STRENGTHENING REFORM MANAGEMENT IN JORDAN
(P171965)

STAKEHOLDER ENGAGEMENT PLAN (SEP)

January 2023

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: Additional Financing (referred hereinafter as "the Project"). The SEP for the original project was 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 prepared in accordance with the Stakeholder Engagement Framework (SEF) that was developed during preparation of the original 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 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 updated 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 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 process 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 explain how people will be notified of new information or opportunities for comment and how comments will be assessed and taken into account. It also describes the project's grievance mechanism and how to access this mechanism and how grievances will be managed.

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

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

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

- Provide guidance for stakeholder engagement that meets the standards of good International Practice (*see Annex B: Stakeholder Engagement Guidance Note*).
- Identify key stakeholders that are affected, and/or able to influence the reform and its activities.
- Identify the most effective methods, timing and structures through which to share information, and to ensure regular, accessible, transparent and appropriate consultation.
- Develops a stakeholder engagement process that provides stakeholders with an opportunity to influence reform planning and design.
- Establish formal Grievance 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 original 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 of the most critical functions of the Reform Secretariat is continuous engagement with MDAs and development partners along with supporting MDAs in engaging with civil society and private sector. Table 1 below illustrates the most important stakeholder engagement activities that have been conducted since 2018 by the Reform Secretariat. Stakeholders consulted include development partners, private sector, NGOs/CSOs (examples of participants are highlighted in the table) and government agencies.

Table 1: 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

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
					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
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

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

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
12	2022	Ministry of Investment (MoInv), Private Sector, Development Partners	Support the Ministry of Investment to introduce and consult on the new Investment Promotion Strategy, the RS reached out to donors to join the consultations on the Investment Promotion Strategy. Also, RS supported MoInv to prepare the draft strategy in partnership with WB.	Over 80 (%40)	Introduce and consult the new Investment Promotion Strategy.
13	2021 / 2022	Development partners (AFD, KFW, WB, GIZ, USAID, EU, UK Embassy, Embassy of the Kingdom of Netherlands), MoF, MEMR, MoWI	Facilitate discussions on the Water Financial Sustainability Roadmap including the different financial model options on the Water Tariff	*(Multiple engagements occurred)*	Present and provide an update on the roadmap and financial model and to get feedback
14	2021	Private Sector (tourism professions associations), Prime Ministry, MoTA	Coordinate a consultation on the legislations governing the Tourism Sector with the private sector		Discuss and prioritize the review of legislations that fall within the fifth axis (the reform axis) of MoTA's strategy for the years (2021-2025) to review legislation and set priorities for the year 2021-2022
Other initiatives by the Reform Secretariat					
15	2021- 2022	Private sector (Jordan Chamber of Industry…) GoJ agencies (MoL, TVSDC, VTC, MoA, SSC, MoF…) INGOs (including ILO, GIZ, WB…)	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
		CSOs, NGOs and Business associations (Intaj and Injaz, JRF…) Training providers (BDC, Luminus, NETS, National Center for Human Resources)			
16	2021- 2022	Private Sector (JEDCO, Jordan Export, JLGC, Chamber of Industry) Development Partners (USAID, GIZ, DFID, Netherlands) JRF, Awraq for Investment	Coordinate, moderate and participate in the design of the Industrial Fund through multiple sessions	*(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
17	29 March 2022	Private Sector	Share the Jordan Green Business Survey (Green competitiveness engagement in Jordan) with our contacts from private sector to fill it out	24	The survey covers areas such as policies; access to markets; finance; human capital; and other aspects linked to challenges and opportunities companies face in Jordan. The data of this survey will contribute to practical policy recommendations.
18	2022	Development partners (USIAD- ERA)	Conduct a meeting between USAID-ERA and WB	5 (4)	Coordinate support to the RS and ensure no overlap in the support
19	2022	Development partners (ESCWA,	Coordinate a donor coordination meeting for the	16 (6)	Introduce the new project and identify

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
		UNDP, EU, ILO, USAID, UK, UN Women)	Jordan Statistics Modernization Project		potential areas of collaboration.
20	2022	Development partners (GIZ)	Conduct a meeting with GIZ on the Good Regulatory Practices project	3	Discuss the design and provide them with technical input on the current work being done on GRP and to ensure no overlap
21	2021	Private Sector	Conduct 5 virtual awareness sessions to the private sectors on Doing Business reforms in partnership with the 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
22	2021/2022	Development partners, implementing agencies and private sector	Facilitate and participate in the development of the priorities that are in line with the Reform Matrix	*(Multiple engagements occurred)*	Present and discuss the priorities to the development partners and private sector
23	2021/2022	Development partners (mainly USAID Pragma) and GoJ agencies	Facilitate and provide technical inputs on all the elements of the Omnibus Investment Law	*(Multiple engagements occurred)*	Discuss the drafting of the law and provide technical input
24	2020	Agriculture Sector players (two Donors, one Association, six Government entities, three Input Suppliers, two Buyers, one Logistics, one testing laboratory, 42 farmers)	In-person interviews with Agriculture sector players	58	Understand the cluster reality and identify the challenges

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
25	2020	International players in Fresh produce exports	Interviews with international players in Fresh produce exports	14	Analyze and benchmark Jordan's Agricultural activities along its value chain
26	2020	Private sector (Change leaders)	Strategy Confirmation workgroups with change leaders	5	Discuss the initial findings of the second phase
27	2020	Farmers, customs officials, and WB consultants	Conduct 18 working group sessions with farmers, customs officials, and WB consultants, etc… on the third phase	*(Multiple engagements occurred around 100)*	Define the key actions and policies that will improve the situation of exported fresh produce and to have a set of agents thinking, talking, and developing the defined strategic reasoning to launch these actions
28	2020	Private sector and individuals value chain actors (Farmers, RSS, logistics, wholesalers, retailers, associations), WB and Government entities	Conduct 7 public sessions	(Multiple engagements occurred around 100)	Brief and update Value chain actors on the findings and developments of the value chain analysis of the agricultural sector in both Mafraq and Deir Alla
29	2021	Private sector (Logistics service providers), WB, JIC	Five Meetings	35	Meetings held with different 3PLs to promote use of SLA.
30	2021	Mashreq Gender Facility, WB, MoPIC	Facilitate and coordinate a discussion on Gender Tagging of Reform Matrix	11 (7)	Gender tagging of the Reform Matrix
31	2021	Private sector and individuals Value chain actors (Farmers,	Coordinate and facilitate a training session on Standard operating post-harvest procedures for three crops	-	Train value chain actors on Standard operating post-harvest procedures for three crops

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
		logistics, wholesalers, retailers, associations, Academia), WB, GoJ agencies	(Tomato, Strawberry, capsicum)		(Tomato, Strawberry, capsicum)
32	2021	Development Partners and Individual consultants	Facilitate and participate in a consultation on Gender and Inclusion Action Plan for the National Tourism Strategy	14 (11)	consultant on Gender and Inclusion Action Plan for the National Tourism Strategy
33	2022	Mashreq Gender Facility, WB, MoF	Participate in gender integration into Reform Matrix pillars	22 (12)	Gender integration into the Reform Matrix
34	2022	Development partners, private sector, GoJ agencies, NGOs and CSOs	Facilitate 3 Stakeholder consultations for the CCDR report	(Multiple engagements occurred around 100)	Discuss the upcoming Country Climate and Development Report (CCDR) deep dive analytical work
36	2022	Development Partners (FCDO, WB, Canadian Embassy, EU), MoEnv	Facilitate Jordan's Climate Commitments Pre-COP Coordination Meeting	35 (13)	2022
37	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
38	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
39	2022	Public and Private Sector	Consultation session on Investment law		Discuss the New Investment Law

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
40	2022	Donors	Conduct a coordination session on support to customs		To discuss the needed support to Customs
41	2022	Public Sector	Conduct a consultation session on unifying boarder control agencies		To consult on unifying boarder control agencies
42	2022	Donors	Conduct a coordination session on tourism regulations		To discuss tourism regulations
43	2022	Public and Private Sector	Conduct a coordination session on tourism regulations		To discuss tourism regulations
44	2022	Public and Private Sector	Consultation session on Companies law		To discuss the Companies Law
45	2022	Public and Private Sector	Consultation session on competition law		To discuss the competition law
46	2022	Public sector and Donors	Consultation session on Public Procurement		To discuss the public procurement
47	2022		Meeting with the Pakistani Delegation who visited MOPIC		To exchange views about Jordanian Public Servant systems and Institutional setup

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
48	2022	Public Security Directorate (Traffic Police), Traffic Safety Institute, Ministry of Municipal Affairs, Greater Amman Municipality (GAM), Ministry of Higher Education and Scientific Research, Ministry of Education, Ministry of Finance, Ministry of Justice. WB	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 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.
49	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
50					
Communications – Technical Email Newsletters					
35	October 2021	Development partners, public sector, private sector, NGOs and CSOs	Email Newsletters	1,429	Kick off Newsletter providing a background on RS and Reform Matrix
36	November 2021				Cover the major events took place in

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
					November (Regulatory Impact Assessment workshops and Technical Donor Meeting on the updated Reform Matrix)
37	December 2021				Share news on the introductory workshop to support enhancing NRGS at the Government of Jordan Agencies
38	January 2022				Measures to ease doing business
39	February 2022				Provide an update on the PPP in Jordan
40	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.)

#	Year	Stakeholder	Activities	# of attendees (females)	Discussions
	December 2022				COM approval on the updated Reform Matrix
Other Initiatives by MDAs					
41	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.

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

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

The SEP outlines the methods that the RS will use to conduct its stakeholder engagement activities. It also provides guidance to MDAs' on good stakeholder engagement practices. The RS will report on their activities using the recently developed reporting tool.

2.3. GOOD REGULATORY PRACTICES: ISSUING LEGISLATION IN JORDAN

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

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

2.3.1. IMPLEMENTATION OF THE CODE OF GOVERNANCE PRACTICES

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

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

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

2.3.2. ROLE OF THE REFORM SECRETARIAT

The 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 and Women, Business and the Law.
- Alongside overseeing the implementation of the Reform Matrix, the Reform Secretariat continues to manage the implementation various World Bank operations including Economic Opportunities for Jordanians and Syrian Refugees Program for Results and Inclusive, Transparent and Climate Responsive Investments Program for Results, Second Equitable Growth and Job Creation Development Policy Loan, and Strengthening Reform Management Investment Project Financing. 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 which is managed by the World Bank Group, Co-Chaired by 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 also continues to engage extensively to promote a stable business environment for the private sector through ensuring proper consultation and public-private dialogue are taking place as part of the implementation of the Predictability Framework which is a key deliverable under the WB Economic Opportunities PforR program. The RS provides support and follows-up with the above-mentioned six 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 in alignment with the WB principles:

- Openness and life-cycle approach: targeted consultations for the project will be arranged during the preparation phase, carried out in an open manner, free of external manipulation, interference, coercion or intimidation.
- Informed participation and feedback: information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholders' feedback, for analyzing and addressing comments and concerns.

- Inclusiveness and sensitivity: stakeholder identification is undertaken to support better communication and build effective relationships. The participation process for the projects is inclusive. All stakeholders always encouraged to be involved in the consultation process. Access to key information about the Project is provided to all stakeholders equally.

REFORM MATRIX PILLARS

The following are the 12 pillars under the 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) Civil Society: Mainly the general public who will be directly or indirectly affected by the reform outcomes. The Reform Secretariat will work with this group through the MDAs by providing the needed support to MDAs to ensure that they reach out to this group either through the online consultations or throughout CSOs and NGOs by presenting to them the MDAs, disclosing the information on ministerial websites, and 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 (B) Private Sector entities: Private Sector stakeholders that are directly providing input into reform implementation and/or are directly affected by the reform outcomes. Reform Secretariat will work with this group through the 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 (C) Stakeholders that considered as decision support tool and escalation mechanism. This includes the Council of Ministers and the Senate and House of Representatives.

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

List of 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		

3.2.   INTERESTED STAKEHOLDERS

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

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

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

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

3.3.   DISADVANTAGED / VULNERABLE INDIVIDUALS OR GROUPS

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

As the Reform Secretariat does not own reform implementation, the RS in cooperation with Development Partners mainly WB and USAID will build the capacity and transfer knowledge to 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.

In specific, vulnerable population includes Women and Youth as they have structurally higher unemployment rates, and they were also hit harder by the COVID-19 Pandemic. Persistently high unemployment (26 percent in Q2-2022), with youth unemployment rates particularly high at 46.1 percent is Jordan's biggest concern. . Some particular reforms are addressing this structural vulnerability through assigning a quota for female beneficiaries.

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

Table 2 below analyze the characteristics of the mentioned stakeholders, their contribution to the Project as well as their envisaged needs.. *(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 2: Summary of Stakeholder Needs

Stakeholder group[1]	Key characteristics	Language needs	Preferred notification means	Consultation Approach	Specific needs
Affected parties Group (A) Civil Society (Direct and indirect)	General public who could be reached through the CSOs and NGOs	Arabic	• 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 (B) Stakeholders that are engaged in the project design	Private sector firms and associations that will be affected by the reforms	English and Arabic when requested	• 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 communication method
Affected parties Group (C) Stakeholders	Decision makers (decision	Arabic when requested	• Official letters		• Progress updates/report

---

[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
that make a decision around reforms but are not indirect project beneficiaries.	support tool and escalation mechanism)				• Provide recommendations to accelerate the implementation of the reforms and solving problems • Respond to their questions
Affected parties Group (D) Stakeholders that own the reforms and have implementation responsibilities but are not indirect project beneficiaries. (Internal stakeholders)	These are the GoJ agencies own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and 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 under the 12 reform pillars.	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
Disadvantaged / vulnerable individuals or groups	This is the segment of population who will be	Arabic and sign language (English if	• Targeted communication through organizations		• Understand their needs and consider them throughout the reform life

Stakeholder group[1]	Key characteristics	Language needs	Preferred notification means	Consultation Approach	Specific needs
	affected by certain measures; accordingly, they should be considered during the reform life cycle (Women, PWDs, Poor households, Youth)	requested)	that work with the vulnerable population • Disclosure of information on the website		cycle • Provide information on the reforms • Clear messages around GRM

4. STAKEHOLDER ENGAGEMENT PLAN

4.1. PURPOSE AND TIMING OF STAKEHOLDER ENGAGEMENT PROGRAM

Stakeholder engagement is critical for supporting the Project's development objective to strengthen coordination and delivery of policy reforms in Jordan with a focus on the updated Reform Matrix 2018-2024, 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 original project MDAs as summarized in Section 2.

Stakeholder engagement is an on-going process throughout the Reform Process. RS is considering supporting PIM Unit at MoPIC to implement Commitment 6 of the 5th National Action Plan for Open Government Agenda namely 'Engaging local communities/stakeholders throughout the different stages of governmental capital/investment projects to support the alignment and responsiveness of these projects to community needs and to improve the level of public services.

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 3: Stakeholder Engagement Plan

#	Milestone	Methods proposed	Timetable	Target stakeholders	Responsibilities
1	Roll-out the Guidance Note on Stakeholder Engagement (Annex 2) with MDAs as capacity building on the concept of Stakeholder Engagement and its benefit	• Workshop • Share with them the Guidance note and keep the channels open for any queries	Q2 2023	• MDAs • RS technical team	• Reform Secretariat • Possible support from WB and USAID ERA
2	Create RS website	• Hire a company • Develop the website	Q 3	• All	• Reform Secretariat • MoDEE • MDAs
3	Create and develop social media posts	• Create and develop the messages • Publish them on MoPIC channels	Ongoing	• All	• Reform Secretariat • MDAs
4	Continue the work on newsletters	• Email Newsletters	Quarterly	• MDAs • Development Partners • Private sector • NGOs	• Reform Secretariat • MDAs
5	Conduct a consultation session with Civil Society on the updated Reform Matrix	• Consultation session (possibly hybrid)	Q1 2023	• Civil Society	• Reform Secretariat (with MDAs support to invite the CSOs and NGOs)
6	Support the implementation of the sixth commitment under the Fifth National Action Plan 2021 – 2025 under the Open Government which is about engaging local community throughout the different phases of	• Hire an Expert Consultant to develop a Public Engagement Methodologies (PEM) to enhance the participation of local communities and stakeholders during the planning phase, implementation phase, and operation phase of PIP. o The consultant will conduct a	Starting Q1 2023	• Government • Civil Society Organization (Non-government organizations)	• PIM Unit at MoPIC

#	Milestone	Methods proposed	Timetable	Target stakeholders	Responsibilities
	Public Investment Projects (PIP)	survey of relevant government and non-government bodies ○ Conduct meetings and focus group discussions with the relevant bodies ○ Conduct a training workshop for PIM and public sector employees from the relevant bodies on the implementation of PEM during the PIP phases			
7	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
8	During any review of the Reform Matrix, 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	Once	• Development Partners • Private sector • Civil society including vulnerable groups	• Reform Secretariat • Reform Secretariat through MDAs (RS Support)

#	Milestone	Methods proposed	Timetable	Target stakeholders	Responsibilities
9	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)
10	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
11	Facilitate coordination 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,	• Development partners Mapping (Donor Mapping) • Meetings	Semi-annual (minimum)	• MDAs • Development partners	• Reform Secretariat • MDAs

#	Milestone	Methods proposed	Timetable	Target stakeholders	Responsibilities
	inform RS with the needed support including stakeholder 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 original project SEP (with updated inclusive consultations plan and clear timeline) was disclosed per ESS10 requirements in July 2022. The updated SEP will be disclosed after WB clearance before appraisal of the Additional Financing.

GoJ MDAs who are responsible for implementing reforms, will be responsible for preparing information that they have to disclose about reforms. 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 webpage on the MOPIC Website
- Newsletters
- 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 (RS once established)
- 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

- MOPIC website: www.mop.gov.jo – until developing and launching the Reform Secretariat's website (in the second half of 2022)
- 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 MoPIC website (in connection with the project):
- [Stakeholder Engagement Framework](#) for the original 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](#))
- [Stakeholder Engagement Plan (SEP) Strengthening Reform Management in Jordan](#) (July 2022)

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 to share 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, RS will conduct a capacity building workshop to the MDAs to raise their awareness and knowledge regarding 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 engagemnet 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 allows selected stakeholders to participate in the design, implementation and monitoring of reforms. And here, the RS will be responsible for monitoring and evaluating the implementation process and provide any support needed throughout implementation.

The GoJ 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 Transparency Investment and Climate, there are plans to establish a unified public consultation portal for regulatory reform that is expected to be operational during project implementation in quarter 4 of 2023.

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 will create working groups per reform area/pillar to address the reforms. Each working group will include the MDAs who are responsible for implementation and the development partners.

The RS aims to create six coordination working groups during the first quarter of 2023 focusing on the identified priority reform areas 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 1) aligning resources and efforts towards achieving targeted national goals; 2) to gather updates and facilitate policy dialogue, and 3) to 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, advice MDAs to consult with private sector and civil society throughout the design and implementation of the policy reforms.

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

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.

4.6. TIMELINES

A number of meeting and consultations 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 once it is launched) after the WB clearance. The implementation of SEP will be maintained throughout the Project cycles.

4.7. REVIEW OF COMMENTS

The RS will establish a systematic process for documenting stakeholder engagement activities that it coordinates including documenting feedback from stakeholders during these activities, and how stakeholder feedback has been taken into account. The RS will also build capacity and support MDA's to document stakeholders' feedback for sessions that they lead themselves. The RS will prepare a paper summarizing this information that will be presented and shared with MDAs, development partners and other stakeholders.

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 on quarterly/semi-annually report and reflected on the progress report. Program Management Office (Programs and Operations Manager and the team) at RS will be responsible of drafting and submitting the final reports.

5. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING THE STAKEHOLDER ENGAGEMENT PLAN

The management, coordination and implementation of the 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	Conduct capacity building workshop with MDAs on the concept of Stakeholder Engagement and its benefit	Workshops	$ 2,000	Reform Secretariat with possible support from WB
2	Create RS Website	Web development	$ 10,000	Reform Secretariat and MoDEE
3	Create and develop social media posts	• Create and develop the messages Publish them on MoPIC channels	$ 3,000	• Reform Secretariat • MDAs
4	Continue the work on newsletters	Email Newsletters	In house	• Reform Secretariat • MDAs
5	Conduct a consultation session with Civil Society on the updated Reform Matrix	Consultation session (possibly hybrid)	$ 500 (if it will be conducted in person)	Reform Secretariat
6	Support the implementation of the sixth commitment under the Fifth National Action Plan 2021 – 2025 under the Open Government which is about engaging local community throughout the different phases of Public Investment Projects (PIP)	Hire a consultant to develop PEM, conduct a survey, meeting and focus group discussions, as well as deliver a training	$ 0 (it will be separated from the communications budget)	Reform Secretariat, and two MDAs with possible support from WB and USAID ERA
7	During any review of the Reform Matrix, RS will identify the needed technical support with MDAs to ensure the implementation of the reforms	Round of consultation sessions	$ 500	Reform Secretariat
8	During any review of the Reform Matrix, 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 MDAs (RS support)

#	Milestone	Methods proposed	Estimated Budget ($)	Responsibilities
9	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	$ 1,000	MDAs (RS support)
10	Monitor and evaluate ESCP, SEP and LMP	As part of the Reform Secretariat report	In house	Reform Secretariat
11	Create coordination working groups with both GoJ MDAs and international development agencies operating in the fields related to the identified priority reform areas, 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 engagement activities	Meetings	$ 2,000	Reform Secretariat and MDAs
Total SEP Budget			$ 20,000	

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 group.

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 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.
  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.

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.

6. GRIEVANCE MECHANISM

MoPIC has developed SOPs (Standard Operating Procedures) covering different topics of their mandate including handling and dealing with stakeholders' complaints and grievances. These include:
- "SOP 03- Handling Suggestions and Complaints"
- "SOP- 04- Preventive and Corrective Procedures"

The project uses MOPIC's established 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 website.   No grievances related to the original 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 dedicated web-page, 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 of its use to capture reform and investments related grievances.

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 GM is also supported and linked to Jordan's national grievance mechanism ("At Your Service"). An assessment conducted under the World Bank Supported Program for Results Transparency Investment and Climate of this system recommended improvements to this system.

6.1.   Up take Channels

According "SOP 03- Handling Suggestions and Complaints", MoPIC has adopted multiple uptake channels for complaints received from all. These include:
1. Complaints boxes available at the 5th,3rd. and ground floors, the box open daily to collect any complaint by the quality assurance staff

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

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

6.2.   Grievance operating procedures

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

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

Below are the procedures in details:

1.   Receipt, acknowledgment, and registration

As mentioned, the 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 was reached, the IDU manager present the complaint report to the relative directors to discuss the content and agree on the action to be taken.
- If major corrective action that would affect the Ministry processes is needed, the report is transferred to the SG and/or Minister for approval.

3. Response and Feedback including Referring cases to other 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.

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

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

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 GROUP

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

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

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

Annexes

Annex A: Stakeholder Analysis Per Reform Pillar

The main affected stakeholders are the general public and private sectors. The RS will work with the affected stakeholders through the 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	This is the segment of population who will be affected by certain	Arabic, English and sign language	• Disclosure of information on the website	• Understand their needs and consider them

Youth	measures; accordingly, they should be taken into account during the reform life cycle		• Focus Group Discussions (through MDAs)	throughout the reform life cycle • Provide information on the reforms

Pillar 2: Public Sector Efficiency and Governance

Affected stakeholders (positive or negative – direct or indirect)				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
Public Agencies • Audit Bureau • DoS • National Library • MoDEE • MoF • GPD • GTD • GBD • LOB • MoInv (PPP) • MoPIC (PIM) • MoEnv • Prime Ministry • MoL • MoSD • MoTA	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They are also responsible for dissemination of information and 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

Interested stakeholders				
Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor • WB • GIZ • USAID • EU • IFC • EBRD • ESCWA • UNDP • ILO • FCDO • UN Women	These are the funding agencies for different activities that support the implementation of the reforms under this pillar. Also, they are funding projects relevant to this pillar	English and Arabic	• 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
Private Sector (in general)	Interested in the PPP projects, unified consultation portal, more ease for access to information and data	Arabic and English	• Disclosure of information on the website	• Understand their needs and consider them throughout the reform life cycle

				• Provide information on the reforms
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

Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor • WB • IFC • USAID • GIZ • UK - FCDO • EBRD	These are the funding agenci different activities that supp implementation of the refor 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 • 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

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

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

Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
International Community / Development Partners / Donor	These are the funding agencies for different activities that support the implementation of the	English and Arabic	• Meetings (in-person and virtual) • Emails/newsletters	• Progress updates/report • Identify the impact of reforms implementation on this group

• GIZ • USAID • WB • FCDO • UNDP	reforms under this pillar. Also, they are funding projects relevant to this pillar		• Consultation to follow the best practices • Disclosure of information on the website • Conferences/workshops	• 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 GRM 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)	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 Economic Forum • Skills Council (TVSDC) • Jordan Strategic Forum				
Population, CSOs and NGOs	This reform will affect the general public. Civil society who works on creating an environment that values and supports women's economic participation and ensuring equal economic opportunities. Also, mainstreaming gender in national legislation, policies, plans, programs and budgets.	Arabic and English	• 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 • MoEnv • MEMR	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 • Working groups meetings (after establishment)	• 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 • 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 |

Pillar 8: Transportation Sector

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 GRM 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	These are the funding agencies for different activities that support the implementation of the reforms under this pillar.	English and Arabic	• Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices	• Progress updates/report • Assure no overlap in the technical assistant and financial support provided to the MDAs and identify

Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
• EBRD • USAID • GIZ • EU • AIIB • IMF	Also, they are funding projects relevant to this pillar		• Disclosure of information on the website • Conferences/workshops	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 GRM 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
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	These are the GoJ agencies involved and own the reforms and responsible to implement the relevant reforms including consultation with the relevant stakeholders. They	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

Stakeholder Group	Characteristics	Language Needs	Preferred communication Means	Specific Needs
• NARC • ACC • Center Markets • JCC • JSMO • JFDA	are also responsible for dissemination of information and GM to the public and stakeholders.		• Disclosure of information on the website • Conferences/workshops	• 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 • American Chamber of Commerce • ICARDA	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
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		Arabic		

Women	This is the segment of population who will be affected by certain measures; accordingly, they should be taken into account during the reform life cycle.		• 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
Youth	A good proportion of women is working in this sector, so they will be affected by these reforms. Many workers in this sector are youth so they are affected in these reforms.			

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	These are the funding agencies for different activities that support the implementation of the reforms under this pillar.	English and Arabic	• Meetings (in-person and virtual) • Emails/newsletters • Consultation to follow the best practices	• Progress updates/report • Assure no overlap in the technical assistant and financial support provided to the MDAs and identify

• USAID • GIZ • UNDP • WB • IFC • JICA • UNWTO • FCDO • EIB • EBRD	Also, they are funding projects relevant to this pillar		• Disclosure of information on the website • Conferences/workshops	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

---

[¨] 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
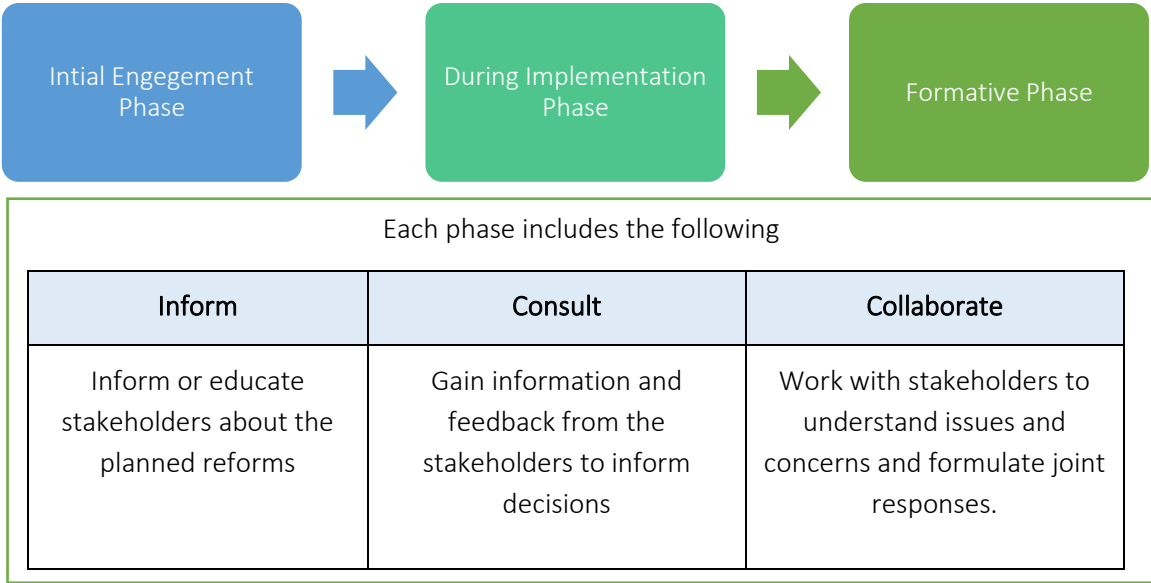
STAKEHOLDER IDENTIFICATION AND MAPPING

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.
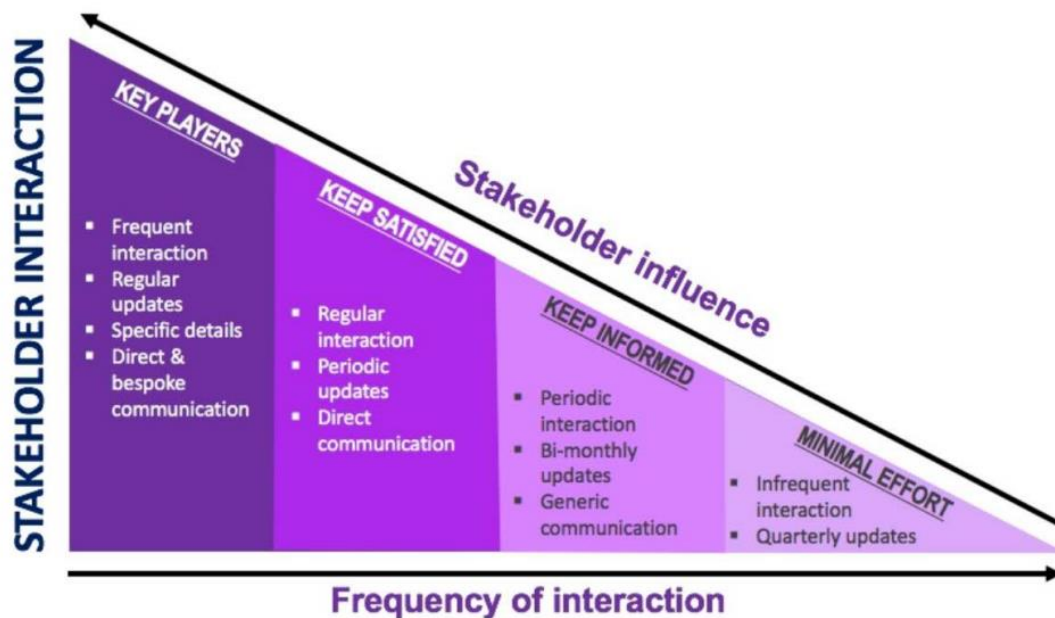
COMMUNICATIONS METHODS WITH STAKEHOLDERS

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

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.
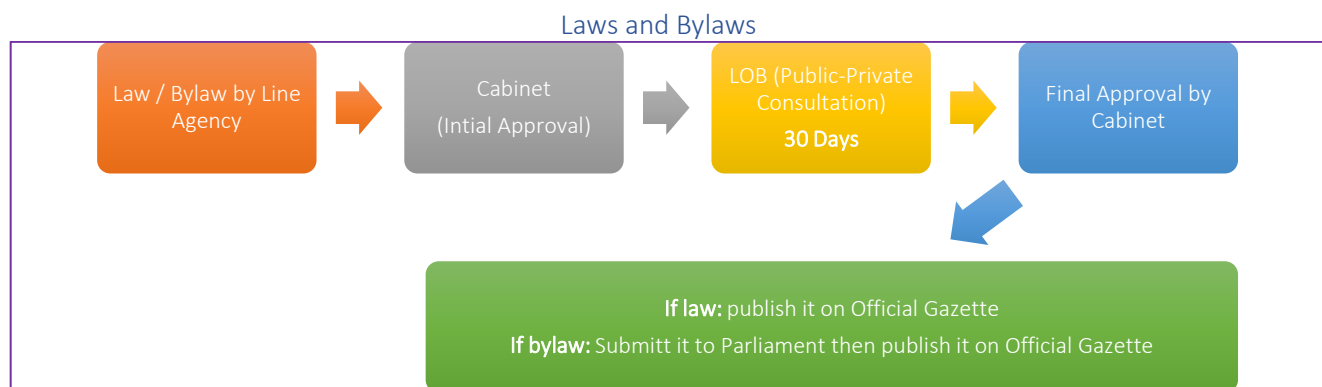
The grievance mechanism is expected to address concerns promptly and effectively, in a transparent manner that is culturally appropriate, sensitive and responsive to the needs and concerns of the reform-affected parties and easily accessible, at no cost and without punishment. The line agency will inform 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.
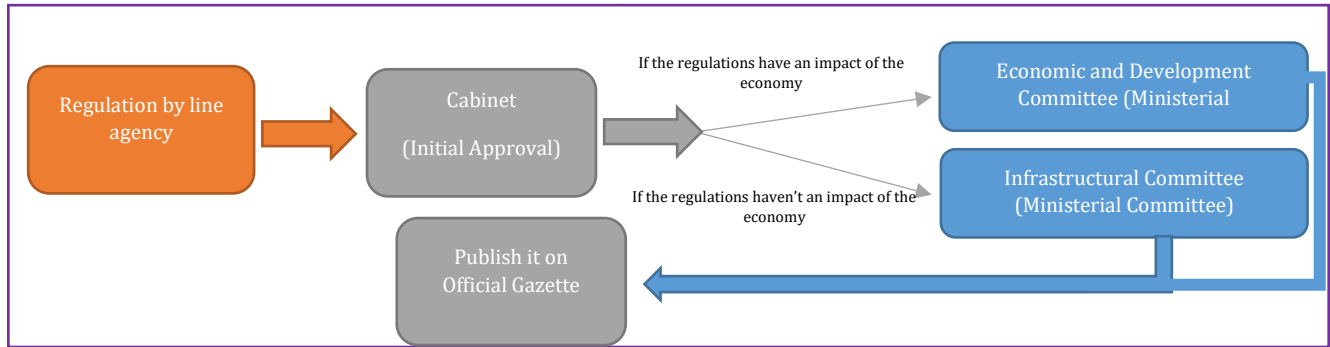
REQUIREMENTS AND EXPECTATIONS

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.

Annexes

Annes 1: SOME AVAILABLE TOOLS FOR STAKEHOLDER IDENTIFICATION AND MAPPING

NetMap Tool

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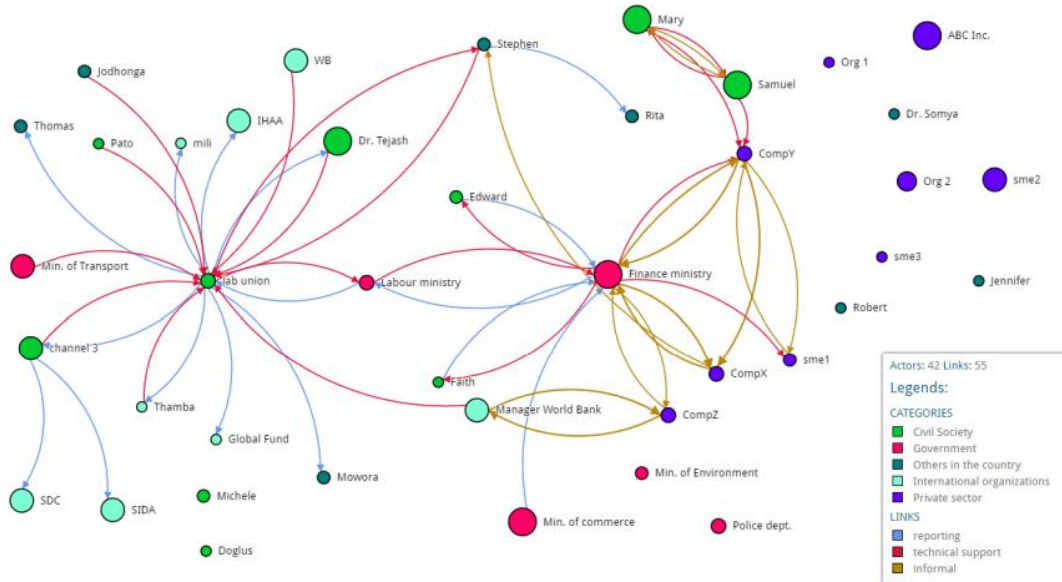

RACI

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

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

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

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

The "I" represent s who should be Informed. Here stakeholders that will be affected need to be engaged with.
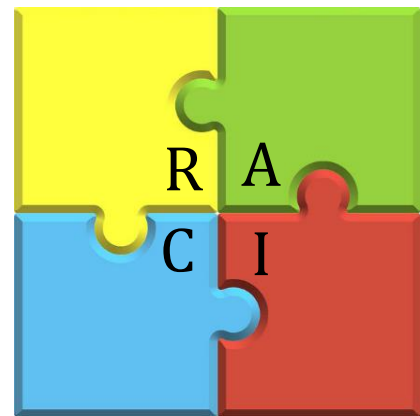
Note: This template will be used by the MDAs with the supervision of the RS team.

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….)

4. Stakeholder Engagement Program

4.1. Purpose and timing of stakeholder engagement program

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

4.2. Proposed strategy for information disclosure

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

or additional documents that should be placed in the public domain. The public domain includes:
- Newspapers, radio and television;
- Information centers and/or other visual displays;
- Brochures, leaflets, posters, nontechnical summary documents and reports;
- Official correspondence, meetings;
- Website, social media.

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

Example

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

Example

Milestone	Methods proposed	Timetable	Target stakeholders	Responsibilities
XXXXX				

4.3. Proposed strategy for consultation

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

Example

Regulatory Reform stage	Topic of consultation	Method used	Timetable: Location and dates	Target stakeholders	Responsibilities
XXXX	XXX	Discussion with XXX	XXX	Private sector… Civil society XXXX	Community Liaison Officer (CLO) XXXXX

4.4. Proposed strategy to incorporate the view of vulnerable groups

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

4.5. Timelines

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

4.6 Review of Comments

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

4.7 Future Phases of Reform

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

5. Resources and Responsibilities for implementing stakeholder engagement activities

5.1. Resources

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

5.2. Management functions and responsibilities

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

6. Grievance Mechanism

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

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

7. Monitoring and Reporting

7.1. Involvement of stakeholders in monitoring activities

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

7.2. Reporting back to stakeholder groups

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

REFERENCES

- Jordan Open Government Partnership: http://www.mop.gov.jo/Pages/viewpage.aspx?pageID=30
  World Bank. Stakeholder management in business registration reforms Lessons from 10 countries. The World Bank Group. 2009. Washington D.C.
  http://documents.worldbank.org/curated/en/138361468161950194/pdf/521780WP0Stake10Box345554B01PUBLIC1.pdf
- International Finance Corporation. Strategic Communications for Business Environment Reforms: A Guide to Stakeholder Engagement and Reform Promotion. The International Finance Corporation. 2007. Washington D.C.
  http://documents.worldbank.org/curated/en/517991468156887106/pdf/424340BEEPromo10web0version1updated.pdf

- World Bank. *Public Private Dialogue, Stakeholder Mapping Toolkit.* The World Bank Group. 2016. Washington D.C. http://documents.worldbank.org/curated/en/842721467995900796/pdf/106395-WP-PUBLIC-PPD-Stakeholder-Mapping-Toolkit-2016.pdf
- https://consultations.worldbank.org/Data/hub/files/consultation-template/review-and-update-world-bank-safeguard-policies/en/materials/revised_factsheet_ess10_july_29_aki.pdf
- https://www.worldbank.org/en/projects-operations/environmental-and-social-framework