



JORDAN SUPPORT TO PRIVATE SECTOR EMPLOYMENT AND SKILLS

UPDATED STAKEHOLDER ENGAGEMENT PLAN (SEP)

April 2025

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ABBREVIATIONS AND ACRONYMS

BDC	Business Development Center
E&S	Environmental and Social
GoJ	Government of Jordan
GM	Grievance Redress Mechanism
ILO	International Labor Organization
LMP	Labor Management Procedure
MoA	Ministry of Agriculture
MODEE	Ministry of Digital Economy and Entrepreneurship
MoF	Ministry of Finance
MoITS	Ministry of Industry, Trade, and Supply
MoL	Ministry of Labor
MoPIC	Ministry of Planning and International Cooperation
NEP	National Employment Program
NET	National for Employment and Training Company
OTJT	On the Job Training
PMU	Project Management Unit
PSES	Private Sector Employment and Skills
PWD	People with Disabilities
SCs	Sector Skills Council
SEP	Stakeholders Engagement Plan
SSC	Social Security Corporation
TVSDC	Technical and Vocational Skills Development Council
VTC	Vocational Training Corporation
WBG	World Bank Group

1. Introduction/Project Description

The Jordan Support to Private Sector Skills and Employment (PSES) Project aims to support the Jordanian government approved the National Employment Program (NEP) by financing aid to selected jobseekers and firms, aiming to increase formal employment in the private sector. The project will be demand-driven and will include a combination of temporary wage subsidies and skills training. Target jobseekers will choose the job opportunities they wish to pursue, with these opportunities determined by companies receiving financial support under the project. The PSES project comprises the following components:

- **Component 1: Support to the National Employment Program**

- **Sub-component 1.1: Support to the NEP:** This subcomponent will provide financial support for workers hired by companies participating in the Project. It will cover a range of costs, including on-the-job training (OTJT), classroom training, wage subsidies, social security contributions, and transportation allowances. The OTJT will last between one to three months, depending on the specific needs of each firm. This period includes one to two weeks dedicated to soft skills training. The Project will contribute between JOD 50 and JOD 80 per worker per month for OTJT, with the exact amount determined by the employment sector and the number of trainees in each company. In addition to training support, the Project will finance wage subsidies, social security contributions, and transportation allowances up to a maximum of JOD 150 per worker per month. These payments will be provided for a six-month period. To ensure longer-term employment outcomes, participating companies will be required to offer contracts lasting at least 12 months. This means that firms must retain workers for an additional six months after the financial support ends. All training will take place on-site at the awarded firms, based on training programs designed in coordination with providers selected by the firms. These providers must be accredited by the Technical Vocational and Skills Development Commission (TVSDC). Through this subcomponent, the Project aims to reach and support approximately 42,000 workers.
- **Sub-component 1.2: Soft Skills and OSH training.** This subcomponent will introduce mandatory training in soft skills and occupational safety and health (OSH) for all newly hired workers under the Project. The training will be delivered by the Vocational Training Corporation (VTC) and will consist of 50 hours completed within the first 45 days of employment. All selected jobseekers will be required to participate in a two-week program focused on soft skills and workplace safety. Training can be delivered in person, online, or through a hybrid format, depending on availability and accessibility. Each participant who completes the training will receive a stipend of JOD 20 to help cover transportation and food expenses. This subcomponent will also allow for the training to be offered to jobseekers registered on the Sajjil platform, even before the employment contract is signed. However, exemptions will be made for individuals who have already completed similar training accredited by the TVSDC or who will receive equivalent training as part of their firm's in-house OTJT program. This subcomponent is expected to benefit approximately 30,000 workers

- **Component 2: Project Management, Monitoring, and Evaluation**

This component will support the Ministry of Labor (MOL) in managing, monitoring, and evaluating project activities. It will finance a fully staffed and equipped Project Management Unit (PMU) within MOL. The PMU will oversee:

- Fiduciary management
- Daily implementation of project activities
- Monitoring and evaluation against results indicators

- Coordination with other government entities, including MOPIC, SSC, VTC, and TVSD

The component will cover the following costs:

- Salaries for non-civil servant staff (see implementation arrangements)
- Operating expenses
- Data collection and analysis for implementation reporting and project evaluation
- Quarterly beneficiary surveys targeting jobseekers and hiring firms
- Audits, including independent verification of payments and compliance with Environmental and Social Framework (ESF) instruments
- Communication and outreach activities
- Upgrades and maintenance for Sajjil and the Grievance Mechanism (GM)

The PSES project is being prepared under the World Bank's Environment and Social Framework (ESF). Per Environmental and Social Standard ESS10 on Stakeholder Engagement and Information Disclosure, the implementing agencies should provide stakeholders with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination, or intimidation.

2. Objective/Description of SEP

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The SEP outlines the ways in which the project team will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about project activities or any activities related to the project.

3. Stakeholder identification and analysis

3.1 Methodology

To meet best practice approaches, the project will apply the following principles for stakeholder engagement:

- **Openness and life-cycle approach:** Public consultations for the project will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.
- **Informed participation and feedback:** Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholder feedback, and for analyzing and addressing comments and concerns.
- **Inclusiveness and sensitivity:** Stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups that may be at risk of being left out of project benefits, particularly women, the elderly, persons with disabilities, displaced persons, and migrant workers and communities, and the cultural sensitivities of diverse ethnic groups.

- **Flexibility:** If social distancing, cultural context (for example, particular gender dynamics), or governance factors (for example, high risk of retaliation) inhibits traditional forms of face-to-face engagement, the methodology should adapt to other forms of engagement, including various forms of internet- or phone-based communication.

3.2. Affected parties and other interested parties ¹

Affected parties include local communities, community members, and other parties that may be subject to direct impacts from the Project. Table 1 presents the individuals and groups fall within this category.

Table 1. List of affected stakeholders

Stakeholder	Role in the Project	Impact/concerns/needs	Description
Individual and Job seekers (18–40 years)	Primary beneficiaries	Need access to decent jobs, training, support with application process, clarity on eligibility	Unemployed, not registered in SSC, registered on Sajjil
Private Sector Firms	Employers and subsidy recipients	Require streamlined application, timely disbursement, suitable candidates	Eligible if registered and operating under Sajjil.
Associations (with business operations)	Employers and subsidy recipients	Need guidance on eligibility, contracts, legal structure	Societies and not-for-profit companies running income-generating facilities
Training Providers (VTC, Private, Colleges)	Provide OTJT and technical skills training	Need curriculum alignment, certification standards, coordination	National Employment and Training Company, Community Colleges under Al-Balqa Applied University, VTC, Private Training Providers, TVSDC.

The projects' stakeholders also include parties other than the directly affected communities, including also other interested parties. Table 2 presents the list of project interested parties

Table 2. List of other interested parties

Stakeholder	Role in the Project	Impact/concerns/needs	Description
Ministry of Labor (MoL)	Lead implementing agency	Needs cross-sector coordination, data integration, and communication	Oversees project components and manages PMU

Stakeholder	Role in the Project	Impact/concerns/needs	Description
PMU	Daily implementation	Requires operational coordination, technical support, stakeholder input	Executes project activities, manages communication and M&E
The National Council for Employment	High-level policy oversight	Need updates on implementation and provide strategic direction	<p>The National Council for Employment is headed by the Prime Minister and consist of the following members:</p> <ul style="list-style-type: none"> • His Excellency the Minister of Labor • His Excellency the Secretary general of the Ministry of Labor • His Excellency the Chairman of the Civil Service Bureau • His Excellency the Chairman of the Economic and Social Council • His Excellency the Chairman of the Technical and vocational Skills Development Commission • His Excellency the Chairman of the Accreditation and Quality Assurance Commission for Higher Education Institutions • His Excellency the Chairman of the National Center for Human Resources Development • His Excellency the Chairman of the Jordan Chamber of Industry • His Excellency the Chairman of the Jordan Chamber of Commerce • His Excellency the Chairman of the General Federation of Trade Unions • His Excellency the Chairman of the Council of Professional Associations <p>Four representatives of the private sector to be named by the Chairman of the Council based on the recommendation of His Excellency the Minister of Labor</p>
The Steering Committee of NEP	Strategic management	Needs clear implementation progress, adjustment	<p>The Steering Committee for NEP will be chaired by the Minister of Labor and consists of representatives from the following entities:</p> <ul style="list-style-type: none"> • Secretary General of MoPIC

Stakeholder	Role in the Project	Impact/concerns/needs	Description
		options, project policy feedback	<ul style="list-style-type: none"> • Secretary General of MoITS • Secretary General of MoA • Secretary General of MoF • General Director of SSC • General Director of BDC • The Jordanian Construction Contractors Association • Chairman of Jordan Chamber of Industry • Chairman of the Jordan Chamber of Commerce • Chairman of the Amman Chamber of Industry • Chairman of the Amman Chamber of Commerce • CEO of the Jordan Strategy Forum Chairman of the Administrative Board of the Jordan Economic Forum
The Technical Committee of NEP	Operational coordination	Needs real-time updates, data sharing, and operational issue resolution	<p>The Technical Committee of NEP includes representatives from:</p> <p>Public Sector:</p> <ul style="list-style-type: none"> • MoPIC • MoIT • MoA • MoF • SSC • VTC • TVSDC <p>Private Sector:</p> <ul style="list-style-type: none"> • Jordan/Amman Chamber of Industry • Jordan/Amman Chamber of Commerce <p>International organizations, civil society institutions</p> <ul style="list-style-type: none"> • WB • GIZ • ILO <p>JRF</p>
Social Security Corporation (SSC)	Disburses wage subsidies	Needs clear procedures, updated data, and compliance checks	Ensures accuracy and speed of subsidy payments

Stakeholder	Role in the Project	Impact/concerns/needs	Description
Government Agencies (e.g. MoPIC, MoITS, MoF)	Coordination and policy alignment	Need regular updates, integration with national strategies	Contribute to project oversight, data sharing, and cross-ministerial support
Private Sector	Project interest	Needs responsive labor supply, simplified collaboration channels	Businesses that may have an interest in the project.
Civil Society Organizations (CSOs) and Non-Governmental Organizations (NGOs)	Represent and support vulnerable groups	Need inclusion in consultation, clear information on processes	Organizations that may have an interest in the project's outcomes or impacts., especially those working with youth, women, and PWDs
Academic Institutions: Universities or research institutions	Research and advisory role	Need clarity on training partnerships and relevance	These institutions may have an interest in the project's data or findings
Amman/Jordan Chambers of Industry and Commerce	Mobilize employers	Need outreach materials, clarity on registration and eligibility	Interface between program and private firms
Media Outlets	Disseminate information and raise awareness	Need regular, accurate project updates	Help promote project goals, progress, and success stories
International Organizations, GIZ, ILO	Technical assistance and parallel programs	Require coordination and alignment	Organizations that may have a global or regional interest in the project's outcomes.

3.3. Disadvantaged/vulnerable individuals or groups²

Within the Project, vulnerable or disadvantaged groups may include but are not limited to the following:

Table 3. List of vulnerable individuals or groups

Stakeholder	Role in the Project	Impact/concerns/needs	Description
Women	Beneficiaries	<p>Women face multiple, overlapping disadvantages shaped by social norms, economic exclusion, and weak institutional support.</p> <p>They often work in a limited set of sectors such as education, health, and services, where wages are lower and mobility is restricted.</p> <p>Their jobs are more likely to be informal or part-time, lacking contracts, benefits, or any form of social protection.</p>	Persons who may be disproportionately impacted or further disadvantaged by the project(s) compared with any other groups due to their vulnerability status, and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project.
Youth	Beneficiaries	Youth enter the labor market without formal work experience, which limits their ability to compete for available jobs. Their inexperience also increases the risk of labor exploitation, including low wages, unsafe working conditions, and contract violations.	
Poor Households	Beneficiaries	Poor households might face the risk of exclusion from the project noting that most of them are not active in the formal labor market and might not apply to formal opportunities that will be announced by service providers	
People with disability	Beneficiaries	refrain from applying to announced opportunities, as they assume that they are not targeting them	

4. Stakeholder Engagement Program

4.1. Summary of stakeholder engagement done during project preparation

A series of public consultation meetings were held throughout the project preparation phase. The summary of these consultation is provided in Annex 1.

The Project's Environmental and Social (E&S) instruments were disclosed on the Ministry of Labor's website and the World Bank Group website. These include the Environmental and Social Commitment

Plan (ESCP), the Stakeholder Engagement Plan (SEP) including the Grievance Mechanism (GM), and the Labor Management Plan (LMP).

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

Different engagement methods are proposed to cover stakeholder needs. Engagement methods include face-to-face and virtual meetings, focus group discussions, community consultations, formal meetings, etc.

For public information disclosure the following media outlets will be used:

- Ministerial Websites (Ministry of Labor and Ministry of Education)
- Newspapers (Al Rai, Al Ghad, Addustoor)
- TV (ALMamlakeh, Jordan TV, Amman TV, Royaa TV)
- Radio (Rotana, Jbc Radio, Amen FM, Sawt alghad, husna, Jordan fm)
- National Employment Platform (<https://sajjil.gov.jo/>)
- Social Media platforms (electronic news such as saraya news, Ammon, Al wakeel) sites, Podcast sites, public pages specialized in topics similar to the project on Facebook, twitter, Instagram)
- The media channels of the project partners from the private sector, such as the Amman Chamber of Industry and the Jordan Chamber of Commerce
- Media on the streets, such as billboards on street islands, on bridges, electronic screens, public transport such as buses, parking lots, and even electronic charging cards
- Using short message services and messaging applications such as WhatsApp as creating official profiles to receive and send information quickly and accurately

4.3. Stakeholder engagement plan

Table 4. Project stakeholder Engagement activities

Project Stage	Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
Project Preparation or any restructuring	Before the project's final design and before approving the project design for restructuring	Project design and objectives, eligibility, registration process, targeted beneficiaries.	Meetings and Consultation sessions	All Implementing agencies (MoL, SSC, VTC, TV NEP steering committee, NEP technical Committee, CSOs, associations, youth and women organizations	MoL/PMU
	One month pre-launch	Presentation of the expected results from the program and the expected return for all parties Explain the affiliation mechanism and highlight the ease of the process and speed of response Promote several tools for participation to suit all levels	Mass media and social media	Indirect beneficiaries (service providers and firms)	MoL/PMU
Project Implementation	Continuous throughout the project implementation	Constant communication; and clear messages about the target group, project duration, objective of project, processes, and Project GM. A registration and information campaign in all governorates in cooperation	MoL Online platform, Mass media, and social media. SMS and direct interaction through Employment offices Direct Meetings	Project beneficiaries, Jobseekers Employers.	MoL/PMU

Project Stage	Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
		<p>with all partners from the public and private sectors</p> <p>Media follow-up to all parties to the project and highlights their steps at each stage</p> <p>Follow up on the most important success stories, whether quickly implementation in selection, networking and signing contracts between all parties.</p>	<p>with PMU as needed.</p> <p>Announcement workshops</p>		
		<p>Project progress and achievement, Performance indicators.</p> <p>Challenges and opportunities</p>	Regular Meetings	<p>The National Council for Employment</p> <p>The Steering Committee of NEP</p> <p>The Technical Committee of NEP</p>	MoL/PMU
		<p>Project progress, performance, challenges, data sharing, corrective actions</p>	Meetings	Implementing parties, SSC, VTC, TVSDC...etc.	MoL/PMU
		<p>Clear communication about the project's inclusiveness, application processes for specialized agencies working with vulnerable groups, and transparent messaging</p>	<p>Meetings and Consultations, as needed.</p> <p>Mass media and social media.</p>	Disadvantaged / vulnerable individuals or groups (Women, PWDs Poor households)	MoL/PMU

Project Stage	Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
		around the grievance mechanism			
Project Closure	End of the project	Project Achievements and outcomes, sustainability recommendations, institutional learning	<p>Project Completion Report</p> <p>Feedback with comments option will be available to the stakeholders on websites and social media pages where they can their feedback they have.</p> <p>Contact email and telephone number will be available to receive any feedback, comments and opinions on the disclosed documents.</p>	All Stakeholders	MoPIC / MoL/PMU

The agenda and schedule to be delivered during the consultation and meetings are outlined in annex 2 and the vulnerable groups consultation strategy is included in Annex 3.

In addition to the above, a communication campaign will be implemented as part of the project.

The key objectives of the campaign are to:

- Promote the project and raise awareness of its purpose, importance, and objectives
- Highlight the project's components and their impact on youth in achieving employment goals
- Emphasize the project's outcomes by showcasing the transformation of participants before and after training
- Introduce a new mindset among youth about job searching, centered on structured guidance and support offered by the program

The campaign will focus on youth while also targeting key stakeholders, including the private sector, training providers, civil society organizations, and the general public.

It will use various tools such as social media, traditional media, outdoor advertising, and event-based outreach. These methods are illustrated in Figure 1 below.



Figure 1. Campaign Tool

The media activities that will be implemented under the communication campaign include

- Holding interactive workshops in youth centers and vocational training schools for the groups expected to be attracted to enhance the identity of the program and introduce it to specialists in guidance.
- Publishing flyers, brochures and symbolic gifts bearing a logo dedicated to the program.
- Producing a group of patriotic songs that enhance the idea of the program.

- Create a blog to publish the diaries of the trainees and their experiences from the grounds of the event.
- Preparing for a TV show.
- Preparing open days in colleges, universities and youth centers to talk about the program and its importance by (influential public figures accepted in the public street).
- Posting media messages on social media.
- Publishing videos about success stories in professional work and the possibility of developing micro-institutions.
- Publishing radio audio clips.
- Holding press interviews with the minister or project manager.
- Arranging for a matrix of media appearances for the minister, spokesperson, and stakeholders in the various media.

The Ministry of Labor will be responsible for updating and executing the communication campaign, prior and throughout project implementation. The head of the Communication Unit in the Ministry of Labor will be responsible for adding a specific timeline to communication activities and monitoring the implementation with the M&E officer. The GoJ might decide to hire a third party to support the communication campaign execution.

The timeline of the media activities is illustrated in Figure 2 below.

Expected activity/month	Time line											
	1 st month	2 nd month	3 rd month	4 th month	5 th month	6 th month	7 th month	8 th month	9 th month	10 th month	11 th month	12 th month
Visual media	*	*	*	Review	*	*	*	Review	*	*	*	*
Audio media	*	*	*	Review	*	*	*	Review	*	*	*	*
Written and video media	*	*	*	Review	*	*	*	Review	*	*	*	*
Giveaways		*		Review		*		Review		*		*
Brochures and advertisements	*	*	*	Review		*	*	Review		*	*	
Banners	*	*	*	Review				Review				
Posters	*	*	*	Review				Review	*			

Figure 2. Media Activities Timeline

4.4. Reporting back to stakeholders

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and Grievance Mechanism, and on the project's overall implementation progress.

5. Resources and Responsibilities for implementing stakeholder engagement activities

5.1. Resources

The Social Officer, under the Project's PMU will be in charge of stakeholder engagement activities.

5.2. Management functions and responsibilities

Stakeholder engagement activities will be incorporated into the project's communication campaign; awareness campaign; meetings will be led by the private sector under the umbrella of a national program alongside the public sector.

The stakeholder engagement activities will be documented through quarterly reports on the SEP implementation progress.

6. Grievance Mechanism

The main objective of a GM is to assist to resolve complaints and grievances in a timely, effective, and efficient manner that satisfies all parties involved.

6.1. Description of GM

Step	Description of Process	Time Frame	Responsibility
GM implementation structure	<p>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 GM works within existing legal and cultural frameworks, providing an additional opportunity to resolve grievances at the local, project level.</p> <p>This is a project level GM that is open to any individual, communities having question, concern, grievance, complaint about the project. In addition, all firms, training centers can use the GM for their workers/employers described in the project's Labor Management Procedure (LMP) which has include also a specific process to address GBV and SEA/SH-related grievances and complaints.</p>		PMU
Grievance uptake	<p>Grievances can be submitted via the following channels:</p> <ul style="list-style-type: none">• MoL's grievance platforms "Himaya- حماية" (accessible through the following link (https://hemayeh.io/))• The Prime Ministry's platform of grievance and redress "(at your service)" "بخدمتكم" accessible through the following link: https://portal.jordan.gov.jo/wps/portal/Home/CMU/CMU#/complaint• the helpdesk of the Ministry of Labor Employment Offices• a designated hotline for grievances (06-5008080)• F. Sajjil Platform (https://sajjil.gov.jo/)• PMU designated hotline for grievances (06-2221306)		MoL / PMU

Step	Description of Process	Time Frame	Responsibility
	<ul style="list-style-type: none"> WhatsApp Business linked to the PMU 		
Sorting, processing	<p>Complaints are categorized based on type, severity, and required action.</p> <p>In cases where confidentiality is requested, the complainant may provide contact details or other suitable means for status updates.</p> <p>The complaint receiver ensures complaints are documented in a complaint log</p>	Upon receipt of complaint	PMU GM focal point
Acknowledgment and follow-up	<p>The PMU will acknowledge receipt of the grievance and notify the complainant.</p> <p>The acknowledgment will include the expected resolution timeline and contact details for inquiries or updates</p>	Within 2 days of receipt	PMU GM focal point
Verification, investigation, action	<ul style="list-style-type: none"> Verify the grievance to ensure it is valid and within the project's scope. Assign grievances to the relevant party or team for investigation and resolution. Conduct an investigation using appropriate methods, such as site visits for physical grievances, consultations with the complainant, and document reviews for procedural or financial issues. Develop a clear action plan to resolve the grievance, including specific corrective measures, an implementation timeline, and assigned responsibilities 	Within 30 working days	PMU Manager, PMU GM focal point, relevant department with MoL
Monitoring and evaluation	<ul style="list-style-type: none"> Monitor the implementation of corrective actions to ensure they are completed effectively. Periodically evaluate the GM's efficiency and effectiveness based on metrics such as: Number of grievances received and resolved., Resolution time, Complainant satisfaction rates. Prepare quarterly or annual GM performance reports 	Quarterly	PMU GM focal
Provision of feedback	<ul style="list-style-type: none"> Inform the complainant of the resolution in writing or through their preferred communication channel. Explain the actions taken or provide justification for non-action if the grievance is found invalid. If the complainant is dissatisfied, offer an option to escalate the grievance to a higher-level review committee or independent body 	Upon resolution	PMU GM focal point

6.2 Grievance Escalation Approach

In case no resolution is found for complaint, the complainant through the Internal Audit and Control unit at MoL will formulate an investigation and issue a decision on suitable corrective measures and any penalties that might apply. The decision is documented and archived, and the M&E officer at the PMU should ensure that decisions made are adhered to.

It is important to mention that for eligible and straightforward grievances, a response without further investigation within 10 working days from the initial date of receipt of the grievance, where actions are proposed to resolve the complaint and agreement on the response is sought with the complainant. For eligible grievances that require further assessment, staff will further engage with the complainant via a phone call or a formal meeting to collect further information. Based on this, they will provide a response within 15 working days from the initial date of receipt of the grievance, where actions are proposed to resolve the complaint and an agreement on the response is sought with the complainant. In all the above-mentioned scenarios, the response should include a clear explanation of the proposed response including any alternative options, while clarifying to the extent possible the rights of the complainant.

6.3 Grievance Procedure for SEA/SH

In addressing Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH) grievances, it is essential to tailor the Grievance Mechanism procedures to ensure that complaints are managed with the utmost confidentiality, sensitivity, and in a survivor-centered approach. This includes training staff to recognize SEA/SH cases and providing survivors/victims with safe reporting mechanisms, free from the fear of retaliation. Adapting these procedures is crucial to fostering an environment where individuals feel empowered to report incidents without stigma, promoting accountability, and reinforcing the Ministry's commitment to preventing and addressing SEA/SH within their operations.

1. Uptake:

- Direct complaints to a trained SEA/SH Liaison Officer.
- Review and respond immediately to assess urgency and risks.
- Ensure secure data handling and privacy.
- Maintain detailed documentation in restricted-access logs.
- Conduct regular independent reviews for transparency.

2. Sorting and Processing:

- Register the complaint with coded identifiers to protect identity.
- Conduct an initial review, explain consent and legal protocols.
- Perform a risk and safety assessment, take immediate measures if needed.
- Handle complaints with priority and fast-track processing.
- Maintain confidential documentation and provide follow-up support.

3. Acknowledgment and Follow-Up:

- Notify the complainant immediately, confirming receipt and ensuring confidentiality.
- Provide continuous updates on progress.
- Document the complaint even if no investigation proceeds.

4. Verify, Investigate & Act:

- Plan and conduct investigations following established guidelines.
- Collect and analyze evidence, conduct interviews.
- Take necessary actions, close the complaint with the complainant's consent.
- Document appeal requests.

5. Monitoring and Evaluation:

- Document complaints in a highly confidential system.
- Analyze and report data while maintaining privacy standards.

6. Provide Response:

- Notify the complainant of actions taken securely.

- Evaluate the complainant's experience through a secure survey.

6.4 Labor Greivance Mechanism

All project workers can submit a written complaint that includes, ID, phone number, subject of complaint (the GM allows anonymous complaints), and details of the incidents. The labor grievance mechanism for worker are described in detail in the Labor Management Procedures (LMP).

7. Monitoring and Reporting

7.1. Summary of how SEP implementation will be monitored and reported

Stakeholder engagement will continue throughout Project planning and implementation phases. This SEP identifies various activities that require monitoring and reporting, including the following:

- Project information disclosure activities.
- Stakeholder consultations/interviews.
- Quarterly reporting.

Overall, minutes of any meetings and consultations will include the date, location, purpose of meeting and list of participants. All original written consultation correspondence, including comments, will be retained as evidence of the consultation process and outcomes. Minutes of meetings, or summaries of individual or informal discussions will also be kept and documented.

The results of the stakeholder engagement process will be included in the Project Progress and Monitoring Reports (and SEP updates as needed). The monitoring reports will include the following information:

- Venue, time, and date of any public consultation meetings that have been undertaken.
- Issues and concerns raised during the consultative meetings.
- A list of the number and types of grievances raised in the reporting period and the number of resolved and/or outstanding grievances.
- Information on how the issues raised during the meetings and through grievances were/will be taken into consideration during the Project implementation Phase.
- Stakeholder engagement activities conducted by the implementing agencies, such as awareness campaigns, outreach activities with civil society organizations.
- Number of all stakeholder engagement activities conducted during the reporting period.

7.2. Reporting back to stakeholder groups

The SEP will be periodically revised and updated as necessary in the course of project implementation. Quarterly summaries and internal reports on public grievances, enquiries, and related incidents, together with the status of implementation of associated corrective/preventive actions, will be collated by responsible staff and referred to the senior management of the project. The quarterly summaries will provide a mechanism for assessing both the number and nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner. Information

on public engagement activities undertaken by the Project during the year may be conveyed to the stakeholders in various ways, including formal meetings, awareness sessions, consultation sessions on specific topics, etc.

Annexes

Annex 1: Summary of stakeholder engagement done during project preparation

A- Project Related Meetings

The GOJ initiated the project implementation in 2022 and will continue until Dec 2025. MoL has conducted several meetings with stakeholders, representatives from various public and private sectors, international organizations, civil society institutions, sector skills councils, and entrepreneurship institutions. All program-related meetings are summarized in the table below:

Date	Venue	Stakeholder	# of attendees/ # of Females	Discussions
Mar 06 2023	MoL	<ul style="list-style-type: none"> Jordan Chamber of Industry Amman Chamber of Industry MoL 	3/7	<ul style="list-style-type: none"> To monitor the progress of the program, including the number of registered companies and individuals, and to understand the cooperation aspects for the upcoming phase, the following steps will be undertaken: <ul style="list-style-type: none"> - Continuously track and update the data on the number of companies and individuals registered in the program. - Engage in regular communication with the registered companies in Chambers to keep them informed about the program's benefits and updates.
Mar 13 2023	Amman Chamber of Industry	<ul style="list-style-type: none"> Jordan Chamber of Industry Amman Chamber of Industry Amman Chamber of Trade 	30/70	<ul style="list-style-type: none"> Which was established by the Amman Chamber of Industry in cooperation with the German Agency for International Cooperation (GIZ), in order to provide labor for factories.
May 12 2023	Zaytouna University	<ul style="list-style-type: none"> Zaytouna University 	22/80	<ul style="list-style-type: none"> Attending the Career Day to introduce the National

Date	Venue	Stakeholder	# of attendees/ # of Females	Discussions
		<ul style="list-style-type: none"> • NEP • MoL • 40 companies from various sectors • BDC • Injaz 		Employment Program for participating companies, in addition to meeting a number of graduate students to introduce them to the platform, how to register for it, and learn about job opportunities.
Jun7 2023	Aqaba Chamber of Trade	<ul style="list-style-type: none"> • Aqaba Chamber of Trade • MoL 	12/35	An introduction day about the National Employment Program for 11 companies in Aqaba Governorate
Feb 11 2024	Amman Chamber of Trade	Amman Chamber of Trade PMU	12/30	<ul style="list-style-type: none"> • MoL introduced the idea of the program and the importance of it to address the high unemployment • MoL presented the objectives, target groups and mechanisms for the program • Attendees highlighted the major role the private sector have in this program • The importance of the role of the Industrial and companies sectors to this program • The committees need to carefully identify the private sector needs to design a program that responds to those needs • The need to adopt a monitoring and supervision mechanism for the training programs that will ensure proper utilization and benefit of these programs • A wages support • Selection mechanisms for beneficiaries
17-20 Mar 2024	WB	<ul style="list-style-type: none"> • WP MOPIC • MOL 	9/20	<ul style="list-style-type: none"> • There was talk about restructuring the project and extending it until the end of

Date	Venue	Stakeholder	# of attendees/ # of Females	Discussions
		<ul style="list-style-type: none"> • VTC • VTSDC • PMU 		2025, adding mandatory training in life skills, safety and occupational health, adding 15 dinars for women to encourage their participation in the labor market, talking about the environmental and social commitment plan and publishing it on the ministry's website, in addition to talking about work injuries and the new media plan, appointing a project manager, a social media employee and a training coordinator..
14 May 2024	East Amman Investors Association	<ul style="list-style-type: none"> • East Amman Investors Association • PMU 	10/30	<ul style="list-style-type: none"> • An introductory meeting about the national program with 30 companies from the private sector and learning about the mechanism of registration in the program and what controls companies must adhere to when participating in the program.
3 June 2024	Irbid Chamber of Trade	<ul style="list-style-type: none"> • Irbid Chamber of Trade • PMU 	0/4	<ul style="list-style-type: none"> • Holding a meeting with the President of the Chamber of Commerce in order to conduct field visits with the Chamber of Commerce and hold a workshop with companies in Irbid Governorate.
23 June 2024	Ministry of Tourism	<ul style="list-style-type: none"> • Ministry of Tourism • PMU 	0/4	<ul style="list-style-type: none"> • A meeting was held with His Excellency the Secretary General of the Ministry of Tourism in order to find a mechanism for the hot beverage establishments company (hotels - restaurants and everything related to these beverages in the National Employment Programme, in addition to providing us with the

Date	Venue	Stakeholder	# of attendees/ # of Females	Discussions
				communications information for these establishments in order to communicate with us through the program). The program was introduced after re- The structure was still new, and the training program for the Ministry of Tourism was introduced and an attempt was made to break through the points of polarization between the two programs in terms of training tourist guides.
10 July 2024	Jordanian Cooperative Corporation	<ul style="list-style-type: none"> Jordanian Cooperative Corporation PMU 	0 /4	<ul style="list-style-type: none"> A meeting was held with the Director General of the Fund, in which the National Employment Program and the new procedures of the program were introduced. The nature of cooperative societies and the mechanism for approving commercial registers were introduced, as it revealed the possibility of the cooperative association issuing a commercial register in the event that projects are implemented therein.
13 July 2024	Ministry of Digital Economy	<ul style="list-style-type: none"> Ministry of Digital Economy PMU 	2/5	<ul style="list-style-type: none"> A meeting was held with the Secretary General of the Ministry of Digital Economy to discuss aspects of cooperation in order to support the progress of operations in the National Employment Program.
14 July 2024	Development and Employment Fund	Development and Employment Fund PMU	0/3	<ul style="list-style-type: none"> Holding a meeting with the Development and Employment Fund and signing a memorandum of understanding, the terms of which focus on the following:

Date	Venue	Stakeholder	# of attendees/ # of Females	Discussions
				<ul style="list-style-type: none"> • Providing the Ministry of Labor with a list containing associations that own a licensed commercial activity (commercial register and professions license). • Electronic linking between the Sijil platform and the Takaful platform in order to facilitate communication with associations and guide them to benefit from the National Employment Programme. • Holding meetings with social development directorates in the governorates to introduce and train them on the national program and how it works. • Holding meetings with nominated charities to benefit from the national program and how to request registration.
17 July 2024	Social Security	<ul style="list-style-type: none"> • Social Security • PMU 	1/3	<ul style="list-style-type: none"> • Coordination on new procedures for the program based on the project structure
21 July 2024	Industrial cities management	<ul style="list-style-type: none"> • Industrial cities management • PMU 	5	<ul style="list-style-type: none"> • A meeting was held with the Director General of the Industrial Cities Administration and it was agreed with him to hold a number of workshops in the industrial cities in the governorates to introduce them to the national program, updates, and registration mechanisms in the program.
21 July 2024	Special Education Administration	<ul style="list-style-type: none"> • Special Education Administration • PMU 	0/4	<ul style="list-style-type: none"> • An official letter was sent for cooperation to introduce the national program, and the registration link was published on the Ministry of Education's website, and the registration link was published on the

Date	Venue	Stakeholder	# of attendees/ # of Females	Discussions
				Ministry of Education's website.
24 July 2024	US Chamber of Commerce	<ul style="list-style-type: none"> US Chamber of Commerce PMU 	17/40	<ul style="list-style-type: none"> Introducing the national program, its updates, and registration mechanisms in the program
30 July 2024	Karak Industrial Cities Administration	<ul style="list-style-type: none"> Karak Industrial Cities Administration PMU 	3/14	<ul style="list-style-type: none"> A meeting was held with the Director General of Hussein bin Abdullah II Industrial City, and a number of factory owners, in which the National Employment Program and the new procedures for the program were introduced.
30 July 2024	Karak Chamber of Commerce	Karak Chamber of Commerce	0/6	<ul style="list-style-type: none"> A meeting was held with the President of the Karak Chamber of Commerce in order to conduct field visits with the Chamber of Commerce and hold a workshop with establishments in Karak Governorate. Work is underway to communicate with and visit the facilities
30 July 2024	Companies Control Department	Companies Control Department	0/3	<ul style="list-style-type: none"> Providing the Ministry of Labor with a list containing the newly registered companies in the Companies Control Department, and the registration link for the program was published on the Department's website.
31 July 2024	National Committee for Kindergarten Sector	<ul style="list-style-type: none"> National Committee for Kindergarten Sector PMU 	16/20	<ul style="list-style-type: none"> A meeting was held with 20 nurseries via Zoom to introduce them to the program.
11 August 2024	Jordanian Cooperative	<ul style="list-style-type: none"> Jordanian Cooperative PMU 	7/10	<ul style="list-style-type: none"> An online meeting was held in cooperation with the Jordanian Cooperative Corporation with 17

Date	Venue	Stakeholder	# of attendees/ # of Females	Discussions
				cooperative societies to introduce them to the national program and how to register for it.
14 August 2024	Field visits to a number of private sector schools in Amman	<ul style="list-style-type: none"> • Prince Hamzah Bin Al Hussein School • Independent Schools • Hasad Schools • Al-Alamiya Schools • Al-Qadaa Schools • Al-Durra Al-Sharifa Schools • Philadelphia Schools • Al-Mahwar Schools • International Skills Schools • Droob Al-Asalah Al-Muasira Schools • PMU 	9/10	<ul style="list-style-type: none"> • Visit 10 of the largest private sector schools and introduce them to the program and how to register. 3 schools registered directly for the program
15 August 2024	Classic Fashion Apparel Industry Company	<ul style="list-style-type: none"> • Classic Fashion Apparel Industry Company • PMU 	4/5	<ul style="list-style-type: none"> • Classic Fashion Apparel Industry Company conducted a training on how to register new employees on the national program. During this session, 250 contracts were registered.
18 August 2024	Sama Jordan Company (Al-Youm Dairy) Money for Finance Company	<ul style="list-style-type: none"> • Sama Jordan Company (Al-Youm Dairy) • Money for Finance Company • PMU 	4/10	<ul style="list-style-type: none"> • A field visit to both Sama Jordan Company (Al-Youm Dairy) and Al-Mal Finance Company to introduce them to the program and register them in the program
04 Sep2024	MOL	<ul style="list-style-type: none"> • MOL • PMU 	10/24	<ul style="list-style-type: none"> • Participation in the employment program for persons with disabilities to

Date	Venue	Stakeholder	# of attendees/ # of Females	Discussions
				integrate them into the labor market, where the possibility of including them in job opportunities within companies benefiting from the national employment program was discussed.
05 Sep 2024	College of Tourism - Yarmouk University	<ul style="list-style-type: none"> College of Tourism - Yarmouk University PMU 	30/100	<ul style="list-style-type: none"> College of Tourism - Yarmouk University. A workshop was carried out with the college and a number of tourist facility owners and graduate students to introduce them to the program and clarify the benefit from wage subsidies for both facility owners and students.
08 Sep2024	Bin Al Ameed Company	Bin Al Ameed Company PMU	2/3	<ul style="list-style-type: none"> To introduce them to the program
17-18 SEP 2024	WB	<ul style="list-style-type: none"> WP MOPIC MOL SCC VTC VTSDC NAF PMU 	9/25	<ul style="list-style-type: none"> The World Bank's mission is to discuss the progress of the project stages after the restructuring is approved and to discuss the progress of the program's disbursement process.
24 SEP 2024	Amman Chamber of Industry	<ul style="list-style-type: none"> Amman Chamber of Industry MOL 	20/50	<ul style="list-style-type: none"> Meeting with 43 of the largest companies and factories in Jordan to discuss the national program and how private sector owners benefited from wage support

B- Consultations conducted prior to Project Implementation

Following the consultations conducted during the general awareness phase (targeting key stakeholders) on the project design with the technical and steering committees, and prior to effectiveness, MoL has conducted further consultations on stakeholder's engagement and the project design.

As proposed in this SEP, two consultations were conducted one in person and the second was hybrid, whilst applying COVID-19 precautions, including social distancing, the use of face masks, and disinfectants. The consultations were as follows:

- **Consultation Session on Final Design and Stakeholder Engagement Plan with the Steering and technical committees**, which was conducted on the 26th of January 2022 in ministry of Labor Premises, and it was attended by xx from the technical and steering committees' members.

During the consultation MoL presented an overview of the PSES project background, objectives, and final design followed by a discussion session around implementation mechanisms and tools. Where the attendees were asked to give their feedback on the following:

- How could the project tools and processes be further strengthened to ensure equitable access for the target group and effectiveness in engaging all stakeholders?
- Do you have previous experience or lessons learnt from similar employment projects? What are they and how can the Government use them to enhance the PSES Project design?
- What messages should be included in the communication campaign, for stakeholders?
- Do you think that the current grievance and complaints uptake channels are sufficient?
- What accountability measures should the project add to the ToRs of its M&E team and the grant agreements?

The feedback is summarized below:

- Attendees highlighted the major role the private sector have in this program and emphasized their commitment once again as partners in the implementation of the program.
- The steering committee members confirmed the importance of meeting with MoL to follow up on the implementation and progress of the project on monthly basis
- The chambers and unions showed willingness to utilize their communication platforms for promoting the services of the program
- The need to adopt a monitoring and supervision mechanism for the training programs that will ensure proper utilization and benefit of these programs
- Selection mechanisms for beneficiaries need to be consulted with them once ready.
- They requested to have a look at Sajjil
- **Consultation Session on Final Design and Stakeholder Engagement Plan with the Representatives of Vulnerable Groups**, which was conducted on the 26th of January 2022 in ministry of labor premises, and it was attended by 10 people from all Governorates of Jordan from WB Youth Group and the Youth Parliament, The Jordanian National Commission for Women, The Higher Council for the Right of Persons with Disabilities

During the consultation MoL presented an overview of the PSES project background, objectives, and final design followed by a discussion session around implementation mechanisms and tools. Where the attendees were asked to give their feedback on the following

- How should the project address the needs of vulnerable groups and make sure that they have equitable access to project benefits?
- Do you have previous experience or lessons learnt from similar employment projects? What are they and how can the Government use them to enhance the PSES Project design
- How should the communication campaign be designed and rolled out in a method that ensures

equal reach for target population, including vulnerable groups?

- What constraints might vulnerable groups have in relation to application process and participation in project components (on the job training and training for employment), how can these constraints be addressed and monitored
- Do you think that the current grievance and complaints forms are comprehensive in terms of addressing challenges that might face vulnerable groups?

The feedback is summarized below:

- The youth expressed their concern regarding the sustainability of the employment beyond the 1-year contract the program requested the private sector to commit to.
- The youth showed their interest to support the promotional and awareness activities through the different channels to reach to the youth in the rural areas
- The youth representatives believes that the support of youth projects is needed as part of the program
- JNCW and raised the need to prioritize sectors, occupations, and companies that provide more women employment opportunities
- The attendees believe that there should be some kind of incentives for companies open to hire people with disabilities and women
- The Higher Council for the Right of Persons with Disabilities requested to check Sajjil accessibility for people with disabilities and help in producing a video with sign language
- Attendees believed that the engagement should have started during the early ages of the design.

C- Consultations conducted for the Restructuring design

The MoL has conducted further consultations on stakeholder's engagement and the Restructuring design for NEP. The consultations were as follows:

- **Consultation Session on Final Restructuring Design and Stakeholder Engagement Plan with the technical committees**, which was conducted on the 15th of February 2024 in ministry of labor premises, and it was attended by from the technical committees.

During the consultation MoL presented an overview of the PSES project background, objectives, and final design followed by a discussion session around implementation mechanisms and tools Restructuring. Where the attendees were asked to give their feedback on the following

How could the project tools and processes be further strengthened to ensure equitable access for the target group and effectiveness in engaging all stakeholders in Restructuring?

- Do you have previous experience or lessons learnt from similar employment projects ? What are they and how can the Government use them to enhance the PSES Project design in Restructuring?
- What messages should be included in the communication campaign, for stakeholders?
- Do you think that the current grievance and complaints uptake channels are sufficient?

The feedback is summarized below:

- Attendees highlighted the major role the private sector have in this program and emphasized their commitment once again as partners in the implementation of the program and Associations as new partner.
- The technical committees members confirmed the importance of meeting with MoL to follow up on the implementation and progress of the project on monthly basis
- The importance of the updates in the restructuring will increase job opportunities for the unemployed and prepare them for the labor market with the necessary skills that will give them experience and expertise in the work environment.
- The chambers showed willingness to utilize their communication platforms for promoting the updated services of the program
- The need to adopt a monitoring and supervision mechanism for the training programs that will ensure proper utilization and benefit of these programs
- Selection mechanisms for beneficiaries need to be consulted with them once ready.
- They requested to have a look at Sajjil.

Annex 2: Proposed Agenda and Schedule for Consultations and Meeting

Consultation Agenda

Item	Objective/ Guiding Questions	Duration	Responsibility
Opening Remarks	Welcoming notes and the purpose of the session	15 minutes	MoL, and PMU representatives
Overview PSES Project Objective, Background and Restructuring Updates for 2024	Present to the stakeholders the project's design parameters, in addition to the target group, outreach methods and grievance mechanisms.	30 minutes	Ministry of Labor, head of the technical committee who lead the design process and PMU
Discussion Session: Feedback around implementation mechanisms and tools	<ul style="list-style-type: none"> How could the project tools and processes be further strengthened to ensure equitable access for the target group and effectiveness in engaging all stakeholders? Do you have previous experience or lessons learnt from similar employment projects? What are they and how can the Government use them to enhance the PSES Project design What messages should be included in the communication campaign, for stakeholders? Do you think that the current grievance and complaints forms are comprehensive? Concepts of exchange mechanisms Explaining the importance of on-the-job training and mandatory training in life skills and occupational safety and health What accountability ensuring measures should the project add to the ToRs of its M&E team? 	45 Minutes	Moderator: MoL Ministry of Social Development, SCC,VTC,TVSDC technical team with support from PMU communication Officer
Stakeholders Engagement Plan: Overview of SEP	Presenting the SEP to stakeholders	30Minutes	,Ministry of Social Development: Registering associations in the program

Item	Objective/ Guiding Questions	Duration	Responsibility
Discuss the Project's commitment on engaging stakeholders	<ul style="list-style-type: none"> State the commitment of the Government towards engaging its stakeholders throughout the implementation phase and on using feedback to amend the SEP. Share the due date for sending the revised SEP. Guiding questions: What is your feedback regarding the proposed engagement methods with stakeholders; how frequent should discussions be with stakeholders? 	40 Minutes	Ministry of Labor technical team and PMU

Consultation Schedule

Consultation Session	Venue	Due Date	Participants
Consultations with technical and steering committee (Restructure Phase)	Ministry of Labor	(Month to Month)	<ul style="list-style-type: none"> MOPIC WB Ministry of Social Development Scc VTC TVSDC
Consultation Session on Final Design and Social Documents (1)	Virtual/MoL	By Project Restructure Date	<ul style="list-style-type: none"> Technical Committee
Consultation Session on Final Design and Social Documents (2)	Virtual/MoL	By Project Restructure Date	<ul style="list-style-type: none"> Steering committee
Consultation Session on Final Design and Social Documents (3)	Virtual/MoL	By Project Restructure Date	<ul style="list-style-type: none"> Target population: <ul style="list-style-type: none"> Youth: 10 participants (50% females), from all Governorates of Jordan. CSOs and institutions that work with disadvantaged population (PWD, women, poor households)

Annex 3: Vulnerable Groups Consultation Strategy

Item	Objective
Overview on PSES project objective and background	<ul style="list-style-type: none"> - Present to the stakeholders the project's design parameters, in addition to the target group, outreach methods and grievance mechanisms.
Discussion Session: inclusion of vulnerable groups in the project design	<ul style="list-style-type: none"> - Guiding question for vulnerable groups: how should the project address the needs of vulnerable groups and make sure that they have equitable access to project benefits? - Do you have previous experience or lessons learnt from similar employment projects? What are they and how can the Government use them to enhance the PSES Project design - How should the communication campaign be designed and rolled out in a method that ensures equal reach for target population, including vulnerable groups? - What constraints might vulnerable groups have in relation to application process and participation in project components (on the job training and training for employment), how can these constraints be addressed and monitored - Do you think that the current grievance and complaints forms are comprehensive in terms of addressing challenges that might face vulnerable groups? - What accountability ensuring measures should the project add to the ToRs of its M&E team?
Stakeholders Engagement Plan: Overview of SEP	<ul style="list-style-type: none"> - Presenting the SEP to the vulnerable groups' representatives
Discuss the Project's commitment on engaging stakeholders that represent vulnerable groups	<ul style="list-style-type: none"> - State the commitment of the Government towards engaging representatives of vulnerable groups throughout the implementation phase and on using their feedback to amend the SEP. Share the date of sending the revised SEP. - Guiding questions: What is your feedback regarding the proposed engagement methods with stakeholders; how frequent should discussions be with stakeholders?

Endnotes

¹ For the purposes of effective and tailored engagement, stakeholders of the proposed project(s) can be divided into the following core categories:

- **Affected Parties:** Persons, groups, and other entities within the Project Area of Influence (PAI) that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures.
- **Other Interested Parties:** Individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way.
- **Vulnerable Groups:** Persons who may be disproportionately impacted or further disadvantaged by the project(s) compared with any other groups due to their vulnerable status and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project.
- It is important to note that sometimes projects have different components with very different sets of stakeholders for each component. Those different stakeholders should be considered in preparing the SEP.

² It is particularly important to understand whether project impacts may disproportionately fall on disadvantaged or vulnerable individuals or groups, who often do not have a voice to express their concerns or understand the impacts of a project, and to ensure that awareness raising and stakeholder engagement be adapted to take into account such groups' or individuals' particular sensitivities, concerns, and cultural sensitivities and to ensure a full understanding of project activities and benefits. Engagement with vulnerable groups and individuals often requires the application of specific measures and assistance aimed at the facilitation of their participation in the project-related decision making so that their awareness of and input into the overall process are commensurate with those of other stakeholders.