



MINISTRY OF INDUSTRY, TRADE AND SUPPLY

Jordan Support for Industry Development Fund Project

Stakeholder Engagement Plan (SEP)

The Ministry of Industry, Trade and Supply (MoITS)

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1 Introduction/Project Description

As part of Jordan's Economic Priorities Program approved for 2021-2023, the Government of Jordan (GoJ) plans to establish an Industry Development Fund (the Fund) to stimulate the modernization and development of manufacturing firms. The Economic Priorities Program (2021-2023) is intended to accelerate the post Covid-19 recovery and complementing the broader private sector reforms under the Growth Matrix. This project aims at assisting GoJ to establish a strong governance and effective delivery mechanisms of the Fund, as well as to provide support for the implementation of Fund's programs to modernize manufacturing process; enhance export-readiness; linking firms to new markets and expanding their exports in existing ones; increasing their access to finance; strengthening climate-resilience and implementing climate change mitigation solutions; boosting productive investment and job creation in higher value-added activities.

The Project Development Objective is to assist manufacturing firms in accelerating and diversifying exports through the support for operationalization of Industry Development Fund and implementation of its programs. This will be achieved not only through supporting the implementation of the Fund programs, but also through building a robust operational foundation for the Fund itself, to enable it to support the transformation of the industrial sector in the longer term.

This project aims to enhance the competitiveness of manufacturing firms, to enable them to expand and diversify exports, increase product offering and modernize production processes. The project will focus on providing targeted firm-level support through the Fund, to help manufacturing firms to modernize and upgrade their production processes, reduce carbon footprint, improve efficiency of resource use, to access new markets and expand exports. The Fund's outcome-based incentives program will incentivize manufacturing firms to improve performance in areas critical to realize the sector's full potential (such as increased female employment, energy/water usage efficiency, waste minimization, diversification of exportable products, etc.), as well as to facilitate spreading best practices across the economy.

The main activities financed by the Fund will include the following programs: (i) Industry upgrading (implemented by JEDCO) and Export development (implemented by JE) programs providing matching grants to manufacturing firms to modernize their operations leading to improved product quality and upgraded production processes, increased exports through access to new markets and expanding in existing ones, as well as reduction in resource consumption and in waste or emissions; (ii) Outcome-based incentives program (implemented by MOITS/Fund) providing incentives to firms that achieve targets in areas critical to achieve sector's full potential (higher female employment; introduction of new exportable products; energy/water efficiency; emission reduction; etc.); and (iii) easing access to export credit insurance (implemented by JLGC) and to new supply chain finance products.

The objectives of this Stakeholder Engagement Plan (SEP) is to establish and define a systematic approach of stakeholder engagement for the project to i) engage with stakeholders in an effective and inclusive manner throughout the project cycle on issues that could potentially affect them (ii) ensure that appropriate information on environmental and social risks are disclosed publicly, and (iii) provide a mechanism by which people can raise concerns, provide feedback, or make complaints about project and any activities related to the project. The SEP is prepared in accordance with the requirements of the World Bank's Environmental and Social Framework (ESF), specifically Environmental and Social Standard (ESS10) on Stakeholder Engagement and Information Disclosure.

The SEP will be implemented by the Project Management Unit (PMU) within the Ministry of Industry, Trade and Supply (MOITS) as the lead implementing agency and Borrower for the project.

The SEP will define responsibilities of the other implementing agencies including Jordan Enterprise Development Corporation (JEDCO) and Jordan Export (JE) and financial intermediaries of the project, namely the Jordan Loan Guarantee Corporation (JLGC).

- **Project Components:**

The project will be structured around two components: ((1) Development of Fund's operational capacity and implementation of its main programs (US\$84 million); and (2) Fund management, monitoring, and evaluation (US\$1 million). Fund's administration costs are expected to be higher than US\$1 million.

Component 1: Development of Fund's operational capacity and implementation of its main programs

The Fund will be established based on a special bylaw. The Government has prepared a special bylaw that defines the fundamental elements of the Fund's governance structure, management, mandate, financing sources, and financial management. According to the bylaw, the Fund will be housed at MOITS, and its management will be undertaken by the Steering Committee comprised from public and private sector representatives, including at least 25 percent women. A Fund Management Unit will be established to support the operations of the Fund and implementation and monitoring of its programs.

The Fund is not envisaged as a self-sustainable institution, rather as a vehicle to grant state support to private sector following an integrated approach that brings additionality. The Fund will not be regulated as a financial institution, and thus its oversight will not involve the Central Bank of Jordan, and the respective requirements for Fund's operations and governance will be defined in a special bylaw, instructions, and methodologies, that will also ensure high transparency and continuity of Fund's operations. The Fund will be effectively a vehicle for the purposes of administering government support of industry competitiveness and implementing industrial transformation programs.

There will be 3 fund programs

- Industry upgrading (JEDCO) and Export development (JE) programs
- Outcome-based incentives program for manufacturing firms
- Increased access to export credit insurance and new supply chain finance products

Component 2: Fund Management, Monitoring and Evaluation.

This component will cover management, administration, monitoring, and evaluation of the Fund activities and capacity building of its staff. The support will cover technical advisory services, to manage, coordinate, monitor and evaluate the project, including operating costs, and annual audits. This component also supports the development of the overall design of the initial Fund's programs. The Fund management will be undertaken by the Steering Committee, supported by the Fund Management Unit and additional experts engaged in designing programs and in conducting a verification/assessment for the outcome-based incentives program. The eligible expenditures under this component do not include all the administrative and operational costs linked to the Fund programs that will be implemented by project partners.

2 Stakeholder identification and analysis

Project stakeholders are defined as individuals, groups or other entities who:

- (i) are impacted or likely to be impacted directly or indirectly, positively or adversely, by the Project (also known as 'affected parties'); and
- (ii) may have an interest in the Project ('interested parties'). They include individuals or groups whose interests may be affected by the Project and who have the potential to influence the Project outcomes in any way.

Cooperation and negotiation with the stakeholders throughout the Project development often also require the identification of persons within the groups who act as legitimate representatives of their respective stakeholder group, i.e. the individuals who have been entrusted by their fellow group members with advocating the groups'

interests in the process of engagement with the Project. Community representatives may provide helpful insight into the local settings and act as main conduits for dissemination of the Project-related information and as a primary communication/liaison link between the Project and targeted communities and their established networks. Verification of stakeholder representatives (i.e. the process of confirming that they are legitimate and genuine advocates of the community they represent) remains an important task in establishing contact with the community stakeholders. Legitimacy of the community representatives can be verified by talking informally to a random sample of community members and heeding their views on who can be representing their interests in the most effective way. With community gatherings limited or forbidden under COVID-19, it may mean that the stakeholder identification will be on a much more individual basis, requiring different media to reach affected individuals.

2.1 Methodology

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

- *Openness and life-cycle approach*: public consultations for the project(s) will be arranged during the whole life-cycle, carried out in an open manner, free of external manipulation, interference, coercion or intimidation;
- *Informed participation and feedback*: information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholders' feedback, for analyzing and addressing comments and concerns;
- *Inclusiveness and sensitivity*: stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups, in particular women, youth, elderly and the cultural sensitivities of diverse ethnic groups.
- *Flexibility*: if social distancing inhibits traditional forms of engagement, the methodology should adapt to other forms of engagement, including various forms of internet communication. (See Section 3.2 below).

For the purposes of effective and tailored engagement, stakeholders of the proposed project(s) can be divided into the following core categories:

- **Affected Parties** – persons, groups and other entities within the Project Area of Influence (PAI) that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures;
- **Other Interested Parties** – individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way; and
- **Vulnerable Groups** – persons who may be disproportionately impacted or further disadvantaged by the project(s) as compared with any other groups due to their vulnerable status¹ and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project.

2.2 Affected parties

Within the context of the project, the Affected Parties are the targeted project beneficiaries comprised of enterprises in the manufacturing sector. The project employs the Jordan's National Definition of SME's presented in Annex 1.

¹ Vulnerable status may stem from an individual's or group's race, national, ethnic or social origin, color, gender, language, religion, political or other opinion, property, age, culture, literacy, sickness, physical or mental disability, poverty or economic disadvantage, and dependence on unique natural resources.

Project Affected Party	Description	Potential Issues /Concerns
Targeted Manufacturing Firms	<ul style="list-style-type: none"> - Export-ready manufacturing Firms that aim to access new markets, scale up in existing ones, and/or innovate, diversify, and expand their production capacity. - First-time exporters who need support in expanding their capacity, increasing product offering, accessing new markets. - Growing manufacturing firms who need to increase their export readiness, through improved products and performance to realize export market opportunities. - Women-owned/managed manufacturing Firms - Job seekers/ owners of smaller SMEs 	<ul style="list-style-type: none"> • The pandemic has created a significant liquidity shock to industry companies. • Based on the 2019 Enterprise survey, capacity utilization of manufacturing firms in Jordan was notably below the MENA and global average. • Jordanian exports are highly concentrated in certain countries, sectors, and products. There is an increasing urgency to innovate, expand, and diversify Jordan's exports • Cost of doing business is a major issue for manufacturing firms in Jordan. • Average firm performance has been deteriorating in Jordan, even before the pandemic. • Reflective of a large gender gap in Jordan's labor market, only 12 percent of all manufacturing employees in Jordan are women. • Issues of eligibility criteria and transparency in selection requirements/political capture • Gender equity and exclusion of vulnerable groups • Labor and working conditions • Weak contractual system • Health and safety issues • Sexual harassment at the workplace
Local communities and community members	<p>Communities and community members who will be interested in employment at beneficiary firms, or who live in vicinity of manufacturing firms.</p>	<p>Limited jobs and economic opportunities Gender equity and social inclusion, fair recruitment practices. Labor and working conditions Environmental and social impacts of manufacturing expansion.</p>

Beneficiary eligibility and selection

Key eligibility criteria for beneficiary firms include the requirement for manufacturing firms to be formal and registered in Jordan with all necessary licenses in order; credit worthiness (e.g., as shown by having positive profitability in 3 out of 5 years; not having unpaid loans); export track record, or prepared plans showing the intention to access export markets; being associated with moderate or low environmental and social risks as per the screening criteria identified in the project's Environmental and Social Management Framework (ESMF).

The project will publicly invite interested firms in the manufacturing sector to submit their applications under the various project components. For matching grant programs, selected intermediaries will establish selection committees to review and approve applications. These committees will have to ensure high transparency standards of the entire selection process, and, in addition to Fund's representatives, will include independent professionals and representatives of other entities with the right qualifications. When it comes to outcome-based incentives program, manufacturing companies will enroll in the program at the beginning of the year to establish baselines and targets.

The program will embrace high transparency standards through establishing clear eligibility criteria, assessment and selection procedures, and inclusivity measures, incl. MoITS has consulted with the implementing partners and the chambers of Industries on the characteristics of targeted segment of firms who may benefit of the project and the nature of eligible activities under the different programs, and that was reflected into the eligibility criteria and the evaluation process that will lead to the beneficiaries' selection. The eligibility criteria, the evaluation grid, and the selection process will all be disclosed as part of the call for application package for all beneficiaries

Furthermore, MoITS and the implementing partners has set specific target of female-owned/led firms to be supported through this program and explicitly set relative outcomes under program 2 . The program will have a separate communication strategy to ensure that high number of companies apply as well to increase publicity of winning firms and their business practices. For export credit guarantee program, the criteria for selecting the exporting firms to be included in the program will be agreed between JLGC and the Fund, with a focus on smaller exporters (incentivizing the participation of women-owned and led firms). The agreement would also entail the JLGC commitment to conduct a broad awareness campaign to increase the number of applying firms.

2.3 Other interested parties

Other parties interested in the Project are identified as individuals, groups, or organizations who may not be directly affected by the Project but who can help play a role in identifying potential risks, impacts, and opportunities for the Borrower to consider and address in the assessment process and throughout project preparation. The following other interested parties have been identified as stakeholders in the Project:

Other interested parties	Description	Issues /Concerns
Central Bank of Jordan	The CBJ mission is to maintain monetary and financial stability and thereby contributing to the achievement of economic and social growth in the kingdom.	<p>The need to create/influence effective programs to support the resilience and growth of SMEs especially given the very negative impact of COVID19.</p> <p>Compliance of the SMEs sector with the required environmental regulations and performance.</p> <p>Vulnerable groups exclusion</p>
Public institutions including: Ministry of Finance (MoF), Ministry of Labor (MoL), Ministry of Digital Economy and Entrepreneurship (MoDEE).	Different public entities concerned with contributing to job creation and economic stability	<p>All government institutions are focused on creating jobs and sustaining/increasing Jordan's economic growth</p> <p>Compliance with environmental regulations</p>

		<p>Labor working conditions</p> <p>Vulnerable groups exclusion</p>
Commercial banks (ex, Etihad Bank, Rajhi Bank, Invest Bank)	Local commercial banks who are able and willing to provide potential funding to the SMEs market	<p>Pressures to support the local economy through availing funding to support the resilience and growth of SMEs especially given the harsh reality of COVID19.</p> <p>Lack of compliance with E&S requirements</p> <p>Exclusion of vulnerable groups</p>
Business Associations, Chamber of Industry, etc.	Local organizations that bring together business owners from different streams of the economy. These could include: Jordan Chamber of Industry; Jordan Chamber of Commerce; Jordan Exporters Associations; industry associations; and other business membership associations.	<p>The need to engage business associations in the development process and engaging them in the implementation</p> <p>Lack of compliance with E&S requirements</p> <p>Exclusion of vulnerable groups</p>
Shipping companies and agents of shipping companies (ex. Aramex, DHL, GLFS group, Right way-logistics,etc)	Local companies and agents of shipping companies that could support SMEs with exporting their products to external markets.	<p>Limited economic activity caused by COVID19 and all that entails</p> <p>Labor and working conditions</p> <p>Health and safety practices</p>
Civil Society Organizations (CSOs) such as Jordan River Foundation ;Johud; Micro fund for Women	Local- based civil society associations that focus on similar issues (e.g. micro businesses, women empowerment, entrepreneurship) across Jordan.)	<p>Coordination between different programs/initiatives can be improved to maximize ROI on developmental projects</p> <p>Gender equity and social inclusion, Fair and transparent recruitment practices.</p> <p>Labor and working conditions</p> <p>Environmental and social impacts of manufacturing industry expansion.</p>
Development partners such as USAID, GIZ, and EU	Different donor- countries who are providing support or interested to provide support to the same sector.	<p>Developing support programs that can effectively help GoJ to address COVID19 pressures and contribute to putting Jordan on a growth path</p> <p>Gender equity and social inclusion, Fair and transparent recruitment system</p> <p>Labor and working conditions</p> <p>Health and safety</p> <p>Environmental and social impacts of manufacturing industry expansion.</p>

<p>Mass media (including social media) and associated interest groups, including local and national printed and broadcasting media, digital/web-based entities, and their associations.</p>	<p>Different types of mass media interested in publishing news about new operations that will help to boost economic growth.</p> <p>Different types of social media: Facebook, WhatsApp, etc.</p>	<p>Need to engage then to publicize the project, success stories and highlights from the implementation.</p> <p>Different types of media could be used to disclose information about the project and reach out to a wider public.</p> <p>Public disclosure of Project's details including targeted SMEs segments, eligibility criteria, funding programs under the project', targeted industry sectors, etc.</p> <p>Social benefits including job creation, income generation, women economic empowerment, etc.</p> <p>Gender equity and social inclusion</p> <p>Fair and transparent recruitment system</p> <p>Labor and working conditions</p> <p>Health and safety</p> <p>Environmental and social impacts of manufacturing industry expansion.</p>
<p>Jedco and JE , will benefit from the Project through both of its components. Fully operational Fund with strong governance and successful programs can become an important tool for MOITS as a leading entity for industrial development in Jordan. Second, a successful Fund operation, its M&E functions, will be directly supported through component 2 of the Project</p>	<p>Potential intermediary entities include:</p> <p>Jordan Enterprise Development Corporation (JEDCO): governmental organization dedicated to support the development of emerging businesses and SMEs in Jordan</p> <p>Jordan Export (JE): Not-for-Profit Public-Private Shareholding company (government initiative) that aims to develop and grow Jordan's exports</p> <p>JLGC</p>	<p>For JEDCO and JE:</p> <ul style="list-style-type: none"> - Limited institutional capacity/capability hinders ability to meet their national objectives - Limited funding prevents them from effectively supporting SME development/growth - Lack of national SME development and export promotion policies/strategies/roadmaps - Limited capacities related to E&S due diligence - Exclusion of vulnerable groups
<p>JLGC will directly benefit from the project.</p>	<p>Jordan Loan Credit Guarantee Company (JLGC) provides guarantee instruments for SMEs' loans and Export Credit.</p>	<p>For JLGC:</p> <ul style="list-style-type: none"> - Around 40-50 exporters are currently benefitting from the JLGC's export credit guarantee program, which covers 90 percent of exports'

		<p>value. This is a relatively low number, and going forward, the Fund could support additional 100 companies annually, with an average amount of support of JD10,000 per firm.</p> <ul style="list-style-type: none"> - Limited capacity regarding E&S requirements and due diligence - Exclusion of vulnerable groups
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Disadvantaged / vulnerable individuals or groups

The project's development objective is to assist manufacturing firms in accelerating and diversifying exports through the support for operationalization of Industry Development Fund and implementation of its programs. The benefits of the project are accessible to all entrepreneurs/enterprises living in Jordan, regardless of nationality, and based on eligibility criteria that will be disclosed in the Project Appraisal Document and on Project Website. Within this context, it is important to understand whether project benefits will be fully understood and accessed by disadvantaged or vulnerable individuals or groups, who often do not have a voice to express their concerns or understand the benefits, and to ensure that awareness raising and stakeholder engagement be adapted to take into account such groups or individuals particular sensitivities, concerns and cultural sensitivities and to ensure a full understanding of project activities and benefits. The vulnerability may stem from person's origin, gender, age, health condition, economic deficiency and financial insecurity, disadvantaged status in the community.

Within the context of the Project, the vulnerable or disadvantaged groups or individuals may include and are not limited to the following:

- Size/ scale of operations – Individual and Micro (poorer) (relative to larger and rich entities) enterprises in the informal sector may find it difficult to fulfil all the formalities project would demand;
- businesses located outside of Amman and in rural areas, are generally considered disadvantaged and may have difficulty in accessing the project benefits
- Young SMEs (vs established ones) entrepreneurs who have set up the business recently (2-5 years) and are struggling to break-even;
- Women entrepreneurs may be coping with additional stresses from COVID-19 and may stay away from entrepreneurial activities;
- Entrepreneurs who are youth or persons with disabilities may also face barriers in accessing project benefits, particularly outside of Amman
- Other firms establishing themselves in Jordan including Syrian refugees
- Employees of the above firms who face higher risk of job loss;

To support the targeting of women-led/owned firms across, all activities under the project, this will be guided by a **gender action plan** that will set out specific target and outreach mechanisms, as well as identify relevant training and measures to facilitate women's participation. The Gender Action Plan will outline specific needs, methods and tools and techniques for stakeholder engagement with women including special accommodations such as women only meetings; and women facilitators, timing and transport considerations to ensure women can attend.

Actions will furthermore seek to support other vulnerable groups leading firms. Engagement with the vulnerable groups and individuals often requires the application of specific measures and assistance aimed at the facilitation of

their participation in the project-related decision making so that their awareness of and input to the overall process are commensurate to those of the other stakeholders.

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

3 Stakeholder Engagement Program

The project is designed and will be implemented through active consultations with all the key stakeholders, the private sector, industry firms, export development, and active donors. MoITS has a wide outreach potential to private sector, e.g., through JEDCO and other channels. Summary of stakeholder engagement during project preparation During preparation several consultation meetings were conducted mainly in Amman and included the following Participants:

Stakeholders	Dates	Methods	Key points discussed
JEDCO	meetings between Sep 2020-present	Mix of Face-to-face and remote meetings	<ul style="list-style-type: none"> Challenges facing SMEs in the manufacturing sector, e.g. access to finance, access to markets, regulatory environment, access to technical support to address weak firm level capabilities, among other things Priorities of the sector needs Nature of funding programs implemented by Jedco and lessons learned that can be utilized under the fund Discuss the proposed design of the programs under the fund
Jordan Export	meetings between Sep 2020-present	Mix of Face-to-face and remote meetings	<ul style="list-style-type: none"> JE's institutional capacity Challenges facing SMEs in the manufacturing sector with focus on exports Gaps in Jordan's SMEs ecosystem as it relates to supporting export growth Discuss the proposed design of the programs under the fund
JLGC	meetings between Sep 2020-present	Mix of Face-to-face and remote meetings	<ul style="list-style-type: none"> Challenges in availing funding to Manufacturing enterprises The need for extra capitalization to avail more loans to micro and small businesses Economic reality of COVID19 and the need to support resilience and growth of Jordanian firms Improve institutional capability to design a portfolio guarantee product and speed-up implementation of the guarantee scheme

Chamber of Industry	meetings between Sep 2020-present	Face-to-face	<ul style="list-style-type: none"> Challenges facing SMEs, e.g. access to finance, access to markets, regulatory environment, access to technical support to address weak firm level capabilities, among other things Role of chamber of industry in supporting the SME support ecosystem The need to coordinate efforts across ecosystem actors
USAID (USA)	Oct 2021 and Feb 2022	Mix of Face-to-face and remote meetings	<ul style="list-style-type: none"> The need to support Jordan in realizing its national objectives as it relates to SMEs development and growth The need for a collaborative approach and coordination among all programs to ensure exponential impact Considering providing additional financial support from the donor community to support the project
DFID (UK)			
GIZ (Germany)			
CIDA (Canada)			
Netherland			
Norway			
EU (European Union)			
Banks association, Investment companies/funds, <ul style="list-style-type: none"> ISSF Capital for Investment Sanad Capital Company Ithmar Invest Arabi Invest National Microfinance Bank 	Oct 2021 and Feb 2022	Mix of Face-to-face and remote meetings	<ul style="list-style-type: none"> Challenges the funding industry faces in identifying high quality pipeline of SMEs Suggestions to JEDCO on how to design access to finance and building the investment readiness of SMEs turnaround times at lower operational cost) The need for further mitigation of MFI's lending risk, e.g. lower premium rates and higher loan guarantee levels

3.1.2 Key issues emanating from these consultations are as follows:

- Challenges facing manufacturing firms, e.g. access to finance, access to markets, regulatory environment, among other things
- MOITS institutional capacity and experience that can be leveraged to manage outcome-based incentives program
- Challenges in availing funding to manufacturing firms
- Many manufacturing firms need to strengthen their export-readiness
- Many manufacturing firms are still not bankable, and before they graduate to commercial financing, matching grants can be an effective tool for upgrading and modernization of firms productions processes.
- JLGC export credit guarantee can be an impactful way to facilitate exports.
- JLGC does not encounter a liquidity shortage, meaning that the capitalization of existing guarantee programs is less relevant at present. Rather, smaller exporters would benefit more from a subsidy for export guarantee premiums.

- The need to explore synergies between the IFC programs in Jordan's manufacturing sector and this lending operation.
- The need to coordinate efforts across ecosystem actors
- The need for a collaborative approach and coordination among all donor programs to ensure exponential impact
- The need to consider providing additional financial support from the donor community to support the project
- Challenges the funding industry faces in identifying high quality pipeline of manufacturing firms
- Certain conditions first need to be established before the Supply chain finance platform can be developed. Once these conditions are in place, such a platform could be developed with the support from this project.

The Feedback received during consultation and all emanating issues stated above were documented and taken into account by project's team and MOITS, the input of the stakeholders were taken into account during the design of the different components of the project, including defining the targeted sectors, selection criteria of the beneficiaries of the 3 components, discussing E&S responsibilities, and the overall operations of the fund. .

The draft SEP will be disclosed prior to project appraisal. It will be updated periodically as necessary.

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

A precautionary approach will be taken to the consultation process to prevent infection and/or contagion, given the highly infectious nature of COVID-19. The following are some considerations for selecting channels of communication, in light of the current COVID-19 situation:

- Avoid public gatherings (taking into account national restrictions or advisories), including public hearings, workshops and community meetings;
- If smaller meetings are permitted/advised, conduct consultations in small-group sessions, such as focus group meetings. If not permitted or advised, make all reasonable efforts to conduct meetings through online channels;
- Diversify means of communication and rely more on social media and online channels. Where possible and appropriate, create dedicated online platforms and chatgroups appropriate for the purpose, based on the type and category of stakeholders;
- Employ traditional channels of communications (TV, newspaper, radio, dedicated phone-lines, and mail) when stakeholders do not have access to online channels or do not use them frequently. Traditional channels can also be highly effective in conveying relevant information to stakeholders, and allow them to provide their feedback and suggestions;
- Where direct engagement with project affected people or beneficiaries is necessary, identify channels for direct communication with each affected household via a context specific combination of email messages, mail, online platforms, dedicated phone lines with knowledgeable operators;
- Each of the proposed channels of engagement should clearly specify how feedback and suggestions can be provided by stakeholders.

In line with the above precautionary approach, different engagement methods are proposed and cover different needs of the stakeholders as below:.

- Virtual meetings
- Face-to-face meetings as needed and respecting social distancing requirements
- Focus vulnerable groups meetings/discussions in Arabic (virtual and face-to-face respecting social distancing requirements)
- Field visits
- Phone calls
- emails
- Social media
- SMS
- Newspapers

3.2 Proposed strategy for information disclosure

The proposed strategy for disclosing information will adopt a variety means of communication to reach the different stakeholders and beneficiaries during the lifetime of the project. During the rest of the design phase of the project, and prior to effectiveness, MoITS will keep the interaction with the stakeholders to ensure the SEP is reflecting the input of the stakeholders.

Below is a list showing the media outlets that the Ministry of Industry, Trade, and Supply (MoITS) will use for public information disclosure for this project:

- Ministerial Websites
- Local newspapers (Al Rai, Al Ghad, Addustoor, alarab alyoum)
- TV (e.g. ALMamlakeh, Jordan TV, Amman TV, Royaa TV)
- Radio (Rotana, Jbc Radio, Amen FM, Sawt alghad, husna, Jordan fm)
- JLGC, JE, and JEDCO websites and social media accounts
- Social Media platforms (electronic news (such as saraya news, Ammon, Al wakeel) sites, Podcast sites, public pages specialized in topics similar to the project on Facebook, twitter, Instagram)
- The media channels of the project partners from the private sector, such as the Amman Chamber of Industry and the Jordan Chamber of Commerce
- Using short message services (SMS) and messaging applications such as WhatsApp as creating official profiles to receive and send information quickly and accurately

The following table summarizes the information disclosure actions during the different stages of project implementation.

Project stage	Target stakeholders	List of Information and documents to be disclosed	Methods and timing proposed
Preparation (before appraisal)	All stakeholders	<p><i>Project Information Document (PID): Project' objectives and design</i></p> <p>Environmental and Social Management Framework (ESMF) <i>identifies and assesses the</i></p>	<p><i>World Bank website, before appraisal (February 2022)</i></p> <p><i>MOPIC website</i></p> <p><i>MOITS</i></p>

		<p><i>environmental and social risks and impacts of proposed project activities, and designs appropriate mitigation, management and monitoring measures for the project, in accordance with the ESF</i></p> <p>Labor Management Procedures (LMP) sets out the way project workers will be managed</p> <p>Environmental and Social Commitment Plan (ESCP) summarizes environmental and social requirements for the project</p> <p>Environmental and Social Management System of JLGC (ESMS)</p> <p>Stakeholder Engagement Plan sets out the: timing and methods of consultation and information disclosure. Describes the project's Grievance Mechanism</p>	
	<p>Project Affected Parties:</p> <ul style="list-style-type: none"> - Targeted Manufacturing Enterprises /job seekers/workers 	PID outlines main Components of the project as well as the project's budget.	World Bank websites, before appraisal (February 2022)
	Vulnerable groups	MOITS will develop and implement a Gender Action Plan and other plans to support vulnerable groups. Consultative process for developing the plans is supported by this SEP.	World Bank websites, MOITS, JLGC, JEDCO, and JE websites, SEP will be consulted and disclosed before project appraisal.
Implementation	All Stakeholders	<p>PAD specifies:</p> <ul style="list-style-type: none"> - types of funding to be available through by the project - Eligibility criteria to access different types of funding - Application process - Periodic aggregated progress reports on the number of beneficiaries under each component segregated by subsector, size of the enterprise, governorate, nature of 	<p>PAD will be disclosed on World Bank website and ESF documents to be available on MOITS/Project and JLGC websites after project launch</p> <p>Application process, eligibility criteria, and forms, progress reports to be available on MOITS/Project JLGC,JE, and JEDCO websites after project launch</p>

		<i>the funded activities , and gender of the owner.</i>	<p><i>Application for funding would also be announced during implementation through written media (newspapers)</i></p> <p><i>Periodic aggregated progress reports to be disclosed on MOITS website</i></p>
		<p><i>External communications on environmental and social matters proportionate to the risks and impacts of JLGC's export credit guarantees supported under the project</i></p> <p><i>A summary of the Environmental and Social Management System (ESMS)</i></p>	<p><i>JLGC Website on annual basis</i></p> <p><i>JLGC website and World Bank website following effectiveness</i></p>
	Project Affected Parties	<p><i>Eligibility criteria, selection processes</i></p> <p><i>Funding application form</i></p> <p><i>Grievance Mechanism</i></p> <p><i>Gender Action Plan</i></p>	<p><i>Application process, eligibility criteria and selection processes, and forms, progress reports to be available on MOITS/Project and JLGC websites after project launch</i></p> <p><i>Application for funding would also be announced during implementation through written media (newspapers) and other means to be identified through the project and JLGC communication strategy.</i></p> <p><i>Grievance Mechanism will be accessible through MOITS/project website</i></p>
	<i>Development partners (USAID, DFID, , EU, GIZ, Netherlands)</i>	<p><i>- Project's progress details</i></p> <p><i>- Coordination issues</i></p>	<p><i>- MOITS/project website</i></p> <p><i>- Project reporting</i></p>
	<i>NGOs</i>	<p><i>Gender Action Plan</i></p> <p><i>Stakeholder Engagement Plan</i></p>	<p><i>MOITS/project website</i></p> <p><i>MOITS and World Bank website</i></p>
	<i>Business Associations, Chamber of Industry</i>	<p><i>Gender Action Plan</i></p> <p><i>Funding application form</i></p>	<p><i>MOITS/project website</i></p>

	<i>Vulnerable groups</i>	<ul style="list-style-type: none"> - types of support offered by the project and requirements, financing criteria - technical assistance available through the project - Gender Action Plan - Plans to support other vulnerable groups -Grievance Mechanism 	<p><i>PAD will be available on World Bank website and safeguards documents to be available on MOITS, JLGC, JE, and JEDCO websites after project launch</i></p> <ul style="list-style-type: none"> - Social media - Other printed materials with project information in accessible formats - Public meetings (twice a year) to be announced on MOITS/PMU website and personalized invitation
	<i>Mass media</i>	<ul style="list-style-type: none"> - Project's highlights and success stories 	<p><i>MOITS/ project , JLGC, JE, and JEDCO website</i></p> <p><i>Social Media</i></p> <p><i>Press releases</i></p>
Operation (closure)	<i>All stakeholders</i>	<i>Project achievements</i>	<ul style="list-style-type: none"> - Final evaluation report to be available on MOITS/PMU and JLGC websites - Public seminar to be organized at the end of the project with all stakeholders

3.3 Stakeholder engagement plan

Project stage	Target stakeholders	Topic of consultation / message	Method used	Responsibilities	Frequency of engagement
Preparation	<ul style="list-style-type: none"> - Export-ready manufacturing SMEs - First-time exporters - Growing manufacturing firms - Women-owned/managed manufacturing SMEs - Job seekers/ owners of smaller SMEs 	<ul style="list-style-type: none"> - Challenges facing manufacturing SMEs growth - Needed forms of support to manufacturing SMEs for industry upgrade, export development, outcome-based incentives program - Business environment needed improvements - Rules of origin and export requirements 	<ul style="list-style-type: none"> - Virtual and face-to-face Meetings - Emails - Phone calls - Communication strategy to ensure the maximum number of SMEs apply 	MOITS World Bank	Periodic
	JLGC	- Selection process for beneficiary SMEs	- Virtual and face-to-face Meetings (respecting social distancing requirements)	MOITS World Bank	Periodic

Project stage	Target stakeholders	Topic of consultation / message	Method used	Responsibilities	Frequency of engagement
		<ul style="list-style-type: none"> - Selection criteria - E&S requirements from JLGC 	- Phone calls		
	Implementing partners for matching grants programs (JEDCO and JE)	<ul style="list-style-type: none"> - Selection process and criteria - Stakeholder engagement and E&S requirements to be integrated into the agreements to be signed with SMEs - Pipeline of projects/proposals - Impact of the pandemic on SMEs 	<ul style="list-style-type: none"> - Virtual and face-to-face Meetings (respecting social distancing requirements) - Emails - Phone calls 	MOITS World Bank	Periodic
	Development partners (USAID, DFID, , EU, GIZ, Netherlands)	<ul style="list-style-type: none"> - Coordination between different initiatives - Complementarity issues 	<ul style="list-style-type: none"> - Virtual and face-to-face Meetings (respecting social distancing requirements) - 	MOITS World Bank	Periodic
	All stakeholders	<p>Environmental and social risks and impacts</p> <p>Satisfaction levels</p>	Public Consultations on Environmental and Social Documents Stakeholder Engagement Plan;	MOITS JLGC Implementing intermediaries	Public consultation on Environmental and Social Documents

Project stage	Target stakeholders	Topic of consultation message	Method used	Responsibilities	Frequency of engagement
			1) <i>Environmental and Social Framework.</i> 2) <i>Environmental and Social Commitment Plan (ESCP)</i> 3) <i>Labor Management Procedures</i> <i>. Date and Location of Consultations will be posted on MOITS website</i>	<i>for matching grants</i>	<i>before appraisal</i>
	Affected Parties Project Beneficiaries: 1. Industry Upgrading and Export Development Program: 1. <i>Manufacturing SMEs facing barriers in accessing traditional commercial financing</i> 2. <i>Manufacturing SMEs that contribute to low-carbon development and to the use of renewable energy sources.</i> 3. <i>Manufacturing SMEs who have local or export market growth aspirations to achieve revenue increase, productivity improvement, technological and climate-smart solutions, inclusive</i>	-Implementation challenges and obstacles - Selection criteria - Technical guidance needs - Marketing and promotion needs - Procurement and financial aspects - Guidance on climate-smart investments - GM functioning - Export requirements (quality standards and others)	- Virtual and face-to-face Meetings - Emails - Phone calls - Social media - responding to grievances, concerns and enquiries received through grievance mechanism - MOITS, JLGC, JE, and JEDCO websites - Printed materials - GM and responding to complaints and grievances - “Multi-stakeholder Forum”	MOITS/PMU JE JEDCO	Public consultations On Environmental and Social documents (SEP and ESCP) As needed

Project stage	Target stakeholders	Topic of consultation / message	Method used	Responsibilities	Frequency of engagement
	<p><i>job creation, and other objectives.</i></p> <p><i>4. export-ready Manufacturing SMEs</i></p>	<ul style="list-style-type: none"> - B2B Matchmaking - Inclusivity measures - Environmental and social risks and impacts 			
	<p>2. Outcome-based Incentives Program</p> <p><i>1. Manufacturing firms</i></p>	<ul style="list-style-type: none"> - Design main features - List of Key Performance Indicators (KPIs) - Firm-level assessment - Firm-level baseline and targets - Environmental and social risks and impacts 	<ul style="list-style-type: none"> - Meetings: Face to face and virtual - Specific communication strategy - Emails - Phone calls - Social media - responding to grievances, concerns and enquiries received through grievance mechanism - Printed materials - “Multi-stakeholder Forum” 	<p><i>The IndDF Secretariat MOITS</i></p>	<p><i>Public consultations on Environmental and Social instruments (SEP and ESCP)</i></p> <p><i>Periodic</i></p> <p><i>As needed</i></p>

Project stage	Target stakeholders	Topic of consultation / message	Method used	Responsibilities	Frequency of engagement
	3. Increased Access to Export Guarantees and New Supply Chain Finance Products: 1. Manufacturing firms	<ul style="list-style-type: none"> - Main design features - Selection criteria - Type and size of targeted firms - Environmental and social risks and impacts 	<ul style="list-style-type: none"> - Awareness campaign by JEDCO - Meetings: Face to face and virtual - Emails - Phone calls - Social media - Printed materials - “Multi-stakeholder Forum” - responding to grievances, concerns and enquiries received through grievance mechanism 	JLGC MOITS	Public consultations on Environmental and Social Instruments (SEP and ESCP) Periodic As needed
Implementation	Affected Parties Project Beneficiaries: 1. Industry Upgrading and Export Development Program: 1. Manufacturing SMEs facing barriers in accessing traditional commercial financing 2. Manufacturing SMEs that contribute to low-carbon development and to the use of renewable energy sources. 3. Manufacturing SMEs who have local or export market growth aspirations to achieve revenue increase, productivity improvement, technological and	<ul style="list-style-type: none"> -Implementation challenges and obstacles - Possibilities for additional technical assistance and guidance - GM functioning - Gender equality - Environmental and social compliance - Financial and procurement challenges - Satisfaction levels 	<ul style="list-style-type: none"> - Virtual and face-to-face Meetings - Emails - Phone calls - Social media - responding to grievances, concerns and enquiries received through grievance mechanism - “Multi-stakeholder Forum” - Satisfaction surveys 	MOITS/PMU JE JEDCO	Public consultations On Environmental and Social Documents by Effective date(LMP) As needed

Project stage	Target stakeholders	Topic of consultation message	Method used	Responsibilities	Frequency of engagement
	<i>climate-smart solutions, inclusive job creation, and other objectives.</i> 4. export-ready Manufacturing SMEs				
	2. Outcome-based Incentives Program 1. Manufacturing firms	-Implementation challenges and obstacles - Possibilities for additional technical assistance and guidance - GM functioning - Gender equality issues - Environmental and social compliance - Financial and procurement challenges - Satisfaction levels	- Virtual and face-to-face Meetings - Emails - Phone calls - Social media - responding to grievances, concerns and enquiries received through grievance mechanism - “Multi-stakeholder Forum” - Satisfaction surveys	InDF Secretariat MOITS	Public consultations On Environmental and Social Documents by Effective date (LMP, ESMS) As needed
	3. Increased Access to Export Guarantees and New Supply Chain Finance Products: 1. Manufacturing firms	-Implementation challenges and obstacles - Possibilities for additional technical assistance and guidance - GM functioning	- Meetings: Face to face and virtual - Emails - Phone calls - Social media - Printed materials - “Multi-stakeholder Forum”	JLGC MOITS	Public consultations On Environmental and Social Documents by Effective date(LMP, ESMS))

Project stage	Target stakeholders	Topic of consultation / message	Method used	Responsibilities	Frequency of engagement
		<ul style="list-style-type: none"> - Gender equality issues - Environmental and social compliance - Financial and procurement challenges - Satisfaction levels 	- responding to grievances, concerns and enquiries received through grievance mechanism		As needed
	NGOs	<ul style="list-style-type: none"> - Challenges in coordinating donor-funded projects they are involved in - Possibilities to provide technical support, especially to vulnerable groups under the project 	<p>Outreach and public consultations or roundtables with NGO's representing different stakeholder groups</p> <p>Consultation with groups representing women will be defined in the Gender Action Plan</p>	MOITS JLGC Implementing intermediaries for matching grants (JEDCO and JE)	Expected frequency of consultations is twice a year to be further confirmed through consultation on SEP
	Vulnerable groups	<ul style="list-style-type: none"> - Challenges faced to access funding - Needed technical guidance to apply for funding - Specific needs for women entrepreneurs to access funding from the project 	<p>Face-to-face and virtual meetings (respecting social distancing requirements) to consult with the following groups and the organizations that represent them, will be further defined in the updated SEP:</p> <ol style="list-style-type: none"> 1. poorer SMEs and young entrepreneurs from outside Amman 2. Micro enterprises from the informal sector 	MOITS/PMU JLGC Implementing intermediaries for matching grants	Expected frequency of consultations is twice a year to be further confirmed through consultation on SEP

Project stage	Target stakeholders	Topic of consultation message	Method used	Responsibilities	Frequency of engagement
			<p>3. People with disabilities</p> <p>Consultation and outreach methods to engage with women will be defined in the Gender Action Plan</p>		
	Development partners	<ul style="list-style-type: none"> - Project implementation progress - Coordination and collaboration between the different operations 	- Donor coordination meetings	MOITS/PMU	Periodic.
Operation (closure)	All stakeholders: MoITS JLGC JEDCO JE CBJ	<ul style="list-style-type: none"> - Project achievements 	<ul style="list-style-type: none"> - Public consultations - Seminars - Social media 	MOITS/PMU	Multiple engagements
	Implementing partners for matching grants (JEDCO and JE)	<ul style="list-style-type: none"> - Project impact and outcomes - lessons learned - Implementation Challenges - Functioning of GM 	<ul style="list-style-type: none"> - Seminars - Roundtables 	MOITS/ PMU	At least one seminar

3.4 Reporting back to stakeholders

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and grievance mechanism.

The different entities under the project have, as part of their “social responsibility” specific measures to engage and involve stakeholders such as JLGC and CBJ. In addition, all entities have some Grievance Mechanisms (GM) to handle complaints and grievances received from their clients and stakeholders. JLGC “stakeholder engagement and social responsibility policy” available on JLGC website².

The program will also have a separate communication strategy to ensure that high number of companies apply as well to increase publicity of winning firms and their business practices. For export credit guarantee program, the criteria for selecting the exporting firms to be included in the program will be agreed between JLGC and the Fund, with a focus on smaller exporters (incentivizing the participation of women-owned and led firms). The agreement would also entail the JLGC commitment to conduct a broad awareness campaign to increase the number of applying firms.

4 Resources and Responsibilities for implementing stakeholder engagement activities

4.1 Resources

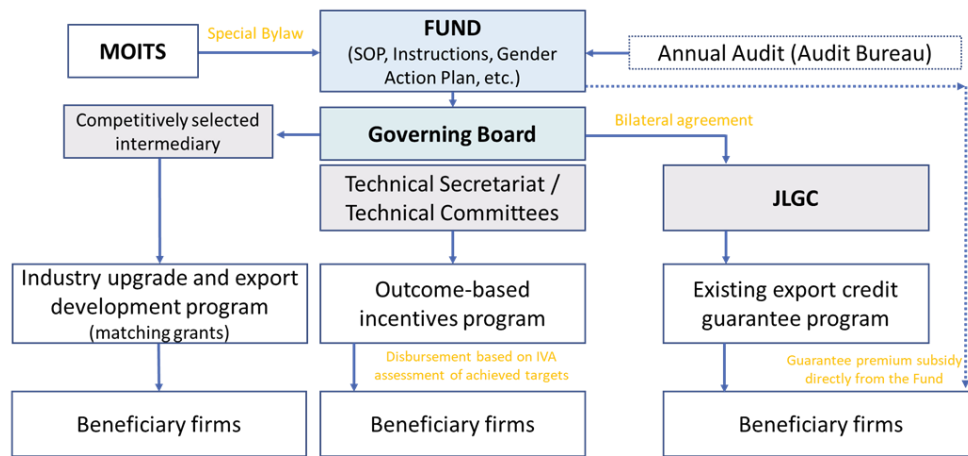
The PMU at MOITS will be in charge of stakeholder engagement activities and will be coordinating with the other agencies under the project: JLGC JEDCO, and JE. The budget for the SEP is included under Component 2 of the project and is estimated at USD 50,000.

4.2 Management functions and responsibilities

The SEP will be implemented by the PMU at MOITS, in coordination with the other entities under the project: JLGC, JEDCO, and JE.

The project organizational structure is as follows:

² <https://www.jlgc.com/sites/default/files/2018-12/%D9%85%D8%B1%D9%81%D9%82%20%281%29%20%D8%B3%D9%8A%D8%A7%D8%B3%D8%A9%20%D8%A7%D8%B5%D8%AD%D8%A7%D8%A8%20%D8%A7%D9%84%D9%85%D8%B5%D8%A7%D9%84%D8%AD%20%D9%88%D8%A7%D9%84%D9%85%D8%B3%D8%A4%D9%88%D9%84%D9%8A%D8%A9%20%D8%A7%D9%84%D8%A7%D8%AC%D8%AA%D9%85%D8%A7%D8%B9%D9%8A%D8%A9.pdf>



The Ministry of Industry, Trade, and Supply (MoITS) 1. will lead overall Project management and coordination, 2. MoITS will establish a Project Management Unit (PMU) to lead the implementation of Project activities, which will include Project Director, Technical Officer, Financial Management Specialist, Procurement Specialist, Social and Environmental Specialists, Gender/Monitoring and Evaluation Specialists, 3. The Project Coordinator is responsible for the implementation of this SEP.

The PMU will have a number of staff and each one of them will have clear Terms of Reference (ToR) and specific tasks to perform under the project. The other entities under the project: JLGC, JEDCO, and JE will also be responsible to implement specific planned activities within the project SEP.

The key officer in relation to carrying out activities to implement the SEP will be the Social Specialist, who will also be assigned as the GM officer at the PMU Technical Officer, they will need to liaise with the management of the other agencies under the project (**JLGC, JEDCO, and JE**) and their relevant technical departments throughout the implementation duration.

The Social Specialist (with the support of the Technical Officer at the PMU), will be responsible for ensuring that the PMU will carry out all the coordination needed with partners under the project and others and will make sure to continuously discuss technical matters with technical focal points at JLGC, JEDCO, and JE in order to implement the SEP.

The other entities under the project: JLGC, JEDCO, and JE will also be responsible to implement the SEP and ensure all concerned stakeholders have been covered. They will also support in designing the best methods to engage with the different categories of stakeholders.

The Project/Technical Officers who will be assigned to JLGC, JEDCO, and JE will be responsible of continuously liaising internally with the Social/ GM and the Technical Officers at the PMU; to ensure that all activities are properly implemented in line with the planned project parameters and the SEP. The GM assigned officer in the MOITS/PMU should be working to monitor and streamline the complaints, ensure that feedback to the complainants is offered and that the complaints are resolved in a timely manner and escalated as per the established process, and that regular monthly reports of grievances are produced and analyzed, in linkage with the overall project monitoring.

As part of ESS9, the JLGC would have to incorporate into the agreements that will be signed with beneficiary firms environmental and social requirements, including stakeholder engagement requirements to be conducted and complied with by these firms. The agreements will include specific clauses on these requirements as part of the conditionalities to access the project funding. JLGC would have also to comply with ESS9 stipulations in regard to communication requirements about the project and responding to the public's enquiries in a timely manner.

In addition, all agreements to be signed with firms under the project would have to incorporate environmental and social requirements, including stakeholder engagement requirements to be conducted and complied with by these firms. The agreements will include specific clauses on these requirements as part of the conditionalities to access the project funding.

The entities responsible for carrying out stakeholder engagement activities are:

- MOITS
- JLGC
- JEDCO
- JE

The stakeholder engagement activities will be documented through:

- Minutes of meetings, consultations, and any other form of communication
- Updates on stakeholder engagement efforts under the project will be included in the Project's main progress reports and related safeguards reporting.
- The updates of this SEP

5 Grievance Mechanism

The main objective of a Grievance Mechanism (GM) is to assist to resolve complaints and grievances in a timely, effective and efficient manner that satisfies all parties involved. Specifically, it provides a transparent and credible process for fair, effective and lasting outcomes. It also builds trust and cooperation as an integral component of broader community consultation that facilitates corrective actions. Specifically, the GM:

- Provides affected people with avenues for making a complaint or resolving any dispute that may arise during the course of the implementation of projects;
- Ensures that appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of complainants; and
- Avoids the need to resort to judicial proceedings.

5.1 Description of GM

The project will use MOITS's established GM process for handling complaints, queries and concerns using established Standard Operating Procedures (SOPs). The MOITS operates a Grievance Mechanism (GM) which is managed by the Institutional Development Unit (IDU). The system provides several avenues for stakeholders to lodge their complaints, concerns, and suggestions regarding the functioning of the industrial sector in Jordan. It also covers complaints and grievances received from the public as well as the workers (staff of the Ministry).

As several agencies operate under the umbrella of MoITS, MoITS also receives and handles complaints against these agencies : JEDCO, Companies Registrar, Jordan Standards and Metrology Organization, etc.

For the purposes of the new project, the existing GM at MOITS will be used and all existing uptake channels will be also leveraged to receive and process Project- related complaints and grievances. However, and to ensure that the system capture all complaints made against the Project, the Ministry will put in place new uptake channels specific to the Project. These channels will be dedicated only to the project to receive complaints and concerns of project's workers as well as Project's Affected People (PAPs) and the public. The Project's specific uptake channels could include establishing a new email address for the project or establish a webpage on MOITS website where electronic complaints could be submitted.

The project's officers who will be assigned from JLGC, JEDCO, and JE to coordinate on project implementation will also coordinate with the GM Focal Point at the PMU to report received complaints against the project and how they were addressed, and to escalate where appropriate (escalation criteria to be defined in the Project Operations Manual). The existing GM procedures include the following steps and indicative timelines included in:

- Annex 2- MOITS GM SOP
- Annex 3- JLGC- Stakeholder Engagement and Social Responsibility

Grievances will be handled at the PMU/MOITS level by the Social Specialist/ GM focal point. This officer will be in charge of reviewing all complaints received through the different agreed uptake channels (stated below) and capturing/tagging those related to the project. He/She will then document them (manually and electronically) in a “complaints’ log” (date of receipt, time, name and contact details of the complainant, nature of complaint, etc.) . The Director of the PMU will also be involved in handling the received project-related complaints and will be consulted for deciding on the resolution. Complainants will be notified of the resolution to their complaints in a reasonable and timely manner.

Environmental and Social Commitment Plan (ESCP).

The MOITS has developed a specific Standard Operating Procedure (SOP) for complaints handling and resolution, entitled “Complaints and Suggestions’ Requests Follow-up”. The SOP details the different requirements of the GM system and sets up response time for each stage in the complaint resolution process. Based on the stipulations of this SOP, the project GM is summarized as follows:

- Uptake channels:

It is important to have multiple and widely known ways to register grievances. Anonymous grievances can be raised and addressed. The existing uptake channels at MOIST are:

- Complaints and suggestions boxes at the Ministry
- “At Your Service” platform (the governmental electronic complaint management system),
- The Ministry’s main phone number (06-5629030)
- Walk in and written complaints (at the Ministry’s Secretariat- Diwan)
- Social media: Facebook, Twitter, etc.
- The Ministry’s general email: info@moits.gov.jo
- The Ministry’s website

In addition to the existing uptake channels at MOITS, additional uptake channels are under consideration by the project including:

- Project GM E-mail: to be created at the PMU level
- Project Officers assigned to JLGC, JEDCO, and JE to receive grievances and transfer them to the GM focal point at the PMU
- Written complaints addressed to the GM focal point at the PMU
- Walk-ins may register a complaint on a grievance logbook at the PMU/MOITS and the three entities.

Once a complaint has been received, by the different uptake channels any of the channels, it should be recorded in the complaints logbook or grievance excel-sheet/grievance database.

- Sorting, and Processing

The Institutional Development Unit (IDU) 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 IDU starts the processing of the complaint and refer it to the relevant persons and departments at the MOITS to determine: the complainant, subject of the complaint, the party causing the complaint, impacted party, departments/ persons relevant to the complaint.

- **Acknowledgement and Follow-up**

Depending on the uptake channel through which the complaint was received for example:

- At Your Service platform: once the complaint is submitted, the complainant receives at once an SMS on his phone including a tracking number, the estimated time for resolution, and the resolution itself once reached.
- Traditional/Classical intake channels: the complainants are not always notified of the reception and logging of their complaints. However, the SOP states that the complainant is contacted in case his complaint is not clear or more details are needed.

- **Verify, Investigate, and Act**

As per the SOP stated above, all received complaints, suggestions, queries, and complements are forwarded to the different relevant sections and departments of the MOITS for processing and handling, Media and Communication Directorate will handle the complaints received through Facebook, for complaints received through “At Your Service” platform those will be handled by the liaison officers of the platform, etc. The complaints committee will review the complaints reports prepared by the different sources and give their approval on it. The Ministry/ Complaints committee will also follow up with the external partner institutions for handling and closing the complaints that were made against them or are within their capacity.

The GM SOP also summarizes the steps for complaints handling:

- Receipt of complaints and documentation manually in the complaints log
- Complaints are forwarded to the relevant sections/departments/ entities for handling and resolution
- Reports are then prepared by these sections and departments on the status received complaints and sent to the IDU
- At Your Service: the status of the complaint is updated in the portal (closed, excluded, not within the mandate of MOITS, etc.). All reports related to complaints received through At Your Service portal are downloaded into the portal and the complaint is closed
- For all complaints received through the general email address of the Ministry they are processed forwarded to the relevant sections/departments by an auditor

- **Provide Response to the Complainant**

Following the issuance of the resolution, the Rapporteur of the Complaints Committee informs the complainant who submitted their complaints through the complaints’ box of the resolution, in case his contact details are available. In case the complaints were forwarded by the governorates’ complaints committees, the resolution will be communicated to these committees.

For complaints received on this project the response time will apply

- **An initial response** shall be provided via a formal letter; an email; or a phone call within 5 working days from the date of receipt of the grievance by PMU.
- **For eligible and straightforward grievances**, GM staff will provide 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**, GM 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 14 working days from the initial date of receipt of the grievance by the PMU, where actions are proposed to resolve the complaint and agreement on the response is sought with the complainant.

- Escalation **Process**

The GM will provide an appeal process if the complainant is not satisfied with the proposed resolution of the complaint. In this regard, the complaints' committee of the MOITS meets on quarterly or on need basis and they look into all the complaints that were not resolved and closed and work to settle these unresolved complaints. If still unresolved, the project's Steering Committee will serve as the "Appeal Committee". Once all possible means to resolve the complaint has been proposed and if the complainant is still not satisfied then they should be advised of their right to legal recourse.

GM System- JLGC, JEDCO, and JE:

JLGC, JEDCO, and JE will prepare, adopt, maintain and operate a Grievance Mechanism consistent with ESS10 of the ESF, within 30 days of the project Effective Date. The GM will include measures to address any Sexual Exploitation and Abuse /Sexual Harassment (SEA/SH) complaints associated with provision of financial services by these entities in line with the World Bank ESF Good Practice Note on SEA/SH and the Jordanian Labor Code.

In relation to complaints related to the three entities:

- the grievances received through the different uptake channels described above and are related to JLGC, JEDCO, and JE will be transferred to these entities through the GM focal point at the PMU/MoITS, unless these grievances were made against these entities.
- All complaints received by these three entities and relevant to the project will be handled by the respective GM assigned officers for handling and resolution. In case they were not resolved they should be escalated to the GM focal point of the PMU and the PMU Director.

GM for Workers

As described in LMP, the GM for workers who will be hired and working under the project will be developed and be in place by project's appraisal Date as per the ESCP

6 Monitoring and Reporting

6.1 Involvement of stakeholders in monitoring activities

The PMU under MOITS will monitor overall implementation and certain aspects of project performance and provide feedback to MOITS management and other stakeholders.

The PMU/MOITS will also keep monitoring the related complaints that will be received through different modalities and this will allow for getting the feedback from various parties including beneficiaries

Involvement of the stakeholders in the monitoring activities will be done in a fashion that would respect all the current and emerging social distancing requirements that are stipulated by the Government.

6.2 Reporting back to stakeholder groups

The SEP will be periodically revised and updated as necessary in the course of project implementation in order to ensure that the information presented herein is consistent and is the most recent, and that the identified methods of engagement remain appropriate and effective in relation to the project context and specific phases of the development. Any major changes to the project related activities and to its schedule will be duly reflected in the SEP. Monthly summaries and internal reports on public grievances, enquiries and related incidents, together with the status of implementation of associated corrective/preventative actions will be collated by responsible staff and referred to the senior management of the project. The monthly summaries will provide a mechanism for assessing both the number and the nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner. Information on public engagement activities undertaken by the Project during the year may be conveyed to the stakeholders in two possible ways:

- Publication of a standalone annual report on project's interaction with the stakeholders.
- Circulating an electronic quarterly report that monitors a number of Key Performance Indicators (KPIs) as per the Project's Results Framework (RF).

Annex 1:**National Definition of MSMEs (approved by cabinet in Oct 2019)****COUNTRY: Jordan****Jordan COVID-19 Private Sector Recovery and Resilience Project**

Activity	Classification	Micro	Small	Medium
Industrial	# of Employee	<5	<20	<100
	Annual Turnover (JOD)	<100,000	<1,000,000	<3,000,000
Trade	# of Employee	<5	<10	<50
	Annual Turnover (JOD)	<120,000	<150,000	<1,000,000
Services	# of Employee	<5	<25	<50
	Annual Turnover (JOD)	<200,000	<500,000	<1,000,000

Annex 2
MOITS GM Procedures



وزارة الصناعة والتجارة والتموين

نموذج تصميم عملية

اسم المديرية / المالك		مديرية تطوير الأداء المؤسسي/قسم إدارة المعرفة
اسم العملية	رمز العملية	متابعة طلبات الاقتراحات والشكاوى.
الهدف من العملية	<p>MIT17/OP11</p> <p>ايجاد الية موثقة وموحدة للتعامل مع شكاوى متلقي الخدمة والموظفين بفاعلية ومنع تكرارها بالمستقبل بالإضافة الى الاستفادة من الاقتراحات متلقي الخدمة والموظفين وأفكارهم من اجل التحسين والتطوير على خدمات الوزارة وأدائها باستمرار. وبالتالي زيادة رضا متلقي الخدمة والموظفين عن مستوى الخدمات المقدمة.</p>	
مجال التطبيق	جميع الاقتراحات والشكاوى وكتب الشاء والاستفسارات المقدمة للوزارة.	
الارتباط عملية/اجراء	<p>MIT17/OP11/P1 اجراء: استلام طلبات (الشكوى/الاقتراح/ الشاء/ استفسار)</p> <p>MIT17/OP11/P2 اجراء: اعداد التقرير الشهري</p> <p>MIT17/OP11/P3 اجراء: اجتماعات لجنة الاقتراحات والشكاوى</p> <p>MIT17/OP11/P4 اجراء: اعداد تقرير الاقتراحات والشكاوى السنوي</p>	
التشريعات	المادة الرابعة من نظام تطوير الخدمات الحكومية رقم (156) لسنة 2016.	
النماذج المستفدة	الاسم	رمز النموذج
	نموذج تقديم شكوى أو اقتراح	MIT17/OP11/F1/Y17/V07
	مجل متابعة الطلبات (الشكاوى، الاقتراحات، الشكاوى، التنازات).	MIT17/OP11/F2/Y17/V02
الوثائق اللازمة	لا يوجد	
المستفيد من العملية	الوزارة/متلقي الخدمة/موظفي الوزارة	
رسوم العملية	لا يوجد	
الموارد اللازمة	لجنة، منصة بخدمتكم، صناديق، قنات لاستلام الطلبات (الاقتراحات، الشاءات، الاستفسارات الشكاوى)	
الوقت اللازم لإنجاز العملية	مستمره على طول العام	
المدخلات	طلبات (شكاوى/اقتراحات/كتب شاء/ استفسارات)	
المخرجات	<ul style="list-style-type: none"> توصيات بتطبيق الاقتراحات والأفكار المبدعة. 	

MIT17/OP1/F1/Y17/V02

Annex 3

JLGC- Stakeholder Engagement and Social Responsibility

Can be found on the link bellow

[https://www.jlgc.com/sites/default/files/2018-Stakeholder Engagement and Social Responsibility](https://www.jlgc.com/sites/default/files/2018-Stakeholder%20Engagement%20and%20Social%20Responsibility.pdf)