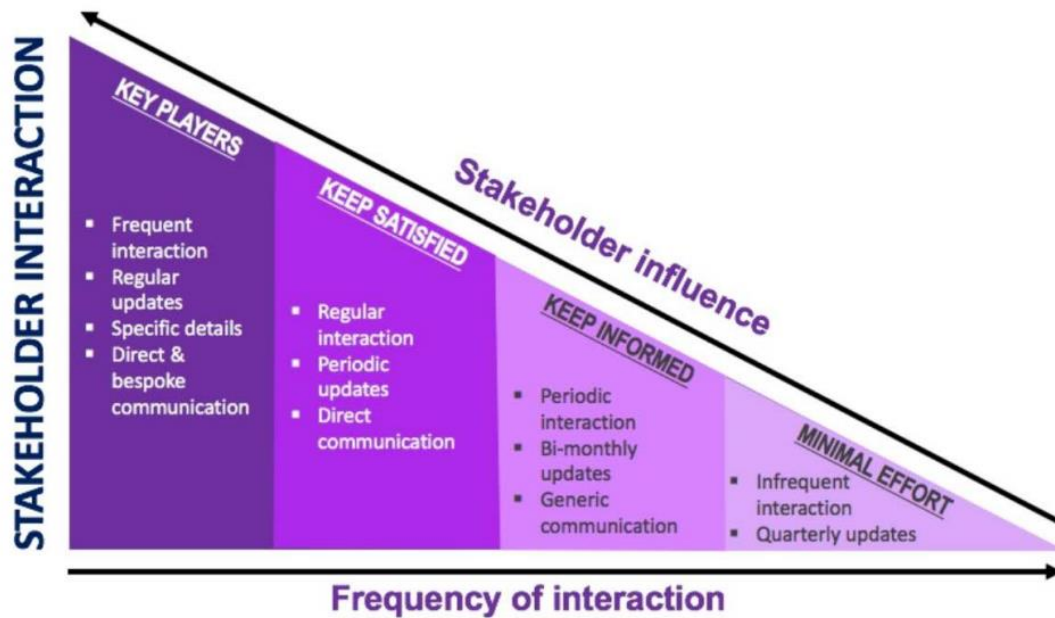
Identify vulnerable or disadvantaged individuals or groups and the limitations they may have in participating and/or in understanding the Reform information or participating in the consultation process.

To identify the key stakeholders, both Reform-affected parties and other interested parties, there are many available tools for stakeholder identification and mapping. (See annex 1)

The following is a simplified overview of phases of stakeholder participation/engagement in reform implementation.



It is worth shedding the light on the stakeholder interaction where the higher the influence level of stakeholder, the more frequent and personal the interaction should be. Interaction of key stakeholders should be detailed and specific, ensuring that all the information that they need is presented to satisfy their high levels of power and interest. Stakeholders with lower levels of power and/or interest will be satisfied with less regular, less direct and less specific information.



Source: Jarvis-Grove, 2020

COMMUNICATIONS METHODS WITH STAKEHOLDERS

Once you identified and prepared the information that you want to disclose, in what formats and languages, you have to identify the types of methods that will be used to communicate this information to each stakeholder group. Methods used may vary according to target audience, for example:

- Offline: Newspapers, posters, radio (including community radio), television.
- Online: Social media posts, websites (online information centers), newsletters
- Hand-Out: Brochures, leaflets, posters, non-technical summary documents and reports
- Streets: Billboards, street banners...

Disclosure is an ongoing responsibility of any organization/ministry and organizations/ministries should in the least truthfully, accurately, completely, and timely disclose information as required by laws and regulations. As well as conducting consultations with relevant stakeholders.

Also, you have to describe the methods that will be used to engage and/or consult with each stakeholder group. Methods used may vary according to target audience, for example:

- Interviews with stakeholder representatives and key informants
- Surveys, polls, and questionnaires
- Meetings, workshops, and/or focus groups with specific groups
- Participatory approach
- Public debates
- Government-public-private consultation; mainly, laws published on the Legislation and Opinion Bureau website for public feedback before getting the Cabinet approval (more details below – Consultation Process) include conducting Regulatory Impact Assessment in collaboration between the line agency and LOB, the assessment could be either pre or post or both.
- Private sector consultation
- Social media-based research and/or campaign...
- Other traditional mechanisms for consultation and decision-making

You can find more details related to the stakeholder engagement at the World Bank Environmental and Social Framework standards, which are available in both languages [English](#) | [Arabic](#) (Pages 97 – 101)

GRIEVANCE REDRESS MECHANISMS

The reform-affected parties should have an accessible and inclusive means to raise issues and grievances. Therefore, each line agency must respond to concerns and grievances of reform-affected parties in a timely manner. For this purpose, the line agency will propose and implement or use the existing grievance mechanism to receive and facilitate solution of such concerns and grievances. Where viable and suitable for the reform, the grievance mechanism will utilize existing formal or informal grievance mechanisms, supplemented as needed with reform-specific arrangements.

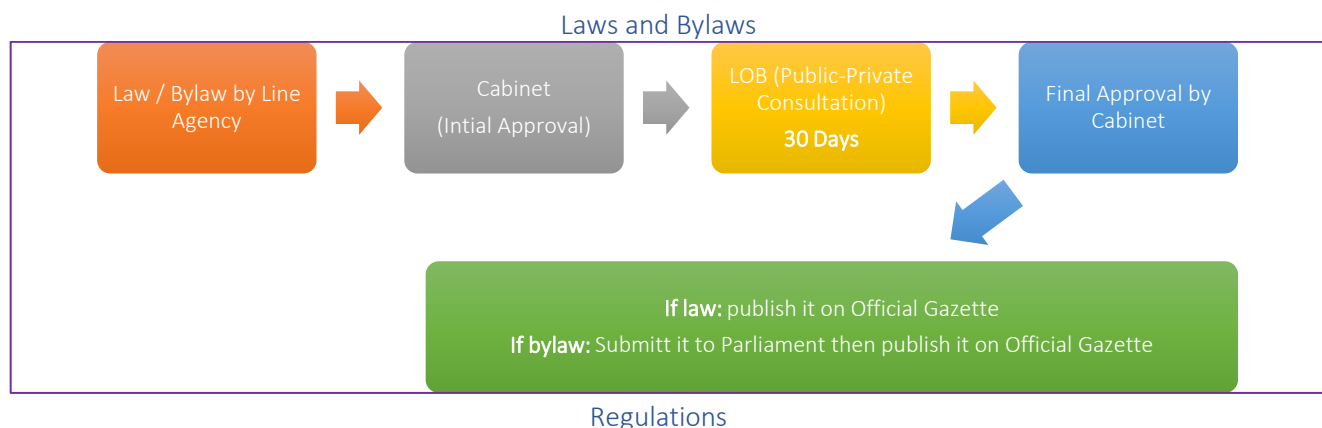
The grievance mechanism is expected to address concerns promptly and effectively, in a transparent manner that is culturally appropriate, sensitive and responsive to the needs and concerns of the reform-affected parties and easily accessible, at no cost and without punishment. The line agency will inform the reform-affected parties about the grievance process during the stakeholder engagement activities and will make publicly available a record documenting the responses to all grievances received and provide the Reform Secretariat with a brief about the grievances. Noting that the mechanism will also allow for anonymous complaints to be raised and addressed.

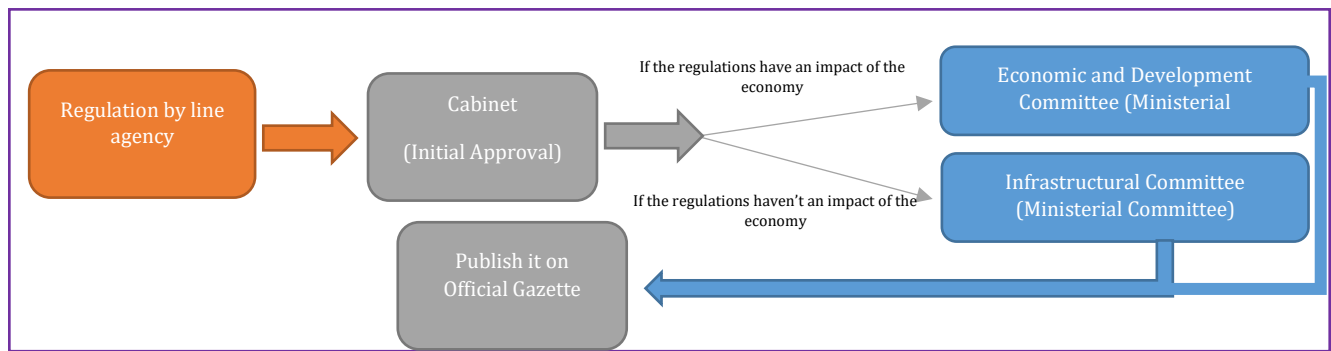
REQUIREMENTS AND EXPECTATIONS

Based on the above, the following are the main requirements and expectations that each line agency should obey to:

- GoJ implementing agencies will engage with stakeholders throughout the regulatory reform life cycle, as early as possible in the Reform development process and in a timeframe that enables meaningful consultations with stakeholders on reform design.
- GoJ implementing agencies will engage in meaningful consultations with all stakeholders. GoJ implementing agencies will provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.
- The process of stakeholder engagement will involve the following, as set out in further detail:
 - a) Stakeholder identification and analysis;
 - b) Planning how the engagement with stakeholders will take place;
 - c) Disclosure of information;
 - d) Consultation with stakeholders;
 - e) Addressing and responding to grievances;
 - f) Reporting to stakeholders; and
 - g) Briefing the Reform Secretariat about the progress of the stakeholder engagement plan.

Consultation Process





E-Consultation

Each line agency is obliged to conduct an electronic consultation for its new legislations that have an impact on the private sector (at a minimum), through its website and making sure it is accessible to the beneficiaries.

Objectives of [Jordanian Policy for Electronic Participation](#) (2021)

- Activate electronic tools to enhance the community participation process.
- Activating community participation in preparing legislation and making decisions at the government level.
- Improving the quality of public services, government decisions and directions, to suit the needs of beneficiaries.
- Raising transparency and increasing confidence in the government apparatus.
- Improving the efficiency and quality of information and making it easier for beneficiaries to access it.

Each line agency must adopt Transparency at the national level and enabling effective communication with beneficiaries with the aim of improving government performance and enabling beneficiaries to Contribute to making decisions that suit their need.

Each government entity is required to submit annual reports to the on electronic consultations carried out and measure the extent of its effects and results.

Learn more about the Reform Matrix: [Arabic](#) - [English](#)

REFORM SECRETARIAT SUPPORT

The Reform Secretariat housed within MoPIC and oversees the implementation of the Reform Matrix; report to GoJ and development partners on progress; and coordinate between GoJ entities and development partners to ensure implementation and alignment of donor programs with national priorities. Additionally, the Reform Secretariat will coordinate with GoJ entities and development partners to produce and disseminate information and communication material to inform all target groups, including the private sector and the public, of the progress of implementation and importance of reforms.

Accordingly, the Reform Secretariat provides the following support for the GoJ implementing agencies to support them in the implementation of the reforms:

- Monitor the progress of actions against the identified timeline which includes monitoring the communication and meetings that are held.
- Report to stakeholders including development partners on the progress including stakeholder engagement activities.
- Monitor performance indicators and reporting on them quarterly.
- Facilitate and coordinate with relevant stakeholders to ensure maximum efficiency in understanding the context and obtaining required data and information.
- Provide advisory services to stakeholders on linkages between reforms, actions, and strategies.
- Provide technical and operational support to the GoJ implementing agencies upon request

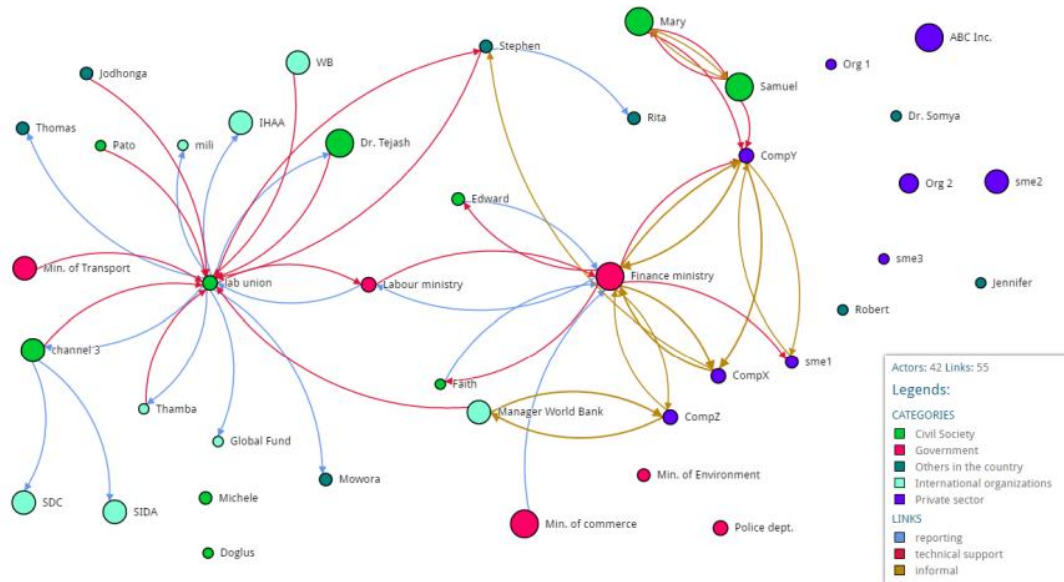
- Ensure stakeholders engagement and provide the needed support in this regard starting with developing the comprehensive SEP for the 12 pillars
 - Support all stakeholder engagement events;
 - Ensure disclosure of material;
 - Participate in the stakeholder meetings;
 - Develop or receive minutes of all engagement events; and
 - Maintain the stakeholder database.

Annexes

Annex 1: SOME AVAILABLE TOOLS FOR STAKEHOLDER IDENTIFICATION AND MAPPING

NetMap Tool

The NetMap method is a tool used for stakeholder mapping and analysis. Net-Map is a participatory interview technique that combines social network analysis stakeholder mapping, and power mapping. Netmap helps understand, visualize, discuss, and improve situations in which many different actors influence outcomes.



RACI

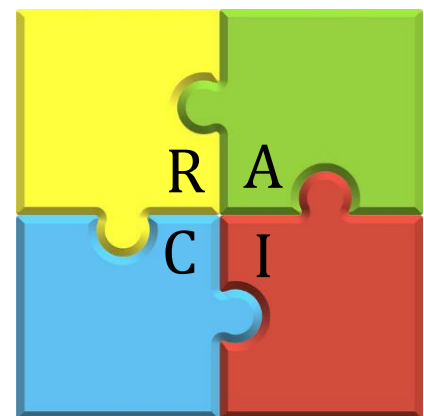
RACI is another tool that can be used to help understand and manage stakeholders.

The "R" represents Responsibility and within this quadrant individuals that have the responsibility for conducting a task in association with the reform can be placed.

The "A" represents Authority and here the decision makers and stakeholders who can justify decisions can be placed.

The "C" represents who should be Consulted. This includes stakeholders that have expert knowledge who can aid the Regulatory Reform as well as stakeholders that need to be kept satisfied.

The "I" represents who should be Informed. Here stakeholders that will be affected need to be engaged with.



Annex 2: WORLD BANK STAKEHOLDER ENGAGEMENT PLAN (SEP) TEMPLATE

Note: This template will be used by the GoJ implementing agencies with the supervision of the RS team.

This template provides guidance for the GoJ implementing agencies on specific aspects of the application of the Environmental and Social Standards (ESSs), which form part of the World Bank's 2016 Environmental and Social Framework.

The SEP should be clear and focus on describing the regulatory reform under the Reform Matrix and identifying its stakeholders. It is key to identify what information will be in the public domain, in what languages, and where it will be located. It should explain the opportunities for public consultation, provide a deadline for comments, and explain how people will be notified of new information or opportunities for comment. It should explain how comments will be assessed and taken into account. It should also describe the regulatory reform's grievance mechanism and how to access this mechanism. The SEP should also commit to releasing routine information on the Reform's environmental and social performance, including opportunities for consultation and how grievances will be managed.

1. Introduction/Regulatory Reform Description

Briefly describe the Regulatory Reform/Reform Pillar, the stage of the Reform, its purpose, and what decisions are currently under consideration on which public input is sought.

Describe any temporary activities that also may impact stakeholders. Also, provide a link to, or attach a nontechnical summary of, the potential social and environmental risks and impacts of the Reform.

2. Brief Summary of Previous Stakeholder Engagement Activities

If consultation or disclosure activities have been undertaken to date, including information disclosure and informal or formal meetings/or consultation, provide a summary of those activities (no more than half a page), the information disclosed, and where more detailed information on these previous activities can be obtained (for example, a link, or physical location, or make available on request).

3. Stakeholder identification and analysis

Identify key stakeholders who will be informed and consulted about the Reform, including individuals, groups, or communities that:

- Are affected or likely to be affected by the Regulatory Reform (Reform-affected parties); and
- May have an interest in the Regulatory Reform (other interested parties).

Depending on the nature and scope of the Regulatory Reform and its potential risks and impacts, examples of potential stakeholders may include government agencies, local organizations, NGOs, private sector and labor unions, civil society and media.

3.1. Affected parties

Identify individuals, groups, local communities, and other stakeholders that may be directly or indirectly affected by the Regulatory Reform, positively or negatively. The SEP should focus particularly on those directly and adversely affected by Regulatory Reform activities. The SEP should identify others who may be affected, and who will need additional information to understand the limits of Regulatory Reform impacts.

3.2. Other interested parties

Identify broader stakeholders who may be interested in the Regulatory Reform because of its proximity to the sector or parties involved in the Reform. While these groups may not be directly affected by the Reform, they may have a role in the Regulatory Reform preparation (for example, government permitting) or be in a community affected by the Regulatory Reform and have a broader concern than their individual household.

Some groups may be interested in the Regulatory Reform because of the sector it is in (for example, investment, energy, women), and others may wish to have information simply because public finance (*which revolves around the role of government income and expenditure in the economy*) is being proposed to support the Reform. It is not important to identify the underlying reasons why people or groups want information about a

Reform—if the information is in the public domain, it should be open to anyone interested.

3.3. Disadvantaged / vulnerable individuals or groups

It is particularly important to understand Regulatory Reform impacts and whether they may disproportionately fall on disadvantaged or vulnerable individuals or groups, who often do not have a voice to express their concerns or understand the impacts of a Reform.

- Identify vulnerable or disadvantaged individuals or groups and the limitations they may have in participating and/or in understanding the Regulatory Reform information or participating in the consultation process.

The following can help outline an approach to understand the viewpoints of stakeholders:

- What might prevent these individuals or groups from participating in the planned process? (For example, accessibility to internet, lack of understanding of a consultation process, lack of transportation to events, accessibility of venues, disability).
- How do they normally get information about the Reforms?
- Do they have limitations about time of day or location for public consultation?
- What additional support or resources might be needed to enable these people to participate in the consultation process? (Examples are providing sign language, large print or Braille information; focused meetings where stakeholders are more comfortable asking questions or raising concerns.)
- What recent engagement has the Regulatory Reform had with stakeholders including vulnerable and their representatives?

3.4. Summary of stakeholder needs

Example

Stakeholder group	Key characteristics	Language	Preferred notification means (TV, e-mail, phone, radio, letter)	Specific needs (accessibility....)

4. Stakeholder Engagement Program

4.1. Purpose and timing of stakeholder engagement program

Summarize the main goals of the stakeholder engagement program and the envisaged schedule for the various stakeholder engagement activities: at what stages throughout the Reform's life they will take place, with what periodicity, and what decision is being undertaken on which people's comments and concerns. If decisions on public meetings, locations, and timing of meetings have not yet been made, provide specific information on how people will be made aware of forthcoming Reforms to review information and provide their views.

Include a brief Environmental and Social Commitment Plan (ESCP) as part of such information.

4.2. Proposed strategy for information disclosure

The selection of disclosure—both for notification and providing information—should be based on how most people routinely get information and may include a more central information source for national interest. A variety of methods of communication should be used to reach the majority of stakeholders. The plan should include a statement welcoming comment on the proposed engagement plan and suggestions for improvement. For remote stakeholders, it may be necessary to provide for an additional or separate meeting, or additional documents that should be placed in the public domain. The public domain includes:

- Newspapers, radio and television;
- Information centers and/or other visual displays;
- Brochures, leaflets, posters, nontechnical summary documents and reports;
- Official correspondence, meetings;
- Website, social media.

The plan should include means to consult with Reform-affected stakeholders if there are significant changes to the Regulatory Reform resulting in additional risks and impacts. Following such consultation, an updated ESCP will be disclosed.

Example

Regulatory Reform stage	List of information to be disclosed	Methods proposed	Timetable: Locations/ dates	Target stakeholders	Percentage reached	Responsibilities
XXXXX						

Example

Milestone	Methods proposed	Timetable	Target stakeholders	Responsibilities
XXXXX				

4.3. Proposed strategy for consultation

Briefly describe the methods that will be used to consult with each of the stakeholder groups. Methods used may vary according to target audience, for example:

- Interviews with stakeholders and relevant organization
- Surveys, polls, and questionnaires
- Public meetings, workshops, and/or focus groups on specific topic
- Participatory methods
- Government-public-private consultation; mainly, laws published on the Legislation and Opinion Bureau website for public feedback before getting the Cabinet approval (more details below – Consultation Process) include conducting Regulatory Impact Assessment in collaboration between the line agency and LOB, the assessment could be either pre or post or both.
- Private sector consultation
- Social media-based research and/or campaign...
- Other traditional mechanisms for consultation and decision making.

Example

Regulatory Reform stage	Topic of consultation	Method used	Timetable: Location and dates	Target stakeholders	Responsibilities

XXXX	XXX	Discussion with XXX	XXX	Private sector... Civil society XXXX	Community Liaison Officer (CLO) XXXXX
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4.4. Proposed strategy to incorporate the view of vulnerable groups

Describe how the views of vulnerable or disadvantaged groups will be sought during the consultation process. Which measures will be used to remove obstacles to participation? This may include separate mechanisms for consultation and grievances, developing measures that allow access to Regulatory Reform benefits, and so forth.

4.5. Timelines

Provide information on timelines for Regulatory Reform phases and key decisions. Provide deadlines for comments.

4.6 Review of Comments

Explain how comments will be gathered (written and oral comments), reviewed and commit to reporting back to stakeholders on the final decision and a summary of how comments were taken into account.

4.7 Future Phases of Reform

Explain that people will be kept informed as the Regulatory Reform develops, including reporting on Regulatory Reform environmental and social performance and implementation of the stakeholder engagement plan and grievance mechanism. Reforms should report at least annually to stakeholders, but often will report more frequently during particularly active periods, when the public may experience more impacts or when phases are changing (for example, reports during drafting laws, then annual reports during implementation).

5. Resources and Responsibilities for implementing stakeholder engagement activities

5.1. Resources

Indicate what resources will be dedicated to managing and implementing the Stakeholder Engagement Plan, in particular:

- What people oversee the SEP
- Confirm that an adequate budget has been allocated toward stakeholder engagement
- Provide contact information if people have comments or questions about the Regulatory Reform or the consultation process; that is, phone number, address, e-mail address, title of responsible person (individual names may change).

5.2. Management functions and responsibilities

Describe how stakeholder engagement activities will be incorporated into the Reform's management system and indicate what staff will be dedicated to managing and implementing the Stakeholder Engagement Plan:

- Who will be responsible for carrying out each of the stakeholder engagement activities and what are the qualifications of those responsible?
- How involved will management be in stakeholder engagement?
- How will the process be documented, tracked, and managed (for example, stakeholder database, commitments register, and so forth)?

6. Grievance Mechanism

Describe the process by which people affected by the Regulatory Reform can bring their grievances and concerns to the Regulatory Reform management's attention, and how they will be considered and addressed:

- Is there an existing formal or informal grievance mechanism (TOR)? Can it be adapted or does something new need to be established?

- Is the grievance mechanism culturally appropriate, that is, is it designed to take into account culturally appropriate ways of handling community concerns? For example, in cultures where men and women have separate meetings, can a woman raise a concern to a woman in the Regulatory Reform grievance process?
- What process will be used to document complaints and concerns? Who will receive public grievances? How will they be logged and monitored?
- What time commitments will be made to acknowledge and resolve issues? Will there be ongoing communication with the complainant throughout the process?
- How will the existence of the grievance mechanism be communicated to all stakeholder groups? Are separate processes needed for vulnerable stakeholders?
- If a complaint is not considered appropriate to investigate, will an explanation be provided to the complainant on why it could not be pursued?
- Will there be an appeals process if the complainant is not satisfied with the proposed resolution of the complaint? Not all Reforms will necessarily have an appeals process, but it is advisable to include one for more complex Reforms. In all cases, complainants need to be reassured that they still have all their legal rights under their national judicial process.
- A summary of implementation of the grievance mechanism should be provided to the public on a regular basis, after removing identifying information on individuals to protect their identities. How often will reports go into the public domain to show that the process is being implemented?

7. Monitoring and Reporting

7.1. Involvement of stakeholders in monitoring activities

Some Reforms include a role for third parties in monitoring the Regulatory Reform or impacts associated with the Reform. Describe any plans to involve Regulatory Reform stakeholders (including affected communities) or third-party monitors in the monitoring of Regulatory Reform impacts and mitigation programs. The criteria for selection of third parties should be clear.

7.2. Reporting back to stakeholder groups

Describe how, when, and where the results of stakeholder engagement activities will be reported back to both affected stakeholders and broader stakeholder groups. It is advised that these reports rely on the same sources of communication that were used earlier to notify stakeholders. Stakeholders should always be reminded of the availability of the grievance mechanism.

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