

**THE HASHEMITE KINGDOM OF JORDAN**

**Jordan People-Centric Digital Governance**

**PROGRAM FOR RESULTS**

**(P180291)**

**ENVIRONMENTAL AND SOCIAL SYSTEMS ASSESSMENT (ESSA)**

**DRAFT REPORT**

**September 2023**

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## ACRONYMS

ASEZ	Aqaba Special Economic Zone
ASEZA	Aqaba Special Economic Zone Authority
ATI	Access to Information
CSC	Comprehensive Services Center
CSCs	Comprehensive Service Centres
CSB	Civil Service Bureau
CSOs	Civil Society Organisations
DDoS	Distributed Denial of Service
DLI	Disbursement-Linked Indicators
DPI	Digital Public Infrastructure
DQA	Data Quality Audit
DTU	Digital Transformation Unit
E&S	Environmental and Social
EHR	Electronic Health Record
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
EMR	Electronic Medical Records
ES	Environmental and Social
ESF	Environmental and Social Framework
ESIA	Environmental and Social Impact Assessments
ESS	Environmental and Social Safeguards
ESSA	Environmental and Social Systems Assessment
FGDs	Focus Group Discussions
GHG	Greenhouse Gas
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoJ	Government of Jordan
GRM	Grievance Redress Mechanism
HIE	Health Information Exchange
HIS	Health Information Systems
HSE	Health, Safety, and Environment
IT	Information Technology
ISMS	Information Security Management System
M&E	Monitoring and Evaluation
MoDEE	Ministry of Digital Economy and Entrepreneurship
MoE	Ministry of Education
MoEnv	Ministry of Environment
MoH	Ministry of Health
MoPIC	Ministry of Planning and International Cooperation
MTDF	Jordan Multi-Donor Trust Fund
OHS	Occupational Health and Safety
PAs	Protected Areas
PAD	Project Appraisal Document
PDI	Indicators of the Program Development Objectives

PDO	Program Development Objectives
PforR	Programs for Results
PMDU	Prime Minister Delivery Unit
PMIO	Project Management and Implementation Office
PMO	Prime Minister's Office
PMU	Program Coordination and Management Unit
POM	Program Operating Manual
PWD	Persons with Disabilities
Ras	Program Results Areas
RSCN	Royal Society for the Conservation of Nature
SCAs	Special Conservation Areas
SG	Secretary General
SPAC	Service and Public Administration Commission
VG	Vulnerable Groups
WHO	World Health Organization

## I. INTRODUCTION

The proposed People-Centric Digital Governance Program for Results (P180291) is being developed by the Government of Jordan with support from the World Bank. The program objective is related to people-centered improvement in service delivery, government effectiveness, and transparency and accountability. This Environmental and Social Systems Assessment (ESSA) report is prepared in alignment with the guidance provided for the management of potential Environmental and Social (E&S) effects within Programs for Results (PforR) by the World Bank.

The ESSA is framed in accordance with Operational Policy (OPS5.04-POL.107 of 2017) and Directive (OPS5.04-DIR.107 of 2022), and it strives to ensure that the proposed People-Centric Digital Governance Program for Results (PforR) is designed and implemented in a manner that maximizes potential E&S benefits while taking necessary measures to avoid, minimize, or mitigate E&S risks and impacts. This Environmental and Social Systems Assessment of the Program should be read in conjunction with the Program's Project Appraisal Document (PAD) to provide full details of the Program Design.

A legal analysis has been conducted to evaluate the legal and institutional frameworks applicable to the proposed PforR, ensuring it aligns with sustainability goals, minimizes adverse impacts, and complies with financing criteria. The system also safeguards public and worker safety, manages land acquisition to limit displacement, and emphasizes equitable access and cultural appropriateness, all while mitigating social conflicts in sensitive areas.

Through a comprehensive examination of the potential E&S effects of the Program, including direct, indirect, induced, and cumulative effects; the borrower's legal framework, regulatory authority, organizational capacity, and performance; and the probability of achieving its E&S objectives, this report sets the framework for the proposed People-Centric Digital Governance PforR for a model that aligns with the core principles and planning elements stipulated by the World Bank.

### 1.1 Purpose of the ESSA

This Environmental and Social Systems Assessment (ESSA) has been prepared by the World Bank according to the requirements of the Bank's Policy for PforR financing for adequately managing the environmental and social effects of the Program. The ESSA assesses the potential Environmental and Social (E&S) effects of the PforR, including direct, indirect, induced, and cumulative effects as relevant. It also assesses the Borrower's capacity (legal framework, regulatory authority, organizational capacity, and performance) to manage those effects in line with the core principles of the World Bank policy for PforR and identifies measures to enhance both the environmental and social (E&S) management systems and the E&S outcomes during Program implementation. Program activities and the expenditure framework will be further screened against exclusion criteria including large scale land use conversion; child and forced labor; significant expansions of industrial facilities; large dams; and any other high-risk activity. The findings and recommendations of the ESSA are subsequently factored into the operations' overall Integrated Risk Assessment, Program Appraisal Document (PAD), and PAP. The findings, conclusions, and opinions expressed in the ESSA document are those of the World Bank.

## 1.2 Methodology

The preparation of the ESSA was carried out in a participatory manner involving feedback and inputs from the key and various stakeholders relevant to the sectors covered under the proposed PforR, including governmental institutions in the health, education, and public service; non-governmental organizations and international donor agencies supporting the digital transformation agenda of the country. The methodology employed for this analysis was scrupulously devised to align with the unique context of Jordan and the activities underpinned by the Program for Results (PforR). The ESSA team gathered pertinent data and visited one of the governmental Comprehensive Services Centers. These findings will inform the World Bank's decisions on Program activities eligible for support under the proposed PforR. Subsequently, the data will guide the development of the PAP's environmental and social (E&S) action plans, focusing on enhancing the Program's environmental and social management outcomes. The World Bank team has evaluated the extent to which the PforR Program Systems align with fundamental environmental and social principles.

The evaluation commences with identifying Potential Environmental and Social Risks and Impacts, which involves discerning the conceivable environmental and social ramifications stemming from the activities included in the expenditure framework of the proposed PforR. After this, a multifaceted methodology was employed for the framework's development, encompassing the methods outlined below:

i. **Document Review:** The ESSA report is based, in part, on information obtained through an exhaustive examination of Jordanian laws, regulations, policies, strategies, requirements, and guidelines, focusing on environmental and social management to prevent or mitigate the identified risks. This review drew from official government websites and materials provided by the client, offering a comprehensive understanding of the relevant legal and regulatory framework. It also drew information and data from published media and web-based information. Annex I contain the inventory of documents examined.

ii. **In-Person Meetings with Government Representatives:** Conducted with relevance to the activities of the PforR, these included key Ministries such as the Ministry of Digital Economy and Entrepreneurship (MODEE), Civil Service Bureau, National Library - Information Council, Ministry of Education (MoE), Ministry of Health (MoH), Ministry of Environment (MoEnv), the Project Management and Implementation Office (PMIO) at the Prime minister's office (PMO), and Hakeem Program.

iii. **Review of WB Documentation:** Including documents generated during the preparation of the PforR, such as the Program Appraisal Document (PAD) and the Aide memoire of the prep-appraisal mission carried out during August 2023.

vi. **Review of Other WB PforR Reports:** This included examining ESSA reports for other World Bank PforR operations and studies conducted in the context of these operations.

v. **Stakeholders Mapping and Consultation During ESSA Preparation:** The ESSA was prepared during August to September 2023 following the Pre-appraisal mission of the proposed program. Engaging with other relevant agencies involved with the government in implementing aspects of the PforR, such

as the Hakeem program, and consultations with international agencies engaged in supporting the programs, such as the World Health Organization (WHO).

vi. **Focus Group Discussions with Civil Society Actors:** These discussions were conducted to seek input on key social and environmental risks and to understand the context of the activities' implementation, including perceptions of government performance.

vii. **Stakeholder Consultation Following the Preparation of the Draft ESSA:** The consultation session will be conducted on the draft ESSA before project appraisal.

viii. **Preparation of the Final ESSA:** The final draft of the ESSA will consider the feedback and comments collected during the consultation session on the draft, with the final version to be disclosed by the government on the designated websites followed by disclosure by the World Bank.

### **1.3 Stakeholder Mapping and Consultation During Preparation of the ESSA**

The Environmental and Social Systems Assessment (ESSA) was formulated between August and September 2023, utilizing a combination of face-to-face consultations and Focus Group Discussions (FGDs) with relevant stakeholders, including all implementing agencies, integral to the Disbursement-Linked Indicators (DLIs) as outlined in Table 1. Annex II provides a comprehensive record of these consultations, delineating how stakeholder input has been assimilated.

**Table 1: Stakeholder Mapping Matrix**

Stakeholder	Internal/External	Role in Project	Interest in Project	E&S Issues	Relevant DLI
Ministry of Digital Economy and Entrepreneurship (MODEE).  Sanad  E-Participation teams  <b>August 16</b>	Internal – SANAD	Implementing Agency	<ul style="list-style-type: none"> <li>• Integrated Digital Services</li> <li>• Service Procedures Reengineering</li> <li>• Productivity &amp; Operational Efficiency</li> <li>• Enhanced Resource Management</li> <li>• Internal Procedures Integration</li> <li>• The GoJ has initiated e-payment systems such as a mobile wallet for users of its online one-stop shop platform (SANAD)</li> </ul>	Social inequity, unwarranted surveillance, erosion of public trust, data misuse, exclusion from services, system vulnerability, discrimination risks, E&S available systems.	DLI 1 Strengthening digital public infrastructure (DPI)
	Internal-E-Participation	Implementing Agency	<ul style="list-style-type: none"> <li>• The intersection with the Newly developed E-Participation policy and the work on progress to develop the E-Participation platform</li> </ul>		DLI 2 Increasing trust in digital service delivery
Civil Service Bureau - CSB Director and team  <b>July 18</b>	Internal	Implementing Agency	<ul style="list-style-type: none"> <li>• The Civil Service Bureau (CSB) is actively engaged in modernizing its Human Resource Management Information System (HRMIS), indicating a focus on enhancing HR processes.</li> <li>• Nonetheless, there is a desire to ensure that new project initiatives do not undermine their ongoing efforts with the HRMIS upgrade.</li> </ul>	Employee resistance, transition tensions, tech-savviness gap, gender discrimination, unequal training opportunities, risk of harassment or exploitation, test design bias, overreliance on competency tests, demotivation risks, transition teething problems, system failure risks,	DLI 4 Professionalization of civil service



			<ul style="list-style-type: none"> <li>• The CSB exhibits caution towards new ventures, suggesting concerns related to resource allocation and change management.</li> <li>• CSB's has pivotal role in moving toward Civil and Public Administration Commission (SPAC)-under the plan. They have a vested interest in any changes affecting the operations of the civil service.</li> <li>• CSB's has pivotal role in moving toward Civil and Public Administration Commission (SPAC)-under the plan. They have a vested interest in any changes affecting the operations of the civil service.</li> </ul>	cybersecurity concerns, and E&S available systems.	
Prime Ministry Implementation Office (PMIO) Team	Internal	Implementing Agency	<ul style="list-style-type: none"> <li>• Mainstreaming Competitive Recruitment</li> <li>• Application of Job Competencies in HR Management</li> <li>• Ministerial Workload Analysis</li> <li>• Determining Surplus and Shortage</li> </ul>	Employee resistance, transition tensions, tech-savviness gap, gender discrimination, unequal training opportunities, risk of harassment or exploitation, test design bias, overreliance on competency tests, demotivation risks, transition teething problems, system failure risks, cybersecurity concerns, and E&S available systems, GRM systems.	DLI 4 Professionalization of civil service
	Internal	Implementing Agency	<ul style="list-style-type: none"> <li>• Improve citizens access to GRM on services.</li> </ul>		<p>1 DLI 1 Strengthening digital public infrastructure (DPI)</p> <p>DLI 2 increasing trust in digital service delivery</p>
Ministry of Health (MoH) – IT team	Internal	Implementing Agency	<ul style="list-style-type: none"> <li>• Removal of Service Barriers</li> <li>• Enhanced Accessibility to Beneficiaries</li> <li>• Improved Quality of Care</li> <li>• Effective Chronic Condition Monitoring</li> </ul>	Social inequity, unwarranted surveillance, erosion of public trust, data misuse, exclusion from services, system vulnerability,	DLI 3 on digital transformation in health service delivery

<b>August 2</b>			<ul style="list-style-type: none"> <li>Increased Clinical Protocol Adherence</li> <li>Enhanced Clinical Decisions</li> <li>Promotion of Healthier Behaviors</li> </ul>	discrimination risks, E&S available systems.	DLI 5 on establishing digital health standards across a national Health Information Exchange (HIE)
Ministry of Education (MoE) – Assigned team.  <b>August 21</b>	Internal	Implementing Agency		Social inequity, unwarranted surveillance, erosion of public trust, data misuse, exclusion from services, system vulnerability, discrimination risks, E&S available systems.	DLI 6 on digital student assessment
World Health Organization (WHO)  <b>July 16</b>	External	Consultation /Coordination	<ul style="list-style-type: none"> <li>Support some digitalization program for the MoH</li> </ul>	Work with MoH, concerns, and E&S available systems.	DLI 3 on digital transformation in health service delivery
HAKEEM <b>August 2</b>			<ul style="list-style-type: none"> <li>The Ministry of Health has been granted an automated health services platform (HAKEEM) which digitizes patients’ medical records</li> </ul>	Social inequity, unwarranted surveillance, erosion of public trust, data misuse, exclusion from services, system vulnerability, discrimination risks, E&S available systems.	DLI 3 on digital transformation in health service delivery
Civil Society Organizations (CSOs)  <b>August 22 &amp; 23</b>	External	Consultation	<ul style="list-style-type: none"> <li>Collaborate with MoDEE on E-Participation Implementation</li> <li>Oversee Achievements of Selected Government Programs</li> <li>Work on ATI</li> </ul>	Social risks and concerns associated with program activities: emphasis on social inequity, unauthorised monitoring, public trust erosion,	DLI 1 Strengthening digital public infrastructure (DPI)  DLI 2 Increasing trust in digital service delivery

			<ul style="list-style-type: none"> <li>• Partner with PM-OGP to Address Human Rights Complaints through Bekhedmatikom.</li> <li>• Leveraged Past Collaboration on Bekhedmatikom's Development and Promotion.</li> <li>• Engaged with MoDEE in Open Data Policy Implementation.</li> <li>• Champion Gender Equality and Women Empowerment in Public Sector.</li> <li>• Experience in Monitoring Government Websites.</li> <li>• Monitor Government Social Media Interactions and Activism.</li> <li>• Have programs on digital literacy.</li> <li>• Work with refugees.</li> </ul>	<p>data mismanagement, service exclusion, systemic vulnerabilities, risk of discrimination, availability and engagement level in social systems, gender-based inequality in the public sector, disparity in training access in the public sector, excessive dependence on competency assessments, risk of employee demotivation, nepotism and unfair processes, initial transition issues with SPAC, risks of system failures, cybersecurity threats, and GRM systems.</p>	<p>DLI 3 on digital transformation in health service delivery</p> <p>DLI 4 Professionalization of Civil Service</p> <p>DLI 6 on digital student assessment</p> <p>DLI 7 on enforcing access to information</p> <p>DLI 8 on e-participation</p>
Ministry of Environment (MoEnv)	Internal	Regulatory Authority	<ul style="list-style-type: none"> <li>• The Ministry of Environment (MoEnv) would primarily focus on ensuring compliance with environmental regulations and effective waste management. Their interest lies in safeguarding natural habitats and public health while adhering to national and international guidelines.</li> </ul>	<p>Environmental regulatory compliance including guidelines for acquiring environmental clearances and licences. Also, waste management procedures for managing hazardous and electronic waste.</p>	<p>DLI 1 Strengthening digital public infrastructure (DPI)</p> <p>DLI 3 on digital transformation in health service delivery</p> <p>DLI 6 on digital student assessment</p>

## II. PROGRAM DESCRIPTION

### 2.1 Country Context

**King Abdullah II initiated a broad program of reforms, political, economic, and administrative, with the explicit purpose of strengthening the social contract between the government and the citizens.** Political reforms were enacted first in 2022<sup>1</sup> and aim at democratizing political life, including by empowering women and youth, and by pursuing further the decentralization agenda. The Economic Modernization Vision<sup>2</sup>, adopted in June 2022 by the government, aims at doubling the growth rate and at improving living conditions. The Public Sector Modernization Roadmap<sup>3</sup>, approved by the government in August 2022, aims at improving service delivery and strengthening government effectiveness and accountability, including by updating the legal framework of the public administration. As head of the executive, the King also repeatedly stresses the need for more government transparency to rebuild public trust and to enforce citizens' right to information.

**The Economic Modernization Vision aims to double Jordan's growth rate and improving welfare and environmental sustainability over the next ten years, and its implementation rests on government digital transformation, enhanced service delivery and a robust M&E framework.** Over the next ten years, the Vision aims at accelerating the annual growth rate to 5.6 per cent, at creating over one million jobs, at enhancing living conditions by increasing per capita income by 3 percent per year on average, at improving competitiveness, and at "optimizing the use of natural resources to ensure sustainability". It aims specifically at upgrading critical government services such as public transport, customs clearance, health services, and at "accelerating the pace of government digital transformation by establishing partnerships with the private sector". It specifically aims at leveraging e-services to improve access and quality of government services, as in the health sector where it expects "an integrated digitally enabled system" to "ensure a strong and well-knit continuum of care by strengthening the role of primary healthcare as a main entry point for equitable access to health services".

**The Public Sector Modernization Roadmap for 2023-2025, approved by government in August 2022, also aims to strengthen digital government** by mainstreaming government-to-government digitalized procedures, leveraging IT systems for policy making (e.g. crowdsourcing and AI-based modelling and simulation), by digitalizing government interaction with both business and citizens (based on "no-touch government", "once-only government" processes), including by granting a digital identity to half of the citizens, and by building digital skills in the civil service. Its purpose is to address the following identified weaknesses: "deterioration in the provision of government services and decreasing levels of satisfaction among service users, weak documentation and coordination in government procedures, complexity and overlap, slow development of digital infrastructure, weak implementation of plans and

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<sup>1</sup> **Modernization of Political System. Ministry of Political and Parliamentary Affairs. Retrieved from [bit.ly/3ZILINi](https://bit.ly/3ZILINi).**

<sup>2</sup> Jordan Economic Modernization Vision. Retrieved from <https://www.jordanvision.io/en>.

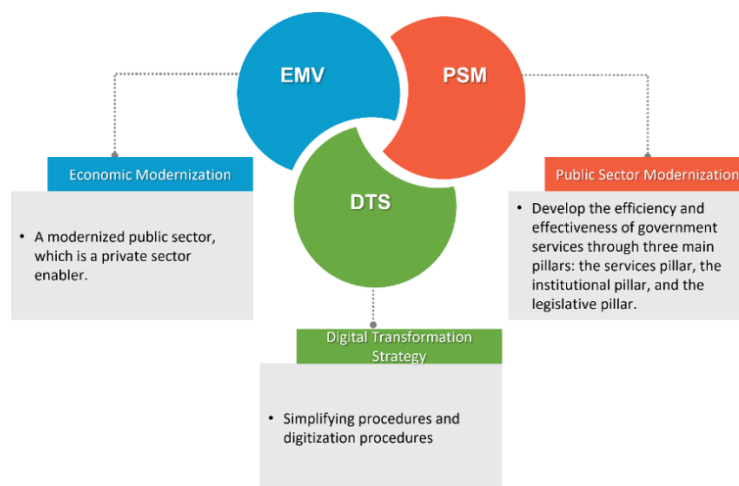
<sup>3</sup> **Public Sector Modernization Roadmap. Retrieved from [bit.ly/3sM58yL](https://bit.ly/3sM58yL).**

strategies and linkage with human resources budget and plans, weak evaluation, performance oversight and impact assessment processes, low level of efficiency and productivity of the civil service, weak workforce planning, performance management, leadership and middle management and limited ability to attract and retain competencies”.

**The National Digital Transformation Strategy & Implementation Plan for 2021 to 2025<sup>4</sup> also drives the digitalization of government.** It aims to develop digital public infrastructure such as digital identity and e-payments, to strengthen open government data and government resources management, to expand government digital services, to institutionalize e-participation and to promote change management.

**The proposed Program supports the implementation of the governance reforms underpinning the Economic Vision Modernization by leveraging the digitalization of government.** The Government of Jordan expects it to contribute to ease of access and quality of government services, government effectiveness, including on resources management, and to leverage transparency and accountability mechanisms.

**Figure 10: Intersections of the Economic, Public Sector and Digital reform agendas.**



## 2.2 The Government Program

Jordan's performance in governance indicators, such as government effectiveness and rule of law, has been consistently above average among upper-middle-income countries. It, however, lags behind in voice and accountability. Over the last decade, public trust in government has decreased from 72% to 38%, and perceptions of corruption have risen to 74% in 2021, even though actual experiences of

<sup>4</sup> The National Digital Transformation Strategy & Implementation Plan for 2021 to 2025. MoDEE." Retrieved from [https://www.modee.gov.jo/ebv4.0/root\\_storage/en/eb\\_list\\_page/dts-2021-eng.pdf](https://www.modee.gov.jo/ebv4.0/root_storage/en/eb_list_page/dts-2021-eng.pdf).

corruption remain below 10%<sup>5</sup>. Dissatisfaction with healthcare and education has also increased, dropping to 57% and 24%, respectively, as of March 2021<sup>6</sup>.

In response, King Abdullah II initiated a series of political, economic, and administrative reforms in 2022. These reforms aim to democratize political life, enhance women's and youth's empowerment, and further decentralization. Concurrently, the Economic Modernization Vision<sup>7</sup> was adopted in June 2022 to double the growth rate and improve living standards, focusing on government digital transformation. Over the next decade, the vision seeks to accelerate growth to 5.6%, create over one million jobs, and enhance living conditions by increasing per capita income by 3% per year. It also stresses the importance of sustainability and upgrading critical government services through digital transformation.

The Public Sector Modernization Roadmap for 2023-2025<sup>8</sup>, approved last August, reinforces digital government. It focuses on mainstreaming government-to-government digitalized procedures and leveraging IT systems for policymaking. Specific aims include digitalizing all government services, granting 3.5 million citizens a biometric ID, and building digital skills within the civil service. The National Digital Transformation Strategy & Implementation Plan for 2021 to 2025 further drives government digitalization through investments in digital infrastructure, cloud systems, broadband networks, and an electronic Integrated Business Registry System.

Lastly, the Public Sector Modernization Roadmap for 2023-25 identifies seven governance challenges, including deterioration in government service provision, weak coordination in government procedures, and low civil service efficiency. The roadmap targets digital and analog governance reforms to address these challenges. These reforms include enhancing government effectiveness, transparency, and accountability and establishing one-stop-shop citizen service centers in each governorate by 2024.

## 2.3 Program Description

### 2.3.1 Scope and Boundaries of the Program

The proposed People- people-centered digital Governance Enhancement Program will support the implementation of the Economic Modernization Vision, Public Sector Modernization roadmap, and Digital Transformation Strategy over the specified period, with an emphasis on three key Result Areas (RAs) described below:

**RA1: Service Delivery:** Under this RA, the Proposed program will focus on strengthening digital public infrastructure (DPI) by increasing the adoption of digital identities. It will promote access to e-services

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<sup>5</sup> Jordan's ranking among upper middle-income countries under the World Governance Indicators

<sup>6</sup> Arab Barometer. (2021). Public Opinion: Jordan Country Report. Retrieved from <https://www.arabbarometer.org/wp-content/uploads/Public-Opinion-Jordan-Country-Report-2021-ENG-.pdf>

<sup>7</sup> Jordan Economic Modernization Vision. Retrieved from <https://www.jordanvision.io/en>.

<sup>8</sup> Public Sector Modernization Roadmap. Retrieved from [bit.ly/3sM58yL](https://bit.ly/3sM58yL).

through Comprehensive Service Centres (CSCs), including municipal services and those for refugees, and will facilitate digital transformation in health service delivery by deploying electronic medical records (EMR) across all healthcare facilities.

**RA2: Government Effectiveness:** This area aims to professionalize the civil service by enacting revised by-laws, mainstreaming competency-based recruitment, and promoting digital competency skills development. It will also work on establishing digital health standards across a national Health Information Exchange (HIE), developing a multi-sectoral governance committee, publishing the HIE blueprint/roadmap, and upgrading health information systems (HIS).

**RA3: Transparency and Accountability:** Focusing on transparency and accountability, this RA will support the adoption of digital student assessments, the enforcement of access to information through legal amendments, and an increase in government responsiveness. It will also foster e-participation by adopting legal and regulatory frameworks and using social media for public participation. Lastly, it will work on institutionalizing effective health data use by establishing a national data quality audit (DQA) framework and improving data quality.

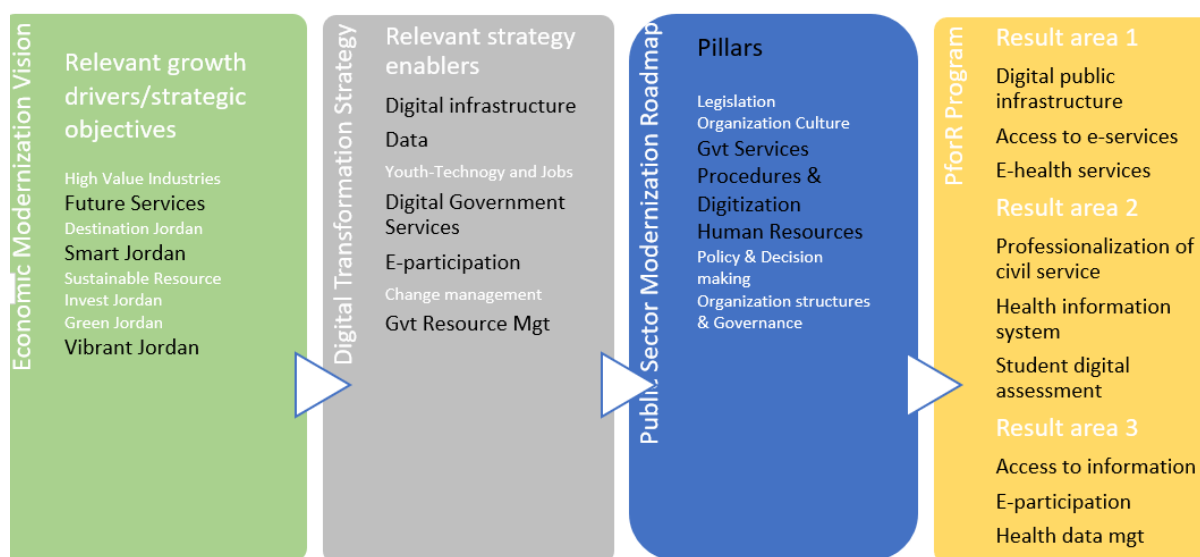
The Proposed program will disburse funds based on the achievement of nine Disbursement Linked Indicators (DLIs) across these three Result areas. The DLIs reflect the strategic objectives pursued by the Government of Jordan (GoJ) through its program of governance reforms.

***Program Boundaries:***

**The government program is defined as the Public Sector Modernization Roadmap and its interface with the Economic Modernization Vision.** The roadmap is part of a broader reform program which encompasses also both political reforms and economic modernization. It is closely related to the Economic Modernization Vision as it buttresses its governance framework: the Vision calls for a wide range of reforms and improvements targeted by the Public Sector Modernization Roadmap in terms of government effectiveness (including in planning, M&E, human and fiscal resource allocation, and institutional and individual performance management, evidence-based decision making), transparency and accountability (participatory policy making, open data) and service delivery (digital services, e-health integrated services, e-ID verification, e-payments, etc.). The Economic Modernization Vision also established an institutional set up to support and monitor its implementation, which will also cover the Public Sector Modernization, as tightly linked to it, under the authority of the Deputy Prime Minister (also appointed Minister of State for Public Sector Modernization).

**Accordingly, the Program boundaries of the proposed PforR are delineated by both the Economic and Public Sector Modernization plans.** The Program boundaries include 4 of the 7 pillars of the Public Sector Modernization Roadmap and the governance framework of the Economic Modernization Vision.

**Figure 1: Program boundaries in relation to government program boundaries.**



(Included subsets of the government program are in black font)

**The proposed timeline of the operation is five years.** Even though the timeline of the Public Sector Modernization Roadmap is only three years, from 2023 to 2025, it should be expected that a significant part of its targeted results, such as the full digitalization of government procedures and services or the professionalization of the civil service, may take longer to be achieved and will need to be supported beyond its timeline. Also, the timeline of the Economic Vision Modernization extends until 2033. Accordingly, it is proposed that the operation should be implemented from FY24 to FY28, i.e., that it closes on June 30, 2029.

### 2.3.2 Program Development Objectives (PDO) and Results Indicators at the PDO Level

The Program Development Objective (PDO) is to support People-centered improvement in (i) service delivery, (ii) Government effectiveness, and (iii) Transparency and accountability.

Indicators of the Program Development Objectives (PDI). The Program will have three result indicators to achieve its PDO, these are:

RA1: Service Delivery – PDI1: Number of active SANAD digital identities.

RA2: Government Effectiveness – PDI2: (i) Share of officials recruited through competency-based assessments; (ii) Share of promotions based on competency-based assessments; (iii) Share of public officials trained in digital literacy.

RA3: Transparency and Accountability – PDI3: Percentage increase in response rate (say 5% per year).



### 2.3.3 Disbursement Linked Indicators (DLIs)

DLIs are considered critical for the achievement of the PDOs. Based on these and its results (DLR), the World Bank will disburse the funds to PforR. Table 2 presents a summary of these DLIs:

**Table 2: Disbursement Linked Indicators to PforR Disbursements**

Area	DLI	DLR	Target by Program Closure
<b>Result area 1 on service delivery</b>	DLI 1 Strengthening digital public infrastructure (DPI)	DLR 1: Enactment of the Data protection law DLR 1.1 Increasing the adoption of digital identity.	5 million (scalable DLI)
	DLI 2 increasing_trust in digital service delivery	DLR 2.1. (To be Confirmed)	
	DLI 3 Digital transformation in health service delivery	DLR 3.1. Deployment of electronic medical record (EMR) platform in healthcare facilities <sup>9</sup> .	100%
<b>Result area 2 on government effectiveness</b>	DLI 4 Professionalization of civil service	DLR 4.1. on the enactment of the revised civil service by-laws DLR 4.2. Mainstreaming competency-based recruitment. DLR 4.3. Competency-based promotions and career management practices. DLR 4.4. Digital competency skills development.	100%
	DLI 5 Establishing digital health standards across HIE	DLR 5.1. A multi-sectoral governance committee established.  DLR 5.2. HIE blueprint/roadmap published, including responsibilities assigned to stakeholders.  DLR 5.3. Foundational registries <sup>10</sup> developed and utilized in national health information systems (HIS). DLR 5.4. health information systems (HIS) upgraded to share data (in line with data dictionary) with the national HIE.	5.1 HIE blueprint/roadmap published.  5.2 Foundational registries utilized.  5.3 Health information systems (HIS) upgraded to share data (in line with data dictionary) with the national HIE.

<sup>9</sup> Healthcare facilities refer to hospitals, comprehensive healthcare centers, and primary healthcare centers managed by the Ministry of Health in all 14 health directorates.

<sup>10</sup> Foundational registries may include, but not limited to, terminology service, client registry, provider registry, facility registry, and product catalogue.

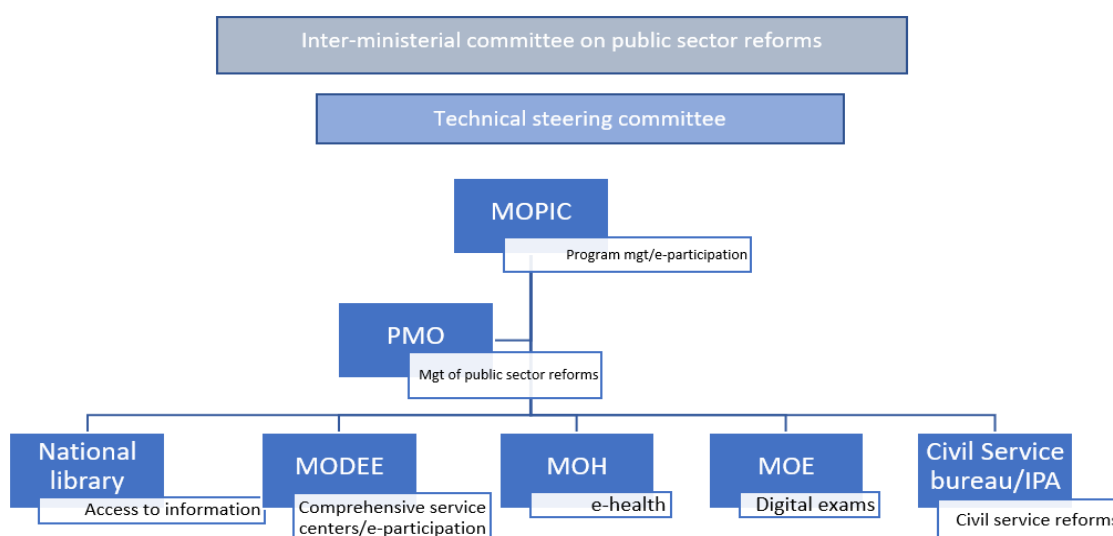
	DLI 6 Digital student assessment	DLR 6.1. Adoption of hybrid teaching curriculum DLR 6.2. Mainstreaming of digital students' assessment in secondary education	
<b>Result area 3 on transparency and accountability</b>	DLI 7 Enforcing access to information	DLR 7.1. Enactment of 2023 amendments to 2007 Access to Information Law DLR 7.2. Increased government responsiveness to requests for information. DLR 7.3. Compliance with legal requirements on proactive disclosure of information	7.2: 90% 7.3: All
	DLI 8 E-participation	DLR 8.1. Adoption of the legal and regulatory framework DLR 8.2. Use of social media by government for public participation	
	DLI 9 Institutionalizing effective health data use	DLR 9.1 Establishment of National data quality audit (DQA) framework DLR 9.1. Improved data quality	

#### 2.3.4 Institutional Arrangements for the Implementation of the PforR

**The Program will be coordinated by the Ministry of Planning and International Cooperation (MOPIC) and implemented by a range of implementing agencies under the aegis of the Prime Minister's Office (PMO) and leadership of the Deputy Prime Minister for Economic Affairs and Minister of State for Public Sector.** MOPIC has a strong experience of coordinating the implementation of two large WB PforR operations (The Economic Opportunities for Jordanians and Refugees PforR, and the Jordan Transparent, Inclusive and Climate Responsive Investment PforR) and will manage the Program procurement, financial management, anti-corruption, environmental and social safeguards, stakeholder engagement, grievance redress, M&E and reporting tasks.

**The PMO will be responsible for the coordination of the achievement of targeted results across the board since it is vested by the GoJ with the overall oversight of the Public Sector Modernization agenda.** It will nudge Program implementation by implementing agencies, help tackle bottlenecks and implementation challenges, help identify the need for capacity building and donor assistance, and report to political leadership through the Minister of State for Public Sector and the Inter-ministerial Committee for Public Sector Modernization on progress towards targeted results.

**Figure 2: Proposed institutional set up.**



**The Program calls for capacity building both for Program coordination and implementation.** Both Program coordination and management unit and implementing agencies will need to strengthen their capacity. At MOPIC, the Program coordination and management unit (PMU) will need standard capacity for the management of a PforR operation (i.e., adequate staffing on Environmental and Social safeguards (ESS), Monitoring and Evaluation, stakeholders’ engagement and communication, and financial management and procurement) as well as technical expertise on public sector reforms. As it is, the Reform Secretariat, funded under the Jordan Multi-Donor Trust Fund by the Strengthening Reform Management Recipient-Executed Trust Fund - RETF (P178480), meets partly but not fully those capacity requirements: to meet the capacity needs for the coordination and management of the Program.

### 2.3.5 E&S Capacity of the Program Implementing Agency

The Program requires fortifying programmatic and Environmental and Social (E&S) capacities across coordination and implementation layers. The PMU at the Ministry of Planning and International Cooperation (MOPIC) requires a holistic capacity, especially in Environmental and Social Safeguards (ESS), Monitoring and Evaluation (M&E), stakeholder engagement, communication, and financial management.

#### Key Appointments and Training proposed for the Program, including E&S:

- Designation of a program manager dedicated at least 50% to the Program for its five-year tenure.
- Onboarding of E&S specialists, also responsible for stakeholder engagement, and M&E specialists in charge of communication, appointed for the full duration of the Program.
- Recruitment of 2-4 technical consultants specializing in public sector reforms and digital transformation.

### **Implementing Agency Capacity**

Each implementing agency must assign a senior executive as the focal point, fully empowered to oversee implementation, coordinate with the PMU, and report on progress, challenges, and bottlenecks. As detailed in the Operational Manual, these focal points will receive specialized training in E&S, M&E, and stakeholder consultations within six months after program effectiveness.

### **Leveraging Technical Assistance**

The program aims to capitalize on concurrent technical support from the World Bank and other donors. The Jordan Multi-Donor Trust Fund (MDTF) will facilitate necessary resources, and the Reform Support Fund will cover PMU operational costs and its technical assistance to implementing agencies.

This approach aims to synergize with pre-existing technical assistance streams, meticulously mapping them to the program objectives. The endeavor will account for the specific E&S capacity requirements of the program Management Office (PMO) and the new entity scheduled for establishment in early 2024 to replace the Civil Service Bureau. Thus, the program intends to craft a comprehensive capacity-building architecture, emphasizing E&S capabilities to achieve targeted results effectively.

### **2.3.6 Physical Interventions of the Program for Results**

In the framework of the proposed PforR program, no physical activities are anticipated. Furthermore, the program does not allocate funds for the Government of Jordan to procure any substantial IT systems under high-value contracts. However, it includes computerization of the Ministry of Health (MoH), hospitals, health centers, and Hakeem system, and potentially the digitalization of the General secondary examination..

### **2.3.7 Social Interventions of the Program**

Based on the planned activities under the Program for Results (P4R), the three result areas are explicitly crafted to address improvements in accessibility, equity, quality, and relevance of digital services, aligning with human rights and social inclusion perspectives.

In the social sphere of service delivery, Result Area 1 activities include: (i) Strengthening Digital Public Infrastructure: Enhancing digital identity aligns with citizens' right to identity and accessibility, fostering social inclusion; (ii) Promoting Access to E-services: Increasing access to municipal and refugee services ensures equitable provision and addresses gaps in opportunity and social equity; (iii) Digital Transformation in Health Service Delivery: The deployment of electronic medical record (EMR) platforms emphasizes the right to quality healthcare and supports more inclusive and efficient health service provision.

Under the banner of government effectiveness, Result Area 2 entails: (i) Professionalization of Civil Service: Mainstreaming competency-based practices and digital literacy upholds the principles of transparency, efficiency, and equality in public service; (ii) Establishing Digital Health Standards: The creation of a Health Information Exchange (HIE) safeguards the right to health through better-informed decision-making and data sharing, recognizing the diverse needs of all citizens; (iii) Digital Student Assessment: Mainstreaming digital assessments in education supports the right to education, reflecting a commitment to modernization and equality in educational opportunities.

For transparency and accountability, Result Area 3 focuses on (i) Enforcing Access to Information laws. This adheres to the principle of transparency and the right to information, empowering citizens and enhancing government responsiveness; (ii) E-participation: Utilizing social media for public participation aligns with democratic principles, fostering an engaged citizenry; (iii) Institutionalizing Effective Health Data Use: Ensuring data quality upholds the right to health and enhances healthcare service provision.

These interventions together present a comprehensive strategy aimed at advancing social development. By recognizing and integrating the diverse needs of current and potential beneficiaries, with a focus on human rights and social inclusion, the program seeks to overcome existing gaps in digital accessibility, quality, and equity, thereby contributing to significant social gains for all citizens.

### **2.3.8 Exclusion List**

In accordance with the preliminary findings of the Environmental and Social Systems Assessment (ESSA) for this draft, the Program is not anticipated to yield significant negative environmental or social impacts. Moreover, PforR financing should not be used to support the proposed programs or activities within programs, that in the Bank's opinion, are restricted to funding. Consequently, an exclusion list has been formulated to delineate the specific activities that shall not be permissible within the Program's scope due to the potential risks and severe detrimental impacts they might inflict upon the environment or affected communities. The exclusion list shall comprise, but not be restricted to, the following:

- Significant conversion or degradation of critical natural habitats or critical cultural heritage sites;
- Air, water, or soil contamination leading to significant adverse impacts on the health or safety of individuals, communities, or ecosystems;
- Workplace conditions that expose workers to significant risks to health and personal safety;
- Land acquisition and/or resettlement of a scale or nature that will have significant adverse impacts on affected people, or the use of forced evictions;
- Large-scale changes in land use or access to land and/or natural resources;
- Adverse E&S impacts covering large geographical areas, including transboundary impacts, or global impacts such as greenhouse gas (GHG) emissions;
- Significant cumulative, induced, or indirect impacts;
- Activities that involve the use of forced or child labor;
- Marginalization of, discrimination against, or conflict within or among, social (including ethnic and racial) groups; or

- Activities that would (a) have adverse impacts on land and natural resources subject to traditional ownership or under customary use or occupation; (b) cause relocation of Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities from land and natural resources that are subject to traditional ownership or under customary use or occupation; or (c) have significant impacts on Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities' cultural heritage that is material to the identity and/or cultural, ceremonial, or spiritual aspects of the affected communities.

### **III. PROGRAM'S ANTICIPATED ENVIRONMENTAL AND SOCIAL EFFECTS**

#### **3.1 Conceptual Approach to Social and Environmental Effects**

The ESSA process systematically assesses the program's environmental and social effects. The first step, elaborated in Section 3.1.1, is a screening of program activities applying the exclusion criteria to eliminate activities that are not eligible for PforR financing. The second step is to screen eligible activities for potential environmental and social effects against the core environmental and social principles. This is elaborated in Sections 3.2 and 3.3. The activities include those defined in the program of expenditures or activities required to meet the PDO, results areas, goals, and DLIs. Screening identifies not only direct impacts, but also any indirect or induced Program impacts—that is, effects that may arise from activities that are not necessarily proposed for PforR financing but are a foreseeable result of the PforR financing and those arising from activities associated with the Program.

An assessment of the borrower's systems to manage environmental and social risks associated with program activities is provided in Section 4, while recommendations to address system gaps are provided in Section 5.

While the definition of E&S effects includes benefits, known impacts, and potential risks, the primary emphasis of the ESSA is to determine the extent to which the borrower's systems can manage the adverse impacts and risks. Predominantly, factors affecting environmental and social risks can be classified into two broad categories: (i) Sustainability and institutionalization of E&S systems and (ii) risks related to pollution, health and safety, culture heritage, natural habitats vulnerability issues, social inclusion, and equal accessibility to benefits and the interaction between these factors may multiply or minimize overall program risk.

##### **3.1.1 Environmental and Social Screening**

The assessment of environmental and social risks is Moderate. The Program The program is expected to have several positive environmental and social effects (benefits) in public service delivery, government efficiency and effectiveness, and transparency and accountability. The program is also expected to have direct adverse environmental and social impacts and risks, including the generation of e-waste, lack of meaningful citizen engagement, and impact on vulnerable groups. Their

environmental and social impacts and risks will be assessed and mitigated in line with the relevant laws of Jordan and the core principles of the Bank Policy on Program for Results Financing.

The screening criteria are applied for the activities that fall within the boundaries of the PforR and are directly supported by DLIs/DLRs. Those activities are either included in the expenditure framework of the PforR or need to be implemented to fulfill the requirements of different DLIs.

## 3.2 Potential Positive and Negative Environmental Risks Effects

### 3.2.1 Potential Environmental Benefits

The proposed program's activities are poised to deliver various environmental benefits. Specifically, by encouraging e-services, the program aims to lower emissions and reduce the carbon footprint associated with superfluous transportation. A shift toward paperless office operations promises to decrease resource consumption in resource management. Similarly, applying energy-efficiency criteria to IT procurement practices is aligned with broader resource efficiency goals. Moreover, enhanced access to digital information is expected to bolster data-driven environmental planning and decision-making processes. In addition to these advantages, the proposed program presents a valuable opportunity to address and improve the national capacity for e-waste management.

### 3.2.2 Potential Adverse Environmental Risks and Effects

**E-waste Risks:** The proposed program's activities necessitate procuring IT systems for multiple implementing entities. Anticipated to generate e-waste at the inception and throughout its lifecycle—likely during hardware replacement cycles every five years—the program focuses on installing "soft" digital infrastructure such as computers, switches, and routers instead of "hard" infrastructure like data centers. The uptake of digital services will likely prompt consumers, including citizens and refugees, to acquire modern electronic devices, resulting in a slight acceleration in e-waste generation beyond current trends. Environmental risks associated with this e-waste include soil and water contamination due to heavy metals, with consequential negative impacts on human and ecological health. Mitigation strategies will entail strengthened regulatory enforcement related to e-waste management and public awareness campaigns.

**Resource Efficiency Risks:** The program is not expected to significantly increase electricity demand for operating the requisite electronics. Meanwhile, paper use in targeted sectors is projected to decline, aligning with long-term goals for paperless operations. Resource efficiency risks will be mitigated, and benefits capitalized upon through energy-efficient procurement practices for IT hardware and the promotion of paperless operations for digitized services.

**Construction and Civil Works Risks:** The program's activities are not projected to involve civil works or cause permanent environmental disruptions with adverse impacts.

**Table 3: Screening of Potential Environmental Effects**

Activity	Benefits	Negative Risks & Effects
DLI 1: Strengthening Digital Public Infrastructure (DPI)	<ol style="list-style-type: none"> <li>1. Implementation of energy-efficiency standards in the procurement of IT hardware and infrastructure.</li> <li>2. The promotion of paperless office operations contributes to sustainable practices.</li> <li>3. Improved access to information supports informed environmental planning and decision-making.</li> </ol>	<ol style="list-style-type: none"> <li>1. Environmental hazards linked to e-waste generation and management, such as soil and water contamination due to heavy metals, adversely affecting human, wildlife, and marine ecosystems.</li> </ol>
DLI 2: Increasing Trust in Digital Service Delivery	<ol style="list-style-type: none"> <li>1. The promotion of paperless office operations contributes to sustainable practices.</li> <li>2. Improved access to information supports informed environmental planning and decision-making.</li> </ol>	<ol style="list-style-type: none"> <li>2. Environmental hazards linked to e-waste generation and management, such as soil and water contamination due to heavy metals, adversely affecting human, wildlife, and marine ecosystems.</li> </ol>
DLI 3: Digital Transformation in Health Service Delivery	<ol style="list-style-type: none"> <li>1. Implementation of energy-efficiency standards in the procurement of IT hardware and infrastructure.</li> <li>2. The promotion of paperless office operations contributes to sustainable practices.</li> <li>3. Improved access to information supports informed environmental planning and decision-making.</li> </ol>	<ol style="list-style-type: none"> <li>3. Environmental hazards linked to e-waste generation and management, such as soil and water contamination due to heavy metals, adversely affecting human, wildlife, and marine ecosystems.</li> </ol>
DLI 4: Professionalization of Civil Service	<ol style="list-style-type: none"> <li>1. Implementation of energy-efficiency standards in the procurement of IT hardware and infrastructure.</li> <li>2. The promotion of paperless office operations contributes to sustainable practices.</li> <li>3. Improved access to information supports informed environmental planning and decision-making.</li> </ol>	<ol style="list-style-type: none"> <li>4. Environmental hazards linked to e-waste generation and management, such as soil and water contamination due to heavy metals, adversely affecting human, wildlife, and marine ecosystems.</li> </ol>
DLI 5: Establishing Digital Health Standards	<ol style="list-style-type: none"> <li>4. Improved access to information supports informed environmental planning and decision-making.</li> </ol>	<ol style="list-style-type: none"> <li>5. Not Applicable</li> </ol>
DLI 6: Digital Student Assessment	<ol style="list-style-type: none"> <li>1. Implementation of energy-efficiency standards in the procurement of IT hardware and infrastructure.</li> <li>2. The promotion of paperless office operations contributes to sustainable practices.</li> </ol>	<ol style="list-style-type: none"> <li>6. Environmental hazards linked to e-waste generation and management, such as soil and water contamination due to heavy metals, adversely affecting human, wildlife, and marine ecosystems.</li> </ol>



	3.	human, wildlife, and marine ecosystems.
DLI 7: Enforcing Access to Information	1. Improved access to information would support environmental planning.	Not Applicable
DLI 8: E-Participation	1. Improved access to information and consultation in policies would support environmental planning.	Not Applicable
DLI 9: Institutionalizing Effective Health Data Use	1. Improved access to information would support environmental planning.	Not Applicable

### 3.3 Potential Positive and Negative Social Effects

#### 3.3.1 Potential Social Benefits

The widespread adoption of digital identity systems, and E-medical records (DLIs 1, and 3) yields numerous interconnected advantages across different sectors. Key among these is an unprecedented increase in accessibility and convenience, enabling even the most vulnerable and remote populations to connect with essential services.. Coupled with this is a marked improvement in efficiency, reducing bureaucratic delays, speeding up transaction times, and freeing up resources for more critical tasks. Specifically, within healthcare, the adoption of digital tools has led to an evolution in patient care, facilitating preventative measures, improving adherence to clinical protocols, and enhancing communication between providers.

The proposed program's focus on the inclusion of refugees serves as a key strength. By extending digital identity access and earmarking portions of e-health services specifically for refugees. The proposed program ensures that this significant demographic is not sidelined but rather integrated into the broader agenda for service delivery and public welfare. This inclusive approach is all the more critical given that refugees utilize and contribute to the existing, often strained, social and physical infrastructure in Jordan.

Additionally, Digital assessments (DLI 6) offer several advantages over traditional formats. They alleviate student stress by providing instant access to exams and results, offer greater flexibility with the option for multiple attempts, and simplify the exam administration process. A standardized item bank enhances fairness and minimizes cheating by generating multiple exam versions. Collectively, these benefits contribute to a more efficient, equitable, and psychologically accommodating exam experience.

A notable emphasis on transparency, achieved through digital auditing and streamlined data management (DLI 9), enhances accountability while reducing fraud and corruption opportunities. The economic landscape is positively influenced, with growth in e-commerce and potential job creation, reflecting a broad economic benefit.

Prioritizing skills within the public sector has manifold implications for enhancing fairness, transparency, competence, and relevance, fostering an environment where diversity and inclusivity are respected (DLI 4). Focusing on clear criteria and competence-based hiring eradicates favoritism, creating an even playing field that fosters public trust and continuously motivates employees to improve their skills. Special attention to digital competencies keeps the sector relevant, significantly improves service delivery, and gives the government a competitive edge. The Public Sector Modernization Roadmap shall also contribute to enhancing gender equality by actively promoting the representation of women in leadership roles within government structures. This is achieved as a facet of the broader civil service professionalization agenda, incorporating gender-sensitive career development strategies.

In healthcare, introducing a unified Health Information Exchange improves providers' coordination through real-time access to patient data, reducing costs and ensuring standardization across systems (DLI 9). Transparency is enhanced, providing clear direction on goals and representing varied interests. Finally, in the educational context, digital assessments (DLI 4) translate into quicker feedback and substantial cost savings, while the in-depth analysis they enable leads to targeted improvements in education quality.

In the context of government, improved transparency and responsiveness serve as pillars to build public trust and foster a more informed and engaged citizenry (DLI7 &8). This is achieved through proactive information sharing, open disclosure, and streamlined administrative processes, increasing citizen participation in democratic processes and heightened accountability. The detection and deterrence of corruption, empowerment of marginalized groups, and broadened access to environmental and social reports further underscore the theme of social justice. When paired with the capabilities of digital platforms, these benefits are amplified. Enhanced civic engagement, real-time dialogues, community building, and the drawing of diverse perspectives enrich decision-making and provide a voice to all societal segments, including marginalized groups. Meanwhile, in the healthcare sector, using quality data sets the stage for better health outcomes (DLIs 3 and 9), patient empowerment, strengthened trust and informed policymaking. It enables targeted interventions, timely information provision, and a focus on equity in service delivery. Together, these themes paint a comprehensive picture of a society increasingly guided by transparency, inclusiveness, efficiency, and data-driven decision-making across governance, civic participation, and healthcare.

### **3.3.2 Potential Adverse Social Risks and Effects**

- 1. Lack of Adequate Social Assessment, Geographic Consideration, and Stakeholder Engagement** (Applicable to all DLIs): The absence of rigorous social assessments and inadequate stakeholder involvement, coupled with a failure to account for the specific needs of different demographics and geographic areas, constitutes a substantial social risk. This oversight can result in policies that inadvertently exacerbate social inequalities or fail to mitigate significant social risks affecting vulnerable groups such as women, older adults, youth, and persons with disabilities or other marginalized communities.. The lack of nuanced data and stakeholder input can also lead to implementing one-size-fits-all policies that ignore regional disparities and the unique needs of diverse communities. Consequently, public trust may be eroded, and social tensions could arise.

2. **Integrity, Transparency, and Communication in Civil Service Reform** (DLI 4): The effective professionalization of civil service hinges on robust integrity and transparent processes. Failing to articulate these procedures transparently to current employees and potential candidates can diminish public trust. This lack of transparency can also lead to ad hoc decision-making, increasing the risk of nepotism. Inadequate management of this aspect could undermine the broader objectives of enhancing public sector efficiency, perpetuating the entrance of less-qualified candidates, and impeding the establishment of a fair and equitable system.
3. Furthermore, **insufficient promotion and disclosure of the reform plan** (DLIs 1,2,3,4,6,8) can escalate stakeholder resistance and tension. There is a knowledge gap among various parties, including Members of Parliament and high-level leadership, concerning the rationale behind replacing the Civil Service Bureau with a commission. Questions persist about why modernization efforts cannot proceed under the existing framework, raising suspicions about the efficient use of resources. This information vacuum poses an additional risk, potentially sowing discord and undermining the reform's success.
4. **Awareness and access to information on government digitalization programs** (DLIs 1,2,3,6,8): Lack of clear communication about current government digital initiatives, such as the SANAD or the electronic medical record (EMR) programs and the upcoming student assessment tools, erodes public trust and acceptance. Poorly introduced or explained initiatives can lead to public resistance and suspicion, limiting the effectiveness and uptake of these beneficial programs. This communication gap results in unclear understanding and, subsequently, limited uptake of e-services. Furthermore, this lack of awareness is pervasive even within the public sector, contributing to resistance to change, raising concerns about potential job losses, which slow the interoperability between different services, which further complicate the situation. This communication vacuum not only reduces public uptake of e-services but also permeates the public sector itself. It engenders resistance to transformative changes, exacerbates concerns over potential job losses, and hampers the seamless interoperability between diverse services. These factors collectively contribute to a complex and inefficient service delivery landscape.
5. **Gender-Specific Barriers to Program Access and Benefits** (DLIs 1,2,3,6,8): The identified risks in social assessments, stakeholder engagement, and public-sector recruitment amplify challenges to women's equitable access to program benefits and workplace safety. First, the absence of nuanced social assessments disproportionately impacts women by perpetuating systemic barriers and gender stereotypes, impeding gender-sensitive policy formulation. Second, lapses in the integrity of public-sector recruitment processes exacerbate gender imbalances, further undermining equitable access for women. Third, these integrity issues can extend into the workplace, increasing the risk of harassment and gender-based violence due to the lack of safe reporting mechanisms. Lastly, the failure to incorporate gender-focused communication strategies in digitalization initiatives aggravates these risks. This potentially excludes women from essential services in regions with digital divides and inhibits their participation in the E-participation program, thereby restricting their ability to voice their opinions and benefit from the program. Consequently, the program's insufficient attention to

these gender-specific barriers risks undermining its inclusivity, eroding trust, and exacerbating existing social tensions.

6. **Cybercrimes Law and Civic Engagement (DLI8):** Vague legal terminology prevents participation and constructive criticism. Privacy concerns, limited engagement platforms, and public mistrust impede civic involvement, particularly among marginalized communities.
7. **Grievance Redress Mechanism (DLIs 1,3,6):** A lack of awareness about the recently revamped GRM within MoDEE raises questions about whether recommendations from the World Bank's latest evaluation report have been incorporated.
8. **Data Privacy and Protection Risks (DLIs 1,3,6,8):** Elevated vulnerabilities exist in safeguarding personal data against unauthorized access or misuse within digital systems. Data manipulation and selective reporting are risky, particularly in performance metrics and financial disclosures. Ethical concerns further manifest in collecting sensitive health data from vulnerable cohorts, raising issues about informed consent, and potentially affecting their safety and security.
9. **Operational Continuity (DLIs 1,3,6,8):** The absence of robust backup mechanisms could result in data loss, undermining system reliability and potentially halting critical operations during system downtimes.
10. **Digital Inclusion (DLIs 1,3,6,8):** Inadequate digital literacy or resistance to technological adaptation may engender disparities in service accessibility.
11. **Risk of Potential Discrimination in Program Implementation (DLIs 1 and 3):** While the proposed Program has an inclusive approach, targeting both Jordanian citizens and refugees, there exists a risk of unintentional discrimination in the delivery of its services. This risk pertains particularly to vulnerable subsets of the population, such as women, persons with disabilities, refugees, and other groups. It is crucial that the Program maintains an unequivocal commitment to inclusivity, ensuring that no groups face discrimination in service delivery.

**Table 4: Screening of Potential Social Effects**

Activity	Benefits	Negative Risks & Effects
<p><b>DLI 1 Strengthening digital public infrastructure (DPI)</b></p>	<ol style="list-style-type: none"> <li>1. Digital identity systems streamline government services and reduce bureaucratic delays.</li> <li>2. E-ID verification enables remote service access, benefiting those in isolated locations.</li> <li>3. A well-designed digital identity system aids in the financial and social inclusion of marginalized groups.</li> <li>4. Digital interactions facilitate easier auditing and monitoring, enhancing system transparency.</li> <li>5. Secure digital identity systems decrease the likelihood of impersonation and fraud.</li> <li>6. Simplified online transactions through digital identity can stimulate economic growth in sectors like e-commerce and fintech.</li> <li>7. Unified digital identity systems improve data management and help in decision-making that aligns with citizen needs.</li> </ol>	<p><b>Negative Effects</b></p> <ol style="list-style-type: none"> <li>1. If not carefully implemented, digital identity systems might inadvertently prioritize or benefit certain groups over others, leading to social inequity.</li> <li>2. Centralized systems can potentially be used for unwarranted surveillance.</li> <li>3. Frequent issues or misuse of data could erode public trust in digital systems.</li> <li>4. Some may resist digital identities due to cultural beliefs.</li> <li>5. Those without access to technology might be left behind, causing economic strain for lower-income groups.</li> </ol> <p><b>Risks</b></p> <ol style="list-style-type: none"> <li>1. There is a risk of personal data misuse or unauthorized access in digital systems.</li> <li>2. Those without access to necessary technology could be excluded from services.</li> <li>3. Digital identity systems can be vulnerable to hacking and data breaches.</li> <li>4. Mistakes in the system can lead to wrongful exclusions or inclusions.</li> <li>5. Over-reliance on a single system might lead to significant disruptions if there are technical issues.</li> <li>6. The inclusive aim of the program presents a risk of unintentional discrimination against vulnerable groups like women, persons with disabilities, refugees, and other marginalized groups in the delivery of services.</li> </ol>

<p><b>DLI 2 increasing trust in digital service delivery</b></p>	<ol style="list-style-type: none"> <li>1. Streamlined user interactions promote wider service adoption.</li> <li>2. Rapid adoption boosts overall operational efficiency.</li> <li>3. Stringent data protection measures safeguard user information.</li> <li>4. Transitioning to digital channels reduces operational expenses.</li> <li>5. Elevated trust enables broader service adoption among digitally skeptical demographics.</li> </ol>	<p><b>Negative Effects:</b></p> <ol style="list-style-type: none"> <li>1. Excessive reliance makes users vulnerable to service disruptions.</li> <li>2. High trust increases vulnerability to fraudulent activities.</li> <li>3. Shift towards digital tasks contributes to decline in social interactions.</li> </ol> <p><b>Risks:</b></p> <ol style="list-style-type: none"> <li>1. Enhanced trust exacerbates societal digital divide.</li> <li>2. Unauthorized data harvesting or misuse risks increase with digital reliance.</li> <li>3. Non-users are becoming increasingly excluded from essential services.</li> </ol>
<p><b>DLI 3 on digital transformation in health service delivery</b></p>	<ol style="list-style-type: none"> <li>1. Quick access to patient records enables timely diagnosis and improved patient outcomes.</li> <li>2. Effective monitoring of chronic conditions and adherence to clinical protocols enhance care quality.</li> <li>3. Electronic Medical Records (EMRs) streamline inter-departmental and inter-facility communication, ensuring coordinated care.</li> <li>4. Reduced paperwork allows healthcare professionals to focus more on patient care.</li> <li>5. Data analytics help in recognizing patterns for preventative care and public health interventions.</li> <li>6. Accessible test results eliminate the need for repeat tests, saving time and costs.</li> <li>7. Seamless transition between care providers is facilitated by easily accessible health histories.</li> <li>8. E-medical records reduce physical and financial barriers, bringing services closer to beneficiaries.</li> </ol>	<p><b>Negative Effects</b></p> <ol style="list-style-type: none"> <li>1. Digitization raises privacy concerns due to potential data breaches.</li> <li>2. Dependence on technology might halt operations, impacting patient care.</li> <li>3. A learning curve may temporarily reduce efficiency as professionals adapt.</li> <li>4. Inequality in access might create healthcare disparities based on the digital divide or economic disparity.</li> <li>5. The app for accessing health data may exclude certain groups or lead to misinterpretation of health data.</li> </ol> <p><b>Risks</b></p> <ol style="list-style-type: none"> <li>11. The potential for cyberattacks risks compromising patient data.</li> <li>12. System downtime in the EMR can disrupt processes without reliable backup.</li> <li>13. A lack of proper backup procedures might lead to data loss.</li> <li>14. Unauthorized or inappropriate use of the system can cause mishaps or misinformation.</li> </ol>

	<p>9. Tech sector job creation includes roles in app development, maintenance, and training.</p> <p>10. Patient access to data through apps empowers them to manage their health and enhances communication with healthcare providers, while also offering convenience and promoting healthier behaviors.</p>	<p>15. Resistance to adopting new technology might hinder its effective utilization.</p> <p>16. .Poor integration with existing systems might cause complications, impacting patient care</p> <p>17. The inclusive aim of the program presents a risk of unintentional discrimination against vulnerable groups like women, persons with disabilities, refugees, and other marginalized groups in the delivery of services.</p>
<p><b>DLI</b>                      <b>4</b></p> <p><b>Professionalization of civil service</b></p>	<ol style="list-style-type: none"> <li>1. Skills and qualifications take precedence, reducing nepotism and favoritism.</li> <li>2. Clear criteria for recruitment and promotion enhance transparency.</li> <li>3. An even playing field allows candidates to compete solely based on skills and qualifications.</li> <li>4. Competence-based hiring improves public service delivery.</li> <li>5. Transparent and competence-based systems boost public trust and morale.</li> <li>6. Competence as a basis for hiring and promotion motivates employees to perform better.</li> <li>7. Digital competency training ensures the public sector's relevance and capability.</li> <li>8. Digital skills enhance the speed, efficiency, and accessibility of public services.</li> </ol>	<p><b>Negative Effects</b></p> <ol style="list-style-type: none"> <li>1. Resistance from employees used to the old system may arise.</li> <li>2. Transitioning might spark tensions if not managed sensitively.</li> <li>3. Adapting to new digital tools might challenge older or less tech-savvy employees.</li> <li>4. Insensitive competency criteria might inadvertently discriminate against women.</li> <li>5. Uneven distribution of training opportunities might leave certain groups behind.</li> <li>6. Lack of clear policies or enforcement may put employees at risk of harassment or exploitation.</li> </ol> <p><b>Risks</b></p> <ol style="list-style-type: none"> <li>1. Carelessly designed competency tests or criteria may introduce biases.</li> <li>2. Sole reliance on competency tests might overlook valuable traits or experience.</li> <li>3. Consistent failure to meet benchmarks may demotivate some officials.</li> </ol>

	<ol style="list-style-type: none"> <li>9. Upskilling and attracting top talent give the government a competitive edge.</li> <li>10. The initiative's focus on continuous learning encourages employee upskilling.</li> <li>11. Encouraging the recruitment and upskilling of women can reduce gender disparities.</li> <li>12. Advancing gender equality by focusing on increasing women's representation in governmental leadership roles through gender-sensitive career development strategies.</li> </ol>	<ol style="list-style-type: none"> <li>4. Teething problems might occur during the transition, causing mismanagement or misunderstandings.</li> <li>5. Heavy reliance on digital tools could be detrimental in case of system failures.</li> <li>6. With the growth in digital competency, robust cybersecurity is needed to prevent potential data breaches or cyberattacks.</li> </ol>
<p><b>DLI 5 on establishing digital health standards across a national Health Information Exchange (HIE)</b></p>	<ol style="list-style-type: none"> <li>1. Unified patient history improves care coordination.</li> <li>2. Health data is readily accessible to both patients and providers.</li> <li>3. Real-time data enables quick, accurate medical decisions.</li> <li>4. Redundant tests are eliminated, reducing healthcare costs.</li> <li>5. Operational transparency is provided to all stakeholders.</li> <li>6. Multi-sectoral governance incorporates varied interests.</li> <li>7. An HIE blueprint clarifies goals and direction.</li> <li>8. Foundational registries standardize health data.</li> </ol>	<p><b>Negative Effects</b></p> <ol style="list-style-type: none"> <li>1. The transition to a unified system might face resistance and logistical challenges.</li> <li>2. Mismanagement risks, including data inaccuracies or inefficiencies, might exist if not properly handled.</li> </ol> <p><b>Risks</b></p> <ol style="list-style-type: none"> <li>1. Patient privacy concerns persist in a digital health environment.</li> <li>2. Without adequate security, there's a risk of data theft or cyberattacks.</li> <li>3. Unequal integration into the HIE may lead to disparities among different population segments.</li> <li>4. Incomplete or inaccurate registries may occur if foundational registries are not well-maintained, harming beneficiaries' interests.</li> </ol>
<p><b>DLI 6 on digital student assessment</b></p>	<ol style="list-style-type: none"> <li>1. Rapid, often automated, marking speeds up student feedback.</li> <li>2. Savings in printing and logistics redirect resources to educational quality.</li> <li>3. Digital formats enable nuanced analysis of student performance.</li> </ol>	<p><b>Negative Effects:</b></p> <ol style="list-style-type: none"> <li>1. Students might face issues like server crashes, software bugs, or other technical problems during the exam.</li> <li>2. If not designed well, digital exams might not accurately capture a student's knowledge or skills.</li> </ol>



		<ol style="list-style-type: none"> <li>3. Not all students all over Jordan have equal access to the necessary technology, which can lead to disparities in opportunity.</li> <li>4. Power outages, slow internet speeds, or lack of devices can also impede the exam process and impact students.</li> </ol> <p><b>Risks:</b></p> <ol style="list-style-type: none"> <li>1. Digital formats may introduce new ways for students to cheat or use unfair means.</li> <li>2. There's always a risk of hacking, data breaches, or unauthorized access.</li> <li>3. There's a risk of data loss if proper backup and storage mechanisms aren't in place.</li> <li>4. Students, teachers, or administrators used traditional methods might resist digital assessments.</li> <li>5. Teachers and students may require additional training to effectively use digital platforms.</li> </ol>
<p><b>DLI 7 on enforcing access to information</b></p>	<ol style="list-style-type: none"> <li>1. Enhanced transparency boosts public trust.</li> <li>2. Faster responses and proactive sharing inform citizens.</li> <li>3. Open information facilitates democratic participation.</li> <li>4. Responsiveness and disclosure heighten accountability.</li> <li>5. Proactive data sharing engages citizens.</li> <li>6. Quick, proactive disclosure empowers stakeholders.</li> <li>7. Disclosure efficiency reduces administrative load.</li> <li>8. Transparency helps deter corruption.</li> <li>9. Information access aids marginalized groups.</li> </ol>	<p><b>Negative Effects:</b></p> <ul style="list-style-type: none"> <li>• Potential for hasty or superficial responses due to focus on speed.</li> <li>• Strain on government resources and administrative challenges.</li> <li>• Risk of misinterpreting information without proper context.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Legislative stagnation and controversy surrounding Access to Information Law, signifying substantial risk to future amendments or reforms.</li> <li>• Potential infringement on privacy rights if sensitive information is not protected.</li> <li>• Possibility of errors or incomplete information in the rush to respond or disclose, and the risk of prioritizing easier tasks to manipulate success rates.</li> </ul>

	<p>10. Digitized E&amp;S reports foster transparency and understanding.</p> <p>11. Robust appeals mitigate risk of unjust denials.</p>	<ul style="list-style-type: none"> <li>• Additional risks related to disclosing sensitive personal data without stringent checks.</li> </ul>
<p><b>DLI 8 on e-participation</b></p>	<ol style="list-style-type: none"> <li>1. Digital platforms boost civic engagement.</li> <li>2. Online records enhance transparency.</li> <li>3. Marginalized groups gain voice through digital platforms.</li> <li>4. Real-time dialogues make governance dynamic.</li> <li>5. E-participation fosters community building.</li> <li>6. Digital engagement diversifies opinions.</li> </ol>	<p><b>Negative Effects:</b></p> <ul style="list-style-type: none"> <li>• Potential amplification of the digital divide, sidelining those without internet access.</li> <li>• Spread of misinformation and formation of echo chambers on online platforms.</li> <li>• Surface-level engagement without meaningful participation.</li> <li>• Skewed perceptions due to over-representation of vocal minorities.</li> <li>• Increased polarization and animosity through digital discussions on contentious topics.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Vulnerability to data breaches and personal data exposure on digital platforms.</li> <li>• Dependency on third-party platforms that may change policies or shut down.</li> <li>• Targeting by manipulators and trolls looking to disrupt digital discussions.</li> <li>• Loss of nuances and benefits of face-to-face engagement due to over-reliance on digital interactions.</li> <li>• Legal and ethical concerns regarding privacy, consent, and ethical data use.</li> </ul> <p><b>Impact of Cybercrimes Law on E-Participation:</b></p> <ul style="list-style-type: none"> <li>• Potential reduction in participation and constructive criticism due to vague legal terms.</li> <li>• Data privacy concerns leading to wariness in sharing personal information.</li> </ul>

		<ul style="list-style-type: none"> <li>• Challenges for international platform providers operating in Jordan, limiting online civic engagement avenues.</li> <li>• Growing mistrust in online platforms and shifts in public discourse.</li> <li>• Inequitable engagement with marginalized groups deterred from participating.</li> </ul> <p><b>Risks Associated with Cybercrimes Law:</b></p> <ul style="list-style-type: none"> <li>• Misuse of vague legal provisions to suppress dissenting voices.</li> <li>• Fragmentation of digital spaces, leading to varying quality and reach.</li> <li>• Reduced digital innovations due to over-regulation and perceived risks, hindering new e-participation solutions.</li> </ul>
<p><b>DLI 9 on institutionalizing effective health data use</b></p>	<ol style="list-style-type: none"> <li>1. Quality data improves health outcomes.</li> <li>2. Timely data empowers patient engagement.</li> <li>3. Accurate data fosters trust in healthcare.</li> <li>4. Data-informed policymaking enhances health strategies.</li> <li>5. Data highlights disparities for equitable healthcare.</li> </ol>	<p><b>Negative Effects:</b></p> <ul style="list-style-type: none"> <li>• Potential over-reliance on digital data, risking sidelining clinical judgment.</li> <li>• Possible stigmatization of specific communities if data reveals health trends.</li> <li>• Concerns regarding patient privacy and confidentiality in data collection and dissemination.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Data breaches that may expose personal health information, leading to misuse.</li> <li>• Misinterpretation of poorly presented or communicated data, causing panic or poor decisions.</li> <li>• Risk of data manipulation or selective reporting, especially in performance outcomes or funding.</li> <li>• Ethical concerns related to consent in collecting sensitive health data from vulnerable populations.</li> </ul>

## IV. Assessment of Environmental and Social Management Systems

### 4.1 Conceptual Approach to Social and Environmental Legal Analysis

An analysis of the legal and institutional aspects applicable to the PforR in preparation has been carried out to determine if:

1. The design of the Program's E&S management system promotes sustainability, seeks to avoid, minimize, or mitigate adverse impacts, and emphasizes informed decision-making relating to the Program's E&S effects.
2. The system ensures the avoidance of significant conversion or degradation of natural habitats and physical and cultural resources under PforR financing criteria.
3. Measures are instituted to protect public and worker safety against construction and/or operation risks, exposure to toxic substances, hazardous waste, dangerous materials, and infrastructure rehabilitation in natural hazard-prone areas.
4. Land acquisition and natural resource access are managed to minimize displacement, with a commitment to improving or restoring the livelihoods and living standards of affected people.
5. The Program's E&S system recognizes the importance of cultural appropriateness and equitable access, particularly regarding Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities and vulnerable groups.
6. The system is designed to prevent the exacerbation of social conflicts, especially in areas identified as fragile, post-conflict, or subject to territorial disputes.

### 4.2 Relevant Environmental Management Systems for PforR

#### 4.1.1 Legal Framework in Environmental Matters Relevant to the Program

Jordan's environmental and public health regulatory landscape is well-defined, with specific responsibilities allocated to different governmental entities.

- ***Under the Environment Protection Law No. 6 of 2017***, the Ministry of Environment (MoEnv) is designated as the primary authority for environmental protection. The MoEnv is empowered to issue environmental licenses, conduct inspections of establishments, and implement remedial measures in cases of significant pollution incidents.
- ***Public Health Law No. 47 (amended)*** states that the Ministry of Health (MoH) monitors public and private water resources and cultivation, especially in spreading diseases or causalities. In coordination with other relevant governmental agencies, the MoH oversees wastewater networks and treatment plants to ensure their compliance with public health standards.
- ***It should be noted that these laws and decrees are applicable throughout the Kingdom of Jordan, except for the Aqaba Special Economic Zone (ASEZ).*** The ASEZ follows its environmental regulations as specified in Decree 21/2001. This decree outlines the Environmental Impact Assessment (EIA) system in ASEZ, waste management protocols, standards for emissions, ambient air, noise, and the protection of natural habitats.

**Table 5: General regulations applicable to the PforR in environmental matters**

Law/Regulation	Description
<p>Environment Protection Law No. 6 of 2017</p>	<p>The law empowers the Ministry of Environment (MoEnv) with key responsibilities, including the issuance of environmental licenses and oversight of establishments. The licensing process comprises screening for environmental risks and requiring an Environmental Impact Assessment (EIA) or a Preliminary EIA by accredited consultants. MoEnv must also approve any activity modifications and is authorized to conduct environmental audits for compliance. This framework ensures robust environmental governance and risk mitigation.</p> <p>Pursuant to Law No. 6 of 2017 and its associated decrees, the framework for biodiversity and natural habitats in Jordan has been established. Currently, 12 Protected Areas (PAs) have been officially designated, while an additional seven are under evaluation for potential designation. Furthermore, the Government of Jordan has proclaimed four Special Conservation Areas (SCAs) in accordance with the stipulations of Environmental Law 6/2017.</p>
<p>Environmental Classification &amp; Licensing Regulation No. 69 of 2020</p>	<p>The amended Environmental Classification &amp; Licensing Regulation No. 69 of 2020 categorizes establishments and projects into four risk levels to guide environmental governance. High-risk entities necessitate a full Environmental Impact Assessment (EIA) and licensing, while moderate-risk ones require a Preliminary EIA and licensing. Limited-risk activities need environmental approval for location but no EIA, and low-risk activities require neither approval nor licensing but must adhere to general environmental conditions. This stratification enables a tailored approach to environmental risk management.</p> <p>The Environmental Classification &amp; Licensing Regulation No. 69 of 2020 outlines a structured approach to environmental governance. It includes annexes that describe specific activities within four risk categories and mandates the formation of an EIA Committee at MoEnv. This committee is responsible for reviewing EIAs, Preliminary EIAs, and licensing requests. The regulation also provides guidelines on safe distances between development activities and residential areas, taking into account factors like wind direction and water resources. The committee has the authority to grant waivers to these guidelines and to upgrade a project's risk category. Consultations are only mandated for high-risk projects, and a range of stakeholders, from community leaders to academia, are involved. Environmental licenses are valid for five years and must include comprehensive EIA and PEIA requirements.</p> <p>For existing facilities, an Environmental Audit is required under specific conditions, governed by 2014 instructions. The institution must commit to a mitigation plan backed by a bank guarantee once the audit is approved.</p>

<p>Inspection Law 33 of 2017</p>	<p>The Environmental Inspection Department at MoEnv oversees projects across all four EIA categories, irrespective of whether they have undergone an EIA/PEIA. Coordination with other inspections is facilitated by Inspection Law 33/2017, which integrates various inspection processes in Jordan to eliminate redundancies. Decrees like 110/2018 outline inspection procedures, while Decree 113/2018 specifies the qualifications required for inspectors.</p> <p>The regulatory system classifies economic activities based on their environmental and social (ES) risk levels, dictating the extent of environmental assessment needed—comprehensive, preliminary, or screening. It also lays out guidelines for environmental audits and inspections. Inspectors must adhere to specific requirements, such as maintaining data confidentiality, avoiding conflicts of interest, upholding integrity, and not hindering the facility's economic activities during inspections. MoEnv further specifies that inspectors should possess a relevant university degree, have between 3 to 7 years of experience depending on seniority, and complete training courses that enhance both managerial and technical skills.</p>
<p>Aqaba Special Economic Zone (ASEZ) Law and its amendments No. 32 of 2000</p>	<p>The ASEZ follows its environmental regulations as specified in Decree 21/2001. This decree outlines the Environmental Impact Assessment (EIA) system in ASEZ, waste management protocols, standards for emissions, ambient air, noise, and the protection of natural habitats.</p>
<p>Regulation for the Protection of the Environment in the Aqaba Special Economic Zone No. (21) for the Year 2001</p>	<p>In the Aqaba Special Economic Zone (ASEZ), the Environmental Regulation Directorate at ASEZA administers environmental regulations, a function otherwise performed by MoEnv in the rest of the country. Decree 21/2001, specific to ASEZ, categorizes projects into three risk-based categories, akin to Decree 69/2020. Both decrees necessitate full Environmental Impact Assessments (EIAs) for Category 1 projects and Preliminary EIAs (PEIAs) for Category 2. However, ASEZ's Category 3 does not require any environmental assessment, diverging from the requirements under Decree 69/2020. Stakeholder consultations in ASEZ are limited to Category 1 projects, similar to Decree 69/2020. Furthermore, Decree 21/2001 sets out conditions under which environmental audits can be initiated, such as in response to complaints or pollution incidents, and mandates that these audits be conducted by a third-party entity approved by the Directorate.</p>
<p>Law amending the Labor Law No. (10) of 2023</p>	<p>The law serves as the foundational legal framework for managing employer-employee relations. It delineates both the obligations and rights of the employee and the employer. Specifically, it obliges employers to ensure a safe working environment, adhere to an appropriate code of conduct, and provide welfare benefit. Relevant regulations are:</p>

	<ul style="list-style-type: none"> <li>• Regulations for Health, Safety, and Environment (HSE) Committees: Regulation No. 7 of 1998 mandates each establishment to constitute an HSE Committee responsible for overseeing the establishment's HSE performance. The regulation also prescribes the committee's composition, including the number of members and their respective roles and responsibilities, contingent on the establishment's employee count.</li> <li>• Medical Care and Occupational Disease Prevention: Regulation 42/1998 focuses on preventive and therapeutic medical care for workers. It outlines the responsibilities of employers in offering medical services to safeguard workers from occupational diseases and to provide appropriate treatment where necessary.</li> <li>• Risk Management in the Workplace: Regulation 43/1998 stipulates measures to protect workers from mechanical, electrical, and chemical hazards in the workplace. This regulation is instrumental in defining the protocols for occupational risk management.</li> <li>• Labour Inspection Standards: Regulation 56/1998 governs the work of Labour Inspectors, specifying their qualifications, responsibilities, and the procedures they must follow. This regulation establishes the criteria and operational guidelines for Occupational Health and Safety (OHS) inspectors.</li> </ul>
<p>The General Buildings Law 9/1993</p>	<p>The Law outlines requisite provisions for structural stability across various constructions, encompassing buildings, roads, and bridges. The law mandates the formation of a committee tasked with developing engineering codes. These codes aim to govern the design, construction, supervision, maintenance, and operation of structures to ensure public safety. Concerns related to hazardous chemicals and wastes have been previously incorporated within the environmental and social assessment system.</p>
<p>Waste Management Framework Law No.16 of 2020.</p>	<p>Framework Law for Waste Management No. 16 of 2020 regulates waste management under the jurisdiction of the Ministry of Environment. The legislation mandates waste generators to employ waste reduction, reuse, and recovery techniques. Residual waste must be processed and disposed of according to environmentally approved protocols (e.g. MoH to regulate management of healthcare waste). The Law calls for the establishment of a High Guiding Committee for Waste Management, comprising representatives from line ministries. This committee is responsible for approving the national waste management plan, associated policies, action plans, and legislation.</p> <p>Key regulations under this Law include:</p> <ol style="list-style-type: none"> <li>1. Decree 68 of 2020: Specifies procedures for obtaining hazardous waste management permits. It outlines requirements for the segregation, storage, transport, treatment, and disposal of hazardous waste, including detailed protocols for disposing of hazardous substance containers.</li> </ol>

2. Decree 85 of 2020: Calls for the implementation of a waste tracking information system. This system is mandated to include data on waste quantities (exceeding 1,000 tons/year for non-hazardous waste or any quantity for hazardous waste), transfer stations, landfill leachate, gas emissions, and waste handling facility operators.
3. The Electrical and Electronic Waste Management Instructions of 2021, issued by the Ministry of Environment (MoEnv) on 16th February 2021, became effective as of mid-August 2021. Annex 1 of the Instructions enumerates a comprehensive list of covered electrical and electronic equipment, which includes large and small household appliances, IT and telecommunications gear, consumer and lighting equipment, and an array of other specific categories such as medical devices and batteries.

The Instructions mandate that electrical and electronic waste, inclusive of all accessories, components, and sub-parts, be disposed of exclusively at designated sites. Such waste is not to be co-mingled with household refuse. The document places a prohibition on the importation of e-waste and necessitates Ministry pre-approval for any export of such waste.

Article 7 delineates the prerequisites for the lawful transport of electrical and electronic waste. It specifies the criteria for vehicles, containment, and documentation. Article 8 articulates the regulatory requirements for obtaining a permit to establish e-waste treatment facilities, including compliance standards and operational procedures.

Producers of electrical and electronic waste are mandated to submit reports to MoEnv. These reports, to be formatted according to Annex 3, should detail the quantities and types of waste generated, as well as plans for its collection, treatment, or export. Producers are further obligated to minimise waste generation through adherence to best environmental practices. To facilitate this, a continuous contractual relationship must be maintained with certified waste treatment facilities and certified carriers for the waste in question



#### 4.1.2 Institutional Frameworks for Environmental Management of the Program

In Jordan, the institutional architecture for environmental regulation and social management of projects is led primarily by the Ministry of Environment (MOEnv) as guided by Law 6/2017 and Law 16/2020. The ministry operates through specialized departments and committees that ensure environmental compliance and social safeguards in project implementation.

The Environmental Licensing Department is the initial point of entry for project applications. These applications are assessed by a Licensing Committee, which classifies projects according to Environmental Impact Assessment (EIA) categories as stipulated in Decree 69/2020. Specifically, projects falling under Category 1 and 2 are escalated to the EIA Department for further scrutiny and the preparation of either an EIA or a Preliminary Environmental Impact Assessment (PEIA).

The EIA Committee, a multisectoral body comprising 17 representatives from various governmental agencies, reviews the assessments. On approval, the Licensing Department issues the requisite environmental license, and the project documentation, including the EIA or PEIA and the associated Environmental Management Plan (EMP), is forwarded to the Environmental Inspection Department for ongoing oversight.

For inspections, the Environmental Inspection Department operates within the framework of Inspection Law 33/2017 and is guided by additional decrees like 110/2018 and 113/2018, which clarify inspection protocols and inspector qualifications, respectively. This department is responsible for monitoring compliance across all EIA categories, and it coordinates its activities with other governmental entities to avoid redundancy and ensure efficiency. Inspectors are subject to stringent qualification criteria, which include academic credentials, years of experience, and mandatory training courses.

In contrast, the Aqaba Special Economic Zone (ASEZ) is regulated by its Environmental Regulation Directorate under the Aqaba Special Economic Zone Authority (ASEZA), not by MOEnv.

The Inspection Department employs a risk-based approach in planning inspections, considering variables such as project risk profile, previous compliance history, and complaints from the public. Non-compliance triggers a cascading set of actions that could result in fines or temporary project closure. The department collaborates with the Environment Police Department to enforce compliance, although its capacity is constrained relative to the number of facilities requiring inspection.

Remarkably, since the inception of the original environmental law in 2003, only a few Category 1 EIAs have been rejected. The rejection criteria have included technical inaccuracies, non-compliance with spatial regulations, and public opposition.

In compliance with existing regulations, the program activities under discussion are classified as Category (iv) projects, signifying low or no environmental risk. Therefore, they do not require MoEnv approval or an environmental license. However, they must adhere to general environmental conditions of noise management and waste disposal. Despite the low-risk classification, the program must still consult MoEnv for environmental screening if activities fall under the first three project categories outlined in Regulation 69 of 2020. Additionally, the program is obligated to comply with the Waste

Framework Law (Law 16 of 2020) and any pertinent regulations or instructions issued by the Ministry of Environment.

#### **4.1.3 Implementation of Environmental Management Systems**

##### ***Environmental Licensing and EIA Process***

The Ministry of Environment (MoEnv) has streamlined the environmental licensing process within the broader regulatory framework, ensuring effective response to all applications, irrespective of whether the project proponent is a governmental or public entity. This aligns with findings from the Netherlands Commission for Environmental Assessment, which in February 2020 concluded that Jordan maintains a robust and user-friendly regulatory framework for Environmental and Social Impact Assessments (ESIAs) as mentioned below. Approximately 30 comprehensive ESIAs are performed annually in Jordan, bolstering a growing community of experts in government and consultancy sectors.

##### ***Staffing and Workload in Environmental Oversight***

- **Structure and Staffing:** The Environmental Impact Assessment (EIA) and Licensing Department are relatively small, consisting of two and four staff members, respectively. However, the final decisions related to EIA and Preliminary Environmental Impact Assessments (PEIAs) are not solely dependent on these staff members but are made by specific committees for this purpose.
- **Workload and Efficiency:** Despite being leanly staffed, the Licensing Department manages a substantial workload, particularly conducting site visits for licensing applications across Categories 1, 2, and 3. Most of these visits relate to Category 3 projects, which are generally smaller in scale. This focus enables the department to process all applications promptly.
- **Capacity Building and Technical Support:** The EIA Department benefits from international donor-supported capacity building, especially concerning the new 2020 decree on risk assessments. In addition, the department collaborates with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) to integrate gender considerations into the EIA process.
- **Capacity Building and Gender Sensitivity:** The EIA department gains technical strength through international donor support. Collaborative efforts with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) are also in place to integrate gender considerations into EIA protocols.

##### ***Inspection Protocols and Enforcement***

Environmental inspections are orchestrated by a separate Inspection Department consisting of 58 inspectors who cover the entire country, excluding the Aqaba Special Economic Zone (ASEZ). Inspections are planned according to multiple criteria, such as project risk level, past compliance

records, and public complaints. When violations are identified, the Inspection Department conducts a follow-up visit within 2 to 4 weeks. Persistent non-compliance triggers legal repercussions, including fines and potential temporary closure of the offending facility. The bulk of identified violations relate to waste disposal, dust, noise, and emissions non-compliance, according to analyses by MOEnv-accredited laboratories.

The Environment Police Department supplements the Inspection Department's activities. However, given the extensive scope of facilities subject to inspection, the current staffing levels provide limited capacity for comprehensive oversight. The department predominantly focuses on operational projects and conducts fewer inspections during construction, often initiated only in response to complaints.

While both departments are efficiently managing their respective duties despite staffing constraints, there are areas where additional resources and focus are required for more comprehensive and proactive environmental oversight.

It's worth mentioning that the World Bank-supported Inclusive, Transparent, and Climate Responsive Investments Program for Results (P175662) aims to bolster MoEnv's monitoring and inspection capacities, addressing some of the gaps identified.

## **E-Waste Management**

MoEnv oversees the High Committee of Waste Management, which collaborates with line ministries responsible for regulating waste in their respective domains. Among the facilities managed by MoEnv is the Swaqa hazardous waste treatment facility, located about 125 km south of Amman. Operational since the late 1990s, this facility primarily handles expired medicines from pharmaceutical plants, IT waste, asbestos, and other special types of waste. The Swaqa facility is well-equipped with fire-extinguishing systems and groundwater monitoring wells. Additionally, private sector involvement includes 5 companies for treating healthcare waste, two incinerators for healthcare waste, and various companies for recycling materials like used oils and batteries. Furthermore, 12 licensed companies transfer hazardous waste to Swaqa and other recycling/treatment centers. This infrastructure suggests that Jordan possesses a well-established framework for hazardous waste management, albeit with room for improvement.

Under Waste Management Law No. 16 of 2020, the Ministry of Environment (MoEnv) is in the final stages of developing a centralized national database for hazardous materials and waste. This database aims to collate information on users of hazardous materials and generators of hazardous waste, thus facilitating enhanced monitoring and disposal procedures. However, the ministry cannot closely monitor hazardous material (HAZMAT) management due to constrained human resources unless specifically approached by waste generators. Therefore, the primary challenge lies in enforcing regulations compromised by limited resources and capacity within MoEnv to control and monitor hazardous materials and waste handling adequately.

**Assessment by the Netherlands Commission for Environmental Assessment in February 2020 highlighted:**

- The regulatory framework for ESIA is robust, featuring well-defined procedures for key steps like screening and review. The process is user-friendly and adheres to specified timelines.
- Annually, Jordan conducts approximately 30 comprehensive ESIA. This work is primarily carried out by governmental personnel and consultants, with limited contributions from academics and international experts.
- The existing ESIA system needs stronger follow-up mechanisms during project implementation to ensure that outlined measures are effectively executed.
- Enhanced stakeholder participation in the ESIA process is recommended, necessitating capacity building within NGOs and optimized frameworks for stakeholder engagement.
- Capacity enhancement is required for governmental staff involved in ESIA procedures, particularly in the technical committees responsible for review and those who monitor compliance and enforce stipulated conditions.
- Opportunities exist to align ESIA practices more closely with high-priority topics, such as climate resilience and water security.

By integrating the findings from the Netherlands Commission for Environmental Assessment and considering the existing operational landscape, it is evident that while Jordan has made significant strides in environmental management, areas requiring improvement remain. Particularly, gaps in stakeholder consultation, enforcement capabilities, and transparency must be urgently addressed.

#### ***Natural habitats and Protected Areas (PAs)***

The Directorate of Nature Conservation, a subsidiary of the Ministry of Environment (MOEnv), holds the regulatory responsibility for natural habitats and Protected Areas (PAs). MOEnv has subcontracted the Royal Society for the Conservation of Nature (RSCN) to manage 10 of the existing 12 PAs, leaving the Aqaba Special Economic Zone Authority (ASEZA) in charge of the remaining two. Various organizations, such as RSCN, the Royal Botanic Garden, and Al Mawa for Nature and Conservation of the Princess Alia Foundation, collaboratively oversee the management of Special Conservation Areas (SCAs). It is a regulatory requirement for all PAs and SCAs to establish and execute management plans, the compliance of which is monitored by MOEnv.

Administrative capabilities for overseeing PAs are considered sufficient. MOEnv's Directorate of Nature Conservation operates with a seven-member team, and RSCN has a substantial staff strength of around 240, which includes ASEZA and other entities involved in SCAs' management. While the existing framework for habitat conservation is efficiently structured and aligned with Core Principle 2, there is an identified gap in the governance of natural areas that fall outside the perimeter of officially designated PAs.

#### ***Overall, the key areas of improvement within the implementation of environmental management systems include:***

- Stakeholder consultation is insufficient, particularly for Category 1 projects, lacking comprehensive representation of impacted or interested parties in the environmental and social performance of the project.

- MOEnv's capacity for follow-up and enforcement of EIA requirements is limited, particularly during the construction phase. Workforce allocation doesn't suffice for effective compliance monitoring.
- Social aspects like gender and vulnerability are inadequately addressed in the impact assessments, resulting in an incomplete evaluation of project implications.
- The existing legal framework does not mandate Strategic Environmental Assessments for large-scale developments, missing an early opportunity to integrate environmental and social considerations.
- Transparency is lacking due to the absence of requirements for EIA disclosure, raising concerns about stakeholder engagement and trust.
- Developers often inadequately allocate human and financial resources to meet EIA or special condition commitments, treating these requirements as mere licensing formalities rather than ongoing obligations.

### 4.3 Relevant Social Management Systems for PforR

#### 4.3.1 Legal and Regulatory Framework for the Social Management of the Program

The principle of universal access to healthcare and education is enshrined as a fundamental human right<sup>11</sup>, in line with the World Health Organization's stance that a human rights-based approach in healthcare rectifies societal inequities, discriminatory practices, and imbalances in power that often perpetuate disparities in health outcomes<sup>12</sup>.

In the context of Jordan, the nation has ratified numerous international human rights treaties under the aegis of the United Nations, including those that specifically pertain to the right to health and education. At the national level, the Jordanian Constitution endorses its citizens' right to healthcare and education. The state has the onus to ensure equitable access to quality healthcare and education, facilitated through public and private institutions, under conditions stipulated by the law.

The proposed digitalization program to be supported by the World Bank focuses on key sectors of health and education and specifically emphasizes enhancing citizens' participation and grievance mechanisms. This initiative aligns with Jordan's existing constitutional framework and international obligations, aiming to consolidate the state's endeavors in guaranteeing universal access to these crucial services.

Since the commencement of the 21st century, Jordan has systematically incorporated international human rights principles into its domestic legal framework. The emphasis has been on the eradication of discrimination, the augmentation of citizen participation, and the establishment of robust grievance

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<sup>11</sup> Universal Declaration of Human Rights. 1948. United Nations. Source: <https://www.un.org/es/about-us/universaldeclaration-of-human-rights>

<sup>12</sup> Health and Human Rights. 2022. World Health Organization. Source: <https://www.who.int/news-room/fact-sheets/detail/human-rights-and-health>

redressal mechanisms that pertain to governmental entities. A comprehensive array of legislative enactments, institutional configurations, and procedural mechanisms have been put into place. These not only aim to democratize benefits across the populace but also priorities targeted interventions for Vulnerable Groups (VG)—comprising refugees, children, the elderly, women, youth, and individuals with disabilities. Recent constitutional amendments in 2022 further consolidate this framework. Additionally, the legal infrastructure has been reinforced to facilitate public access to information and institutionalize the recognition of participatory governance, thereby ensuring that citizen voices are formally acknowledged.

The Ministries of Health (MoH), Ministry of Education (MoE), Ministry of Digital Economy and Entrepreneurship (MoDEE), and other governmental departments involved in this program must operate within this established legal framework. The framework stipulates specific parameters concerning the assurance and protection of rights, non-discrimination, citizen participation, public consultation, access to information, and avenues for filing complaints.

In summary, the proposed program aligns well with both international human rights standards and national legislative mandates. It aims to strengthen the country's legal and institutional framework for healthcare and education through digitalization, while simultaneously enhancing mechanisms for citizen participation and the resolution of grievances.

This regulatory framework is delineated in the table that follows:

**Table 6: General regulations applicable to the Program for Results in social matters**

No.	Law/Bylaw/Policy	
1	Jordan Constitution	Article 15 of the Jordanian Constitution safeguards freedom of opinion, permitting expression within legal bounds and granting citizens the right to petition public authorities. Article 20 makes basic education mandatory and free in state schools. The Constitution also commits to protecting the rights of individuals with disabilities, as well as those of women, children, and the elderly, advocating for their participation and protection against abuse and discrimination. These articles collectively provide a legal basis for civil liberties, social equity, and public participation in Jordan.
2	Cybersecurity Law No. 16 of 2019	The law establishes the National Cybersecurity Council and Center, reflecting a strong commitment to cybersecurity. The center has legal authority, including litigation rights, and oversees all aspects of national cybersecurity, including policy development, application, and monitoring. It has the right to conduct unscheduled inspections and mandates adherence to its security policies by all entities. The law emphasizes responsible data handling, continuous support, regular evaluations, collaborative data sharing, and risk management. It offers a comprehensive approach to tackle national concerns about privacy, security, and data
3	National Cyber Security Policy	The policy discusses the intricacies of the Information Security Management System (ISMS), focusing on its purpose, application, and establishment. Topics covered include the protection of live and portable data, electronic communications, storing information on the internet and hard drives,

		encryption methods, access control to data, mobile use of data and assets, and agreements surrounding confidentiality and non-disclosure. Additionally, there's an exploration of the ISO 27001 standard, which offers best practices for managing information security. The document also contains visual aids that help elucidate the cybersecurity policy framework and the lifecycle of portable storage devices.
4	Cybercrime Law No. 17 of 2023	The law is commendable in its firm stance towards privacy concerns and system protection, introducing stringent measures such as heavy penalties against unauthorized access, data interception, and other malicious activities. This has positioned Jordan as a strong deterrent to potential violators and a base for safeguarding electronic payment data and official information. The broad scope of the existing laws, even without directly naming modern threats like DDoS and phishing, allows for penalisation under the overarching terms of the legal articles. However, this strength is also met with significant challenges related to data accuracy that is not malicious, freedom of expression, citizen engagement, and innovative digital practices. The risk of over-regulation and vague legal terms threatens to undermine public trust and participation in digital platforms, which may hinder innovation. In navigating the path ahead, Jordan must reconcile its robust legal protections with the imperative to foster a transparent, inclusive, and innovative digital environment. Achieving this balance will be central to Jordan's digital future, underpinning its potential for growth, democratic dialogue, and societal harmony.
5	Public Health Law	The law states that any hospital or medical center must obtain authorisation under the Public Health Law, adhering to its standards and regulations. The Ministry of Health (MoH) oversees compliance.
6	Jordanian Medical Liability	The Jordanian medical liability clauses, as encapsulated in Articles 22, 23, and 24, stand as a robust legal shield, emphasizing the sanctity of patient privacy and precisely delineating the parameters under which this information can be disclosed. While these articles affirm the commitment to maintain confidentiality and articulate the legal boundaries, the transition to digitizing health records introduces a complex layer of risk. These risks are both technological and deeply social, encompassing potential loss of trust, stigma, discrimination, and broader public health concerns. The crux of the challenge lies in the interface between the well-intentioned legal framework and the vulnerability of electronic records to cyberattacks, unauthorized access, or inadvertent sharing. Inherent in this dynamic is a subtle tension between the aspiration for modernization and the imperative to preserve the core principles of medical confidentiality and trust. The current clauses, while robust in traditional contexts, may require further augmentation to unequivocally address the emerging risks associated with the digital age, ensuring that the legal structures remain resilient and responsive to the evolving landscape of healthcare delivery.
7	Jordanian Medical Association Law	The Law's articles touch upon the responsibilities and powers of the Medical Association Council, including the creation or modification of medical

	and its amendments, Law No. 13 of the Year 1972	constitutions, the conduct of the profession, and disciplinary proceedings. Article 18 discusses the power of the general assembly based on the council's recommendations to establish or modify the medical constitution, create a code of professional conduct, and introduce any modifications to it. This indicates a foundation for ethical and professional behavior in medical practice and a participatory approach in reporting any needed amendments to protect the patient's interest and ensure doctors' conduct.
8	The Education Law	The law's Article 30 discusses the students' final class exams in the school, stipulating that decisions of the Ministry related to general examination procedures and results are final and not subject to challenge in any judicial or administrative forum. This provision creates potential areas of concern. By rendering the decisions related to digital exams unchallengeable, it effectively removes a safety valve or mechanism for students and educators to address legitimate concerns, errors, or discrepancies that may arise in a digital examination environment. Such issues as technical glitches, slow internet, false accusations of cheating, hacking incidents, or loss of exam data might go unaddressed. The social risks are significant and may undermine trust in the examination process, foster a sense of disempowerment among students, and permit unchecked errors or abuses. The complexity of this issue underscores the need for authorities to perhaps reconsider this provision, balancing the need for integrity and finality with fairness and responsiveness to the unique challenges of the digital age.
9	Modified bylaw for administrative organization for Ministry of Digital Economy and Entrepreneurship	The law's provisions for MoDEE delineate a comprehensive and authoritative role for the ministry in governing the country's digital landscape, directly influencing how social risks are managed or potentially arise. By entrusting MoDEE with the shaping of policy, provision of expert consultations, formulation of e-payment strategy, completion of the national optical fiber network, and the establishment of dedicated departments, the law places the ministry at the forefront of digital transformation. This centralized control ensures alignment with the national vision and offers a unified approach to enhancing digital connectivity and innovation. However, it also places significant responsibility on MoDEE to balance progress with the consideration of potential social risks, such as data protection, digital inclusiveness, and the safeguarding of individual rights within the digital sphere. The success of this legal framework in managing social risks will ultimately hinge on MoDEE's ability to execute its responsibilities with transparency, efficiency, and an eye toward the broader societal implications of the nation's digital evolution.
10	The bylaw of the Institute of Public Administration No. 9 for the year 2021	The bylaw of the Institute of Public Administration showcases a strong dedication to enhancing the skills and knowledge of public sector employees. However, there are gaps in explicitly addressing specific challenges such as equitable training opportunities, gender sensitivity, and accommodating those with steeper learning curves. These areas should be expressly tackled in the bylaw or accompanying documents and strategies for a more holistic approach. This will ensure that the commitment to



		capacity building in the public sector does not inadvertently marginalize or overlook certain groups. This should be closely coordinated with the actions under the modernization plan.
1112	Access to Information Law (2007)	Jordan's Access to Information (ATI) law, enacted in 2007, aims to foster transparency and accountability. However, its implementation may pose challenges in managing social risks. Key concerns include the vague definitions that might lead to arbitrary denials, the absence of clear oversight mechanisms, and broad conditions that can limit information access. The potential for misuse in determining fees and a lack of penalties for non-compliance further complicate the law's effectiveness. These issues highlight the need for critical refinement in the law to genuinely realize its goals, balancing the accessibility of information with safeguards against misuse in a democratic society.
13	2022 Data Classification and Management Policy	The Jordanian government's evolution from the "2020 Government Data Classification and Management Policy" to the newly prepared "2022 Government Data Classification and Management Policy" reflects a progressive approach to organizing and managing government data. The alignment of the new policy with the "Protection of State Secrets and Documents Act No. 50" of 1971 signifies a careful consideration of legal frameworks. By clarifying data management rules and enabling data-driven entrepreneurs to access and benefit from this data, the policies may play a vital role in enhancing transparency and accountability within governmental operations. However, the effectiveness of these policies in managing potential social risks will rely heavily on rigorous implementation and continuous oversight by the Ministry of Digital Economy and Entrepreneurship (MoDEE). The balanced approach to data access and protection underscores the government's commitment to fostering innovation while safeguarding sensitive information.
14	Instructions for Publishing Open Government Data for the Year 2019	The Instructions provide a legal framework for transparent governance. Under MoDEE's oversight, the guidelines promote the accessibility of governmental data, aligning with global standards and integrating advanced technologies to facilitate user interaction. These measures serve to bolster transparency, accountability, and citizen participation. The platform's capabilities ensure alignment with global classifications and the availability of datasets in user-friendly formats. Furthermore, continuously updating datasets, free access, and the designated areas for news and FAQs underline the government's commitment to openness. However, some areas present potential social risks. The lack of clarity in classification criteria could lead to inconsistencies across government entities, hindering uniform application. The absence of specific measures to ensure data privacy might expose individuals to risks related to personal information. The absence of a defined feedback mechanism hampers public engagement in improving data quality, relevance, and usability. Finally, the lack of defined training programs or capacity-building for governmental entities might slow down the effective implementation of the policy.

	Jordan E-participation Policy	The Jordanian E-participation policy seeks to foster community engagement through the integration of electronic tools in government processes. It focuses on enhancing transparency, accessibility, and active public involvement. Key elements include providing clear electronic information, enabling online consultations, and involving citizens in decision-making. The responsibilities are shared between MoDEE and various governmental entities. Despite a clear outline of principles, the practical framework and platform are still under development by MoDEE, and proper execution will be vital to mitigate potential social risks.
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Moreover, The Public Sector Modernization Roadmap for 2023-2025 and the National Digital Transformation Strategy & Implementation Plan for 2021-2025 both reinforce Jordan's commitments in these domains. The former aims at leveraging digital technologies to enhance government operations and citizen engagement, while the latter outlines a robust investment plan in digital infrastructure and platforms. Notably, the digitalization efforts, including issuing biometric IDs to half the citizenry, correspond with the constitutional mandate to promote participatory governance and social inclusion. These multi-faceted legal and strategic documents collectively provide a sturdy foundation for any public or international initiatives to bolster digital government, citizen participation, and social equity in Jordan.

#### 4.3.2 Institutional Frameworks for Social Management of The Program

##### Public Sector Modernization Governance

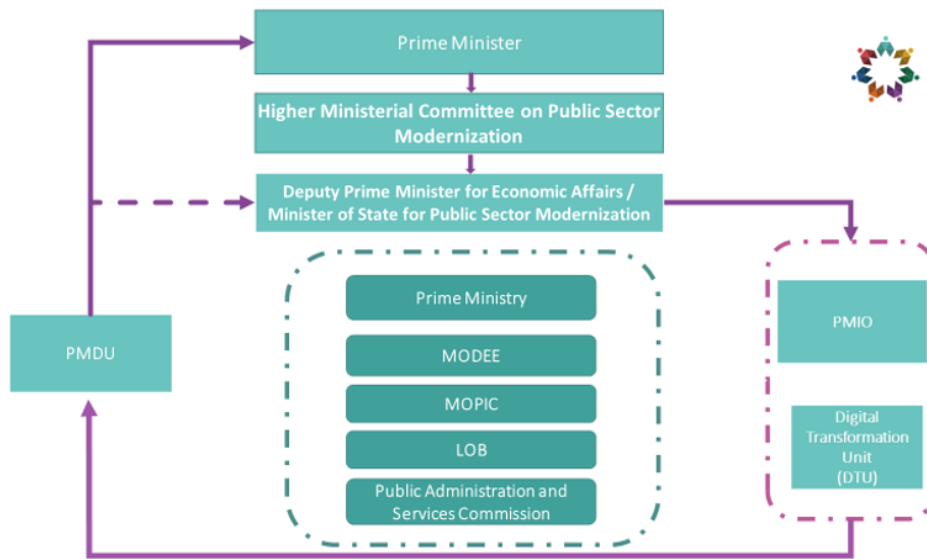
The institutional architecture for administering the Public Sector Modernization Roadmap is firmly positioned at the highest level of government. Under the purview of the Deputy Prime Minister for Economic Affairs and Minister of State for Public Sector Modernization, two crucial units have been constituted within the Prime Minister's Office (PMO): the Project Management and Implementation Office (PMIO) and the Digital Transformation Unit (DTU). The latter is still to be established.

Institutional Governance:

1. Deputy Prime Minister for Economic Affairs and Minister of State for Public Sector Modernization: Holds overarching responsibility for the Public Sector Modernization Roadmap. Under their oversight, the PMIO and DTU are established and capacitated. Also, he heads the Inter-Ministerial Committee for Public Sector Modernization, established to ensure coordination at the political leadership level.
2. Prime Minister's Office (PMO): As the primary anchor for implementing the roadmap. Within it, multiple units' function:
  - Project Management and Implementation Office (PMIO): Tasked with overseeing the comprehensive implementation of the Public Sector Modernization Roadmap. This unit is already partially staffed, with a director in place and its organizational structure finalized. It is designated to manage donor support and is equipped with fiduciary staff for procurement and financial management and a Monitoring and Evaluation (M&E) specialist.

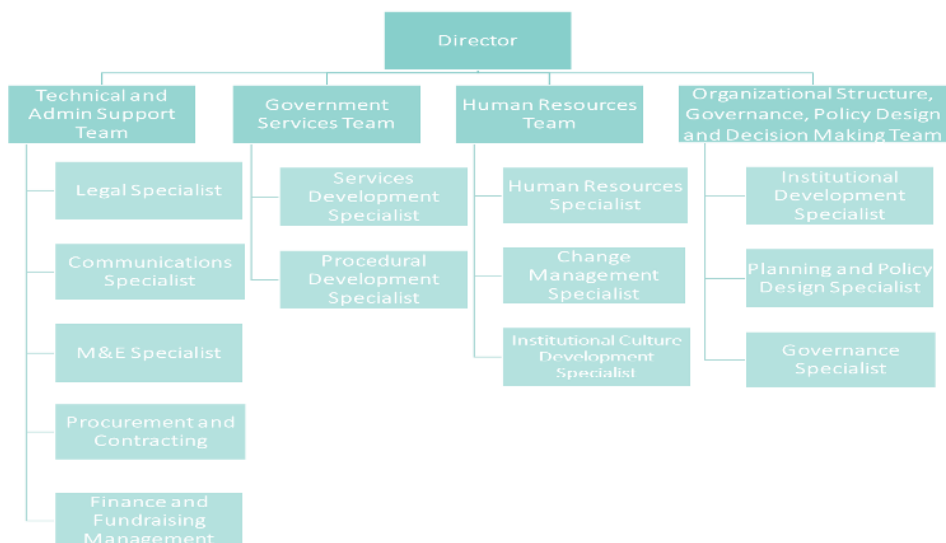
- Digital Transformation Unit (DTU): To be established. It will be responsible for steering the Digital Transformation Strategy. The unit's role and structure are pending further definition, particularly concerning its relationship with the Ministry of Digital Economy and Entrepreneurship (MODEE).
- Prime Minister Delivery Unit (PMDU): Established in 2010, this unit monitors the execution of the Economic Modernization Vision and the Public Sector Modernization Roadmap.

**Figure 3: Institutional framework for the implementation of Public Sector Modernization.**

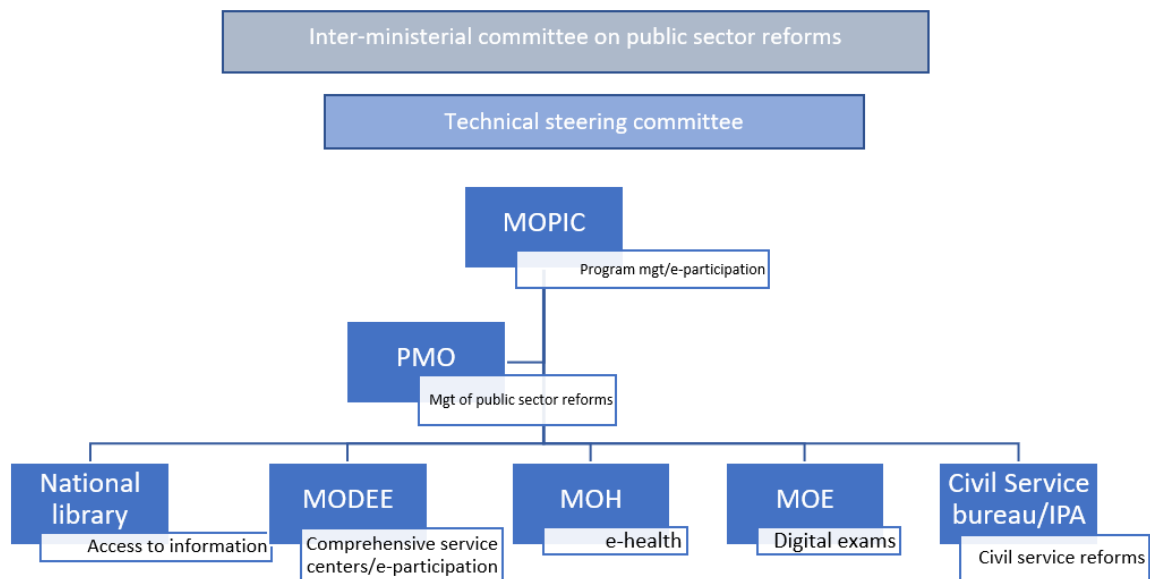


Source: MOPIC minister presentation to donors, October 2022.

**Figure 4: Organogram of the PMIO**



**Figure 5: Proposed institutional set-up for the operation.**



Source: PAD document

### Civil Service Bureau

The Civil Service Bureau (CSB) in Jordan was founded in 1955, initially governed by the Civil Service Bylaw No. 1 of 1958. The bylaw experienced multiple amendments, culminating in a significant revision in 2007. The Civil Service Bureau (CSB) in Jordan is a central entity for overseeing and enhancing human resource management in the public sector. With a comprehensive mandate, the CSB covers administrative oversight, employee selection, career development, legislative proposals, and handling complaints and grievances. It aims to bolster efficient and transparent operations while adapting to the evolving needs of civil service departments.

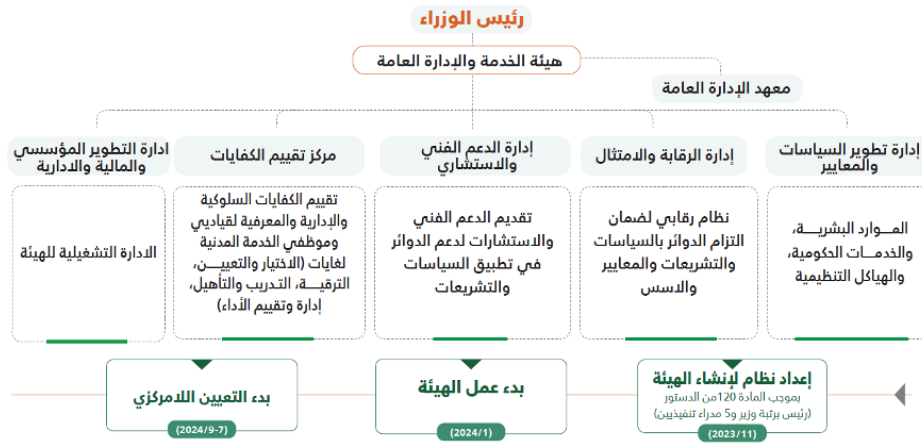
However, the Civil Service Bureau is anticipated to be replaced by the Service and Public Administration Commission (SPAC), effective January 1, 2024. A bylaw must be prepared per Article 120 of the constitution to establish SPAC. The existing Civil Service Bylaw will be amended to dissolve the Civil Service Bureau and Council, cancel the Civil Service Bureau, and establish SPAC, headed by an individual at a ministerial level and supported by five executive managers. A separate bylaw will be developed for human resource management, applicable to newly appointed employees.

The mandate of SPAC will include:

- Management and development of policies and standards.
- Oversight and compliance management.
- Technical and Advisory Support for the implementation of policies and legislation.
- A Competency Assessment for selection, appointment, promotion, training, qualification, and performance evaluation.

- An Institutional, Financial, and Administrative Development that serves as the Operational Department of the Commission.

Figure 6: SPAC Mandate



Source: PMIO presentation

SPAC and the professionalization of the Civil Service will also be supported by the Institute of Public Administration. The Institute is mandated to provide specialized training aligned with civil service competencies and national priorities. It offers a range of courses that focus on key aspects of public administration, employing up-to-date training methodologies like e-learning. The Institute's state-of-the-art facilities and qualified staff enable it to meet modern educational requirements. It also collaborates with various local and international organizations to broaden its impact.

## Digitalization System Governance

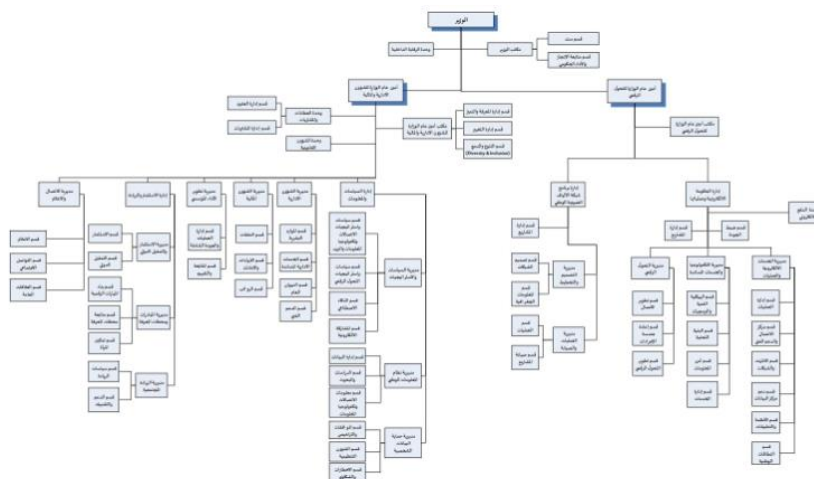
**Ministry of Digital Economy and Entrepreneurship (MoDEE)** is Jordan's principal authority for transforming the nation into a digital economy. Originating from its initial remit as the Ministry of ICT, MoDEE has expanded its focus to include the facilitation of Digital Entrepreneurship, Digital Skills, and Digital Financial Services.

MoDEE is anchored for supporting Digital Entrepreneurship by addressing challenges such as market access and regulatory impediments, aiming to establish Jordan as a regional technological hub. The Ministry also is at the helm of national digital initiatives, including digitalizing governmental services and implementing the National Broadband Program. They attract local and foreign technological investments and promote technology adoption among citizens. The Ministry prioritizes skill development, increases in governmental efficiency via digital services, and culturing a milieu amenable to digital economic growth and cybersecurity.

Given the overlap of its digital transformation mandate with the objectives of the Public Sector Modernization Roadmap, MoDEE's role vis-à-vis the PMO's Digital Transformation Unit (DTU) is under assessment. This will determine how both entities collaborate to achieve synergistic outcomes in digital transformation.

The MoDEE organizational structure includes the Secretary-General (SG) position for Digitalization, overseeing the Office for E-Government Management and Operation. This office administers approximately 19 diverse divisions and directorates, including the Directorate for Digital Transformation, Division for Data Security, E-Payment Unit, and Quality Assurance. In parallel, the SG also manages the National Fiber Optic Network Program Office, comprised of around seven directorates and divisions. These entities are specifically tasked with overseeing the infrastructure of the nation's fibre optic network.

**Figure 7: Organogram of MoDEE**



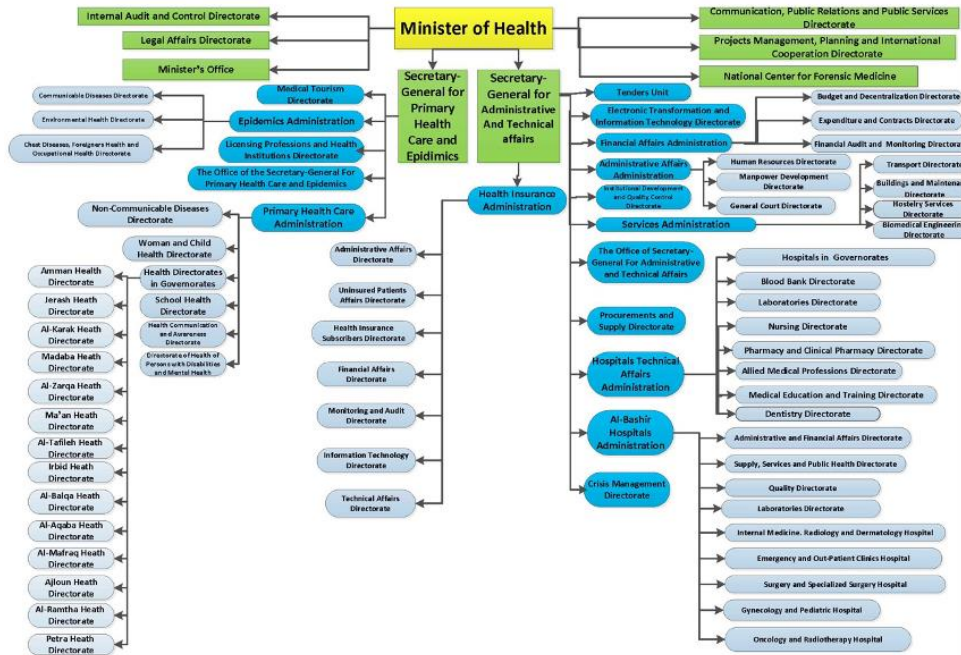
Source: MoDEE Website

## Health System Governance

**The Ministry of Health (MoH)** is the primary authority overseeing all health affairs in the Kingdom. Its roles and responsibilities include maintaining public health through providing preventive, treatment, and health control services. It also undertakes the task of regulating and supervising health services rendered by the public and private sectors. Furthermore, it aims to provide health insurance to the public within the limitations of available resources and is responsible for establishing and governing health educational and training institutes in compliance with existing legislation.

According to its organizational structure, the Electronic Transformation and Information Technology Directorate falls under the purview of the Secretary-General for Administrative and Technical Affairs. This directorate digitizes and streamlines healthcare operations and data management.

Figure 8: Organogram of MoH



Source: MoH Website

## The Hakeem Program

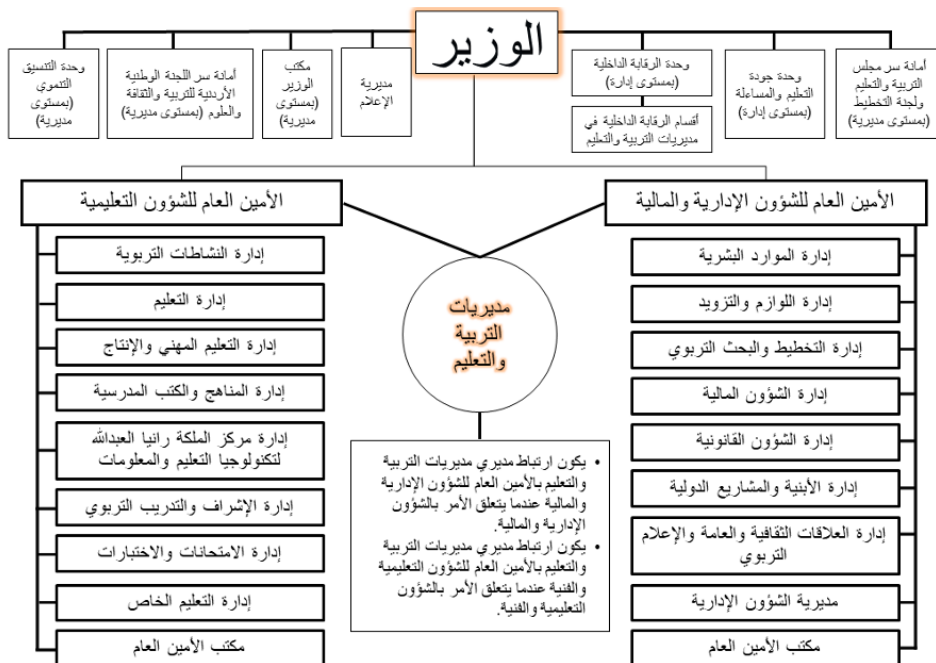
Inaugurated in October 2009, the Hakeem program, administered by Electronic Health Solutions (EHS), serves as Jordan's seminal initiative for automating its public healthcare sector. The program utilizes the VistA enterprise-wide information system to facilitate its primary objective: the nationwide implementation of an Electronic Health Record (EHR) solution. Healthcare professionals can thus electronically access comprehensive patient medical records across participating facilities by utilizing a patient's national ID number. The scope of accessible information is extensive, ranging from medical histories to digital lab results. The program's dual benefits manifest in both patient-centric and facility-level improvements. For patients, the initiative enhances safety protocols and optimizes healthcare workflows, while healthcare facilities witness a substantial reduction in operational costs and a rise in standardization, meeting international benchmarks. Moreover, the program is instrumental in generating a comprehensive patient database for research and policymaking, thereby contributing to workforce development in health informatics and information technology within Jordan. In essence, the Hakeem program represents a pivotal advancement in optimizing healthcare delivery through digitalization, offering both cost-efficiency and elevated quality of care.

## Education System Governance

**The Ministry of Education (MoE)** has a multifaceted role encompassing a range of responsibilities aimed at the holistic development of the educational sector. Initially, the Ministry is tasked with establishing and governance of governmental and educational institutions across multiple levels while ensuring the provision of qualified personnel and essential teaching materials are provided. Concurrently, it is also accountable for creating a conducive infrastructure for these institutions, distributed in alignment with national educational policies. Supervision extends beyond governmental bodies, as the Ministry oversees the compliance and quality of private educational establishments.

According to its organizational structure, the Administration of Exams and Tests falls under the Office of the Secretary-General for Educational Affairs. This office is specifically responsible for the General Secondary Education Certificate Examination.

**Figure 9: Organogram of MoE**



Source: MoE Website

### Access to Information Governance

The "Access to Information Law No. 47 of 2007," enacted on 17 June 2007, established the Information Council, which the **National Library** hosts. The Council is tasked with ensuring the provision of information to applicants within the bounds of the law, addressing complaints regarding information access, and settling them by guidelines. Moreover, the Council is responsible for adopting standard information request forms, issuing bulletins, and conducting appropriate awareness campaigns to promote the culture of the right to knowledge and access to information. The Information Commissioner shall prepare an annual report detailing the state of information access, ratified by the Council, and submitted to the Prime Minister.

The Information Council's membership includes:



- Minister of Culture (Chair)
- Information Commissioner/Director-General of the National Library (Deputy Chair)
- Secretary-General of the Ministry of Justice (Member)
- Secretary-General of the Ministry of the Interior (Member)
- Director-General of the General Statistics Department (Member)
- Director of Moral Guidance in the Armed Forces (Member)
- General Commissioner for Human Rights (Member)

The Information Commissioner has specific responsibilities:

- Collaborate with the department to prepare standard information request forms and submit them to the Council.
- Develop guidelines for complaint acceptance and settlement procedures and present them to the Council for approval.
- Receive complaints from information requesters and forward them to the Council for resolution.
- Execute administrative and professional measures to fulfil the Commissioner's assigned tasks and responsibilities.

#### 4.3.4 Implementation of Social Management Systems

Beyond the general regulatory frameworks and systems elucidated in previous sections, the government of Jordan has instituted additional systems for meticulous management and evaluation of public performance and policy initiatives.

**Government Performance and Achievement Follow-up System:** Launched specifically to monitor the "Executive Program for the Years 2023-2025 for Economic Modernization Vision (EMV)," this system was elaborately discussed in a two-day forum held on 25-26 August 2023. Hosted by the Prime Ministry, the presentation confirmed that projects under the modernization plan might be incorporated into this tracking system. Twenty specialised units have been designated in relevant ministries to oversee the plans. The outcomes of this vigilant follow-up are made public on the official platform [Performance and Achievement Follow-up System](#)<sup>13</sup>.

However, stakeholders' voices are focused on shifting from merely monitoring inputs, such as implementation efforts, to evaluating tangible results. This would necessitate the creation and collection of national data on outcome metrics. In this context, focusing on Key Result Indicators, rather than traditional KPIs, would offer a more nuanced understanding of achievement against objectives. As a case in point, Hakeem's healthcare system, while robust, exhibits notable lacunae in its KPI framework. This reflects a broader need for precision and depth in performance measurement systems.

**King Abdullah II Center for Excellence:** Established in 2006 under Bylaw Number (6) of the Year 2006, this Center is tasked with fostering a culture of excellence and innovation in Jordan and the wider

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<sup>13</sup>Performance and Achievement Follow-up System. Retrieved from <https://pmdu.gov.jo/>

region. It does so through developing excellence frameworks, assessment criteria, and the prestigious King Abdullah II Awards for Excellence. The government has introduced two additional awards to reinforce a transformative organizational culture. According to the Center's director, the evaluation methodology has been developed in-house, based on international best practices, and tailored to meet the needs of the new modernization plan.

**Manual for Impact Evaluation Policies by MoPIC:** The Ministry of Planning and International Cooperation (MoPIC) has developed a manual that sets out guidelines for "impact evaluation policies." This initiative aims to provide a structured approach for assessing the effectiveness of social programs, thereby contributing to the better allocation of public resources.

Nonetheless, the existing regulatory and systems framework exhibits a dichotomy of strengths and weaknesses, as delineated below:

**In Citizens' Feedback and Government Redress Mechanisms (GRM),** noteworthy strides and palpable challenges merit immediate attention. The Ministry of Digital Economy and Entrepreneurship (MoDEE) has showcased its commitment to capturing nuanced citizens' experiences by deploying administrative data and user analytics such as user journey mapping. This proactive strategy harmonizes well with uploading service cards by line ministries to the National Registry of Government Services, thereby providing a user-oriented matrix for assessing service delivery benchmarks like timeliness. Furthermore, MoDEE has earmarked resources for disseminating performance audits and routine progress reports to fortify citizen participation and accountability frameworks.

However, there is a concerning opacity in how MoDEE has acted upon the recommendations stipulated in the 2022 World Bank report on GRM. Highlighted deficiencies in organizational structure, performance management, and the overarching GRM value chain remain pending rectification. An expeditious address of these shortcomings is imperative and a requisite for alignment with the World Bank's Citizen Engagement and Environmental and Social Framework (ESF) standards.

In the context of recruitment, the absence of a structured appeal mechanism for potential public sector employees, especially graduates, further exacerbates issues related to transparency and equity. Creating an organized system for recruitment appeals will enhance accountability and confer legitimacy on public sector hiring practices.

Lastly, despite Hakeem's healthcare system's robustness, there exist prominent gaps in GRM. At present, Hakeem leverages the Ministry of Health's existing GRM channels, a practice that arguably slows response times for healthcare-related grievances. The institution of a dedicated GRM for Hakeem is a crucial step towards bolstering the system's responsiveness and effectiveness in healthcare service delivery.

**In the E-Participation and Access to Information landscape, the government invests** in several laudable initiatives. According to MoDEE, the proposed E-participation system is slated for a comprehensive public awareness campaign featuring collaborative efforts with Civil Society Organizations (CSOs) and the utilisation of multimedia strategies. Yet, despite these earnest efforts,

the system currently lacks clear citizen engagement policies and procedures. The lack of stakeholder involvement in the consultation process overshadows otherwise commendable programs.

Stakeholder critique is particularly salient in the consultation process. The primary issue is unilateral communication, where feedback appears collected but not reciprocated transparently. This absence of a well-defined feedback loop contributes to a lack of trust. Stakeholders are left in limbo, uncertain about how much their input informs decision-making. This mistrust is further exacerbated by the absence of publicly available documentation indicating how stakeholder opinions are incorporated into policy decisions.

Moreover, Access to Information (ATI) faces several gaps, ranging from public awareness to bureaucratic barriers, that undermine its effectiveness. Notably, the ATI law's enforcement mechanisms have been criticized for inadequacy, signaling a need for further refinement. The legislation, though robust on paper, confronts multiple operational challenges. While the law mandates releasing information upon request, it is beleaguered by bureaucratic inefficiencies that impede its practical implementation. These include but are not limited to administrative delays and ambiguous procedures. The absence of a proactive disclosure mechanism, whistle-blower protections, and strong enforcement apparatus further dilutes its efficacy. Moreover, the limited scope of the law's applicability, particularly its exclusion of private entities performing traditional public functions, requires immediate attention. For example, although the Information Commissioner is mandated to compile an annual report outlining the status of information accessibility, subject to Council approval and subsequent submission to the Prime Minister, the most recent publicly available report dates back to the 2019/2020 fiscal year.

Although the government strongly intends to promulgate awareness about such initiatives, our assessment finds that the impact has yet to be fully realized. Even community leaders, who one might expect to be well-informed, exhibit a lack of awareness of key initiatives like Sanad and "At Your Service."

**In the pursuit of integrating digital assessments within the educational landscape, a multidimensional risk-mitigation approach is planned to encompass aspects ranging from change resistance to technological reliability and inclusive accessibility.**

A phased implementation strategy has been adopted to abate the resistance often concomitant with technological shifts. The introduction of digital testing in lower grades serves dual purposes: acclimatising students to the digital ecosystem and smoothing the transition curve. Trained educators during assessments shall ensure immediate redressal of technical glitches, effectively dovetailing with the broader objective of quelling apprehensions surrounding digital transformations.

To mitigate risks related to technological disruptions, the Ministry of Education has orchestrated a comprehensive plan that triangulates accessibility, security, and operational resilience. The cloud-based exam architecture accommodates students' internet connectivity diversity, thus enhancing accessibility. Security is buttressed through adherence to ISO 27001 protocols, including hidden codes and privacy filters. Infrastructural resilience is bolstered by a two-year roadmap for establishing computer labs specifically engineered for digital assessments. Additionally, contingency mechanisms

featuring backup power and device-switching capabilities are in place. The Ministry is even negotiating partnerships with industry leaders like Amazon and Microsoft to escalate the robustness of its cloud infrastructure.

A Grievance Redress Mechanism (GRM) will be enshrined directly within the digital interface to maintain integrity in the digital assessment system. This enables real-time complaint lodging and expedited processing, fortified by operation centres that remain active during exams. Despite this, the planned GRM does not maintain granular logs of individual complaints, representing a point that may benefit further refinement.

Accessibility extends beyond connectivity and encompasses inclusiveness for persons with disabilities (PWD). Accommodations range from screen colour adjustments for students with colour vision deficiencies to screen reader technologies for the visually impaired. Personal assistants or readers are availed to blind students, ensuring that the digital exam ecosystem is navigable for them. Teachers will serve as vital conduits, ensuring the effective implementation of these accommodations while offering both technological guidance and moral support.

**In the context of governance and management structures**, conflicts of interest are critical issues that undermine both efficacy and trustworthiness. Entities like SPAC and healthcare systems such as Hakeem become particularly vulnerable when conflicts of interest arise. These conflicts cast aspersions on the reliability and effectiveness of these systems and put the accountability of oversight mechanisms into question. The necessity for transparent protocols and stringent conflict-resolution measures is therefore evident; they serve both operational and ethical imperatives. These aspects are not mere add-ons but integral components that uphold the integrity of governance.

**Regarding capacity and human resources**, there is a discernible gap in the readiness of government agencies to handle recruitment processes efficiently. The need for an E-management system for human resources becomes increasingly evident in this context. Additionally, the issue extends to the lack of qualified technical personnel within many implementing agencies. For instance, the Project Management Office (PMO) has yet to appoint staff for the Digital Transformation Unit (DTU). Similarly, the Ministry of Health (MoH) demonstrates a shortage of IT personnel, particularly in facilities that are external to the Ministry itself. The lag in capacity-building and adequate staffing hampers immediate operational efficiency and poses longer-term risks to the implementation and scalability of digital governance initiatives.

**Finally, it should be noted that neither dedicated social and environmental assessment nor specialised personnel to oversee social risks and diverse effects are present within the programs included in the PforR.**

#### **4.3 Evaluation of The Program's Environmental and Social Management Systems in Relation to The Basic Principles Of The PforR Policy**

***Core Principle #1: Program E&S management systems are designed to (a) promote E&S sustainability in the Program design; (b) avoid, minimize, or mitigate adverse impacts; and (c) promote informed decision-making relating to a Program's E&S effects.***

The proposed program's alignment with Core Principle #1 could be improved in several significant areas. While a solid legal and regulatory framework for environmental and social (E&S) risk management exists at national and regional levels, the proposed program could benefit from more robust social assessments and stakeholder engagement to better manage and minimize adverse E&S impacts. The current approach tends to apply uniform policies that may not adequately address the varying needs of different groups and locations, impacting its ability to fully embrace E&S sustainability as set out in sub-point (a) of Core Principle #1.

In terms of organizational structure, the Ministry of Planning and International Cooperation (MOPIC) and the Prime Minister's Office (PMO) have defined roles for coordinating the proposed program, including its E&S aspects. However, the proposed program could enhance its capacity for informed decision-making—consistent with sub-point (c) of Core Principle #1—by strengthening mechanisms for impartial assessments and stakeholder involvement in identifying and prioritizing E&S risks.

Moreover, although the proposed program has the legal framework to allocate resources for E&S assessments, the implementation could be more effective. The agencies responsible for carrying out the proposed program currently lack the human and financial resources to apply social and environmental management procedures effectively and fairly. This situation must be addressed to better align with Core Principle #1.

Lastly, while plans exist for independent oversight and monitoring, these have not yet been implemented. Although a national Grievance Redress Mechanism (GRM) is in place, there is room for improvement in raising public awareness about how it functions, particularly concerning E&S risk management. Addressing this gap could strengthen the proposed program's ability for informed decision-making concerning its E&S effects.

***Core Principle #2: Program E&S management systems are designed to avoid, minimise, or mitigate adverse impacts on natural habitats and physical cultural resources resulting from the Program. Program activities that involve the significant conversion or degradation of critical natural habitats or critical physical, cultural heritage are not eligible for PforR financing.***

Based on the available data, there is no evidence to suggest that the activities undertaken by the Program would lead to significant conversion or degradation of critical physical or cultural heritage assets.

***Core Principle #3: Program E&S management systems are designed to protect public and worker safety against the potential risks associated with (a) the construction and/or operation of facilities or other operational practices under the Program; (b) exposure to toxic chemicals, hazardous wastes, and otherwise dangerous materials under the Program; and (c) reconstruction or rehabilitation of infrastructure located in areas prone to natural hazards.***

The program under evaluation poses environmental risks linked to e-waste generation, particularly if not managed, recycled, and disposed of responsibly. While Jordan has established regulations and collection centers for e-waste management, most e-waste remains in landfills, posing environmental and health hazards.

Regulatory measures are in place to monitor ICT hardware and supplies import. Despite these safeguards, the lack of human resources limits the capacity for effective monitoring and enforcement, particularly for hazardous material management.

The program offers an opportunity to mitigate some of these environmental issues. By leveraging its digital transformation initiatives, it can foster natural resource efficiencies, reduce carbon footprint, and contribute to green job creation in e-waste management.

***Core Principle #4: Program E&S systems manage land acquisition and loss of access to natural resources in a way that avoids or minimises displacement and assists affected people in improving, or at the minimum restoring, their livelihoods and living standards.<sup>26</sup>***

Based on the existing data, no indications exist that the Program's activities would give rise to land acquisition issues or loss of access to natural resources.

***Core Principle #5: Program E&S systems give due consideration to the cultural appropriateness of, and equitable access to, Program benefits, giving special attention to the rights and interests of Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities, and to the needs or concerns of vulnerable groups.***

The program systems exhibit potential shortcomings that compromise their adherence to principles of cultural appropriateness and equitable benefit distribution, especially for vulnerable groups. Firstly, the absence of comprehensive social assessments and meaningful stakeholder engagement impairs the program's ability to satisfy core principal 5's mandates for distributional equity and the unique needs of specific vulnerable populations, including women, persons with disabilities, the elderly, and peripheral governorate areas. This lack of engagement negates considerations of cultural and gender-based constraints, thereby risking non-compliance with the principle's criteria. Secondly, deficiencies in maintaining integrity and transparency within public-sector recruitment processes undermine the incentive structures in program agencies, consequently hampering efforts to promote equitable and affordable access to benefits. Thirdly, inadequate communication strategies associated with digital initiatives constrain effective outreach, perpetuating an awareness gap that disproportionately prevents vulnerable communities from accessing the programs' benefits.

***Core Principle #6: Program E&S systems avoid exacerbating social conflict, especially in fragile states, post-conflict areas, or areas subject to territorial disputes.***

The program's shortcomings in three key areas pose considerable challenges that are incongruent with the World Bank's Core Principle (CP) on cultural appropriateness and mitigating social conflict. Firstly, the lack of robust E&S assessments and stakeholder engagement exacerbates existing social

inequalities, thereby undermining objectives related to human rights, gender equality, and social cohesion. Secondly, deficiencies in maintaining integrity and transparency in public-sector recruitment can compromise the broader aim of professionalizing the civil service, thereby fostering social discord through nepotism and unofficial recruitment pathways. The program's effectiveness is further hindered by inadequate access to environmental information and reports, critical for informed decision-making. This lack of transparency and data sharing limits stakeholder engagement and undermines the robustness of environmental governance structures in place. Lastly, insufficient communication strategies regarding digitalization initiatives like SANAD or EMR can erode public trust, limiting uptake and perpetuating social inequities that fuel civil strife. Failing to address these risks comprehensively could jeopardize the program's intended outcomes and escalate social tensions.

#### **4.4 Program Grievance Redress Mechanism (GRM) "At Your Service"**

"At Your Service" is an interactive public and government communication platform. It offers five distinct categories for engagement: asking the government, making suggestions, offering praise, lodging complaints, and reporting corruption. The Grievance Redress Mechanism (GRM) employs four channels for grievance intake, each with well-defined processes for complaint registration and feedback submission: the "At Your Service" mobile application, the e-government portal, the National Contact Center, and physical complaint boxes at field locations. However, the complaint boxes are inactive despite being outlined in the platform's regulatory documents. A chatbot on the Prime Ministry's Facebook page was also under development.

Regarding data granularity, the GRM doesn't disaggregate information by factors such as location, gender, or age. All submissions are anonymous, requiring only the user's phone number and complaint description. An optional GPS feature is available on the mobile app and e-government portal, although its accuracy has been questioned.

The platform has well-documented protocols for categorizing, logging, prioritizing, and referring cases, as laid out in the "At Your Service" Organizational and Procedural Regulations. All entities receiving complaints via the platform must adhere to these procedures. Upon receipt of a complaint, specific steps are followed to verify details, ascertain geographical relevance based on governorates when applicable, and forward the case to the appropriate service center.

Complaints are classified based on severity and nature, covering aspects such as timeliness, procedural complexities, employee conduct, and quality-of-service outputs. Acknowledgment of receipt and status updates are communicated to users via SMS at various stages of the resolution process.

Moreover, there are established mechanisms for the automatic escalation of unresolved grievances, and all transactions are documented within a national dashboard accessible to administrative entities. A variety of performance indicators, both qualitative and quantitative, are used for analysis, reporting, and annual performance evaluations.

Regarding resolution protocols, each complaint's status is actively managed, with updates sent via SMS to the user. Cases can be categorized as "resolved," "canceled," or "returned" based on the nature and outcome of the grievance.

In the context of this proposed program, "At Your Service" is poised to serve as the central Grievance Redress Mechanism (GRM), augmenting other internal GRM mechanisms at each implementing agency. Noteworthy updates to the platform include plans for revamping its functionalities to ensure it meets the standards required for this project. Specific areas under review for improvement include data granularity, user authentication, activating previously inactive complaint boxes, and extending the use of social media within the process. Additionally, expanding channels for public engagement. This revamping aims to enhance the platform's functionality and user-friendliness, making it an acceptable and reliable GRM for this project. Therefore, while each implementing agency will maintain its internal GRM systems, "At Your Service" will provide a unified, centralized point for logging, handling, and resolving grievances.

The World Bank (WB) plans to extend its support to the Grievance Redress Mechanism (GRM) and other citizen voice initiatives to ensure the proposed program meets its objectives of enhancing accountability and public participation. This support will likely include financial, technical expertise, and monitoring to assist in the successful implementation and assessment of these mechanisms.



## V. Recommendations and Actions

Based on the above assessment, the following measures are proposed under the program activities to address the identified gaps between the national and sub-national environmental and social management systems and the core principles of Policy on Program-for-Results Financing. These measures ensure adequate mitigation of environmental and social impacts and risks associated with the program's activities. Table 7 summarizes the proposed ESSA recommendations.

### 5.1 Recommendations Added to the PAP

1. Appoint one part-time Social Specialist and a part-time Environmental Specialist to the Program Management Unit and Project Implementation Unit, respectively, with relevant expertise in environmental and social fields such as stakeholder engagement, social inclusion, and Occupational Health and Safety (OHS).
2. Conduct an assessment of the citizen voice ecosystem and draft an aligned action plan based on the 2022 World Bank assessment and ESSA principles, based on which guidelines for the Grievance Redress Mechanism (GRM) and the citizen voice system will be prepared and incorporated into the comprehensive action plan.
3. Develop a National Index for the Public Modernization Plan, using the Performance and Achievement Follow-up System for result tracking; disclose results on a Government Achievement Platform.
4. Conduct social impact assessments tailored to different demographics and consult with stakeholders to enhance inclusivity, bolstering public trust in the digitalization program.
5. Prepare a stakeholder engagement plan for government employees on the new system of civil service restructuring.
6. Develop a Capacity-building strategy targeted at SPAC staff and other government agencies HR teams to ensure full compliance with fair and transparent competency-based recruitment promotions.
7. Introduce targeted capacity-building programs for existing system employees, emphasizing women and leaders, to upscale their skills, ensure fair and competitive selection, and ensure a seamless transition to the new system.
8. Roll out a communication strategy focused on digital student assessments and digital security, targeting the general population.
13. Design and implement an E-participation Framework to facilitate two-way public consultations on legislative and policy matters, enhancing transparency, accountability, and citizen-informed governance.
14. Design, execute, and regularly monitor an e-waste management plan and Standard Operating Procedures (SOPs), aligning with global best practices and national regulations.
15. Formulate and implement agency-specific training on e-waste and environmental management, incorporating measurable outcomes for ongoing evaluation.
16. Develop a public environmental awareness initiative focused on e-waste, Extended Producer Responsibility (EPR), and sorting at source; establish monitoring protocols.

## 5.2 Recommendations to Be Added to The Program Operation Manual (POM)

1. Integrate Extended Producer Responsibility (EPR) and energy efficiency criteria into the procurement process and Requests for Proposals (RFPs) for Information and Communications Technology (ICT) hardware.
2. Develop and adhere to comprehensive reporting guidelines for the Prime Minister's Office to enhance administrative efficiency and policy execution.
3. Conduct a legislative gap analysis concerning Access to Information and Cybercrime Laws, particularly focusing on social aspects.
4. Issue a formal guidance document for the disclosure of Environmental and Social (E&S) studies to bolster transparency and compliance.

## 5.3 Recommendations Added to DLI Verification:

1. Align the legal framework, including bylaws and regulations, with internationally recognized best practices, focusing on stakeholder consultation.
2. Develop and implement a communication strategy to increase digital identity adoption among public employees and the general public. Collaborate with Civil Society Organizations, academia, and the private sector to minimize resistance to digital transformation and ensure inclusive access.
3. Consolidate citizen feedback mechanisms, obtain senior management endorsement, and prioritize enhancements in governance, transparency, and public trust regarding digital services.
4. Incorporate Key Performance Indicators (KPIs) that are aligned with desired outcomes into existing performance monitoring systems. Include these KPIs in regular reports and the ongoing Modernization Plan, emphasizing measurable, time-sensitive achievements.
5. Execute targeted social impact assessments that take into account varying demographic and geographic needs, with special attention to vulnerable groups, to improve public trust and mitigate social risks.
6. Institute formal appeal procedures in the civil service recruitment process to bolster governance integrity.
7. Execute a capacity-building initiative across governmental Human Resources (HR) teams, focusing on SPAC employees, to facilitate effective system transformation. Concurrently, establish a unified HR system to increase fairness and accountability in staff evaluations and promotions.
8. Create an independent competency centre separate from SPAC to monitor compliance impartially and to resolve conflicts during recruitment processes.
9. Develop specialized training programs targeting capacity gaps in ministries and addressing concerns related to both old and modernized systems.
10. Formulate and disseminate a public communication strategy that emphasizes the importance of digital student assessments and security. Engage with Civil Society Organizations, academia, and the private sector to mitigate resistance and ensure equitable digital access.

11. Perform targeted social impact assessments that consult a diverse range of student groups, including Persons With Disabilities (PWD), to foster trust and manage risks.
12. Implement the E-participation framework to improve public engagement in legislative matters and policy initiatives, including Program for Results (PforR) activities, thereby elevating levels of transparency and inclusivity.
13. Develop and enact specific regulations under the Cybercrime Law to safeguard free speech and facilitate unimpeded information access.

**Table 7: ESSA's Recommendations.**

DLI	DLR	Recommendations added to DLR verification	Recommendations added in the PAP	Recommendations added to be included in the POM	Reporting
<b>Result area 1 on service delivery</b>					
DLI 1 Strengthening digital public infrastructure (DPI)	DLR 1: Enactment of the Data Protection law	1. The legal framework, encompassing bylaws and associated regulations, should align with internationally recognized best practices, particularly those related to stakeholder consultation.	1. E&S staffing for the project: <ul style="list-style-type: none"> <li>• Appoint an experienced Social Specialist on Part-time basis within the Program Management Unit/Implementing agency with expertise in stakeholder engagement and social inclusion, gender, etc.</li> <li>• Appoint a part-time Environmental Specialist within the Project Implementation Unit, skilled in environmental assessment, waste management, and</li> </ul>	Incorporate EPR and energy efficiency in the program procurement process and tenders for the purchase of ICT hardware.	E&S performance of projects  E-waste management plan and SOPs for the program  EPR and energy efficiency incorporated in the procurement process and tenders for the purchase of ICT hardware.

			<p>Occupational Health and Safety (OHS)</p> <ol style="list-style-type: none"> <li>2. Develop and execute an e-waste management plan and associated Standard Operating Procedures (SOPs), ensuring alignment with global best practices and national regulations; actively monitor implementation effectiveness.</li> <li>3. Create and execute targeted training plans for executing agencies, concentrating on e-waste risks, source-based sorting, and environmental management; establish metrics for ongoing monitoring of training efficacy.</li> </ol>		
	DLR 1.1 Increasing the adoption of digital identity.	2. In parallel with increasing digital identity adoption, formulate and execute a focused communication strategy that targets both public employees	4. Implement and oversee a public environmental awareness plan centred on e-waste risks, Extended Producer Responsibility		Public environmental awareness plan and bi-annual documentation

		and the public. Collaborate with Civil Society Organizations and engage academic and private sectors to alleviate digital transformation resistance and ensure inclusive access for all demographic groups to digital services.	(EPR), source sorting, and environmental management.		and progress report
DLI 2 increasing trust in digital service delivery	DLR 2.1. <del>on access to e-services, including municipal and for refugees, through Comprehensive Service Centers (CSCs).</del>	<ol style="list-style-type: none"> <li>3. Unify all citizen feedback channels, secure senior management endorsement, and focus on improving governance, transparency, and public trust in digital services.</li> <li>4. Integrate outcome-aligned KPIs into existing performance monitoring systems, and include them in regular reports and the ongoing Modernization Plan, with a focus on measurable, time-sensitive results.</li> <li>5. Conduct targeted social impact assessments that consider diverse demographic and geographic needs, engaging especially with vulnerable groups, to enhance public trust and mitigate social risks</li> </ol>	<ol style="list-style-type: none"> <li>5. Conduct a comprehensive evaluation of the entire citizen voice ecosystem, including the "At Your Service" Grievance Redress Mechanism (GRM), in partnership with the World Bank. Utilise findings from the 2022 World Bank assessment to formulate an action plan that ensures system-wide alignment with Environmental and Social Systems Assessment (ESSA) principles.</li> <li>6. Create and disseminate transparent, efficient guidelines for the GRM and broader citizen voice system, aligning them with international standards and</li> </ol>		Result of the assessment and correction plan

			<p>integrating them into the overarching action plan developed from the comprehensive evaluation.</p> <p>7. The Government shall develop and adopt a National Index for the Public Modernization Plan. All performance results will be tracked using the Performance and Achievement Follow-up System and made publicly available on the newly established Government Achievement Platform.</p>		
DLI 3 Digital transformation in health service delivery	DLR 3.1. Deployment of electronic medical record (EMR) platform in healthcare facilities <sup>[4]</sup> .		<p>8. Conduct comprehensive social impact assessments tailored to diverse demographic and geographic needs. Actively consult with stakeholders, especially vulnerable groups, to ensure inclusive program development and implementation. This will</p>		

				bolster public trust and mitigate social risk		
<b>Result area 2 on government effectiveness</b>						
DLI Professionalization of civil service	4	DLR 4.1. on the enactment of the revised civil service by-laws DLR 4.2. Mainstreaming competency-based recruitment. DLR 4.3. Competency-based promotions and career management practices.	<ol style="list-style-type: none"> <li>1. Implement formal appeal procedures in civil service recruitment to strengthen governance integrity.</li> <li>2. Conduct comprehensive capacity-building across government HR teams, with a focus on SPAC employees, for effective system transformation. Simultaneously, develop a unified HR system to enhance fairness and accountability in staff evaluations and promotions.</li> <li>3. Establish an independent competency centre separate from SPAC to ensure impartial compliance monitoring and conflict resolution in recruitment processes.</li> </ol>	<ol style="list-style-type: none"> <li>9. Prepare stakeholder engagement plan related to governmental employees who will be impacted by the restructuring of the civil service.</li> <li>10. Develop Human Resources and Capacity Building strategy relevant to the SPAC staff and other government agencies HR staff.</li> <li>11. Create targeted capacity-building programs for employees at the old system, especially women and leaders to mitigate concerns and conflicts, facilitating a smoother transition to the new system and improving workplace harmony.</li> </ol>	<b>Prime Minister's Office Reporting Guidelines:</b>	Capacity building plans and strategies



	DLR 4.4. Digital competency skills development.	Identify capacity gaps in ministries and deliver specialised training for both old and modernised systems, with an emphasis on technical skills to mitigate job loss concerns.			
DLI 5 Establishing digital health standards across HIE	<p>DLR 5.1. A multi-sectoral governance committee established.</p> <p>DLR 5.2. HIE blueprint/roadmap published, including responsibilities assigned to stakeholders.</p> <p>DLR 5.3. Foundational registries developed and utilized in national health information systems (HIS).</p> <p>DLR 5.4. health information systems (HIS) upgraded to share data (in line with data dictionary) with the national HIE.</p>				
DLI 6 Digital student assessment	DLR 6.1. Adoption of hybrid teaching curriculum				E&S performance of projects

	DLR 6.2. Mainstreaming of digital students' assessment in secondary education	<ul style="list-style-type: none"> <li>▪ Implement a public communication strategy on digital student assessments and security.</li> <li>▪ Partner with Civil Society Organisations, academia, and the private sector to reduce resistance and ensure equitable digital access for all student demographics.</li> <li>▪ Conduct targeted social impact assessments, consulting diverse student groups including Persons With Disabilities (PWD), to foster trust and address risks.</li> </ul>	12. Develop a targeted communication strategy for the general populace that highlights digital students' assessment and digital security		
<b>Result area 3 on transparency and accountability</b>					
DLI 7 Enforcing access to information	<p>DLR 7.1. Enactment of 2023 amendments to 2007 Access to Information Law</p> <p>DLR 7.2. Increased government responsiveness to requests for information.</p> <p>DLR 7.3. Compliance with legal requirements on proactive disclosure of information</p>	The legal framework, encompassing bylaws and associated regulations, should align with internationally recognised best practices, particularly those related to stakeholder consultation.		<p>Legal Gaps in Access to Information and Cybercrime Laws related to social aspect.</p> <p>Guidance on information disclosure</p>	

				including E&S studies	
DLI 8 E-participation	<p>DLR 8.1. Adoption of the legal and regulatory framework</p> <p>DLR 8.2. Use of social media by government for public participation</p>	<ol style="list-style-type: none"> <li>1. Implement the E-participation framework to enhance public consultation on legislative and policy matters, including Program for Results (PforR) activities, thereby improving transparency and inclusivity.</li> <li>2. Develop specific regulations under the Cybercrime Law to ensure free speech and unobstructed information access.</li> </ol>	Design and implement an E-participation Framework to facilitate two-way public consultations on legislative and policy matters; this will enhance transparency, accountability, and citizen-informed governance.		
DLI 9 Institutionalizing effective health data use	<p>DLR 9.1 Establishment of National data quality audit (DQA) framework</p> <p>DLR 9.1. Improved data quality</p>				

## VI. Supporting Annexes and Reference Documents

### Annex I: Reviewed Resources

#### Legislations:

1. [Cybersecurity Law No. 16 of 2019](#)
2. [National Cyber Security Policy](#)
3. [Cybercrime Law No. 17 of 2023](#)
4. [Jordanian Medical Association Law and its amendments, Law No. 13 of the Year 1972](#)
5. [Public Health Law](#)
6. [Jordanian Medical Liability](#)
7. [The Education Law](#)
8. [Modified bylaw for Administrative organization for Ministry of Digital Economy and Entrepreneurship](#)
9. [The bylaw of the Institute of Public Administration No 102 of 2021](#)
10. [Access to Information Law \(2007\)](#)

#### Policies and strategies documents:

11. [2022 Data Classification and Management Policy](#)
12. [Jordanian E-participation policy](#)
13. [Modernization of Political System](#)
14. [Jordan Economic Modernization Vision](#)
15. [Public Sector Modernization Roadmap.](#)
16. [The National Digital Transformation Strategy & Implementation Plan for 2021 to 2025.](#)

#### Other Resources:

1. Legal Analysis of Jordan Draft Cybercrime Law by ICNL
2. Position Paper "A Year on Modernization" by Jordan Strategy Forum
3. Report on Government Performance, 2023 by Al-Hayat Center-Based
4. Grievance Mechanism (GRM) Assessment and Strengthening, report by the world bank 2022.

## Annex II: Stakeholders Consultation Plan During ESSA Preparation

Target stakeholders	Topic of consultation / message	Method of engagement used
Consultation during ESSA Preparation		
Ministry of Digital Economy and Entrepreneurship (MODEE).	DLI 1 Strengthening digital public infrastructure (DPI) DLI 2 Increasing trust in digital service delivery DLI 8 on e-participation	Face-to-face Meeting
Civil Service Bureau	DLI 4 Professionalization of Civil Service	Face-to-face Meeting
Prime Ministry Implementation Office (PMIO)	DLI 4 Professionalization of Civil Service Improve citizens' access to GRM including e-services.	Half-day workshop Meeting
Ministry of Environment (MoEnv)	Environmental Regulatory Compliance: Procedures for obtaining environmental clearances and licences. Waste Management: Protocols for handling hazardous and electronic waste	Face-to-face Meeting
Ministry of Health (MoH)	DLI 3 on digital transformation in health service delivery DLI 5 on establishing digital health standards across a national Health Information Exchange (HIE) DLI 9 on institutionalizing effective health data use	Face-to-face Meeting
Ministry of Education	DLI 6 on digital student assessment	Face-to-face Meeting
WHO	E-health service delivery Health data management and use.	Face-to-face Meeting
HAKEEM	DLI 3 on digital transformation in health service delivery	Face-to-face Meeting

CSOs	<p>Service Delivery &amp; Government Effectiveness</p> <ul style="list-style-type: none"> <li>o Strengthening digital public infrastructure (DPI)</li> <li>o Implementing E-health service delivery</li> <li>o Professionalizing the civil service</li> <li>o Enabling digital transformation of the health sector</li> <li>o Digitizing student assessment</li> </ul> <p>Transparency and Accountability:</p> <ul style="list-style-type: none"> <li>o Enforcing the amended Access to Information law</li> <li>o Implementing e-participation policy</li> <li>o Strengthening health data management and use.</li> </ul>	Two FGDs
Consultation on the Draft ESSA		
Ministry of Planning and International Cooperation (MoPIC)		
Diversified stakeholders who were consulted during the ESSA preparation		

### Annex III: Stakeholders consultations Key findings

Target stakeholders	Topic of consultation / message	Key discussions Outcomes
Ministry of Digital Economy and Entrepreneurship (MODEE).	DLI 1 Strengthening digital public infrastructure (DPI) DLI 2 Increasing trust in digital service delivery DLI 8 on e-participation	<p><b>SANAD:</b></p> <ol style="list-style-type: none"> <li>1. <b>Public Awareness and Accessibility for SANAD:</b> MoDEE plan to conduct public campaigns to raise awareness and encourage usage. Also, Booths set up in various public locations featuring videos and visual materials. Additionally, Workshops were conducted within government entities to foster digital culture.</li> <li>2. <b>Digital Inclusivity:</b> The program recognizes the limitations faced by citizens without smartphone access or digital literacy skills. As a countermeasure, the Comprehensive Services Center (CSC) offers an alternative route for accessing E-Services. Additionally, community support mechanisms are in place to assist individuals who experience challenges in service access.</li> <li>3. <b>Data Protection and Security:</b> MoDEE has in place:                         <ul style="list-style-type: none"> <li>▪ Rigorous processes within the Ministry for personal data protection.</li> <li>▪ Robust infrastructure to withstand hacking and security threats.</li> <li>▪ Ongoing training for various agencies on data and security.</li> </ul> </li> <li>4. <b>Service Automation and Integration:</b> Ongoing efforts to automate more services within SANAD. Challenges are faced in cooperation between ministries for digitalization. Currently, the integration of additional services is in progress. MoDEE plans expansion to accommodate companies, not just individuals.</li> </ol> <p><b>E-Participation:</b></p> <ol style="list-style-type: none"> <li>1. Hiring of an expert to develop an E-Participation framework is in progress.</li> <li>2. Inclusion of face-to-face sessions in consultations within the E-Participation system.</li> </ol>

		<ol style="list-style-type: none"> <li>3. Uncertainty over the impact of social cybersecurity laws on E-participation.</li> <li>4. MoDEE plans national communication strategy to encourage E-consultation.</li> </ol> <p><b>Social Risk Assessment:</b></p> <ol style="list-style-type: none"> <li>1. No concrete social risk analysis conducted, only ad-hoc surveys for the digitalization program.</li> <li>2. No social risk assessment for the E-Participation program was carried out during planning.</li> </ol>
Civil Service Bureau	DLI Professionalization of Civil Service	4 <p><b>Transition to SPAC:</b></p> <ol style="list-style-type: none"> <li>1. Committed to aiding the transition to the Special Purpose Acquisition Company (SPAC).</li> </ol> <p><b>Human Resources Management:</b></p> <ol style="list-style-type: none"> <li>1. Existing concerns about the current HR management system.</li> <li>2. The system requires further development and integration across all government agencies.</li> </ol> <p>Apprehensions exist about investing in a new HR system without considering the advancements made in the currently under-developed HR system.</p>
Prime Ministry Implementation (PMIO)	DLI Professionalization of Civil Service Improve citizens' access to GRM including e-services.	4 <p><b>Transition to SPAC: Discussion Overview</b></p> <ol style="list-style-type: none"> <li>5. The PMIO is spearheading the transition from the Civil Service Bureau (CSB) to the (SPAC).</li> <li>6. The impact of this transition aims for fairer and more transparent recruitment processes, enhancing overall public sector performance.</li> </ol> <p><b>Capacity Building and Compliance:</b></p> <ol style="list-style-type: none"> <li>7. Capacity building is needed for both government agencies to manage decentralized recruitment and for the new SPAC staff to oversee and ensure compliance.</li> <li>8. SPAC is responsible for setting compliance standards, monitoring recruitment processes, and overseeing selection criteria.</li> </ol> <p><b>Gender Equality and Leadership:</b></p> <ol style="list-style-type: none"> <li>9. No specific measures for women's access to leadership positions, as the system aims to be impartial, treating all genders equally.</li> </ol> <p><b>Grievance Redress Mechanism (GRM):</b></p>



		<p>10. The implementation of a GRM within the transition and the new system is still under deliberation and will be incorporated into the ongoing planning process.</p> <p><b>Citizen Voice and Service Delivery:</b></p> <p>11. SPAC will supervise service delivery and must establish a valid citizen voice system. Current mechanisms will be evaluated and adjusted in line with best practices.</p> <p><b>HR National Strategy and Development:</b></p> <p>12. The transition is aligned with a broader HR national strategy, exploring the feasibility of establishing an independent center for HR development.</p> <p><b>Code of Conduct and Discrimination:</b></p> <p>13. Sexual harassment and other forms of discrimination will be examined within the framework of the public employees' code of conduct.</p> <p><b>Organizational Culture:</b></p> <p>14. Focusing on organizational culture is crucial for mitigating resistance to the new transition.</p> <p><b>Social Risk Assessment:</b></p> <p>No concrete social risk assessment was conducted through the plan implementation so far, depending on the previous overall consultation when formulating the plan only.</p>
<p>Ministry of Environment (MoEnv)</p>	<p>Environmental regulations and management system, including environmental clearance and licensing. Waste management (including hazardous and e-waste)</p>	<p><b><i>EIA and projects environmental clearance and licensing</i></b></p> <ol style="list-style-type: none"> <li>1. The Ministry of Environment undertakes the responsibility for projects environmental screening and regulating EIA process across the country, with exception to ASEZ which is under ASEZ law and the responsibility of ASEZA. The EIA process demonstrates few gaps when compared with the World Bank E&amp;S requirements, especially with regard to social issues of concern, and stakeholders' engagement and consultation.</li> <li>2. The Environmental Licensing Directorate is in need of IT solutions to digitize environmental clearance and licensing requests, process, EIA review, document control and disclosure.</li> <li>3. The Ministry of Environment conducts inspection on all economic activities and projects to inspect compliance with applicable environmental regulations and abideance with the EIA recommendations. Hence, the capacity of the Environmental Inspection Directorate needs to be enhanced.</li> </ol>

		<p><b><i>E-waste management.</i></b></p> <p>4. The Ministry of Environment, and as governed by the Waste Framework Law, regulates waste management across the country and monitors operators (including municipalities) in compliance with the law and related regulations and instructions. To date, the ministry has issued a number of regulations to govern e-waste management, established 25 collection sites, and licensed 10 recyclers.</p> <p>5. The e-waste unit in particular, and the waste management directorate in general is understaffed and require capacity improvement (physical, mobility, financial and human capacity).</p>
Ministry of Health (MoH)	<p>DLI 3 on digital transformation in health service delivery</p> <p>DLI 5 on establishing digital health standards across a national Health Information Exchange (HIE)</p> <p>DLI 9 on institutionalizing effective health data use</p>	<p><b>Ministry of Health (MoH) Cybersecurity and IT Overview:</b></p> <p>15. MoH has a dedicated cybersecurity team supported by the Ministry of Digital Economy and Entrepreneurship (MoDEE) to fortify data security.</p> <p>16. Considered among the top ministries facing security threats, alongside MoDEE.</p> <p>17. There is a deficit in IT expertise, particularly in regional governorates.</p> <p>18. Employs 40 central-level staff responsible for overseeing IT systems across MoH directorates and facilities throughout Jordan.</p> <p><b>Digital Transformation and Service Delivery:</b></p> <p>1. MoH still operates many paper-based services, aiming for inclusion in SANAD's E-services.</p> <p>2. MoH is in the process of identifying these services for review and reengineering to transition them into E-services.</p> <p><b>Digital Literacy and Social Support:</b></p> <p>1. Acknowledges challenges regarding digital literacy but deems the Comprehensive Services Centers (CSC) and existing social support systems sufficient for assistance.</p> <p><b>Governance and Accountability of Hakeem:</b></p> <p>1. Currently, there is no data integration between MoH and Hakeem systems.</p> <p>2. Recommends a review of Hakeem's varied roles to ensure governance, and accountability, and to prevent conflicts of interest in service provision, complaints handling, and maintenance.</p> <p><b>Social Risk Assessment:</b></p>

		<ol style="list-style-type: none"> <li>1. No social risk assessment is being conducted within the medical service digitalization and processing initiatives</li> </ol>
Ministry of Education	DLI 6 on digital student assessment	<p><b>Program Benefits:</b></p> <ol style="list-style-type: none"> <li>1. Instant exam and result access alleviates student stress.</li> <li>2. Significant cost reduction in comparison to traditional exams.</li> <li>3. Opportunities for multiple retakes enhance student performance.</li> <li>4. Simplified administrative logistics.</li> <li>5. Long-term financial benefits from initial investment.</li> </ol> <p><b>MoE Plan to Counter Adverse Effects and risks:</b></p> <ol style="list-style-type: none"> <li>1. Contingency offline servers for internet instability.</li> <li>2. Item banking and multiple versions ensure exam accuracy.</li> <li>3. Equitable access through cloud-based services and Ministry of Digital Economy coordination.</li> <li>4. On-hand technical support during exams.</li> </ol> <p><b>Measures to Deter Cheating and Secure the Platform:</b></p> <ol style="list-style-type: none"> <li>1. Multiple exam versions and session recording.</li> <li>2. Partnership considerations with tech giants for enhanced security.</li> </ol> <p><b>Plans for Managing Resistance:</b></p> <ol style="list-style-type: none"> <li>1. Gradual implementation phases.</li> <li>2. Dedicated technical and instructional support.</li> </ol> <p><b>Regulatory Framework:</b></p> <ol style="list-style-type: none"> <li>1. Existing guidelines allow for flexible exam governance.</li> <li>2. Objective social impact evaluation through a stakeholder-centric framework.</li> </ol> <p><b>Stakeholder Engagement:</b></p> <ol style="list-style-type: none"> <li>1. Early and inclusive stakeholder consultation.</li> <li>2. Efficient and integrated Grievance Redress Mechanism.</li> </ol> <p><b>Accommodations for PWD:</b></p> <ol style="list-style-type: none"> <li>1. Screen adjustments for color vision deficiencies.</li> <li>2. Screen readers and other tech solutions for the visually impaired.</li> </ol>

		<ol style="list-style-type: none"> <li>3. Personal assistance for blind students.</li> <li>4. Teacher support for technological and emotional needs.</li> </ol> <p><b>Social Risk Assessment:</b></p> <ol style="list-style-type: none"> <li>1. No concrete social risk assessment conducted.</li> </ol>
WHO	<p>E- health service delivery</p> <p>Health data management and use</p>	<ul style="list-style-type: none"> <li>• Ministry's Digital Strategy: No concrete health system; complex costing issues; proposal for project scorecards.</li> <li>• WHO on Hakim: Inadequate focus on KPIs; possible new management system.</li> <li>• DHIS-2 Implementation: Active in 31 hospitals, 14 facilities; 100 reporters; aligns with WHO's KPIs.</li> </ul>
HAKHEEM	<p>DLI 3 on digital transformation in health service delivery</p>	<p><b>Hakeem Program Summary:</b></p> <ol style="list-style-type: none"> <li>1. Actively pursuing additional funds for expansion.</li> <li>2. Manages all stages: development, implementation, and maintenance.</li> <li>3. The staff count stands at 300.</li> <li>4. Covers 88% of government hospitals, 53% of all health centers, and 37% of primary health centers.</li> <li>5. Uses national ID for Jordanians and specific personal numbers for foreigners.</li> <li>6. The Hakeem App allows both healthcare providers and citizens to access medical records.</li> </ol> <p><b>Decision-making and Expansion:</b></p> <ol style="list-style-type: none"> <li>1. A committee oversees expansion decisions. Chaired by Hakeem's board director and including the MoH Secretary-General and the Royal Medical Services Deputy Director, the committee sets coverage priorities based on fairness and the number of beneficiaries.</li> </ol> <p><b>Digital Inclusivity:</b></p> <ol style="list-style-type: none"> <li>1. Hakeem acknowledges that some citizens may lack smartphone access or digital skills. As a mitigation measure, they anticipate that social support systems will aid these individuals.</li> </ol> <p><b>Challenges:</b></p> <ol style="list-style-type: none"> <li>1. Limited resources for scaling up.</li> </ol>

		<p>2. Encountering resistance to the adoption of digital technology.</p> <p><b>Data Security:</b></p> <ol style="list-style-type: none"> <li>1. Data protection measures are in place, developed in collaboration with MoDEE.</li> <li>2. Access to VIP and sensitive medical files is restricted to authorized personnel and can be court mandated.</li> </ol> <p><b>Grievance Redress Mechanism (GRM):</b></p> <ol style="list-style-type: none"> <li>1. Hakeem doesn't operate a separate GRM. Complaints are channeled through the Ministry of Health.</li> </ol> <p><b>Social Risk Assessment:</b></p> <ol style="list-style-type: none"> <li>1. No concrete social risk assessment is conducted regularly other than some user feedback surveys.</li> </ol>
CSOs	<p><b>Service Delivery &amp; Government Effectiveness</b></p> <ul style="list-style-type: none"> <li>• Strengthening digital public infrastructure (DPI)</li> <li>• Promoting access to e-services through Comprehensive Service Centers (CSCs)</li> <li>• Implementing E-health service delivery</li> <li>• Professionalizing the civil service</li> </ul>	<ol style="list-style-type: none"> <li>1. Public Perception of Government Achievements: <ul style="list-style-type: none"> <li>• Concerns were raised regarding the insufficient access to information related to government achieved milestones, leading to a public perception disconnected from actual progress. Issues of media mistrust and negative views of government initiatives were underscored. Also lack of clear reporting methods with clear KPIs was identified.</li> </ul> </li> <li>2. Service Accessibility and Utilization: <ul style="list-style-type: none"> <li>• Obstacles in accessing services due to technological limitations, such as the absence of smartphones, or the service cycle not completed fully digitally were highlighted. The need for equitable access points and user guides was stressed.</li> </ul> </li> <li>3. Attitudes Toward Digital Transformation: <ul style="list-style-type: none"> <li>• Suggestions were made to produce brief instructional videos to mitigate challenges and resistance related to digital transformation. Privacy concerns necessitated governmental reassurance on data confidentiality.</li> </ul> </li> <li>4. Confidence in Digital Systems: <ul style="list-style-type: none"> <li>• A decline in trust towards digital assessment methods was noted, including concerns about fairness and data manipulation. A general hesitancy in engaging with electronic services, such as SANAD, was identified as well.</li> </ul> </li> <li>5. Gender and Societal Implications: <ul style="list-style-type: none"> <li>• A call for gender-balanced service access was made, particularly concerning vulnerable female populations. The discussion included the establishment of support mechanisms for the elderly and collaborations with various institutions to facilitate service access for all.</li> </ul> </li> </ol>

	<ul style="list-style-type: none"> <li>• Enabling digital transformation of the health sector</li> <li>• Digitizing student assessment</li> </ul> <p><b>Transparency and Accountability:</b></p> <ul style="list-style-type: none"> <li>• Enforcing the amended Access to Information law</li> <li>• Implementing e-participation policy</li> <li>• Strengthening health data management and use</li> </ul>	<ol style="list-style-type: none"> <li>6. Grievance Redress Mechanisms (GRM): <ul style="list-style-type: none"> <li>• A pronounced lack of awareness regarding grievance redress mechanisms was observed, with only a few participants recognising initiatives such as "At Your Service," apart from the traditional complaints boxes found in government offices.</li> </ul> </li> <li>7. Access to Information and E-Participation: <ul style="list-style-type: none"> <li>• Participants exhibited a notable unawareness of E-Participation initiatives and related policies. The focus was on inclusive community representation in engagement frameworks, rather than the technical platforms and processes themselves.</li> </ul> </li> <li>8. Trust and Legislative Challenges: <ul style="list-style-type: none"> <li>• Multiple unsuccessful attempts to amend access to information laws have resulted in diminished trust and scepticism about genuine intent for reform.</li> </ul> </li> <li>9. Cyber Crime Law Implications: <ul style="list-style-type: none"> <li>• The current cybercrime law was cited as a barrier to both information access and civic participation. Concerns were raised about the law's ambiguous implementation and its potential to restrict freedom of expression. Top of FormS</li> </ul> </li> </ol> <p><b>Social Risk Assessment:</b></p> <ol style="list-style-type: none"> <li>3. Participants were not part of any formal social risk assessment or consultation in relation to the DLIs activities</li> </ol>
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