MINISTRY OF PLANNING AND INTERNATIONAL COOPERATION

الصندوق الائتماني متعدد
المانحين للنمو في الأردن
JORDAN GROWTH MULTI DONOR TRUST FUND

وحـــدة دعم تنفــيذ
الإصلاحـات الاقتصـادية
R E F O R M   S E C R E T A R I A T

STRENGTHENING REFORM MANAGEMENT IN JORDAN
(P171965)

STAKEHOLDER ENGAGEMENT PLAN (SEP)

Updated for the Second Additional Financing (AF)

November 2024
Version 4

UK International Development
Partnership | Progress | Prosperity

Norway

Kingdom of the Netherlands

In partnership with
Canada

التعاون الألماني
DEUTSCHE ZUSAMMENARBEIT

Contents

ABBREVIATIONS

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

1. INTRODUCTION

1.1. DESCRIPTION OF THE PROJECT

This document is the Updated Stakeholder Engagement Plan (SEP) for the Strengthening Reform Management in Jordan Project: Second Additional Financing- AF (referred hereinafter as "the Project"). The SEP for the parent project was updated and approved by the World Bank and disclosed on the website of the Ministry of Planning and International Cooperation (MoPIC) and the World Bank in July 2022, during implementation of the original project. The SEP was upgraded from the Stakeholder Engagement Framework (SEF) that was developed during preparation of the parent project and was disclosed on 30 October 2019.

The Project is financed by the Recipient Executed Window of the Jordan Multi-Donor Trust Fund (MDTF). The Project Development Objective (PDO) is to strengthen coordination and delivery of policy reforms in Jordan with a focus on the updated Reform Matrix. The project is implemented by the Reform Secretariat in the Ministry of Planning and International Cooperation (MoPIC).

The proposed project will support the coordination and implementation of the updated Reform Matrix 2018-2024 which was approved by the Cabinet in October 2022. The Reform Matrix is the reference plan for economic reform and growth of the Government of Jordon that spans across 12 pillars in various sectors. The updated Reform Matrix 2.0 covering the period (2025-2029) will be implemented under the second AF. The project has 3 components:

Component 1. Enhancing Reform Management by the Reform Secretariat. This component will support the Reform Secretariat build their capacity to manage and coordinate various reforms under updated Reform Matrix implemented by various implementing ministries, departments and agencies (MDAs) as well as their project management for the RETF. Activities will support the Reform Secretariat strengthening their core mandate such as policy dialogue and reform program management, M&E, project and reform related stakeholder engagement and communication.

While the Reform Secretariat was fully operationalized, institutional capacity needs to be further strengthened to coordinate with MDAs in implementing reforms. Most staff in the Secretariat are tasked with administrative functions such as procurement, financial management, environment and social development, and their capacity to engage in policy dialogue with MDAs can be improved especially on topics such as public sector, agriculture, energy, trade and tourism. The Reform Secretariat still needs to further build its technical expertise to engage in policy dialogue on reform implementation in light of the expanded scope of the updated Reform Matrix. In addition, the Secretariat plans to engage with a broader range of external stakeholders, particularly with civil society and businesses to inform the reform implementation progress. The Secretariat has been responding to MDAs' requests for support through the RSF in an ad hoc matter and there is a need to strengthen strategic prioritization and selection processed. Furthermore, there has been some confusions among the Secretariat staff around the reform coordination activities extended to MDAs and their obligations to manage this RETF project, for example, the reporting of the implementation progress of the Reform Matrix and the progress made with the PDO and project results framework, as many of the tasks are done by the same Secretariat staff under this component.

Component 2. Supporting MDAs through Reform Support Fund. This component will support the operationalization of the Reform Support Fund (RSF) that was established within the Reform Secretariat. The RSF facilitates the Reform Secretariat extend reform activities to MDAs implementing specific reforms under the 12 pillars of the updated Reform Matrix. The Reform Secretariat will use the resources in the RSF to provide technical assistance to reform implementing MDAs.

Component 3. Strengthen the public investment management (PIM) and public private partnership (PPP) and public procurement framework and function. This component will support the implementation of PIM & PPP and public procurement reforms by operationalizing PIM & PPP and public procurement processes that were developed. It will support building the capacity of the PIM unit, PPP unit, Government Procurement Department and other relevant entities involved in the reforms. The Reform Secretariat in the Ministry of Planning and International Cooperation (MoPIC) is the implementing agency for this RETF project, and the Reform Secretariat will liaise with various MDAs including PIM unit, PPP unit, Government Procurement Unit and other entities relevant to implementing reforms for capacity building activities.

The SEP will be implemented by the Reform Secretariat.   The SEP plays a key role under Component 1, in supporting the RS and their strengthened role under the Project for reform related stakeholder engagement and communication.

1.2.   OBJECTIVES OF THE STAKEHOLDER ENGAGEMENT PLAN

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

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

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

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

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

2.   SUMMARY OF PREVIOUS STAKEHOLDERS' ENGAGEMENT ACTIVITIES

Since the Reform Secretariat has been established within MoPIC, several stakeholder engagement activities were led by the RS, while other activities were supported by the RS. During implementation of the original project, the RS also played the leading role within the Government of Jordan, to update the Reform Matrix

itself, and conducted intensive stakeholder consultations internally within the government and externally, such as with business communities and discussed synergies with GoJ's economic and reform strategies. A summary of Engagement activities is provided in this Section.

2.1. STAKEHOLDER COORDINATION

The Reform Secretariat ensures implementation of the Reform Matrix through proper follow-up and efficient coordination of the Reform Matrix which takes place with the GoJ agencies, World Bank Group (WBG) and development partners. Additionally, the Reform Secretariat has played a key role in coordinating the implementation of the commitments within the World Bank's First and Second Development Policy Financing (DPF I, P166360 and DPF II, P168130-closed), the Economic Opportunities for Jordanians and Syrian Refugees PforR (P171172) and Inclusive, Transparent and Climate Responsive Investments Program for Results (P175662). Finally, the Reform Secretariat supported the GoJ throughout the process in developing national plans and programs through providing technical inputs, engagement and coordination with MDAs including PIM—PPP unit, decision makers, development partners and private sector. The programs / national plans that the RS supported GoJ in include the Economic Recovery response policy to COVID-19, the Indicative Executive Program (2023-2025) of the Economic Modernization Vision 2033 and Government Priorities Program 2021-2023.

2.2. KEY CONSULTATION ACTIVITIES

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

During implementation of the project, the Reform Secretariat had supported the MDAs in several policies through organizing consultations sessions, helping present the policies, putting documents together, being part of designing the policy and presenting it to the stakeholders. One critical function of the Reform Secretariat is continuous engagement with MDAs and development partners and supporting MDAs in engaging with civil society and private sector.

Between 2019 and August 2024, the Reform Secretariat (RS) has conducted a total of 152 consultation and stakeholder engagement activities since its inception covering 35 policy reforms. Among these, 80 consultations were held with development partners, the international community, the private sector, civil society, and NGOs. The indicator in the Result Framework, "Number of stakeholder engagement consultations organized by MDAs that involved stakeholders including civil society, businesses, and academia with support from the Reform Secretariat," reflects a commitment to fostering inclusive dialogue. These consultations ensure diverse perspectives are incorporated into decision-making, enhancing the relevance and effectiveness of reforms.

Annex 1 shows the most important stakeholder engagement activities conducted since 2018 by the Reform Secretariat. Stakeholders consulted include development partners, private sector, NGOs/CSOs (examples of participants are highlighted in the table) and government agencies.

NEWSLETTERS

The Reform Secretariat began publishing and disseminating newsletters in October 2021 as a means to keep all stakeholders informed and updated on key progress and achievements. Since then, the Reform Secretariat has published 16 newsletters, providing key updates on specific reforms and programs managed by the RS. All newsletters are available on the RS website in both languages.

Communications – Technical Email Newsletters	
Year	Topics
October 2021	Kick off Newsletter providing a background on RS and Reform Matrix

November 2021	Cover the major events took place in November (Regulatory Impact Assessment workshops and Technical Donor Meeting on the updated Reform Matrix)
December 2021	Share news on the introductory workshop to support enhancing NRGS at the Government of Jordan Agencies
January 2022	Measures to ease doing business
February 2022	Provide an update on the PPP in Jordan
March 2022	Cover the major events took place in March (4th JTF meeting and the new Investment Promotion Strategy consultation session)
August 2022	Update on Digital Transformation in Jordan (cover the latest workshop on Digital Transformation that took place in July to present the journey of the United Kingdom and best practices.)
December 2022	COM approval on the updated Reform Matrix
March 2023	Updates on the green bonds, Long-Term National Low Carbon and Climate Resistant Strategy, and insolvency
May 2023	Updates on the additional financing for PforR Investment, transport policy, RIA ex-post training.
July 2023	Donors' coordination meeting to support Jordan's climate priorities, national registry of government services (Sanad), PPP law
August 2023	Update on the Reform Matrix progress, PforR economic opportunities, Jordan's smart grid report
November 2023	Announcing the launch of the Reform Secretariat's website, updates on the trade facilitation working group, green finance strategy, transport policy, and social and administrative services.
January 2024	Green Bond Working, Instructions for Licensing Homebased Food Preparation and Processing, Nursery Bylaw, Carbon Market, MRV, and community participation.
March 2024	Updates on Jordan's score on the women, business and the law report, Business ready (B-Ready) report, national financial inclusion strategy, green bond working group, insolvency, e-invoicing system, nursery bylaw, and green hydrogen economy
June 2024	Updates on Empowering Lives and Transforming Agriculture, stakeholder engagement training, new programs on Women Economic Empowerment and Digital Transformation, green bonds, green finance and climate risk management, b-ready, investment working group, hydrogen and ammonia, Tawasal E-Participation Portal, Flexible Work Bylaw, and Civil Aviation Sector Review.

CAPACITY BUILDING

Stakeholder Engagement Training for MDAs

During the last week of May 2024, the RS has successfully delivered an impactful three-day training course on "Inclusive and Result Oriented Stakeholder Engagement," designed specifically for MDAs. This training represents a key element of the RS ongoing efforts to strengthen reform management, improve coordination, and enhance the effectiveness of policy implementation in Jordan, in alignment with the GoJ's principles of transparency, collaboration, coordination, engagement, inclusion, and equity.

Over 50 government officials from 22 MDAs participated, gaining enhanced skills and knowledge to systematically engage stakeholders, incorporate their feedback into project and reform lifecycles, maintain transparent communication channels, and promptly resolve grievances to ensure project and reform success.

This process will be supported by a six-month mentorship program developed by the Reform Secretariat at MoPIC, providing continuous support and guidance. Additionally, a comprehensive training manual will soon be available online on the Reform Secretariat's website for anyone interested in learning more.

This training is a vital component of the "Strengthening Reform Management in Jordan" project and financed by the Jordan Growth MDTF.

Based on the pre- and post-training evaluations, 61.1% of participants showed an improvement in their knowledge.

The sixth commitment under the Fifth National Action Plan 2021 – 2025 under the Open Government Partnership

The RS supported the PIM unit and the Open Government Partnership Unit at MoPIC in implementing the sixth commitment under the Fifth National Action Plan 2021 – 2025 under the Open Government Partnership which is about engaging local community throughout the different phases of Public Investment Projects (PIP)

The RS has hired a consultant who developed Public Engagement Methodologies (PEM) to enhance the participation of local communities and stakeholders during the planning phase, implementation phase, and operation phase of PIP. conducted a survey of relevant government and non-government bodies and conducted meetings and focus group discussions with the relevant bodies.

In January 2024, the consultant with the support from RS through the Jordan Growth MDTF delivered a comprehensive 2-day training workshop aims to equip participants with the necessary tools and methodologies for fostering community participation in government capital/investment projects. Additionally, it delves into the methodology of monitoring and evaluating the implementation by government agencies, ensuring effective project management at every stage.

2.2.2.   KEY FINDINGS AND FEEDBACK RECEIVED FROM PARTICIPANTS

One of the main functions of the RS is to continuously engage and consult with stakeholders namely MDAs and International Community (including donors and development partners for the Reform Matrix) while supporting MDAs in their consultations with the private sector and civil society. However, these stakeholder engagement activities have not been conducted in a systematic way, resulting in incomplete reporting. For instance, past reports did not fully capture the main findings and issues raised by stakeholders during consultations, nor did they include key insights from stakeholder engagement activities conducted by MDAs.

Despite these challenges, the RS has always considered critical feedback when developing and updating the Reform Matrix or other policy documents discussed with stakeholders. For example, during consultations on the Reform Matrix, a copy was shared with stakeholders to allow them time to provide feedback. The RS then reviewed and incorporated this feedback, engaging in further discussions with relevant stakeholders where necessary.

The Reform Secretariat (RS) began enhancing its reporting back to stakeholders in late 2021 and continues to work on further improvements. Notably, the RS launched its website in November 2023 and, in May 2024, strengthened the capacity of MDAs on stakeholder engagement by delivering customized training.

The SEP outlines the methods used by the RS to conduct its stakeholder engagement activities. It also provides guidance to MDAs on best practices for effective stakeholder engagement. The RS reports on these activities using a developed reporting tool, which captures the key elements and information of each engagement activity.

2.3.   GOOD REGULATORY PRACTICES: ISSUING LEGISLATION IN JORDAN

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

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

2.3.1.   IMPLEMENTATION OF THE CODE OF GOVERNANCE PRACTICES

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

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

In parallel, the GoJ has amended the Regulatory Impact Assessment (RIA) Guidelines, which detail the procedures for conducting RIA and specify when they are required. To date, seven RIAs have been completed, and the GoJ plans to conduct an additional 24 RIAs over the next four years. Additionally, the GoJ is in the final phase of establishing a unified public consultation portal "Tawasal" which will encompass all government

The Code of Governance Practices is a formal framework to guide public institutions in achieving high standards of governance. It encompasses principles and guidelines for ethical conduct, accountability, transparency, stakeholder engagement, and effective decision-making. It aims to enhance the quality of governance, ensuring that rules impacting businesses are formulated and updated in a manner that is fair, inclusive, and responsive to the needs of the business community.

Good predictability practices refer to the consistent and transparent processes through which regulations and policies are developed, implemented, and communicated. These practices ensure that businesses and investors can anticipate changes in the regulatory environment, understand the rules affecting their operations, and plan accordingly. Key elements include clear timelines for regulatory changes, stakeholder consultations, and accessible information on regulatory frameworks.

agencies. This portal will facilitate consultations with government agencies, individuals, NGOs, and stakeholders on government legislation and projects before adoption and approval. A demo of the portal was published in May 2024 for feedback.

Worth mentioning is that the Reform Secretariat (RS), through the Jordan Growth Multi-Donor Trust Fund (MDTF), is supporting the development of this portal, as well as organizing a series of four promotional workshops at regional level inside Jordan to raise awareness and encourage engagement with the "Tawasal" portal. Additionally, the platform enables individuals to submit requests for access to information from government agencies and to use the "At Your Service" (Bekhedmetkom) platform for inquiries, complaints, suggestions, and compliments related to government agencies.

2.3.2. ROLE OF THE REFORM SECRETARIAT

The Reform Secretariat established in 2019 to lead on supporting implementation of the Reform Matrix following the launch of the Reform Matrix during the London Initiative "Jordan: Growth and Opportunities".

The main functions of the Reform Secretariat include:

- Drive and monitor implementation of the Reform Matrix.
- Report on implementation progress of reforms
- Coordinate implementation of reforms among stakeholders (Government of Jordan MDAs and International Partners)
- Support the identification and provide technical assistance as needed.
- Conduct periodic review of the Reform Matrix.
- Lead on specific reforms that involve multiple stakeholders.
- Lead on international indicators pertaining to investment climate, business environment (B-Ready Report) and Women, Business and the Law Report.
- Alongside overseeing the implementation of the Reform Matrix, the Reform Secretariat continues to manage the implementation various World Bank operations including Inclusive, Transparent and Climate Responsive Investments Program for Results, Strengthening Reform Management Investment Project Financing, Enhancing Women's Economic Opportunities in Jordan Operation, and Jordan People-Centric Digital Government Program for Results. All those operations support the implementation of the Reform Matrix.

Finally, the Reform Secretariat is the focal point from the Government of Jordan side for the Jordan Inclusive Growth and Economic Opportunities Multi-Donor Trust Fund (MDTF) which is managed by the World Bank Group, Co-Chaired by the Ministry of Planning and International Cooperation, and currently funded by the governments of United Kingdom, Netherlands, Canada, Germany, and Norway.

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

The RS provides support and follows-up with the above-mentioned six MDAs to ensure that all new laws, regulations, and instructions are posted on their relevant websites to get the private sector feedback.

> The Reform Secretariat will work closely with three main stakeholders which are: (i) Political Leadership; (ii) GoJ MDAs; and (iii) Development Partners.
>
> Also, the RS will work through GoJ MDAs in order to achieve the objectives of the SEP by building their capacity in this regard and provide support to them to reach out to other stakeholders (private sector and civil society including vulnerable groups) and ensure their engagement.

3. STAKEHOLDER IDENTIFICATION AND ANALYSIS

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

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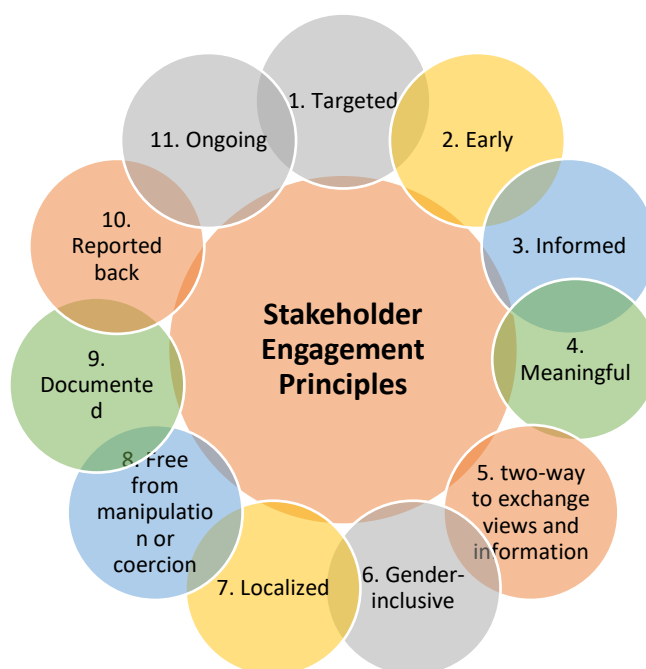
- Openness and life-cycle approach: targeted consultations for the project will be arranged during the preparation phase, carried out in an open manner, free of external manipulation, interference, coercion or intimidation.
- Informed participation and feedback: information will be provided to and widely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

REFORM MATRIX PILLARS

The **updated Reform Matrix 2.0 maintains the same policy reform pillars as the Reform Matrix 2018-2024, but with expanded reform actions. The** following are the 12 pillars under the Updated Reform Matrix:

- Fiscal Policy
- Public Sector Efficiency and Governance
- Business Enabling Environment
- Investment and Trade Promotion
- Access to Finance and Capital Market
- Labour Market and Skills Development
- Social Safety Nets
- Transportation Sector
- Energy Sector
- Water Sector
- Agriculture Sector
- Tourism Sector

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

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

3.1.   AFFECTED STAKEHOLDERS

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

Group (A) the general public: the broad population of individuals and communities who are stakeholders in the reforms.   This group encompasses diverse demographics, including citizens, residents, and local communities, all of whom may be affected by changes in policies, regulations, and services. Their perspectives and feedback are essential for ensuring that reforms are responsive to the needs and concerns of society.

The Reform Secretariat will engage with the general public through the MDAs by implementing strategies to facilitate effective outreach. This will include public awareness campaigns using various media platforms, organizing community meetings and forums to encourage direct dialogue, and conducting surveys to gather insights on public opinion. Information will also be made accessible through ministerial websites, social media channels, and other communication means, ensuring that the public is informed and able to participate in the reform process.

Group (B) Civil Society: refers to the collective of non-governmental organizations (NGOs), community groups, non-profits, advocacy groups, and other voluntary associations that operate independently from the government and the private sector. These organizations and groups work to advance various social, political, environmental, and cultural causes, often aiming to influence public policy, promote social justice, and foster community engagement. They are directly or indirectly affected by the reform outcomes, but also represent the interest of the different social groups.

The Reform Secretariat will work with this group through the MDAs by providing the needed support to MDAs to ensure that they reach out to this group. This will be achieved through online consultations and direct engagement with CSOs and NGOs. Strategies may include presenting information about the MDAs or reforms, disclosing the information on ministerial websites, and providing updates on social media channels as possible.

The RS will ensure that CSO/NGOs are consulted upon throughout implementation of the project. In addition, the Reform Secretariat encourages the MDAs to ensure the engagement of several CSOs and NGOs, more particularly those who are: 1) working closely with the MDAs, 2) focusing on the sectors covered under the Reform Matrix, 3) working effectively with and for the rights of vulnerable and disadvantaged groups, and 4) have effective and broad communication channels with the civil society in particular, private sector and policymakers in general. These are the general selection criteria that the MDAs could follow to effectively engage civil society.

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

Examples of Private Sector Entities		
Jordan Chambers of Industry	Trade and Transport Facilitation National Committee	Water User Association/Farmers
Labor union	Contractors and Consultants	Jordan Petrol
Business associations	Ride-hailing applications	Jordan Chamber of Commerce
Association of Banks in Jordan	Clearance and Cargo	Transport Associations
Jordan Bar Association	Water User Association	JEPA
Miyahuna	Logistics companies	ICARDA
American Chamber of Commerce	Jordan Export	Electricity Producers and Distributions Companies
Trade Unions	Training providers	Education for Employment
Tourism Associations: 1. Jordan Hotels Association (JHA) 2. Jordan Restaurant Association (JRA) 3. Jordan Tour Guides Association (JTGA) 4. Jordan Society of Tourism and Travel Agents (JSTA) 5. Jordan Handcraft Producers Association (JHPA)		

6.	Jordan Inbound Tour Operators Association (JITOA)

Group (D) Stakeholders that considered as decision support tool and escalation mechanism. This includes the Council of Ministers, which formulates policies and oversees their implementation; the Senate, which reviews and amends legislation while representing regional interests; the House of Representatives, which initiates and approves laws and budgets; and the Legislative and Opinion Bureau, which provides legal analysis, conducts research, facilitates public input, and evaluates policy effectiveness.

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

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

3.2.   INTERESTED STAKEHOLDERS

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

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

Examples of International Community (Interested Stakeholders)		
World Bank Group (WB)	European Bank for Reconstruction and Development	KFW Development Bank
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	International Finance Corporation (IFC)	Embassy of Sweden
United States Agency for International Development (USAID)	European Union (EU)	Embassy of Italy

United Nation Agencies (UN Agencies)	Food and Agriculture Organization (FAO)	Fondo Internacional de Desarrollo Agrícola (IFAD)
International Monetary Fund (IMF)	International Labor Organization (ILO)	Japan International Cooperation Agency (JICA)
United Nations Economic and Social Commission for Western Asia (ESCWA)	Embassy of Norway	European Investment Bank (EIB)
Foreign, Commonwealth and Development Office (FCDO)	Asian Infrastructure Investment Bank (AIIB)	Embassy of the Kingdom of Netherlands

3.3. DISADVANTAGED / VULNERABLE INDIVIDUALS OR GROUPS

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

As the Reform Secretariat does not own reform implementation, the RS built the capacity and transferred knowledge to MDAs on stakeholder engagement concept, importance and engagement tools to allow them to execute stakeholder engagement activities with private sector and civil society including vulnerable and disadvantaged groups through i) engaging representatives of disadvantaged groups in Reform consultations; and ii) ensure equitable access to information. *(Stakeholder engagement Training for MDAs – page 30)*

Vulnerable population, including women and youth, face structurally higher unemployment rates and were disproportionately affected by the COVID-19 Pandemic. Persistently high unemployment (34.7 percent in Q1-2024), with youth unemployment rates particularly high at 39.4 percent is Jordan's biggest concern. Some particular reforms are addressing this structural vulnerability through assigning a quota for female beneficiaries. Additionally, the reforms cover a wide range of sectors and interventions, meaning that many other stakeholders may also be impacted within the context of these reforms, which could potentially exacerbate their vulnerability.

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

Table 2 below analyzes the characteristics of the mentioned stakeholders, their contribution to the Project as well as their envisaged needs. *(More details per pillar listed in Annex A)*

3.4. SUMMARY OF STAKEHOLDER NEEDS

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

Table 1: Summary of Stakeholder Needs

Stakeholder group[1]	Key characteristics	Language needs	Preferred notification means	Consultation Approach	Specific needs
Affected parties Group (A) General Public (Direct and indirect)	The general Public (individuals and communities)	Arabic	• Disclosure of information on the website • Mass media • Awareness Campaigns	• Structured consultations with this group through CSOs and NGOs	• Clear messages about the reforms (achieved and in progress reforms) • Identify the impact of reforms implementation on this group • Clear messages about Grievance Mechanisms (GM)
Affected parties Group (B) Civil Society (Direct and indirect)	CSOs and NGOs	Arabic	• Disclosure of information on the website • Mass media	• Structured consultations with CSOs and NGOs	• Clear messages about the reforms (achieved and in progress reforms) • Identify the impact of reforms implementation on this group • Clear messages about Grievance Mechanisms (GM)
Affected parties Group (C) Stakeholders that are engaged in the project design	Private sector firms and associations that will be affected by the reforms	English and Arabic when requested	• Meetings (in-person and virtual) • Emails/newsletters • Disclosure of information on the website	• Consultations • Conferences/ workshops	• Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GM • Understand the opportunities and how their businesses can take advantage of these reform • A consultative and participatory

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

Stakeholder group[1]	Key characteristics	Language needs	Preferred notification means	Consultation Approach	Specific needs
					communication method
Affected parties Group (D) Stakeholders that make a decision around reforms but are not indirect project beneficiaries.	Decision makers (decision support tool and escalation mechanism)	Arabic when requested	• Official letters		• Progress updates/report • Provide recommendations to accelerate the implementation of the reforms and solving problems • Respond to their questions
Affected parties Group (E) Stakeholders that own the reforms and have implementation responsibilities but are not indirect project beneficiaries. (Internal stakeholders)	These are the GoJ agencies that own the reforms and are responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GM to stakeholders.	Arabic and English when requested	• Official letters • Meetings (in-person and virtual) • Emails/newsletters • Disclosure of information on the website	• Consultations • Conferences/ workshops	• Constant communication, follow up and coordination • Identify the impact of reforms implementation on this group • Provide the needed technical assistant to implement the reforms • Clearly communicated responsibilities and implementation processes
Interested parties Development Partners	International Community and donors that are funding different activities/projects that support the implementation of the different/specific reforms	English (and Arabic when requested)	• Meetings (in-person and virtual) • Emails/newsletters • Disclosure of information on the website • Official Letters (Interested GoJ entities)	• Consultations • Conferences/ workshops	• Progress updates/report • Assure no overlap in the technical assistant and financial support provided to the MDAs and identify the gaps, priorities and opportunities

Stakeholder group[1]	Key characteristics	Language needs	Preferred notification means	Consultation Approach	Specific needs
	under the 12 reform pillars.				
Disadvantaged / vulnerable individuals or groups	This is the segment of population who will be affected by certain measures; accordingly, they should be considered during the reform life cycle (Women, PWDs, Poor households, Youth)	Arabic and sign language (English if requested)	• Targeted communication through organizations that work with the vulnerable population • Disclosure of information on the website		• Understand their needs and consider them throughout the reform life cycle • Provide information on the reforms • Clear messages around GM

4. STAKEHOLDER ENGAGEMENT PLAN

4.1. PURPOSE AND TIMING OF STAKEHOLDER ENGAGEMENT PROGRAM

Stakeholder engagement is critical for supporting the Project's development objective to strengthen coordination and delivery of policy reforms in Jordan with a focus on the updated Reform Matrix 2.0 (2026-2027) , specifically 1) to establish a systematic approach that will help identify stakeholders and build and maintain constructive relationships with them throughout reform processes; 2) to assess the level of stakeholder interest and support for reform-related activities and to enable stakeholders' views to be taken into account; 3) to promote a means for effective and inclusive engagement with stakeholders throughout reform implementation on issues that could potentially affect them; and 4) to ensure that appropriate project information is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner and format.

The stakeholder engagement activities set out in this section will be conducted during project implementation. The program is a continuation of, and builds on RS experience in, conducting over 40 consultation sessions during the implementation of the parent project for MDAs as summarized in Section 2.

Stakeholder engagement is an on-going process throughout the Reform Process. The RS, through the second AF will support the Open Government Partnership (OGP) at MoPIC to implement Commitment 6 of the 5th National Action Plan for Open Government Agenda namely '"Enhancing community participation in decision-making through electronic means".

Furthermore, and under the Jordan Inclusive, Transparent, and Climate Responsive Investments Program for Results- PforR (P180285), a "Community Engagement Methodology in Public Capital /Investment Projects" was prepared and is intended for government employees tasked with drafting Public Capital/Investment Project proposals, offering comprehensive guidance on effectively involving local communities and stakeholders at every stage of the project. The project will consider supporting the operationalization of this methodology through the project as it will be discussed with the Public Investment Management (PIM) Unit.

Throughout project implementation, stakeholder engagement and communications activities will be conducted at a larger scale, throughout the regulatory reform cycle and this is MDAs' responsibility especially when targeting private sector and civil society. The RS is responsible for overseeing, following up and providing the necessary support to conduct stakeholder engagement activities and create public awareness to consult on the regulatory reform design and obtain feedback on implementation.

Table 2: Stakeholder Engagement Plan

#	Milestone	Methods proposed	Timetable	Target stakeholders	Responsibilities
1	Continue the work on creating and developing social media posts	• Create and develop the messages • Publish them on MoPIC channels	Ongoing	• All	• Reform Secretariat • MDAs
2	Continue the work on newsletters	• Email Newsletters	Quarterly	• MDAs • Development Partners • Private sector • NGOs	• Reform Secretariat • MDAs
3	Maintain updating the content of the website.	• Website	Ongoing	• All	• Reform Secretariat
4	Support the Open Government Partnership (OGP) Unit at MoPIC to implement Commitment 6 of the 5th National Action Plan for Open Government Agenda namely '"Enhancing community participation in decision-making through electronic means"	• Awareness workshops	4 workshops (July – November 2024)	• General public	• RS support • MDAs (OGU / MoDEE)
50	RS will identify the needed technical support with MDAs to ensure the implementation of the reforms	• Round of consultation sessions or meetings	ongoing on an annual basis	• MDAs	• Reform Secretariat
6	During the development and review of the Reform Matrix 2.0, RS will update and consult on the Reform Matrix with development partners and incorporate their feedback. Also, RS will support MDAs to	• Rounds of consultation sessions	Q4 2024 Q1 2025	• Development Partners • Private sector • Civil society including vulnerable groups	• Reform Secretariat • Reform Secretariat through MDAs (RS Support)

#	Milestone	Methods proposed	Timetable	Target stakeholders	Responsibilities
	consult with stakeholders namely Private Sector and Civil Society and incorporate their feedback				
7	During implementation of policy reforms, RS to support MDAs to conduct consultations with stakeholders namely Private Sector and Civil Society and incorporate their feedback	• Round of consultation sessions (including virtual sessions)	Throughout reform implementation	• Private sector • Civil society including vulnerable groups	• Reform Secretariat through MDAs (RS Support)
8	Monitor and evaluate ESCP, SEP and LMP	• As part of the Reform Secretariat report	Semi-annually	• Development Partners • Private sector • Civil society including vulnerable groups	• Reform Secretariat
9	Facilitate coordination and technical working groups with both GoJ MDAs and international development agencies operating in the fields related to the identified priority reform areas (Public procurement; Investment promotion; Business environment; Trade facilitation; Good Regulatory Practices; and Tourism sector), with the aim of aligning resources and efforts towards achieving targeted national goals and to gather updates, inform RS with the needed support including stakeholder	• Development partners Mapping (Donor Mapping) • Meetings	Semi-annual (minimum)	• MDAs • Development partners	• Reform Secretariat • MDAs

#	Milestone	Methods proposed	Timetable	Target stakeholders	Responsibilities
	engagement activities				

4.2.   PROPOSED STRATEGY FOR INFORMATION DISCLOSURE

The proposed strategy for disclosing information about reforms and other project activities entails l a variety of means of communication to reach the majority of stakeholders. The SEP of the parent project (with updated inclusive consultations plan and clear timeline) was disclosed per ESS10 requirements in July 2022.

GoJ MDAs who are responsible for implementing reforms, will be responsible for preparing information that they have to disclose about reforms. The RS will provide the needed support to ensure that it is reaching different stakeholders such as covering it in the newsletters and RS website once it is developed and designed and advising on formats and languages.

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

- Reform Secretariat website (reformjo.org)
- Reform Secretariat webpage on the MOPIC Website
- Newsletters
- RS LinkedIn account
- Newspapers (Al Rai, Al Ghad, Addustoor, The Jordan Times)
- TV (Al-Mamlaka, Jordan TV, Amman TV, Royaa TV)
- Radio (Rotana, Jbc Radio, Amen FM, Sawt Alghad, Husna, Jordan fm)
- Electronic news (such as Petra, Saraya news, Ammon, Al wakeel) sites
- MoPIC Social Media platforms Facebook, twitter and YouTube
- Handouts (such as Brochures, Posters, Flyers...)
- Reports: progress reports

For the GoJ MDAs, different methods will be used, for example:
- Offline: Newspapers, radio (including community radio), television.
- Online: Social media platforms and ministerial websites
- Handout: Brochures, leaflets, posters, non-technical summary documents and reports
- Streets: Billboards, street banners, electronic screens…

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

Websites
- Reform Secretariat website (reformjo.org)
- MOPIC website: www.mop.gov.jo
- MDAs websites

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

The following documents have been publicly disclosed on the Reform Secretariat and MoPIC's websites and (in connection with the project):

- Stakeholder Engagement Framework (SEF) for the parent project (30 Oct 2019)
- Environmental and Social Commitment Plan (30 Oct 2019)
- Labor Management Procedures (30 Oct 2019)
- First Approved Reform Matrix that was launched during the London Initiative (28 Feb 2019)
- Reform Matrix Progress Reports (Sep 2019) (July 2020) (Feb 2021) (March 2022) (March 2023) (March 2024)
- Stakeholder Engagement Plan (SEP) Strengthening Reform Management in Jordan (July 2022)
- Strengthening Reform Management in Jordan: Stakeholder Engagement Plan (SEP) for Additional Financing (January 2023)
- Strengthening Reform Management in Jordan: Environmental and Social Commitment Plan (ESCP) for Additional Financing (June 2023)

4.3.   PROPOSED STRATEGY FOR CONSULTATION

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

The consultation sessions had representation of key stakeholder groups including the MDAs, development partners and private sector.

Going forward, the RS will conduct a capacity building workshop to the MDAs to raise their awareness and knowledge regarding the SEP and to share with them the Stakeholder Engagement Reporting tool to be considered for future consultations and stakeholder engagement activities they will conduct to establish a structured stakeholder engagement and reporting process.

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

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

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

In addition, as noted above, under the World Bank supported Program for Results (PforR) Transparency Investment and Climate, the government has developed "Tawasal" unified public consultation portal for regulatory reform, which is expected to be operational in quarter four of 2024.

4.4. PROPOSED STRATEGY FOR ENGAGEMENT WITH MDAS AND DEVELOPMENT PARTNERS

The Reform Secretariat will be engaging with MDAs and development partners throughout the process of implementation of the Reform Matrix. In order to facilitate and push the implementation of the reforms and engage with them, the Reform Secretariat In the last quarter of 2022, the Reform Secretariat (RS) identified key priority reform areas: trade facilitation, investment, public procurement, tourism, business enabling environment, and good regulatory practices. These coordination and technical working groups include both Jordanian government entities and international development agencies, aligning efforts and resources toward achieving national goals in these key reform areas.

Importantly, these groups are open to participation from the private sector, civil society, and NGOs, recognizing their essential role as key contributors. They will be invited to specific meetings of the working groups based on the topics and needs that arise to be discussed and consulted. This participation will be arranged upon the request and agreement of the working group members. Information about these working groups is available on the Reform Secretariat website.

The six working groups (Public procurement; Investment promotion; Business environment; Trade facilitation; Good Regulatory Practices; and Tourism sector), aim to 1) aligning resources and efforts towards achieving targeted national goals; 2) gather updates and facilitate policy dialogue, and 3) inform RS with the needed support including stakeholder engagement activities. These working groups will meet on a regular basis. The working groups will be used as a coordination platform among donors who are working in that particular reform area / pillar, advise MDAs to consult with private sector and civil society throughout the design and implementation of the policy reforms.

In the second quarter of 2023, Jordan was selected as one of 120 countries participating in the second round of the World Bank's Business Ready Report (B-Ready). The Reform Secretariat at MoPIC has been designated as the government focal point for this report. The B-Ready report assesses the regulatory framework, public services, and market efficiency for firms. It also considers modern economic factors such as digital adoption, environmental sustainability, and gender participation. To streamline efforts, the Ministerial Economic Development Committee has approved the establishment of 10 governmental working groups to develop and implement a national action plan aimed at improving Jordan's ranking in the report. The plan will address various areas, including Business Entry, Business Location, Utility Services, Labor, Financial Services, International Trade, Taxation, Dispute Resolution, Market Competition, and Business Insolvency.

To date, the RS has established and is supporting 13 technical reform working groups. (*See annex C*)

4.5. PROPOSED STRATEGY TO INCORPORATE THE VIEW OF VULNERABLE GROUPS

As the Reform Secretariat does not own reform implementation, the RS in cooperation with Development Partners mainly WB and USAID will build the capacity and transfer knowledge to MDAs on stakeholder engagement concept, importance and engagement tools to allow them to execute stakeholder engagement activities with vulnerable and disadvantaged groups through i) engaging representatives of disadvantaged groups in Reform consultations (more details in Annex A); and ii) ensure equitable access to information. Also, the Gender focal point of the RS will ensure that women are included and represented in the consultation process, thereby enhancing the inclusivity and effectiveness of these efforts. **This role involves providing**

guidance and developing reports on gender-related reforms under the Reform Matrix in collaboration with relevant MDAs.

4.6.   TIMELINES

A number of meetings and consultation activities have been organized at technical level during the implementation of the original project and preparation of the additional financing as summarized in Section 2. Additional consultation will be organized. This SEP will be disclosed on MoPIC websites and RS website after the WB clearance. The implementation of SEP will be maintained throughout the Project cycles.

4.7.   REVIEW OF COMMENTS

In the interest of transparency and accountability, the Reform Secretariat and MDAs are dedicated to responding to all feedback. The RS, during the capacity building delivered in May for MDAs on stakeholder engagement, highlighted the importance of reviewing all comments received during any consultations or through any communication channel. While feedback will be noted, responses will be provided as appropriate, and key insights will be shared with stakeholders to keep them informed. By implementing a feedback tracking tool for the documentation of comments and suggestions, this mechanism not only fosters transparency but also reinforces the value of stakeholders' voices in the decision-making process.

4.8.   FUTURE PHASES OF PROJECT

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

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

5.   RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING THE STAKEHOLDER ENGAGEMENT PLAN

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

5.1.   RESOURCES

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

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

#	Milestone	Methods proposed	Estimated Budget ($)	Responsibilities
1	Continue the work on creating and developing social media posts, news articles, and communication materials	Create and develop the messages Publish them on RS LinkedIn account and MoPIC channels Media institutions through MoPIC	$ 8,000	• Reform Secretariat • MDAs
2	Continue the work on newsletters	Email Newsletters	In house	• Reform Secretariat • MDAs
3	Maintain updating the content of the website.	Website	In house	• Reform Secretariat • MDAs
4	Awareness workshops to support the Open Government Unit at MoPIC to implement Commitment 6 of the 5th National Action Plan for Open Government Agenda namely '"Enhancing community participation in decision-making through electronic means"	workshops	$ 3,500	• OGU / MoDEE • Reform Secretariat support
5	RS will identify the needed technical support with MDAs to ensure the implementation of the reforms	Meetings	--	• Reform Secretariat • MDAs
6	During the development and review of the Reform Matrix 2.0, RS will update and consult on the Reform Matrix with development partners and incorporate their feedback. Also, RS will support MDAs to consult with stakeholders namely Private Sector and Civil Society and incorporate their feedback	Round of consultation sessions	$ 500	• Reform Secretariat
7	During implementation of policy reforms, RS to support MDAs to conduct consultations with stakeholders namely Private Sector and Civil Society and incorporate their feedback	Round of consultation sessions	$ 2,000	• Reform Secretariat • MDAs (RS support)
8	Monitor and evaluate ESCP, SEP and LMP	M&E	In house	• Reform Secretariat
9	Facilitate coordination and technical working groups with both GoJ MDAs and international development agencies operating in the fields related to the identified priority reform areas (Public procurement; Investment promotion; Business environment; Trade facilitation; Good Regulatory Practices; and Tourism sector), with the aim of aligning resources and efforts towards achieving targeted national goals and to gather updates, inform RS with the needed support	Meetings	$ 2,000	• MDAs (RS support)

#	Milestone	Methods proposed	Estimated Budget ($)	Responsibilities
	including stakeholder engagement activities			
Total SEP Budget			$ 16,000	

5.2. MANAGEMENT FUNCTIONS

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

Accordingly, the Reform Secretariat provides the following support to the MDAs to support them in the implementation of the reforms:

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

6. GRIEVANCE MECHANISM (GM)

The grievance mechanism is disclosed in the SEP and available on MOPIC and RS websites. The mechanism is based on the following principles:
- The process will be transparent and allow stakeholders to express their concerns and file grievances.
- There will be no discrimination against those who express grievances, and any grievances will be treated confidentially.
- Anonymous grievances will be treated equally as other grievances, whose origin is known.
- Management will treat grievances seriously and take timely and appropriate action in response.
- The GM will provide an appeal process if the complainant is not satisfied with the proposed resolution of the complaint.

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

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

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

The GM is disseminated via MOPIC's websites. No grievances related to the parent project activities were received to date, and therefore it is not considered a fully functional system. As the RS builds it profile (e.g. through its website, newsletter) this will build awareness about the RS role supported by the project. The GM will be enhanced by improving its visibility and informing stakeholders through consultations.

Given the broader indirect impacts of reforms, and investment projects, for the general public of Jordan, which are led by MDA's and contracting authorities themselves, the project's GM is also supported and linked to Jordan's national grievance mechanism ("At Your Service"). From the inception of the SRM project in November 2019 until August 2024, the Reform Secretariat (RS) received four grievances. One was an operational (HR-related) complaint, resolved within 24 hours. The remaining three were procurement-related, each addressed within the timeframe specified by the World Bank's regulations, with outcomes in favor of the RS.

1. <u>Project level GM:</u>

The project-level Grievance Redress Mechanism (GRM) serves as a vital communication channel between the public and the government, encompassing all entities involved in the project's implementation. The GM for this project is mandated by MoPIC and is managed through the Reform Secretariat (RS), which operates within MoPIC and functions as the Program Management Unit (PMU) for the project.

At the MoPIC level, the GRM system is designed to act as the project's official platform for receiving and addressing complaints from both the public and the Ministries, Departments, and Agencies (MDAs) involved in the project. This system ensures that grievances are handled efficiently and transparently.

The following sections provide an overview of the GM mechanism at MoPIC level:

6.1. Uptake Channels

According "SOP 03- Handling Suggestions and Complaints", MoPIC has adopted multiple uptake channels for complaints received from all. These include:
1. Complaints boxes available on the 5th, 3rd. and ground floors, the box open daily to collect any complaint by the quality assurance staff
2. Any complaint sent to H.R or Institutional Development Unit. And it is checked by the quality assurance staff.
3. Emails sent to Suggestions.Complaints@mop.gov.jo, handled by the quality assurance staff or by phone (Land Line) 962 6 4644466 #611.
4. At Your Service Platform
5. Social media: Facebook, Twitter, etc.
6. Written complaints addressed to the Director of the Reform Secretariat.
7. Complaints & Suggestions window on the RS website.

6.2. Grievance operating procedures

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

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

Below are the procedures in details:

1. Receipt, acknowledgment, and registration

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

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

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

2. Grievance verification and assessment

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

3. Response and Feedback including Referring cases to other GMs

- For eligible and straightforward grievances, QA staff provides a response without further investigation within 10 working days from the initial date of receipt of the grievance, where actions are proposed to resolve the complaint and agreement on the response is sought with the complainant.
- For eligible grievances that require further assessment, QA staff will further engage with the complainant via a phone call or a formal meeting in order to collect further information. Based on this, they will provide a response within 15 working days from the initial date of receipt of the grievance, where actions are proposed to resolve the complaint and agreement on the response is sought with the complainant.

- In all the above-mentioned scenarios, the response should include a clear explanation of the proposed response including any alternative options, while clarifying to the extent possible the rights of the complainant.

4. Track, and evaluate the process and results

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

5. Escalation of Complaints

In the event that a complainant is dissatisfied with the initial resolution, the Grievance Readiness Mechanism offers a systematic procedure for escalating complaints, ensuring an impartial and transparent review. The following protocols will be suggested:

Appeal to a Higher Authority:

- The assumption that the first submission was through the official channels such as: Online Complaint (at your service) platform 'Bekhidmatikum', Email Submission, Telephone Hotline, In-Person Submissions, Postal Mail, social media… etc.
- If the complainant remains dissatisfied with the initial resolution, they may escalate the grievance by appealing to a higher authority within the organization, such as a senior manager, department head, or grievance committee, depending on the implementing agency.
- The appeal must be submitted in writing, detailing the reasons for dissatisfaction and any additional evidence or information that may support the case.

Timeframe for Escalation:

- The complaint has a certain amount of time (such as 15 to 30 days) from the time the initial resolution was communicated to file their appeal. If this isn't done in the allotted period, the case can be closed without being reviewed further.

Acknowledgment of Escalation:

- Upon receipt of the appeal, the grievance office or higher authority must acknowledge the escalation within a set period (e.g., 7 working days) and initiate a review process.
- The acknowledgment should include the estimated timeframe for the review and the next steps to be taken.

Review by a Higher Committee or Ministry:

- To ensure impartiality, the escalated complaint will be examined by a senior committee or authority that has been (appointed or the relevant directorate) and was not part of the original decision-making process.
- The implementing agency may choose to reopen the case, investigate new evidence, and take appropriate corrective actions, if needed.

The Grievance Readiness Mechanism guarantees that complainants have access to fair and transparent mechanisms for addressing their concerns, with the option to seek further redress if they are dissatisfied with first settlements, by adhering to these escalation protocols.

Handling Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH) Complaints:

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

- Complaints related to SEA or SH are always treated with the utmost confidentiality in Jordan due to their sensitivity.
- The GM follows a survivor-centered approach, prioritizing the safety, well-being, and dignity of the complainant.
- Dedicated, discreet channels for reporting SEA/SH complaints are available, including anonymous options.
- Survivors are provided with immediate support services, such as counselling and legal assistance. Protections against retaliation and strict whistleblower safeguards are also enforced.
- Detailed procedures for SEA/SH complaints can be elaborated in the GM Procedures document.

2. Entity level GM:

This refers to mechanisms specific to the MDAs or individual government entities or organizations generally. The predominant tools employed by government entities for grievance redressal encompass a blend of digital and traditional mechanisms to ensure inclusivity and accessibility. These include "At Your Service-Bekhidmatikum" platform, complaints' box, email, hotline, walk-ins, written complaints, etc.

The government agencies implementing the key reforms supported by the project (MDAs) will report complaints about the Program directly to the PMU, ensuring a streamlined and effective Grievance Mechanism. The RS will be in charge of liaising with the main implementing agencies/MDAs for the reforms under the project to compile all complaints received against the project from the public and project's stakeholders. The RS shall assign a GM Focal Point, who will be tasked with managing the GM of the project. Other GM Focal Points should also be nominated within each implementing agency to facilitate the collection of required GM data. under the proposed Program. The main GM FP within the RS will be tasked with preparing the project's GM report, which must be submitted to the Bank on bi-annually basis.

GM system strengthening:

The project aims to enhance the existing GM system by introducing additional channels for stakeholders to voice their concerns, inquiries, complaints, and other feedback related to the project. This expansion will provide stakeholders with more opportunities to communicate their issues effectively. To achieve this, the RS will work closely with the MDAs to promote the project's GM through their respective platforms and channels dedicated to lodging and processing complaints. This collaborative effort will ensure that the GM system is accessible and user-friendly for all stakeholders.

Furthermore, the RS has developed a comprehensive "GM Reporting Template," which will be distributed to all MDAs. This template is designed to standardize the reporting process, making it easier for MDAs to document and report complaints to the RS. The template itself can be found in Annex E.

In addition to the aforementioned enhancements, the project will further bolster the existing GM procedures by establishing clear, accessible, and systematic steps for receiving, handling, and resolving complaints. This enhancement aims to ensure that all stakeholders can easily navigate the GM process and have their concerns addressed promptly and effectively.

7. MONITORING AND REPORTING

7.1. INVOLVEMENT OF STAKEHOLDERS IN MONITORING ACTIVITIES

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

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

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

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

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

In addition, there are specific results indicators to report on such as the number of consultations with reform implementing MDAs held on the 12 pillars of the updated Reform Matrix or if there is Feedback acquired through the stakeholder engagement used to inform the implementation of specific reforms in the updated Reform Matrix.

7.2.   REPORTING BACK TO STAKEHOLDER GROUPS

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

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

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

Annexes

Annex A: Summary of Conducted Stakeholder Engagement Activities (under original project)

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
Updating the Reform Matrix					
1-3	2020 – 2021	Subject matter experts (WB, Canadian Embassy, EU among others) MDAs	• Round of meetings and consultations with the WB TTLs • Meetings with gender expert and environment consultants • Rounds of consultation sessions on the updated Reform Matrix with MDAs.	Can't count the numbers due to the different formats that the consultations were held in.	• Review the Reform Matrix in detail. • Provide write up articulating the background of the reform, assess its priority, and suggest next steps/reforms. • Incorporate the environmental and gender aspects across the Reform Matrix. • Review, re-define and reprioritize existing reforms. • Include actions in response to COVID-19 pandemic. • Specify new actions for 2021, 2022, 2023 and 2024. • Walk through the initial draft of the Reform Matrix with MDAs and get their feedback and suggestions. • Finalize the Reform Matrix.
4	2021	Private sector	Consultation session on the updated Reform Matrix with Private sector representatives	7	• Present and discuss the updated Reform Matrix. • A copy of the updated Reform Matrix was shared with the representatives for feedback

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
5	2021	Development partners	Hybrid technical meeting on the updated Reform Matrix with development partners	59 / (33)	• The updated Reform Matrix was presented and discussed • Consult with development partners. • A flyer on the RS and Reform Matrix was shared with the attendees
Specific policy reforms					
6	2019	MoITS, PPP Unit, MoF, JIC, RHC, PMO – IDU, WB	Facilitate the drafting of the Public Investment Management - Public Private Partnership Policy Note and endorsed the PIM - PPP Governance Framework	*(Multiple engagements occurred)*	Engagement throughout the preparation of the PIM – PPP Governance Framework, the Reform Secretariat was the facilitator for the working group from preparation up to approval of the framework by COM.
7	2019 / 2020	MoITS, PPP Unit, MoF, JIC, RHC, PMO – IDU, WB	Facilitate the drafting of PPP Law	*(Multiple engagements occurred)*	Engagement throughout the preparation of the PPP Law, the Reform Secretariat was the facilitator for the working group from preparation up to approval of the Law by COM.
8	2020	MoITS, PPP Unit, MoF, JIC, RHC, PMO – IDU, private sector and development partners	Consult with private sector and development partners on the draft PPP Law	22 (4)	Discuss the draft PPP Law and get feedback from the private sector and development partners prior to going through the official government cycle.
9	2020	JIC, private sector, WB	Introduce a new Investor Grievance Mechanism supported by a new Investor Grievance Bylaw	19 (3)	Discuss the draft IGM and get feedback from the private sector prior to going through

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
					the official government cycle.
10	2021	MoEnv, CBJ, JSC, MoF, PPP Unit, MoPIC, CCD	A consultation session on the Green Bonds Guidelines	31 (10)	Introduce and consult the Green Bonds Guidelines in partnership with MoEnv with MoF, CBJ, JSC, CCD, PPP unit and PIM unit prior to issuing Green Bonds Guidelines.
11	2021	UK, WB and Government entities	Coordinate, facilitate and moderate the introductory workshop to support enhancing the National Registry of Government Services (NRGS) at 20 GoJ agencies	35	Present the new service delivery and support the GoJ agencies in developing an effective NRGS and policy tools to monitor services performance standards based on the end users' feedback
12	2022	Ministry of Investment (MoInv), Private Sector, Development Partners	Support the Ministry of Investment to introduce and consult on the new Investment Promotion Strategy, the RS reached out to donors to join the consultations on the Investment Promotion Strategy. Also, RS supported MoInv to prepare the draft strategy in partnership with WB.	Over 80 (%40)	Introduce and consult the new Investment Promotion Strategy.
13	2021 / 2022	Development partners (AFD, KFW, WB, GIZ, USAID, EU, UK Embassy, Embassy of the Kingdom of Netherlands), MoF, MEMR, MoWI	Facilitate discussions on the Water Financial Sustainability Roadmap including the different financial model options on the Water Tariff	*(Multiple engagements occurred)*	Present and provide an update on the roadmap and financial model and to get feedback
14	2021	Private Sector (tourism professions	Coordinate a consultation on the legislations governing		Discuss and prioritize the review of legislations that fall

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
		associations), Prime Ministry, MoTA	the Tourism Sector with the private sector		within the fifth axis (the reform axis) of MoTA's strategy for the years (2021-2025) to review legislation and set priorities for the year 2021-2022
15	2023	Government, private sector, civil society and NGOs	A panel discussion entitled "The Insolvency System in Jordan: Challenges and Opportunities for Success."	50 (5)	The panel discussion highlighted the importance of reviewing the insolvency laws and related regulations, as well as increasing awareness about the national insolvency system. It emphasized the need for collaboration between the public and private sectors to promote and implement the national insolvency system. The session also showcased international best practices in insolvency and shed light on the challenges and achievements in its application.
16	2023	Government, civil society and NGOs	Long-Term Low-carbon and Climate Resilient Strategy (LTS) in Jordan	34 (17)	First Mission for the development of long-term strategy for low carbon emissions for Jordan. Buy-in and cooperation
17	2023	Government, civil society and NGOs	Buildings Sector Consultations	13 (6)	First Mission for the development of long-term strategy for low carbon emissions for Jordan. Buy-in and cooperation Developing the LTS model and collected Baseline data and

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
					projections for the sector
18	2023	Government, civil society and NGOs	Industry Sector Consultation	17 (8)	First Mission for the development of long-term strategy for low carbon emissions for Jordan. Buy-in and cooperation Developing the LTS model and collected Baseline data and projections for the sector
19	2023	Government, civil society and NGOs	AFOLU Sector Consultation	8 (5)	First Mission for the development of long-term strategy for low carbon emissions for Jordan. Buy-in and cooperation Developing the LTS model and collected Baseline data and projections for the sector
20	2023	Government, civil society and NGOs	Waste Sector Consultation	9 (6)	First Mission for the development of long-term strategy for low carbon emissions for Jordan. Buy-in and cooperation Developing the LTS model and collected Baseline data and projections for the sector
21	2023	Government, civil society and NGOs	Water Sector Consultation	19 (7)	First Mission for the development of long-term strategy for low carbon emissions for Jordan. Buy-in and cooperation Developing the LTS model and collected Baseline data and projections for the sector

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
22	2023	Government, civil society and NGOs	Electricity Sector Consultation	13 (5)	First Mission for the development of long-term strategy for low carbon emissions for Jordan. Buy-in and cooperation Developing the LTS model and collected Baseline data and projections for the sector
23	2023	Government, civil society and NGOs	Review Road Safety Management Assessment	12 (8)	Meeting with the Ministry of transport's Secretary General to amend the traffic law.
24	2023	Government, international community, consultant	Jordan's Road Safety Assessment. Road Safety Investment Strategy		support interventions that offer substantial crash fatality and serious injury reductions over its establishment phase
25	2023	international community	Donors' coordination meeting to support Jordan's climate priorities	33 (50%)	The meeting brought together ambassadors and representatives of development agencies, and international banks and financing institutions to review progress in the implementation of Jordan's climate action priorities and improve coordination to addressing any gaps that may arise, and to strengthen cooperation and partnerships in preparation for the 28th session of COP28 to be held in the United Arab Emirates before the end of this year.
26	2023	International Community,	Series of Consultation sessions on the preliminary	20 (8)	To discuss and present the preliminary

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
		private sector, civil society and NGOs	findings of the ex-post economic analysis of the impact of the DTAs in Jordan.		findings of the ex-post economic analysis of the impact in Jordan of the DTAs signed with the United States and the European Union as well as on the potential impact that some possible DTAs with other partners may have on the Jordanian economy.
27	2023	International community, private sector	Collaborative Efforts with GIZ to Enhance Technical Assistance and Capacity Building for the RIA Unit	7 (4)	Cooperation efforts were held with GIZ to discuss methods of providing Technical Assistance to RIA unit and equip on terms of capacity building to help them deliver and provide needed studies in its due course. Meetings also were conducted with implementing private sector who are designated to provide TA for this purpose.
28	2023	Government, international community, civil society and NGOs	Series of consultation meetings to review the nurseries bylaw	20 (9)	to engage with stakeholders, seeking their input and expertise in order to refine the draft bylaw. The overarching goal is to ensure that the bylaw aligns with several key objectives, including the promotion of early childhood development, the facilitation of women's economic participation through supportive regulations for home-

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
					based nurseries, and the enhancement of the legal framework governing different types of nurseries.
29	2023	Government, international community	A consultation session to work on requirements to enforce the nurseries bylaw once approved	6 (4)	To discuss the requirements for implementing the nursery bylaw in alignment with the pending draft before the Legislative and Opinion Office. It basically focuses on the regulations.
30	2023	Government, international community	Series of meetings to review School/KGs licensing bylaw	17 (9)	Finalize and officially submit the School/KGs licensing bylaw for approval by the PM after a thorough review and discussion of best practices in a series of meetings.
311	2023	Government, private sector	B-Ready series of meeting with the government	42 (24)	To submit the answers of the questionnaire on the specified topics to the World Bank, reflecting the culmination of our collaborative efforts and discussions.
32	2023	Government, private sector	Third workshop to update Jordan's national transport policy (including consultation)	40 (15)	Presenting, sharing and discussing the results of the study prepared by the consulting company (CPCS) in cooperation with the World Bank. In addition to the recommendations for policy development and mechanisms for its implementation
33	2023	Government, private sector, international community	Trade Facilitation Working Group First Meeting	19 (10)	To initiate the first working group dedicated to Trade Facilitation. During the

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
					meeting an overview was provided to the participants/members on the Reform Matrix, MDTF and Trade Facilitation priorities under the EMV. Also, to shape the working group and how it will operate.
34	2023	Government, international community	Monthly meetings for the Green Financing and Green Bonds	8 (4)	Monthly meeting is being held to stand on developments for the green financing and green bond issuing, as being one of the DLR's, this monthly meeting is important because this is a new introduced topic to the Jordanian context and needs advisory and assistance to guide relevant stakeholders in leading this reform forward and accomplish desired outcomes.
35	2024	Government, private sector	Civil Aviation Consultation sessions with different stakeholders		To conduct in-depth follow up discussions with key stakeholders in the Civil Aviation sector's value chain, building upon the discussions held during the recent mission conducted from 19 to 22 February 2024
36	2024	Private Sector	Roundtable discussion on private sector reporting of climate-related information to MRV	20 (7)	Introducing the MRV to the Private Sector

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
37	2024	International community, private sector	Green Bond condensed meeting	21 (10)	To explain the eligibility criteria for green bond proceeds and walk through the excluded projects for a green considering Green Bond Principles project categories. The meeting addressed the specific criteria as well for Jordan, stemmed and aligned from the related regulations and strategies, the private sector provided their participation as well in in supporting the Ministry of Environment in preparing the Climate Investment Pipeline Mobilization Plan (2022- 2025).
38	2024	Government. International community	Investment Working Group kick off meeting	19 (11)	To conduct a mapping sheet on who's doing what to benefit investment pillar in general and MOIN in particular, to better coordinate efforts and mitigate duplication in implementation among different donors.
39	2024	Government. International community	Green Bond first kick-off meeting	27 (12)	This first kick-off meeting marked the establishment of a dedicated group comprising of experts from various government entities. In this meeting, the working group discussed the roadmap and benefits

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
					of Jordan issuing a sovereign Green Bond, focusing on environmental impact projects
40	2024	Government. International community	PPP Pipeline Workshop – sessions	50	The two-day workshop includes sector-specific sessions on infrastructure, energy, logistics, water, and waste management. It brings together experts from the World Bank, the IFC, and the public sector to identify viable partnership projects for implementation. Assist PPP unit in developing a "PPP Pipeline
41	2024	Government, international community	Coordination Meeting for (Regulatory Impact Assessment/ RIA) project	6 (3)	This meeting was intended to gather the related parties managing and implementing the RIA file, it tackled the need for closer coordination among all players and discussed the upcoming milestones in this regard, mainly the training of conducting RIA's and support provided by World Bank and GIZ in this regard. Also, this meeting was the starting point for more subsequent meetings to organize and speed up taking this file forward, especially within the drafting of GRP bylaw that shall

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
					be enforced by end of 2024.
42	2024	Chartered Accountants	Insolvency Awareness Workshop with the Chartered Accountants Association	130	After a series of consultations this awareness workshop covered the following topics: national insolvency framework and legislation International insolvency practices and principles An accountant's experience as an insolvency agent Financial statements and their relevance in the insolvency system
43	2024	Government	Consultation with the MoL and SSC on the flexible work and segmentation analysis recommendation prioritization		To discuss the findings of the segmentation study with MoL and SSC recommendation
Other initiatives by the Reform Secretariat					
44	2021-2022	Private sector (Jordan Chamber of Industry…) GoJ agencies (MoL, TVSDC, VTC, MoA, SSC, MoF…) INGOs (including ILO, GIZ, WB…) CSOs, NGOs and Business associations (Intaj and Injaz, JRF…) Training providers (BDC, Luminus, NETS, National Center for	25 sessions during the design of the National Employment Fund including consultation and implementation arrangement, social and environmental impact, stakeholder engagement (10 facilitated and 10 moderated and 5 participated)	*(Multiple engagements occurred)*	Present the program, consult

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
		Human Resources)			
45	2021-2022	Private Sector (JEDCO, Jordan Export, JLGC, Chamber of Industry) Development Partners (USAID, GIZ, DFID, Netherlands) JRF, Awraq for Investment	Coordinate, moderate and participate in the design of the Industrial Fund through multiple sessions	(Multiple engagements occurred)	Present the final project design, and discuss the implementation mechanisms and tools, present and discuss the E&S documents, present the challenges facing SMEs in the manufacturing sector
46	29 March 2022	Private Sector	Share the Jordan Green Business Survey (Green competitiveness engagement in Jordan) with our contacts from private sector to fill it out	24	The survey covers areas such as policies; access to markets; finance; human capital; and other aspects linked to challenges and opportunities companies face in Jordan. The data of this survey will contribute to practical policy recommendations.
47	2022	Development partners (USIAD- ERA)	Conduct a meeting between USAID-ERA and WB	5 (4)	Coordinate support to the RS and ensure no overlap in the support
48	2022	Development partners (ESCWA, UNDP, EU, ILO, USAID, UK, UN Women)	Coordinate a donor coordination meeting for the Jordan Statistics Modernization Project	16 (6)	Introduce the new project and identify potential areas of collaboration.
49	2022	Development partners (GIZ)	Conduct a meeting with GIZ on the Good Regulatory Practices project	3	Discuss the design and provide them with technical input on the current work being done on GRP and to ensure no overlap

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
50	2021	Private Sector	Conduct 5 virtual awareness sessions to the private sectors on Doing Business reforms in partnership with the MDAs on five indicators (trade across border, registry property, enforcing Contracts, construction permits and starting a business)	50 (15)	Raise awareness on the achieved reforms and the impact on ease the doing business
51	2021/2022	Development partners, implementing agencies and private sector	Facilitate and participate in the development of the priorities that are in line with the Reform Matrix	*(Multiple engagements occurred)*	Present and discuss the priorities to the development partners and private sector
52	2021/2022	Development partners (mainly USAID Pragma) and GoJ agencies	Facilitate and provide technical inputs on all the elements of the Omnibus Investment Law	*(Multiple engagements occurred)*	Discuss the drafting of the law and provide technical input
53	2020	Agriculture Sector players (two Donors, one Association, six Government entities, three Input Suppliers, two Buyers, one Logistics, one testing laboratory, 42 farmers)	In-person interviews with Agriculture sector players	58	Understand the cluster reality and identify the challenges
54	2020	International players in Fresh produce exports	Interviews with international players in Fresh produce exports	14	Analyze and benchmark Jordan's Agricultural activities along its value chain
55	2020	Private sector (Change leaders)	Strategy Confirmation workgroups with change leaders	5	Discuss the initial findings of the second phase
56	2020	Farmers, customs officials, and WB consultants	Conduct 18 working group sessions with farmers, customs officials, and WB consultants, etc... on the third phase	*(Multiple engagements occurred around 100)*	Define the key actions and policies that will improve the situation of exported fresh produce and to have a

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
					set of agents thinking, talking, and developing the defined strategic reasoning to launch these actions
57	2020	Private sector and individuals value chain actors (Farmers, RSS, logistics, wholesalers, retailers, associations), WB and Government entities	Conduct 7 public sessions	(Multiple engagements occurred around 100)	Brief and update Value chain actors on the findings and developments of the value chain analysis of the agricultural sector in both Mafraq and Deir Alla
58	2021	Private sector (Logistics service providers), WB, JIC	Five Meetings	35	Meetings held with different 3PLs to promote use of SLA.
59	2021	Mashreq Gender Facility, WB, MoPIC	Facilitate and coordinate a discussion on Gender Tagging of Reform Matrix	11 (7)	Gender tagging of the Reform Matrix
60	2021	Private sector and individuals Value chain actors (Farmers, logistics, wholesalers, retailers, associations, Academia), WB, GoJ agencies	Coordinate and facilitate a training session on Standard operating post-harvest procedures for three crops (Tomato, Strawberry, capsicum)	-	Train value chain actors on Standard operating post-harvest procedures for three crops (Tomato, Strawberry, capsicum)
61	2021	Development Partners and Individual consultants	Facilitate and participate in a consultation on Gender and Inclusion Action Plan for the National Tourism Strategy	14 (11)	consultant on Gender and Inclusion Action Plan for the National Tourism Strategy

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
62	2022	Mashreq Gender Facility, WB, MoF	Participate in gender integration into Reform Matrix pillars	22 (12)	Gender integration into the Reform Matrix
63	2022	Development partners, private sector, GoJ agencies, NGOs and CSOs	Facilitate 3 Stakeholder consultations for the CCDR report	(Multiple engagements occurred around 100)	Discuss the upcoming Country Climate and Development Report (CCDR) deep dive analytical work
64	2022	Development Partners (FCDO, WB, Canadian Embassy, EU), MoEnv	Facilitate Jordan's Climate Commitments Pre-COP Coordination Meeting	35 (13)	2022
65	2022	WB, Jordanian and Palestinian government officials	Support in the training session on the Value Chains and Industry Analysis		Explain the experience in implementing competitiveness reinforcement initiative
66	2022	Public sector and Donors	Consultation with international community on the Financial Sustainability Roadmap for Water Sector		Discuss the financial Sustainability Roadmap for Water Sector
67	2022	Public and Private Sector	Consultation session on Investment law		Discuss the New Investment Law
68	2022	Donors	Conduct a coordination session on support to customs		To discuss the needed support to Customs
69	2022	Public Sector	Conduct a consultation session on unifying boarder control agencies		To consult on unifying boarder control agencies

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
70	2022	Donors	Conduct a coordination session on tourism regulations		To discuss tourism regulations
71	2022	Public and Private Sector	Conduct a coordination session on tourism regulations		To discuss tourism regulations
72	2022	Public and Private Sector	Consultation session on Companies law		To discuss the Companies Law
73	2022	Public and Private Sector	Consultation session on competition law		To discuss the competition law
74	2022	Public sector and Donors	Consultation session on Public Procurement		To discuss the public procurement
75	2022		Pakistani Delegation who visited MOPIC to exchange views about Jordanian Public Servant systems and Institutional setup		
76	2022	Public Security Directorate (Traffic Police), Traffic Safety Institute, Ministry of Municipal Affairs, Greater Amman	Round of kick-off consultations with key stakeholders from the Government of Jordan's line ministries on the Road Safety Assessment	25 (40%)	Follow up on the progress of the Recipient-executed component of the Sustainable Finance for Road Maintenance Management Technical Assistance financed by Jordan Growth Multi-Donor Trust Fund (MDTF); and kick-off the

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
		Municipality (GAM), Ministry of Higher Education and Scientific Research, Ministry of Education, Ministry of Finance, Ministry of Justice. WB			consultations with key stakeholders from the Government of Jordan's line ministries on the Road Safety Assessment, and discuss next steps for the update of the National Transport Policy.
77	2022	WBG, MOPIC, EMRC, NEPCO, MEMR, MOENV, LTRC, GAM, MOT, private sector and consulting companies	A workshop on Electric Mobility Development in Jordan Towards a National Strategy	45 (40%)	Hearing feedback and views. As well as discuss the technical assistance on "Options for National E-Mobility Strategy in Jordan" funded by the MDTF
78	2024	Ministry of Interior (MoI), Iftaa, Supreme Judge Department, LOB, MoPIC	Consultation session for the WBL focusing on the personal status law and personal status law	15 (13)	The session aimed to foster dialogue among stakeholders with the goal of revising and refining the action plan of the WBL, particularly concentrating on the areas of the Personal Status Law and Civil Status Law.
79	2024	MoL, SSC, LOB, MoPIC	Consultation session for the WBL focusing on the labor law and social security law	11 (9)	The session aimed to foster dialogue among stakeholders with the goal of revising and refining the action plan of the WBL, particularly concentrating on the areas of the Labor Law and Social Security Law.

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
80	2024	Government, civil society and NGOs	B-Ready Workshop Sessions (round 1)	114 (55)	The objective of the tailored workshop for Jordan's ten BReady working groups is to provide comprehensive guidance on best practices and methodologies outlined in the BReady report, enabling participants to gain insights into reform strategies while assessing Jordan's progress against these benchmarks.
81	2024	Government, private sector	B-Ready Workshop Sessions (round 2)	97 (37)	The objective is to facilitate a focused discussion on the business environment action plans, ensuring thorough understanding and alignment among all stakeholders. Participants will engage in detailed deliberations to finalize the implementation modalities for the agreed reforms, aiming to streamline processes and enhance effectiveness. This workshop seeks to empower attendees with actionable insights and strategic clarity, fostering a unified approach towards achieving targeted reform goals and evaluating

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
					progress against predefined benchmarks.
82	2024	International community, government	Donor Exchange Meeting: Enhancing Women Economic Opportunities in Jordan	35 (70%)	The discussion focused on Women Economic Empowerment in donor's support to private sector development and employment.
By MDAs					
83	2022	PIM Unit	PIM adopted commitment 6 of the 5th National Action Plan for Open Government that aims to engage local communities/stakeholders throughout the different stages of governmental capital/investment projects to support the alignment and responsiveness of these projects to community needs and to improve the level of public services.	-	Adopted public consultation and citizen engagement methodology and expected to be applied to one pilot projects, possibly the Amman Aqaba Water Desalination and Conveyance Project.
84	2023	NAF	NUR for social protection plan series of consultations		NAF conducted a series of consultations with relevant stakeholders (Government, civil society, donors) to develop the NUR for social protection plan. The consultation process was funded and prepared by the Dutch Partnership Programme (PROSPECT) and implemented through the World Bank. (Pillar 7)

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
85	2024	Government, private sector, civil society	Consultation session on the instructions issued under the Nursery Bylaw No. 6 of 2024	31 (25)	This session was arranged to seek input on the draft instructions outlined in the new nursery bylaw, which were categorized into three sections and thoroughly discussed: 1) Draft instructions for the organization of private nurseries. 2) Draft instructions for the organization and operation of activities for the management of private and public workplace nurseries. 3) Draft instructions for public workplace nurseries. A summary of the bylaw was provided along with qualitative enhancements aimed at improving and streamlining the licensing and organization of nurseries.
86	2024	Civil society and NGOs, Media institutions	Awareness workshop including consultation	50 (50%)	A workshop was held to familiarize civil society and media institutions with the demo of the "Tawasal" portal for e-participation. The workshop included the participation of 50 civil society organizations, Jordanian media

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
					institutions, and partner organizations. Also, to get feedback from the participants on the demo.

Annex B: Stakeholder Analysis Per Reform Pillar

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

Pillar 1: Fiscal Policy				
Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies • MoF • GBD • ISTD • ASEZA • Jordan Customs • MoEnv	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GM to the public and stakeholders.	Arabic and English	• Official letters • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Constant communication, follow up and coordination • Provide the needed technical assistant to implement the reforms • Provide the needed support to reach out to civil society and private sector
Private Sector	This reform will affect all private sector, especially through the Tax reforms	Arabic and English	• Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GM • Understand the opportunities and how their business can take advantage of this reform
Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor • WB • GIZ • USAID • UNDP	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	• Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices • Disclosure of information on the website • Conferences/workshops	• Progress updates/report • Assure no overlap in the technical assistant and financial support provided to the MDAs and identify the gaps, priorities and opportunities
Disadvantaged and Vulnerable Group				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Women Youth	This is the segment of population who will be affected by certain measures; accordingly, they should be taken into	Arabic, English and sign language	• Disclosure of information on the website • Focus Group Discussions (through MDAs)	• Understand their needs and consider them throughout the reform life cycle • Provide information on the reforms

account during the reform life cycle	

Pillar 2: Public Sector Efficiency and Governance

<table>
<tr><td colspan="5" align="center">Affected stakeholders (positive or negative – direct or indirect)</td></tr>
<tr><td>Stakeholder Group</td><td>Characteristics</td><td>Language Needs</td><td>Preferred communication Means</td><td>Specific Needs</td></tr>
<tr>
<td>Public Agencies
Audit Bureau
DoS
National Library
MoDEE
MoF
GPD
GTD
GBD
LOB
MoInv (PPP)
MoPIC (PIM)
MoEnv
Prime Ministry
MoL
MoSD
MoTA</td>
<td>These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GM to the public and stakeholders.</td>
<td>Arabic and English</td>
<td>Official letters
Meetings (in-person and virtual)
Consultations
Emails/newsletters
Disclosure of information on the website
Conferences/workshops</td>
<td>Constant communication, follow up and coordination
Provide the needed technical assistant to implement the reforms
Provide the needed support to reach out to civil society and private sector</td>
</tr>
</table>

Interested stakeholders

<table>
<tr><td>Stakeholder Group</td><td>Characteristics</td><td>Language Needs</td><td>Preferred communication Means</td><td>Specific Needs</td></tr>
<tr>
<td>International Community / Development Partners / Donor
WB
GIZ
USAID
EU
IFC
EBRD
ESCWA
UNDP
ILO
FCDO
UN Women</td>
<td>These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar</td>
<td>English and Arabic</td>
<td>Meetings (in-person and virtual)
Emails/newsletters
Consultation to follow the best practices
Disclosure of information on the website
Conferences/workshops</td>
<td>Progress updates/report
Assure no overlap in the technical assistant and financial support provided to the MDAs and identify the gaps, priorities and opportunities</td>
</tr>
<tr>
<td>Private Sector (in general)</td>
<td>Interested in the PPP projects, unified consultation portal, more ease for access to information and data</td>
<td>Arabic and English</td>
<td>Disclosure of information on the website</td>
<td>Understand their needs and consider them throughout the reform life cycle
Provide information on the reforms</td>
</tr>
</table>

Population (citizens – students – academia…) CSOs and NGOs	Interested in the unified consultation portal and more ease for access to information and data for research purposes	Arabic and English	• Disclosure of information on the website • Focus Group Discussions (through MDAs)	• Understand their needs and consider them throughout the reform life cycle • Provide information on the reforms

Pillar 3: Business Environment

Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies • MoITS • MoInv • LOB • MoEnv • TRC • PMO • DLS • GAM • MoLA • JFDA • Civil Defence • JSMO • MoDEE	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GM to the public and stakeholders.	Arabic and English	• Official letters • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Constant communication, follow up and coordination • Provide the needed technical assistant to implement the reforms • Provide the needed support to reach out to civil society and private sector
Private Sector • Chambers of Industry • Labor union • Chambers of Commerce • Business associations	Private sector firms and associations who will benefit from reforms that aim to reduce the cost, time and procedures of doing business in Jordan, and improve the efficiency of doing business.	Arabic and English	• Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GM • Understand the opportunities and how their business can take advantage of this reform

Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor • WB	These are the funding agenci different activities that suppo implementation of the reforr this pillar. Also, they are fund projects relevant to this pilla	English and Arabic	• Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices	• Progress updates/report • Identify the impact of reforms

| | | | • Disclosure of information on the website | implementation on this group |
| | | | • Conferences/workshops | • Assure no overlap in the technical assistant and financial support provided to the MDAs and identify the gaps, priorities and opportunities |

• IFC
• USAID
• GIZ
• UK - FCDO
• EBRD

Disadvantage and Vulnerable Group

Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
HCD Business and Professional Women Association (Vulnerable)	This is the segment of population who will be affected by certain measures; accordingly, they should be taken into account during the reform life cycle	Arabic, English and sign language	• Disclosure of information on the website • Focus Group Discussions (through MDAs)	• Understand their needs and consider them throughout the reform life cycle • Provide information on the reforms

Pillar 4: Investment and Trade Facilitation

Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies • Jordan Customs • MoInv • JSMO • JFDA • MoITS • ASEZA • ISTD • MoDEE • ACT • MoEnv • CBJ	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GM to the public and stakeholders.	Arabic and English	• Official letters • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Constant communication, follow up and coordination • Provide the needed technical assistant to implement the reforms • Provide the needed support to reach out to civil society and private sector
Private Sector • Chambers of Industry • Chambers of Commerce	These are the entities that will benefit from reforms that aim to reduce the cost, time and procedures to facilitate trade and investments in Jordan	Arabic and English	• Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GM • Understand the opportunities and how their business can take advantage of this reform
Interested stakeholders				

Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor • IFC • GIZ • USAID • EU • UNDP • Netherlands • UK-FCDO • WB	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar.	English and Arabic	• Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices • Disclosure of information on the website • Conferences/workshops	• Progress updates/report • Identify the impact of reforms implementation on this group • Assure no overlap in the technical assistant and financial support provided to the MDAs and identify the gaps, priorities and opportunities

Pillar 5: Access to Finance and Capital Market				
Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies • MoITS • CCD • CBJ • JSC • MoJ • JC • ISTD • MoEnv • JLGC	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GM to the public and stakeholders.	Arabic and English	• Official letters • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Constant communication, follow up and coordination • Provide the needed technical assistant to implement the reforms • Provide the needed support to reach out to civil society and private sector
Private Sector • Association of Banks in Jordan • Jordan Bar Association • Tamweel	These are the entities that will affect or be affected by this reform pillar	Arabic and English	• Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GM • Understand the opportunities and how their business can take advantage of this reform
Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor • GIZ • USAID • WB • FCDO	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	• Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices • Disclosure of information on the website • Conferences/workshops	• Progress updates/report • Identify the impact of reforms implementation on this group • Assure no overlap in the technical assistant and financial support provided to the MDAs and identify

				the gaps, priorities and opportunities
Bankrupt companies	These companies are interested in this reform pillar as the Insolvency Law will protect them from bankrupt	Arabic and English	Disclosure of information on the website	Provide information on the reforms

Disadvantage and Vulnerable Group				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Business and Professional Women Association (Vulnerable)	This is the segment of population who will be affected by certain measures; accordingly, they should be taken into account during the reform life cycle	Arabic, English and sign language	• Disclosure of information on the website • Focus Group Discussions (through MDAs)	• Understand their needs and consider them throughout the reform life cycle • Provide information on the reforms

Pillar 6: LABOR MARKET AND SKILLS DEVELOPMENT				
Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies • MoL • MoDEE • MoF • MoY • MoA • MoITS • VTC • VTSDC • Social Security Cooperation (SSC)	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GM to the public and stakeholders.	Arabic and English	• Official letters • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Constant communication, follow up and coordination • Provide the needed technical assistant to implement the reforms • Provide the needed support to reach out to civil society and private sector
Private Sector • Trade Unions • Chamber of industry • Chamber of commerce • Sectoral Associations • Education for Employment • Training providers (BDC and Luminus) • Jordan Economic Forum • Skills Council (TVSDC)	These are the entities that will affect or be affected by this reform pillar	Arabic and English	• Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GM • Understand the opportunities and how their business can take advantage of this reform

Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
• Jordan Strategic Forum				
Population, CSOs and NGOs	This reform will affect the general public. Civil society who works on creating an environment that values and supports women's economic participation and ensuring equal economic opportunities. Also, mainstreaming gender in national legislation, policies, plans, programs and budgets.	Arabic and English	• Consultations • Newsletters (CSOs, NGOs) • Disclosure of information on the website	• Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GM

Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor • WB • USAID • ILO • GIZ • UN agencies • Embassy of the Kingdom of Netherlands • UNHCR	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	• Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices • Disclosure of information on the website • Workshops	• Progress updates/report • Assure no overlap in the technical assistant and financial support provided to the MDAs and identify the gaps, priorities and opportunities

Disadvantage and Vulnerable Group				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Women Youth PWD	This is the segment of population who will be affected by certain measures; accordingly, they should be taken into account during the reform life cycle	Arabic, English and sign language	• Disclosure of information on the website • Focus Group Discussions (through MDAs)	• Understand their needs and consider them throughout the reform life cycle • Provide information on the reforms

Pillar 7: Social Safety Nets				
Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies • MoSD • NAF • MoL • SSC	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the	Arabic and English	• Official letters • Meetings (in-person and virtual) • Consultations • Emails/newsletters	• Constant communication, follow up and coordination • Provide the needed technical assistant to implement the reforms

• MoEnv • MEMR	relevant stakeholders. They are also responsible for dissemination of information and GM to the public and stakeholders.		• Disclosure of information on the website • Conferences/workshops • Working groups meetings (after establishment)	• Provide the needed support to reach out to civil society and private sector
Private Sector	This reform will affect all private sector, especially through the Tax reforms	Arabic and English	• Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops • Working groups meetings (after establishment)	• Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GM • Understand the opportunities and how their business can take advantage of this reform

Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor • WB • ILO • GIZ • USAID • UNHCR • Embassy of Norway	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	• Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices • Disclosure of information on the website • Conferences/workshops • Working groups meetings (after establishment)	• Progress updates/report • Assure no overlap in the technical assistant and financial support provided to the MDAs and identify the gaps, priorities and opportunities
MoITS	This is a GoJ entity that has an interest in this reform pillar as it is relevant to one of its programs	Arabic and English	• Official letters • Consultations • Emails/newsletters • Disclosure of information on the website	• Provide information on the reforms (achieved and in progress reforms)
NGO and CSOs • JRF • Jordanian Women Fund • SIGI	These are the entities that interested in these reforms	Arabic and English	• Emails/newsletters • Disclosure of information on the website • Consultation	• Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GM

Disadvantage and Vulnerable Group				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Women Youth	This is the segment of population who will be affected by certain measures; accordingly, they should be taken into account during the reform life cycle	Arabic, English and sign language	• Disclosure of information on the website • Focus Group Discussions (through MDAs)	• Understand their needs and consider them throughout the reform life cycle • Provide information on the reforms

Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies • MoT • LTRC • GAM • MPWH • MoLA • MoITS • Traffic Department • ASEZA • Jordan Customs • MoEnv	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GM to the public and stakeholders.	Arabic and English	• Official letters • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Constant communication, follow up and coordination • Provide the needed technical assistant to implement the reforms • Provide the needed support to reach out to civil society and private sector
Private Sector • Contractors and Consultants • Trade and Transport Facilitation National Committee Ride-hailing applications • Clearance and Cargo • Transport Associations	These are the entities that will affect or be affected by this reform pillar	Arabic and English	• Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GM • Understand the opportunities and how their business can take advantage of this reform
Population	The reforms in this sector affect the population, therefore they are interested	Arabic and English	• Disclosure of information on the website • Focus Group Discussions (through MDAs)	• Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms)
Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor • WB • EBRD	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	• Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices • Disclosure of information on the website • Conferences/workshops	• Progress updates/report • Assure no overlap in the technical assistant and financial support provided to the MDAs and identify the gaps, priorities and opportunities
Logistics companies	These are the companies who are interested in this sector	Arabic and English	• Disclosure of information on the website	• Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms)
Disadvantage and Vulnerable Group				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs

HCD (PWD)	This is the segment of population who will be affected by certain measures; accordingly, they should be taken into account during the reform life cycle	Arabic, English and sign language	• Disclosure of information on the website • Focus Group Discussions (through MDAs)	• Understand their needs and consider them throughout the reform life cycle • Provide information on the reforms

Pillar 9: Energy Sector

Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies • MEMR • EMRC • NEPCO • MoF • MoWI • NAF • MoSD • MoEnv	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GM to the public and stakeholders.	Arabic and English	• Official letters • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Constant communication, follow up and coordination • Provide the needed technical assistant to implement the reforms • Provide the needed support to reach out to civil society and private sector
Private Sector • Electricity Producers and Distributions Companies • Chamber of Industry • Jordan Petrol	These are the entities that will affect or be affected by this reform pillar	Arabic and English	• Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GM • Understand the opportunities and how their business can take advantage of this reform

Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor • WB • EBRD • USAID • GIZ • EU • AIIB • IMF	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	• Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices • Disclosure of information on the website • Conferences/workshops	• Progress updates/report • Assure no overlap in the technical assistant and financial support provided to the MDAs and identify the gaps, priorities and opportunities
Banks	These are the entities that interested in this sector as they work on this sector as well	Arabic and English	• Disclosure of information on the website	• Provide information on the reforms

Disadvantage and Vulnerable Group				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Poor	This is the segment of population (including NAF beneficiaries and others) who will be affected by certain measures, accordingly they should be taken into account during the reform life cycle	Arabic, English and sign language	• Disclosure of information on the website • Focus Group Discussions (through MDAs)	• Understand their needs and consider them throughout the reform life cycle • Provide information on the reforms

Pillar 10: Water Sector				
Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies • MoWI • JVA • MoA • MEMR • MoF • ASEZA • MoEnv	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GM to the public and stakeholders.	Arabic and English	• Official letters • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Constant communication, follow up and coordination • Provide the needed technical assistant to implement the reforms • Provide the needed support to reach out to civil society and private sector
Private Sector • Miyahuna • Water User Association/Farmers • Contractors	These are the entities that will affect or be affected by this reform pillar	Arabic and English	• Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GM • Understand the opportunities and how their business can take advantage of this reform
Small Farmers	The reforms in this sector affect the population and more particularly small farmers, therefore they are interested	Arabic	• Disclosure of information on the website • Focus Group Discussions (through MDAs)	• Provide information on the reforms
Leading Private Sector Water Efficiency	These are the companies who are interested in this sector	Arabic and English	• Disclosure of information on the website	• Provide information on the reforms
Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs

Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor • WB • EBRD • FAO • KFW • GIZ • USAID • Embassy of Sweden • Embassy of Netherlands • Embassy of Italy • IFAD • UNDP	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	• Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices • Disclosure of information on the website • Conferences/workshops	• Progress updates/report • Assure no overlap in the technical assistant and financial support provided to the MDAs and identify the gaps, priorities and opportunities

Disadvantage and Vulnerable Group				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Poor	This is the segment of population (including NAF beneficiaries and others) who will be affected by certain measures; accordingly, they should be taken into account during the reform life cycle	Arabic	• Disclosure of information on the website • Focus Group Discussions (through MDAs)	• Understand their needs and consider them throughout the reform life cycle • Provide information on the reforms

Pillar 11: Agriculture Sector				
Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies • MoWI • JVA • MoA • MoEnv • Jordan Customs • NARC • ACC • Center Markets • JCC • JSMO • JFDA	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GM to the public and stakeholders.	Arabic and English	• Official letters • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Constant communication, follow up and coordination • Provide the needed technical assistant to implement the reforms • Provide the needed support to reach out to civil society and private sector
Private Sector • Logistic Companies • Water User Association • JEPA • Jordan Export • Chamber of Commerce	This reform will affect all private sector, especially through the Tax reforms	Arabic and English	• Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GM

• American Chamber of Commerce • ICARDA				• Understand the opportunities and how their business can take advantage of this reform
Small Farmers	These are the small farmers who will be affected by the reforms under this pillar	Arabic	• Disclosure of information on the website • Focus Group Discussions (through MDAs)	• Provide information on the reforms
Agriculture Value Chain Companies (Input providers)	Key players in the sector, as they could be affected by the reforms under this pillar.	English and Arabic	Disclosure of information on the website	• Provide information on the reforms

Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor • WB • EBRD • FAO • KFW • GIZ • USAID • Embassy of Netherlands • Embassy of Italy • IFAD • UNDP	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	• Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices • Disclosure of information on the website • Conferences/workshops •	• Progress updates/report • Assure no overlap in the technical assistant and financial support provided to the MDAs and identify the gaps, priorities and opportunities

Disadvantage and Vulnerable Group				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Poor Women Youth	This is the segment of population who will be affected by certain measures; accordingly, they should be taken into account during the reform life cycle. A good proportion of women is working in this sector, so they will be affected by these reforms. Many workers in this sector are youth so they are affected in these reforms.	Arabic	• Disclosure of information on the website • Focus Group Discussions (through MDAs)	• Understand their needs and consider them throughout the reform life cycle • Provide information on the reforms

Pillar 12: Tourism Sector

Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies • MoTA • Jordan Tourism Board • MoITS • DOA • CCD	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and GM to the public and stakeholders.	Arabic and English	• Official letters • Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Constant communication, follow up and coordination • Provide the needed technical assistant to implement the reforms • Provide the needed support to reach out to civil society and private sector
Private Sector • 6 Tourism Associations • Jordan Chamber of Commerce	These are the entities that will affect or be affected by this reform pillar	Arabic and English	• Meetings (in-person and virtual) • Consultations • Emails/newsletters • Disclosure of information on the website • Conferences/workshops	• Identify the impact of reforms implementation on this group • Provide information on the reforms (achieved and in progress reforms) • Clear messages about GM • Understand the opportunities and how their business can take advantage of this reform
Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor • WB • USAID • GIZ • UNDP • WB • IFC • JICA • UNWTO • FCDO • EIB • EBRD	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	• Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices • Disclosure of information on the website • Conferences/workshops	• Progress updates/report • Assure no overlap in the technical assistant and financial support provided to the MDAs and identify the gaps, priorities and opportunities
Civil Defence JFDA	These are the entities that interested in this sector as they work on this sector as well	Arabic and English	• Consultations (licensing)	• Assure they are engaged during the consultations on licensing
Tourism Skills Council	This is the entity who is interested in this sector as they work on this sector	Arabic and English	• Consultations • Disclosure of information on the website • Working Groups Meetings	• Assure they are engaged during the consultations and sector's working group meetings

				• Provide information on the reforms
Disadvantage and Vulnerable Group				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Women (JNCW) PwD (HCD)	This is the segment of population who will be affected by certain measures, accordingly they should be taken into account during the reform life cycle	Arabic, English and sign language	• Consultations • Disclosure of information on the website	• Assure they are engaged during the consultations and sector's working group meetings • Understand their needs and consider them throughout the reform life cycle • Provide information on the reforms (achieved and in progress reforms)

Guidance Note
Stakeholder Engagement

By the Reform Secretariat at MoPIC
10 October 2021

The target users for this guidance notes are the Reform Secretariat staff, consultants, MDAs and partners who are involved in developing, assessing and implementing regulatory reforms under the Reform Matrix. To facilitate use of the overall package of the guidance, users should understand that the guidance note aims to answer the following simple questions:
- What is stakeholder engagement?
- Why is it important?
- What are the key principles of successful stakeholder engagement?
- What does the Reform Secretariat provide for line agencies?

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

STAKEHOLDER ENGAGEMENT: DEFINITION AND IMPORTANCE

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

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

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

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

KEY PRINCIPLES OF STAKEHOLDER ENGAGEMENT

This guidance note identifies the key principles which should have a positive impact on stakeholder engagement, if applied. Each principle identified has an overlapping relationship with the others and this relationship reflects the nature of trying to understand stakeholders, namely:
- There is no single answer or approach,
- The influence of one cannot be considered without the impact of the other,

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

The following are the World Bank principles which are designed to embody best practice, harnessing feedback from any kind of data collection and appraisal that the MDAs may conduct.
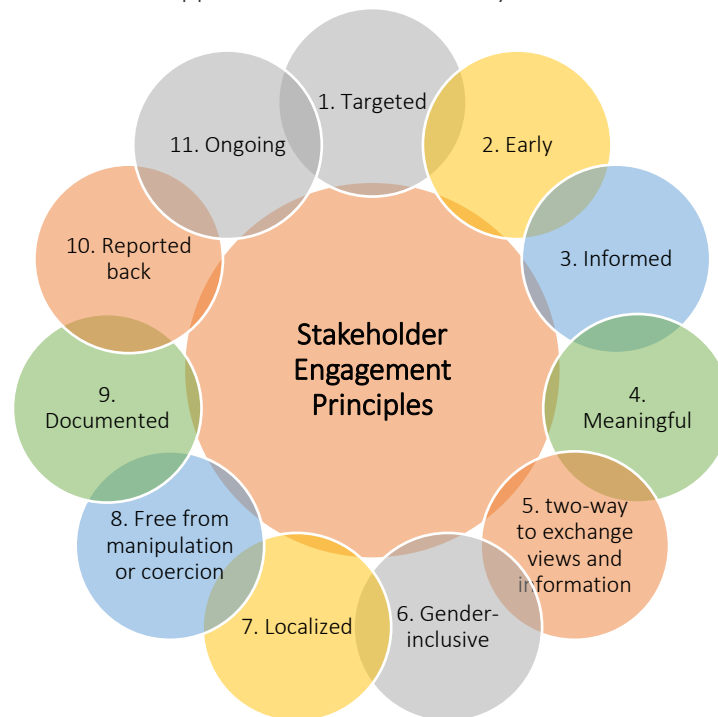
On other words, as a starting point for any stakeholder engagement, it is important to consider the key factors and principles in ensuring meaningful, effective and informed consultation processes, including:

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

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

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

STAKEHOLDER ENGAGEMENT THROUGHOUT REGULATORY REFORM LIFE CYCLE

Stakeholder Identification and Analysis
- Identifying the key stakeholders
- Assessing their interest in the Reform
- Assessing the ways in which these stakeholders may influence the Reform's outcomes and how they might be impacted by the Reform activities, positively or negatively.

Consultation During Reform Pre-preration
- To understand the stakeholders' needs
- To seek their views, input and potential concerns on the approach and design of the Reform,
- To use their knowledge and expertise, and shape partnerships for Reform implementation.

Stakeholder Engagement Plan (SEP)*
- To describe how the identified stakeholder will be further engaged during Reform implementation.
- To stimulate and organize stakeholder engagement and assure that it effectively takes place in line with the requirements of this guidance note and overarching the environment and social standards.
- To decide which stakeholders to continue engaging during implementation and identify the form of engagement which should be based on the stakeholder analysis and on the outcomes of the consultation process

Grievance Mechanism
- To provide actual or potential people or communities facing or suffering adverse impacts from a Reform with an easy and accessible way to report risks and demand action, with the assurance that they will be heard and assisted in a timely manner.

Disclosure during Reform preparation
- To ensure that stakeholders have access to timely, relevant and understandable information about the Reform and the planned activities as well as clear procedures to request information.

Reform Implementation
- To carry out what has been defined in the SEP and monitoring and reporting on the implementation of the engagement actions

*The SEP is a live document, and it could be adjusted to respond to changes or emerging needs.
The SEP should be clear and concise and focus on describing the Regulatory Reform and identifying its stakeholders. It is key to identify what information will be in the public domain, in what languages, and where it will be located. It should explain the opportunities for public consultation, provide a deadline for comments, and explain how people will be notified of new information or opportunities for comment. It should explain how comments will be assessed and considered. It

should also describe the Reform's grievance mechanism and how to access this mechanism. The SEP should also commit to releasing routine information on the Reform's environmental and social performance, including opportunities for consultation and how grievances will be managed. Moreover, the SEP is required for each reform pillar of the Reform Matrix.
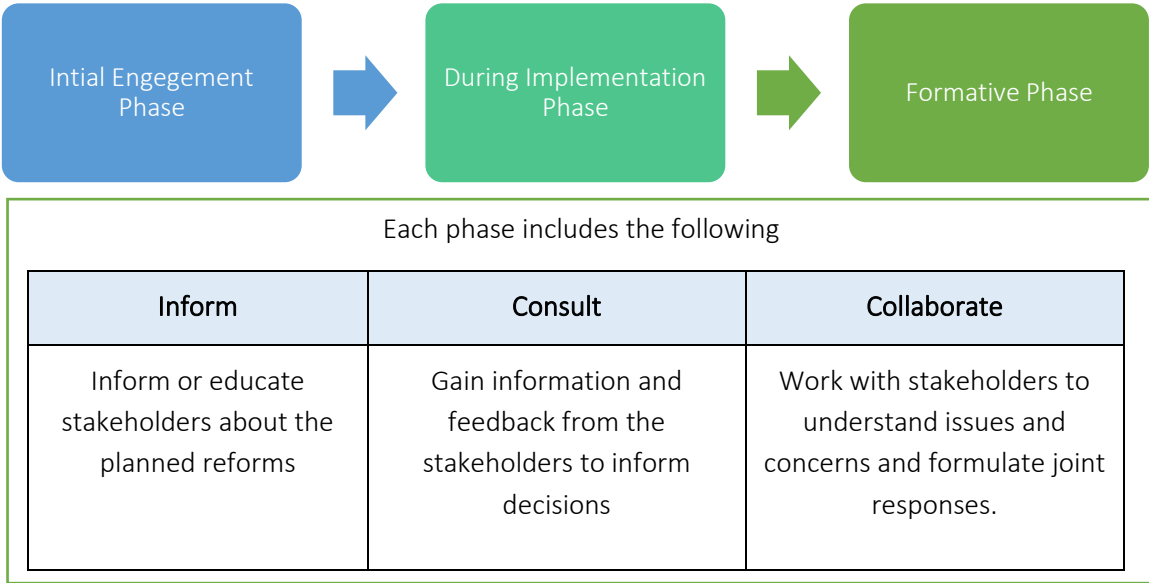
TYPES AND LEVELS OF STAKEHOLDER ENGAGEMENT AND PARTICIPATION

STAKEHOLDER IDENTIFICATION AND MAPPING

Identify key stakeholders who will be informed and consulted about the Reform, including individuals, groups, or communities that:
- are affected or likely to be affected by the Regulatory Reform (Reform-affected parties); and
- may have an interest in the Regulatory Reform (other interested parties).

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

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

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

| Intial Engegement Phase | → | During Implementation Phase | → | Formative Phase |

Each phase includes the following

Inform	Consult	Collaborate
Inform or educate stakeholders about the planned reforms	Gain information and feedback from the stakeholders to inform decisions	Work with stakeholders to understand issues and concerns and formulate joint responses.

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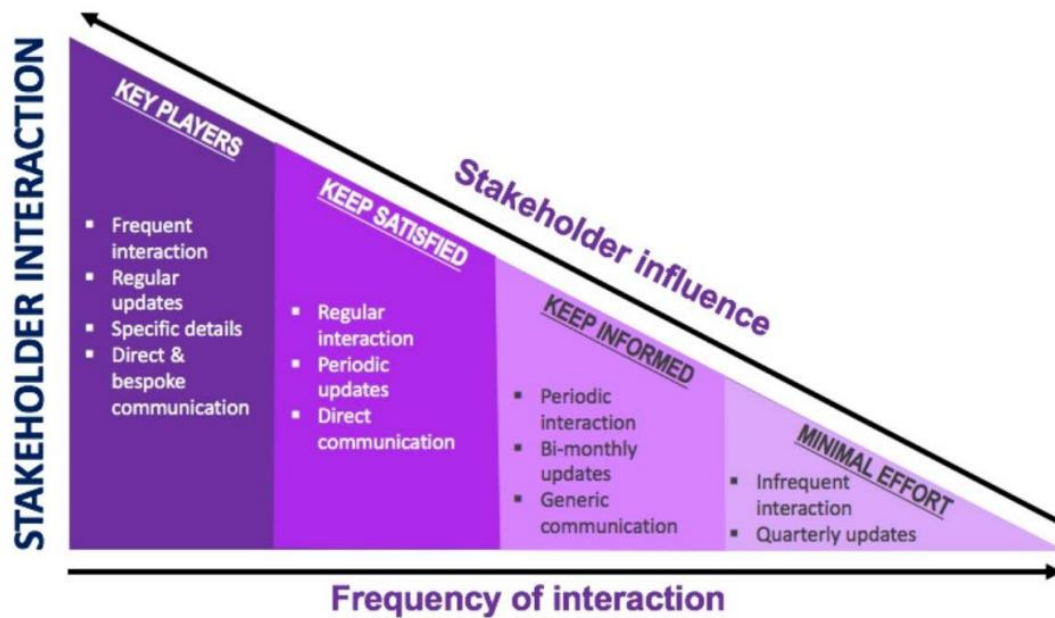
COMMUNICATIONS METHODS WITH STAKEHOLDERS

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

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

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

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

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

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

GRIEVANCE MECHANISMS

The reform-affected parties should have an accessible and inclusive means to raise issues and grievances. Therefore, each line agency must respond to concerns and grievances of reform-affected parties in a timely manner. For this purpose, the line agency will propose and implement or use the existing grievance mechanism to receive and facilitate solution of such concerns and grievances. Where viable and suitable for the reform, the grievance mechanism will utilize existing formal or informal grievance mechanisms, supplemented as needed with reform-specific arrangements.
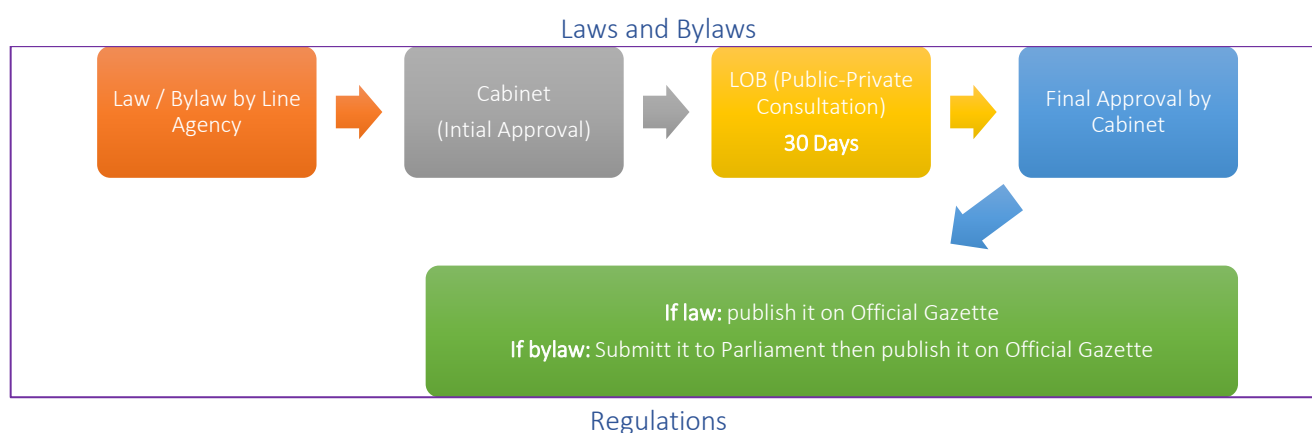
The grievance mechanism is expected to address concerns promptly and effectively, in a transparent manner that is culturally appropriate, sensitive and responsive to the needs and concerns of the reform-affected parties and easily accessible, at no cost and without punishment. The line agency will inform the reform-affected parties about the grievance process during the stakeholder engagement activities and will make publicly available a record documenting the responses to all grievances received and provide the Reform Secretariat with a brief about the grievances. Noting that the mechanism will also allow for anonymous complaints to be raised and addressed.
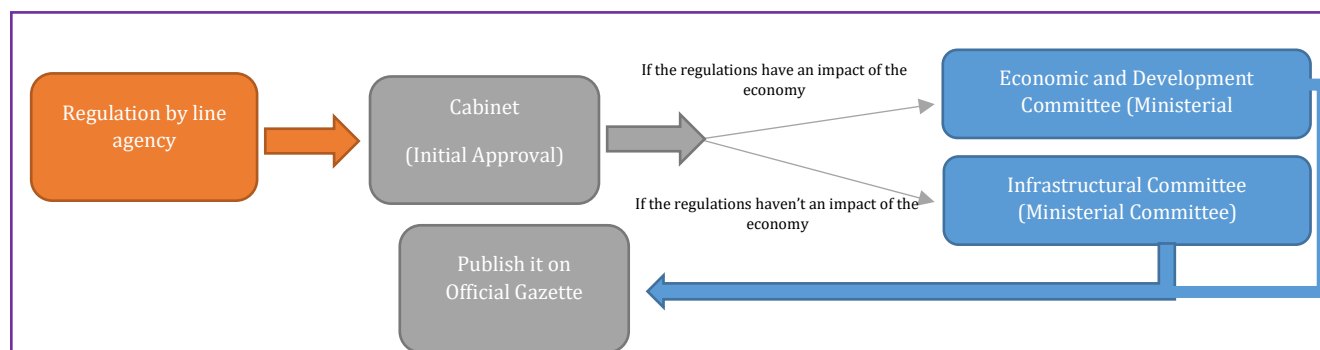
REQUIREMENTS AND EXPECTATIONS

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

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

Consultation Process

Laws and Bylaws

Law / Bylaw by Line Agency → Cabinet (Intial Approval) → LOB (Public-Private Consultation) 30 Days → Final Approval by Cabinet

If law: publish it on Official Gazette

If bylaw: Submitt it to Parliament then publish it on Official Gazette

Regulations

E-Consultation

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

Objectives of Jordanian Policy for Electronic Participation (2021)
a) Activate electronic tools to enhance the community participation process.
b) Activating community participation in preparing legislation and making decisions at the government level.
c) Improving the quality of public services, government decisions and directions, to suit the needs of beneficiaries.
d) Raising transparency and increasing confidence in the government apparatus.
e) Improving the efficiency and quality of information and making it easier for beneficiaries to access it.

Each line agency must adopt Transparency at the national level and enabling effective communication with beneficiaries with the aim of improving government performance and enabling beneficiaries to Contribute to making decisions that suit their need.
Each government entity is required to submit annual reports to the   on   electronic   consultations carried out and measure the extent of its effects and results.

Learn more about the Reform Matrix: Arabic - English

REFORM SECRETARIAT SUPPORT

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

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

- Monitor the progress of actions against the identified timeline which includes monitoring the communication and meetings that are held.
- Report to stakeholders including development partners on the progress including stakeholder engagement activities.
- Monitor performance indicators and reporting on them quarterly.
- Facilitate and coordinate with relevant stakeholders to ensure maximum efficiency in understanding the context and obtaining required data and information.

- Provide advisory services to stakeholders on linkages between reforms, actions, and strategies.
- Provide technical and operational support to the MDAs upon request
- Ensure stakeholders engagement and provide the needed support in this regard starting with developing the comprehensive SEP for the 12 pillars
    - Support all stakeholder engagement events;
    - Ensure disclosure of material;
    - Participate in the stakeholder meetings;
    - Develop or receive minutes of all engagement events; and
    - Maintain the stakeholder database.

NetMap Tool

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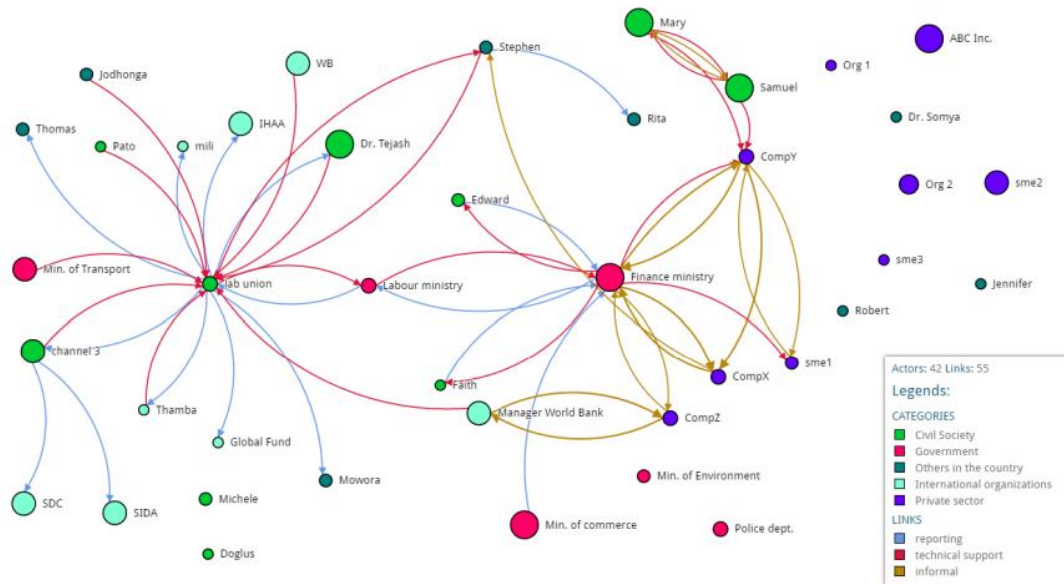

RACI

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

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

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

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

The "I" represent s who should be Informed. Here stakeholders that will be affected need to be engaged with.
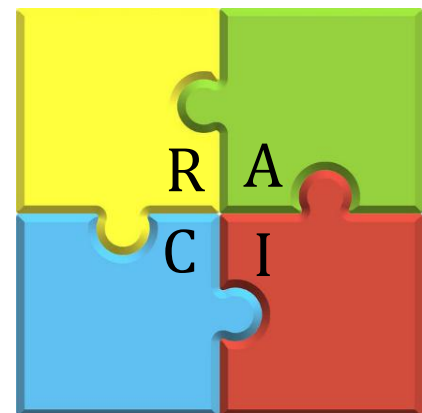
Note: This template will be used by the MDAs with the supervision of the RS team.
This template provides guidance for the MDAs on specific aspects of the application of the Environmental and Social Standards (ESSs), which form part of the World Bank's 2016 Environmental and Social Framework.

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

1. Introduction/Regulatory Reform Description

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

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

2. Brief Summary of Previous Stakeholder Engagement Activities

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

3. Stakeholder identification and analysis

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

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

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

3.1. Affected parties

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

3.2. Other interested parties

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

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

3.3. Disadvantaged / vulnerable individuals or groups

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

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

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

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

3.4. Summary of stakeholder needs

Example

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

Stakeholder Engagement Program

4.1. Purpose and timing of stakeholder engagement program

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

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

4.2. Proposed strategy for information disclosure

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

- Newspapers, radio and television;
- Information centers and/or other visual displays;

- Brochures, leaflets, posters, nontechnical summary documents and reports;
- Official correspondence, meetings;
- Website, social media.

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

Example

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

Example

Milestone	Methods proposed	Timetable	Target stakeholders	Responsibilities
XXXXX				

4.3. Proposed strategy for consultation

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

Example

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

XXXX	XXX	Discussion with XXX	XXX	Private sector… Civil society XXXX	Community Liaison Officer (CLO) XXXXX

4.4. Proposed strategy to incorporate the view of vulnerable groups

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

4.5. Timelines

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

4.6. Review of Comments

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

4.7. Future Phases of Reform

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

Resources and Responsibilities for implementing stakeholder engagement activities

5.1. Resources

Indicate what resources will be dedicated to managing and implementing the Stakeholder Engagement Plan, in particular:
- What people oversee the SEP
- Confirm that an adequate budget has been allocated toward stakeholder engagement
- Provide contact information if people have comments or questions about the Regulatory Reform or the consultation process; that is, phone number, address, e-mail address, title of responsible person (individual names may change).

5.2. Management functions and responsibilities

Describe how stakeholder engagement activities will be incorporated into the Reform's management system and indicate what staff will be dedicated to managing and implementing the Stakeholder Engagement Plan:
- Who will be responsible for carrying out each of the stakeholder engagement activities and what are the qualifications of those responsible?
- How involved will management be in stakeholder engagement?
- How will the process be documented, tracked, and managed (for example, stakeholder database, commitments register, and so forth)?

Grievance Mechanism

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

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

Monitoring and Reporting

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

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

Annex D: Reform Technical Working Groups

In the last quarter of 2022, the Reform Secretariat (RS) identified key priority reform areas: trade facilitation, investment, public procurement, tourism, business enabling environment, and good regulatory practices. These coordination and technical working groups include both Jordanian government entities and international development agencies, aligning efforts and resources toward achieving targeted national goals in these key reform areas. Additionally, these groups are open to participation from the private sector, civil society, and NGOs. Information about these working groups is available on the [Reform Secretariat website](#).

In the second quarter of 2023, Jordan was selected as one of 120 countries participating in the second round of the World Bank's Business Ready Report (B-Ready). The Reform Secretariat at the Ministry of Planning and International Cooperation has been designated as the government focal point for this report. The B-Ready report assesses the regulatory framework, public services, and market efficiency for firms. It also considers modern economic factors such as digital adoption, environmental sustainability, and gender participation. To streamline efforts, the Ministerial Economic Development Committee has approved the establishment of 10 governmental working groups to develop and implement a national action plan aimed at improving Jordan's ranking in the report. The plan will address various areas, including Business Entry, Business Location, Utility Services, Labor, Financial Services, International Trade, Taxation, Dispute Resolution, Market Competition, and Business Insolvency.

To date, the RS has been established and is supporting 13 technical reform working groups.

Trade Facilitation Working Group

In November 2023, the RS initiated its first working group on trade facilitation. This work group aims to reduce trade barriers and streamline trade procedures. The meeting represents a crucial step towards enhancing the business environment in Jordan, making it more integrated. It lays the groundwork for the group's role in directing developmental efforts, increasing its capacity to enhance Jordan's trade competitiveness.

This working group is co-chaired by the Reform Secretariat at MoPIC and the Jordan Customs Department.

Green Bond Working Group

In February 2024, the Reform Secretariat supported the formulation of the governmental green bond working group, coordinating meetings and workshops.

For the first time in Jordan, the governmental green bond working group held its first meeting on January 18th, a collaborative effort between the World Bank, the Ministry of Finance, and the Reform Secretariat. This dedicated group comprising 20 experts from various government entities.

Continuing the collaborative efforts, the second meeting took place on February 21, 2024, at the Ministry of Finance. And in June, a workshop on sovereign green bonds for the Governmental Working Group took. This workshop aims to build local capacity and raise knowledge on eligible projects for financing through green bonds. The importance of this workshop lies in its role as a precursor to the first issuance of Jordan's green bond during next year, and to support the implementation of climate responsive capital projects.

Investment Working Group

In June 2024, the Reform Secretariat facilitated the first meeting of the Investment Working Group at MoPIC, Co-chaired by the Ministry of Investment and the Reform Secretariat at MoPIC, integral to its broader stakeholder engagement efforts. This initiative aims to enhance Jordan's investment environment by supporting the Ministry of Investment in achieving its goals under the Economic Modernization Vision. The meeting served as a pivotal step towards fostering dialogue on Foreign Direct Investments (FDI) in Jordan, coordinating efforts to implement the promotional strategy, and discussing ongoing projects and reforms. It sets the stage for the group's pivotal role in directing developmental efforts to further bolster Jordan's investment environment.

Business Ready (B-Ready) Working Groups

Ten governmental working groups, 150 members representing 43 entities, have been established to develop and implement a national action plan containing a set of actions and reforms aimed at improving Jordan's ranking in the report, ensuring comprehensive coverage of the various areas of the report; which are: Business Entry, Business Location, Utility Services, Labor, Financial Services, International Trade, Taxation, Dispute Resolution, Market Competition, and Business Insolvency.

Annex E: Grievance Mechanism (GM) Reporting Template

Institution name: …………………………………………….   Focal point:…………………………………………

Contact information (phone and email):……………………………..   reporting period: ………………………………………

Available grievances uptake channels: [please select all the options that are available at your institution]

□ At your service platform   □ Institution website   □ In-person to Customers Services center at the institution

□ Phone call to the institution's hotline   □ written complaint   □ SMS

□ Complaint through radio or TV show or social media

□ Other, please specify ………

Topics/description of the complaints (grievances topic such as administrative violation complaints, discrimination and mistreatment, corruption and bribery, delay or interruption of services, ..etc)	No. of complaints received	No. of complaints resolved	Resolution method (directing the complaint to concerned department or team, investigation, mediation, arbitration, ..etc)	No. of complaints still open	Resolution timeline	Escalation (no. of cases)	No. of cases submitted by women and girls	No. of irrelevant or invalid cases	Grievance uptake channel	Has the grievance applicant been contacted and dies the institution measured the satisfaction rate? [yes, no] and no. of cases that have been contacted	Satisfaction rate (%)

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