

Public Disclosure Authorized

Stakeholder Engagement Plan

Strengthening Reform Management in Jordan” (P171965)

Public Disclosure Authorized

September 9, 2019

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1. INTRODUCTION

1.1. Description of the Project

This document is the Stakeholder Engagement Framework (SEF) which forms part of the environmental and social assessment documentation for the Window - Strengthening Reform Management in Jordan” (P171965) (referred to hereinafter as “the Project”).

The Project is financed by the Recipient Executed Window of the Jordan Multi-Donor Trust Fund and will support the coordination and implementation of the Five-Year Reform Matrix (Reform Matrix) – the reference plan for economic reform and growth of the Government of Jordan (GoJ) - through the following three components:

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

The timeline for the reform to be undertaken under the Reform Matrix can be found attached with key reforms in 2019/2020 being:

- Public Procurement Reform.
- PIM / PPP Governance Framework Reform.
- Abolishment of the Crafts and Industries Law.
- Sectoral Licensing Reform.
- Investor Grievance Mechanism that enables the Jordan Investment Commission to identify, track, manage and solve grievances arising between investors and public agencies within specified time periods.
- Remove occupational, sector, and other Labor Code restrictions to women in the workplace.
- Simplifying regulations on permits for skilled Foreign Labor.
- Coverage of National Aid Fund (NAF) expanded to 30,000 additional households.
- Climate Change Reform and publication of sub-national Climate Change Strategies.
- Targeting mechanism for delivering electricity support benefits that will help in providing social protection to the poor.
- Electricity Bill Recovery Mechanism to achieve reduction in distribution companies’ receivables from electricity bills of the public sector.
- National Electric Power Company’s (NEPCO) debt optimization.
- Ministry of Energy and Mineral Resources (MEMR) reviews power purchase agreements and other related agreements for significant power generation projects.
- Energy and Mineral Regulatory Commission’s (EMRC) Quarterly Tariff Reviews.
- Roadmap for Financial Sustainability of the Electricity Sector.

- Investor Journey Reform.
- Digitization of GoJ payments.

This SEF specifically relates to the Reform Secretariat’s role in supporting the Government of Jordan to communicate and engage with stakeholders on the reforms. This SEF takes a framework approach, outlining the general principles and collaborative strategy to identify stakeholders and prepare plans addressing the nine pillars of Reform Matrix, once the Reform Secretariat is in place.

This SEF 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.

1.2 Stakeholder Engagement Framework (SEF)

The SEF seeks to define a technically and culturally appropriate approach to consultation and disclosure within reform processes. The goal of this SEF is to improve and facilitate decision making and create an atmosphere of understanding that actively involves project-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 Project decisions. The SEF is a useful tool for managing communications between MoPIC and its stakeholders.

The Key Objectives of the SEF can be summarised as follows:

- Understand the stakeholder engagement requirements of Jordanian legislation;
- Provide guidance for stakeholder engagement such that it meets the standards of good International Practice;
- Identify key stakeholders that are affected, and/or able to influence the Project and its activities;
- Identify the most effective methods, timing and structures through which to share project information, and to ensure regular, accessible, transparent and appropriate consultation;
- Develops a stakeholders’ engagement process that provides stakeholders with an opportunity to influence project planning and design;
- Establish formal grievance/resolution mechanisms;
- Define roles and responsibilities for the implementation of the SEF;
- Define reporting and monitoring measures to ensure the effectiveness of the SEF and periodical reviews of the SEF based on findings.

1.3 Description of administrative Policy and Regulatory Framework for stakeholders' engagement

This SEF takes into account the existing institutional and regulatory framework within the context of the following Jordanian legal instruments:

- a. **"Code of Governance Practices of Policies and Legislative Instruments in Government Departments for the Year 2018" issued by Cabinet in April of 2018.** This code applies to all government entities that issue new laws, regulations, instructions, decisions, and any amendments.
- The objectives of the code are to:
 - Create a national reference for institutionalizing the issuance and amendment of the Legislative Instrument in line with good governance standards and good practices.
 - Increase legislative predictability to ensure the confidence of citizens and the business sector and the stability of legislative instruments that affect the services provided to them, their businesses.
 - Reduce investment and business risks to ensure that the Legislative Instrument enables and facilitates streamlining procedures and the ease of doing business.
 - Improve efficiency, transparency, integrity, and accountability; and reduce unjustified burdens.
 - Define the rights, responsibilities, and obligations of all parties involved.
 - Process that needs to be followed under the new code:
 - **Impact Assessment:** Upon formulating a public policy, or introducing or modifying a new Legislative Instrument, the Department in charge of issuing this legislation shall conduct impact assessment study in order to:
 - Identify the problem or issue to be deliberated or regulated, and conduct a preliminary assessment of such issue.
 - Define the key objectives and compelling reasons for the introduction or modification of a public policy or Legislative Instrument.
 - Identify the options available for achieving the desired objectives of introducing or modifying a Legislative Instrument.
 - Develop a clear and transparent action plan for the collection and the analysis of information and data and determine a methodology for the evaluation of outcomes.
 - **Consultation:**
 - Participation in the consultation process has to be open to all, and the duration of consultation should be sufficient to involve all target groups, so that such time shall not, if possible, be less than (60) days for laws, (30) days for regulations, (15) days for instructions, and (7) days for decisions.
 - The Department shall provide adequate information to the target group, including the draft Legislative Instrument, compelling reasons, Impact Study, and any other relevant documents.
 - The Department shall undertake consultation through the public consultation portal on the e-Government website in addition to one or more of the following means: General or specialized meetings and seminars, Mail or email to the Target Group, or Social media.

- The Department shall prepare and publish a report on the outcomes of the consultation process. This report shall include all the observations stated in all consultation means, and indicate the reasons for the rejection or acceptance of these observations.
 - The Impact Study document, the consultation report, the final draft, and the compelling reasons for the Legislative Instrument shall be attached during the approval process.
- **Publishing the new Legislative Instrument**, as amended, as follows:
 - In the Official Gazette, as provided for in the Official Gazette Law.
 - In addition to the official Gazette, the Legislative Instrument shall be published within three days from the date of its approval.
- **Objections and Feedback mechanisms:** The Department adopts clear and transparent mechanisms and criteria for receiving and considering complaints and objections, and for collecting and analyzing feedback to assess the efficiency and effectiveness of the application of legislative instruments.
- **Periodic Review:** The Department shall:
 - Identify and publish all applicable legislative instruments related to its work, including those that have not been published or announced earlier.
 - Establish clear, specific, and transparent criteria to determine the need for amending its legislative instruments, including: Feedback outputs, Policy review outputs related to legislative instruments, any national or international developments, and the outputs of the periodic review and continuous improvement of the Legislative Instrument.
 - Develop an action plan with a specific timetable for updating the Legislative Instrument, including repealing or amending some part of it, or introducing another Legislative Instrument.
 - Implement and review the action plan periodically and post it on the website of the Department.

b. Open Government Partnership

The Open Government Partnership (OGP). The OGP is a multilateral initiative that aims to secure concrete commitments from governments to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance. Jordan officially joined OGP in 2011 and the Ministry of Planning and International Cooperation is the official body to coordinate and follow up on Jordan participation in the OGP. Since 2018 the Ministry established the Open Government Unit, which is mandated for follow up on Jordan commitment to the OGP and enhancing the Open government practices in the country. It currently implements the 4th National Action Plan (2018-2020)¹ which addresses the five grand challenges defined by OGP:

- **Improving Public Services**—measures that address the full spectrum of citizen services (including health, education, criminal justice, water, electricity, telecommunications and any other relevant service areas) by fostering public service improvement or private sector innovation.

¹ Jordan Open Government Partnership: <http://www.mop.gov.jo/Pages/viewpage.aspx?pageID=30>

- **Increasing Public Integrity**—measures that address corruption and public ethics, access to information, campaign finance reform, and media and civil society freedom;
- **More Effectively Managing Public Resources**—measures that address budgets, procurement, natural resources and foreign assistance;
- **Creating Safer Communities**—measures that address public safety, the security sector, disaster and crisis response, and environmental threats;
- **Increasing Corporate Accountability**—measures that address corporate responsibility on issues such as the environment, anti-corruption, consumer protection, and community engagement.

2. BRIEF SUMMARY OF PREVIOUS STAKEHOLDERS ENGAGEMENT ACTIVITIES

- **Stakeholder Coordination:**

To ensure implementation of the Reform Matrix, proper follow-up and efficient coordination of the Reform Matrix need to be in place with the GoJ, World Bank Group (WBG) and development partners. Additionally, the Reform Secretariat will play a key role in coordinating the implementation of the requirements of the World Bank's First and Second Development Policy Financing (DPF I, P166360 and DPF II, P168130).

- **Public Consultations: on practice of issuing legislation in Jordan**

In 2016, GoJ in cooperation with the WBG for the design and conducted an assessment of the current practices (legal and institutional) for issuing the different forms of legal instruments as a step develop well-designed regulatory framework. Focus group discussions and key informant interviews were conducted with a number of private sector representatives, to inform the design of the data collection tool. These encompassed a focus group discussion with contractors in Irbid and Mafraq, and interviewing representatives of business associations including Jordan Restaurant Association, Jordan Garments, Accessories and Textiles Exporters Association (J-GATE), Irbid Chamber of Commerce and Irbid Chamber of Industry.

One of the main findings of the assessment is that Jordan needs an urgent reform related to the regulatory unpredictability 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. During the lifetime of the code development process, GoJ conducted three inclusive public-private dialogue (PPD) exercises integrating representatives of relevant private sector, public sectors, and law firms. These sessions came after reviewing the draft of the proposed code and putting in place a revised outline for the predictability framework in addition to some initial design options. The consultation sessions were utilized to discuss each element of the predictability framework in detail and discuss the different design options proposed for these elements.

The dialogs conducted for the predictability reform helped achieve a Disbursement Linked Result for the Program for Results (PforR) Economic opportunities for Jordanians and Syrian Refugees (p159522) and triggers under the implementation of the requirements of the World Bank's (WB) DPF I and DPF II.

3. STAKEHOLDER IDENTIFICATION AND ANALYSIS

There are currently nine pillars in the Five-Year Reform Matrix:

HORIZONTAL REFORM PILLARS

1. Pursue Macroeconomic Adjustment, Narrow imbalances, manage risks, and improve public sector efficiency
2. Reduce Business Costs, Improve Regulatory Quality, and Increase Competition
3. Drive FDI and Promote Export Development of Products, Services, and Markets
4. Deepen Access to Finance from Banks and Non-bank Financial Institutions
5. Create More Flexible Labor Markets for Job Creation
6. Expand and Improve Social Safety Nets to Better Protect the Poor and Vulnerable

VERTICAL REFORM PILLARS

7. Improve Public Transport Efficiency and Access
8. Increase Energy Efficiency and Access
9. Promote Water Security and Agribusiness

Each pillar has its own set of stakeholders and constraints to implementation requiring an appropriate consultation mechanism.

For example, for pillars 2 and 3 which cover reforms related to investment climate and business enabling environment (BEE), stakeholders typically fell into six categories²:

1. **Political Leadership:** Prime Ministers, Ministers, and Parliaments
2. **Public administration:** civil servants
3. **Legislative/regulatory professionals:** mostly notaries and lawyers
4. **Private sector:** a wide range of private interests
5. **Civil society:** non-governmental organizations (NGOs) such as anti-corruption groups, and the independent media
6. **International interests:** donors, international institutions, and trade negotiators

² World Bank. *Stakeholder management in business registration reforms Lessons from 10 countries*. The World Bank Group. 2009. Washington D.C.

<http://documents.worldbank.org/curated/en/138361468161950194/pdf/521780WP0Stake10Box345554B01PUBLIC1.pdf>

International Finance Corporation. *Strategic Communications for Business Environment Reforms: A Guide to Stakeholder Engagement and Reform Promotion*. The International Finance Corporation. 2007. Washington D.C.

<http://documents.worldbank.org/curated/en/517991468156887106/pdf/424340BEEPromo10web0version1updated.pdf>

3.1 Disadvantaged / vulnerable individuals or groups

The most disadvantaged and vulnerable citizens will be identified through lens of income levels, disability level and geographical location.

Table 3.1: Typical Stakeholders in BEE Reform

Private Sector	Public Sector	Civil Society	International Community
<ul style="list-style-type: none"> • Local and foreign investors • Small and medium sized businesses • Large corporations • Financial institutions • Business membership organizations (Business Associations, Chamber of Commerce)* • Professional organizations* • Individual business leaders 	<ul style="list-style-type: none"> • President's office • National and local public institutions • Ministers and advisors • Civil servants • Parliament • Political parties • Investment promotion or economic competitiveness commissions and councils 	<ul style="list-style-type: none"> • National and local NGOs • Trade unions • Academia • National, local, and international media • Citizen advocacy groups* • General population 	<ul style="list-style-type: none"> • Multilateral development partners • Foreign governments • International development NGOs

* Represent stakeholder intermediaries
Source: IFC SME Department

At this stage, detailed lists of stakeholders have not been developed yet. The Reform Secretariat will coordinate with the relevant ministries and agencies to develop these during project implementation, according to the methodology proposed in the section on “proposed strategy for consultation”.

The project is mindful that the Environmental and Social Review Summary Appraisal Stage assesses the social impact as moderate. Main social risks are related to indirect social implications of reforms stemming from the Reform Matrix, led by respective line ministries (with support from the Reform Secretariat). These reforms have already been strategically informed by the WB through the DPF and other donors are also providing technical assistance in many of the reform areas. Where the Reform Secretariat directly supports the development of any strategy, program or legal framework e.g. law or bylaw or any document of similar nature, the social and environmental aspects will be incorporated through various measures, such as Terms of Reference for studies or reforms, or through a strategic environmental and social assessment as required, and stakeholder engagement opportunities provided on these issues. In light of these risks, a stakeholder engagement plan, including careful identification of stakeholders will be carried out for each of the reform pillars, to limit potential social exclusion of vulnerable and disadvantage groups.

4. STAKEHOLDER ENGAGEMENT PROGRAM

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.

Stakeholder engagement is an on-going process throughout the **Five Phase of the Reform Process**:

- Phase 1: Reform Design and Reform Organization (including disclosure)
- Phase 2: Solution Design
- Phase 3: Broadening and Marketing of Reform Ideas
- Phase 4: Political Acceptance and Adoption
- Phase 5: Implementation and Monitoring

4.1.1 Strategic Environmental and Social Assessment

Some legal reforms may result in indirect environmental and social impacts. As such the project is required to undertake a strategic environmental and social assessment (SESA) for these reforms, as they are identified. The World Bank's Environmental and Social Framework describes SESA as a systematic examination of environmental and social risks and impacts, and issues, that could potentially be associated with a policy, plan or program, typically at the national level but also in smaller areas. The examination of environmental and social risks and impacts will include consideration of the full range of environmental and social risks and impacts incorporated in ESS1 through 10. SESAs are typically not location-specific. They are therefore prepared in conjunction with project and site-specific studies that assess the risks and impacts of the project.

It is widely accepted that public participation must be a part of SESA's. As such, SESA's under this project will use participatory approaches. As SESA's are intended to contribute to policy and decision making, SESA's must be completed, consulted and disclosed, prior to finalization of legal reforms.

The general principles for stakeholder engagement process for SESA are as follows:

- A detailed Stakeholder Engagement Plan in accordance with ESS10 and this SEF will be prepared and implemented as part of any required SESA.
- Consultations must be widely publicised particularly among the project affected stakeholders/communities, preferably 2 weeks prior to any meeting engagements.
- Allow non-technical information summary to be accessible prior to any event to ensure that people are informed of the assessment and conclusions before scheduled meetings.
- Location and timing of meetings must be designed to maximise stakeholder participation and availability.

- Information presented must be clear, and non-technical, and presented in both local language and mannerism.
- A senior Reform Secretariat staff member to be present and participate actively at all engagement events.
- Ensure that engagement is managed so that it is culturally appropriate, adequate and timely information and opportunities are provided to all stakeholders to be involved/contribute.
- Ensure that engagement is free from coercion, undertaken prior to key decisions and informed by provision of objective and meaningful information, and that feedback is provided to stakeholders after engagement has concluded.

4.2 Proposed strategy for information disclosure

Information related to the project and Reform Matrix will be disclosed on the following (not exhaustive list):

- **Websites**
 - MOPIC website: www.mop.gov.jo
 - Line ministries/agencies websites
- **Media and social media:**
 - Newspapers such as Al-Rai, Ad-Dustour, BBC Jordan, Al-Ghad, Al-Arab al-Yawm
 - Local and national radio channels
 - MOPIC Facebook and Twitter account
 - Online publications: Ammon News, Khaberni, Saraya, AmmanNet, Jafra News

A survey conducted in 2015 among Jordanians shows a high level of popularity of social media in the country with about 9 out of 10 Jordanians using Facebook for example. Further studies will be consulted/commissioned to understand the usage of such channels among affected groups of the project.

Platform	Percentage of respondents who use it
Facebook	89%
WhatsApp	71%
YouTube	66%
Google +	43%
Instagram	34%
Twitter	33%

Table 1. Most popular social media platforms among Jordanians in 2015. Source: 2015 Arab Social Media Report, issued by Dubai School of Governance

Specific Documentation that will be publicly disclosed on the MoPIC website in connection with the Project:

- Stakeholder Engagement Plan (i.e. this document) (before project appraisal)
- Labor Management Procedures (before project appraisal)
- Any Strategic Environmental and Social Assessment (s) prepared for specific reforms, will be disclosed before finalization of associated legal reforms

Other opportunities for engagement include:

- Workshops, seminars, conferences, focus groups, study tours, and presentations of various kinds in the idea formation phase;
- Dialogue platforms, working groups, drafting teams, survey projects, roundtables, and research bodies of many kinds, as the reform moves into the solution design phase;
- Public hearings, public comment processes, and conferences, as the reform moves into the marketing and broadening phase; and
- Monitoring units and conferences for presenting progress reports, as reform is being implemented.

4.3 Proposed strategy for consultation

As described above, there are currently 9 pillars of reforms. During implementation, the project will structure direct participation of key stakeholders to produce concrete, practical opportunities for dialogue. Some dialogue and consultation mechanisms might exist already (in the agency or line ministry) that allows selected stakeholders to participate in the design, implementation and monitoring of reforms. The project will use existing platforms where they exist to engage with stakeholders.

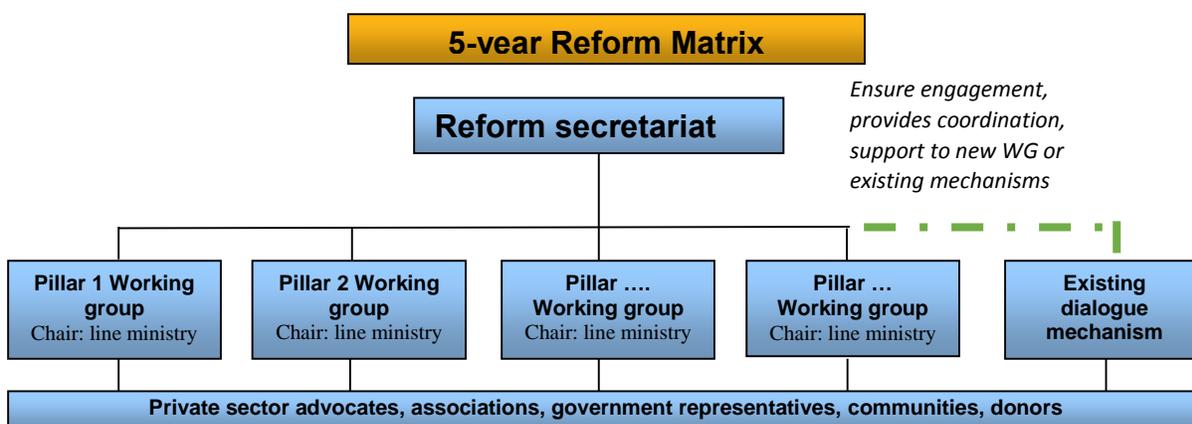
In areas of reforms where no consultation process has been put in place, it is proposed that the Reform **Secretariat establish an umbrella “dialogue platform” to consult with stakeholders on the reforms.**

This dialogue platform will create **dedicated working groups** to address reforms pillars. For example, a specific working group might be established to address reforms related to improving the business environment where the private sector can have an active role in participating in the design, implementation, and monitoring of these reforms.

It is anticipated that a working group is established for each pillar that does not have an existing consultation mechanism.

The Reform secretariat in collaboration with the line ministry(ies) provides the logistical support for the organization, outreach, proceedings of meetings. Information are made available on the MOPIC website www.mop.gov.jo (and line ministry(ies) when possible) for the public to post comments and reach out to the secretariat.

Diagram for the umbrella dialogue platform:



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

1. **Stakeholders mapping** using the Net-Map approach³. Net-Map is a low-tech, low-cost, interview-based stakeholder mapping tool to capture linkages, levels of influence, and goals of multiple stakeholders. Stakeholder mapping can help teams understand, visualize, discuss and improve situations in which many different actors influence outcomes. The tool also allows users to be more strategic about how they act in these complex situations. The tool can be used at the national/local/community level to develop inputs to political economy analysis, as well as the design of coalition building strategies and adaptive programming.
2. **Development of a stakeholders' engagement plan:** using the findings from Net-Map, line ministries with the support of the Reform Secretariat, elaborate a strategy to engage with the stakeholders depending on their interests and their influence: keep satisfied, engage, inform or monitor. The Reform Secretariat will be the lead responsible to develop the SEP for the 9 pillars of reforms. The SEP will be prepared for the pillars that align with the key 2019 / 2020 reforms mentioned in section 1.1, which are pillars 1, 2, 3, 5, 6 and 8 of the Reform Matrix within six months from date of effectiveness. While the remaining pillars of the Reform Matrix which are pillars 4, 7 and 9 will be developed once key reforms are identified. **Management/facilitation of working groups:** chaired by the line ministry or agency responsible for a selected reform package, 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

³ World Bank. *Public Private Dialogue, Stakeholder Mapping Toolkit*. The World Bank Group. 2016. Washington D.C. <http://documents.worldbank.org/curated/en/842721467995900796/pdf/106395-WP-PUBLIC-PPD-Stakeholder-Mapping-Toolkit-2016.pdf>

meetings for engagement depend on the complexity of the reform under study, this could be organized on a weekly, monthly or quarterly basis.

In addition to the umbrella dialogue platform, it is proposed to structure the stakeholder engagements as follows:

Stakeholder group	List of information to be disclosed	Methods proposed	Timetable	Responsibility
Political leadership	<ul style="list-style-type: none"> • Reform action plan • Progress Report (M&E) 	<ul style="list-style-type: none"> • Steering committee meeting • Government cabinet meeting 	<ul style="list-style-type: none"> • Twice a year (according to Project Appraisal Document) 	<ul style="list-style-type: none"> • MOPIC / Reform secretariat
Civil servants in charge of implementing the reform	<ul style="list-style-type: none"> • Reform design, technical reports 	<ul style="list-style-type: none"> • Working Groups, study tours 	<ul style="list-style-type: none"> • Continuous 	<ul style="list-style-type: none"> • Line Ministries, Reform Secretariat
Private Sector	<ul style="list-style-type: none"> • Reform activities • Proposed design 	<ul style="list-style-type: none"> • Public Private Dialogue 	<ul style="list-style-type: none"> • Quarterly meeting 	<ul style="list-style-type: none"> • Line ministries / agencies chairing the PPD
Donors	<ul style="list-style-type: none"> • Reform activities • Proposed design • Funding 	<ul style="list-style-type: none"> • Donor coordination committee 	<ul style="list-style-type: none"> • Quarterly / bi-annual coordination meeting 	<ul style="list-style-type: none"> • MOPIC / Reform secretariat
members of parliaments	<ul style="list-style-type: none"> • Reform activities • Draft laws and regulations 	<ul style="list-style-type: none"> • Conferences • Workshops 	<ul style="list-style-type: none"> • Periodic depending on drafting of laws and regulations 	<ul style="list-style-type: none"> • Line ministries
Media	<ul style="list-style-type: none"> • Reform activities • Progress activity • Events 	<ul style="list-style-type: none"> • Press Conference • Press toolkit 	<ul style="list-style-type: none"> • As required 	<ul style="list-style-type: none"> • Line ministries
business associations and professionals affected by the reform	<ul style="list-style-type: none"> • Reform activities • Solution design • Progress activity 	<ul style="list-style-type: none"> • Public Private Dialogue through working group discussions 	<ul style="list-style-type: none"> • Monthly/Quarterly through the working group 	<ul style="list-style-type: none"> • Line ministries
local governments	<ul style="list-style-type: none"> • Reform activities impacting their 	<ul style="list-style-type: none"> • Workshops • Engagement meetings 	<ul style="list-style-type: none"> • As required 	<ul style="list-style-type: none"> • Line ministries

	communities			
Public at large	<ul style="list-style-type: none"> • Reform activities • Progress review • Solution design • Lessons learned 	Public hearings, public comment processes, conferences	Quarterly and as required	MOPIC / Reform Secretariat
Women's groups	<ul style="list-style-type: none"> • Reform activities • Solution design • Progress 	Consultation mechanism	Quarterly through the working group	Line ministries or agencies
Youth Groups	<ul style="list-style-type: none"> • Reform activities • Solution design • Progress 	Consultation mechanism	Quarterly through the working group	Line ministries or agencies
Vulnerable citizens	<ul style="list-style-type: none"> • Reform activities • Solution design • Progress 	Consultation mechanism	Monthly or Quarterly through the working group	Line ministries or agencies

4.4. Proposed strategy to incorporate the view of vulnerable groups

For reforms related to social protection and the digitization of the payments from the National Aid Fund (NAF), several focus groups consultations were held before and during reform design in several governorates and targeting the most vulnerable populations i.e. recipients of NAF payments, in the North and the South. The findings from these consultations were incorporated. Along the digitization process, feedback from beneficiaries was sought and taken into account. Building on this consultation effort, future reforms affecting the most vulnerable citizens will also be subject to similar consultations. The gender focal point of the Reform Secretariat will also make sure women are included and represented in the consultation process.

5. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING THE STAKEHOLDER ENGAGEMENT PLAN

The management, coordination and implementation of the SEF 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 Secretary General of MOPIC has the role to oversee the Reform Secretariat. S/he will:

- Approve the content of the draft SEF (and any further revisions);
- Monitor that the Reform Secretariat implement the SEF in coordination with the line ministries;
- Provide guidance on activities to be carried out;
- Review progress report provided by the Reform Secretariat.
- Approve allocation of budget for stakeholder engagement activities.

5.2 Management Functions

The Reform Secretariat is responsible for managing the SEF and coordinating with the line ministries so they implement the provisions made in this SEF. As proposed above, the Reform Secretariat will be the coordinator of the **Dialogue Platform** and will offer support in logistics (arranging meetings, minutes, dissemination of information, etc) to the Working Groups (WG). The Reform Secretariat will coordinate the WG's work, provides support to the Chair and ensures involvement of relevant stakeholders group.

The Reform Secretariat will:

- Support all stakeholder engagement events;
- Ensure disclosure of material to support stakeholder engagement events;
- Participate to the stakeholder meetings;
- Develop or receive minutes of all engagement events; and
- Maintain the stakeholder database.

The organizational structure in order to successfully implement the SEF is as follows:

- **The Communication and Reporting Director** of the Reform Secretariat is responsible for overseeing and coordinating all activities associated with stakeholder engagement;
- **The Social Safeguard and Stakeholder Engagement Specialist** will be responsible for environment and social aspects as well as implementing stakeholder engagement activities. The Social Safeguard and Stakeholder Engagement Specialist will oversee all planned stakeholder engagement activities or in process of being implemented. They will manage the daily operations of the **Dialogue Platform**, ensuring that Working Groups meetings are taking place. They will ensure integration/support with other line ministries/agencies.

Responsibilities of the Social Safeguard and Stakeholder Engagement Specialist includes the following:

- Liaise with other line ministries/agencies to ensure that stakeholder engagement requirements / protocols are understood.
 - Coordinate with other line ministries/agencies on the management of the stakeholder engagement process.
 - Manage all stakeholder engagement under the Dialogue Platform for the Project.
 - Manage the grievance mechanism.
 - Manage the citizen's engagement program.
 - Interact with related and complementary support activities that require *ad hoc* or intensive stakeholder engagement.
 - Proactively identify stakeholders, project risks and opportunities and inform senior management to ensure that the necessary planning can be done to either mitigate risk or exploit opportunities.
- **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

A grievance redress mechanism (GRM) is presented below to uphold the project's social and environmental safeguards performance. The purpose of the GRM is to record and address any complaints that may arise during the implementation phase of the project and/or any future operational issues that have the potential to be designed out during implementation phase. The GRM is designed to address concerns and complaints promptly and transparently with no impacts (cost, discrimination) for any reports made by project affected people (PAPs). The GRM works within existing legal and cultural frameworks, providing an additional opportunity to resolve grievances at the local, project level.

The key objectives of the GRM are:

- Record, categorize and prioritize the grievances;
- Settle the grievances via consultation with all stakeholders (and inform those stakeholders of the solutions)
- Forward any unresolved cases to the relevant authority.

As the GRM works within existing legal and cultural frameworks, it is recognized that the GRM will comprise community level, project level and Jordan judiciary level redress mechanisms. The details of each of those components are described as follows.

The Grievance and Redress Mechanisms (GRM) is in place at MoPIC. The system is connected to a recently-introduced central government electronic platform called “At your Service”, which is gaining momentum. MoPIC has a central system which continues to identify areas for improvement in existing systems such as the inability to identify duplicate complaints received through more than one channel; and lack of connectivity between the central electronic systems, and the regional directorate systems. The GRM is functioning, and accessible to beneficiaries through a variety of channels.

7. MONITORING AND REPORTING

7.1 Involvement of Stakeholders in Monitoring Activities

Monitoring and evaluation of the stakeholder process is considered vital to ensure MOPIC 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:

- Sufficient resources to undertake the 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 relevant ministries, implementing partners, private sector and broader international community 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

Two distinct but related monitoring activities in terms of timing will be implemented:

- During the engagement activities: short-term monitoring to allow for adjustments/improvements to be made during engagement.
- Following completion of all engagement activities: review of outputs at the end of engagement to evaluate the effectiveness of the SEF as implemented.

The umbrella Dialogue Platform is a mechanism that provides a continuous channel for reporting back to Stakeholder Groups and for addressing promptly the issues raised. In addition, the Reform Secretariat will survey stakeholders periodically to measure the successes of the various tasks undertaken by the Secretariat and to address any shortcomings.

Key Performance Indicators of stakeholder engagement include:

Activities/outputs	Intermediate outcomes/KPI	Impact
<ul style="list-style-type: none"> • Number of working groups established or contributed to • Number of consultation meetings organized • Number of recommendations • Number of communication pieces/disclosure • Number of participants and representativity 	<ul style="list-style-type: none"> • Satisfaction rate of participants in the working groups • Strengthened coalitions • Reforms adopted 	<ul style="list-style-type: none"> • Inclusive reforms • Improved coordination among GoJ entities, and between GoJ and donors, civil society and the private sector. • Stakeholders' ownership and buy in over the Five-Year Reform Matrix, and sustainability of reform implementation.

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