



**MINISTRY OF PLANNING AND INTERNATIONAL COOPERATION
(MOPIC)**

**Enhancing Women Economic Opportunities in Jordan
(P180508)**

Stakeholder Engagement Plan (SEP)

DRAFT

February 2024

1. Introduction/Project Description

The Enhancing Women Economic Opportunities Project in Jordan project aims to address specific constraints that women face to enter and stay in the labor force related to workplace conditions, financial inclusion, transportation, and childcare. The intended outcome of the program is to improve the enabling environment for women to work and to address specific constraints women face to enter and stay in the labor market. The proposed program will support the implementation of the Economic Modernization Vision (EMV) engendered strategy and its priority actions under four main areas (i) legislative reforms and gender seal, (ii) women e-shop and providing financing and non-financial support to women, (iii) transportation solutions for women, and (iv) expanding quality nurseries.

The project is a Program for Results (PforR) with an IPF Component.

Program for Results (PforR):

The project consists of four Results Areas (RAs), supported by the IPF pillar that focuses on childcare and on the collaboration and evidence hub:

- **RA 1.** Better and more adaptive workplace conditions for women
- **RA 2.** Women's financial inclusion and entrepreneurship
- **RA 3.** Safe and affordable public transport
- **RA 4.** Expanding access to quality childcare services

IPF Component:

The Program is complemented by an IPF component to support the implementation. The Program is complemented by an IPF component to support the implementation through three main activities. The first activity is the establishment of a Collaboration and Evidence Hub, led by the Ministry of Planning and International Cooperation (MOPIC) and supported by the Jordan National Commission for Women (JNCW). This hub will focus on improving the enabling environment for women in the labor force by conducting impact evaluations and studies and piloting innovative approaches that address constraints related to workplace conditions, financial inclusion, transportation, and childcare. It will also engage in capacity-building activities and awareness and behavioral campaigns. A work plan and monitoring framework will be developed to track progress of activities under the hub. The hub's outputs will be housed in the forthcoming National Women's Observatory managed by JNCW. The second activity is Program Management and Monitoring, involving the expansion of the Program Management Unit at the Reform Secretariat of MOPIC to facilitate coordination between various stakeholders, including government agencies, civil society organizations, academia, and international partners. This unit will support implementation and ensure cross-sectoral coordination and ownership. The third activity focuses on supporting the expansion of quality childcare. Overall, these activities aim to enhance women's participation in the labor force by addressing barriers and providing comprehensive support in the areas of childcare and workplace conditions. The IPF component includes three main activities, described below.

Activity 1. Establishment of Collaboration and Evidence Hub

The Collaboration and Evidence Hub will include the operational and technical support for achieving the RAs, with a focus on improving the enabling environment through outreach, campaigns, studies and piloting and evaluating innovative approaches. Impact evaluations and studies will be conducted and

disseminated with the purpose of further informing policies addressing specific constraints women face to enter and stay in the labor force related to improved workplace conditions, financial inclusion, transportation, and childcare. In particular, the hub will be responsible for ensuring the rigorous evaluation of the childcare interventions supported by the program. The hub will support targeted campaigns and capacity-building activities to raise awareness, address informational asymmetries related to the program areas, and promote behavioral change related to more egalitarian norms and attitudes towards women's work. The hub may also devise and implement innovative interventions to be evaluated for impact with the objective to inform GoJ on best practices and effective approaches that can be scaled up.

The hub will be led by MOPIC and supported by JNCW and provide a larger platform for coordination and dialogue between WB programs, government agencies, CSOs, academia, and international development partners. This broader platform is designed to enhance the impact and results of gender-related initiatives by creating an environment conducive to sharing best practices, aligning efforts, and fostering synergy among stakeholders. The coordinated mechanism within the hub aims to address deep-seated social norms and barriers that often hinder gender equality and women's participation in the workforce. By having a central platform for knowledge sharing and data exchange, it will also serve to increase the data and evidence base, which is crucial for informed decision-making and policy formulation. Furthermore, the hub will encourage collaboration to allow for the pooling of resources, expertise, and experiences. This multifaceted approach not only strengthens gender-related programs but also enhances the sustainability and scalability of efforts, ultimately leading to more significant and lasting impacts.

The approach is evidence-based, with a focus on data-driven analysis. Capitalizing on the successful approach of the Mashreq Gender Facility's action-oriented research, sector-specific analysis will be conducted to generate evidence that can inform policies and programs. With the aim to promote behavioral change, the Hub will support initiatives that promote more egalitarian norms and attitudes related to women's work through behavioral campaigns, including assessing the reach and impact of these. Additionally, by incorporating, testing, and assessing behavioral economy informed activities across interventions, this will maximize their impact and potential for scale-up. Communication and knowledge sharing will be facilitated through the establishment of timely and effective information sharing channels among relevant stakeholders, ensuring that information and knowledge generated through the Program are effectively communicated. A work plan and monitoring framework will be developed under the hub to track progress of activities and outputs, allowing for continuous adaptation and iteration based on insights gained and needs that may arise. Ultimately, it is proposed that outputs and findings produced through the hub will be housed in the forthcoming National Women's Observatory, managed by JNCW.

Activity 2. Program Management and Monitoring

A Program Management Unit will be established at MOPIC to support implementation and ensure cross-sectoral ownership and engagement. The PMU will include a team consisting of technical, procurement, monitoring and evaluation, financial and social and environmental officers, and will be coordinated through a team lead. The PMU, in coordination with the IMC-W and with support from the JNCW on topic related aspects in their role as rapporteur and technical arm of the IMC-W, will complement and capitalize on existing initiatives and programs related to the Engendered Strategy priorities and work closely with the Hub to develop strategic outreach messages that showcase not only the progress of projects under the program, but also other relevant achievements.

Activity 3. Support the expansion of quality childcare

This component will implement and evaluate government programs to expand the demand and supply of childcare. On the demand side, a subsidy intervention will aim to reduce the cost of accessing childcare. On the supply side, an establishment intervention will aim to increase the number of available childcare service providers. Lastly, an online childcare platform will connect the demand and supply of childcare services to improve access for all, but with a focus on vulnerable families. These activities complement the operational support that is provided to nurseries through the SSC program Reaya, and further complement the support that IFC provides related to employer-provided childcare provision. Program implementation details will be further outlined in the project operations manual.

Expansion of childcare services under the Program

SUPPLY SIDE: Establishment support: enhancing existing schemes, and evaluating them for scale-up		DEMAND SIDE Household support for childcare
<p>Center-based</p> <ul style="list-style-type: none"> For licensed associations and private nurseries Target: 200 Grants up to US\$28k Second tranche contingent upon certification of care worker(s) 	<p>Home-based</p> <ul style="list-style-type: none"> New registered home-based nurseries Target: 500 Grants up to US\$5k, incl. in-kind equipment & training support Second/third tranches contingent upon certification and use of equipment 	<p>Subsidized childcare services for households</p> <ul style="list-style-type: none"> Available for mothers with children below 5, ineligible for Reaya (SSC) Subsidize up to US\$100/month for childcare services for a period of 6-12 months Selected among vulnerable women with demonstrated interest in LFP Subsidies provided directly to enrolled nurseries Application through the online platform
<p>ONLINE CHILDCARE PLATFORM to connect supply & demand</p> <ul style="list-style-type: none"> Reduce gap between demand and supply of childcare, by bringing providers and families on the same platform Reduce information gap by mapping out enrolled formal nurseries, linked to geographical proximity Mothers will request subsidy through platform, payment will be done directly to enrolled nursery Platform will be linked to the National Unified Registry to facilitate targeting for low-income households 		

Programs will be complementary to Reaya, with referrals between programs.

(a) Expanding the supply of childcare through establishment support program. This activity will support the establishment of center-based (association and private sector nurseries) and home-based nurseries through grants. This grant size will vary based on the type of nursery (center- or home-based), the size, and capacity of the nursery (Figure 1). To qualify for the program, the nursery must be ineligible for the Reaya program,¹ and meet the selection criteria set by the Ministry of Social Development (MOSD). Childcare providers who cater to low-income households, and those that are in industrial zones or tourism hubs will be prioritized in the selection criteria. Selected recipients will receive the grants in three tranches over the year, upon meeting conditions set by the MOSD (e.g., completing caregiver accreditation), while entrepreneurship guidance will be provided on an ongoing basis. The establishment grants will allow for the procurement of energy efficient appliances (heaters, lighting, fridge, etc.) for up to 10 percent of the grant amount for center-based and up to 20 percent for home-based nurseries. Procurement standards

² The Reaya program provides 6 months of cash support to Social Security Corporation registered mothers who are currently employed and has contributed to the SSC for at least 6 months. Activity 2 will complement Reaya support by reaching women who do not qualify for Reaya, and by providing additional months of support to those benefiting from Reaya.

will be set to ensure the appliances comply with Energy Star Standards / best available technology or match or surpass country appropriate technology benchmarks for performance.

(b) Increasing demand for services by subsidizing the cost of childcare for low-income households. This activity will lower the cost of childcare for low-income households. It will subsidize the monthly cost of childcare services (provided by a licensed home-based or center-based childcare provider outside of the child’s home) for 6-12 months. The subsidy can be a maximum of US\$100 per month, to be determined based on household welfare (the selection criteria will be further developed in alignment with Reaya and outlined in the Project Operational Manual-POM). Approximately 3,000 children below 4 years and 8 months will be supported through this pilot. Beneficiaries will be mothers with children aged 0-5, selected from among social safety net recipients who have demonstrated interest in participating in the labor force (e.g., signed up for a training-for-employment program, registered on national employment platform, enrolled in the national employment program, enrolled in an accredited training program, etc.). Mothers benefiting from Reaya² may receive benefits for 6 months (after Reaya benefits end) while those ineligible for Reaya will benefit for 12 months. Subsidies will be provided directly to the childcare provider of their choice among nurseries enrolled in the childcare services platform for up to benefit limit, based on continued enrolment in the labor force.

(c) Facilitating access through an online childcare services platform. This activity will reduce the gap between the demand and supply of childcare, by bringing providers and families on the same platform, reducing information gap related to available services. The platform will be owned and operated by the MOSD and be linked to the National Unified Registry (NUR), a unified platform for Jordanian citizens seeking social assistance.³ All licensed childcare providers, including public, private, NGO operated, and home based will be listed on the platform, along with important details about the provider (e.g., address, cost, hours of operation, association with schools, number of accredited staff, enrollment in Reaya program, etc.). Families interested can log into the platform and check for options within a catchment area. In addition, the platform will provide an avenue for families to register complaints to MOSD, strengthening the Grievance Mechanism (GM) for childcare facilities further. The platform will also be able to send and receive referrals from the Reaya program database, to facilitate beneficiary selection into the appropriate program and ensure coordination and cross-references across the programs.

Implementation arrangements for the PforR and the IPF Component:

The Inter-ministerial Committee For Women Empowerment (IMC-W) will play the role of the Steering Committee for the program which will oversee all activities and initiatives, given its responsibility in overseeing the engendered strategy of the Economic Modernization Vision (EMV). The Reform Secretariat Project Management Unit (PMU) at MOPIC will lead the main functions of the Program’s

² The Reaya program provides 6 months of cash support to Social Security Corporation registered mothers who are currently employed and has contributed to the SSC for at least 6 months. Activity 2 will complement Reaya support by reaching women who do not qualify for Reaya, and by providing additional months of support to those benefiting from Reaya.

³ The National Unified Registry (NUR) serves as a single gateway for Jordanians seeking social assistance by connecting 34 government institutions, including the Civil Status Department, National Aid Fund, Social Security Corporation, Tax Department, Health Insurance, vehicle registration, and the Ministry of Education. NUR enables households to self-register for multiple social protection services, cross-checks their data with other databases, ranks them by poverty status, assesses their needs, and connects them to the necessary services.

implementation. The PMU will be strengthened by hiring additional team members to provide support for activities under this program. A range of government agencies will be responsible for the DLIs under the specific RAs: (i) Ministry of Labor (MOL), JNCW, King Abdallah Center for Excellence (KACE) for RA1; (ii) Central Bank of Jordan (CBJ), MOSD, and JNCW for RA2; (iii) Ministry of Transport (MOT), Land Transport Regulatory Commission (LTRC), and MOSD for RA3, and (iv) National Council for Family Affairs (NCFA), MOSD, Vocational Training Corporation (VTC), and Technical and Vocational Skills Development Commission (TVSDC) for RA4. Under the IPF component, the PMU at MOPIC will also be the implementing body responsible for financial management, procurement, Monitoring and Evaluation (M&E), as well as addressing environmental and social aspects. Specifically, the childcare IPF activities will be supported by teams that will be hired under MOSD to manage the grant schemes related to the supply and demand sides. MOSD is currently implementing a grant initiative for association nurseries. The IPF activities will leverage the implementation arrangements currently in place for this initiative. The childcare initiatives will be implemented in coordination with the SSC to ensure the activities remain complementary to the Reaya program.

The Collaboration and Evidence Hub will be housed in the Gender Unit at the Public Policy Design Support Department (PPDSD) which is responsible for designing, monitoring, supervising and reporting on government plans. The Hub will be supported by JNCW which will lead the implementation and quality checks of the evaluation studies, development of campaigns and potential innovative pilot interventions which address constraints facing women’s economic participation. The JNCW has previously engaged through grants and PforR commitments on similar topics. The PPDSD and JNCW will be strengthened by hiring additional staff to support the coordination and implementation of the Collaboration and Evidence Hub activities.

Main Implementing Agencies under the IPF Component:

- **The Ministry of Social Development (MOSD)**

The MOSD, originally established as the Ministry of Social Affairs and Labor in 1956 under Law No. 14, has undergone significant transformations in its purpose and structure. Initially aimed at providing comprehensive social security and productive efficiency, coordinating social services for all citizens, and organizing their employment, the ministry shifted in 1975 to social development and labor. By 1979, it further specialized into social development alone. The MOSD plays a crucial role in developing Jordanian social work through the application and enforcement of social work legislation within its jurisdiction, including four laws (Ministry of Social Affairs and Labor Law, Juvenile Law, Domestic Violence Protection Law, and Associations Law) and eight regulations covering various social aspects like childcare, family protection, and licensing of special education institutions.

The MOSD has nurtured several social work institutions, granting some administrative and financial independence, such as the Cooperative Organization, the National Aid Fund, and the Higher Council for Persons with Disabilities (HCD). The ministry conducts field studies in areas like poverty, delinquency, and disability, highlighting its focus on preventive, therapeutic, and developmental strategies in social work. The Ministry also licenses, supervises, and financially supports (in some cases) various social work institutions, including associations, orphanages, special education centers, nurseries, and elderly care homes, ensuring their effective operation and contribution to the social fabric of Jordan.

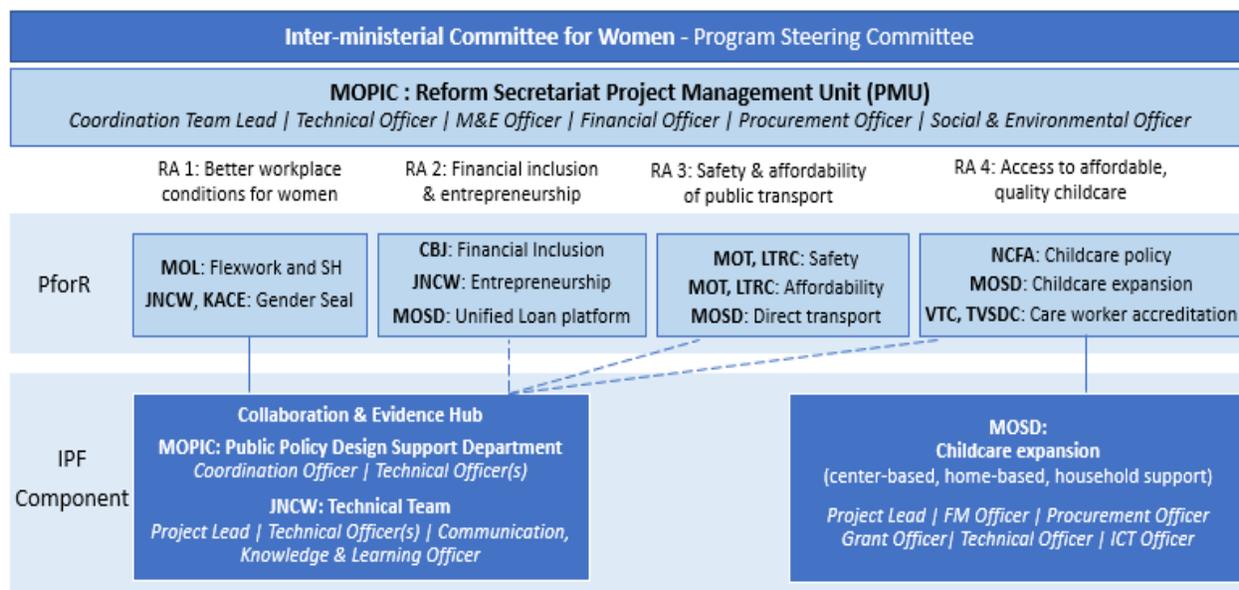
- **The Jordanian National Commission for Women (JNCW):**

The JNCW established in 1992, is a semi-governmental body that is the leading authority on women's affairs in Jordan. It is recognized for advocating and advancing the interests of women both nationally and internationally. The JNCW, under the leadership of HRH Princess Basma, has been pivotal in integrating gender equality perspectives into policy areas and reducing the gap between formal recognition of women's rights and societal attitudes.

The Commission's goals are to substantially change women's status, eradicate discrimination, and enable women's full and equal participation with men across all societal sectors. Its role in advocacy has significantly contributed to increasing the profile of women in Jordan's political domain, as evident by the growing number of women engaging in political campaigns and securing electoral positions.

Through collaborative efforts with the Inter-Ministerial Committee for Women Empowerment (IMC-W), the JNCW ensures that government development plans align with the National Strategies for Women, formulated in 1993, to address women's issues comprehensively. These strategies are developed with multi-sector participation and serve as a roadmap for donors, reflecting national priorities and commitments endorsed by Jordanian civil society and stakeholders.

Implementation Arrangements for the PforR and the IPF Component:



2. Objective/Description of SEP

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The SEP outlines the ways in which the project team will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about project activities or any activities related to the project.

3. Stakeholder identification and analysis

3.1 Methodology

In order to meet best practice approaches, the project will apply the following principles for stakeholder engagement:

- **Openness and life-cycle approach:** Public consultations for the project(s) will be arranged during the whole life cycle, 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 stakeholder feedback, and for analyzing and addressing comments and concerns.
- **Inclusiveness and sensitivity:** Stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups that may be at risk of being left out of project benefits, particularly women, the elderly, persons with disabilities, displaced persons, and migrant workers and communities, and the cultural sensitivities of diverse ethnic groups.
- **Flexibility:** If social distancing, cultural context (for example, particular gender dynamics), or governance factors (for example, high risk of retaliation) inhibits traditional forms of face-to-face engagement, the methodology should adapt to other forms of engagement, including various forms of internet- or phone-based communication.

For the purpose of this SEP, the following categories of stakeholders have been identified:

3.2. Affected parties and other interested parties ¹

Affected parties include local communities, community members, and other parties that may be subject to direct impacts from the Project. Specifically, the following individuals and groups fall within this category:

Stakeholder	Internal/ External	Role in the Project	Impact/concerns/needs	Description
Implementing Agencies				

Ministry of Social development (MOSD)	Internal	Implementing Agency	<ul style="list-style-type: none"> - Different directorates in the main implementing agencies will be involved in implementing various activities under the program, particularly in relation to expansion of access to quality childcare: -Stakeholder engagement and GM systems - Eligibility and selection criteria for project’s beneficiaries 	Persons, groups, and other entities within the Project Area of Influence (PAI) that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures.
Ministry of Planning and International Cooperation (MOPIC)	Internal	Implementing Agency		
Jordanian National Commission for Women (JNCW)	Internal	Implementing Agency		
Ministry of Education (MoE)	External	Partner Institution		
Ministry of Labor (MoL)	External	Regulatory		
Direct Beneficiaries				
Families and children (vulnerable households)	External	Beneficiaries (project affected people)	<ul style="list-style-type: none"> - Selection criteria for project beneficiaries - Condition for access to jobs - Child protection childcare facilities - OHS risks - SEA/SH risks - Access to effective GM system - Certification for workers in childcare facilities - Flex work conditions for working women 	All these direct beneficiaries will be directly benefiting from projects’ interventions in both areas: expansion of quality childcare access and the Collaboration and Evidence Hub.
Business owners (nurseries)				
Nurseries in Public institutions and schools				
Women's associations and home-based childcare facilities that receive start-up grants.				
Childcare facilities in industrial zones and tourism hubs				
Public schools and NGOs (after-school care)				
Employees and non-employees of public and private				

institutions who gain access to nurseries				
Private sector				
Indirect Beneficiaries				
Service providers and suppliers to the childcare industry and women SMEs, such as providers of energy-efficient technologies, educational materials, and training services.		Part of the project value chain	<ul style="list-style-type: none"> - Condition for access to jobs - Flex work conditions for working women. - SEA/SH risks 	Indirectly benefiting while working or being related to program's implementation including private sector suppliers and SMEs in general
Employers		Beneficiaries from the increased productivity and engagement of their workforce due to reliable childcare. Also, to access more diverse, and available workforce		

Other Interested Parties:

The projects' stakeholders also include parties other than the directly affected communities , including:

Stakeholder	Internal/ External	Role in the Project	Impact/concerns/needs	Description
Ministry of Education (MoE)	External	Regulatory	Planning and policies related to childcare expansion	Individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their
Ministry of Labor (MoL)	External	Regulatory	- Labor management and working conditions	

			- GM system for workers in private sector	interests as being affected by the project and/or who could affect the project and the process of its implementation in some way.
Higher Council for the Rights of People with Disabilities	External	Consultation	- Access to jobs for people with disabilities - Working conditions - GM for workers with disabilities	
Other business owners (for women employment)	External	Indirect beneficiaries	Indirectly benefiting while working or being related to program's implementation including private sector and SMEs in general	
Civil society organizations (NGOs and CBOs): - Women associations - Professional associations	External	Consultation and outreach/ Implementation	- Feedback channel with communities, vulnerable groups, and private sector - women's workers' rights - Jobs creation	
Development partners	External	Consultation and coordination	- Need coordination between different donor-funded projects and initiatives - Need for financing sustainable projects that last beyond the financed project duration	
Mass media	External	Outreach	Project highlights and achievements	

3.3. Disadvantaged/vulnerable individuals or groups²

Within the Project, vulnerable or disadvantaged groups may include but are not limited to the following:

Vulnerable groups within the communities affected by the Project may be added, further confirmed, and consulted through dedicated means, as appropriate. Description of the methods of engagement that will be undertaken by the project is provided in the following sections.

Stakeholder	Internal/ External	Role in the Project	Impact/concerns/needs	Description
Persons with disabilities	External	Beneficiaries	<ul style="list-style-type: none"> - Exclusion from the benefits of the project - Training and skills enhancement activities - Jobs opportunities and accessibility - Importance of enforcing the Flex work by-Law - Lack of protection for and Gender-Based Violence risk - Inequality of pay between men and women - Access to jobs (refugees) 	Persons who may be disproportionately impacted or further disadvantaged by the project(s) compared with any other groups due to their vulnerable status and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project.
Women-headed households	External			
Very poor households	External			
Refugee households	External			
Refugee women job seekers	External			
Migrant women workers	External			

4. Stakeholder Engagement Program

4.1. Summary of stakeholder engagement done during project preparation

A series of public consultation meetings were held throughout the project preparation phase. For more detailed information, please refer to the Annex 2 provided.

The environmental and social instruments were disclosed through official government websites. Feedback received during consultations (Annex 2) and was taken into account by the Task Team and the E&S Specialists, including in this SEP.

4.2. Summary of project stakeholder needs and methods, tools, and techniques for stakeholder engagement

As stated in the table below, different engagement methods are proposed to cover stakeholder needs. Engagement methods include face-to-face and virtual meetings, focus group discussions, community consultations, formal meetings, online Feedback with comments, etc.

4.3. Stakeholder engagement plan

Project Stage	Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
Project Preparation (before Appraisal)	Before Appraisal (February 2024)	Project Design	<ul style="list-style-type: none"> - A mix of face-to-face and virtual meetings, emails, phone calls - Disclosure of E&S instruments on the websites of MOSD, MOPIC, and WB - Feedback with comments option to be available to the public on websites and social media pages where public and stakeholders will be invited to provide any feedback they may have. - Contact email and telephone number will be available to receive any feedback, comments and concerns on the disclosed documents. 	<p>Implementing agencies</p> <p>Other Government officials</p> <p>Civil society Organizations (CSOs)</p> <p>Development Partners</p> <p>Higher Council for People with disability (HCD)</p>	MOPIC MOSD WB
Project Implementation	<p>During planning, design, and prior to activities' implementation.</p> <p>Also, during implementation.</p>	<ul style="list-style-type: none"> - Brief about Project design - Brief on planned project's activities - Selection criteria of beneficiaries - Potential risks associated with the envisaged activities (OHS and children protection) 	<ul style="list-style-type: none"> - Verbal communication, community meetings, FGD, Grievance form, official websites, and social media - Phone number to be provided for stakeholders to raise any feedback and concerns verbally. - Display of grievance uptake channels and contact details in project's sites to be accessible for stakeholders to convey concerns, complaints, and opinions. - Consultation meetings during implementation 	All stakeholders, especially HCD	MOSD MOPIC JNCW

		<ul style="list-style-type: none"> - Grievance Mechanism - procedures , uptake channels and contact details 	<p>of envisaged activities to provide the opportunity for stakeholders to discuss feedback and raise their concerns which will be recorded and documented.</p> <ul style="list-style-type: none"> - Consultation meetings will be organized at venues easy to access by stakeholders and as close as possible to impacted communities. - Advance notice for upcoming consultation meetings will be communicated prior to meetings as appropriate (MOSD website, social media, or other methods as appropriate). - Consultation meetings will be documented through minutes of meetings. 		
Project Closure	<i>End of operation (closure)</i>	Project achievements	<ul style="list-style-type: none"> - Final project completion report - Feedback with comments option will be available to the public and stakeholders on websites and social media pages where they can their feedback they have. - Contact email and telephone number will be available to receive any feedback, comments and opinions on the disclosed documents. 	All stakeholders	MOSD MOPIC

Information will be disclosed as provided in the table below. It includes disclosed information on SEP; relevant E&S documents; Grievance Mechanism (GM) procedures; project orientation; regular updates on project developments; and in formats of public notices, press releases, Project website; consultation

meetings; information leaflets and brochures; separate focus group meetings with vulnerable groups. Arabic and English languages will be employed depending on the intended stakeholders.

Stage	Information to be disclosed	Stakeholder group	Method
Project Preparation (before Appraisal)	All Stakeholders	<ul style="list-style-type: none"> - Project Information Document (PID): Project' objectives and design. - Stakeholder Engagement Plan (SEP)- sets out the timing and methods of consultation and information disclosure. Describes the project's Grievance Mechanism - Environmental and Social Commitment Plan (ESCP)- Sets out the E&S requirements to be carried out by the borrower. 	<p><i>MOPIC website</i> <i>MOSD website</i> <i>World Bank website, before appraisal (January 2023)</i></p>
Implementation	All Stakeholders	<p>PAD specifies:</p> <ul style="list-style-type: none"> - types of funding and support to be available through the project - Eligibility criteria to access different types of funding. - Application process - Periodic aggregated progress reports on the number of beneficiaries under each option. - Progress on the activities relevant to the Economic Modernization Vision (EMV) through the official platform Performance and Achievement Follow-up System⁴. 	<p><i>PAD will be disclosed on World Bank website and ESF documents to be available on MOPIC and MOSD after project launch.</i></p> <p><i>Application process, eligibility criteria, and forms, progress reports to be available on MOSD/MOPIC</i></p> <p><i>Application for funding would also be announced during implementation through written media (newspapers)</i></p> <p><i>Periodic aggregated progress reports to be disclosed on MOSD website.</i></p>

⁴Performance and Achievement Follow-up System. Retrieved from <https://pmdu.gov.io/>

	Project Affected Parties	<ul style="list-style-type: none"> - Eligibility criteria, selection processes - Funding application form - Grievance Mechanism - Gender Action Plan - Project's progress details - Coordination issues 	<p><i>Application process, eligibility criteria and selection processes, and forms, progress reports to be available on MOSD</i></p> <p><i>Application for funding would also be announced during implementation through written media (newspapers) and other means to be identified through the project.</i></p> <p><i>Grievance Mechanism will be accessible through MOSD/project website</i></p>
	Vulnerable groups	<ul style="list-style-type: none"> - Types of support offered by the project and requirements, financing criteria. - Technical assistance available through the project - Plans to support other vulnerable groups. - Grievance Mechanism 	<p><i>PAD will be available on World Bank website and safeguards documents to be available on MOSD and MOPIC websites after project launch.</i></p> <ul style="list-style-type: none"> - <i>Social media</i> - <i>Other printed materials with project information in accessible formats</i> <p><i>- Public meetings/FGDs (twice a year) to be announced on MOSD/MOPIC website and personalized invitation</i></p>
	Mass media	<ul style="list-style-type: none"> - <i>Project's highlights and success stories</i> 	<p><i>MOITS/ project, JLGC, JE, and JEDCO website</i></p> <p><i>Social Media</i></p> <p><i>Press releases</i></p>
Project closure	All stakeholders	<i>Project achievements</i>	<ul style="list-style-type: none"> - <i>Final evaluation report to be available on MOSD/MOPIC PMU - Public seminar to be organized at the end of</i>

			<i>the project with all stakeholders</i>
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4.4. Reporting back to stakeholders

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and Grievance Mechanism, and on the project’s overall implementation progress.

5. Resources and Responsibilities for implementing stakeholder engagement activities

5.1. Resources

The PMU in MOPIC, MOSD, NCFA, and JNCW will be in charge of stakeholder engagement activities under the project.

The budget for the SEP is 50,000 USD and is included in the IPF Component of the project. Detailed budget breakdown is provided below.

Budget Category	Quantity	Unit Costs	Times/Years	Total Costs	Remarks
1. Events (community meetings, focus groups, etc.)	10	500	Bi-Annual	5000	
2. Communication campaigns					
2a. posters, flyers	Lumpsum	5000	Annually	5000	
2b. Social media campaign	Lumpsum	5000	Annually	5000	
3. Trainings					
Deliver trainings in accordance with the ESCP documents as follows: (Unit = Day):					
1. Stakeholder Mapping and Engagement					
2. Grievance Redress Mechanism (GM)					
3. Gender and Inclusion (disability and others)					
4. Gender-Based Violence, Sexual Exploitation and Abuse, and Code of Conduct	25	1000	Year 1 & 3		
5. Conducting Environmental and Social assessment					
6. Effective operation of the Grievance Mechanism (for community and workers)					
7. Orientation & periodic training on the World Bank ESF and its				25,000	

Implementation and supervision requirements related to the IPF.					
8. Community Health and Safety					
9. Occupational Health and Safety					
10. Emergency Preparedness and Response					
4. Beneficiary surveys					
4a. mid-project perception survey	1	5,000	Year 3	10,000	
4b. end-of-project perception survey	1	5,000	Year 4	10,000	
TOTAL STAKEHOLDER ENGAGEMENT BUDGET:				50,000\$	

5.2. Management functions and responsibilities

The entities responsible for carrying out stakeholder engagement activities are the PMU in MOPIC, MOSD, NCFA, and JNCW. The stakeholder engagement activities will be documented through semi-annual reports on the SEP implementation progress.

6. Grievance Mechanism (GM)

The main objective of a GM is to assist in resolving complaints and grievances in a timely, effective, and efficient manner that satisfies all parties involved.

6.1. Description of GM

Step	Description of Process	Time Frame	Responsibility
GM implementation structure	The MOSD does not have a dedicated section for complaints handling but rather has it as a function under the Public Information Section at the Ministry. This section is part of the Administrative Affairs Directorate which reports to the Secretary General of the MOSD. The section has 7 staff and only two of them receive and handle complaints. There are also Complaints Committees in each of the MOSD 42 local directorate around the country. Complaints related to childcare facilities are directly handled by the Family and Infancy Section at MOSD. The GM methodology deals with complaints, suggestion, and compliment.	Immediate/existing	MOSD PMU at MOPIC

Step	Description of Process	Time Frame	Responsibility
	The PMU to be established in MOPIC will have a GM Focal Point.		
Grievance uptake	<p>Grievances can be submitted via the following channels:</p> <ol style="list-style-type: none"> 1. The Ministry's main landline number N# 06-5679327 ext. 195 2. A dedicated hotline for immediate communication. The number of the hotline is (080022900) 3. Electronic complaints accessible through the ministry's website: www.MOSD.gov.jo 4. An official email address, published on the MOSD website, for receiving complaints (complaints@MOSD.gov.jo). 5. Physical complaints boxes, which are directly accessible by employees. This method bypasses the need for committee intervention, which can sometimes delay the review of complaints. 6. A WhatsApp number for complaints to be handled by the internal monitoring unit. 7. Walk-ins may register a complaint in a grievance in the Diwan of the ministry. 8. Social media managed by the ministry: Facebook and others <p>External uptake including all other governmental institutions and the 'At Your Service' platform, governmental electronic complaints system.</p> <p>Annex 1 provides the application for the feedback uptake.</p>		MOSD PMU in MOPIC
Sorting, processing	<p>Complaints received are analysed and categorized according to the following complaints' types/reasons:</p> <ul style="list-style-type: none"> - Workers/ service providers of MOSD - Procedures for service provisions - Appropriateness of the place of service provision - Cost of obtaining the service 	Upon receipt of complaint	Local grievance focal points

Step	Description of Process	Time Frame	Responsibility
	<ul style="list-style-type: none"> - Fragmentation of responsibilities - Digitalization of service - Delays incurred to receive the service. - Guiding manuals - Outreach of services <p>Complaints are then forwarded to the relevant sections/departments, where a specific timeline for complaint resolution is also indicated.</p>		
Acknowledgment and follow-up	The written complaints procedures require acknowledgement of the complaint. However, this is not done systematically which causes recurrence of the same complaint. Depending, on the type and urgency of the complaint acknowledgement is done through the same mean through which the complaint was received: phone, email, written, electronically, etc.	No official set time	Local grievance focal points
Verification, investigation, action	Investigation of the complaint is led by the relevant section/directorate. A proposed resolution is formulated by the same concerned section/directorate and communicated to the complainant by phone, email, written, electronically, etc. Unresolved and recurrent complaints are reported to the senior management.	Could take up to 30 days	Relevant sections and departments or entities
Monitoring and evaluation	Data on complaints are collected in a bi-annually and yearly reports and reported to Secretary General of the Ministry.	Bi-annually	MOPIC/MOSD
Provision of feedback	Feedback from complainants regarding their satisfaction with complaint resolution is collected through phone, email, written (Satisfaction form), electronically, etc. However, there is no evidence that this is being done	Based on channel through which the complaint was received	MOSD
Training	<p>Training needs for staff/consultants in the PIU, Contractors, and Supervision Consultants are as follows:</p> <ul style="list-style-type: none"> - GM general training in accordance with World Bank requirements - GM reporting on complaints related to the project 		MOPIC/MOSD

The Family and Childhood Directorate at MOSD:

The Family and Childhood Directorate under the egis of the MOSD is the primary unit overseeing childcare services and facilities and the development of early childhood programs. The Directorate is concerned with protecting and caring for children in need of protection and care. It is also mandated with preserving the dignity of the elderly who need housing and social services through the Elderly Care Account for the purposes of implementing programs concerned with this population group. The directorate includes five (5) sections: Childcare Facilities (nurseries) Section, Care for the Elderly and Wanderers Section, Alternative Family Care Section, Aftercare Section, Child Protection and Care Homes Section.

The Childcare Facilities (nurseries) has the following tasks:

- Supervising the process of quality control and accreditation standards for services provided in nurseries.
- Supervising the quality of services provided to children benefiting from nurseries.
- Contributing to the development of legislation related to nurseries.
- Contributing to the preparation of guidelines and training and educational curricula for children benefiting from nurseries, to assist the management and rehabilitation of nursery educators.
- Follow up, supervise and direct the work of nurseries in accordance with applicable legislation.
- Supervising the process of evaluating the performance of nurseries and submitting reports thereon to the competent authority.
- Participate in implementing the shelter alternatives plan for children with disabilities through the response of nurseries to provide services for this category in coordination with the Shelter Alternatives and Integration Unit in the Ministry.
- Participate in applying institutional excellence standards.

Complaints are usually referred to this Directorate through the Public Information Section via other means (walk-ins, phone, emails, etc.). The complaints are then transferred to the relevant Local Family and Childhood Directorate in the different parts of the country according to the geographic location of the nursery, which is the subject of the complaint. The way that complaints

Escalation:

The GM will provide an appeal process if the complainant is not satisfied with the proposed resolution of the complaint. Once all possible means to resolve the complaint have been proposed and if the complainant is still unsatisfied, they should be advised of their right to legal recourse.

When relevant, the project will have other measures in place to handle sensitive and confidential complaints, including those related to Sexual Exploitation and Abuse/Harassment (SEA/SH) in line with the World Bank ESF Good Practice Note on SEA/SH. Insert description if relevant]

The PMU in MOPIC will oversee the GM for workers under the project. The PMU will establish clear procedures for handling and managing complaints stemming from workers and working conditions under the project. The GM for workers within MOSD is directly managed by the HR department of the ministry.

There are clear procedures for lodging a complaint and is accessible by all workers. They possess a dedicated committee tasked with addressing workers complaints.

The World Bank and the Borrower do not tolerate reprisals and retaliation against project stakeholders who share their views about Bank-financed projects.

7. Monitoring and Reporting

7.1. Summary of how SEP implementation will be monitored and reported

The SEP will be revised and updated as necessary in the course of project 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 project context and specific phases of the development. Any major changes to the project related activities and to its schedule will be duly reflected in the SEP.

For reporting:

- The Reform Secretariat PMU in MOPIC will have a central GM Focal Point (FP) to oversee the operation of the GM of the project
- the MOSD, NCFA, and JNCW will assign GM Focal Points to monitor the operation of their respective GM systems. They will also provide monthly reporting to the central FP in MOPIC/PMU and the Bank
- The PMU will provide feedback to MOPIC and MOSD senior management and other stakeholders.
- The PMU/MOPIC will also keep monitoring the related complaints that will be received through different modalities, and this will allow for getting feedback from various parties, including beneficiaries and vulnerable groups.

The results of the stakeholder engagement process will be included in the Project Progress and Monitoring Reports (and SEP updates as needed). The monitoring reports will include the following information:

- Venue, time, and date of any public consultation meetings that have been undertaken.
- Issues and concerns raised during the consultative meetings.
- A list of the number and types of grievances raised in the reporting period and the number of resolved and/or outstanding grievances.
- Information on how the issues raised during the meetings and through grievances were/will be taken into consideration during the Project implementation (construction) Phase.
- Stakeholder engagement activities conducted by the implementing agencies, such as awareness campaigns, outreach activities with civil society organizations (a list of these CDOs should be established), etc.
- Stakeholder engagement activities by the other IAs, if relevant (at the PforR level).
- Number of all stakeholder engagement activities conducted during the reporting period.

The Reports will also include a summary of implemented corrective measures meant to address the grievances.

- a. **Formal Meetings:** All formal meetings, which are scheduled through the stakeholder engagement team will be documented and minutes taken. Minutes will be captured in English and Arabic by team members engaged. Attendance registers / form will be maintained in appropriate formats.
- b. **Attendance Register / Form:** A Stakeholders registers / form will be used to track the Consultation and Disclosure process. Specific stakeholder engagement actions will then be tracked in the registers / form, which contains the list of all stakeholders identified, under what category they fall, their importance to the project in terms of how they can influence or be influenced by the Project. Demographic information, including gender, area of residence, disability, and age, will be gathered.
- c. **Record Keeping:** A master database will be maintained by the ministry to record and track management of all comments and grievances, and independently audited. This will serve to help monitor and improve performance of the Comment Response and, Grievance Mechanism. This database will be continued throughout all phases of the Project.

7.2. Reporting back to stakeholder groups

The SEP will be periodically revised and updated as necessary in the course of project implementation. Bi-annual summaries and internal reports on public grievances, enquiries, and related incidents, together with the status of implementation of associated corrective/preventive actions, will be collated by responsible staff and referred to the senior management of the project. The bi-annual summaries will provide a mechanism for assessing both the number and nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner. Information on public engagement activities undertaken by the Project during the year may be conveyed to the stakeholders in various ways, including formal meetings, awareness sessions, consultation sessions on specific topics, etc.

Annex 2: Consultation Minutes

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Timetable/ Date to Complete Follow-up Action(s)
Ministry of Social Development (MOSD)	December 27, 2023	<ul style="list-style-type: none"> - PforR design: Specific comments on the proposed design of the IPF activities, including financial inclusion for women, childcare governance structure, and expansion program, including certification system for workers in the childcare facilities, etc. - Social Impact Assessment (SIA): No specialized SIA for the proposed initiatives exists, potentially providing valuable insights into their effectiveness and impact on the target demographic. - GM: Multiple channels for receiving complaints demonstrate a commitment to responsiveness. Complaints are aimed to be resolved within 30 days, with an annual receipt of approximately 800 complaints and a system for escalation to the Secretary-General when necessary. The Family and Childhood Division handles and follows up on complaints related to childcare facilities, with complaints being directed to the SG's assistant for care affairs and investigated by a formed committee, complaints of sexual harassment in nurseries are treated with urgency and are addressed using the same complaint tools as other issues, etc. 	<ul style="list-style-type: none"> - The Task Team will take into consideration the received comments while finalizing the design of the IPF Component. - Recommendations in the ESSA and the ESF instruments to be prepared will note the feedback received and identified risks and propose the relevant mitigation measures 	Reflect the feedback received in the different project documents: technical design, PAD, E&S instruments for PforR and the IPF Component	During Appraisal (February 2024)
SSC	December 28, 2023	<p>GM:</p> <ul style="list-style-type: none"> - SSC offers multiple complaint and inquiry channels with right of appeal with dedicated committees for complaint review. - Manual outlines procedures for complaint and suggestion handling. <p>Potential risks:</p> <ul style="list-style-type: none"> - Potential risks may deter hiring women, pushing them toward the informal sector. - Risks related flex work related to decreased women activity 	<ul style="list-style-type: none"> - The Task Team will take into consideration the received comments while finalizing the design of the IPF Component - Recommendations in the ESSA and the ESF instruments to be prepared will note the 	Reflect the feedback received in the different project documents: technical design, PAD, E&S instruments for PforR and the IPF Component	During Appraisal (February 2024)

			feedback received and identified risks and propose the relevant mitigation measures		
CSOs session	December 28, 2023	<p>Consultation and Engagement of CSOs and Stakeholders</p> <ul style="list-style-type: none"> • There's a significant gap in coordination and information sharing about programs, hindering effectiveness. • CSOs are insufficiently engaged in planning and implementing phases, limiting their contribution. <p>Women's Financial Inclusion & Entrepreneurship</p> <ul style="list-style-type: none"> • Financial support often lacks crucial literacy training, causing challenges in fund management. • Cumbersome bureaucratic processes deter women's entrepreneurship. • Absence of psychological and social support for women transitioning to entrepreneurship. • Programs often fail to accommodate women's other responsibilities. • Lack of awareness and accessibility to financial resources among women. • Financial independence can cause social tension; campaigns to change cultural norms are needed. <p>Expanding Access to Quality Childcare Services</p> <ul style="list-style-type: none"> • New projects should be assessed for their impact on existing home childcare arrangements. • Private sector employers are concerned about the costs of adapting to new childcare initiatives. • Legal liability concerns dissuade business owners from establishing childcare facilities. • Emphasis on ensuring quality in childcare facilities, with a call for regulatory reforms. 	<p>- The Task Team will take into consideration the received comments while finalizing the design of the IPF Component.</p> <p>- Recommendations in the ESSA and the ESF instruments to be prepared will note the feedback received and identified risks and propose the relevant mitigation measures</p>	Reflect the feedback received in the different project documents: technical design, PAD, E&S instruments for PforR and the IPF Component	During Appraisal (February 2024)
MoL/ GM	December 31, 2023	<ul style="list-style-type: none"> • The Ministry of Labor (MoL) in Jordan has established an online platform called "Himaya," designed for the submission of workplace complaints. 	- The Task Team will take into consideration the received comments while finalizing the design of the IPF Component.	Reflect the feedback received in the different project documents: technical design,	During Appraisal (February 2024)

		<ul style="list-style-type: none"> • "Himaya," which means "protection," is accessible at https://complaint.hemayeh.jo/ and is available for both Jordanians and non-Jordanians. • It handles a range of complaints including those related to flexible work, pay equity, and sexual harassment, and includes a specific section for Gender-Based Violence (GBV). • Users must provide detailed personal information for registration, which is necessary for the complaints to be formally processed and inspected. • Complaints submitted on "Himaya" are directed to the appropriate department and are handled by MoL's inspectors. • Complainants have the ability to track and appeal their complaints within the system, and unresolved issues can be brought to court. • The majority of complaints received are from Amman's first district. • The platform offers options for classified or non-classified complaints, with certain issues required to be non-classified for effective resolution. • Sexual harassment complaints are handled confidentially to respect community and social norms, protecting the identities of all parties involved. • "Himaya" produces annual reports on complaints, with data up to November 2023 indicating around 12,000 complaints recorded, available on the ministry's website. • Other grievance mechanisms by MoL include service desks, email, and paper complaints. Complainants using these channels are directed to register on "Himaya" for centralized tracking. 	<p>- Recommendations in the ESSA and the ESF instruments to be prepared will note the feedback received and identified risks and propose the relevant mitigation measures</p>	<p>PAD, E&S instruments for PforR and the IPF Component</p>	
JNCW	December 31, 2023	<ul style="list-style-type: none"> • JNCW requires clarity on their role and capacity for project implementation with the bank team. • Supported women's financial inclusion through basic bank account facilitation. 	<p>- The Task Team will take into consideration the received comments while finalizing the design of the IPF Component.</p>	<p>Reflect the feedback received in the different project documents: technical design,</p>	<p>During Appraisal (February 2024)</p>

		<ul style="list-style-type: none"> • Entrepreneur hub to serve women at the governorate level, centralizing business growth services. • Collaboration with municipalities, MoLA, and government agencies for the hub's operations. • Hub to maintain a biennially updated database of institutions serving women. • Ecosystem mapping for the hub by a specialist under Mashreq Gender Facility (MGF) to design activities and identify needed services. • Ongoing JNCW studies on social impact assessment relevant to the hub. • Studies from 2019 to 2022 include childcare supply/demand, socio-economic impact of micro-lending, women on boards, home-based business assessment, and women exporters market study, informing program design. • Studies available on MGF, MOPIC, and JNCW websites. <p>GM</p> <ul style="list-style-type: none"> • JNCW lacks a GM; their role is policy design, monitoring, and advocacy, not direct service provision. <p>Challenges identified by JNCW:</p> <ol style="list-style-type: none"> 1. Access to Information: Public knowledge gaps about government programs for women, needing better promotion. 2. Employment vs. Entrepreneurship: Programs favor employment, though entrepreneurship may offer more for women due to unemployment rates and societal norms. 3. Outreach and Awareness: Need for direct interaction to communicate programs, requiring diversification of outreach channels and live sessions for effective communication. 	<p>- Recommendations in the ESSA and the ESF instruments to be prepared will note the feedback received and identified risks and propose the relevant mitigation measures</p>	<p>PAD, E&S instruments for PforR and the IPF Component</p>	
HCD	December 31, 2023	<ul style="list-style-type: none"> • HCD is deeply involved in policy review and legislation development to strengthen PWD rights, ensuring their inclusion in decision-making processes. 	<p>- The Task Team will take into consideration the received comments while</p>	<p>Reflect the feedback received in the different</p>	<p>During Appraisal (February 2024)</p>

		<ul style="list-style-type: none"> • HCD is proposing to expand the age limit for children eligible for care under flexible working conditions from under 12 to under 18 years. • HCD has worked with the Central Bank of Jordan to improve banking accessibility for PWD, including accessible ATMs, sign language services, and simplified legal procedures. • HCD has collaborated with the Vocational Training Corporation to develop a curriculum for caregivers of PWD and with the Ministry of Social Development to train childcare facility workers. • Economic exclusion of PWD due to inaccessible Development Fund platforms is recognized, with HCD offering to collaborate to adapt these platforms to PWD needs. 	<p>finalizing the design of the IPF Component.</p> <p>- Recommendations in the ESSA and the ESF instruments to be prepared will note the feedback received and identified risks and propose the relevant mitigation measures</p>	<p>project documents: technical design, PAD, E&S instruments for PforR and the IPF Component</p>	
National Family Council		<ul style="list-style-type: none"> • NCFA in partnership with MoL and King Abdullah II Fund established childcare facilities under "safe place for women and children" program. • Trained home nursery owners with a TVSDC-certified curriculum, considering reducing training from 700 to 8 hours. • Developed curriculum for child development includes children with disabilities. <p>SIA & GM</p> <ul style="list-style-type: none"> • No formal Grievance Redress Mechanism (GM) for external stakeholders at NCFA, only internal HR system. <p>Risks:</p> <ul style="list-style-type: none"> • Economic viability of home nurseries challenged by complex legal environment and financial sustainability issues. • Lack of direct government support for home childcare facilities, with NCFA suggesting a need for 40,000 nurseries. • Discrepancies in childcare facility standards across sectors lead to unequal care and education opportunities. 	<p>- The Task Team will take into consideration the received comments while finalizing the design of the IPF Component.</p> <p>- Recommendations in the ESSA and the ESF instruments to be prepared will note the feedback received and identified risks and propose the relevant mitigation measures</p>	<p>Reflect the feedback received in the different project documents: technical design, PAD, E&S instruments for PforR and the IPF Component</p>	<p>During Appraisal (February 2024)</p>

		<ul style="list-style-type: none">• Institutional childcare facilities have sustainability issues due to legislative restrictions on enrolment and fluctuating child numbers.• NCFA promotes NGO-factory partnerships for sustainable corporate childcare solutions.• NCFA does not view home nurseries as competing with the private sector due to the overall need for more nurseries.			
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