

HASHEMITE KINGDOM OF JORDAN

SUPPORT TO PRIVATE SECTOR EMPLOYMENT AND SKILLS PROJECT (P177959)

UPDATED STAKEHOLDER ENGAGEMENT PLAN (SEP)

January 2026

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ABBREVIATIONS AND ACRONYMS

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

1. Introduction/Project Description

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

Following the 2025 restructuring, the Project continues to pursue the same development objective while extending its implementation period and strengthening coordination among national institutions. The restructuring introduces the Use of Borrower Framework, under which the Project will rely on the existing national legal and institutional labor framework (including occupational health and safety regulations) instead of the Environmental and Social Standard 2 (ESS2). However, these will be complemented by targeted measures to fill gaps with . ESS2.

The PSES project comprises the following components:

- **Component 1: Support to the National Employment Program**
 - **Sub-component 1.1: Support to the NEP:** This subcomponent will provide financial support for workers hired by companies participating in the Project. It will cover a range of costs, including on-the-job training (OTJT), classroom training, wage subsidies, social security contributions, and transportation allowances. The OTJT will last between one to three months, depending on the specific needs of each firm. This period includes one to two weeks dedicated to soft skills training. The Project will contribute between JOD 50 and JOD 80 per worker per month for OTJT, with the exact amount determined by the employment sector and the number of trainees in each company. In addition to training support, the Project will finance wage subsidies, social security contributions, and transportation allowances up to a maximum of JOD 150 per worker per month. These payments will be provided for a six-month period. To ensure longer-term employment outcomes, participating companies will be required to offer contracts lasting at least 12 months. This means that firms must retain workers for an additional six months after the financial support ends. All training will take place on-site at the awarded firms, based on training programs designed in coordination with providers selected by the firms. These providers must be accredited by the The Accreditation and Quality Assurance Commission (AQAC). Through this subcomponent, the Project aims to reach and support approximately 42,000 workers.
The updated phase maintains the wage-subsidy and training approach while reinforcing compliance monitoring, communication with beneficiaries, and inclusion of vulnerable groups such as women, youth, National Aid Fund (NAF) beneficiaries, and persons with disabilities (PWDs).
 - **Sub-component 1.2: Soft Skills and OSH training.** This subcomponent will introduce mandatory training in soft skills and occupational safety and health (OSH) for all newly hired workers under the Project. The training will be delivered by the Vocational Training Corporation (VTC) and will consist of 50 hours completed within the first 45 days of employment. All selected jobseekers will be required to participate in a two-week program focused on soft skills and workplace safety. Training can be delivered in person, online, or through a hybrid format, depending on availability and accessibility. Each participant who completes the training will receive a stipend of JOD 20 to help cover transportation and food expenses. This subcomponent will also allow for the training to be offered to jobseekers registered on the Sajjil platform, even before the employment contract is

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signed. However, exemptions will be made for individuals who have already completed similar training accredited by the AQAC or who will receive equivalent training as part of their firm's in-house OTJT program. This subcomponent is expected to benefit approximately 30,000 workers

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

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

- Fiduciary management
- Daily implementation of project activities
- Monitoring and evaluation against results indicators
- Coordination with other government entities, including MOPIC, SSC, VTC, and AQAC

The component will cover the following costs:

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

The 2025 restructuring keeps the same development objective. It extends the implementation period and strengthens coordination between national institutions. The restructuring introduces the Use of Borrower Framework, where Jordan's national labor, working conditions, and OHS systems are applied. Targeted gap filling measures are added to meet the World Bank's requirements where needed.

The restructuring also confirms and expands the inclusion of several priority groups. These are now explicitly integrated into the Project's communication, targeting, and monitoring arrangements.

Target Groups Included Under the Restructuring

Women

Women continue to be a core target group. The restructuring adds additional financial incentives to support women's participation, retention, and access to safe transportation. Communication and outreach efforts prioritize women through tailored messaging and coordination with women's organizations.

National Aid Fund (NAF) Beneficiaries

The restructuring strengthens automatic identification of NAF beneficiaries through digital linkage with the NEP platform. NAF beneficiaries now receive a higher transportation allowance to reduce financial barriers.

People with Disabilities (PWD)

PwD are fully included using the national disability identification card. The restructuring ensures automatic eligibility for extended support and targeted communication, including accessibility features on Sajjil.

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

This SEP has been updated to reflect the certain aspects under the second project restructuring which broadens stakeholder engagement to extends outreach to new target groups including women, National Aid Fund (NAF) beneficiaries, and persons with disabilities. The updated SEP also integrates new communication and engagement tools such as digital platforms, social-media campaigns, and podcasts consistent with the PMU Communication and Action Plan.

2. Objective/Description of SEP

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

3. Stakeholder identification and analysis

3.1 Methodology

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

- **Openness and life-cycle approach:** Public consultations for the project will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.
- **Informed participation and feedback:** Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholder feedback, and for analyzing and addressing comments and concerns.
- **Inclusiveness and sensitivity:** Stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups that may be at risk of being left out of project benefits, particularly women, the elderly, persons with disabilities, displaced persons, and migrant workers and communities, and the cultural sensitivities of diverse ethnic groups.
- **Flexibility:** If social distancing, cultural context (for example, particular gender dynamics), or governance factors (for example, high risk of retaliation) inhibits traditional forms of face-to-face engagement, the methodology should adapt to other forms of engagement, including various forms of internet- or phone-based communication.

3.2. Affected parties and other interested parties ¹

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

Table 1. List of affected stakeholders

Stakeholder	Role in the Project	Impact/concerns/needs	Description
Individual and Job seekers (18–40 years)	Primary beneficiaries	Need access to decent jobs, training, support with application process, clarity on eligibility	Unemployed, not registered in SSC, registered on Sajjil
Women Jobseekers	Priority target group	Need safe access to employment, transportation support, flexible communication channels	Receive additional financial incentives under NEP; high participation goal
NAF Beneficiaries	Priority target group	Need automatic verification of eligibility, higher transportation support, simplified enrollment	Identified through digital linkage with NAF database; receive JOD 30 transportation support
People with Disabilities (PWD)	Priority target group	Need accessible communication, workplace support, recognition of disability status	Identified via the Disability Identification Card linked to Sanad; eligible for extended financial support
Private Sector Firms	Employers and subsidy recipients	Require streamlined application, timely disbursement, suitable candidates	Eligible if registered and operating under Sajjil.
Associations (with business operations)	Employers and subsidy recipients	Need guidance on eligibility, contracts, legal structure	Societies and not-for-profit companies running income-generating facilities
Training Providers	Provide OTJT and technical skills training	Need curriculum alignment, certification standards, coordination	National Employment and Training Company, Community Colleges under

Stakeholder	Role in the Project	Impact/concerns/needs	Description
(VTC, Private, Colleges)			Al-Balqa Applied University, VTC, Private Training Providers, AQAC.

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

Table 2. List of other interested parties

Stakeholder	Role in the Project	Impact/concerns/needs	Description
Ministry of Labor (MoL)	Lead implementing agency	Needs cross-sector coordination, data integration, and communication	Oversees project components and manages PMU
PMU	Daily implementation	Requires operational coordination, technical support, stakeholder input	Executes project activities, manages communication and M&E
The National Council for Employment	High-level policy oversight	Need updates on implementation and provide strategic direction	The National Council for Employment is headed by the Prime Minister and consist of the following members: <ul style="list-style-type: none"> • His Excellency the Minister of Labor • His Excellency the Secretary general of the Ministry of Labor • His Excellency the Chairman of the Civil Service Bureau • His Excellency the Chairman of the Economic and Social Council • His Excellency the Chairman of the Technical and vocational Skills Development Commission • His Excellency the Chairman of the Accreditation and Quality Assurance Commission for Higher Education Institutions • His Excellency the Chairman of the National Center for Human Resources Development • His Excellency the Chairman of the Jordan Chamber of Industry

Stakeholder	Role in the Project	Impact/concerns/needs	Description
			<ul style="list-style-type: none"> • His Excellency the Chairman of the Jordan Chamber of Commerce • His Excellency the Chairman of the General Federation of Trade Unions • His Excellency the Chairman of the Council of Professional Associations <p>Four representatives of the private sector to be named by the Chairman of the Council based on the recommendation of His Excellency the Minister of Labor</p>
The Steering Committee of NEP	Strategic management	Needs clear implementation progress, adjustment options, project policy feedback	<p>The Steering Committee for NEP will be chaired by the Minister of Labor and consists of representatives from the following entities:</p> <ul style="list-style-type: none"> • Secretary General of MoPIC • Secretary General of MoITS • Secretary General of MoA • Secretary General of MoF • General Director of SSC • General Director of BDC • The Jordanian Construction Contractors Association • Chairman of Jordan Chamber of Industry • Chairman of the Jordan Chamber of Commerce • Chairman of the Amman Chamber of Industry • Chairman of the Amman Chamber of Commerce • CEO of the Jordan Strategy Forum • Chairman of the Administrative Board of the Jordan Economic Forum
The Technical Committee of NEP	Operational coordination	Needs real-time updates, data sharing, and operational issue resolution	<p>The Technical Committee of NEP includes representatives from:</p> <p>Public Sector:</p> <ul style="list-style-type: none"> • MoPIC • MoIT • MoA • MoF • SSC

Stakeholder	Role in the Project	Impact/concerns/needs	Description
			<ul style="list-style-type: none"> • VTC • AQAC Private Sector: <ul style="list-style-type: none"> • Jordan/Amman Chamber of Industry • Jordan/Amman Chamber of Commerce International organizations, civil society institutions <ul style="list-style-type: none"> • WB • GIZ • ILO JRF
Social Security Corporation (SSC)	Disburses wage subsidies	Needs clear procedures, updated data, and compliance checks	Ensures accuracy and speed of subsidy payments
Government Agencies (e.g. MoPIC, MoITS, MoF)	Coordination and policy alignment	Need regular updates, integration with national strategies	Contribute to project oversight, data sharing, and cross-ministerial support
Private Sector	Project interest	Needs responsive labor supply, simplified collaboration channels	Businesses that may have an interest in the project.
Civil Society Organizations (CSOs) and Non-Governmental Organizations (NGOs)	Represent and support vulnerable groups	Need inclusion in consultation, clear information on processes	Organizations that may have an interest in the project's outcomes or impacts., especially those working with youth, women, and PWDs
Academic Institutions: Universities or research institutions	Research and advisory role	Need clarity on training partnerships and relevance	These institutions may have an interest in the project's data or findings
Amman/Jordan Chambers of Industry and Commerce	Mobilize employers	Need outreach materials, clarity on registration and eligibility	Interface between program and private firms

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Stakeholder	Role in the Project	Impact/concerns/needs	Description
Media Outlets	Disseminate information and raise awareness	Need regular, accurate project updates	Help promote project goals, progress, and success stories
International Organizations, GIZ, ILO	Technical assistance and parallel programs	Require coordination and alignment	Organizations that may have a global or regional interest in the project's outcomes.

3.3. Disadvantaged/vulnerable individuals or groups²

Under the 2025 restructuring, engagement with disadvantaged and vulnerable groups will be further strengthened through closer coordination with national institutions such as the NAF, the Higher Council for the Rights of Persons with Disabilities (PwD), and the Jordanian National Commission for Women (JNCW). The Project will maintain targeted outreach measures and accessible communication tools to ensure equitable participation in Project-related activities and opportunities.

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

Table 3. List of vulnerable individuals or groups

Stakeholder	Role in the Project	Impact/concerns/needs	Description
Women	Beneficiaries	<p>Women face multiple, overlapping disadvantages shaped by social norms, economic exclusion, and weak institutional support.</p> <p>They often work in a limited set of sectors such as education, health, and services, where wages are lower and mobility is restricted.</p> <p>Their jobs are more likely to be informal or part-time, lacking contracts, benefits, or any form of social protection.</p>	Persons who may be disproportionately impacted or further disadvantaged by the project(s) compared with any other groups due to their vulnerability status, and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project.
Youth	Beneficiaries	Youth enter the labor market without formal work experience, which limits their ability to compete for available jobs. Their inexperience also increases the risk of labor exploitation, including low wages, unsafe	

Stakeholder	Role in the Project	Impact/concerns/needs	Description
		working conditions, and contract violations.	
Poor Households	Beneficiaries	Poor households might face the risk of exclusion from the project noting that most of them are not active in the formal labor market and might not apply to formal opportunities that will be announced by service providers	
People with disability	Beneficiaries	refrain from applying to announced opportunities, as they assume that they are not targeting them	

4. Stakeholder Engagement Program

4.1. Summary of stakeholder engagement done during project implementation

Stakeholder engagement was conducted continuously throughout the implementation of the PSES Project. Engagement activities focused on informing stakeholders about project objectives, gathering feedback on design elements, and coordinating roles among institutions involved in the NEP. The main activities included:

- Public consultation meetings held during project preparation with jobseekers, private sector firms, training providers, associations, and civil society groups. A summary of these consultations is presented in Annex 1.
- Disclosure of the Environmental and Social instruments, including the Environmental and Social Commitment Plan (ESCP), Stakeholder Engagement Plan (SEP), Grievance Mechanism (GM), and Labor Management Plan (LMP), on the Ministry of Labor website.
- Regular engagement sessions with private sector companies through Sajjil platform orientation meetings, help-desk support, and communication campaigns explaining eligibility requirements, application procedures, and responsibilities under the Project.
- Coordination meetings with key institutions such as SSC, VTC, and AQAC to clarify mandates, data-sharing arrangements, training responsibilities, and OHS oversight.
- Outreach efforts targeting women, NAF beneficiaries, and PwD, including awareness campaigns, digital communication, and support services introduced under the updated NEP features.

Throughout 2025, the PMU maintained continuous engagement with project stakeholders through site visits, consultation meetings, and coordination workshops across all governorates. These activities focused on monitoring implementation progress, addressing challenges raised by employers and jobseekers, and reinforcing collaboration with public institutions and training providers. The engagement process also emphasized communication on OHS, inclusion of women and persons with disabilities, and the use of the project’s grievance mechanism to ensure accountability and transparency.

During 2025, the National Employment Program carried out a wide range of stakeholder engagement activities across different sectors and governorates. These included company visits, workshops, job fairs, coordination meetings with chambers and unions, and targeted outreach to firms, training institutions,

NGOs, and youth and women's groups. The activities aimed to raise awareness about the program, support employers with registration and compliance, strengthen linkages between jobseekers and firms, and expand partnerships with public, private, and civil society actors.

These engagements helped improve employer readiness, expand outreach to diverse jobseekers, and enhance coordination with sector stakeholders. The full list of activities conducted in 2025 is provided in part D under Annex 1.

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

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

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

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

4.3. Stakeholder engagement plan

Table 4. Project stakeholder Engagement activities

Project Stage	Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
Project Preparation or any restructuring	Before the project's final design and before approving the project design for restructuring	Project design and objectives, eligibility, registration process, targeted beneficiaries.	Meetings and Consultation sessions	All Implementing agencies (MoL, SSC, VTC, TV NEP steering committee, NEP technical Committee, CSOs, associations, youth and women organizations	MoL/PMU
	One month pre-launch	Presentation of the expected results from the program and the expected return for all parties Explain the affiliation mechanism and highlight the ease of the process and speed of response Promote several tools for participation to suit all levels	Mass media and social media	Indirect beneficiaries (service providers and firms)	MoL/PMU
	Concurrent with project restructuring process	Update on project objectives, restructuring rationale, and continued reliance on Jordan's national labour policy, legal, and institutional frameworks.	MoL Online platform, Mass media, and social media.	All Implementing agencies (MoL, SSC, VTC, TV NEP steering committee, NEP technical Committee, CSOs,	MoL/PMU

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Project Stage	Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
				associations, youth and women organizations	
Project Implementation	Continuous throughout the project implementation	<p>Constant communication; and clear messages about the target group, project duration, objective of project, processes, and Project GM.</p> <p>A registration and information campaign in all governorates in cooperation with all partners from the public and private sectors</p> <p>Media follow-up to all parties to the project and highlights their steps at each stage</p> <p>Highlight success stories and improvements after restructuring.</p>	<p>MoL Online platform, Mass media, and social media.</p> <p>SMS and direct interaction through Employment offices</p> <p>Direct Meetings with PMU as needed.</p> <p>Announcement workshops</p>	Project beneficiaries, Jobseekers Employers.	MoL/PMU
		<p>Project progress and achievement, Performance indicators.</p> <p>Challenges and opportunities</p>	Regular Meetings	<p>The National Council for Employment</p> <p>The Steering Committee of NEP</p> <p>The Technical Committee of NEP</p>	MoL/PMU

Project Stage	Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
		Project progress, performance, challenges, data sharing, corrective actions	Meetings	Implementing parties, SSC, VTC, AQAC...etc.	MoL/PMU
		Clear communication about the project's inclusiveness, application processes for specialized agencies working with vulnerable groups, and transparent messaging around the grievance mechanism	Meetings and Consultations, as needed. Mass media and social media.	Disadvantaged and vulnerable individuals or groups (women, persons with disabilities, NAF beneficiaries, poor households)	MoL/PMU
		Communication and outreach through digital tools including the "Tashgheel" podcast, success story videos, e-newsletters, and WhatsApp coordination groups to enhance visibility and public engagement.	MoL website, social media platforms, podcasts, and digital campaigns under the PMU Communication and Action Plan.	Jobseekers, employers, training institutions, media, and general public	MoL / PMU
Project Closure	End of the project	Project Achievements and outcomes, sustainability recommendations, institutional learning	Project Completion Report Feedback with comments option will be available to the stakeholders on websites and social media pages where	All Stakeholders	MoPIC / MoL/PMU

Project Stage	Estimated Date/Time Period	Topic of Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
			<p>they can their feedback they have.</p> <p>Contact email and telephone number will be available to receive any feedback, comments and opinions on the disclosed documents.</p>		

Planned activities for engagement with vulnerable groups

The Project will implement targeted engagement activities to ensure that vulnerable groups—including women, youth, and low-income households—receive clear, accessible, and timely information about NEP opportunities. Planned activities include:

- Conducting introductory sessions on NEP and private-sector support packages, delivered in cooperation with local partners and CSOs.
- Organizing workshops to explain eligibility criteria, registration steps through Sajjil, wage subsidy components, and training requirements.
- Carrying out field visits to institutions and companies to provide direct program briefings and strengthen communication channels with employers who may hire individuals from vulnerable groups.
- Collaborating with chambers of industry and commerce to deliver targeted awareness sessions for employers on the benefits of hiring from vulnerable categories.
- Holding job-day events that allow jobseekers to visit workplaces, understand available opportunities, and engage with potential employers.

Planned activities for engagement with Persons With Disabilities (PwD)

To promote inclusive participation, the Project will continue targeted outreach to persons with disabilities and organizations representing them. Activities will include:

- Delivering sessions that explain NEP eligibility, the role of the disability identification card, and the support available for PwD under the restructured project.
- Providing tailored assistance through employment offices for PwD who require support with registration or access to digital tools.
- Coordinating with organizations and associations working with PwD to disseminate information on training opportunities, workplace requirements, and grievance channels.
- Conducting awareness sessions for employers on accessibility, non-discrimination, and reasonable workplace accommodations.

Planned activities for engagement with other priority or hard-to-reach groups

The Project will strengthen engagement with population groups that face barriers to program access. Activities will include:

- Partnering with community-based organizations to reach women in rural and underserved areas.
- Implementing focused communication campaigns targeting youth who are not in education, employment, or training, with simple messages on how to register and access soft-skills and OSH training.
- Providing in-person support through employment offices for individuals with limited digital literacy to help with Sajjil registration and grievance submission.

- Expanding digital communication through podcasts (such as “Tashgheel”), success-story videos, e-newsletters, WhatsApp coordination groups, and social-media content to ensure broad outreach across governor

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

The key objectives of the campaign are to:

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

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

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



Figure 1. Campaign Tool

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

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

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

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

As part of the 2025 restructuring, the PMU prepared a Communication and Outreach Action Plan to complement stakeholder engagement activities under the Project. The Plan defines the tools, responsibilities, and communication channels used to ensure transparency, visibility, and active participation of beneficiaries and partners throughout implementation. The Communication and Outreach Action Plan aims to:

- Strengthen information dissemination about project objectives, eligibility, and results;
- Promote awareness of employment opportunities supported under the Project;
- Encourage participation by private-sector firms, jobseekers, and training institutions; and
- Provide clear and accessible communication on grievance redress mechanisms and workers' rights.

Communication tools include:

- Official MoL social media pages and digital platforms;
- The "Tashgheel" podcast highlighting success stories from employers and workers;
- Press releases, newsletters, and short videos;
- WhatsApp coordination groups for employers and partners;
- Media coverage of major events and achievements; and
- Continuous updates through the Sajjil platform.

The PMU Communication Officer, in coordination with the MoL's Media and Public Relations Department, is responsible for implementing the Plan. Progress will be tracked through indicators such as the number of communication materials produced, engagement statistics on digital platforms, and the level of stakeholder feedback received.

A summary of the key communication activities and their integration with stakeholder engagement methods is presented in Annex 2

4.4. Reporting back to stakeholders

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

5. Resources and Responsibilities for implementing stakeholder engagement activities

5.1. Resources

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

5.2. Management functions and responsibilities

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

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

6. Grievance Mechanism

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

The Project uses a structured grievance value chain to ensure that all complaints are received, assessed, and resolved in a clear, timely, and transparent manner. This value chain applies to all types of grievances submitted by project workers or other stakeholders. the grievance value chain is presented in figure 2 and explained in section 6.1.



Figure 2. Grievance Value Chain

6.1. Description of GM

Step	Description of Process	Time Frame	Responsibility
GM implementation structure	<p>Grievances raised by stakeholders will be managed through a transparent process, readily acceptable to all segments of affected communities and other stakeholders, at no cost and without retribution. This grievance mechanism sets out the following steps to be taken to resolve grievances, the role of different staff members involved and timeframes to reach a decision on grievances. The GM works within existing legal and cultural frameworks, providing an additional opportunity to resolve grievances at the local, project level.</p> <p>This is a project level GM that is open to any individual, communities having question, concern, grievance, complaint about the project. In addition, all firms, training centers can use the GM for their workers/employers described in the project's Labor Management Procedure (LMP) which has include also a specific process to address GBV and SEA/SH-related grievances and complaints.</p>		PMU
Grievance uptake	<p>Grievances can be submitted via the following channels:</p> <ul style="list-style-type: none"> • MoL's grievance platforms "Himaya- حماية" (accessible through the following link (https://hemayeh.jo/)) • The Prime Ministry's platform of grievance and redress "(at your service)" "بخدمتكم" accessible through the following link: https://portal.jordan.gov.jo/wps/portal/Home/CMU/CMU#/complaint • the helpdesk of the Ministry of Labor Employment Offices • a designated hotline for grievances (06-5008080) • F. Sajjil Platform (https://sajjil.gov.jo/) • PMU designated hotline for grievances (06-2221306) • WhatsApp Business linked to the PMU 		MoL / PMU
Sorting, processing	<p>Complaints are categorized based on type, severity, and required action.</p> <p>In cases where confidentiality is requested, the complainant may provide contact details or other suitable means for status updates.</p> <p>The complaint receiver ensures complaints are documented in a complaint log</p>	Upon receipt of complaint	PMU GM focal point
Acknowledgment and follow-up	<p>The PMU will acknowledge receipt of the grievance and notify the complainant.</p> <p>The acknowledgment will include the expected resolution timeline and contact details for inquiries or updates</p>	Within 2 days of receipt	PMU GM focal point

Step	Description of Process	Time Frame	Responsibility
Verification, investigation, action	<ul style="list-style-type: none"> • Verify the grievance to ensure it is valid and within the project's scope. • Assign grievances to the relevant party or team for investigation and resolution. • Conduct an investigation using appropriate methods, such as site visits for physical grievances, consultations with the complainant, and document reviews for procedural or financial issues. • Develop a clear action plan to resolve the grievance, including specific corrective measures, an implementation timeline, and assigned responsibilities 	Within 30 working days	PMU Manager, PMU GM focal point, relevant department with MoL
Monitoring and evaluation	<ul style="list-style-type: none"> • Monitor the implementation of corrective actions to ensure they are completed effectively. • Periodically evaluate the GM's efficiency and effectiveness based on metrics such as: Number of grievances received and resolved., Resolution time, Complainant satisfaction rates. • Prepare quarterly or annual GM performance reports 	Quarterly	PMU GM focal
Provision of feedback	<ul style="list-style-type: none"> • Inform the complainant of the resolution in writing or through their preferred communication channel. • Explain the actions taken or provide justification for non-action if the grievance is found invalid. • If the complainant is dissatisfied, offer an option to escalate the grievance to a higher-level review committee or independent body 	Upon resolution	PMU GM focal point

6.2 Grievance Escalation Approach

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

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

6.3 Grievance Procedure for SEA/SH

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

1. Uptake:

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

2. Sorting and Processing:

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

3. Acknowledgment and Follow-Up:

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

4. Verify, Investigate & Act:

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

5. Monitoring and Evaluation:

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

6. Provide Response:

- Notify the complainant of actions taken securely.
- Evaluate the complainant's experience through a secure survey.

6.4 Labor Grievance Mechanism

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

7. Monitoring and Reporting

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

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

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

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

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

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

7.2. Reporting back to stakeholder groups

The SEP will be periodically revised and updated as necessary in the course of project implementation. Quarterly summaries and internal reports on public grievances, enquiries, and related incidents, together with the status of implementation of associated corrective/preventive actions, will be collated by responsible staff and referred to the senior management of the project. The quarterly summaries will provide a mechanism for assessing both the number and nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner. Information on public engagement activities undertaken by the Project during the year may be conveyed to the stakeholders in various ways, including formal meetings, awareness sessions, consultation sessions on specific topics, etc.

Annexes

Annex 1: Summary of stakeholder engagement done during project implementation to date

A- Consultations conducted in 2023-2024

The PMU held extensive meetings with stakeholders from 2023 through 2024 to support implementation of the project. Engagement covered chambers of industry and trade, private-sector companies, universities, cooperatives, international organizations, and multiple government entities. These meetings focused on project introduction, registration procedures, training requirements, private-sector needs, wage-support mechanisms, and opportunities to expand outreach across sectors and governorates. Discussions also addressed electronic system linkages, improved coordination with industrial cities and associations, and enhanced inclusion of women, youth, and persons with disabilities.

Engagement with beneficiary firms included awareness sessions, field visits, on-boarding support for Sajjil registration, and coordination with large companies and sector associations to facilitate job matching and training. The PMU also coordinated with Social Security, the Ministry of Tourism, the Ministry of Digital Economy, the Development and Employment Fund, and international partners such as the World Bank, UNICEF, and Oxfam to align institutional processes and strengthen project implementation.

All meetings listed above including dates, venues, stakeholders, and discussion topics are presented in the table that follows.

:

Date	Venue	Stakeholder	# of attendees/ # of Females	Discussions
Mar 06 2023	MoL	<ul style="list-style-type: none"> Jordan Chamber of Industry Amman Chamber of Industry MoL 	3/7	<ul style="list-style-type: none"> To monitor the progress of the program, including the number of registered companies and individuals, and to understand the cooperation aspects for the upcoming phase, the following steps will be undertaken: <ul style="list-style-type: none"> Continuously track and update the data on the number of companies and individuals registered in the program. Engage in regular communication with the registered companies in Chambers to keep them informed about the

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Date	Venue	Stakeholder	# of attendees/ # of Females	Discussions
				program's benefits and updates.
Mar 13 2023	Amman Chamber of Industry	<ul style="list-style-type: none"> Jordan Chamber of Industry Amman Chamber of Industry Amman Chamber of Trade 	30/70	<ul style="list-style-type: none"> Which was established by the Amman Chamber of Industry in cooperation with the German Agency for International Cooperation (GIZ), in order to provide labor for factories.
May 12 2023	Zaytouna University	<ul style="list-style-type: none"> Zaytouna University NEP MoL 40 companies from various sectors BDC Injaz 	22/80	<ul style="list-style-type: none"> Attending the Career Day to introduce the National Employment Program for participating companies, in addition to meeting a number of graduate students to introduce them to the platform, how to register for it, and learn about job opportunities.
Jun7 2023	Aqaba Chamber of Trade	<ul style="list-style-type: none"> Aqaba Chamber of Trade MoL 	12/35	An introduction day about the National Employment Program for 11 companies in Aqaba Governorate
Feb 11 2024	Amman Chamber of Trade	Amman Chamber of Trade PMU	12/30	<ul style="list-style-type: none"> MoL introduced the idea of the program and the importance of it to address the high unemployment MoL presented the objectives, target groups and mechanisms for the program Attendees highlighted the major role the private sector have in this program The importance of the role of the Industrial and companies sectors to this program The committees need to carefully identify the private sector needs to design a

Date	Venue	Stakeholder	# of attendees/ # of Females	Discussions
				<p>program that responds to those needs</p> <ul style="list-style-type: none"> • The need to adopt a monitoring and supervision mechanism for the training programs that will ensure proper utilization and benefit of these programs • A wages support • Selection mechanisms for beneficiarie
17-20 Mar 2024	WB	<ul style="list-style-type: none"> • WP MOPIC • MOL • VTC • VTSDC • PMU 	9/20	<ul style="list-style-type: none"> • There was talk about restructuring the project and extending it until the end of 2025, adding mandatory training in life skills, safety and occupational health, adding 15 dinars for women to encourage their participation in the labor market, talking about the environmental and social commitment plan and publishing it on the ministry's website, in addition to talking about work injuries and the new media plan, appointing a project manager, a social media employee and a training coordinator..
14 May 2024	East Amman Investors Association	<ul style="list-style-type: none"> • East Amman Investors Association • PMU 	10/30	<ul style="list-style-type: none"> • An introductory meeting about the national program with 30 companies from the private sector and learning about the mechanism of registration in the program and what controls companies must adhere to when participating in the program.
3 June 2024	Irbid Chamber of Trade	<ul style="list-style-type: none"> • Irbid Chamber of Trade • PMU 	0/4	<ul style="list-style-type: none"> • Holding a meeting with the President of the Chamber of Commerce in order to conduct field visits with the Chamber of Commerce and hold a workshop with

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Date	Venue	Stakeholder	# of attendees/ # of Females	Discussions
				companies in Irbid Governorate.
23 June 2024	Ministry of Tourism	<ul style="list-style-type: none"> • Ministry of Tourism • PMU 	0/4	<ul style="list-style-type: none"> • A meeting was held with His Excellency the Secretary General of the Ministry of Tourism in order to find a mechanism for the hot beverage establishments company (hotels - restaurants and everything related to these beverages in the National Employment Programme, in addition to providing us with the communications information for these establishments in order to communicate with us through the program). The program was introduced after re- The structure was still new, and the training program for the Ministry of Tourism was introduced and an attempt was made to break through the points of polarization between the two programs in terms of training tourist guides.
10 July 2024	Jordanian Cooperative Corporation	<ul style="list-style-type: none"> • Jordanian Cooperative Corporation • PMU 	0/4	<ul style="list-style-type: none"> • A meeting was held with the Director General of the Fund, in which the National Employment Program and the new procedures of the program were introduced. The nature of cooperative societies and the mechanism for approving commercial registers were introduced, as it revealed the possibility of the cooperative association issuing a commercial register in the event that projects are implemented therein.

Date	Venue	Stakeholder	# of attendees/ # of Females	Discussions
13 July 2024	Ministry of Digital Economy	<ul style="list-style-type: none"> Ministry of Digital Economy PMU 	2/5	<ul style="list-style-type: none"> A meeting was held with the Secretary General of the Ministry of Digital Economy to discuss aspects of cooperation in order to support the progress of operations in the National Employment Program.
14 July 2024	Development and Employment Fund	Development and Employment Fund PMU	0/3	<ul style="list-style-type: none"> Holding a meeting with the Development and Employment Fund and signing a memorandum of understanding, the terms of which focus on the following: <ul style="list-style-type: none"> Providing the Ministry of Labor with a list containing associations that own a licensed commercial activity (commercial register and professions license). Electronic linking between the Sijil platform and the Takaful platform in order to facilitate communication with associations and guide them to benefit from the National Employment Programme. Holding meetings with social development directorates in the governorates to introduce and train them on the national program and how it works. Holding meetings with nominated charities to benefit from the national program and how to request registration.
17 July 2024	Social Security	<ul style="list-style-type: none"> Social Security PMU 	1/3	<ul style="list-style-type: none"> Coordination on new procedures for the program based on the project structure
21 July 2024	Industrial cities management	<ul style="list-style-type: none"> Industrial cities management PMU 	5	<ul style="list-style-type: none"> A meeting was held with the Director General of the Industrial Cities Administration and it was

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Date	Venue	Stakeholder	# of attendees/ # of Females	Discussions
				agreed with him to hold a number of workshops in the industrial cities in the governorates to introduce them to the national program, updates, and registration mechanisms in the program.
21 July 2024	Special Education Administration	<ul style="list-style-type: none"> Special Education Administration PMU 	0/4	<ul style="list-style-type: none"> An official letter was sent for cooperation to introduce the national program, and the registration link was published on the Ministry of Education's website, and the registration link was published on the Ministry of Education's website.
24 July 2024	US Chamber of Commerce	<ul style="list-style-type: none"> US Chamber of Commerce PMU 	17/40	<ul style="list-style-type: none"> Introducing the national program, its updates, and registration mechanisms in the program
30 July 2024	Karak Industrial Cities Administration	<ul style="list-style-type: none"> Karak Industrial Cities Administration PMU 	3/14	<ul style="list-style-type: none"> A meeting was held with the Director General of Hussein bin Abdullah II Industrial City, and a number of factory owners, in which the National Employment Program and the new procedures for the program were introduced.
30 July 2024	Karak Chamber of Commerce	Karak Chamber of Commerce	0/6	<ul style="list-style-type: none"> A meeting was held with the President of the Karak Chamber of Commerce in order to conduct field visits with the Chamber of Commerce and hold a workshop with establishments in Karak Governorate. Work is underway to communicate with and visit the facilities
30 July 2024	Companies Control Department	Companies Control Department	0/3	<ul style="list-style-type: none"> Providing the Ministry of Labor with a list containing the newly registered companies in the Companies

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Date	Venue	Stakeholder	# of attendees/ # of Females	Discussions
				Control Department, and the registration link for the program was published on the Department's website.
31 July 2024	National Committee for Kindergarten Sector	<ul style="list-style-type: none"> National Committee for Kindergarten Sector PMU 	16/20	<ul style="list-style-type: none"> A meeting was held with 20 nurseries via Zoom to introduce them to the program.
11 August 2024	Jordanian Cooperative	<ul style="list-style-type: none"> Jordanian Cooperative PMU 	7/10	<ul style="list-style-type: none"> An online meeting was held in cooperation with the Jordanian Cooperative Corporation with 17 cooperative societies to introduce them to the national program and how to register for it.
14 August 2024	Field visits to a number of private sector schools in Amman	<ul style="list-style-type: none"> Prince Hamzah Bin Al Hussein School Independent Schools Hasad Schools Al-Alamiya Schools Al-Qadaa Schools Al-Durra Al-Sharifa Schools Philadelphia Schools Al-Mahwar Schools International Skills Schools Droob Al-Asalah Al-Muasira Schools PMU 	9/10	<ul style="list-style-type: none"> Visit 10 of the largest private sector schools and introduce them to the program and how to register. 3 schools registered directly for the program
15 August 2024	Classic Fashion Apparel	<ul style="list-style-type: none"> Classic Fashion Apparel 	4/5	<ul style="list-style-type: none"> Classic Fashion Apparel Industry Company conducted

Date	Venue	Stakeholder	# of attendees/ # of Females	Discussions
	Industry Company	Industry Company <ul style="list-style-type: none"> PMU 		a training on how to register new employees on the national program. During this session, 250 contracts were registered.
18 August 2024	Sama Jordan Company (Al-Youm Dairy) Money for Finance Company	<ul style="list-style-type: none"> Sama Jordan Company (Al-Youm Dairy) Money for Finance Company PMU 	4/10	<ul style="list-style-type: none"> A field visit to both Sama Jordan Company (Al-Youm Dairy) and Al-Mal Finance Company to introduce them to the program and register them in the program
04 Sep2024	MOL	<ul style="list-style-type: none"> MOL PMU 	10/24	<ul style="list-style-type: none"> Participation in the employment program for persons with disabilities to integrate them into the labor market, where the possibility of including them in job opportunities within companies benefiting from the national employment program was discussed.
05 Sep 2024	College of Tourism - Yarmouk University	<ul style="list-style-type: none"> College of Tourism - Yarmouk University PMU 	30/100	<ul style="list-style-type: none"> College of Tourism - Yarmouk University. A workshop was carried out with the college and a number of tourist facility owners and graduate students to introduce them to the program and clarify the benefit from wage subsidies for both facility owners and students.
08 Sep2024	Bin Al Ameed Company	Bin Al Ameed Company PMU	2/3	<ul style="list-style-type: none"> To introduce them to the program
17-18 SEP 2024	WB	<ul style="list-style-type: none"> WP MOPIC MOL SCC VTC VTSDC NAF PMU 	9/25	<ul style="list-style-type: none"> The World Bank's mission is to discuss the progress of the project stages after the restructuring is approved and to discuss the progress of the program's disbursement process.

Date	Venue	Stakeholder	# of attendees/ # of Females	Discussions
24 SEP 2024	Amman Chamber of Industry	<ul style="list-style-type: none"> • Amman Chamber of Industry • MOL 	20/50	<ul style="list-style-type: none"> • Meeting with 43 of the largest companies and factories in Jordan to discuss the national program and how private sector owners benefited from wage support

B. Consultations conducted for the Restructuring design

The Ministry of Labor conducted additional consultations on stakeholder engagement and the restructuring design. The Ministry presented the project background, objectives, and restructuring updates, followed by a discussion on implementation tools and stakeholder engagement. Participants were asked to provide feedback on equitable access, lessons learned from similar programs, communication needs, and the adequacy of current grievance channels.

Key feedback included the following:

- Participants reaffirmed the central role of the private sector and welcomed the inclusion of associations as partners under the restructuring.
- Technical committee members stressed the need for regular monthly coordination meetings with MoL to follow project progress.
- Stakeholders agreed that restructuring updates will expand job opportunities and help jobseekers acquire skills needed for the labor market.
- Chambers expressed willingness to use their communication platforms to promote the program’s updated features.
- Participants emphasized the importance of strengthened monitoring and supervision of training programs.
- They recommended consulting stakeholders on beneficiary selection mechanisms once finalized.
- Participants requested an opportunity to review updated Sajjil platform features.

C: Summary of Stakeholder Engagement Activities Conducted in 2025

اسم اليوم الوظيفي-الفاعلية	مؤشر الأداء	مكان الأنعقاد	الشهر	تاريخ الانعقاد	الجهة المنفذة	عدد الشركات المشاركة	ملاحظات اضافية
اجتماع مع النقابة العملة لتجار الالبسة والحذية والاقمشة	زيارة منفذة	جبل الحسين -عمان	Apr	4/7/2025	البرنامج الوطني للتشغيل	3	الاتفاق على عقد ورشة عمل داخل النقابة
MadfoatCom	زيارة منفذة	مجمع الاعمال	Jun	1/9/2025	البرنامج الوطني للتشغيل	1	شرح للشركات للاسفادة من البرنامج الوطني للتشغيل
	زيارة منفذة	وادي صقرة	Jun	1/13/2025	البرنامج الوطني للتشغيل	3	تدريب على المنصة لرفع الموظفين
Smartbuy jordan	زيارة منفذة	السابع	Feb	03/02/020 5	البرنامج الوطني للتشغيل	1	شرح للشركات للاسفادة من البرنامج الوطني للتشغيل
نور قصاص	زيارة منفذة	البرنامج الوطني للتشغيل	march	3/4/2025	البرنامج الوطني للتشغيل	4	شرح للشركات للاسفادة من البرنامج الوطني للتشغيل
مجموعة أبو صالح	زيارة منفذة	البرنامج الوطني للتشغيل	march	3/4/2025	البرنامج الوطني للتشغيل	17	تدريب على المنصة لرفع الموظفين
مؤسسة التدريب المهني, نقابة أصحاب المطاعم والحلويات الأردنية, Siyaha Jobs	زيارة منفذة	البرنامج الوطني للتشغيل	march	3/19/2025	البرنامج الوطني للتشغيل		ورشة عمل لدعوة القطاع السياحي على البرنامج
حلويات حبيبه	زيارة منفذة	البرنامج الوطني للتشغيل	Apr	4/8/2025	البرنامج الوطني للتشغيل	3	تدريب على المنصة لرفع الموظفين
شركة المنظار - مستشفى السعودي	زيارة منفذة	البرنامج الوطني للتشغيل	Apr	4/9/2025	البرنامج الوطني للتشغيل	1	متابعة وتقييم وتدريب

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مجموعة شركات الطازج	زيارة منفذة	البرنامج الوطني للتشغيل	Apr	4/9/2025	البرنامج الوطني للتشغيل	4	متابعة وتقييم وتدريب
شركة عرموش للاستثمارات السياحية - مكدونالدز الاردن	زيارة منفذة	البرنامج الوطني للتشغيل	Apr	4/9/2025	البرنامج الوطني للتشغيل	1	متابعة وتقييم وتدريب
سامح مول	زيارة منفذة		Apr	4/9/2025	البرنامج الوطني للتشغيل	1	متابعة وتقييم وتدريب
جمعية المركز الاسلامي الخيرية	زيارة منفذة	البرنامج الوطني للتشغيل	Apr	4/10/2025	البرنامج الوطني للتشغيل	1	متابعة وتقييم وتدريب
شركة ماجد الفطيم	زيارة منفذة	البرنامج الوطني للتشغيل	Apr	4/14/2025	البرنامج الوطني للتشغيل	1	متابعة وتقييم وتدريب
شركة المحيط الازرق	زيارة منفذة	البرنامج الوطني للتشغيل	Apr	4/15/2025	البرنامج الوطني للتشغيل	1	لجنة موافقة
النقابة العملة لتجار الالبسة والحذية والاقمشة	زيارة ميدانية / ورشة عمل	البرنامج الوطني للتشغيل	Apr	4/15/2025	البرنامج الوطني للتشغيل	20	شرح للشركات للاسفادة من البرنامج الوطني للتشغيل
نقابة اصحاب المطاعم والحلويات	زيارة منفذة	البرنامج الوطني للتشغيل + التدريب المهني	May	4/15/2025	البرنامج الوطني للتشغيل	-	اجتماع مع منصة سياحة جوب والاتفاق على التعاون
مجموعة المحيط الازرق	زيارة منفذة	البرنامج الوطني للتشغيل	May	4/15/2025	البرنامج الوطني للتشغيل	50+	الشرح عن الدعم وتسجيل المجموعة في البرنامج الوطني للتشغيل
مطعم مشكل	زيارة منفذة	البرنامج الوطني للتشغيل	May	4/15/2025	البرنامج الوطني للتشغيل	50+	الشرح عن الدعم وتسجيل المجموعة في البرنامج الوطني للتشغيل

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شركة دوت نت	زيارة منفذة	البرنامج الوطني للتشغيل	May	4/15/2025	البرنامج الوطني للتشغيل	20	الشرح عن الدعم وتسجيل المجموعة في البرنامج الوطني للتشغيل
مجموعة ابو صالح	زيارة منفذة	البرنامج الوطني للتشغيل	May	4/15/2025	البرنامج الوطني للتشغيل	100+	الشرح عن الدعم وتسجيل المجموعة في البرنامج الوطني للتشغيل
المنتجات البترولية الاردنيه	زيارة منفذة	البرنامج الوطني للتشغيل	May	4/15/2025	البرنامج الوطني للتشغيل	100 +	الشرح عن الدعم وتسجيل المجموعة في البرنامج الوطني للتشغيل
بلان انترنشانل	زيارة ميدانية / ورشة عمل	البرنامج الوطني للتشغيل	May	4/15/2025	البرنامج الوطني للتشغيل	-	امكانية التعاون وتحقيق الاهداف بين البرنامج الوطني للتشغيل وبلان انترنشانل
زيارة غرفة صناعة اربد	ورشة عمل مع غرف الصناعة والتجارة	البرنامج الوطني للتشغيل	JUN	6/19/2025	البرنامج الوطني للتشغيل	-	اجتماع مع غرفة صناعة اربد لترتيب المرحلة الثانية من الوصول للمنشآت
مديرية عمل اربد	زيارة منفذة	البرنامج الوطني للتشغيل	JUN	6/19/2025	البرنامج الوطني للتشغيل	-	زيارة متابعة
مشفى ابن النفيس	زيارة منفذة / ورشة عمل	البرنامج الوطني للتشغيل	JUN	6/19/2025	البرنامج الوطني للتشغيل	-	تم الاجتماع مع مدير المشفى الدكتور احمد العتوم واعطاء تدريب على المنصة لضابط الارتباط
IGGG	زيارة منفذة / ورشة عمل	البرنامج الوطني للتشغيل	JUN	7/17/2025	البرنامج الوطني للتشغيل	-	الشرح عن الدعم وتسجيل المجموعة في البرنامج الوطني للتشغيل
بلند كوفي هاوس	زيارة منفذة	البرنامج الوطني للتشغيل	JUN	6/20/2025	البرنامج الوطني للتشغيل	-	الشرح عن الدعم وتسجيل المجموعة في البرنامج الوطني للتشغيل
وزارة التربية والتعليم	زيارة منفذة / ورشة عمل	البرنامج الوطني للتشغيل	JUN	31/6	البرنامج الوطني للتشغيل	-	الشرح عن الدعم وتسجيل المجموعة في البرنامج الوطني للتشغيل /مشروع مسار

اسم اليوم الوظيفي-الفاعلية	مؤشر الأداء	مكان الأنعقاد	الشهر	تاريخ الانعقاد	الجهة المنفذة	عدد الشركات المشاركة	ملاحظات اضافية
غرفة تجارة عمان	ورشة عمل مع غرف الصناعة والتجارة	البرنامج الوطني للتشغيل	JUN	6/21/2025	البرنامج الوطني للتشغيل	-	فاطمة القيسي
Oxfam	زيارة منفذة / ورشة عمل	البرنامج الوطني للتشغيل	JUN	6/21/2025	البرنامج الوطني للتشغيل	-	دعاء الخرشنة
مركز زها الثقافي	زيارة منفذة / ورشة عمل	البرنامج الوطني للتشغيل	JUN	7/6/2025	البرنامج الوطني للتشغيل	-	ايمان
غرفة صناعة عمان	ورشة عمل	البرنامج الوطني للتشغيل	July	7/15/2025	البرنامج الوطني للتشغيل	100+	
يوم وظيفي (جمعية مستثمرين الاردنيين) سحاب	يوم وظيفي	البرنامج الوطني للتشغيل	July	7/24/2025	البرنامج الوطني للتشغيل	50+	
شركة مذيب حداد	زيارة منفذة / ورشة عمل	البرنامج الوطني للتشغيل	July	7/15/2025	البرنامج الوطني للتشغيل	-	رهام
جرامكو	زيارة منفذة / ورشة عمل	البرنامج الوطني للتشغيل	July	7/17/2025	البرنامج الوطني للتشغيل	-	نقيب الطيران
شركة امور التقنية	زيارة منفذة / ورشة عمل	البرنامج الوطني للتشغيل	July	7/10/2025	البرنامج الوطني للتشغيل	-	حنان
مدارس المشرق	زيارة منفذة / ورشة عمل	البرنامج الوطني للتشغيل	Agu	5/20/2025	البرنامج الوطني للتشغيل	-	السيد فارس
يوم وظيفي (جمعية مستثمرين الاردنيين) اربد	زيارة منفذة / ورشة عمل	البرنامج الوطني للتشغيل	Agu	8/18/2025	البرنامج الوطني للتشغيل	-	السيد ثائر

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اسم اليوم الوظيفي-الفاعلية	مؤشر الأداء	مكان الأنعقاد	الشهر	تاريخ الانعقاد	الجهة المنفذة	عدد الشركات المشاركة	ملاحظات اضافية
شركاء للافضل	ورشة عمل	البرنامج الوطني للتشغيل	Agu	8/10/2025	البرنامج الوطني للتشغيل	-	البرنامج الوطني للتشغيل
جمعية الخدمة الجماعية العلمية WUSC	ورشة عمل	البرنامج الوطني للتشغيل	Agu	8/10/2025	البرنامج الوطني للتشغيل	-	السيدة زين حبجوقة
الجامعة الاردنية	زيارة منفذة / ورشة عمل	البرنامج الوطني للتشغيل	Agu	8/18/2025	البرنامج الوطني للتشغيل	-	
AlHussein Technical University	زيارة منفذة / ورشة عمل	البرنامج الوطني للتشغيل	Agu	8/12/2025	البرنامج الوطني للتشغيل	-	رامي الكرمي
الشركة الأردنية الفلسطينية لتسويق المنتجات الزراعية (جباكو)	زيارة منفذة / ورشة عمل	البرنامج الوطني للتشغيل	Agu	8/13/2025	البرنامج الوطني للتشغيل	-	-
مجموعة الحموي	زيارة منفذة / ورشة عمل	البرنامج الوطني للتشغيل	Agu	8/11/2025	البرنامج الوطني للتشغيل	-	ماجد الحموي
صندوق دعم وتطوير الصناعة	زيارة منفذة / ورشة عمل	البرنامج الوطني للتشغيل	Sep	9/3/2025	البرنامج الوطني للتشغيل	100+	
المركز الأردني للتصميم والتطوير	زيارة منفذة / ورشة عمل	البرنامج الوطني للتشغيل	Sep	9/5/2025	البرنامج الوطني للتشغيل	10+	
المجلس الدنماركي للاجئين	يوم وظيفي	البرنامج الوطني للتشغيل	Sep	9/24/2025	البرنامج الوطني للتشغيل	150+	
جمعية إعادة تدوير المخلفات البلاستيكية	زيارة منفذة / ورشة عمل	البرنامج الوطني للتشغيل	Sep	9/21/2025	البرنامج الوطني للتشغيل	-	

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ملاحظات اضافية	عدد الشركات المشاركة	الجهة المنفذة	تاريخ الانعقاد	الشهر	مكان الأنعقاد	مؤشر الأداء	اسم اليوم الوظيفي-الفاعلية
	12	البرنامج الوطني للتشغيل	9/16/2025	Sep	البرنامج الوطني للتشغيل	زيارة منفذة / ورشة عمل	مشروع التنمية المستدامة -PLAN
	100+	البرنامج الوطني للتشغيل	9/11/2025	Sep	البرنامج الوطني للتشغيل	زيارة منفذة / ورشة عمل	نقابة المهندسين - اربد
	-	البرنامج الوطني للتشغيل	9/17/2025	Sep	البرنامج الوطني للتشغيل	زيارة منفذة / ورشة عمل	Gender Inclusivity Awareness Session
	-	البرنامج الوطني للتشغيل	9/23/2025	Sep	البرنامج الوطني للتشغيل	ورشة عمل	UNICEF

Annex 2: PMU communication strategy and Action Plan

Action	Channels	Frequency/ Timeline	Requirements
Communications Strategy: Develop and finalize communications strategy and action plan	Internal dissemination	Annually	Survey, meetings with partners and external stakeholders, and internal discussions to update the strategy.
Social Media: Develop social media posts to communicate NEP progress and achievements. In addition, NEP will develop educative posts that can be of interest to target audiences like “did you know” posts or “best practices” or “infographics” or live videos hosting partners that will increase the frequency of posting and audience engagement based on a content calendar.	Social Media	Ongoing	Boosting might be required to elevate the reach and engagement. Social media posts should follow peak times based on accounts insights to ensure higher reach and engagement. An annual social media content calendar will be developed to plan social media posting.
Branding Materials and Collaterals: Develop communication and awareness materials and products to promote the activity’s work to the external audience (fact sheets, infographics, e-cards, designed studies and deliverables, and so forth)	Print or disseminate electronically to stakeholders, social media, website, events	When needed	Graphic designer and production services
Press Releases: Develop and disseminate press releases on the NEP high level events or achievements	Send by email to media representatives to publish and share on social media. Partners are encouraged to publish their news stories in coordination with PMU..	When needed	Coordination with partners, media contact list
Website: Upload web stories, announcements, and grant opportunities to Internes website and the Sajil platform	Website, social media	Ongoing	Coordinate with Media and Public Relations Department at the Ministry of Labor To post on website

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Action	Channels	Frequency/ Timeline	Requirements
<p>E-Newsletter: Strengthen communications with partners and stakeholders by disseminating a periodic e-newsletter that includes updates, news, and success stories using an updated NEP contact list</p>	<p>Email, social media</p>	<p>Ongoing</p>	<p>Updated NEP contact list</p>
<p>Events: Support in holding ceremonies, dialogues, celebrations, and World Bank Mission Visits to showcase NEP successes and achievements and encourage open communication among various stakeholders</p>	<p>Event, mainstream media, e-newsletter, social media, partners platforms</p>	<p>Ongoing</p>	<p>Event planner if needed, service providers for printing, interpretation, or photography/ videography</p>
<p>Success Stories: Capture and disseminate human angle success via short videos and written stories</p>	<p>Social media, website, events, share by email, partners platforms</p>	<p>Quarterly</p>	<p>Filmmaker, content editor</p>
<p>Videos: Produce short videos to promote partners efforts and raise awareness on Sustainability of work.</p>	<p>Events, social media, partners platforms</p>	<p>Ongoing</p>	<p>Filmmaker or videographer with in-house editing, coordination with partners</p>
<p>WhatsApp Groups: NEP will continue using WhatsApp groups to communicate with partner and beneficiaries. In those groups' PMU will post announcements, opportunities, and seek feedback from partners when needed.</p>	<p>WhatsApp</p>	<p>Ongoing</p>	<p>Coordination with partners and internally among PMU team</p>

Endnotes

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

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

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