



Support to Resilient and Sustainable Social Protection Program in Jordan

STAKEHOLDER ENGAGEMENT PLAN (SEP)

January 2026

ABBREVIATIONS AND ACRONYMS

AQAC	Accreditation and Quality Assurance Commission
BEDA	Bank-Executed Disbursing/Activity
CSR	Corporate Social Responsibility
E&S	Environmental and Social
ECT	Emergency Cash Transfer COVID-19 Project
EMV	Economic Modernization Vision
ESF	Environmental and Social Framework
ESS	Environmental and Social Standards
EWS	Early Warning System
FCDO	Foreign, Commonwealth & Development Office
FLFP	female labor force participation
FM	financial management
GOJ	Government of Jordan
GRM	Grievance Redress Mechanism
GRM	Grievance Redress Mechanism
ISU	Implementation Support Unit
JSR	Jordan Social Registry
M&E	Monitoring and Evaluation
MIS	Management Information System
MoSD	Ministry of Social Development
NAF	National Aid Fund
NCSCM	National Centre for Sustainable Coastal Management
NGO	Non-Governmental Organization
NSPS	National social protection strategy
PDO	Project Development Objectives
PforR	Program for Results
PMU	Project Management Unit
PRISM	The Platform for Real-Time Impact and Situation Monitoring
PwD	persons with disabilities
RSSPS	Resilience and Sustainable Social Protection Strategy
SBCC	Social and Behavior Change Communication

SDC	Social Development Center
SEP	Stakeholder Engagement Plan
SP	Social Protection
SPCF	Social Protection and Care Fund
SRSSP	Support to Resilient and Sustainable Social Protection Program in Jordan
UCT	Cash Transfer Program
UNICEF	United Nations International Children's Emergency Fund
VTC	Vocational Training Corporation
WB	World Bank
WFP	World Food Program
WFP	World Food Program

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1. Introduction

1.1. Project Background - Strategic context

The ongoing regional conflicts have impacted Jordan's economy, placing additional demands on fiscal resources and infrastructure while increasing the need for essential services, particularly for low-income and vulnerable populations. As a stable and resilient country in a dynamic region, Jordan has successfully managed spillover effects from neighbouring crises, including temporary disruptions to trade, investment, and tourism. Despite these challenges, the country has maintained social and economic stability and continues to advance sustainable development and inclusive growth strategies.

Over the past decade, the Syrian conflict has exerted economic pressures, slightly reducing average annual GDP growth by 1.6 percentage points from 2011 onward. At the same time, Jordan's population has doubled over the past two decades, increasing demand for social protection services and placing pressure on the country's limited natural resources, including water and arable land.

The labor market continues to show positive momentum. The overall unemployment rate reached 16.2% in Q3 2025, reflecting a slight improvement of 0.1 percentage point compared to 16.3% in Q3 2024, and a stronger decline of 0.3 percentage points compared to Q2 2025.¹ With that said, overall unemployment among females reached 27.0% during Q3 2025, indicating an increase of 2.3 percentage points compared to Q3 2024, and an increase of 1.8 percentage points compared to Q2 2025, highlighting the importance of targeted actions to strengthen women's participation in the labor market.

Rising living costs and recent economic shocks have impacted vulnerable households; however, government interventions, including the national cash transfer system, have successfully mitigated many of these effects, supporting households' financial stability and long-term welfare.

Jordan is highly exposed and increasingly vulnerable to the impacts of climate hazards, which exacerbate Jordan's development challenges through their impact on the economy and people, particularly the poorest and most vulnerable. Prolonged and more intense drought and heat waves, coupled with declining water availability and quality, endangered sectors with high concentrations of poor and vulnerable groups. Flash floods present a localized risk to assets, including homes, livestock, and crops. Higher temperatures will pose a health risk to outdoor work in construction and agriculture during the summer months. This heightened climate vulnerability further deepens the need for robust SP measures; according to estimates from 2017-2018, approximately one-third of Jordan's population will be impacted if exposed to adverse shocks.

¹ Department of Statistics (Unemployment figures of the entire population "Jordanians and Non-Jordanians")

Despite these multifaceted challenges, Jordan continues to demonstrate **resilience, adaptability, and proactive governance**, laying the foundation for sustainable growth, inclusive development, and strengthened social protection for all its people.

To build resilience to shocks and respond to socio-economic challenges, Jordan has made significant reforms and expanded its SP system over the past decade under the leadership of the Ministry of Social Development (MOSD), guided by the National Social Protection Strategy (NSPS) 2019–2025. The strategy, built around the pillars of ‘Dignity-Social Assistance,’ ‘Empowerment-Social Services,’ and ‘Opportunity-Decent Work and Social Security,’ has transformed Jordan’s SP framework, enhancing coverage, inclusivity, and resilience against socio-economic shocks. By 2022, SP programs reached 34 percent of the population and 45.2 percent of Jordanians, with 42 percent of the bottom income quintile benefiting from at least one program. Key achievements include the Unified Cash Transfer Program (UCT), implemented by the National Aid Fund (NAF), which more than doubled the budgetary allocations for NAF cash assistance from JOD 100 million in 2018 to JOD 260 million in 2023, supporting over 190,000 poor families under the UCT—12 percent of the population, including with support from the World Bank (WB) financed Emergency Cash Transfer COVID-19 Project- P173974 (ECT).

The UCT is the most redistributive and cost-effective program in Jordan, covering over 60 percent of the most vulnerable—the largest in the Middle East and North Africa, Afghanistan, Pakistan (MENAAP) region—and enabled the country’s rapid SP response to the COVID-19 pandemic. Jordan has also been at the forefront of MENA countries in advancing modern delivery systems for SP, demonstrating leadership in digitalization, adaptive safety nets, and integrated registries. The ECT project also supported the Government of Jordan (GOJ) in introducing adaptive targeting, integrating an early intervention shock response into NAF, promoting economic empowerment, and establishing the basis for the Jordan Social Registry (JSR). Legislative reforms, including the approval of the Social Development Law in 2024², have further strengthened service quality and shifted the focus from basic care to empowerment and productivity. These efforts underscore Jordan’s commitment to building an adaptive and sustainable SP system over time.

The GOJ launched the NSPS for 2025-2033 in May 2025 to align with the Economic Modernization Vision (EMV) 2033, building on the experience of the NSPS 2019-2025 and advancing next-generation reforms to address structural challenges.

These challenges include: (i) the need to strengthen the coverage and quality of selected social services, including through enhanced qualification frameworks for social workers and improved coordination among institutions and assistance programs; (ii) the further development of an Early

² Social Development Law No. (4) of 2024, enacted pursuant to Article (31) of the Constitution, and published in the Official Gazette, Issue No. 5916, dated March 24, 2024.

[To view the law, click here.](#)

Warning System (EWS) linked to the social registry to support timely and efficient deployment of assistance; (iii) the establishment of a structured pathway to facilitate movement between non-contributory and contributory social protection schemes; and (iv) the introduction of a dedicated framework to consolidate funding sources and improve coordination of social protection support, including resources mobilized from the private sector.

The NSPS 2025-2033 aims to strengthen Jordan's SP system by increasing shock responsiveness, promoting economic empowerment, and integrating social services to enhance resilience. Through a dedicated 'Resilience' pillar, it establishes early warning, financing, and response mechanisms to address economic and climate-related shocks, aligning with the EMV's green transition goals. It also integrates social assistance with services like healthcare, education, and skills development, using a national welfare formula and the Social Registry for precise targeting. The 'Opportunity' pillar promotes economic empowerment by removing barriers to formal employment and supporting contributory SP schemes. The strategy proposes to expand private sector engagement, strengthen the JSR for data-driven decision-making, and establish the Social Protection and Care Fund (SPCF) to ensure sustainable financing. Finally, by addressing gender disparities among the poor and vulnerable, the strategy aims to increase female labor force participation (FLFP) and improve climate resilience and human development outcomes for women and girls, further contributing to Jordan's long-term climate-resilient social and economic progress. To support the implementation of the NSPS, including system reforms and beneficiary impacts, the GOJ has requested the WB's assistance through the Resilience and Sustainable Social Protection Strategy (RSSP) in Jordan, Program for Results (PforR) project.

In response to the GOJ's request, the WB is proposing an IPF project with a small grant financed by the Foreign, Commonwealth & Development Office (FCDO), designed to complement the ongoing RSSP PforR (P508708) that was approved in March 2025. The proposed project will include a Bank-Executed Disbursing/Activity Level Account (BEDA) to bring in technical and analytical work that will strengthen the quality and sustainability of the reforms.

The proposed project aims to support the implementation of the NSPS 2025-2033 through: i) improving the institutional capacity building and systems development to operationalize NSPS; and ii) delivering strategic technical assistance, international expertise, and analytical support to ensure the quality and sustainability of reforms.

1.2. Project Development Objectives (PDO)

To support the Government of Jordan in implementing the National Social Protection Strategy (NSPS) 2025–2033 through institutional and technical assistance that strengthens the foundations of the Resilient and Sustainable Social Protection Program (RSSP).

1.3. Project Beneficiaries

The primary beneficiaries of the project are low income and vulnerable individuals and households in Jordan, who will benefit from improved access to higher-quality and more responsive social protection and care services. This includes women, persons with disabilities (PwD), children, the elderly, who are disproportionately affected by economic and climate related shocks. The project will also benefit social workers, care providers, and frontline staff through enhanced training, accreditation, and professional development opportunities, helping to build a more skilled and effective social services workforce. Additionally, government institutions involved in the delivery of social protection, particularly MOSD and its local branches—will benefit from strengthened systems, digital tools, and improved institutional capacity to plan, coordinate, and implement reforms.

1.4. Project Components

The project comprises several key components designed to enhance Jordan's social protection system and build resilience against climate-related shocks. The project complements the Resilient Social Protection Program (PforR) by strengthening Social Protection systems in Jordan, supporting the professionalization of Social Work and also by contributing to establishing a National Early Warning System for climate and other related shocks. The project is composed of the following three components: (1) National Systems Enhancements; (2) Professionalization of Social Work; and (3) Technical assistance and implementation support.

1.4.1. Component 1: National Systems Enhancements:

This component will support the development and operationalization of integrated digital and analytical systems to strengthen the delivery, coordination, and responsiveness of Jordan's SP system. By enhancing the country's capacity to respond to climate-related shocks and other hazards, the component will significantly improve the management of climate-related shocks and other hazards and facilitate a coordinated and effective response to them. Activities will include establishing the building blocks of a National Early Warning System (EWS) for climate and other shocks and designing and rolling out key digital platforms and registries such as the Orphans Sponsorship Platform, registries for social workers and service providers, and a Corporate Social Responsibility (CSR) contribution tracker, as well as other systems that may be developed as needed. Key activities may include:

Development of the building blocks for a National Early Warning System (EWS). The EWS aims to provide timely alerts about various climate-induced shocks and social phenomena. The initial phase of the system will focus on Climate Shock Responsiveness, emphasizing the need to integrate with key databases and systems, to maximize outreach especially to the most vulnerable groups, including poor women and disabled people. These integrations will include the National

Centre for Sustainable Coastal Management (NCSCM) systems, the Social Registry, and the MOSD Management Information System (MIS). This integration will help the system collect and analyze data more effectively to predict and prepare for more frequent and intense climate-related shocks such as floods, droughts, and heatwaves. The goal is to minimize the adverse effects on the population that is vulnerable to climate change by providing early warnings, addressing household members, including women, and facilitating prompt responses. This investment will help strengthen national adaptive capacity and reduce the heightened vulnerability of poor and to adverse climate impacts.

Design and rollout of an Orphans Sponsorship Platform. The Orphans Sponsorship activity is designed to streamline and manage the process through which organizations provide sponsorships for orphans. This initiative will enable families and households to apply for sponsorships and allow Civil Society Organizations to distribute their sponsorships to eligible orphans while ensuring that no orphan receives duplicate sponsorships. The system will include a robust verification process to confirm the eligibility of each orphan and prevent any overlap in sponsorship coverage. By integrating this component into the Civil Society and Non-Governmental Organizations (NGO) service within the JSR, the program aims to offer a systematic and transparent way to support orphans. Additionally, the system will assist in tracking and verifying the distribution of sponsorships, thereby enhancing accountability and ensuring that the aid reaches those who need it the most. The ultimate goal is to create a sustainable and effective support system that not only provides financial aid but also addresses the long-term needs of orphans in Jordan. By strengthening support systems for vulnerable children, considering differing needs of boys and girls, this subcomponent indirectly contributes to resilience against climate-related shocks that disproportionately affect vulnerable households.

Development of social worker and service provider registries. The Social Workers Licensing and Management activity is designed to facilitate the process of licensing and managing social workers, who play a crucial role in helping vulnerable households build resilience to climate shocks by connecting them to social services, information, and emergency support by providing various essential services. These services include licensing and renewals, training courses that will incorporate modules on climate change awareness, sensitization to the different roles and needs of men and women, including how women having to stay at home to care for children and the elderly may be disproportionately affected by climate events such as water scarcity and heatwaves, as well as needs of boys and girls in climate change, impact of climate change on gender-based violence, climate adaptation, and community-level disaster preparedness, professional advancement, the establishment of a training center, and the creation of a licensing curriculum. This component will also enable households to validate the licenses of social workers and search within the social workers' registry, thus ensuring the reliability and credibility of the professionals they engage with. This comprehensive system will be built on multiple platforms, including the MOSD MIS, the e-services platform, and the JSR. Where possible, any IT equipment procured under this component will prioritize energy-efficient and low-carbon technologies to

contribute to climate change mitigation objectives. The integration of these systems will streamline the application process for various services and allow the MOSD to effectively manage licenses within its database. The JSR will serve as a valuable tool for beneficiaries, enabling them to validate and search for licensed social workers, disaggregated by gender and according to location, easily. By enhancing the reach and quality of social services, this activity also directly addresses the climate vulnerability of low-income household, including female headed households and household with disabled people, who often lack access to timely information, psychosocial support, and referrals during climate-related events such as heatwaves, floods, or droughts. As such, this activity will help vulnerable households better prepare for and cope with climate-related risks and emergencies.

Creation of a CSR contribution tracking tool. The CSR Management activity is designed to assist private sector companies in planning and executing their Corporate Social Responsibility (CSR) initiatives. This system will enable companies to submit their CSR plans for approval, ensuring they align with regulatory standards and community needs. Once approved, companies can document and report on the activities carried out under these plans. This streamlined process will help companies demonstrate their commitment to social responsibility and transparency, fostering stronger relationships with stakeholders and the communities they serve. Importantly, the platform will also serve as a channel for companies to engage directly with stakeholders and community members, allowing for feedback on planned and ongoing CSR initiatives and strengthening citizen engagement. The platform will provide tools for monitoring and evaluating the impact of CSR activities, enabling continuous improvement and accountability.

1.4.2. Component 2: Professionalization of Social Work:

This component will support the MOSD in operationalizing the legal and institutional framework governing the professionalization of care work in Jordan, as outlined in the recently endorsed bylaw³ and related instructions⁴. It aims to establish a comprehensive and sustainable system for accrediting and regulating care professions, beginning with the development of clear criteria for priority care work roles. The project will identify and focus on 3 to 5 key professions—such as elderly care, disability care, and childcare—with a particular emphasis on those supporting deinstitutionalization and the transition to family- and community-based care models. Strengthening the care workforce will also increase the resilience of vulnerable groups, including children, elderly, and PwD—who are often disproportionately affected by climate-related risks.

To ensure quality and consistency across the sector, the component will support the development of competency frameworks, professional standards, and codes of conduct for each selected care

³ Social Work Profession Practice Bylaw No. 72 of 2024 published on page 5989 of Official Gazette No. 5959 dated 10/31/2024 issued pursuant to Article 5 of Social Development Law No. 4 of 2024

⁴ Instructions for the Accreditation of Training Providers/ Entities, Programs, and Trainers in the Field of the Social Work Profession for the Year 2025, Issued pursuant to the provisions of Article (22) of Regulation No. (72) of 2024 on the Practice of the Social Work Profession.

profession. It will also fund the design of training curricula in collaboration with national and international experts and support the accreditation of training programs and service providers. Trainees will undergo a certification process, and licensed service providers will be regulated in accordance with national and international best practices. These measures aim to elevate the status of care work, create formal employment pathways—especially for women—and enhance the quality-of-care services delivered to vulnerable groups.

To institutionalize and sustain the professionalization of care work, the project will support the establishment of a dedicated Licensing and Training Center for Care Professions within the MOSD. This center will serve as the central body responsible for overseeing the accreditation of training providers, certification of care professionals, and licensing of care service providers, ensuring alignment with national standards and international best practices. The project will finance the procurement of equipment, furniture, and other essential operational tools with an emphasis on selecting energy-efficient and environmentally sustainable options wherever possible, to ensure the center is fully functional and adequately resourced. Procured equipment and furniture will also address different needs of male and female users, as well as disabled people. In addition to technical and financial support, the project will also help define the center's organizational structure, staffing requirements, and quality assurance systems. This institutional investment is expected to enhance the Ministry's capacity to regulate the care economy effectively, promote decent work and equal opportunities, and improve the quality-of-care services across the country.

1.4.3. Component 3: Technical Assistance and Implementation Support

This component will ensure that the reforms and systems developed under the project are effectively implemented, evaluated, and sustained over time through strengthened capacity, evidence-based policymaking, and multi-stakeholder coordination. To inform the design and refinement of interventions under the four NSPS pillars—Karamah (Dignity), Tamkeen (Empowerment), Fursa (Opportunity), and Somood (Resilience)—the project will support the commissioning of policy research, assessments, and impact evaluations. This evidence base will guide policy decisions, strengthen accountability, and enhance the effectiveness of programs. In parallel, the project will invest in training and capacity-building activities targeting implementing partners, front-line workers, and relevant government stakeholders. These structured programs will aim to improve the technical, operational, and managerial capabilities required to deliver high-quality, inclusive, and adaptive social protection services. Special attention will be given to generating evidence on climate vulnerability and shock responsiveness, ensuring that SP systems can better anticipate and address climate-related risks.

To build public trust and encourage the uptake of services and reforms, the project will finance targeted Social and Behavior Change Communication (SBCC) campaigns. These will raise awareness among beneficiaries and stakeholders about new systems, services, and policy changes

introduced under the NSPS, while also promoting behavior change in key areas such as care services, preparedness for shocks, and the use of grievance redress mechanisms. Complementing this effort, the project will develop monitoring and adaptive learning systems to track implementation progress and collect real-time feedback. These tools will enable government actors to identify bottlenecks early, apply lessons learned, and make necessary adjustments to improve effectiveness—embedding a culture of continuous learning in the implementation process. SBCC campaigns will include awareness on preparedness for climate shocks and resilience measures, helping communities understand how to protect themselves and respond effectively.

Finally, the component will provide regulatory and institutional support to reinforce the long-term sustainability of reforms. Advisory services will be offered to review and update laws, regulations, and operational guidelines to ensure alignment with NSPS objectives and international best practices. This includes strengthening the legal framework for the professionalization of social work, governance of digital platforms, and engagement with NGOs and private sector actors. Central to implementation, a dedicated NSPS Implementation Support Unit (ISU) will be established within the MOSD to serve as the operational and coordination hub for the strategy. The ISU will be staffed with an ISU Manager responsible of leading the unit to ensure effective planning, delivery, and coordination of all activities under the NSPS, and four key Technical Leads, each overseeing one of the NSPS's four strategic pillars (Karamah, Tamkeen, Fursa, Somood). Additional full-time or part-time staff will be hired as needed to provide specialized expertise and operational support, ensuring that the ISU has the capacity to coordinate effectively across all pillars. The project will support the full operationalization of this unit, including staffing, tools, and systems, along with the preparation of a sustainability plan to ensure its continuity beyond the project's duration.

1.5. SEP Objective

The Support to Resilient and Sustainable Social Protection Program in Jordan Project is being 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 Ministry of Planning and International Cooperation and the Ministry of Social Development should provide stakeholders with timely, relevant, understandable and accessible information, and consult with them consult with them in an appropriate manner that ensures engagement is conducted with integrity, respect, and fairness, free from any form of undue pressure, and aligned with the local context.

The objective of this Stakeholder Engagement Plan (SEP) is to establish a systematic, transparent, and inclusive approach for engaging with all stakeholders throughout the entire project cycle. The SEP aims to ensure that stakeholders—particularly low income and vulnerable individuals, households, and—are meaningfully informed, consulted, and able to participate in decisions that affect them. It seeks to facilitate public information disclosure by ensuring timely, accessible, and

clear communication on project objectives, activities, and expected results, using formats and channels tailored to different stakeholder groups.

The plan also promotes inclusive consultation processes that enable diverse stakeholders, including women, persons with disabilities, children, the elderly, frontline service providers, and government institutions, to contribute to shaping project interventions, fostering a sense of ownership and alignment with community priorities. By establishing a grievance redress and feedback mechanism, the SEP strengthens accountability and trust, allowing individuals and groups to raise concerns, share suggestions, or submit complaints related to project design and implementation, ensuring that grievances are addressed promptly, fairly, and transparently.

Furthermore, the SEP supports adaptive management by using stakeholder feedback to inform decision-making and improve project implementation, ensuring that activities remain responsive to the needs of beneficiaries and aligned with the goals of the National Social Protection Strategy (NSPS) 2025–2033. It also enhances collaboration and coordination among government institutions, civil society, care providers, and international partners, building a foundation for sustained reforms, stronger institutional capacity, and improved delivery of social protection services. By fulfilling these objectives, the SEP provides a structured program for stakeholder engagement that fosters inclusivity, transparency, and accountability, contributing to the sustainability and quality of reforms under the NSPS 2025–2033.

2. Stakeholder Identification and Analysis

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

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

Cooperation and negotiation with the stakeholders throughout the Project development often also require the identification of persons within the groups who act as legitimate representatives of their respective stakeholder group, i.e. the individuals who have been entrusted by their fellow group members with advocating the groups’ interests in the process of engagement with the Project. Community representatives may provide helpful insight into the local settings and act as main conduits for dissemination of the Project-related information and as a primary communication/liaison link between the Project and targeted communities and their established networks. Verification of stakeholder representatives (i.e. the process of confirming that they are legitimate and genuine advocates of the community they represent) remains an important task in establishing contact with the community stakeholders. Legitimacy of the community

representatives can be verified by talking informally to a random sample of community members and heeding their views on who can be representing their interests in the most effective way.

2.1. Methodology

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

- **Openness and life-cycle approach:** Public consultations for the project will be conducted throughout the project lifecycle, using open and transparent processes that support meaningful participation at each stage.
- **Informed participation and feedback:** information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholders' feedback, for analyzing and addressing comments and concerns.
- **Inclusiveness and sensitivity:** stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. All stakeholders, including government institutions (particularly MOSD and its local branches), frontline social workers, care providers, and other professional stakeholders, are always 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, including women, youth, children, persons with disabilities, the elderly,

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

- **Affected Parties** – persons, groups and other entities within the Project Area of Influence (PAI) that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures; this category includes:

- Poor and vulnerable households (This includes women, children, persons with disabilities, and the elderly).
- Frontline social workers
- Care providers
- Local community organizations

- **Other Interested Parties** – individuals/groups/entities that may not experience direct impacts from the project but who consider or perceive their interests as being affected by the project and/or

who could affect the project and the process of its implementation in some way; this category includes:

- Government institutions (particularly MOSD and its local branches)
- Civil society organizations
- International development partners
- Private sector actors involved in social services
- Academia or research institutions.
- Mass media and associated interest groups, including local and national printed and broadcasting media, digital/web-based entities, and their associations.

2.2. Identified Stakeholders

The identification of stakeholders is a critical step in ensuring inclusive and transparent engagement throughout the project lifecycle. Within each project component, a range of stakeholders has been mapped at two levels: Affected Parties, who are directly influenced by project interventions, and Other Interested Parties, who have an interest in or influence over the project's implementation and outcomes. The following section outlines each project component along with its corresponding stakeholders, ensuring that engagement strategies are systematically tailored, inclusive, and responsive to the needs and expectations of all relevant actors:

Affected Parties

Stakeholder Group	Internal / External	Role in the Project	Interests / Concerns / Needs	Description	Related Component(s)
Poor & vulnerable households (low-income families, NAF beneficiaries, female-headed households, children, persons with	External	Beneficiaries of improved services, alerts, and awareness campaigns	Access to timely social protection, quality services, user-friendly platforms, safety nets against climate/social shocks	Directly benefit from better social protection, early warning systems, and improved quality of care	1, 2, 3

disabilities, elderly)					
Frontline social workers (MoSD staff & community-based orgs)	Internal/External (mixed)	Implement new systems, use digital registries, participate in capacity building	Training, professional standards, manageable workloads, tools to support beneficiaries	Deliver services using new registries, licensing systems, SBCC campaigns, and grievance redress	1, 2, 3
Care providers (child care, disability care, elderly services)	External	Adopt licensing systems, professional standards, capacity-building	Recognition, accreditation, training, service quality assurance	Engage in professionalization and receive certification to enhance service delivery	1, 2, 3
Local community organizations & Civil Society Institutions	External	Outreach, awareness, facilitation, consultations	Ensure services reach vulnerable groups, feedback mechanisms, inclusion in planning	Support beneficiaries in accessing platforms, awareness campaigns, and feedback channels	1, 3
IT / tech platforms & system administrators	Internal/External	Build and maintain digital infrastructure	Technical integration, reliability, usability, sustainability	Support Orphans Sponsorship Platform, registries, CSR tracker, early warning systems	1
Implementing partners & NGOs (service	External	Deliver services, adopt guidelines,	Operational guidelines, funding,	Implement social protection and care services	3

delivery actors)		integrate platforms	alignment with reforms	under new systems	
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Other Interested Parties

Stakeholder Group	Internal / External	Role in the Project	Interests / Concerns / Needs	Description	Related Component(s)
MoSD (Ministry of Social Development)	Internal	Central coordinating body, oversight of frameworks and ISU	Policy alignment, system sustainability, operational efficiency	Approves systems, frameworks, training centers, oversees ISU, ensures reforms meet national priorities	1, 2, 3
National Aid Fund (NAF)	Internal	Provides beneficiary data, supports integration	Accurate registration, alignment with digital systems, better targeting	Coordinates data for vulnerable households and integration with digital registries	1, 2, 3
Vocational Training Corporation (VTC)	External	Advises on training design, accreditation, certification	Quality training programs, accreditation standards, alignment with market needs	Provides guidance on vocational training for social workers and care providers	1, 2, 3

Accreditation & Quality Assurance Commission (AQAC)	External	Oversees accreditation and quality assurance	Professional standards, curricula quality, certification standards	Provides guidance for training programs, licensing, adaptive learning systems	1, 2, 3
UNICEF	External	Technical guidance, policy alignment, child protection considerations	Child protection, professionalization, integration of vulnerable groups	Supports MoSD on training, policy design, SBCC campaigns, and system integration	1, 2, 3
World Bank (WB)	External	Financing, technical oversight, inter-project coordination	Effective implementation, sustainability, alignment with reforms	Provides funding, oversight, integration into broader social protection reforms	1, 2, 3
World Food Program (WFP)	External	Data insights, PRISM platform integration	Better shock response, early warning, climate resilience	Supports integration of PRISM with early warning system, strengthens planning	1
Academia & research institutions	External	Support research, curriculum standardization,	Evidence-based training, academic contribution,	Contribute studies, curricula design,	2

		student awareness	student engagement	professional competency research	
Internal project teams (ISU & technical units)	Internal	Planning, monitoring, adaptive learning, integration	Clear roles, resources, coordination	Manage monitoring, technical integration, and learning across NSPS pillars	1, 3
Mass media & interest groups (print, broadcast, digital)	External	Awareness raising, community engagement, transparency	Access to accurate information, visibility, inclusivity	Disseminate information about services, reforms, SBCC campaigns, alerts	1, 2, 3

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3. Stakeholders Engagement Program

3.1. Stakeholder Engagement; Design Phase

The design of the project was informed through a comprehensive and collaborative stakeholder engagement process, ensuring that activities reflect national priorities, respond to identified needs, and leverage existing institutional frameworks. A series of structured consultations and coordination meetings were held with government entities, development partners, technical experts, and representatives from civil society, providing the foundation for an inclusive and evidence-based project design.

At the outset, the Ministry of Social Development (MoSD) established a dedicated committee that included government entities, universities, and development partners to advance the agenda of social work professionalization. This committee was instrumental in drafting and endorsing the

instructions related to the Social Work Professionalization, leading to the creation of a dedicated Directorate for the Professionalization of Social Work. A key consultation workshop was convened where the strategic needs for strengthening the social protection system were reviewed, and priority activities to be supported by the project were identified. Partners actively participated in these discussions, providing technical perspectives that complemented the Ministry's strategic direction. Subsequent meetings, including exchanges with the World Bank, UNICEF, and MoSD technical teams, focused on defining and agreeing upon the priority social work professionalization. These dialogues included a comprehensive review of the current situation, analysis of existing policies and frameworks, and the development of criteria to guide the selection process. The rationale for focusing on five professions was discussed in detail, with recognition that some roles are directly linked to other ministries such as the Ministry of Health, the Ministry of Education, and the Ministry of Higher Education—for example, psychological counseling and other health-related social work functions that intersect with existing sectoral mandates.

In parallel, extensive consultations were carried out to support the digital transformation and system development aspects of the project. MoSD's IT leadership engaged in discussions to map out the core components of the planned platforms and their relevance to service delivery and regulation. These meetings examined the technical requirements for hosting and integrating the four main digital modules that would underpin the Ministry's modernization efforts. Further technical consultations were conducted with the World Food Programme (WFP) to explore the potential adaptation of PRISM for use in building the Early Warning System (EWS). This dialogue clarified the tool's role in simulating climate shocks and identifying vulnerable households and regions. Additional engagements with MoSD's vocationalization team and IT department refined the requirements for developing licensing systems for care professionals, ensuring that the design aligned with both the regulatory framework and the Ministry's operational needs.

Additional targeted consultations complemented these efforts. Civil society institutions contributed to the preparation of the Environment and Social Systems Assessment (ESSA) for the RSSP project. Preparatory workshops involving MoSD, UNICEF, and NAF helped structure the SRSSP project activities. Coordination with the Vocational Training Corporation (VTC) and the Accreditation and Quality Assurance Commission (AQAC) provided an overview of accreditation procedures, program design, and training center requirements.

Through these coordinated consultations, the project design was shaped by a combination of strategic policy discussions, technical assessments, and inter-ministerial collaboration. This inclusive process ensured that the planned activities are grounded in evidence, respond to institutional priorities, and draw on the expertise of both national and international stakeholders, laying a strong foundation for the implementation phase.

Strengthening Stakeholder Engagement During Implementation

To ensure inclusive and sustained stakeholder engagement during implementation, the project will deploy localized engagement teams to reach underserved communities, integrate participatory monitoring tools like community scorecards and perception surveys to capture real-time feedback, and expand accessible communication channels—including SMS, WhatsApp, and community radio—tailored to the linguistic and accessibility needs of diverse stakeholder groups.

3.2. Proposed strategy for information disclosure

Below is a table showing the proposed strategy to be adopted by MOSD and MOPIC for information disclosure, considering the needs of different stakeholders during project implementation. All information is updated so that it is kept up to date with the evolving situation and to include future stages of the project including supervision and monitoring.

In addition, and to ensure equitable access to project information and services, the SEP will prioritize digital accessibility for all stakeholder groups, particularly those with limited connectivity, low digital literacy, or disabilities. This includes designing user-friendly platforms with simplified interfaces, offering content in Arabic and local dialects, and incorporating visual aids and audio formats. Offline alternatives—such as printed materials, community meetings, and radio broadcasts—will complement digital tools to ensure inclusive outreach and engagement. Accessibility features such as screen reader compatibility and mobile-friendly formats will be integrated into all digital platforms to support persons with disabilities and elderly users.

Table 1. Proposed Information Disclosure Strategy

Entity	Stakeholder Group	Key Characteristics	Specific Needs (e.g. accessibility, language)	Preferred Methods (Email, Phone, Radio, Letter, Websites, Meetings, Social Media)	List of Information to be Disclosed	Implementation Responsibility
Government	Ministry of Social Development (MOSD), Ministry of Planning and International Cooperation (MOPIC)	Lead national institution, decision-making authority, policy oversight	Technical reports, real-time data, progress updates in Arabic	Official letters, emails, high-level meetings, dashboards	SEP updates, progress reports, policy briefs, grievance summaries	Project Management Unit (PMU) with MOSD focal points and MOPIC focal point
Partners	International Development Partners	Provide technical and financial support; focus on international standards and integration	English/Arabic documents, harmonized reporting, alignment with global frameworks	Emails, virtual calls, donor coordination meetings, shared online platforms	Technical guidance notes, monitoring data, evaluation summaries	PMU in coordination with International Partners
Local Partners & NGOs	Local NGOs, CBOs, service providers	Implementers at community level, diverse capacity	Training material in Arabic, accessible summaries, clear instructions	WhatsApp groups, workshops, community meetings, printed flyers	Activity guidelines, monitoring tools, referral pathways, grievance process	MOSD with NGO focal points
Beneficiaries	Direct Beneficiaries (families,	Diverse literacy levels, often	Information in Arabic, simple language,	Community meetings, brochures, radio,	Service availability, eligibility criteria, complaint channels, activity schedules	Field teams with MOSD oversight

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	children, vulnerable groups)	limited digital access	visual aids, local dialects	SMS, social media, hotlines		
Wider Public	Media and General Public	Interest in transparency and accountability	Clear Arabic messages, sometimes English for international coverage	Press releases, websites, social media, radio/TV	Key achievements, impact stories, grievance mechanism info, major updates	MOSD Communications Unit with PMU

4. Resources and Responsibilities for implementing stakeholder engagement activities

4.1. Resources

The ISU at the MOSD will be in charge of the stakeholder engagement activities and will be coordinating with other related entities. The budget for the SEP is included under Component 3.

Budget Category	Quantity	Unit Costs	Times/Years	Total Costs	Remarks
1. Events (consultations, focus groups, public meetings)	Lumpsum	500	Annually 4	2000	Includes venue, logistics, and documentation
2. Communication campaigns					
2a. posters, flyers	Lumpsum	500	Annually 4	2000	Materials in Arabic and English; accessible formats
2b. Social media campaign	Lumpsum	500	Annually 4	2000	Includes design, translation, and promotion
3. Trainings					
Deliver trainings in accordance with the ESCP documents as follows: (Unit = Day): 1. Stakeholder Mapping and Engagement 2. Grievance Redress Mechanism (GM) 3. Gender and Inclusion (disability and others) 4. Gender-Based Violence, Sexual Exploitation and Abuse, and Code of Conduct 5. Conducting Environmental and Social assessment 6. Orientation & periodic training on the World Bank ESF and its Implementation and supervision requirements related to the IPF.	15	1000	Year 1 & 3	15,000	

7. Community Health and Safety					
8. Occupational Health and Safety					
9. Emergency Preparedness and Response					
4. Beneficiary surveys					
4a. mid-project perception survey	1	5,000	Year 3	5000	To assess engagement effectiveness
4b. end-of-project perception survey	1	5,000	Year 4	5000	To evaluate impact and lessons learned
TOTAL STAKEHOLDER ENGAGEMENT BUDGET:				\$31,000	Included under Component 3

4.2. Management functions and responsibilities

In MOSD, the SEP will be implemented by the ISU that will include: ISU Manager, who oversees several teams and officers. These include a Support Team composed of specialists in fiduciary matters (procurement and financial management Officers), Environmental and Social (E&S) Officer, Monitoring and Evaluation (M&E) Officer, and a Communication and Partnership Officer. Additionally, the ISU Manager supervises four program team leaders — Forsa, Tamkeen, Karama, and Somod — each supported by their technical teams.

The ISU is responsible of ensuring the implementation of the SEP, in line with the commitment plan for the project. The organizational structure will be as shown in the figure (1) below.

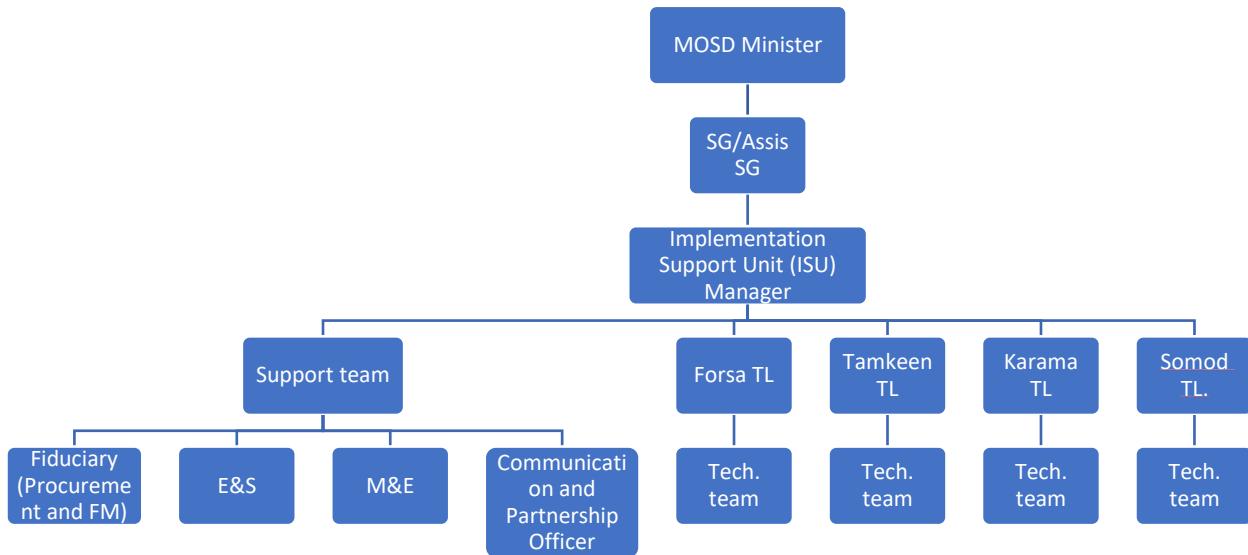


Figure 1: ISU organizational structure

5. Grievance Mechanism

The main objective of a GM is to assist to resolve complaints and grievances in a timely, effective, and efficient manner that satisfies all parties involved. The MOSD has also developed several uptake channels as described below. It will also develop clear GM Procedures under the projects which will also cover Sexual Exploitation and Abuse/Harassment (SEA/SH).

The project will leverage the MoSD existing centralized grievance mechanism, known as “At Your Service”, to manage and address complaints and feedback from beneficiaries and stakeholders. In addition to this centralized system, stakeholders will be able to submit grievances through social media platforms and via the “Complaints and Suggestions Page” on the MoSD website⁵, ensuring multiple accessible channels for feedback and reporting.

The Environment & Social (E&S) Officer will have primary responsibility for monitoring all grievances received through these channels. This includes tracking, and ensuring timely follow-up of complaints in coordination with relevant MoSD departments and other partners as needed. The E&S Officer will also conduct periodic data analysis on grievance trends, response times, and types of issues reported, generating insights to inform service improvements. Periodic reports

⁵ <https://www.mosd.gov.jo/ar/CustomForms/ComplainandSugesstionsForm>

will be prepared and submitted to MoSD management, including actionable recommendations to enhance service delivery, strengthen responsiveness, and improve stakeholder satisfaction.

All grievance reporting and monitoring will follow the standardized format outlined in Annex 1: GRM Template Report, which captures details of grievances, actions taken, resolution status, and lessons learned. The GRM process will prioritize transparency, accountability, and accessibility, ensuring that all stakeholders, including vulnerable, can safely raise concerns and receive appropriate responses.

Additionally, the GRM will be integrated into the project's overall monitoring and evaluation framework, allowing data from grievances to inform implementation adjustments, and continuous improvement in service delivery.

Description of GM

Step	Description of Process	Time Frame	Responsibility
GM Implementation Structure	<p>The MoSD centralized grievance mechanism “At Your Service” is already established and operational. The project will strengthen its use and ensure integration with MoSD GM procedures, including handling of SEA/SH cases.</p> <p><u><i>Other enhancements measures will be introduced to the existing general system at MOSD to meet World Bank requirements and international best practices. This will be coordinated with the RSSP project.</i></u></p>	Ongoing	E&S Officer with relevant MoSD departments and MoSD GM team
Grievance Uptake	Complaints can be submitted through multiple channels: “At Your Service” platform MoSD website Complaints & Suggestions page, MOSD branches, and MoSD official social media platforms.	Continuous	E&S Officer with relevant MoSD departments and MoSD GM team

Sorting	Upon receipt of complaint, cases are screened and categorized by type, urgency, and sensitivity (with SEA/SH cases handled confidentially).	Within 3–5 working days	E&S Officer with relevant MoSD departments and MoSD GM team
Processing	Relevant departments or partners are assigned to handle the complaint, with tracking through the standardized GRM Template Report.	Within 15 working days depending on case	E&S Officer with relevant MoSD departments and MoSD GM team
Acknowledgment and Follow-up / Verification	Complainants are notified that their case has been received and informed about next steps. Progress updates provided until resolution.	Acknowledgment within 1–3 working days; follow-up ongoing	E&S Officer with relevant MoSD departments and MoSD GM team
Investigation	In-depth review and fact-finding conducted to determine fair resolution measures.	Within 15–30 working days depending on complexity	E&S Officer with relevant MoSD departments and MoSD GM team
Action / Monitoring and Evaluation	Resolution measures are implemented. All grievances are monitored, and data on trends, response times, and resolution rates are analyzed periodically.	Daily tracking; Quarterly and annual data analysis	E&S Officer with relevant MoSD departments and MoSD GM team
Provision of Feedback	Results and actions are communicated back to complainants, including satisfaction checks and opportunity for appeal.	Within 30 working days of grievance receipt (or earlier if resolved)	E&S Officer with relevant MoSD departments and MoSD GM team
Training	Capacity-building provided for MoSD staff and partners on grievance procedures, SEA/SH handling, data management, and reporting.	Initial training during setup; refreshers annually or as needed	E&S Officer with relevant MoSD departments and MoSD GM team

Escalation:

The MOSD team will provide an appeal process for project-related complaints if the complainant is not satisfied with the proposed resolution. This process applies only to issues directly linked to project activities and commitments under the ESCP related to MOSD.

When relevant, the project will have other measures in place to handle sensitive and confidential complaints, including those related to Sexual Exploitation and Abuse/Harassment (SEA/SH) in line with the World Bank ESF Good Practice Note on SEA/SH.

The ISU in MOSD will oversee the GM for workers under the project. The ISU will establish clear procedures for handling and managing complaints stemming from workers and working conditions under

the project. The GM for workers within MOSD is directly managed by the HR department. There are clear procedures for lodging a complaint and is accessible by all workers. They possess a dedicated committee tasked with addressing workers complaints.

6. Monitoring and Reporting

6.1. Involvement of stakeholders in monitoring activities (Summary of how SEP implementation will be monitored and reported)

The SEP will be monitored based on both qualitative reporting (based on progress reports) and quantitative reporting linked to results indicators on stakeholder engagement and grievance performance. SEP reporting will include the following: (i) Progress reporting on the ESS10-Stakeholder Engagement commitments under the Environmental and Social Commitment Plan (ESCP) (ii) Cumulative qualitative reporting on the feedback received during SEP activities, in particular (a) issues that have been raised that can be addressed through changes in project scope and design, and reflected in the basic documentation such as the Project Appraisal Document, Environmental and Social Assessment, Resettlement Plan, Indigenous Peoples Plan, or SEA/SH Action Plan, if needed; (b) issues that have been raised and can be addressed during project implementation; (c) issues that have been raised that are beyond the scope of the project and are better addressed through alternative projects, programs or initiatives; and (d) issues that cannot be addressed by the project due to technical, jurisdictional or excessive cost-associated reasons. Minutes of meetings summarizing the views of the attendees can also be annexed to the monitoring reports. (iii) Quantitative reporting based on the indicators included in the SEP.

The support team under ISU / MOSD will monitor certain aspects of project performance and provide feedback to MOSD management and other stakeholders.

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

6.2. Reporting back to stakeholder groups

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

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

Information on engagement activities undertaken by the Project during the year may be conveyed to the stakeholders in two possible ways:

- Publication of a standalone annual report on project's interaction with the stakeholders.
- Circulating a quarterly report that monitors Key Performance Indicators (KPIs) as per the results framework and results chain of the project, using the monitoring and reporting format provided in Annex 2.

To strengthen adaptive management and ensure responsiveness to stakeholder needs, the project will establish a structured feedback loop that captures input from consultations, grievance mechanisms, and participatory monitoring tools. This feedback will be systematically analyzed and used to inform real-time adjustments to project activities, ensuring that implementation remains aligned with stakeholder priorities and the evolving context. Regular reporting and transparent communication of how feedback has influenced decisions will reinforce trust and accountability.

7. Annexes.

7.1. Annex 2: Grievance Redress Mechanism (GRM) Report Template

1. Introduction

[Note: Write a short introduction about the project/program, purpose of the GRM report, and the reporting period (e.g., quarterly, monthly). Mention the objective of analyzing grievances, such as improving transparency, responsiveness, and accountability.]

2. Data Analysis

[Note: Briefly explain the scope of the analysis. Indicate which categories are being measured: number of grievances, submission channels, gender, location/governorates, status, type, and response time. Write 3–4 sentences summarizing what the data in this report represents.]

3. Grievance Volume

[Note: Insert the total number of grievances for each month in the reporting period. In the analysis, describe trends – e.g., which month had the highest number and possible reasons for increases or decreases.]

Month	Number of Grievances
[]	[]
[]	[]

4. Grievance Channels

[Note: Fill in grievances per channel. After the table, write an analysis explaining which channel is most used and why (e.g., accessibility, trust, speed).]

Channel	Month 1	Month 2	Month 3	Total
Online	[]	[]	[]	[]
Phone				
Field Offices				
Social Media				
[]				
[]				

5. Grievances by Gender

[Note: Insert numbers for grievances by male and female complainants. In the analysis, discuss any differences and possible reasons (e.g., cultural factors, who usually submits complaints).]

Gender	Month 1	Month 2	Month 3	Total
Male	[]	[]	[]	[]
Female				

6. Grievances by Location

[Note: Add all relevant governorates. In the analysis, highlight areas with high or low numbers of grievances and link them to population size, program coverage, or service challenges.]

Location	Month 1	Month 2	Month 3	Total
[Governorate 1]	[]	[]	[]	[]
[Governorate 2]				
[]				

7. Grievance Status

[Note: Define each status (Closed = resolved, Ongoing = under review, Open = newly submitted). Summarize closure rates and comment on pending cases.]

Status	Month 1	Month 2	Month 3	Total
Closed	[]	[]	[]	[]
Ongoing				
open				

8. Grievance Registration Type (GRT)

[Note: Categorize grievances based on type. Write an analysis to identify the most common types of issues and whether they need targeted program adjustments.]

9. Grievance Types (By Nature)

[Note: Fill in numbers by type. Explain patterns – e.g., if most are inquiries vs. formal grievances.]

Type	Month 1	Month 2	Month 3	Total
Query/Inquiries	[]	[]	[]	[]
[]				
[]				

10. Response Time

[Note: Insert resolution times. After the table, summarize efficiency and highlight any delays or bottlenecks.]

Response Time	Month 1	Month 2	Month 3	Total
1-6 Days	[]	[]	[]	[]
[]				
[]				

11. Key Findings & Recommendations

[Note: Summarize the major observations from the tables above. Identify recurring issues, efficiency levels, and areas for improvement. Provide clear recommendations for program teams.]

12. Conclusion

[Note: End the report by restating the importance of the GRM for accountability and program improvement. Add a brief commitment statement about addressing grievances effectively.]

7.2. Annex 2: Sample Table: Monitoring and Reporting on the SEP

It is noted that the format presented below is a template and may be revised during project implementation as needed. Similarly, the indicators included are flexible and could be adjusted to reflect the evolving nature of the project and stakeholder engagement priorities.

Indicator	Means of Verification	Frequency	Responsible Party	Status/Remarks
# of stakeholder meetings conducted	Meeting minutes, attendance sheets	Quarterly	ISU team (E&S and M&E officers)	
% of grievances addressed within agreed timeframe	GRM database	Monthly	ISU team (E&S and M&E officers)	
Level of stakeholder satisfaction with engagement (survey results)	Feedback surveys	Annual	ISU team (E&S and M&E officers)	
# of vulnerable groups consulted	Consultation records	Quarterly	ISU team (E&S and M&E officers)	
Evidence of integration of stakeholder feedback into project design/implementation	Revised documents, reports	Ongoing	ISU team (E&S and M&E officers)	