



JORDAN SUPPORT TO PRIVATE SECTOR EMPLOYMENT AND SKILLS

STAKEHOLDER ENGAGEMENT PLAN (SEP)

NOVEMBER 2021

ABBREVIATIONS AND ACRONYMS

BDC	Business Development Center
E&S	Environmental and Social
GoJ	Government of Jordan
GM	Grievance Redress Mechanism
ILO	International Labor Organization
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

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1. Introduction

1.1. Project Description

Jordan's economy encountered numerous obstacles within the last decade, where despite the 3.2% GDP growth, the national economy's growth rate reduced and contracted by 1.8%, and unemployment reached 25% remaining unchanged in the year 2020, with females and youth being the most affected by the impact of those economic challenges.

The challenge of reducing unemployment rates is a national responsibility, particularly in the context of the Corona Pandemic. Therefore, it is critical to ensure the integration of all employment programs and projects implemented by all parties, as well as work to institutionalize the public-private partnership in the areas of training and employment strategies. Accordingly, the Jordanian government approved the National Employment Program that aims to decrease the supply-demand gap and design training programs to meet the requirements of the local and international demand-driven labor market, resulting in providing fair employment prospects for qualified and trained individuals in the private sector.

The Council of Ministers affirmed the 2022 National Employment Program as one of the government's priorities for 2022-2023, which involves providing \$80 million to aid the National Employment Program, which includes stimulating the private sector to generate more jobs for Jordanians. This project will serve as an umbrella uniting all government institutions and agencies' training and employment efforts and programs.

National Employment Program endorses the areas of social security contributions and transportation stipend, professional and technical skills development, and wage subsidies. Developing a self-employment hub to ensure that domestic and international labor markets demands are fulfilled.

The proposed Project will support the GOJ's National Employment Program (NEP). It will finance support to selected jobseekers and firms to help increase formal employment in the private sector.

The proposed Project will be demand-driven and include a combination of temporary wage subsidies and support to skills training. Target jobseekers will select the supported job opportunities they would like to be considered for, and these opportunities will be determined by the companies receiving financial support under the project. Interested companies will apply to receive support for on-the-job training with wage subsidies (subcomponent 1.1). Skills training will be in the form of structured on-the-job training (OTJT), with or without in-class technical/vocational training prior to commencing employment.

The target population of jobseekers will include jobseekers between the ages of 18 and 40 who are assessed to be most in need of employment support. The target population will include some priority groups, including women and selected NAF beneficiaries (close to the poverty line). Firms

from all sectors will be eligible for support, although firms in sectors with the highest growth potential, sectors employing women disproportionately (e.g., BPO, food processing), and firms located in disadvantaged areas will be particularly encouraged to apply through targeted communication.

Interested jobseekers and firms will need to register in the national employment platform (Sajjil) to be considered for support. Sajjil is a digital platform that provides job-matching services to registered jobseekers based on job opportunities posted by private companies. Sajjil is being enhanced to support the implementation of NEP. It will be used to process the selection of supported job opportunities as well as the matching of these opportunities to jobseekers (see details under the implementation arrangements section).

All registered jobseekers will be directed through Sajjil to complete key personal development online courses to be considered for NEP support. These courses include, for example, communication skills, CV writing and interviewing, emotional intelligence, and are designed to help jobseekers with job search and job performance.

1.2. Objective of the Stakeholders Engagement Plan

The Project “Jordan Support to Private Sector Employment and Skills” will be implemented under the World Bank’s Environment and Social Framework (ESF). As per the Environmental and Social Standard ESS 10 Stakeholders 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 and intimidation.

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 will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about the project and any activities related to the project.

The engagement of the local population is essential to the success of the project to ensure smooth collaboration between project and local communities and to minimize and mitigate environmental and social risks related to the proposed project activities. In the context of infectious diseases, broad, culturally appropriate, and adapted awareness raising activities are particularly important to properly sensitize the communities to the risks related to infectious diseases.

2. Brief Summary of Previous Stakeholder Engagement Activities

GOJ started the preparation of NEP in August 2021 with a decision to establish two committees that oversee and lead the program’s designing process. The “Jordan Support to Private Sector Employment and Skills” project that supports NEP is being prepared as an emergency operation. Therefore, engagement activities have been relatively limited to stakeholders that have immediate responsibility to the Program conception and development. The design framework was finalized following several meetings with stakeholders and representatives of various public and private sectors, international organizations, civil society institutions, representatives of sectorial skills councils and entrepreneurship institutions. All program related meetings are summarized in the Table below:

Date	Venue	Stakeholder	# of attendees/ # of Females	Discussions
Nov 9 2021	MoL	Jordanian Construction Contractors Association MoL TVSDC VTC	8/4	<ul style="list-style-type: none"> Review the latest version of the concept paper for the program
Nov 1 2021	MoL	Jordan Chamber of Industry Amman Chamber of Industry Amman Chamber of Trade Jordanian Construction Contractors Association BDC MoA MoPIC MoL SSC TVSDC VTC	17/7	<ul style="list-style-type: none"> Went through the latest design of the program Discussed the implementation mechanisms Review the number of beneficiaries under the different windows of the program
Oct 27 2021	MoL	Jordan Chamber of Industry Amman Chamber of Industry Jordan Chamber of Trade Amman Chamber of Trade Jordan River Foundation ILO NET MoPIC MoL SCC TVSDC VTC	21/11	<ul style="list-style-type: none"> The draft version of the program concept note was presented and discussed Implementation mechanisms were discussed thoroughly Targets for each component were reviewed

Oct 26 2021	MoL	Amman Chamber of Industry Amman Chamber of Trade Jordanian Construction Contractors Association MoL MoPIC MoA SCC TVSDC VTC	15/5	<ul style="list-style-type: none"> • The draft version of the program concept note was presented and discussed • Implementation mechanisms were presented
Oct 25 2021	MoL	Education for Employment Qantara Center for Human Resources Development Jordan River Foundation forsa.com Luminus Technical University College National Center for Human Resources Development Intaj Injaz BDC MoL	14/5	<ul style="list-style-type: none"> • An overview on the latest version of the program design • The different training mechanisms those will be used in the program • The role of the private sector training providers • The challenges facing youth employment from the training providers point of view
Oct 14 2021	MoL	Jordan Chamber of Industry Amman Chamber of Industry Jordan Chamber of Trade Amman Chamber of Trade Jordanian Construction Contractors Association WB MoL MoPIC MoA SCC TVSDC VTC	20/8	<p>The numbers of vacancies in 2022 for each sector was presented and discussed</p> <p>MoL presented the statics and figures of Jordanian workers above 15 years old and registered in the SSC</p> <p>The draft concept note shall be ready and shared with the stakeholders and Prime Ministry in a week</p>
Oct 5 2021	MoL	Jordan Chamber of Industry Amman Chamber of Industry Jordan Chamber of Trade Amman Chamber of Trade Tourism sector skills council Jordan River Foundation BDC MoITS MoPIC MoL TVSDC	22/11	<ul style="list-style-type: none"> • MoL presented the statics and figures of Jordanian workers above 15 years old and registered in the SSC • A presentation of the following was discussed: <ul style="list-style-type: none"> - The budget of the program - The major components of the program based on the

		VTC		<p>private sector recommendations and needs</p> <ul style="list-style-type: none"> - The implementation arrangements • The attendees listed some of the lessons learned from previous similar projects • The private sector representatives need to verify the number of vacancies provided
Sep 30 2021	MoL	<p>Jordan Chamber of Industry Amman Chamber of Industry Jordan Chamber of Trade Amman Chamber of Trade Jordanian Construction Contractors Association Jordan Economic Forum Itizam for training and development BDC WB MoA MoITS MoPIC MoL SCC TVSDC VTC</p>	28/11	<ul style="list-style-type: none"> • MoL presented the statics and figures of Jordanian workers above 15 years old and registered in the SSC • A presentation of the following was discussed: <ul style="list-style-type: none"> - The budget of the program - The major components of the program based on the private sector recommendations and needs - The implementation arrangements
Sep 23 2021	MoL	<p>Leather and garment industries sector skills council Chemical industries sector skills council IT sector skills council Agriculture sector skills council Logistics sector skills council Tourism sector skills council Jordan Chamber of Industry TVSDC ILO GIZ WB MoL</p>	22/8	<ul style="list-style-type: none"> • The meeting included representatives from the sectors skills councils. • MoL presented a draft of the initial concept of the program • The discussions included: <ul style="list-style-type: none"> - On the job training - Technical and vocational Training - Subsidies to social security contribution and transportation stipend - The nationalization of the labor market - Self-employment

				<ul style="list-style-type: none"> - The role of the sector skills councils - The importance of having details data of the labor market through a demand supply analysis • The sector representatives must start identifying the needs of each sector and the number of vacancies available
Sep 20 2021	MoL	Jordan Chamber of Industry Amman Chamber of Industry Jordan Chamber of Trade Amman Chamber of Trade Forsa.com Jordan River Foundation GIZ ILO BDC NET MoF MoITS MoL SSC TVSDC VTC	22/11	<ul style="list-style-type: none"> • MoL presented the initial concept of the program design developed by the technical committee • A summary of the demand analysis was also presented. The summary included: <ul style="list-style-type: none"> • Vacancies expected for 2022 • Projects that don't have secured financing for 2022 • The demand on the TVSDC fund • A comparison of the jobs created by the private sector during 2019 and 2020 • MoL will share with the members templates and surveys related to the sectors needs that need to be filled the soonest
Sep 16 2021	MoL	Jordan Chamber of Industry Amman Chamber of Industry Jordan Chamber of Trade Amman Chamber of Trade Jordanian Construction Contractors Association Jordan Economic Forum Jordan Strategy Forum BDC MoITS MoPIC MoL SCC TVSDC VTC	23/7	<ul style="list-style-type: none"> • MoL presented the initial concept of the program design developed by the technical committee • A summary of the demand analysis was also presented. The summary included: <ul style="list-style-type: none"> • Vacancies expected for 2022 • Projects that don't have secured financing for 2022 • The demand on the TVSDC fund • A comparison of the jobs created by the private sector during 2019 and 2020
Sep 14 2021	MoL	Jordan Chamber of Industry Amman Chamber of Industry Jordan Chamber of Trade	23/13	<ul style="list-style-type: none"> • MoL presented the program targeting mechanisms and major program components

		Amman Chamber of Trade GIZ BDC MoF MoA MoITS MoL SCC TVSDC VTC		<ul style="list-style-type: none"> • The need to list all vacancies shall be available in the different sectors in 2022 • Sajjil platform shall be used as the main registration platform for the program • The selection criteria for the beneficiaries should be developed in partnership with the different stakeholders • The initial identification of the target groups
Sep 12 2021	MoL	Jordan Chamber of Industry Amman Chamber of Industry Jordan Chamber of Trade Amman Chamber of Trade GIZ BDC MoF MoA MoITS MoL SCC TVSDC VTC	23/12	<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 suggested for the program • Attendees highlighted the major role the private sector have in this program • The importance of the role of the sectors skills councils 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 • Attendees suggested different alternatives for wages support • Selection mechanisms for beneficiaries
Sep 9 2021	MoL	Jordan Chamber of Industry Amman Chamber of Industry Jordan Chamber of Trade Amman Chamber of Trade BDC MoA MoITS MoL SCC	17/7	<ul style="list-style-type: none"> • The partnership with the private sector is the key to the success of this program • The private sector representatives need to be committed to communicate with their sector and work on providing the sectors needs and

		TVSDC VTC		ideas required to build the design of the program <ul style="list-style-type: none"> • The training programs must address the actual needs of the employers
Sep 2 2021		Jordan Chamber of Industry Amman Chamber of Industry Jordan Chamber of Trade Amman Chamber of Trade Jordanian Construction Contractors Association Jordan TV BDC MoA MoF MoITS MoPIC MoL SCC TVSDC VTC	22/6	<ul style="list-style-type: none"> • The government introduced the idea of the program and the importance of it to address the high unemployment • MoL presented the objectives, target groups and mechanisms suggested for the program • Attendees highlighted the major role the private sector have in this program • The committees need to carefully identify the private sector needs to design a program that responds to those needs

The National Employment Program has been developed with support from the World Bank and in consultation with other key development partners. On the Bank’s support, it builds on analytical and operational expertise in the country as well as globally on how to support private sector employment during recovery and how to connect youth to job opportunities in the private sector. Also, the NEP will be mostly delivered through the national employment platform (Sajjil), which has been developed and is being upgraded to support the implementation of NEP with technical assistance from the World Bank. On consultation with partners, it focused on soliciting complementary employment support. These partners include ILO, GIZ, and KFW. ILO support includes cash for work, employment services through regional employment offices and formalization. GIZ has been mainly supporting skills training. Both ILO and GIZ have been actively supporting the institutionalization of the TVSDC. KFW is exploring financing the new window under NEP to support self-employment through home-based businesses and online freelancing.

3. Stakeholder identification and analysis

This section identifies key stakeholders who will be informed and consulted about the project, including individuals, groups, or communities that i) are affected or likely to be affected by the project (project-affected parties); and ii) may have an interest in the project (other interested parties).

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

- **Openness and life-cycle approach:** targeted consultations for the project will be arranged during the preparation phase, carried out in an open manner, free of external manipulation, interference, coercion or intimidation.
- **Informed participation and feedback:** information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholders' feedback, for analyzing and addressing comments and concerns.
- **Inclusiveness and sensitivity:** stakeholder identification is undertaken to support better communication and build effective relationships. The participation process for the projects is inclusive. All stakeholders always encouraged to be involved in the consultation process. Access to key information about the project is provided to all stakeholders equally. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups women, youth, elderly and the cultural sensitivities of the target population.

3.1. Affected parties

ESS10 defined that affected parties are "individuals or groups who are affected (or likely to be affected) by the project. In the context of the PSES, affected parties are divided to three sub-groups:

Group (A) includes **project beneficiaries** (individual beneficiaries, private sector firms, and training service providers): who will benefit from - and partially implement- the subsidies and upskilling components.

- **Individual beneficiaries.** The target population of jobseekers will include jobseekers who are (i) between the ages of 18 and 40; (ii) not active contributors to SSC (i.e. they are not formally employed); (iii) assessed not to be 'market-ready', that is jobseekers facing difficulties in finding a job, and thus benefit the most from support under NEP. This assessment will be based on a statistical profiling tool built in Sajjil that uses the information provided by jobseekers to categorize them into three groups: market ready, near market ready and hard to employ. All registered job seekers will be offered job-matching services. Interested jobseekers will need to register in Sajjil to be considered for support. The current database includes about 97,000 registered jobseekers.
- **Private sector firms.** Similarly, to individual beneficiaries, firms will need to register in Sajjil to be considered for support. The current database includes about 736 registered firms. Interested companies will apply for funding under NEP through Sajjil. Proposals will be reviewed by a selection committee after verifying the eligibility with the sectorial

representative such as the chambers. Agreements will be signed between awarded companies and MOL.

- **Training service providers.** It includes the following subgroups: National Training and Employment Company, Community Colleges/Al-Balqa Applied University, Vocational Training Corporation, and Private Training Providers. The number of centers that provide vocational and technical training (below the diploma level) in Jordan is a total of (150) training centers, (97) of which are from the private sector, (17) centers affiliated with the National Employment and Training Company, and (36) centers under the umbrella of the Vocational Training Corporation. The number of community colleges that offer an intermediate diploma is 45, which are supervised by Al-Balqa Applied University.

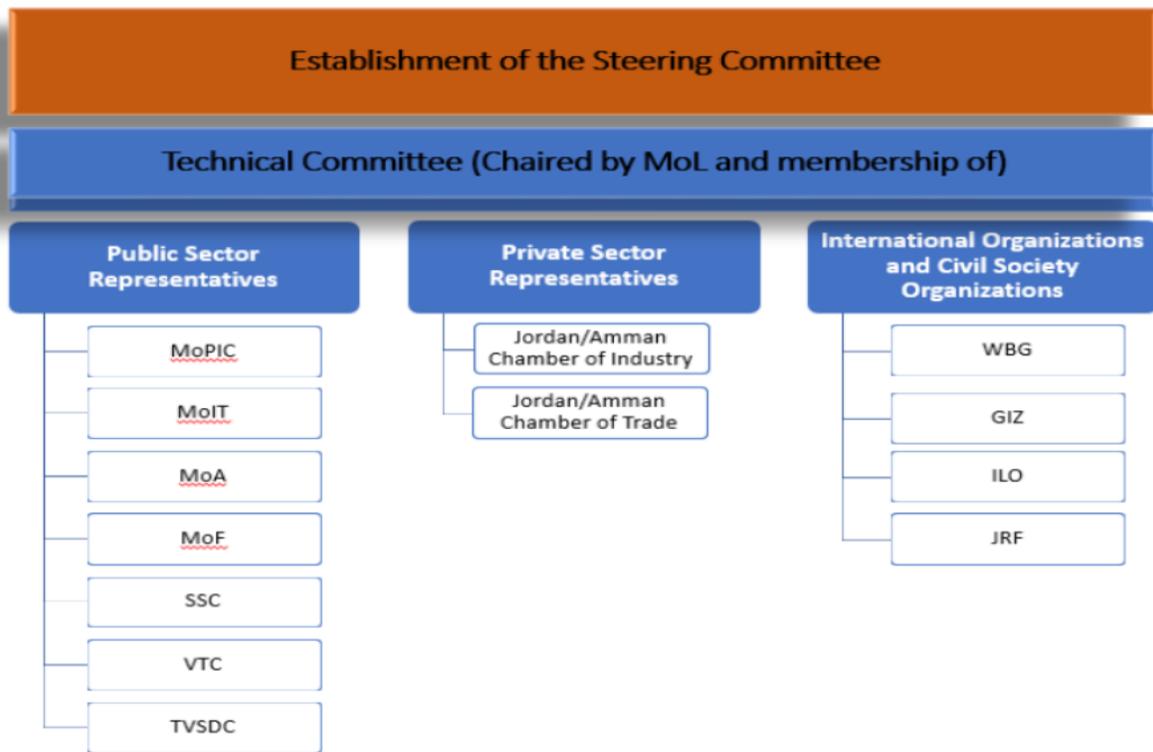
Group (B) includes stakeholders that are engaged in the preparation and implementation of the Government program – NEP, which is eventually financed by the Bank project. The high-level organization of the program include three entities: the National Council for Employment, the Steering Committee, and the Technical Committee. The National Council for Employment is headed by the Prime Minister and consist of the following members:

- 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
- 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.

The Steering Committee will be chaired by Minister of Labor and consists of representatives from the following entities:

1- Secretary General of MoPIC	8- Chairman of Jordan Chamber of Industry
2- Secretary General of MoITS	9- Chairman of the Jordan Chamber of Commerce
3- Secretary General of MoA	10- Chairman of the Amman Chamber of Industry
4- Secretary General of MoF	11- Chairman of the Amman Chamber of Commerce
5- General Director of SSC	12- CEO of the Jordan Strategy Forum
6- General Director of BDC	13- Chairman of the Administrative Board of the Jordan Economic Forum
7- The Jordanian Construction Contractors Association	14- And whoever the team Chairman deems appropriate

The Technical Committee includes representatives from the public and private sectors, international organizations, civil society institutions, representatives of sectoral skills councils and entrepreneurship institutions.



Group (C): includes stakeholders that will have implementation responsibilities but are not direct project beneficiaries. This will include the Social Security Corporation (SSC), which will be responsible of disbursing payments to the project beneficiaries, Technical and Vocational Skills Development Council (TVSDC) which will be responsible of ensuring that all trainings and training providers are accredited and provide quality assurance around trainings implementation. Skills Development Councils (SCs) under TVSDC and sectorial representing entities, such as the chambers,

will be given the choice to either allow member companies (indirect project beneficiaries) to submit proposals by themselves or aggregate individual proposals at the sector level. In addition, they will provide advice and quality assurance to member companies. It also includes all members of the technical and steering committees. This also includes the National Aid Fund which will be responsible of identifying households within its database that are close to the poverty threshold then referring them to the Ministry of Labor, so they could benefit from work and training opportunities, thus graduating out of poverty.

3.2. Other interested parties

Other interested parties are Identified as 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. Within the context of the PSES, other interested parties includes trade unions, civil society organizations that are youth or employment focused, community based organizations that interact with the target population (unemployed youth), especially organizations that focus on vulnerable population including women-focused organizations such as The Jordanian National Commission For Women and organizations working with people with disabilities (PWDs) such as The Higher Council for the Rights of Persons with Disabilities.

Some stakeholders in Group C identified above such as the government agencies and international organizations may also be classified as “interested parties” because they will be the stakeholders who may have an interesting in the project but unlikely to be affected negatively or positively. These may be local government officials, community leaders, and civil society organizations, particularly those who work in or with the affected communities. While these groups may not be directly affected by the project, they may have a role in the project preparation (for example, government permitting) or be in a community affected by the project and have a broader concern than their individual household. Civil society and nongovernmental organizations may have in-depth knowledge about the environmental and social characteristics of the project area and the nearby populations, and can help play a role in identifying risks, potential impacts, and opportunities for the Borrower to consider and address in the assessment process. The Project will engage other interested parties in the consultation process and will make sure that they have access to publicly available information.

Disadvantaged / vulnerable individuals or groups

Identified as disadvantaged individuals or groups that might face limitations in participating and/or in understanding the project information or participating in the consultation process. The Project design aims to mitigate any exclusion risks that may fall upon disadvantaged population through i)

engaging representatives of advantaged groups in project consultations; ii) ensure equitable access to information; iii) assign quotas in the project to secure benefits for vulnerable populations; and iv) include institutions that support vulnerable population in the outreach process for project applications.

In specific, vulnerable population includes:

- **Women and Youth:** Women and youth have structurally higher unemployment rates and they were also hit harder by the COVID-19 Pandemic. Female unemployment, which had been declining from 27.6 percent in Q4-2017 to 24.1 percent in Q4-2019, rose to 32.8 percent in Q4-2020, a much larger increase than for men (from 17.7 percent in Q4-2019 to 22.6 percent in Q4-2020). And the female labor force participation rate, 14 percent, is one of the lowest in the world. Youth unemployment jumped significantly from 40.6 percent in 2019 to an unprecedented 50 percent in Q4-2020. Additionally, women-owned businesses have been particularly struggling. In April 2020, a UNDP-ILO survey (in collaboration with Fafo) shows that many women-owned enterprises, the majority of which are home-based, did not have savings or cash reserves to continue business beyond one month. A majority (63 percent) of the 150 businesses surveyed indicated that they could pay salaries only for less than a month, and 24 percent - for 1 to 3 months.

The project is addressing this structural vulnerability through setting youth as the target group of the project, and through assigning a quota for female beneficiaries. In addition, the Project will engage women-focused organizations and youth representatives in the project consultations. Communication messages by firms and service providers should be designed in a gender-neutral or gender inclusive language and the age group will be highlighted. The Project will monitor the adherence of all service providers to these methods.

All service providers will sign a no-discrimination code of conduct which ensures a safe working and training environment, in line with the national labor law and the project's labor management procedures (LMP).

- **Poor Households:** prior to the pandemic, the National Social Protection Strategy stated that the unemployment rate among men in the poorest decile (24 percent) is twice as high as that for men in the richest decile. Additionally, informal workers, who accounted for more than half of workforce pre-COVID-19, have been more impacted than formal sector workers, particularly during the initial lockdown. This is because informal workers were more concentrated in sectors that were more affected by the pandemic (e.g., services) and were not protected by Defense Order No.6, which prevented private companies from laying off formal sector workers and limited wage cuts to a maximum of 50 percent.

Data from the COVID-19 MENA Monitor Household Survey (CMMHH), a nationally representative

panel survey conducted among mobile phone users aged 18-64, shows that informal workers were indeed most affected compared to other types of workers, both through layoffs and reduced paid. Since informal workers were disproportionately concentrated in near-poor households before the pandemic, the pandemic pushed many of these households further into poverty. In response to the impact of the pandemic, the Government of Jordan provided cash transfers to poor households. 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.

The project will provide a quota for beneficiaries and households coming from the National Aid Fund data base. The target population will be individuals who meet certain eligibility criteria and are from households that are close to the poverty line (as proxied by NAF eligibility threshold). These households can be immediately above the poverty line (and thus most vulnerable to falling below the poverty line) or immediately below (and thus more likely to move out of poverty than households further away from the poverty line). This means that the target population could in principle include individuals from NAF Cash Support “Takaful” households as well as individuals from households that are close to qualifying for Takaful. Households who have at least one member that meets the individual eligibility criteria will be selected through the NAF’s MIS (A new MIS module will be programmed to select beneficiaries for the Program).

Then, NAF will contact the selected households, explaining the Program and the conditionality, and requesting that they nominate one member that meets the individual eligibility criteria and seeking their consent to share the data. Channeling communication messages to poor households through NAF is essential to showcase the complementarity between the Government’s direct cash support and the PSES as a national program, it is also important to use NAF channels since these individuals have an established trusting relationship with the entity.

NAF will refer the identified beneficiaries to the Ministry of Labor. Specifically, the data from the selected beneficiaries, including their personal information, educational level and current employment status, will be transferred from the NAF’s MIS to the NEP through an established linkage between the two systems.

- **People with disability:** People with disability refrain from applying to announced opportunities, as they assume that they are not targeting them. The Project will reach out to the Higher Council for the Rights of Persons with Disabilities (HCD), as part of the consultation process. The SEP will be amended in line with feedback from the HCD, to ensure an inclusive design and outreach process. During the selection process, firms that have an inclusive work environment that is disability friendly will be granted extra scores. Service providers will also be encouraged to highlight opportunities that are disability friendly, an icon will be added next to opportunities that are open for PWD.

3.3. Summary of project stakeholder needs

Stakeholder group	Key characteristics	Language needs	Preferred notification means	Specific needs
Affected parties Group (A) includes project beneficiaries (Direct and indirect)	<ul style="list-style-type: none"> - Individual beneficiaries who will receive wage subsidies, unemployed youth with diverse skills and education levels - private sector firms and training service providers who will benefit from, and partially implement, the subsidies and upskilling components 	Arabic for individual beneficiaries will be used	<p>Online platform of the Ministry of Labor, Mass media, and social media.</p> <p>SMS and direct interaction through Employment offices will also be used as needed to communicate with individual beneficiaries</p>	Constant communication; and clear messages about the target group, project duration, objective of project, processes, and grievance redress mechanisms
Affected parties Group (B) includes stakeholders that are engaged in the project design	Decision makers that are members of the steering and technical committees. Well educated representatives of public, private and international organizations	Arabic when requested	Regular meetings	<p>Clear communication messages around project design and implementation</p> <p>A consultative and participatory communication method</p>
Affected parties Group (C): includes	Public and private organizations	Arabic when requested	Regular meetings, clearly drafted ToRs.	Constant communication

Stakeholder group	Key characteristics	Language needs	Preferred notification means	Specific needs
stakeholders that will have implementation responsibilities but are not indirect project beneficiaries.				with the Ministry of Labor Clearly communicated responsibilities and implementation processes
Other interested parties	CSOs and active stakeholders in local communities	Arabic	Meeting, printed materials, mass media	Clear messages about the target group, project duration, objective of project, processes, and grievance redress mechanisms
Disadvantaged / vulnerable individuals or groups	Women, PWDs Poor households	Arabic, English, facilitation of communication in line with the disability type (e.g., verbal when interacting with individuals that have challenges in sight)	Targeted communication through organizations that work with the vulnerable population	Clear messages about the inclusiveness of the project, facilitation of application process (through specialized agencies that work with the vulnerable population), and clear messages around grievance redress

4. Stakeholder Engagement Program

4.1. Purpose and timing of stakeholder engagement program

The stakeholder engagement activities have been conducted as soon as the program conception take shape. Although its scope has been limited, a number of consultations, technical meetings have been organized on weekly or bi-weekly basis. In addition, there've been many consultation meetings with NGO's and representatives from the private and public sector (see Section 2 for details). When the implementation process starts, stakeholder engagement and communication activities will be conducted at a larger scale, throughout the project cycles and tailored to specific needs of stakeholder groups. PMU will be responsible for planning, implementing, and overseeing such stakeholder engagement plan.

For jobseekers, and interested employers, a large communication campaign will be conducted at the time of the program launch. All jobseekers will be invited to apply on a platform (Sajjil) under MoL to register, in addition to employers who will be seeking certain skills and occupations, both will be matched through an algorithm which was developed by MoL with the technical support of the WB. The filtration process of applications will occur by a technical team jointly from MoL and representatives from the private sector. Regular meetings will take place to oversee the process and to ensure overcoming any obstacles that will occur to enhance the process, and this was all agreed through a concept note developed by technical team and will be submitted to the Cabinet of the Prime Ministry Mid November signed by the steering committee mentioned above.

4.2. Proposed strategy for information disclosure

The proposed strategy for disclosing information will adopt a variety of means of communication to reach the majority of stakeholders and beneficiaries, and most importantly, lead the private sector for media promotion and under the supervision of the public sector, as they are a key partner in project design and implementation. The communication and information disclosure strategy will be implemented as part of the NEP's communication campaign. The preliminary version of SEP will be disclosed before the project appraisal completion following the Bank's review and clearance. The final version of SEP (with updated inclusive consultations plan and clear timeline) will be submitted and disclosed per ESS10 requirements

Below is a list showing the media outlets that the Ministry of Labor will use for public information disclosure mechanisms for this project:

- Ministerial Websites

- Newspapers (Al Rai, Al Ghad, Addustoor, alarab alyoum)
- TV (ALMamlakeh, Jordan TV, Amman TV, Royaa TV)
- Radio (Rotana, Jbc Radio, Amen FM, Sawt alghad, husna, Jordan fm)
- National Employment Platform (<https://sajil.gov.io/>).
- 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

The project will be divided into several phases, and these stages need a well-formed media plan to ensure that the goals are communicated to the participants in the program:

- *The general awareness phase (targeting key stakeholders)*
- *The initial outreach phase (targeting project beneficiaries)*
- *Implementation phase*
- *Evaluation phase*

Project stage	List of information to be disclosed	Methods proposed	Timetable: Locations/ dates	Target stakeholders	Percentage reached
The stage of awareness and guidance of the importance of the project's objectives and main themes	-Focusing on the importance of vocational and technical training for all levels -Explanation of the basic project plan and objectives -Highlight the project partners and the stages of its design	Meetings	Regular meetings	MoL stakeholders (committees' members)	100%

Project stage	List of information to be disclosed	Methods proposed	Timetable: Locations/ dates	Target stakeholders	Percentage reached
<i>The initial outreach phase (targeting project beneficiaries)</i>	<p>-Presentation of the expected results from the program and the expected return for all parties</p> <p>-Explain the affiliation mechanism and highlight the ease of the process and speed of response</p> <p>-Promote several tools for participation to suit all levels</p>	Mass media and social media	One month pre-launch	Indirect beneficiaries (service providers and firms)	N/A
Implementation start phase	<p>-A registration and information campaign in all governorates of the Kingdom in cooperation with all partners from the public and private sectors</p> <p>-The first announcement about the stages of selection and networking</p> <p>-Media follow-up to all parties to the project and highlight their steps at each stage</p>	Mass media and social media	Throughout the implementation phase	Jobseekers Employers	
Follow-up stage and highlight success stories	<p>-Follow up on the most important success stories, whether quickly implementation in selection, networking and signing contracts between all parties</p> <p>-Media follow-up to prepare participants at each stage for transparency and clarity</p>	Mass media and social media	Throughout the implementation phase	Jobseekers Employers	

4.3. Proposed strategy for consultation

During the design phase, and prior to project effectiveness, the borrower will conduct additional consultations with project stakeholders, through virtual or face to face meetings, in accordance with COVID-19 considerations. The consultations will be inclusive with the objective of the consultations is to share the final design parameters of the national employment program, to get feedback from stakeholders on the project design, implementation methods, and the stakeholders engagement plan.

The consultation sessions will have representation of all stakeholder groups. A minimum of three consultation sessions will be held: one consultation session with the members of the steering committee, one consultation session with the technical committee, and one consultation session with representatives of the disadvantaged groups (including CSOs and NGOs that have the mandate to work with disadvantaged groups). Meeting invites will be shared by the Ministry of Labor and/or MoPIC with consultations participants, via email or any other suitable means.

4.3.1. Consultations Agenda

Topic: Consultation Session - Jordan Support to Private Sector Employment and Skills			
Venue: Virtual Meeting (Zoom) with simultaneous interpretation and/or face to face based on COVID 19 considerations			
Item	Objective/ Guiding Questions	Duration	Responsibility
Opening Remarks	Welcoming notes and the purpose of the session	15 minutes	MoPIC and MoL representatives
Overview on PSES project objective and background	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
Discussion Session: Feedback around implementation mechanisms and tools	➤ How could the project tools and processes be further strengthened to ensure equitable access for the target group and	45 Minutes	Moderator: MoL technical team with support from WB social team

	<p>effectiveness in engaging all stakeholders?</p> <ul style="list-style-type: none"> ➤ 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? ➤ What accountability ensuring measures should the project add to the ToRs of its M&E team? 		
Stakeholders Engagement Plan: Overview of SEP	Presenting the SEP to stakeholders	20 Minutes	Ministry of Planning: Social Protection, Gender and Labor Specialist
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 	40 Minutes	Ministry of Labor technical team

	<p>sending the revised SEP.</p> <p>➤ Guiding questions: What is your feedback regarding the proposed engagement methods with stakeholders; how frequent should discussions be with stakeholders?</p>		
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4.3.2. Consultations Schedule

Consultation Session	Venue	Due Date	Participants
Consultations with technical and steering committee (Initial Design Phase)	Ministry of Labor	(Month to Month)	
Consultation Session on Final Design and Social Documents (1)	Virtual/MoL	By Project Effective Date	Technical Committee
Consultation Session on Final Design and Social Documents (2)	Virtual/MoL	By Project Effective Date	Steering committee
Consultation Session on Final Design and Social Documents (3)	Virtual/MoL	By Project Effective Date	<p>Target population a- (Youth): 10 participants (50% females), from all Governorates of Jordan.</p> <p>b- CSOs and institutions that work with disadvantaged population (PWD, women, poor households)</p>

4.4. Proposed strategy to incorporate the view of vulnerable groups

During the design phase, the project will conduct consultations with vulnerable groups represents and organizations that target vulnerable groups (poor households, women, and PWD). Consultations will be held either virtually or face to face, in line with COVID-19 considerations. The consultations agenda will for these groups will be expanded to capture the specific needs and views of these groups.

Item	Objective
Overview on PSES project objective and background	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 constrains 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	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?

4.5. Timelines

A number of meeting and consultations activities have been organized at technical level during the project preparation. By project effectiveness, additional consultation will be organized, including the consultation of SEP and Project design with all stakeholders, representatives of vulnerable groups. The updated SEP based on the consultation outcome will be disclosed on MoL and MoPIC websites. Once approved, the implementation of SEP will be maintained throughout the project cycles.

4.6. Review of Comments

The consultations sessions will be recorded if stakeholders' consent. For each discussion point, the Ministry of Labor will document stakeholders' feedback using the below outline. Afterwards, an internal discussion will be held amongst MoL, MoPIC, SSC and with support from the Bank if requested; specific description will be provided on how each point will be addressed by the project.

Discussion Point	Feedback from Stakeholders			Project Response/Amendment
	Stakeholder category	Feedback Type	Feedback point	

In line with the agenda items	(Group A, B, C)	(Project Design, Project Processes' or Tools, Project GM, Stakeholders' engagement)	List specific feedback	How will this feedback be taken into consideration? Specify exact processes or tools that will be amended
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The feedback around the design and implementation mechanisms will be reflected on the SEP, prior to project appraisal. This will include adding an executive summary of the consultations recommendations and how the project will be incorporating them in the SEP and the project design. The revised SEP will be shared with all stakeholders, including stakeholders that represent vulnerable groups, post consultations.

4.7. Future Phases of Project

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

Information on engagement activities undertaken by the Project during the year will be conveyed to the stakeholders through circulating quarterly report on the progress of the report, challenges, and achievement. The quarterly report will include a specific section on Environmental and Social Commitments. The Monitoring and Evaluation Officer and the Social Officer under the PMU will be responsible of drafting and submitting the final reports to MoL, SSC and MoPIC; they will also circulate a shorter version to key stakeholders (project progress, challenges, GM results and progress against social & environmental commitments).

On GM, monthly summaries and internal reports on public grievances, enquiries and related incidents, together with the status of implementation of associated corrective/preventative actions will be collated by responsible staff and referred to the senior management of the project. The monthly summaries will provide a mechanism for assessing both the number and the nature of

complaints and requests for information, along with the Project's ability to address those in a timely and effective manner.

Throughout implementation, a survey of satisfaction will be developed and shared with project stakeholders, the results will be reflected in the project's annual report. The survey will evolve around satisfaction in the frequency and methods of engagement, and in the commitments towards social responsibilities.

5. Resources and Responsibilities for implementing stakeholder engagement activities

5.1. Resources

The Social Officer, under the Project's PMU will be responsible of overseeing the implementation of the SEP. S/He will liaise with the Monitoring and Evaluation Officer (PMU), to report on progress and challenges against the social and environmental commitments of the project, on quarterly basis. Stakeholders' engagement will be covered under the administrative budget of the Project.

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 with the public sector.

The Social Officer (PMU) will be responsible of overseeing the implementation of the SEP, as part of the overall social and environmental commitments. The Monitoring and Evaluation Officer (PMU) will be responsible of liaising with the social officer to report against the progress, in the quarterly report of the project. Reporting to stakeholders, against social commitments, is explained under section 7.2.

6. Grievance Mechanism

6.1. Objective

The purpose of the grievance mechanism is to respond to concerns and grievances of project-affected parties related to the environmental and social performance of the project in a timely manner. The

key objectives of the GM 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.

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 GM works within existing legal and cultural frameworks, providing an additional opportunity to resolve grievances at the local, project level.

This is a project level GM that open to any individual, communities having question, concern, grievance, complaint about the project. In addition, all firms, training centers will be required to establish and maintain a GM for their workers/employers (per ESS2 requirement). The latter (including referral mechanism, if necessary) will be further described in the project's Labor Management Procedure (LMP).

The GM will include a specific channel to address GBV and SEA/SH-related grievances and complaints. Detailed arrangements will be discussed with the Bank's Task Team and will be reflected in the updated SEP.

6.2. Grievance Redress Process

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

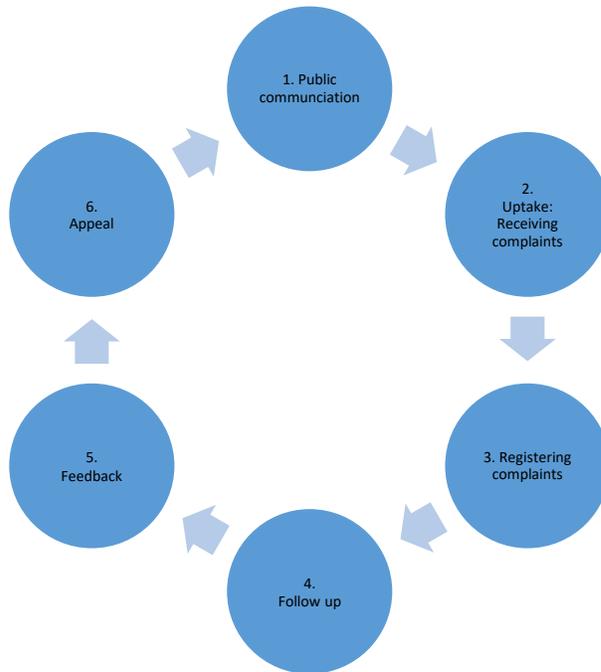


FIGURE 1 - GRIEVANCE AND REDRESS MECHANISM KEY PROCESSES

The process should include a clear way of informing the public and stakeholders where they can send their concerns (MoL’s technical team advertise this at their website, newspaper, application form, banners, etc.), stating how long it will take the MoL to respond (in a timely manner) and how it plans on responding to complaints (i.e., 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 grievance mechanism. Stakeholders can also be informed of the WB grievance mechanism.

6.2.1. Uptake Channels

The following platforms will be used to receive and record complaints/grievance:

A. MoL’s grievance platforms “Himaya- حماية” (accessible through the following link (<https://hemayeh.jo/>)).

B. The Prime Ministry’s platform of grievance and redress “(at your service)” “خدمتكم” Please refer to this link for further elaboration on the process:

<https://portal.jordan.gov.jo/wps/portal/Home/CMU/CMU#/complaint>

C. Grievances and complaints could be lodged through the helpdesk of the Ministry of Labor Employment Offices.

D. Hotline. MoL has a designated hotline for grievances (06-5008080), which is accessible 24/7 and monitored by the grievances department within MoL.

6.2.2. Review and Response

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 PMU Project Manager (PM). If the complaint is not resolved to the satisfaction of the aggrieved party, it will then be referred by the MoL’s head of technical team to the Steering Committee. The committee will be required to address the concern. 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.

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)

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 1 - 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 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.	Anytime
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.	Any time
4	If the matter remains unresolved, or complainant is not satisfied with the outcome at the project level, the Project Manager, will then refer to MoL level for a resolution.	1 month
5	If the issue remains unresolved through the Minister's decision, then the ultimate step will be for the Courts respectively to deliberate. Any such decisions are final.	Anytime

7. Communication Plan

Objectives of the communication Campaign:

- ❖ Promote the program and raise awareness of its nature, importance, and objectives.
- ❖ Promote the components of the program and their impact on the targeted youth in achieving their goals.
- ❖ Highlighting on the program's outputs as young people with different personality, before undergoing training and guidance.
- ❖ Inculcating a new culture and concept among young people when searching for work by highlighting the way the program follows in guiding and guiding young people.

Communication Campaign Target Group: Target population (youth), private sector, training providers, civil society and the general public

Campaign Tools



- The social media platforms of the program partners.
- The social media platforms of the program.
- Social media influencers.
- Activities in the governorates and brochures distribution.
- Activities with writers, journalists and entrepreneurs.



- Newspapers
- News sites
- Televisions
- Radios
- Advertisements (roll-ups)

Media Activities will 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

Responsibility: The Ministry of Labor will be responsible of 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 of 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.

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	*			
External billboards and on the public buses	*	*	*	Review	*	*	*	Review	*	*	*	*
Field visits and meetings of youth centers and municipal councils		*		Review		*		Review		*		*
Influencers and Entrepreneurs	*	*	*	Review		*	*	Review		*	*	
private sector partners	*	*	*	Review				Review				

8. Monitoring and Reporting

The stakeholder engagement and communication activities would cost an estimated budget of US\$ 850,000. This number may change subject to the official approval of the Government of Jordan.

M&E of project activities will be the responsibility of MOL and will be conducted by the PMU. Project activities will be monitored on an ongoing basis to support the achievement of the PDO. Monitoring reports covering key project indicators will be prepared according to the project results and monitoring framework. Narrative progress reports will be submitted to the Bank on a quarterly basis. The PMU will monitor the implementation of approved proposals, compliance of awarded companies with terms and conditions set forth in the grant agreements, and grievances. The PMU will be assisted by TVSDC for the monitoring of skills training activities, and by SSC for the monitoring of beneficiary jobseekers and payments to companies.

Collection and analysis of data for M&E. Most of the data required for the monitoring and evaluation of project activities will be generated as part of the project, including sex-disaggregated profiles of

beneficiary jobseekers, information on the job opportunities and training they benefit from, and their 'journeys' through the support period and beyond (e.g., employment status and pay after the support period ends). Additional information on beneficiary feedback will be collected through SMS and phone surveys. Any consultancy services that will be required to monitor and evaluate project interventions will be financed by Component 2 of the project. The collection and analysis of data will be disaggregated by gender.

8.1. Involvement of stakeholders in monitoring activities

TVSDC will be responsible of monitoring the compliance of training service providers with the national standards for on-the-job training provision. The Project Management Unit (PMU) under MoL, will be responsible of monitoring the payments disbursed by the Social Security Corporation (SSC) to firms.

Despite not being directly engaged in monitoring activities, stakeholders should be aware of the overall project progress; MoL will report back to stakeholder groups as specified under section 7.2.

8.2. Reporting back to stakeholder groups

The steering and technical committee have been working alongside with the MoL's team in designing the program, and they will proceed to work together during the implementation process.

This program will be led by the stakeholders, and they will be involved in the process by approving the design and the implementation which they will be leading.

Regular meetings will take places for all technical aspects, implementation, grievance mechanism and most importantly awareness campaign to ensure the inclusion of all unemployment population in all geographical locations and employers looking for all set of skills, that either need specific trainings or financial support to create sustainable jobs. All meetings should be recorded through MoL's and should be shared with stakeholders for their approval.

Monthly summaries and internal reports on public grievances, enquiries and related incidents, together with the status of implementation of associated corrective/preventative actions will be collated by responsible staff and referred to the senior management of the project. The monthly summaries will provide a mechanism for assessing both the number and the nature of complaints

and requests for information, along with the Project's ability to address those in a timely and effective manner.

Information on engagement activities undertaken by the Project during the year may be conveyed to the stakeholders through circulating a bi-annual report on project's interaction with the stakeholders and key achievements/ milestones met.