STAKEHOLDER ENGAGEMENT PLAN

Jordan: Youth, Technology and Jobs Project

November 7, 2019

Ministry of Digital Economy and Entrepreneurship (MoDEE)

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Abbreviations

SEP	Stakeholder Engagement Plan
MoDEE	Ministry of Digital Economy and Entrepreneurship
MoL	Ministry of Labour
MoE	Ministry of Education
PMU	Project Management Unit
GoJ	Government of Jordan
IPF-DLI	Investment Project Financing with Disbursement-linked Indicators
PDO	Project Direct Objective
GCC	Gulf Corporation Council
SDGs	Sustainable Development Goals
NAF	National Aid Fund
ICT	Information and Communication Technology
YTJ	Youth, Technology and Jobs
MoICT	Ministry of Information and Communication Technology
NSDC	National Skills Development Corporation
CPF	Crown Prince Foundation
HTU	Hussein Technical University
JEA	Jordan Enterprise Association
TTi	Trip To Innovation
CBJ	Central Bank of Jordan
SMEs	Small, Medium Enterprises
MIS	Management Information System
SOCO	Stakeholder Outreach and Communications Officer
MoSHE	Ministry of Scientific Research and Higher Education
VTC	Vocational Training Corporation
NSC	National Steering Committee
GRM	Grievance and Redress Mechanism
PAPs	Project Affected People
PCP	Project Contact Person
NIE	National Implementing Entity

1. Introduction

The purpose of this SEP is to describe the project, the stage of maturity that is has reached, it's purpose as well as map out its external and internal stakeholders; including target beneficiaries of the project.

The proposed project is a US$200 million Investment Project Financing with Disbursement-Linked Indicators (IPF-DLI Operation). The amount of US$200 million is financed by a US$150 million IBRD loan and US$50 million support from the Global Concessional Financing Facility. The project will be implemented by The Jordan Ministry of Digital Economy and Entrepreneurship (MoDEE), through a joint Project Management Unit (PMU) with the Ministry of Labour (MoL) located at MoDEE. The Ministry will subcontract the implementation of project activities to professional private sector vendors.

The project is a US$200 million Investment Project Financing with Disbursement-linked Indicators (IPF-DLI Operation) to support the enhancement of number of individuals trained on employable digital skills and reporting new income opportunities to 10,000 individuals. The project also supports the increase in revenues to digital firms in Jordan through the development of e-government services. This support will be directed towards the youth by supporting technology adoption and growth in IT sectors to stimulate demand, and by supporting the supply of tech skilled youth. The DLIs for this project reflect government priorities for reforms of the skills development and growth enablers of the digital economy. Some DLIs are expected to improve the efficiency and effectiveness of the relevant institutions such as the skills development council, training service providers, and the vocational training centers. The results represented in the DLIs are critical to achieving the project's development outcomes. The details on how to ensure the inclusion of vulnerable groups as beneficiaries, such as women, Syrian youth and disabled persons, is still being defined and is a critical part of this assignment.

A large number of highly skilled Jordanians move abroad as economic migrants, largely to Gulf Cooperation Council (GCC) countries, where it is easier for them to find the jobs matching their skills.

Simultaneously, Jordan has long relied on economic migrants to fill private sector jobs that Jordanians do not want. There are approximately 650,000 economic migrants working in Jordan. In 2015, work permits were issued for 110,000 new economic migrants. Non-Jordanians are allowed to work subject to a set of restricted professions and sector-specific quotas[1].

Moreover, the IT sector is a key accelerator to increase the scale and diffusion of solutions addressing global challenges. It can deliver transformation at unprecedented speed and scale, and benefit to the SDGs in essentially three ways:

- ✓ Increased access to critical information and services,
- ✓ Increased connectivity between individuals and organizations, and
- ✓ Improved efficiency and innovation across many sectors.

There are many aspects of society in which ICT can be accelerated in support of the SDGs including in the areas of healthcare, education, financial services, energy and climate change among others. Some SDGs show a clearer link between SDG performance and ICT, i.e. SDG 1 No Poverty (Delivery of products and

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[1] Source: National Employment Strategy 2011–2020 and MOL reports

services to lower income groups), SDG 4 Quality education (Providing access to education), SDG 5 Gender equality (providing opportunities and fair remuneration), SDG 9 Infrastructure, industrialization and innovation (Development of infrastructure for more efficient societal or enterprise functions) and SDG 10 Reduced Inequalities (providing opportunities for direct employees and those in supply chain). Essentially the achievement of all 17 SDGs can potentially be leveraged by ICT as it has the potential to deeply transform the economy and the society as a whole.

2. Project Description

PROJECT DEVELOPMENT OBJECTIVE (PDO)

PDO Statement

Increase access to digitally-enabled income opportunities for youth and improve the delivery of selected digitized government services in Jordan.

Overall project structure: 3 components

Component 1 – Support the supply of digital skills in Jordan

- Sub-component 1.1: Digital skills training through private sector involvement
- Sub-component 1.2: Enhancing digital skills competencies in public schools
- Sub-component 1.3: Provide working spaces in underserved communities through Tech Hubs

Component 2 – Support the expansion of digital sector and digital government services in Jordan

- Sub-component 2.1: Support the expansion and access to market for digital firms and digital platforms
- Sub-component 2.2: Support digital transformation of service delivery to citizens and businesses
- Sub-component 2.3: Support digitization of payments

Component 3 - Project management & implementation support

Component 1: Support the supply of digital skills in Jordan

Component 1 aims to increase the supply of high-quality human capital to cater to the increasing demand for digital skills in Jordan, covering both employment and freelancing jobs. A two-pronged approach is required to address the gaps in supply of digital skills, (i) immediate attention to the stock of youth that is currently in the job market with inadequate digital skills, complemented by (ii) institutionalizing a link between emerging skills needs in the digital sector and the design of curricula in the education system and complementary rapid response programs to improve the preparedness of the flow of job-seekers in the digital sector. Component 1 will include three subcomponents as follows:

Sub-component 1.1 - Digital skills training through private sector involvement

The project will support the establishment of the National Skills Council for ICT, whose mandate will include demand and supply assessments, national occupational standards, affiliation of service providers, accreditation of training curriculums, provision of online training courses and materials, national awareness activities, and monitoring and evaluation (M&E). The majority of the National Skills Council for ICT board members will come from the private sector and will include representation from key public sector stakeholders to ensure that the Council's mandate and activities are aligned with the demands of

the future of work. The project will leverage the experience of the Indian National Skills Development Corporation to support the establishment of the Council. The potential convening power of the Council can represent a unique opportunity for private sector involvement in mainstreaming digital skills development. Large scale private-sector led initiatives, such as Amazon Web Services (AWS), Educate, or One Million Jordanian Coders, depict a strong appetite among tech giants in collaborating with universities and vocational institutes to build the regional future workforce by creating digital skills development programs.2 The Council can facilitate model partnerships that build on these initiatives. The Council will also include in its mandate capacity building and advisory support to universities and the Khidmat Watan Program, which focuses on vocational and technical education, to ensure that mainstream digital skills training activities in the education system have enhanced market relevance. The Khidmat Watan Program will partner with the National Skills Council for ICT for the delivery of ICT training for underserved youth participating in the program.

The National Skills Council for ICT will manage a Digital Skills Training facility which will provide an immediate and agile solution to the skills gaps in both quantity and quality of digital skills. The facility will be established following global best practices to identify and rapidly respond to changing market demand; augment various sources of financing for digital skills trainings; allocate funds in accordance with market needs and national policies; build training systems and capacities and develop competitive training markets; and ensure inclusivity in access to training opportunities. This subcomponent will include supporting the most vulnerable youth (i.e. those living under the poverty line), women, and those with lower education outcomes by enabling their participation in online training courses and providing them with financial assistance to purchase / upgrade digital hard- and software, stipends for transportation, and childcare support. The facility will receive initial funding from the project and leverage private sector contributions in subsequent years. The project will include the following measures to ensure the financial sustainability of the training facility beyond the timeline of the project, these include:

- A gradual fee structure that increases by the increase in sophistication of training topics, where entry level training will pay symbolic fees. Collected fees will provide revenues for the training facility.
- A decreasing pattern of financial support to the training facility, where bigger contributions will be provided in the first three years of operation and then public financing gradually phased-out in years four and five.
- Leveraging private sector contributions in an increasing pattern over the duration of the project, building on the efficiency of the facility operations and the high employability of graduates.

The training will ensure inclusion of women, Syrian refugees, and vulnerable youth, including those coming from the National Aid Fund (NAF) database across project components. The project will include the design and implementation of targeted outreach and awareness-raising activities to identify and motivate targeted beneficiaries to register for trainings and to support applicants with the application process. The activities will adopt a consistent and tailored approach for different categories of target

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2 George Mason University (Mason) and Northern Virginia Community College (NOVA), in collaboration with AWS Educate, announced a Bachelor of Applied Science (BAS) pathway in cloud computing. https://aws.amazon.com/blogs/publicsector/george-mason-university-and-northern-virginia-community-college-announce-the-regions-first-bachelors-degree-for-cloud-computing-with-aws-educate/

Managed by the Crown Prince Foundation, the One Million Jordanian Coders initiative, hosted in partnership with Microsoft, Udacity, Facebook and Bayt.com, includes the launch of an online platform that offers free training courses for young people in Jordan interested in developing their digital skills across different domains.

beneficiaries and regions and will include gender-sensitive approaches (times, locations), while also engaging with families when appropriate.

Sub-component 1.2 – Enhance digital skills competencies for public school students

This sub-component will introduce quality computer science courses in public classrooms G7-12. The activities under this sub-component will aim to identify gaps in the existing information technology courses in schools, develop context-relevant digital skills learning assets, train teachers on the new courses and roll-out in a systematic way across G7-12 public classrooms. The MoE will be the counterpart for this sub-component and will seek partnerships with organizations active in the digital curricula space. The sub-component will leverage the recent MoE experience of rolling out similar specialized curricula, on financial literacy and entrepreneurship, in partnership with Injaz.[3]

This sub-component will adopt a focused approach to enhance digital skills among girls enrolled in G7-12. To raise awareness about the potential job opportunities offered in the tech sector in Jordan and to encourage more girls to seek employment opportunities in this sector, career advisory materials and training for school counsellors specifically targeting young women will be developed, and the teachers will be made aware of these resources as well. Furthermore, digital skills learning assets will be developed with a gender lens, such as including female role models, to ensure ICT curriculum and learning resources are inclusive. The ToRs for curriculum and learning assets development will emphasize this requirement.

Sub-component 1.3 - Provide working spaces in underserved communities through Tech Hubs

Support upgrading and equipping three to five technology hubs (Tech Hubs) at the sites of existing Vocational Training Institutes (VTIs) and recruit/partner with private operator(s) to manage them. Tech Hubs will act as a "for fee" venue for skilling programs, co-working spaces, ITO/BPO spaces, and networking spaces for trainers, entrepreneurs, freelancers, CSOs, and ITO businesses in nearby communities. The project will finance the upgrading, equipping, and managing of selected tech-hubs for three years. The project will select the locations of the tech-hubs to reinforce the hub and spoke approach by building on existing agglomerations, while providing opportunities for inclusion of underserved communities with a concentration of unemployed youth and women capable of working in the tech sector. The selection criteria and technical proposals for the Tech Hubs will factor in necessary design and delivery considerations to minimize constraints to women's participation, such as program timings, percentage of female staff, layout of the physical space, proximity to or availability of safe transport, and childcare. Targeted, gender-sensitive outreach activities will also be implemented to attract women entrepreneurs and freelancers to leverage these spaces, and specific activities will be developed such as women's mentorship programs and networks, whereby women would be matched with successful Jordan women entrepreneurs who would serve as role models, advisors and mentors. As it relates to construction activities, this component also provides an opportunity to mainstream climate change mitigation and adaptation into its development. The project team will advise the Government to include in the terms of

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[3] Injaz is an independent, nonprofit Jordanian organization, which was established in 2001. The organization has established a Skills Building Program (SBP) that targets students in grades 7 to 11 in Jordan's public, UNRWA, and military schools and special education centers. SBP has rolled out entrepreneurship and financial literacy across public schools in 2016, so a similar approach would be followed in rolling out digital skills curriculum. Link: *http://injaz.org.jo/Pages/viewpage.aspx?pageID=127&NewID=1*

reference for potential developers the review of energy efficient improvements, including using building techniques and materials that enable the reduction of energy consumption. For example, more efficient insulation will contribute to increased efficiency in air conditioning and heating. When available, improvements will also include energy efficient lighting, appliances and equipment. Additionally, where applicable, the designs will incorporate the use of revised codes that consider increased frequency of storms and/or flooding for enhanced resilience of built infrastructure.

Component 2: Support the expansion of digital sector and digital government services in Jordan

Component 2 comprises of interventions which aim to boost activity in the digital sector by supporting the expansion and access to business opportunities. This is achieved primarily through support of the digitization of government services, which is expected to boost demand for digital services in the domestic market, as well as through interventions that improve access to global markets and investment opportunities for digital entrepreneurs. The component also supports inclusive job opportunity creation through digital platforms and the gig economy by facilitating access of women, youth and disadvantaged communities to these platforms.

Sub-component 2.1 - Support the expansion and access to markets for digital firms and digital platforms

a- Expansion and access to markets for digital firms: This sub-component will provide incentive packages to support the growth plans of ITO/BPO businesses in underserved communities, to help build and scale their activities and generate local job opportunities. The project will provide incentives in tranches, following a result-based model against overall jobs created. This sub-component is designed to spur the development of the digital sector in proximate cities and areas with minimum levels of agglomeration, which may not otherwise benefit from this sector's growth. The model will specifically seek to incentivize female employment through, for example, the provision of higher incentives for employers attracting and retaining women, and the selection criteria of the digital firms could favor those that include having internal policies that would be attractive to women (e.g. flexible working arrangements) . This sub-component will also support expansion of digital firms into new markets, by financing business development and outreach activities to building linkages between Jordanian digital firms (including ITO/BPO firms and digital entrepreneurs) and potential buyers and investors in regional/global markets. This sub-component will also finance outreach and linkages with domestic digital firms, particularly small and women-owned and managed firms, to support their ability to access procurement opportunities emerging from the development of e-government services under sub-component 2.2.

b- Growth and adoption of the gig economy. This sub-component aims at providing access to income opportunities in various tech and non-tech economic activities for individuals in the gig economy. The project will seek to increase the adoption of platforms by supporting CSOs in training individuals to access and offer their services on digital platforms and by conducting market outreach and awareness building, with a focus on underserved communities, the inclusion of women of those coming from poor households (NAF-beneficiaries), and refugees. The sectors served by these platforms would also be selected with the intention of ensuring that they prioritize sectors in which women and Syrian refugees are active and may include digital platforms for care, maintenance and home improvement, personal tech support, and other personal services. Outreach activities will be designed and implemented to ensure women are aware, trained and connected to these platforms. The content of the trainings could reflect the specific issues that require further exploration as identified by women beneficiaries in the needs assessment. The sub-component will support Civil Society Organizations (CSOs) activities to adopt technology means, including

online freelancing, ITO-BPO services, marketplace platform adoption, and job matching and networking to support vulnerable youth and poor areas where the CSOs have comparative advantage due to the limited presence of private/public service providers. The project will cover up to 80 percent of the costs associated with providing services to individuals by CSOs. The project will provide funding in tranches, following an output/performance-based model that validates the number of beneficiaries engaged, and the proportion of female beneficiaries. CSOs may leverage the digital skills supply component and the shared spaces provided through the Tech Hubs.

Sub-component 2.2 - Support Digital Transformation of Service Delivery to Citizens and Businesses

Building on the Government's commitment to advance the e-Government agenda, this subcomponent supports activities designed to improve access to and quality of selected e-Government services. In addition to improving quality and cost efficiency of service, the GoJ's commitment to adopt a private sector-based delivery model for government e-services is expected to create business opportunities that provide an impetus for employment growth in the digital sector. The GoJ aims to source the development, maintenance, and in some cases, delivery of government e-services through the private sector, including domestic SMEs. The private sector is expected to play a key role in providing know how and infrastructure to support e-Governance; for example, in the development of Application Program Interfaces (APIs) that can be re-used and modified to advance e-service migration at a faster pace and lower cost. Enabling digital payments (see Sub-component 2.3) will enhance functionality of key services, allowing payments to go both ways, between persons and government (P2G), and government to persons (G2P). This additional functionality increases the sophistication of services (e.g. services can be accessed, paid for and delivered electronically) and can increase effectiveness and transparency of service delivery.

The GoJ sees a significant role for the private sector to contribute under this project, including re-engineering and digitizing key services including those provided by the Ministry of Civil Status, the Ministry of Interior, Ministry of Social Insurance, Ministry of Health and the Jordan Investment Commission. Support will be targeted to service re-engineering and automation of business processes of services identified by these key ministries and planned for digitization. The preliminary list of services includes those that were identified through a prioritization exercise based on citizen demand and alignment to GoJ priorities. Under the project, an assessment of the preliminary list of services will be undertaken to ensure the services digitized are of high value to citizens and businesses. They will be assessed and prioritized for digitization based on criteria such as number of annual transactions (demand); services targeting different economic groups (e.g. women, the elderly, unemployed, refugees); administrative burden and efficiency gains (number of visits and documents required); and application of G2P payments for transactions. Once finalized, the project will support digitization of these services and enhance line ministries' capabilities to deliver services.

In addition to the service re-engineering and automation, the project will support access to services through the development of a unified mobile application, increased capacity to deliver e-services through upgrading and extending the functionalities of the interoperability platform, the government cloud, database security, the government's digital archiving systems, and Public Key Infrastructure (PKI); and improved monitoring and data driven decision making through the development of decision support system for business intelligence. These activities will provide significant opportunity for private sector participation such as development of e-services, provision of service infrastructure, hardware and software, and technical support and maintenance of the integrated system. Additional activities will focus on strengthening the regulatory framework to enable e-services (e-signature, e-transaction, data exchange, authentication of e-documents, and interface with the national digital ID system) and ensure

responsible data use and data protection and privacy surrounding online delivery mechanisms; change management, performance monitoring, and communications and outreach to sensitize government actors and the public on ongoing reforms and anticipated results.

Given the need for significant inter-institutional communication and coordination to achieve the digital transformation, this sub-component will support activities to strengthen MoDEE's convening and advocacy capacities to lead e-Government reforms, This sub-component will also finance the recruitment of a Digital Transformation Team comprised of full-time consultants under MoDEE to provide long-term technical expertise to implement the e-Government program, including specialists in business process re-engineering, digital payments, mobile applications, API design, and other skills to provide quality assurance of private sector deliverables.

Sub-component 2.3 - Support digitization of payments[4]

During the First Digital Mashreq Forum in Amman, June 2019, and as presented in the "Amman Communique", the GOJ committed to increasing the percentage of the population making or receiving digital payments from 33 to 50 percent by 2020 and digitizing 80 percent of government to person payments by 2021. This sub-component supports the government commitment to advance penetration of digital payments in Jordan supporting e-payments for all applicable government services. Jordan has a well-developed payments system infrastructure with 100% GSM coverage, mobile subscriptions above 150% and smartphone penetration of 85%. Moreover, CBJ has created an enabling regulatory and policy environment to overcome challenges faced in the sector. However, there is a need to expand agent networks and strengthen the business case to increase take-up and usage of Digital Financial Services DFS and expanding digitization of government payments can contribute to this.

The key activities under this sub-component will support e-payment linkages for selected Government services wherever relevant. For example, the project will support the Ministry of Health (MoH), Ministry of Transport (MT), Ministry of Finance (MoF) and Income and Sales Tax Department (ISTD) in enhancing their internal payment systems and processes as part of their introduction of e-services. Key activities will include technical assistance in: (i) developing an overarching government payments architecture and roadmap; (ii) support establishing a coordinated implementation framework between ministries including with CBJ and JOPACC through a dedicated project management structure responsible for overseeing, aligning, prioritization, implementation of different digitization of Government payments projects, and sequencing their execution based on their dependencies. CBJ and JOPACC act as advisory arms, reviewing the business process (payments) and operations to this proposed structure that will drive the change and in coordination with private sector. This will build on the current digital transformation team at MODEE along with representatives from different relative ministries, and CBJ; (iii) developing a set of rules, policies, and procedures that ascertain completing projects within scope, time and cost (iii) establishing and implementing a comprehensive change management program for Government payments; and (iv) regulatory changes to support e-KYC and KYC registry. This component will also support technical assistance around regulatory and policy aspects of digital G2P payments and financial inclusion through the following activities: (i) necessary regulatory changes to support e-KYC and KYC registry; (ii) implementing IT linkages between ID systems and other Government systems; and (iii) implementing IT enhancements in the ID systems to meet the needs of the financial sector.

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[4] Government payments constitute an important component of the overall payment system. These payments are central to the functioning of the Government in terms of revenue collection, public sector salary payments, government led investment programs and finally social benefit transfers. Depending on the Government (G) being the payer or payee and the counterpart – which could be natural persons (P) or businesses (B)– the payments can be classified as G2P, P2G, B2G, and G2B.

Component 3: Project Management and Implementation Support

Component 3 will support project management and implementation and disbursements will be made against eligible expenditures. A PMU will be set up in the MoDEE which will include representatives from MoL and MoE. The PMU (within MoDEE) will have the overall fiduciary responsibility for project implementation and ensure activities are executed in accordance with the Program Operational Manual (POM). It will have the overall responsibility for the monitoring and evaluation of program activities, as well as designing and implementing outreach activities specifically targeting women. The PMU will enter into contract agreements with the identified executing agency for specific activities. This component will finance (a) PMU staff (non-civil servants) salaries; (b) PMU equipment and operating costs related to the daily management of the project (office space, utilities and supplies, bank charges, communications, translation, transportation, maintenance and insurance, building and equipment maintenance costs, and travel and supervision costs); (c) regular internal audits and annual external audits financial and procurement activities according to the World Bank's legal requirements); (d) consultancy services.

The following chart describes the project components and the respective results chain:
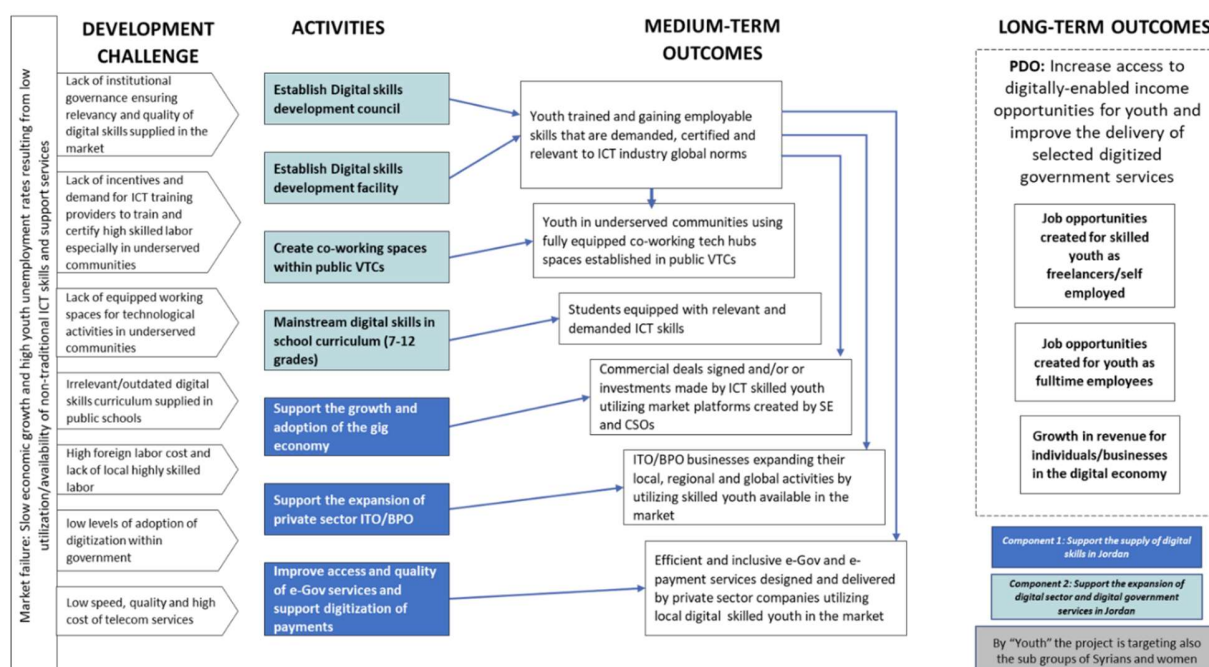
FIGURE 1 - PROJECT RESULTS CHAIN

Project Beneficiaries

The Project proposes the following three primary groups of "Targeted Beneficiaries" including individual beneficiaries; firms and CSOs; and government agencies:

i. *Individual beneficiaries*: the expected number and profile of beneficiaries from activities implemented under various components are provided below:

    a. under subcomponent 1.1, implemented trainings will target: (i) 15,000 trainees will benefit from the training facility of whom 20% Syrian refugees, out of the remaining, 80% Jordanians will be youth aged 18-34 of which at least 40% will be women; (ii) 15,000 Jordanian trainees of whom 80% will be youth aged 18-34 and at least 40% will be women will benefit from ICT-related training under the National Service Program (Khidmat Watan);

    b. under Subcomponent 1.2, about 580,000 Jordanian school students grades 7-12, of whom 50% are female and 6% are Syrian Refugees will be targeted;

    c. under Subcomponent 1.3, 12,000 beneficiaries will benefit from the tech-hubs, of whom 15% will be Syrian refugees;

    d. under Subcomponent 2.2, 2,500 beneficiaries including 40% females, will be targeted - 2,000 individual, including 50% female and 15% Syrians will benefit from digital skilling initiative stemming from the technology adoption by CSOs

    e. under subcomponent 2.3, 6,000 with 40% female and 15% Syrian refugees will benefit from access to and services provided by digital platforms.

These groups will benefit from activities in Component 1 including digital skills training programs, digital skills courses in public schools and income-generation opportunities created through Component 2.

    ii. *Firms (including digital platforms) and Civil Society Organization (CSOs):* This group will benefit from activities in Component 2, specifically: accessing financial packages provided by the project that would enable firms and CSOs to create economic opportunities and jobs as well as non-financial services to increase access to markets. Selection criteria will be developed to ensure inclusion of poor and vulnerable, women-owned firms, as well as Syrian refugees will be given a preference to benefit from these opportunities. The project will support the expansion plans of up to 20 private firms and up to 15 CSOs.

    iii. *Government agencies:* Component 2 will target line ministries and agencies that are responsible for delivery of the selected government services and who will benefit from service reengineering, digitization, and aligning institutional capabilities to the new model of services delivery. Jordanian citizens and businesses that are recipients of automated services and government to person payments will benefit from these enhanced services.

The project also has an inclusion focus for underserved youth, women, and Syrian refugees[5] which will be achieved through: (i) broad deployment of and access to skilling programs to ensure access to digital skills across Jordan by all Jordanians and Syrians; (ii) supporting the expansion of demand for skilled workers in areas beyond the traditional hub for tech businesses in West Amman to spokes in East Amman and adjacent cities, building on existing agglomerations while making jobs more accessible; and (iii) supporting employment for women, youth, and Syrians through setting ambitious targets across sub-components, providing employment opportunities close to their residents, and providing incentives to remove access barriers such as childcare, transportation, and work permits and work around the specific circumstances of these underserved populations. It is pertinent that increased income for these groups who otherwise lack the resources to adapt to shocks, including climate-induced shocks—is expected to increase adaptive capacity by (i) meeting existing basic needs, thereby reducing short-term vulnerability and existing development deficits at the household level; (ii) increasing capacity to respond to climate-induced shocks; and (iii) reducing the pressure to engage in coping strategies that weaken long-term adaptive capacity. As digital technologies have demonstrated success in facilitating solutions in energy, industry, construction, transport, food, forestry, and agriculture[6]—sectors these groups engage in—the

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[5] There are about 660,000 Syrians registered with the UNHCR in Jordan. The census identified 1.26 million Syrians in Jordan. About half are of working age. ILO (2017) estimates that there are 85,000 Syrians working formally or informally. (Leading Point (2016) estimates this number at 330,829).

[6] Ekholm, Borje and Johan Rockstrom. Digital technology can cut global emissions by 15%. Here's now. World Economic Forum. https://www.weforum.org/agenda/2019/01/why-digitalization-is-the-key-to-exponential-climate-action/

project thus contributes to adaptation objectives in sustainable development-oriented socioeconomic adaptation targets set out in Jordan's Intended Nationally Determined Contribution (INDC) and the National Climate Change Policy (2013-2020). It specifically notes that, "Low levels of education and professional skills that prevent members of poor households for shifting to climate-resilient sources of income".[7]

Syrian refugees are expected to benefit from the following specific activities supported by the proposed project: (i) Syrian women and youth would benefit from the digital skills programs (estimated 15 percent of trainees – Component 1.1); (ii) Syrian students in grades 7-12 in public schools would benefit from the digital courses (Component 1.2); and, (iii) Syrian individuals, more specifically free-lancers, and in line with GoJ rules and regulations, could benefit from: (a) the services provided by the refurbished and upgraded Tech Hubs at the Vocational Training Institutes (Component 1.3), (b) some ITO-BPO centers could be established within the refugee camps or at their borders and therefore would provide economic opportunities to refugees (Component 2.1); and (c) access to platforms supported by the project to identify income-generating activities in the gig economy (Component 2.2). In general, Syrian refugees are expected to have access to ICT-enhanced jobs (i.e. jobs in which basic ICT capabilities are needed such as leveraging the internet to access online jobs, platforms to access markets and clients, ICT tools to improve productivity, etc.), whereas only Jordanians beneficiaries will have access to ICT-dependent jobs, that require medium to more advanced ICT skills.

Women. Across all parts of the proposed project, activities and interventions have been designed in a way that addresses the barriers facing women in the Jordanian labor market. The proposed Project has been designed to (a) address barriers preventing access of women to economic opportunities in the digital sector; (b) identify and implement specific activities aimed to incentivize skills building and employment opportunities for women; and, (c) ensure that project implementation processes incorporate, address and support the activities aimed to increase women's economic opportunities. It will ensure close coordination with a "whole of government" approach to leverage complementarities and synergies and avoid duplication of efforts.

3. Brief Summary of Previous Stakeholder Engagement Activities

The project's implementing entity is the joint Project Management Unit (PMU) that will be established under the mandate of the Ministry of Digital Economy and Entrepreneurship (MoDEE), with supporting representatives from the Ministry of Labor (MoL) and the Ministry of Education (MOE). The PMU will be responsible for the implementation of project activities, including project oversight, monitoring and evaluation, regular reporting, consultations with public and private sector stakeholders, communications, and others.

The MoDEE, established in May 2019, is mandated to promote and support the enhancement of a digital economy in Jordan through providing capacity building support to ICT graduates across Jordan, as well as through increasing investments in the ICT sector. The Ministry has various projects currently being implemented that aim to support its overarching objective. Of these project's is the Graduates Internship Program (GIP), that supports private sector companies that hire university students and graduates with

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[7] *Jordan INDC – Revised Final* (2015), pg. 17.

providing them with 220 JDs per month, as the minimum wage. Additionally, MoDEE is working with the Hussein Technical University (HTU) on a specialized training program which aims at supporting university graduates with ICT related degrees on soft skills, English language as well as necessary competencies outlined to them by the "demand side", mainly private sector companies, such as "Cybersecurity, C#, Oracle, etc..". Additionally, the Ministry aims to provide the youth of Jordan in governorates through their 150 "Knowledge Stations" that aim to equips them with working space and technology needed in order to enhance their economic standing. The ministry is also planning on transforming 80 of these knowledge stations into incubators.

The Ministry along with the project design team at the Bank, have had considerable engagement with stakeholders that have contributed towards the design of this this project. A synopsis of stakeholder engagement that has occurred to date are described below.

1- **"Amman Communique" The First Digital Mashreq Forum:** Under the Patronage of HRH Crown Prince Al Hussein Bin Abdullah II, the Government of Jordan and the World Bank Group organized a high-level conference on Digital Economy and Entrepreneurship Development in Mashreq countries at the King Hussein Business Park in Amman. The conference brought together partners from governments and private sector representatives from Jordan, Lebanon, and Iraq as well as executives from international and regional businesses and investors. The conference hosted policymakers, international and regional businesses, startups, and investors will discuss policies, challenges, and initiatives to boost digital economies in the Mashreq region. Panelists will share their knowledge and experiences and provide an outlook and key recommendations for a new digital Mashreq in areas relevant to digital infrastructure, platforms, skills, payments, and entrepreneurship. It covered four main streams: (i) Country-level plans for digital economy development; (ii) Digital skills needed for tomorrow's jobs; (iii) Potential for Mashreq as IT/Business Processing Outsourcing (ITO/BPO) destination; and (iv) Business networking and learning events. The conference was an excellent venue to understand the needs of the Government of Jordan and to confirm its commitments towards the growth of the Digital Economy and its plans to position Jordan as a technical hub for providing these services regionally and globally as stated in Jordan Communique which was released in the last day of the conference.

2- **Youth Advisory Group:** Jordan YAG was launched on May 2, 2018, at the WB office in Amman and included 15 Jordanian youth to act as an advisory board and help better inform the WB country program and interventions. The selected group came from different regions in Jordan. They are all engaged in civic service, and experienced in working on the ground with youth in their communities and are all interested in development topics. The project team conducted a meeting with the YAG-Jordan to present the design of the project component and heard their feedback about the overall design and what needs to be taken into consideration to make sure that youth will benefit from the project. The meeting discussed the challenges that youth who are working on the sector which includes and not limited to the mismatch between the supply and demand in the universities curriculums and the need for complementary training programs.

3- **Meetings with government counterparts:** The team had several meetings with Ministry of Labor (MOL), Ministry of Digital Economy (MODEE), Ministry of Education (MOE), Ministry of Planning and International Cooperation (MOPIC), and Vocational Training Corporation (VTC). The project design was discussed with all respective ministries and institutions where agreements were reached for different components and subcomponents of the project.

4- **Meeting with Jordanian CSOs:** The purpose of this meeting, that took place on the 22nd of August 2019, was to provide high level information disclosure that highlights the different components of the project as well as the envisaged impact that is forecasted as a result of the project activities with the assistance of the CSOs, whether through grants in the lifetime of the project, or through utilizing them as training service providers. The CSOs input in the implementation of this project has been decreed as valuable and will highly streamline the success of its components. CSOs were consulted on certain aspects of the design of this project, including aspects regarding demographics of the potential beneficiaries, the level of involvement the communities they work with are in regards to the organization's activities, as well as the levels of expertise (in the digital realm) that current beneficiaries possess. This supported the project design team in creating DLI's that are as accurate as possible.

4. Stakeholder Identification and Analysis

The below stakeholder groups will be engaged with and impacted in this project. These stakeholder groups will also include the NSDC (National Skill Development Corporation – India) as their project that has targeted youth, technology and jobs has resulted in successful implementation and outcomes and has been the reference point to benchmark against, for the development of the Jordan YTJ.

MoDEE has identified all stakeholders involved in this project to date, and have segmented them into two types:

1- **Internal Stakeholders:** Mainly comprising of Governmental entities, in which all project management and implementation activities will be discussed, agreed upon and inherently implemented. *There is 1 internal stakeholder group currently identified.*

2- **External Stakeholders:** These stakeholders are also segmented into two further segments (**External A, External B**):

   a. **Primary Affected Parties (External A):** these include stakeholder groups that are directly providing input into project implementation and/or are directly affected by the project outcomes. This includes entities who receive capacity building such as the Jordan Skills Council; potential service providers; youth who receive skills or jobs as a result of the project, and the private sector companies who receive grants, *i.e.: beneficiaries*. *There are 2 primary stakeholder groups currently identified.*

   b. **Secondary/Other Affected Parties (External B):** these include stakeholder groups that may be interested in project activities and/or may be indirectly affected by the project outcomes (e.g. media, some CSOs, Universities). *There are 5 secondary/other stakeholder groups currently identified.*

Table 1 below will list the different stakeholder types and segments, including insights into their roles on the project, their primary goals and interests, their influence on the project implementation cycle, their contribution to the project (monetary or through assistance) as well as their envisaged needs. This analysis has been conducted on the basis of previous engagements of stakeholders by the MoDEE.

Jordan: Youth, Technology and Jobs Project – Stakeholder Engagement Plan (SEP)

TABLE 1 - STAKEHOLDER IDENTIFICATION AND ANALYSIS

Group Name and List of Entities	Stakeholder Type (Ext./Int.)	Role on Project	Primary Goals & Interests	Influence	Stakeholder Engagement Needs
Governmental Entities: 1- Ministry of Labour, 2- Ministry of Digital Economy and Entrepreneurship (MoDEE), 3- Ministry of Education and Higher Eduation (MoE), and 4- Vocational Training Corporation (VTC) 5- Supreme Judicial Department, 6- Ministry of Finance, 7- Ministry of Local Administration, 8- Ministry of Social Development 9- Ministry of Industry and Trade, 10- Driver and Vehicle Licensing Department, 11- Ministry of Justice, 12- Ministry of Health, 13- Greater Amman Municipality,	Internal	These are the ministries involved in the project and will have a regulatory and implementation managerial role. They are also responsible for dissemination of Information to the public and stakeholders and grievance and Redress Operations	Increase Supply of digitally skilled youth and Boost Demand of ICT sector in Jordan, to create a Digital Economy.	These entities will be part of the Project Management Unit (PMU), as well as the high-level ministerial coordination committee that will implement activities to strengthen MoDEE's convening and advocacy capacities to lead e-Government reforms.	Continuous ministerial level coordination through the PMU.

14- Income and Sales Tax Department, 15- Civil Status and Passports Department, 16- Health Insurance Administration, 17- Jordan Investment Commission, 18- Ministry of the Interior and 19- Ministry of Tourism.					
Sector Skills Council: 1- ICT Jordan National Sector Skills Council	External A	Receive the benefits of capacity building from the project (i.e. Technical Assistance from National Skills Development Corporation (India) under Component 1.1 Inform project design and implementation (input to training curriculum).	Primary goal and interest to advance implementation of their mandate, which will be developed by the YTJ project. This will mainly entail assistance to bridge the skills gap between the labor market and the supply of graduates into this sector.	Platform that has been authorized by the Government of Jordan, in order to enhance the skill-set entering the labor market. Can leverage relationships and understanding of the ICT sector with multiple stakeholders (e.g private sector, university and professionals).	- Beneficiary/ Capacity Building with Indian NSDC - Keep abreast/collaborate on implementation of other project components (e.g. curriculum development) - Engage with the Indian NSDC in order to formulate a mandate in which this council can operate under. - Receive training on aspects of successfully running a council including topics such as: implementing assessments, national occupational standards, affiliation and accreditation mechanisms, M&E, etc.

| Associations and Civil Society Organizations (CSOs) Group 1 **Service Providers (examples)**:
1- Injaz
2- Int@j
3- Jordan Enterprise Association (JEA)
4- Wathifaty
5- Ruwwad
6- Pioneer
7- SAGO Training and Education
8- Trip to Innovation (TTi)
9- Jordanian Computing Society (حاسبات) | External A | Inform Project design

Potential Service Providers (e.g. Creating school curriculum under Component 1.2) or training services under Component 1.3)

These associations and CSOs can work with their pool of their youth in each respective governorate that they operate in, in order to boost the supply of digitally skilled youth in Jordan, as well as equip the youth with the necessary skill sets to engage with the labor market. | Their mandates differ. Some are aimed at capacity building in underserved areas/population. Others represent vulnerable populations such as women, Syrians and people with disabilities). | Pre-existing connections to the youth interested in digital economy.

Their strong understanding of trends and barriers for the people they represent. Connections to private sector, start-ups and entrepreneurs. | - Information launch of Terms of Reference/ bidding purposes
- Understand the limits of the project scope and impacts
- Information about the overall project (progress/successes/challenges, etc.)
- Information launch of Terms of Reference/ bidding purposes
- Collect feedback and explain project from/to their members on project design and implementation.
- Meet with PMU at on-set of project.
- Understand CSO interests as well as each CSO's membership base and strengths and weaknesses.
- Updates on national curriculum to include in programs. |
| Associations and Civil Society Organizations (CSOs) Group 2 **Advocacy Centered (examples)**:
1- Jordan Transparency Center (JTC)
2- iLearn | External B | These associations and CSOs will advocate the goals of the YTJ project to their pool of youth in each respective governorate that they operate in, in order to boost the supply of | These associations will work to provide advocacy and information sharing in order to streamline the envisaged project activities to the majority of | Pre-existing connections to the youth interested in digital economy.

Their strong understanding of trends and | - Information launch of Terms of Reference/ bidding purposes
- Information about the overall project (progress/successes/challenges, etc.)
- Information launch of Terms of Reference/ bidding purposes |

3- Accessible Jordan 4- The Jordanian National Commission for Women (JNCW)		digitally skilled youth in Jordan, as well as equip the youth with the necessary skill sets to engage with the labour market.	targeted beneficiaries (which include the main target beneficiaries and the underserved youth, women and disadvantaged people)	barriers for the people they represent.	- Understand the limits of the project scope and impacts - Collect feedback from their members on project design and implementation. - understand CSO member interests, as well as each CSO's membership base and strengths and weaknesses. - Updates on national school curriculum to include in programs.
Education Institutions 1- Princess Sumaya University for Technology – E-Learning Center and Training Center 2- Hussein Technical University (HTU) 3- Vocational Training Centers by the VTC 4- UNHCR and any UN agency that works with Syrian refugees	External B	Scale up the offering of qualified digital skills of the youth target groups, as well as implement the training material developed by the NGOs. They will be managed through the to-be-established digital skills fund. Provide a working space for youth beneficiaries to receive trainings, mentorship programs as well as technical equipment to implement theories received.	To prepare a Jordanian youth that are digitally skilled and ready for employment and freelancing jobs and employment across Jordan and international arenas.	The training providers have facilities to host and attract the beneficiaries of the project, they also possess the trainers that will convey the curriculum of the training material.	- Coordination and collaboration with NGO stakeholder group in order to add input onto the training materials to be developed. - Coordination and collaboration with digital skills fund in order to tap into the resources they should budget against. - Coordination and collaboration with ICT private sector companies in order to make sure training materials are aligned with competencies required in the labor market. - Meet with PMU to agree on timeline of expected engagement in project. - Confirmation on beginning assessments in order to develop curricula. - Methods for outreach to student body regarding training/job opportunities

Universities: 1- All public and private universities operating within Jordan as well as community colleges	External B	Provide the training providers, and Sector Skills Council with lists of graduated students in order to reach out to them for training purposes. Equip and educate the youth until they graduate from their programs, with market driven degrees to boost the envisaged digital economy.	To graduate a youth segment that are digitally skilled and ready for employment and freelancing jobs across Jordan. To act as an awareness spreading entity on the programs being offered by the project.	The universities will amend IT curricula to reflect the emerging needs of the IT sector and labor market. They will act as a connecting-body between graduates and training providers.	- To receive regular updates from MoDEE on upcoming training activities in order to share lists of graduates with them. - To meet with the NGOs that will be developing the curricula for schools and eventually universities throughout the timeline of the project. - Methods for outreach to student body regarding training/job opportunities
Sponsors/Funders: 1- Central Bank of Jordan (CBJ) 2- Telecom Companies (Orange, Zain and Umniah) 3- ICT private companies	External B	Provide funding to curriculum development entities (NGOs) as part of their Corporate Social Responsibility (CSR), as well as pitch in to the digital skills facility to-be-established. Funding of certain activities, such as the digital skills fund.	The enhancement of a digitally skilled youth, will drive the development of jobs and business investment in Jordan, thusly leading to more usage of the services of the telecom companies and ultimately enhance the overall business enabling environment of Jordan, governed by the CBJ.	Enhancing the accessibility of beneficiaries to IT services.	- To meet with MoDEE on a need basis for updates regarding funding and budgetary allocations. - To understand the phases of the national e-Gov initiative, and where their inputs are needed.

Media: 1- Roya TV 2- Mamlakeh TV 3- Jordan TV 4- Radio Stations 5- MoDEE Communications Department	External B	Disseminate information regarding the project activities. Utilizing their media platforms for outreach.	Support the project in advocacy activities and announcements regarding training services.	Mass out-reach to the project beneficiaries.	To be contacted in due time for any press releases, advertisements and product placements based on project implementation timeline. These will be done on a contractual basis that will be fully detailed in the action plan that will be released following the establishment of the PMU.

4.1 Affected parties

The primary affected stakeholders of this project are those individuals, groups, local communities, and other stakeholders that may be directly or indirectly affected by the project, positively or negatively. As outlined in Section 4, the Primary Affected Parties for this project are those groups or individuals that are directly providing input or carrying out project implementation activities; and those directly affected by the project outcomes. This includes entities who receive capacity building such as the Jordan Skills Council; potential service providers; as well as the project beneficiaries who receive skills or jobs or grants as a result of the project interventions. Primary Affected Parties also includes workers engaged at VTC renovation sites. The project beneficiaries are expected to be impacted positively, and as concluded in the Social Assessment for this Project, significant adverse negative impacts are not expected for any stakeholders.

MoDEE has identified the below key primary affected parties in this project and are illustrated in table 2 below.

TABLE 2 - AFFECTED PARTIES

Affected Parties	Relation to the Project	Primary Goals & Interests	Influence	Stakeholder Engagement Needs
Youth aged 18-34	Beneficiaries who receive jobs, income generating opportunities or skills training as a result of the project	Enhance IT skills to enable them to engage in the labor market	To enhance the quality of "supply" into the digital economy sector	Information about training and job opportunities Understand the project limits and scope
School Students (Gr. 7 – 12)	Aged between 12-18 in public schools who will benefit from new curriculum	Develop and concrete IT skill set, in order to equip them to enter the higher education, vocational education sectors, etc.	To be better equipped when entering higher education streams, and support advocacy among peers of the targets of this project. To handle the future job market demands that will be created from this project	Information about updated curricula and roll-out Possible feedback on curriculum.
SMEs	IT start-ups, Home-based businesses, and freelancers that operate within the gig-economy, no age can be specified here	Broaden market accessibility, export exposure, as well as gain further job opportunities as well as enhance skills of new recruits	Provide tangible outputs that the project can measure and benchmark against, since they will receive grants to enhance their business processes and in turn create more employment opportunities	Understand the project scope and opportunities and how their business can take advantage of opportunities. Clear timelines and criteria for business plans in order to prepare proposals to receive grants Potential capacity building on current global market trends,
Medium to Large Enterprises	ITO/BPO's that are currently providing the labor market with job opportunities	Enhance business process in order to expand further in the labor market and provide employment	Provide tangible outputs that the project can measure and benchmark	Understand the project scope and opportunities and how their business can take advantage of opportunities.

		opportunities to the youth beneficiaries of the project	against, will also support the project by enhancing investment promotion and export readiness to the digital and gig economy	Clear timelines and criteria for business plans in order to prepare proposals to receive grants Potential capacity building needs on current global market trends, Clear requests in regard to number of expected youths to be trained within their companies/enterprises in order to plan ahead
Women (university graduates, school graduates, and VTC students)	Women in target areas that are IT literate, however, lack access (due to socioeconomic constraints) to quality private sector companies and job opportunities	Enhance IT skills, connect with potential employers and engage in the gig-economy	To participate in enhancing the digital economy and creating a holistic measure of impact of project activities	Information about training and job opportunities Understand the project limits and scope Understand their needs and skills in order to optimize access to benefits Provide avenues for input to project design and implementation that are gender sensitive (e.g. timing, transportation)
Syrian refugees	Refugees residing in target areas that wish to enhance their economic standing through becoming more IT literate	Ability to provide better for their families through generating more sources of income.	Will add insight into the difference in skills between Jordanians and Syrians within the realm of digital economy, and to provide adequate levels of community integration and omit social unrest	Information about training and job opportunities Understand the project limits and scope Understand their needs and skills in order to optimize access to benefits Provide avenues for input to project design and implementation that are

				sensitive to the needs of Syrian refugees (e.g. location, transportation)
Eligible workers living in 3-5 Communities where Tech hubs will be located	Workers may be engaged for renovation works	Employment (limited scale)	Small scale works only.	Information about employment opportunities.
Vulnerable Groups (disabled individuals and/or individuals with special learning needs)	Potential to receive project benefits (training or jobs).	Income generating opportunities and opportunities to enhance skills.	Will advocate to their communities the ability of them contributing to the digital economy, and to add various insights onto how this project will assist the government in achieving the goals set out in project activities	Information about training and job opportunities Understand the project limits and scope Understand their needs and skills in order to optimize access to benefits Provide avenues for input to project design and implementation that are sensitive to their needs (e.g. accessibility, location).

4.2 Other interested parties

"Other interested parties" are broader stakeholders who may be interested in the project because of its location, its proximity to natural or other resources, or because of the sector or parties involved in the project. Therefore, other interested parties in relation to the scope of the project at hand are what we (MoDEE) have categorized as External secondary/other parties. These include CSO's and Media. Details on stakeholder engagement needs of these groups can be found in table 1 above:

Additionally, MoDEE envisages that International Investors could develop interest in providing investments, job placements and/or internships, etc. to the recently graduated skilled youth as part of their interest in the gig-economy.

4.3 Vulnerable Individuals and/or Groups

MoDEE regards the inclusion of vulnerable or disabled individuals or groups, such as women, youth, disabled people, Syrian refugees in the target areas/governorates, as a cross-cutting component across all project activities and components. MoDEE acknowledges the limitations that these groups will face regarding receiving benefits from the project and have a strategy that will aim to provide holistic inclusion of these groups into the streamlining of project activities.

Vulnerable refers to those who may be more likely to be adversely affected by the project impacts and/or may be more limited in their ability to take advantage of project benefits. For the purposes of the project, which targets youth between the ages of 18-34, vulnerable groups include youth, women, people with disability, and Syrian refugees that are at higher risk of being subjected to discriminatory practices, owing to economic hardship or societal norms.

Social norms and stereotypes in the Jordan context regarding vulnerable groups, as defined in this project, will be tackled and combatted through partnering with the Jordan National Aid Fund (NAF), which possesses data on vulnerable households across all geographical locations in Jordan. The strategic process of extracting data on these vulnerable groups through NAF, specifically who the project will target will be as follows:

1- Request that NAF researches their database based on the following indicator:
   a. Unemployed university graduates with ICT related degrees within NAF registered households
2- Provide, through the project budget, incentives to these graduates on subsidized transportation and subsidized wages to participate in project activities as well as provide economic empowerment
3- Once a sufficient list of youth with the above criteria is identified:
   a. Engage with the individuals on the list through home-visits
   b. Select individuals from this list and forward to relevant implementing stakeholders for further engagement in project activities
4- The details of this mechanism will be clearly identified in the Project Operations Manual

As for disabled individuals, the PMU will map and engage with relevant organizations that have pre-existing lists of disabled youth which have shown interest or advanced levels of understanding of ICT related exercises and request that their contact information be shared with the Stakeholder Engagement and Outreach Officer (SOCO) that will be employed at the PMU. The SOCO will conduct a needs assessment as well as outreach with CSOs to further identify the needs and interests of this group.

Trainings scheduled in these individuals' geographical locations, or trainings that are directly related to the interest of these individuals will be ensured to be implemented in accessible friendly training centers, whether at the VTC centers, HTU centers or Princess Sumaya training center. Additionally, facilitation of training to these individuals and groups will include but is not limited to, simplified training materials (if need be), choosing accessible venues for these trainings, providing transportation and subsidized transportation for these individuals/groups who reside in remote areas and poverty pockets, as well as choosing venues that are within close proximity to the area where the majority of this target segment resides.

4.4 Summary of Project Stakeholder Needs

An initial illustration of specific stakeholder group needs, as well as beneficiary parties' needs available are provided in Table 1 and Table 2 above. Noteworthy to mention, MoDEE will revisit the needs of the stakeholders through the PMU, once established and rolled-out. Additionally, the following needs will be considered general needs of all stakeholder types and groups:

1- Specific timeline of implementation of activities
2- Budget allocations for each entity under each specific stakeholder group
3- Specific timeline of deliverables for each activity they will be engaged in
4- Nature of the potential contract mechanisms to be utilized when engaged with them (Grant, Cost-reimbursable contract, fixed-term contract, lump-sum contract, etc.)

5. Stakeholder Engagement Program

5.1 Purpose and timing of stakeholder engagement program

The purpose of stakeholder engagement for this project is as follows:

1. Create public awareness among stakeholders on the objectives and immediate action plans of the project at hand (on-going).
2. Consult on the project detailed design (e.g. as inputs to the Terms of Reference for Service Providers) (early implementation phase)
3. Obtain feedback on implementation and adapt as needed (periodic, throughout implementation phase)

5.2 Proposed Strategy for Information Disclosure

The proposed strategy for information disclosure will adopt a variety of methods of communication in order to reach the majority of stakeholders and beneficiaries. Below is a list that showcases the media outlets that MoDEE will use for this project's general information disclosure mechanisms:

1- Ministerial Websites
2- Newspapers (Al Rai, Al Ghad, Addustoor)
3- TV and Radio
4- Job Hunting Websites (Akhtaboot.com)
5- Social Media platforms
6- MoDEE Knowledge Stations/Centers (150 across the Kingdom's 12 governorates)

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7- Official correspondence and meetings (including regular channels of communication, e.g. for Syrian refugees this could include UNHCR and ILO)

N.B:

- Internal Stakeholder Group will be part of Information Disclosure Committee, part of the PMU.
- Beneficiaries: Students grade 7 – 12 will be receiving information regarding the programs through their schools, as part of the activities of the project of implementing an updated curriculum.

Table 3 below will showcase which of these outlets will be used for each stakeholder type and group.

TABLE 3 - INFORMATION DISCLOSURE METHODS

Stakeholder Type	Method of Communication*						
	1	2	3	4	5	6	7
External Stakeholder Groups Primary (A): NGOs, CSOs, Sector Skills Council							x
External Stakeholder Groups Secondary/Other (B): Training Providers, Universities, Media Sponsors, Sponsors/Funders							x
University Graduates and VTC students or graduates	x	x	x	x	x	x	
SMEs	x	x	x	x	x	x	x
Large to Medium Enterprises	X	x	x	x	x	x	x
Women (university graduates, school graduates, and VTC students)	X	x	x	x	x	x	
Syrian refugees					x		x
Vulnerable Groups (disabled individuals and/or individuals with special learning needs)	X	x	x	x	x	x	x
*based on the media outlets list stated above							

All World Bank Project Documentation including Project Appraisal Document, Environmental and Social Review Summary (ESRS) are available on the World Bank Website before project approval. Implementation Status Reports are posted throughout implementation period.

In accordance with World Bank Policies, the following documents, including the Social Assessment, will be disclosed on the World Bank website and MoDEE website prior to project approval:

- Social Assessment
- Labor Management Procedures
- Stakeholder Engagement Plan
- Environmental and Social Commitment Plan

5.3 Proposed Strategy for Consultation

MoDEE's PMU will utilize various methods that will be used to consult with each of the stakeholder groups and depending on the appropriate manner to address internal and external stakeholders at different stages of the project are presented below. Approximate timelines of consultation, and review of comments will be discussed in sections 5.5 and 5.6 below.

Internal Stakeholder Group (refer to table 1)

On-going consultation method with-taken for this group will be guided by the traditional mean of consultation within Ministries. It will adopt a method of roundtable discussions on ministerial levels, as well as formal and in-formal meetings. Minutes of Meetings, where relevant, will be created following each meeting and will be shared with the relevant counterparts in order to proceed with any action points stated. Formal letters will then be shared with relevant stakeholder groups on this project, if need be.

External Stakeholder Groups – Consultations on Design with Primary Affected Stakeholders (A)

Multi-stakeholder consultations and/or Focus Groups on the Social Assessment will be conducted by June 2020, and upon fully staffing the PMU. Consultation sessions will be advertised through appropriate outreach channels. Interested parties can also contact the MoDEE at the email address below in Section 6.1

External Stakeholder Groups – Ongoing public awareness and feedback mechanisms

PMU's SOCO will provide periodic, publicly available, project updates including MoMs, Project Milestones, Reviews, and any immediate necessary action plans that are pertinent to project implementation. These consultations will be implemented through adhering to MoDEE's policy currently in place for receiving feedback on policies, new projects, etc., currently implemented by the Operations and Quality Management Department at the Ministry. This is usually done through holding public events with the main stakeholders and members of the public, in order to incorporate any comments that stand out within the process of project preparation and implementation. These will be shared for receiving feedback and comments regarding project implementation, hindering factors and changing environmental contexts. Comments and feedback will be logged either throughout the public consultation events, or through designating an online portal for feedback following the event. Once comments are received, meetings will be scheduled in order to further discuss outcomes, if needed. Following these meetings proceedings, if any immediate impacts will affect, either negatively or positively the beneficiaries that are receiving the benefits from this project, information disclosure to the public and to direct beneficiaries will be ensured through the media stakeholders stated within this SEP, as well as the specific methods of communication specified in section 5.2 above.

Share information (MoMs, Milestones, etc.) → Receive Feedback/Comments → Request Meeting → Share with beneficiaries/public

5.4 Proposed Strategy to Incorporate the View of Vulnerable Groups

As a cross-cutting component across all project activities and components, MoDEE acknowledges the limitations that these groups may face regarding receiving benefits from the project and will utilize the strategy mentioned in section 4.3 to provide holistic inclusion of these groups into the streamlining of project activities.

Facilitation of voicing and incorporation of the views of this group will be through organizing regular bi-monthly Focus Groups Discussion (FGD's) throughout project roll-out. Access to these sessions will be

facilitated with choosing accessible venues, providing transportation and subsidized transportation for these individuals/groups who reside in remote areas and poverty pockets, as well as choosing venues that are within close proximity to the area where the majority of this target segment resides.

Throughout the lifetime of the project forums and dedicated workshops for this group will be organized on a quarterly basis, in order to validate the incorporation of the feedback of this group into continuous project enhancements.

5.5 Timelines

This SEP will state anticipated dates for implementation or completion of expected milestones for the current project stage: Discussion and Approval. Table 6 below showcases the expected milestones and anticipated dates:

TABLE 4 - EXPECTED MILESTONES AND TIMELINE

Milestone	Anticipated Dates
Disclose Social Assessment, ESCP, SEP and LMP	**December 2019**
Develop and Finalize Draft PMU Operation Framework	~February 2020
Kick-off meeting with Internal Stakeholder Group	~February 2020
Incorporate feedback of group into Project	~March 2020
Confirm and Adopt PMU	~January 2020
Fully Staff PMU	s
Consult on Social Assessment	May 2020
Conference to publicly kick-off the Youth, Technology and Jobs Project	~June – July 2020

5.6 Review of Comments

Comments from all external stakeholders and beneficiaries will be gathered and reviewed systematically. Comments will be filtered and categorized into:

1- Feedback regarding project activities and implementation
2- Grievance and complaints

Feedback comments will be reviewed by the outreach and communication team at the PMU, and will be forwarded to each respective division within the PMU and stakeholder groups accordingly. Once all feedback is gathered from the divisions at the PMU, comments will be addressed back to stakeholders through formal communication highlighting the course of action that was/will be taken to address their comments.

Grievance and complaints comments will be shared with the Performance, Monitoring and Development Directorate, an existing department at MoDEE which will be linked to the PMU. These comments will be addressed by its severity and importance and will utilize the Grievance and Redress Mechanism (GRM), outlined in section 7 below.

5.7 Future Phases of Project

The PMU will issue quarterly and annual reports in order to report the performance and implementation of project components and activities. Furthermore, updates on the implementation of the project, will be

periodically posted on the MoDEE website, shared with the media outlets of this project, as well as through the annual conferences addressing all internal and external stakeholders as well as beneficiaries to publicly disclose the milestones being achieved throughout the life-time of the project.

6. Resources and Responsibilities for Implementing Stakeholder Engagement Activities

6.1 Resources

The PMU anchored at MoDEE, will establish a department of approximately 10-15 (long-term contracts) new hires in order to coordinate, implement and monitor the project. Possible relocations of qualified personnel within the ministries involved in this project could also occur.

MoDEE is committed to the set-up of the PMU that will be jointly staffed (MoDEE, MoE and MoL) and will ensure that an adequate budget shall be allocated towards supporting the appropriate implementation of the SEP. This will be appropriately mapped out with clear budget breakdowns for each key activity, following the confirmation on the framework of the PMU and once the Project Operation Manual (POM) is finalized, issued and approved.

A designated person (SOCO) will be appointed on a full-time basis for the coordination and management of the SEP activities.

Contact Information about the project:

Email: info@MoDEE.gov.jo

Phone Number: 00962-6-5805700

6.2 Management Functions and Responsibilities

The SEP activities will be an integrated part of the project's management system, where all work on the management of the project as well as the SEP will be conducted through the PMU.

The PMU will hire a Stakeholder Outreach and Communications Officer (SOCO) and the SOCO will be responsible for implementing the SEP.

The SOCO will report to the Program Manager of the PMU who has overall accountability for all project activities and will be highly involved in the implementation of the SEP. The Program Manager will be responsible to sustain relationships and communicate with the relevant Government entities and the media. These engagements will be required throughout the Project's life and decisions taken as a result of these tasks could potentially impact MoDEE's achieving the related PDO and relationships with communities. In addition to the SOCO, the Project's Procurement Officer will play a role in the SEP with respect to: opportunities for contractor/service provider employment. Procurement officer must ensure that contracts are advertised in accordance with World Bank and national procurement regulations and that contractors provide adequate communication, which is a key concern for community members. They are also very sensitive about appointing people from local city/governorate as opposed to another city/governorate located further away from a certain project execution site. This requires that a defined process of employment be developed and clearly communicated to community leadership and members

7. Grievance Mechanism

The grievance mechanism described in this section includes both complaints and grievances (hereinafter referred to only as 'grievances'). Grievances raised by stakeholders will be managed through a transparent process, readily acceptable to all segments of affected communities and other stakeholders, at no cost and without retribution.

This grievance mechanism sets out the following steps to be taken to resolve grievances, the role of different staff members involved and timeframes to reach a decision on grievances. The types of grievances stakeholders may raise include, but are not limited to:

- ✓ Lack of access to project benefits (ex: proposals rejected, training request denied, etc.)
- ✓ Health and safety risks; and
- ✓ Unacceptable standards of trainings delivered.

It is critical that stakeholders understand that all grievances lodged, regardless of the project phase or activity being implemented, will follow one single mechanism.

The grievance mechanism that will be used by the YTJ project will include two platforms:

1- The Performance, Monitoring and Development Directorate, already established at MoDEE, with direct links to the SOCO for GRM related matters and issues

2- The Prime Ministry's platform of grievance and redress "Khidmitkum (at your service)" "خدمتكم", where comments received are sent to the relevant ministries in order to respond to comments received. Please refer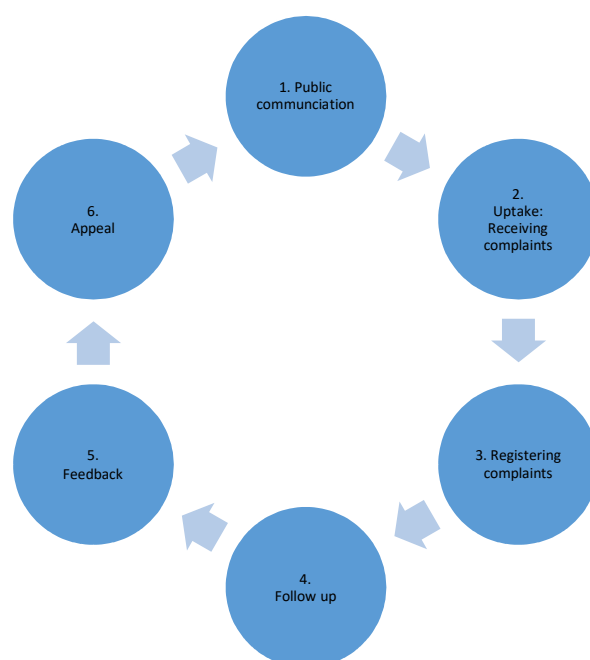 to this link for further elaboration on the process: https://jordan.gov.jo/wps/portal/Home/CMU?lang=en&isFromLangChange=yes

FIGURE 2 - GRIEVANCE AND REDRESS MECHANISM KEY PROCESSES

Grievance Redress Process

A grievance redress mechanism (GRM) is presented below to uphold the project's social and environmental Framework performance. The purpose of the GRM is to record and address any complaints that may arise during the implementation phase of the project and/or any future operational issues that have the potential to be designed out during implementation phase. The GRM is designed to address concerns and complaints promptly and transparently with no impacts (cost, discrimination) for any reports made by project affected people (PAPs). The GRM works within existing legal and cultural frameworks, providing an additional opportunity to resolve grievances at the local, project level.

The key objectives of the GRM are:

- Record, categorize and prioritize the grievances;
- Settle the grievances via consultation with all stakeholders (and inform those stakeholders of the solutions)
- Forward any unresolved cases to the relevant authority.

As the GRM works within existing legal and cultural frameworks, it is recognized that the GRM will comprise community level, project level and Jordan judiciary level redress mechanisms. The details of each of those components are described as follows.

There is a need to avoid the shortcomings of the current registration of the complaints in other government entities by ensuring the following:
- Sex-disaggregation of complaints
- Disaggregation by type of complaint (issue)
- Disaggregation by geographic location (governorate/directorate)
- All complaints/information requests are recorded
- Categorization of complainants by physical well-being (healthy or /special needs)

Community Level Grievance Redress Mechanism

Local and host communities that encompass Syrian refugees have existing traditional and cultural grievance redress mechanisms. The option of using existing community mechanisms for resolving and reporting project related grievance is available (e.g. related to renovation works or operation of VTC centres in local communities). Where issues caused by the project are raised and resolved through these existing community level grievance redress mechanisms, it is important that MoDEE maintains a mechanism to be aware of, and track these grievances and how they are resolved.

Project Level Grievance Redress Mechanism

Many project related grievances are minor and site-specific. Often, they revolve around nuisances generated during inaccurate gossip type propaganda, renovation related issues such as noise, dust, vibration, workers dispute etc. Often, they can be resolved easily on the spot or location. Other grievances are more difficult especially when it's about award of subcontracts, or misunderstandings between affected beneficiaries and the Contractor regarding access to project activities/arrangements. Most of these cannot be resolved immediately and on site.

The PMU will, on receipt of each complaint, note the date, time, name and contact details of the complainant, and the nature of the complaint in the Complaints Register. The PMU complaints division will inform the complainant of when to expect a response. Complainant will then endeavour to address it to the best of his/her abilities, as soon as possible. Should the PMU staff not be able to resolve the

complaint to the satisfaction of the affected persons, he/she will then refer the complaint directly to the MoDEE's PMU Project Manager (PM).

Complaints referred to the MoDEE PM will require him/her to take earnest action to resolve them at the earliest time possible. It would be desirable that the aggrieved party is consulted and be informed of the course of action being taken, and when a result may be expected. Reporting back to the complainant will be undertaken within a period of two weeks from the date that the complaint was received.

If the complaint is not resolved to the satisfaction of the aggrieved party, it will then be referred by the MODEE Secretary to the National Steering Committee (NSC). The NSC will be required to address the concern within 1 month.

Should measures taken by the National Steering Committee fail to satisfy the complainant, the aggrieved party is free to take his/her grievance to the "خدمتكم" platform, if complainant is not satisfied, it could be referred to the Ombudsman's Office, and the Ombudsman's decision will be final.

It is vital that appropriate signage is posted for public view providing the public with updated project information and summarising the GRM process, including contact details of the relevant Project Contact Person. Anyone shall be able to lodge a complaint and the methods (forms, in person, telephone, forms available in written Arabic or English languages) should not inhibit the lodgement of any complaint.

The Complaints Register will be maintained by the PCP, who will log the: i) details and nature of the complaint; ii) the complainant name and their contact details; iii) date; iv) corrective actions taken in response to the complaint. This information will be included in MoDEE's progress reports to the Bank.

The project level process can only act within its appropriate level of authority and where appropriate, complaints will be referred on to the relevant authority such as those indicated.

The PMU will have a process that is clear and transparent for receiving grievance of stakeholder and redress, with a clear vision of how they will receive and handle complaints. The process should include a clear way of informing the public and stakeholders where they can send their concerns (MoDEE PMU advertise this at their website, newspaper, application form, banners, etc.), stating how long it will take the MoDEE to respond (in a timely manner) and how the it plans on responding to complaints (ie. face-to face, meetings, etc.).

During project startup inception workshops/community meetings, stakeholders should be informed that any concerns relating to the service delivery or relationship of a given stakeholder with the Project including social and environmental risks can be submitted through the Project GRM. Stakeholders can also be informed of the WBG grievance redress mechanism.

Judiciary Level Grievance Redress Mechanism

The project level process will not impede affected persons access to the legal system. At any time, the complainant may take the matter to the appropriate legal or judicial authority as per the laws of Jordan.

TABLE 5 - GRIEVANCE REDRESS PROCESS AT PROJECT LEVEL

Stage	Process	Duration
1	The Aggrieved Party (AP) will take his/her grievance to the responsible officer who will endeavour to resolve it immediately. Where AP is not satisfied, the officer will refer the AP to the Project's Contact Person (PCP). For complaints	Anytime

	that were satisfactorily resolved by the officer, he/she will inform the PCP and the PCP will log the grievance and the actions that were taken.	
2	On receipt of the complaint, the Project PCP will endeavour to resolve it immediately. If unsuccessful, he/she then notifies PMU Project Manager	Immediately after logging grievance
3	The PMU Project Manager will endeavour to address and resolve the complaint and inform the aggrieved party. The Project Manager will also refer to the MoDEE Project Manager other unresolved grievances for his/her action.	Any time
4	If the matter remains unresolved, or complainant is not satisfied with the outcome at the project level, the MODEE Project Manager, will then refer to matter to the National Steering Committee (NSC) for a resolution.	1 month
5	If it remains unresolved or the complainant is dissatisfied with the outcome proposed by the NSC, he/she is free to refer the matter to the Ombudsman's Office at "خدمتكم".	Anytime
6	If the issue remains unresolved through the Ombudsman's decision or the Minister's decision, then the ultimate step will be for the Courts respectively to deliberate. Any such decisions are final.	Anytime

8. Monitoring and Reporting

8.1 Involvement of stakeholders in monitoring activities

Monitoring and reporting at this phase in the project will be the sole responsibility of the PMU and implementing Ministry. Plans for the inclusion of stakeholders in this process will begin following project roll-out. The method of receiving feedback from the stakeholders will be through the methods of communication stipulated in this SEP.

Quarterly Forecast Reviews and Risk Assessments

All quarterly forecasts, including risk assessments, will be reviewed by the PMU with support of a Monitoring and Evaluation Expert. These reviews will be tabled with recommendations to the PSC and MoDEE for approval.

The PMU will oversee and ensure that executing entities implement the management plan and will reflect the monitoring and reporting plan for these projects.

**Roles and Responsibilities*:*

- Consultants – risk evaluation.
- Executing Entities and partners – risk management responses (in the unlikely event that these should arise).
- PSC – risk management oversight.
- MoDEE – risk management verification.

8.2 Reporting back to stakeholder groups

An annual assessment report will be published and disclosed to the public on MoDEE's website. The report will be publicly accessible by any and all beneficiaries; direct or non-direct, citizens and stakeholder groups

as well. Information seminars and discussions regarding these findings will be scheduled with the Internal Stakeholder Group as well as External Stakeholder Group – Primary (A). Findings will be addressed with implementing partners, and new milestones for the project will be set annually, and based on feedback.

Furthermore, any reports that relate to specific incidents that are out of the time frame of the quarterly and annual reports, will be directly communicated with the relevant stakeholder groups. The SEP will also utilize stated communication and media outlets to report back with periodical updates to all stakeholder groups as well as beneficiaries.

Annex 1 – Minutes of Meeting and List of CSOs

Assignment Title	Jordan: youth, technology and jobs project: The economic empowerment study, stakeholder engagement, and labor management procedures
Meeting Purpose	Briefing the CSOs on the Youth, Technology and Jobs Project
Attendees	World Bank Group: Ali Abu Kumail, Mariam Nusrat Adil, Khaled Moheyedeen, Amal Hijazi, Tala Mitwally
	CSOs: Please refer to the annex of this document for a list of attending CSOs
Location	World Bank Offices
Date	22nd August 2019

Minutes of Meeting (MoM)

Minutes:
- Introduction round from the attendees of the invited CSOs. A total of 8 CSOs attended the project briefing. The nature of the CSOs that attended varied from organizations that work with Jordanians in host communities, Syrians in host and in camp communities, health related organizations that serve the poverty pockets of Jordan (both Jordanian and Syrian), entrepreneurship mandated CSOs, education centric organizations, as well as organizations that aim at promoting transparency and integrity while combatting corruption.
- CSOs names and nature of business:
  - iLearn:
    - CSO that works with Azraq city and refugee camp. Educational intitaive across 5 spaces targeting informal education for youth aged 10 – 14.
    - Currently working with approximately 900 children and 500 youth
    - Encourages volunteering and engageing with art and life skills
  - Jordan Paramedic Society:
    - Aims to spread the culture of first aid in Jordan
    - Works with UNHCR on health referrals for refugees
    - Work with a large pool of volunteers
    - Developed a platform (app) that connect refugees across all Jordanian camps in order to receive health services : Health Information System (HIS)
    - They believe that technology is an enabler rather than an objective
  - Jordan Health Aid Society (JHAS):
    - Have a large database of information that can be utilized in AI platforms
    - An organization that heavily incorporate IT in their systems
    - Have a working platform that collects primary health care data received from their clinics
    - A humanitarian organization rather than a development organization

- Possesses a bank of information on over 600 operating doctors in Jordan
- Work with a no paper policy with a $30m portfolio in Jordan
- All perscriptions released are electronic which is utilized towards creating a human based interactive platform
  - o Ruwwad:
    - An innovation and entrepreneurship targeted organizations, delivering it's services to the underserved youth of Jordan in governorates (not in Amman)
    - Have community centers that aim to enable youth to receive education through community work
    - Kick-started a coder's programme recently, as a means to respond to the rising digital market in Jordan
    - Want to see how this project will scale up and provide the youth with opportunities
  - o Tamkeen:
    - Aims at promoting humanitarian law and combatting child labor
  - o Jordan Transparency Center (JTC):
    - Mainly specialized in law and has a division within their organization titled "Transparency Knights"
    - This division is made up of youth and fresh university graduates that engage with all JTC programs and projects
- The World Bank team provided a summarized presentation that highlights the different components of the project as well as the envisaged impact that is forecasted as a result of the project activities.
- The World Bank team stated that CSOs input in the implementation of this project is valuable and will highly streamline the success of its components, and that they look forward to the collaboration between the project and these organizations.

Conclusions and next steps:
  - o **The World Bank team will reach out to these CSOs in order to delegate relevant tasks under the projects components and sub-components as needed.**

List of Attendees

S/N	Name	Organization	Email
1	Dr. Yaroup Ajlouni	President, Jordan Health Aid Society	president@jordanhealthaid.org
2	Mo'nes Qudah	Jordan Health Aid Society	m.qudah@jhas-international.org
3	Rua Alabweh	I Learn Initiative	rua.alabweh@civic.co
4	Doaa Alabdallat	I Learn Initiative	Doaa.j.a@gmail.com
5	Dr. Yanal Ajlouny	President, Jordan Paramedic Society	president@jpsjo.org
6	Mr.Omar Al mater	Jordan Paramedic Society	IT@jpsjo.org
7	Salim Armali	Deputy Chair, Jordan Transparency Center	armali@mail.com
8	Rasha Malaeb	Project Assistant, Tamkeen	rasha@tamkeen-jo.org
9	Samar Dudin	Ruwwad	samar.dudin@ruwwad.jo