

Hashemite Kingdom of Jordan

Ministry of Agriculture

**Agriculture Resilience, Value Chain Development, and
Innovation (ARDI) Program (P167946)**

Additional Financing (507315)

**Stakeholder Engagement Plan
(SEP)**

Updated Draft

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ACRONYMS

ACC	Agricultural Credit Corporation
AEA	Agricultural Engineers Association
AF	Additional Financing
ARDI	Agriculture Resilience, Value Chain Development, and Innovation Program
CLO	Complaints Liaison Officer
DLI	Disbursement Linked Indicator
DLRs	Disbursement Linked Results
DU	Delivery Unit
E&S	Environmental and Social
ESF	Environmental and Social Framework
ESS	Environmental and Social Standard
FGD	Focus Group Discussion
FP	Focal Point
GM	Grievance Mechanism
HCD	Higher Council for People with Disability
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IPF	Investment Project Financing
JAP	Jordan National Sustainable Agriculture Plan
JVA	Jordan Valley Authority
MoA	Ministry of Agriculture
MoL	Ministry of Labor
MoPIC	Ministry of Planning and International Cooperation
MoWI	Ministry of Water and Irrigation
NARC	National Agricultural Research Center
OHS	Occupational Health and Safety
PAP	Program Action Plan
PDO	Program Development Objective
PV	Photovoltaic
RWH	Rainwater Harvesting
SEA/SH	Sexual Exploitation and Abuse / Sexual Harassment
SEP	Stakeholder Engagement Plan
TA	Technical Assistance
TVSDC	Technical and Vocational Skills Development Commission
VTC	Vocational Training Corporation
WB	World Bank

1. INTRODUCTION/PROJECT DESCRIPTION

In September 2022, the World Bank (WB) approved financing of the parent Agriculture Resilience, Value Chain Development and Innovation (ARDI) Program (P167946), under the Program for Results (PforR) instrument, to the Government of Jordan (GoJ). The Program supports the Ministry of Agriculture (MoA) in implementing the Jordan National Sustainable Agriculture Plan (JAP), 2022–2025.

The Program became effective on November 10, 2022 (with original closing date of 30 June 2029). The Program Development Objective (PDO) is to “strengthen the climate resilience and enabling environment for agriculture development in selected value chains in Jordan”. The operation¹ is structured as a hybrid, comprising a Program for Results (PforR, the Program) with an Investment Project Financing (IPF) Component (the project). The IPF Component provides support to the MoA and technical assistance (TA) for the overall implementation of the operation. The ARDI parent Program focuses on two Results Areas (RAs) with five Disbursement Linked Indicators (DLIs)².

1. **RA 1 – Climate Resilience and Sustainability:** The objective is to strengthen the resilience of the agricultural production system to climate change and to shift the sector towards a more sustainable growth path.
2. **RA 2 – Competitiveness and Exports:** The aim is to enhance the competitiveness of the agri-food sector by improving the agribusiness environment and making the sector more attractive for investment. It will address structural constraints, promote value chains for exports and local markets, improve public service provision, enhance water use efficiency, and match skilled labor with sector opportunities.

1.1 Technical Assistance through the IPF Component

The implementation of JAP, including the PforR Component, is supported by an IPF Component that established a Delivery Unit (DU) within the MoA. The DU is designed to strengthen MoA’s technical capacity in areas critical to the delivery of this large, sector-wide government investment and its associated entities. There is also interest from other development partners, such as the International Fund for Agricultural Development (IFAD), to co-finance the unit.

The DU encompasses key functions including project management, monitoring and evaluation (M&E), and environmental and social (E&S) management. It also holds an institutional mandate to enhance consultation and coordination with stakeholders across the GoJ, the private sector, and development partners.

¹ The operation means, collectively, all activities described under the PforR and IPF.

² DLI#1 - Adoption of sustainable rainwater harvesting (RWH) practices. DLI #2 - Innovation and improved performance of extension and animal health services. DLI #3 - Enabling services for Value Chain Development and Export Promotion. DLI4 - On and off farm employment skills improved. DLI5: MoA delivery capacity secured.

The WB's Environmental and Social Framework (ESF) applies to the IPF Component, which provides TA to MoA. No physical works are included under this component. The TA primarily supports staffing costs, capacity building for MoA personnel, and the commissioning of targeted technical advisory services that may be required during program implementation.

1.2 Additional Financing /Restructuring for ARDI Program

The Parent Program is undergoing Additional Financing (AF) and restructuring at the request of the government, including adjustments to the IPF Component. Under the PforR, the AF aims to scale up existing DLIs to enhance climate resilience and introduce new Disbursement Linked Results (DLRs) to improve competitiveness.

The AF will expand ongoing DLIs focused on building climate resilience through rainwater harvesting (RWH) and upskilling labor, in response to the increasing vulnerability of the agri-food system due to climate change. Rising water scarcity is projected to reduce per capita water availability by 30 percent by 2040, with agricultural water demand expected to grow by up to 20 percent by 2070. These trends could significantly reduce crop yields and exacerbate food insecurity, disproportionately affecting vulnerable groups such as women, rural communities, and refugees.

New DLRs will promote competitiveness through the establishment of virtual reality training centers, support for e-marketing, and improvements in farmer aggregation and value addition. Concessional grants will further support employment and livelihoods for vulnerable populations, including host communities and displaced persons. Syrian labor continues to play a vital role in Jordan's agricultural sector. While approximately 14 percent of registered refugees are formally employed in the agri-food sector, this figure is likely underestimated due to high levels of informality.

The IPF Component under the proposed AF and restructuring will continue to support the MoA in system development and strategic planning across selected priority areas of the JAP, through the established DU. In July 2023, the IPF Component underwent a financial restructuring aimed at accelerating the implementation of the PforR and mitigating risks of delay.

The restructuring did not alter the Program's theory of change, the description of DLIs, or the Program Action Plan (PAP). Instead, it sharpened the Program's focus on fast-tracking enabling activities essential for PforR delivery. To facilitate this, a fifth component was added to the IPF, titled *"Fast-tracked enabling activities for JAP delivery,"* which encompasses upstream activities initiated in 2023.

The Stakeholder Engagement Plan (SEP) for the IPF Component has been updated to reflect the proposed AF and restructuring, using the simplified SEP template designed for moderate-risk projects under the WB's ESF. In accordance with Environmental and Social Standard (ESS) 10 on Stakeholder Engagement and Information Disclosure, implementing agencies are required to provide stakeholders with timely, relevant, understandable, and accessible information. They must also engage stakeholders

in a culturally appropriate manner that is free from manipulation, interference, coercion, discrimination, or intimidation.

2. OBJECTIVE/DESCRIPTION OF SEP

The overall objective of this SEP is to define a plan 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

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

- ***Openness and life-cycle approach:*** Public consultations for the project(s) will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.
- ***Informed participation and feedback:*** Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating 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, and refugees.
- ***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 ³

³ For the purposes of effective and tailored engagement, stakeholders of the Program can be divided into the following core categories:

Affected parties include local communities, community members, and other parties that may be subject to direct impacts from the project. Specifically, the following individuals and groups in table 1 fall within this category.

Table 1. Project Affected Parties including under the Additional Financing (AF)

Stakeholder Group	Internal/ External	Role in the Project	Interest/concerns/needs	Description
Implementing Agencies				
Ministry of Agriculture (MoA)	Internal	Implementing Agency	Responsible for the overall implementation of the project, including system development and strategic planning in the JAP's selected priority areas.	The MoA will oversee the implementation of the project, ensuring that all activities are carried out effectively and efficiently.
Agricultural Credit Corporation (ACC)	Internal	Implementing Agency	Involved in providing financial support and credit facilities to farmers, producer groups and other beneficiaries under the project.	ACC will provide financial assistance to farmers and producer groups helping them to invest in improved agricultural practices and technologies.
National Agricultural Research Center (NARC)	Internal	Implementing Agency	Supports the MoA in implementing the project, focusing on research and development activities.	NARC will conduct research and development to support the project's objectives and improve agricultural practices.
Project Beneficiaries				

- **Affected Parties:** Persons, groups, and other entities within the Program Area of Influence (PAI) that are directly influenced (actually or potentially) by the Program and/or have been identified as most susceptible to change associated with the Program, 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 Program but who consider or perceive their interests as being affected by the Program and/or who could affect the Program and the process of its implementation in some way.
- **Vulnerable Groups:** Persons who may be disproportionately impacted or further disadvantaged by the Program 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 Program.
- 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.

Household Farms	External	Beneficiaries	<ul style="list-style-type: none"> ▪ Directly benefiting from project interventions in areas such as rainwater harvesting (RWH), extension services, veterinary services, training, and skills enhancement. ▪ Stakeholder engagement and GM systems. 	Household farms will receive support to improve their agricultural practices and resilience through various project interventions.
Semi-nomadic Bedouins	External	Beneficiaries	<ul style="list-style-type: none"> ▪ Directly benefiting from project interventions in areas such as RWH, extension services, veterinary services, training, and skills enhancement. ▪ Eligibility Criteria ▪ Stakeholder engagement and GM systems. 	Semi-nomadic Bedouins will benefit from enhanced agricultural and livestock management practices provided by the project.
Women, Youth, and Refugees	External	Beneficiaries	<ul style="list-style-type: none"> ▪ Directly benefiting from project interventions in areas such as RWH, extension services, veterinary services, training, and skills enhancement. ▪ Stakeholder engagement and GM systems. 	Women, youth, and refugees will be empowered through training and skills enhancement, improving their livelihoods and resilience.
Local Agriculture Labor	External	Beneficiaries	<ul style="list-style-type: none"> ▪ Enhancement of working conditions and availability of job opportunities, Occupational Health and Safety (OHS), working conditions and terms. ▪ Need for equity-based funding to scale operations. ▪ Stakeholder engagement and GM systems. 	Local agriculture labor will benefit from improved working conditions and increased job opportunities, ensuring better OHS standards.
Local Labor	External	Beneficiaries/ Workforce	<ul style="list-style-type: none"> ▪ Work opportunities, OHS, working conditions and terms. ▪ Stakeholder engagement and GM systems. 	- Local labor will benefit from job opportunities created by the project, ensuring better OHS standards
Vulnerable Groups / Women and	External	Beneficiaries	<ul style="list-style-type: none"> ▪ Inclusion in agricultural activities, creation of work opportunities. 	Vulnerable groups including women and refugees, will benefit

Refugees Labor				temporary work opportunities created by JAP and other project activities.
Farmers, Framers' Associations and cooperatives	External	Beneficiaries	<ul style="list-style-type: none"> ▪ Coordination and support for agricultural activities, recruitment of agricultural labor. ▪ Access to finance. ▪ Stakeholder engagement and GM systems. 	Farmers and their associations will benefit from improved coordination, access to finance, support for their agricultural activities, and the availability of skilled labor.
Agriculture Products Exporters and Trade Associations	External	Beneficiaries	Support for export and trade activities.	Exporters and trade associations will benefit from enhanced support for their export and trade activities.
Livestock Owners	External	Beneficiaries	Enhanced veterinary services.	Livestock owners will benefit from improved veterinary services provided by upgraded centers.
Farmers/Beneficiaries of the PforR Program	External	Beneficiaries	Access to digital extension services	Farmers will benefit from the development and procurement of a digital farmer extension service platform.

Other Interested Parties:

The projects' stakeholders also include parties other than the directly affected communities included in table 2.

Table 2. Other Interested Parties

Stakeholder Group	Internal/ External	Role in the Project	Interest/concerns/needs	Description
Farmers, Framers' Associations and cooperatives	External	Employers	<ul style="list-style-type: none"> ▪ Farmers and their associations will benefit from the availability of skilled labor, access to finance and improved agricultural practices. ▪ Requirements for refugee labor inclusion, improvement of farming practices, knowledge exchange. ▪ Stakeholder engagement and GM systems 	Farmers and their associations will coordinate and consult to protect their interests, ensuring compliance with OHS standards and working conditions, including the inclusion of refugee labor.
Ministries (MOL, MWI, MoEnv., MoLA, MoIT, JFDA, and SSC)⁴	External	Regulatory and support for JAP	<ul style="list-style-type: none"> ▪ Labor conditions meet regulatory standards. ▪ Social security benefits to workers involved in JAP activities. ▪ Coordinate and support the implementation of JAP in their respective areas of responsibility. 	Women associations will advocate for and support the inclusion of women in the agricultural workforce.
Women Associations, Women led cooperatives	External	Advocacy	<ul style="list-style-type: none"> ▪ Support for women's inclusion in agricultural activities and value addition. 	Women associations and cooperatives will advocate for and support the inclusion of women in the agricultural workforce.
Humanitarian Local and International NGOs	External	Indirect Beneficiaries	<ul style="list-style-type: none"> ▪ Support for vulnerable groups and refugees. 	NGOs will provide support and advocacy for the inclusion of vulnerable groups and refugees in agricultural activities.

⁴ Abbreviations: Ministry of Labor (MoL), Ministry of Water and Irrigation (MWI), Ministry of Environment (MoEnv.), Ministry of Local Administration (MoLA), Ministry of Industry and Trade (MoIT), Jordan Food and Drugs Association (FDA), Social Security Corporation (SSC).

IFIs and Donor Agencies	External	Funding and support	<ul style="list-style-type: none"> Financial and technical support for project implementation 	IFIs and donor agencies will provide funding and technical support for the successful implementation of JAP.
Media and Local Press	External	Information Dissemination	<ul style="list-style-type: none"> Public awareness and information dissemination 	Media and local press will disseminate information about the Program and its benefits to the public.
Private Sector (consultant, contractors, suppliers, etc.)	External	Support and Participation	<ul style="list-style-type: none"> Provision of training and capacity-building services. 	<p>The private sector will participate in and support the implementation of JAP through various activities.</p> <p>Local suppliers will provide the necessary equipment and kits for various project activities.</p> <p>Service providers will offer training and capacity-building services to support the implementation of JAP.</p>

3.2 Disadvantaged/Vulnerable Individuals or Groups⁵

Within the Program, vulnerable or disadvantaged groups may include but are not limited to the groups included in table 3. Additional vulnerable groups within communities affected by the Program may be identified, confirmed, and consulted through dedicated engagement methods, as appropriate. A description of the stakeholder engagement approaches to be undertaken by the Program is provided in the following sections.

Table 3. Vulnerable or Disadvantaged Groups

Stakeholder Group	Internal/ External	Role in the Project	Interest/concerns/needs	Description
Vulnerable Groups				
Women	External	Beneficiary / Empowerment and availability of job opportunities.	OHS, working conditions and terms, employment and job opportunities.	Women are given special attention as a vulnerable group, with efforts to empower them and provide job opportunities. Women associations/cooperatives are involved in coordination and consultation to maintain and protect their interests.
Refugees	External	Beneficiaries/Improvement of livelihood and inclusion at available work opportunities	OHS, working conditions and terms, job opportunities	Refugees are identified as a vulnerable group, with a focus on improving their livelihood and inclusion in available work opportunities. Humanitarian local and international Non-Government Organizations (NGOs) are involved in coordination and consultation regarding refugees' labor working conditions and terms.
People with Disabilities (PwD)	External	Potential beneficiaries	Access to job opportunities, inclusive project design that accommodates their needs.	PwDs may face additional barriers to employment and project's benefits. Ensuring that project activities are inclusive and accessible can help address these barriers.

⁵ 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 Program, 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 Program 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 Program -related decision making so that their awareness of and input into the overall process are commensurate with those of other stakeholders.

4. STAKEHOLDER ENGAGEMENT PLAN

4.1 Summary of stakeholder engagement done during project preparation

4.1.1 Stakeholder engagement conducted by the MoA during the past implementation period

The MoA has been actively engaging with various stakeholders to enhance agricultural practices and address sector challenges.

In February 2024, a workshop was organized to raise awareness among stakeholders about water-saving technologies in agriculture. Participants included farmers, the Agriculture Credit Corporation (ACC), the NARC, the Amman Chamber of Industry, private service providers, and relevant departments within the MoA. The workshops aimed to sensitize farmers and establish a mechanism to ensure their access to and benefit from these technologies, ultimately contributing to water conservation. This mechanism was consequently adjusted based on feedback received to ensure its effectiveness.

In March 2024, another consultation session was organized for all stakeholders involved in the farmers register, including beneficiary farmers, the firm that installed the program, Ministry of Labor (MoL), the farmers unions, and Vegetable and Fruit Export Association, to discuss and address the challenges related to personal information protection and vulnerable farmers. Based on discussions and consultation, modifications were made to improve the system and protect farmers' personal information.

The MoA also organized an important consultation session in May 2024 in relation to OHS, including civil society organizations (CSOs), the MoL, extension agents, and the International Labor Organization (ILO), to discuss the OHS issues in the agriculture sector. The aim was to explore cooperation between MoL and MoA inspection services and establish a clear cooperation mechanism for all parties. An ILO expert was recruited to develop the Guidelines Manual on OHS.

In September 2024, a workshop was organized with a focus on supporting producer organizations, mainly cooperatives including those led by women. The aim was to ensure sustainable access to finance and project benefits for women-led cooperatives, with a focus on DLI 3.

In October 2024, a meeting was held to provide training on skills matching for jobs in the agriculture sector. Attendees included representatives from the MoA, the Vocational Training Corporation (VTC), the Technical and Vocational Skills Development Commission (TVSDC), and the Agricultural Engineers Association (AEA). The meeting focused on defining the scope of the program, identifying priority skills, and strengthening the job matching and retention components. Priorities for 2025 were set, and an initial draft of the training plan was prepared in December 2024.

In November 2024, the MoA engaged with beneficiaries of RWH and Solar PV (Photovoltaic), including six associations and livestock owner groups in Badia⁶ (beneficiaries of Hafirs⁷). The meeting was attended relevant departments at MoA, Jordan Valley Authority (JVA)/ Ministry of Water and Irrigation (MWI), and ARDI project team. Cooperation mechanism for water harvesting in Badia were discussed (Southern Ghors) and ideas and solutions were discussed. A Management Agreement was established between MoA and the cooperatives to manage the RWH schemes.

These engagements reflect the MoA's commitment to improving agricultural practices, ensuring safety, and promoting inclusivity in the sector.

4.1.2 Stakeholder Engagement Conducted During the Preparation of the AF and Restructuring

During project preparation, extensive stakeholder engagement activities were conducted to ensure that the AF and restructuring continue to align with the needs of ARDI project's stakeholders and main beneficiaries. The Bank task team engaged with key stakeholders, including the Ministry of Planning and International Cooperation (MoPIC), the main implementing agencies (MoA, ACC, and NARC), project's beneficiaries, etc. The discussions centered on refining the AF and project's restructuring. Further engagement took place with several key institutional stakeholders, including donors and others.

As part of the environmental and social due diligence process, public consultations were limited due to the compressed project preparation timeline. Nevertheless, the broader consultations conducted earlier served to present the Program's benefits and potential impacts. Stakeholders consulted emphasized the importance of transparent governance, clearly defined eligibility criteria, inclusive stakeholder engagement mechanisms, an effective grievance redress system, and the integration of gender and youth considerations to ensure equitable access to project benefits.

4.2 Summary of Project Stakeholder Needs and Methods, Tools, and Techniques for Stakeholder Engagement

Different engagement methods are proposed to cover stakeholder needs as stated in the Stakeholder Engagement Plan (table 4). Engagement methods include face-to-face and virtual meetings, focus group discussions (FGD), community consultations, formal meetings, online Feedback with comments, etc.

⁶ Badia is a region of semi-arid and steppic rangelands in eastern Jordan.

⁷ Hafirs refers to artificially constructed, circular water catchment basins, used to collect rainwater.

4.2.1 Stakeholder Engagement Plan

Table 4. Stakeholder Engagement Plan

Project Stage	Estimated Date/Time Period	Topic of Consultation/Message	Method Used	Target Stakeholders	Responsibilities
Project Preparation (Before Appraisal)	<i>Before Appraisal</i>	<i>Project Design</i>	<ul style="list-style-type: none"> ▪ A mix of face-to-face and virtual meetings, emails, phone calls. ▪ Disclosure of E&S instruments on the websites of MoPIC, MoA, and WB. ▪ Feedback with comments option to be available to the public on websites and social media pages, where public and stakeholders will be invited to provide any feedback, they may have. ▪ Contact email and telephone number will be available to receive any feedback, comments and concerns on the disclosed documents. 	Implementing Agencies, other government officials, potential project beneficiaries, investors, CSOs, Development Partners, Higher Council for People with disability (HCD)	MoPIC MoA ACC NARC WB
Project Implementation	<i>During planning, design, and prior to activities' implementation. Also, during implementation.</i>	<ul style="list-style-type: none"> ▪ <i>Brief about Program design. Brief on planned Program activities.</i> ▪ <i>Selection criteria of beneficiaries</i> ▪ <i>Brief about Environmental and Social Management Plan (ESMP).</i> ▪ <i>Potential risks associated with</i> 	<ul style="list-style-type: none"> ▪ Provide a phone number for stakeholders to raise feedback and concerns verbally. ▪ Display grievance channels and contact details at known sites for stakeholders to convey concerns, complaints, and opinions. ▪ Organize consultation meetings during activity implementation for stakeholders to discuss 	All stakeholders	MoA ACC NARC

		<p><i>the envisaged activities.</i></p> <ul style="list-style-type: none"> ▪ <i>Grievance Mechanism (GM) Procedures, uptake channels and contact details.</i> 	<p>feedback and raise concerns, which will be recorded and documented.</p> <ul style="list-style-type: none"> ▪ Hold consultation meetings at accessible venues close to impacted communities. ▪ Communicate advance notice for upcoming consultation meetings via appropriate methods (e.g., MoA/ACC/ websites, social media). ▪ Document consultation meetings through minutes. 		
Project Closure	<i>End of operation (closure)</i>	<i>Achievements</i>	<ul style="list-style-type: none"> ▪ Final project completion report ▪ Feedback with comments option will be available to the public and stakeholders on websites and social media pages where they can their feedback they have. ▪ Contact email and telephone number will be available to receive any feedback, comments and opinions on the disclosed documents. 	All stakeholders	MoPIC MoA

Information will be disclosed as follows: SEP; relevant E&S documents; GM procedures; project orientation; regular updates on project developments; via social media platforms, project website, information leaflets and brochures as outlined in the Information Disclosure Plan (table 5). The information will be disclosed in both the Arabic and English languages.

4.2.2 Information Disclosure Plan

Table 5. Information Disclosure Plan

Stage	Information to be disclosed	Stakeholder group	Methods
Project Preparation (Before Appraisal)	All Stakeholders	<ul style="list-style-type: none"> Project Information Document (PID): Project' objectives and design. SEP- sets out the timing and methods of consultation and information disclosure. Describes the project's GM. Environmental and Social Commitment Plan (ESCP)- Sets out the E&S requirements to be carried out by the borrower. 	<i>MoA website</i> <i>WB website,</i> <i>before appraisal</i> <i>September 2025</i>
Implementation	All Stakeholders	Project Appraisal Document (PAD) specifies: <ul style="list-style-type: none"> Project activities and support available through the different activities Project beneficiaries ESMP Stakeholder engagement and GM 	<i>PAD will be disclosed on WB website and ESF documents to be available on MoPIC and MoA after AF.</i>
	Project affected people	<ul style="list-style-type: none"> Eligibility criteria GM Project's progress details Coordination issues ESMP 	<ul style="list-style-type: none"> <i>Project details, progress reports to be available on MoA/ACC/NARC.</i> <i>GM will be accessible through MoPIC and ISSF websites</i>
	Vulnerable Groups	<ul style="list-style-type: none"> Types of support offered by the project and requirements Technical assistance available through the project ESMP Plans to support other vulnerable groups. GM 	<ul style="list-style-type: none"> <i>PAD will be available on WB website and safeguards documents to be available on MoPIC and MoA websites after project launch.</i> <i>Social media</i> <i>Other printed materials with project information in accessible formats.</i> <i>Public meetings/focus group discussions (FGD).</i>
	Mass Media	Project's highlights and success stories	<ul style="list-style-type: none"> <i>MoPIC, MoA</i> <i>Social Media</i> <i>Press releases</i>

Project Closure	All Stakeholders	Project's achievements	<ul style="list-style-type: none"> ▪ <i>Final evaluation report to be available on MoPIC and MoA.</i> ▪ <i>Public seminar to be organized at the end of the project with all stakeholders.</i>
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4.3 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 GM, and on the Program's overall implementation progress.

5. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES

5.1 Resources

The DU in MoA will be in charge of stakeholder engagement activities under the Program. The budget for the SEP is US\$50,000 and is included under the IPF Component of the project. Detailed budget breakdown is provided in table 6.

Table 6. SEP Budget

Budget Category	Quantity	Unit Costs	Times/Years	Total Costs	Remarks
1. Events (community meetings, focus groups, etc.)	10	500	Bi-Annual	5000	
2. Communication campaigns					
2.a Posters, flyers	Lumpsum	5000	Annually	5000	
2.b Social media campaign	Lumpsum	5000	Annually	5000	
3. Trainings					
Deliver trainings in accordance with the Environmental Commitment Plan (ESCP) as follows: (Unit = Day): 1. Stakeholder Mapping and Engagement 2. GM 3. Gender and Inclusion (disability and others)	25	1000	Year 1 & 3	25,000	

4. Gender-Based Violence GBV), Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH), and Code of Conduct					
5. Conducting environmental and social assessment					
6. Effective operation of the GM (for community and workers)					
7. Orientation & periodic training on the WB ESF and its implementation and supervision requirements related to the IPF Component.					
8. Community Health and Safety					
9. Emergency Preparedness and Response					
4. Beneficiary surveys					
4.a Mid-project perception survey	<i>1</i>	<i>5,000</i>	<i>Year 3</i>	<i>5,000</i>	
4.b End-of-project perception survey	<i>1</i>	<i>5,000</i>	<i>Year 4</i>	<i>5,000</i>	
TOTAL STAKEHOLDER ENGAGEMENT BUDGET:				50,000	

5.2 Management Functions and Responsibilities

The entities responsible for carrying out stakeholder engagement activities are MoA, ACC, and NARC. The stakeholder engagement activities will be documented through semi-annual reports on the SEP implementation progress.

6. GRIEVANCE MECHANISM

The primary objective of a GM is to facilitate the timely, effective, and efficient resolution of complaints and grievances in a manner that is fair and satisfactory to all parties involved.

The MoA already operates an existing GM with multiple uptake channels (table 7). In addition, the Program is supporting the Ministry in strengthening this mechanism through targeted actions including the development of comprehensive GM procedures that align with international best practices and the WB's environmental and social requirements. These procedures will include specific protocols for handling complaints related to Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH), ensuring confidentiality, sensitivity, and survivor-centered approaches. The GM will be designed to promote

transparency, accountability, and inclusivity, with a focus on building trust among stakeholders and ensuring that vulnerable groups are adequately protected and heard.

6.1 Description of Grievance Mechanism (GM)

Table 7. Grievance Mechanism

Step	Description of Process	Time Frame	Responsibility
GM implementation structure	<ul style="list-style-type: none"> ▪ The GM function at MoA is under the responsibility of the Internal Control Directorate - Administrative Control Division. ▪ The MoA does not have a dedicated complaints division within its organizational structure. ▪ The GM is publicly accessible, especially to any individual or entity directly or indirectly affected by the activities of the agricultural sector. Anonymous complaints are systematically processed. ▪ The MoA does not have any procedures to handle complaints related to SEA/SH. ▪ <i>However, the MoA and under the ARDI PfoR, is preparing/finalizing comprehensive complaints handling procedures. The GM institutional structure will also be strengthened under the Program.</i> ▪ <i>Procedures for handling SEA/SH complaints are also being developed as part of the new procedures.</i> 	Immediate/existing	Internal Control Directorate - Administrative Control Division,
Grievance uptake	<p>Grievances can be submitted via the following channels:</p> <ul style="list-style-type: none"> ▪ The Government's Electronic Complaints Platform "Bekhedmetkom⁸ or At Your Service" ▪ Official Telephone Numbers of the Ministry. These are: <ul style="list-style-type: none"> - Main ministry telephone: (00962 6) 5686151, Extension 295 - Fax: (00962 6) 5686310 - Additional fax: 065661206 - Forestry complaints hotline (available 24/7): 065341116 ▪ A designated WhatsApp number is available for receiving complaints: 0799038533 ▪ E-mail : agri@moa.gov.jo. 		Internal Control Directorate (ICD) - Administrative Control Division

⁸ The Government's Electronic Complaints Platform which means "At Your Service".

Step	Description of Process	Time Frame	Responsibility
	<ul style="list-style-type: none"> ▪ Suggestion and Complaint Boxes: Available at: ▪ MoA headquarters ▪ Directorate offices and local offices in the governorates ▪ Walk-ins may register a complaint in a grievance logbook at MoA headquarters 		
Sorting, processing	<ul style="list-style-type: none"> ▪ Complaints may be received through the Public Service Department, where they are entered into the system and then referred to the Internal Control Unit. ▪ In the case of phone calls, the complaints can either be transferred directly to the Internal Control Unit or first recorded in the Public Service system and then forwarded to the Unit. ▪ Complaints may also be received directly by the Internal Control Unit for verification. ▪ Once a complaint is received by the Internal Control Directorate, an internal memo is created for follow-up. When the complaint is closed, it is assigned a number and stored in an access system for archiving purposes, which was created by staff. ▪ Complaints from the " Bekhedmetkom " platform are tracked, and actions taken are documented and sent back to the platform. While complaints are sorted and processed manually and archived into the digital system, the system does not categorize complaints by urgency or theme. ▪ There is no central database where all complaints are logged and categorized, though most complaints received through Bekhedmetkom are logged electronically. ▪ Complaints received in person through the public service desk are documented electronically and transferred to administrative control for handling. Complaints related to labor in agriculture are handled through the Plant Production and Animal Production Directorates and the MoL. 	Not verified	Internal Control Directorate - Administrative Control Division

Step	Description of Process	Time Frame	Responsibility
Acknowledgment and follow-up	<ul style="list-style-type: none"> Procedures vary depending on the channel of complaint submission. Complaints received via WhatsApp receive immediate acknowledgment, while those submitted through other channels, do not receive formal acknowledgment but are followed up by the relevant department. Complaints submitted through the " Bekhedmetkom " platform receive acknowledgment and a case number to confirm its receipt, and follow-up is managed through the platform. 	<p>Bekhedmetkom, immediately.</p> <p>Other channels: NA</p>	Internal Control Directorate - Administrative Control Division,
Verification, investigation, action	<ul style="list-style-type: none"> Complaints may lead to the formation of an investigation committee or be directly addressed by the relevant directorate. Investigations are claimed to be conducted with full confidentiality, especially for sensitive cases, and the findings are reported directly to the Minister. However, no clear SoPs is followed to ensure full confidentiality. 	Not verified	Internal Control Directorate - Administrative Control Division
Monitoring and evaluation	Data on complaints are not reported systematically.	Annually and semi-annually	Internal Control Directorate - Administrative Control Division
Provision of feedback (resolution)	<ul style="list-style-type: none"> Complaints resolution feedback is not systematically collected. Some informal feedback may be received through phone, WhatsApp, or the " Bekhedmetkom " platform. 	NA	
Training	<p>Training needs for staff/consultants in the ARDI/MoA, contractors, and supervision consultants are as follows:</p> <ul style="list-style-type: none"> GM general training in accordance with WB requirements GM reporting on complaints related to the project 	To be decided	MoA

6.2 Escalation

The GM mechanism does not currently include a formal escalation or appeal process for complainants who are dissatisfied with the proposed resolution. However, this gap will be addressed in the updated GM Standard Operating Procedures (SOPs) being developed under the Program. The new SOPs will introduce a structured appeal process, ensuring that unresolved complaints can be escalated for further review. Complainants will also be informed of their right to legal recourse if they remain unsatisfied after all internal resolution options have been exhausted.

In addition, the Program will implement specific measures to handle sensitive and confidential complaints, including those related to Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH), in line with the World Bank's Environmental and Social Framework (ESF) and Good Practice Note on SEA/SH. These enhancements aim to strengthen the GM's responsiveness, transparency, and inclusivity.

6.3 Workers GM

The DU in MoA will oversee the GM for workers under the project. The DU will establish clear procedures for handling and managing complaints stemming from workers and working conditions under the project. The GM for workers within MoA/ACC/NARC is directly managed by the Human Resources Department. There are clear procedures for lodging a complaint and is accessible by all workers. They possess a dedicated committee tasked with addressing worker's complaints.

7. MONITORING AND REPORTING

7.1 Summary of How SEP Implementation will be Monitored and Reported

The SEP will be revised and updated as necessary in the course of Program 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 Program-related activities and to its schedule will be duly reflected in the SEP.

For reporting:

- The DU in MoA will have a central GM Focal Point (FP) to oversee the operation of the GM of the project.
- GM FPs are also designated at ACC and NARC.
- The DU will provide feedback to MoPIC, the WB and stakeholders.
- The DU/MoA will also keep monitoring the related complaints that will be received through different modalities, and this will allow for getting feedback from various parties, including beneficiaries and vulnerable groups.

The results of the stakeholder engagement process will be included in the Program's 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 Program implementation phase.
- Stakeholder engagement activities conducted by the implementing agencies, such as awareness campaigns, outreach activities with civil society organizations (a list of these CDOs should be established), etc.
- Stakeholder engagement activities by the other implementing agencies, if relevant (at the PforR level).
- Number of all stakeholder engagement activities conducted during the reporting period.

The Reports will also include a summary of implemented corrective measures meant to address the grievances.

1. **Formal Meetings:** All formal meetings, which are scheduled through the stakeholder engagement team will be documented and minutes taken. Minutes will be captured in English and Arabic by team members engaged. Attendance registers / form will be maintained in appropriate formats.
2. **Attendance Register / Form:** A Stakeholders Register / form will be used to track the consultation and disclosure process. Specific stakeholder engagement actions will then be tracked in the register / form, which contains the list of all stakeholders identified, under what category they fall, their importance to the project in terms of how they can influence or be influenced by the Program. Demographic information, including gender, area of residence, disability, and age, will be gathered.
3. **Record Keeping:** A master database will be maintained by the MoA to record and track management of all comments and grievances and independently audited. This will serve to help monitor and improve the performance of the comment response and, the GM. This database will be continued throughout all phases of the Program.

7.2 Reporting Back to Stakeholder Groups

The SEP will be periodically revised and updated as necessary in the course of project implementation. Bi-annual 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 Program. The bi-annual summaries will provide a mechanism for assessing both the number and nature of complaints and requests for

information, along with the Program's ability to address those in a timely and effective manner. Information on public engagement activities undertaken by the Program during the year may be conveyed to the stakeholders in various ways, including formal meetings, awareness sessions, consultation sessions on specific topics, etc.