



Jordan Emergency Cash Transfer COVID19 Response Project

LABOR MANAGEMENT PROCEDURES

**Updated for Restructuring
May 2025**

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Definitions

- “Etidama Program” is a national program, established in December 2020 under Social Security Corporation to provide Etidama Benefits to eligible formal sector workers.
- “Etidama Benefits” means a set of safety net transfers combining wage subsidies and social security contributions paid to Eligible Employees of Eligible Firms (under component 4 of the Project).
- “National Aid Fund” or “NAF” is a national safety net fund established in accordance with National Aid Fund Law No. 36 (1986), as amended, or its legal successor.
- “PMU”: The Project management unit within NAF
- Social Security Corporation” or “SSC” is an autonomous government institution, established under the Temporary Law No. 30 (1978) and Law No. 19 (2001), with the mandate to protect and support the workforce socially and economically.
- “Takaful-1 Cash Transfer Program” is a national targeted program, established in May 2019 under NAF to provide unconditional Cash Transfers to Beneficiaries to provide income support aimed at the protection and inclusion of poor households using a pro-poor targeting criteria.
- “Takaful-2 Cash Transfer Program” is an emergency national cash transfer program, established in April, 2020 and implemented in the second quarter of the same year, targeting households with informal workers adversely affected by COVID-19 pandemic.
- “Takaful-3” Cash Transfer Program” is an emergency national cash transfer program, established in December, 2020, to be implemented during 2021, targeting households with informal workers adversely affected by COVID-19 pandemic.
- “Unified Cash Transfer UCT” is the re-branded name for the Takaful Cash Transfer Program.

1. INTRODUCTION

These Labor Management Procedures (LMP) apply to the Jordan Emergency Cash Transfers Project. The LMP was initially prepared, disclosed, and adopted in November 2020 for the Emergency Cash Transfer Parent Project, updated in November 2021 for the first Additional Financing, and subsequently updated is being updated following restructuring in 2024 for the Emergency Cash Transfers Project restructuring.

This LMP is applicable to the Parent Project, the first Additional Finance, the Second Additional Finance, and the project restructuring; it covers both implementing entities (National Aid Fund and the Social Security Corporation) through signed subsidiary agreements between each entity and the Ministry of Planning and International Cooperation (MOPIC) and the Social Security Corporation (SSC). These procedures set out the way in which project workers are managed in accordance with the requirements of national labor laws and the World Bank's Environmental and Social Standard 2 on Labor and Working Conditions (ESS2). The LMP will be reviewed and updated during Project implementation as needed.

The purpose of the LMP is to facilitate planning and implementation of the project through identification of the main labor requirements and risks associated with the project, including maintaining a safe working environment for workers throughout the COVID-19 pandemic.

The Emergency Cash Transfer COVID-19 Response Parent Project has been supporting the GOJ cash support package to poor and vulnerable households. The Parent Project supports the GOJ's COVID-19 response cash support program as well as the regular Takaful CT program. The parent project provides cash support to about 270,000 poor and vulnerable households affected by COVID-19. Its components included: (i) households of informal workers receiving temporary cash transfers; (ii) Takaful cash transfers to poor households; and (iii) top-up payments to Takaful beneficiary households. The Parent project's development objective (PDO) is "to provide cash support to poor and vulnerable households affected by the COVID-19 pandemic in Jordan".

Under the parent project, a total of 246,000 households received emergency CTs (Takaful-2), during the Q2 of 2020, NAF also enrolled and paid 54,000 regular cash transfers to beneficiary households.

The Government of Jordan has requested additional financing and a restructuring of the pre-mentioned Parent project to continue its support in 2021 to informal workers, poor households and to finance wage subsidies to formal workers in firms affected by the pandemic. The firms affected by the pandemic include tourism facilities, restaurants and sweet shops, recruitment companies, recruitment agencies for domestic workers, public transport, newspapers, companies that organize conferences, exhibitions and festivals, aviation, land and sea transport, wedding halls and companies that rent wedding equipment. They also include gyms, swimming pools and baths, cultural centers, clothing, shoes and accessories shops, schools and kindergartens, vehicle rental companies, fitness centers, vocational training centers, recreational and public parks, cinemas and theatres, coffee shops and cafes, advertisement and TV production companies, social and charitable associations, private-sector museums, private-sector care centers and real-estate companies, law and audit firms. The proposed Additional Financing (AF) and restructuring of the Project would entail the following changes: (i) a revision of the PDO to include "workers"; (ii) a revision to project components, including the cancelation of subcomponent 1.3 (Temporary benefit top-up for Takaful-1 beneficiaries); (iii) the addition of a new component (Component 4) "Support to workers in firms affected by COVID-19"; (iv) the addition of a new implementing agency, MOPIC with SSC as implementing partner, to implement Component 4.

In 2022, the Government of Jordan was focusing on recovery. To support poor and vulnerable households, post-pandemic, the GOJ envisioned consolidating all cash transfers under its regular CT program “Takaful”, for improved efficiency and poverty impact. With the aim of consolidating all CT programs under one umbrella, the government decided to discontinue emergency programs in 2022 while increasing the budget and number of beneficiaries under the Takaful program (regular cash transfer) by 30,000 households.

To support workers, the Government of Jordan has also amended “Estidama” Program, so that workers in recovering sectors receive 100 percent of their pre-COVID wages. This new category which was added in August 2021 is called “Ta’afi; Recovery”. Under Ta’afi, insured workers who benefit from the Estidama program and work on recovering sectors will receive what amounts to 100 percent of his/her approved wage.

The first AF sought to scale up the impact of the parent project and extended coverage to workers affected by the pandemic. The project development objective, as revised under the first AF is “to provide cash support to poor and vulnerable households and workers affected by the COVID-19 pandemic in Jordan”. The second AF sought to continue supporting vulnerable households under the project.

On March 12, 2024, the Government of Jordan (GoJ) requested a restructuring of the Project. A subsequent GoJ letter, dated July 28, 2024, requested an extension of the Project's Closing Date till the end of 2025. The legal amendment to the agreements was signed on September 29, 2024, approving both requests.

Project Description (additional financing and restructuring)

The Jordan Emergency Cash Transfer COVID-19 Parent Project was approved by the Board on June 25, 2020 and became effective on November 11, 2020. The parent project had the following components/sub-components:

Component 1: Cash support to poor and vulnerable households affected by COVID-19 pandemic

- Subcomponent 1.1: Temporary CTs to vulnerable households; to provide temporary cash transfers to approximately 190,000 vulnerable households (informal workers) that were affected by the pandemic
- Subcomponent 1.2: Takaful Cash Transfer Program; to finance the cash transfer support to NAF’s regular CT beneficiaries for at least 55,000 beneficiaries in 2020 and 25,000 out of 85,000 beneficiaries in 2021.
- Subcomponent 1.3: Temporary benefit top-up for Takaful beneficiaries

Component 2: Project management, monitoring and evaluation: to support NAF with the management, monitoring and evaluation (M&E) of project activities. Including to finance a fully staffed and equipped Project Management Unit (PMU) in NAF.

Component 3: Contingent emergency response component (CERC)

Component 4: Support to workers in firms affected by COVID-19. This component will finance

the extension of 'Istidama' program for six months, until June 2022. The number of formal workers beneficiaries is about for the extension is 44,000. The main design and implementation feature of 'Istidama' remains largely unchanged under AF2. Formal workers employed in firms that have been affected by the COVID-19 crisis continue to be eligible to receive wage subsidies under 'Istidama'. The amount of wage subsidy remains dependent on how severely the firm has been affected by the COVID-19 crisis. However, the main change under AF2 is the revision of firm categories and corresponding benefit level in August 2021. The revision was done to ensure that workers employed in recovering sectors get paid their full salary and to account for the slow economic recovery of other sectors.

The below table shows the difference between the parent project, the first additional financing and the second additional financing;

Component/Sub-Component	Parent Project	First Additional Financing	Second Additional Financing
Component 1: Cash support to poor and vulnerable households (and workers) affected by COVID-19 pandemic			
Subcomponent 1.1: Temporary CTs to vulnerable households;	to provide temporary cash transfers to approximately 190,000 vulnerable households (informal workers) that were affected by the pandemic in 2020 (Takaful 2 Program)	to provide temporary cash transfers to approximately 160,000 vulnerable households (informal workers) that were affected by the pandemic in 2021 (Takaful 3 program)	This subcomponent will be discontinued in 2022. To support the transfer from the "emergency response" to the "recovery" stage, The Government of Jordan decided to consolidate all CTs under one regular cash transfer program. This will be achieved by migrating the old caseload of NAF, to Takaful 1. In addition to adding more beneficiaries to Takaful-1 starting 2022.
Subcomponent 1.2: Takaful Cash Transfer Program;	to finance the cash transfer support to NAF's regular CT beneficiaries for at least 55,000 beneficiaries in 2020 and 25,000 out of 85,000 beneficiaries in 2021.	To finance the entire Takaful-1 program in 2021 and 2022 to over 85,000 poor households.	To also finance the entire 2023 to over 150,000 poor households including those who will be migrated from the Regular Monthly Cash Transfer Program.
Subcomponent 1.3: Temporary benefit top-up for Takaful beneficiaries	Available sub-component, wasn't implemented	Canceled	Remains Canceled

Component/Sub-Component	Parent Project	First Additional Financing	Second Additional Financing
Component 2: Project management, monitoring and evaluation:	to support NAF with the management, monitoring and evaluation (M&E) of project activities. Including to finance a fully staffed and equipped Project Management Unit (PMU) in NAF.		
Component 3: Contingent emergency response component (CERC)			
Component 4: Support to workers in firms affected by COVID-19	Not available under parent project	To finance <i>Istidama</i> : temporary wage subsidies and social security contributions covering (100,000) formal Jordanian workers in eligible private sector firms. The objective is to protect workers while keeping firms solvent and operational.	To finance the extension of ‘Istidama’ program for six months, until June2022. 1. Number of formal workers beneficiaries is about for the extension is 44,000.

2. Overview of Labor Use on the Project

2.1. Overall Summary:

The project has used a combination of direct workers and contracted workers within both implementing entities, the National Aid Fund (NAF) and the Social Security Corporation (SSC). Additionally, one technical coordinator (a direct worker) has been hired within the Ministry of Planning and International Cooperation (MOPIC) and was responsible for the overall implementation of Component 4 of the project.

The total number of direct project workers hired under the project management unit is 10, as highlighted in Figure 1. PMU Organogram. In addition, there were 138 direct workers on the project (70 in SSC and 68 in NAF) outside of the PMU. The project has partially financed these direct workers in NAF; SSC workers that are not part of the PMU have not been financed under the project.

The Parent Project did not hire a PMU until July 2021. Nonetheless, NAF as the implementing entity of the Parent Project had appointed a focal point to coordinate with the Bank and with FDCO. It also appointed a Social Focal Point to oversee the implementation of social elements. These two civil servants were acting as an interim measurement.

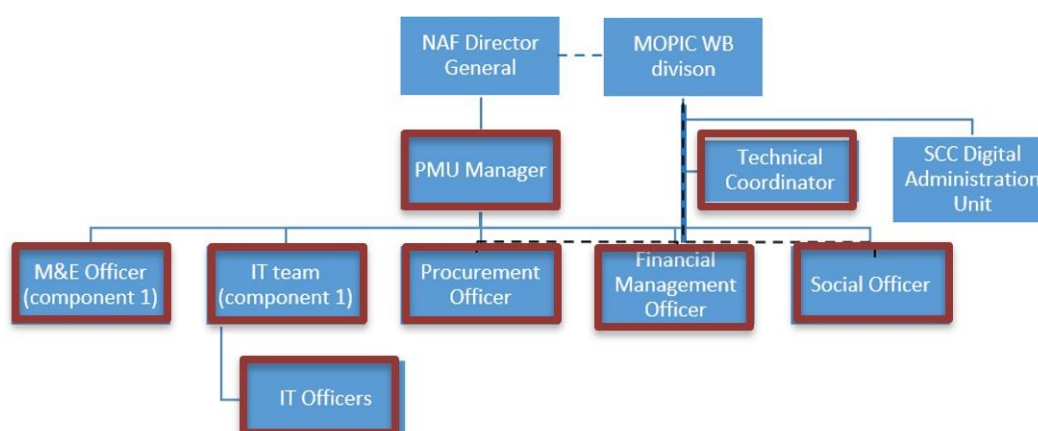
The establishment of the Project Management Unit (PMU) began with the hiring of a PMU Manager in July 2021, followed by a Finance Officer in September 2021 and other key roles to build the foundational team. The positions currently working within the PMU include the PMU Manager, Finance Officer, Procurement Specialist, M&E Specialist (who is also responsible for social components), Senior PHP developer, and Junior Software Engineer.

In 2024/2025, the PMU will further strengthen its capacity by hiring a Social and Communication Officer, an Economic Empowerment Program Specialist, a Senior Software Engineer, and a Database Developer. This expansion aims to support the project's growing needs and enhance implementation efficiency across all components.

Table 1. Summary table on Direct and Contracted Project Workers

Category	Project Workers			Other Employees		Total Implementing Agency Employees	
	NAF	SSC	Total	NAF	SSC	NAF	SSC
Direct Workers: PMU Workers	10		10	-	-	-	-
Direct Workers on the project (out of the PMU)	68	70	138	-	-	-	-
Contracted workers	210	-	210	-	-	-	-
Primary Supply Workers	-	-	-	-	-	-	-
Community Workers	-	-	-	-	-	-	-
Total	288	70	358	376	1410	664	1480

Figure1: Organogram of Project Management Unit and Technical Coordination Workers



2.2. NAF Workforce

The project workforce in NAF includes:

- (i) direct workers, including PMU staff and workers whose salaries are funded by the project, or by other development partners.
- (ii) contracted workers including third-party firms that support the capacity of the implementing agency to deliver the project.

The project also relies on civil servants that work in various sections in NAF (68 employees) and SSC (70 employees); these workers remained subject to the terms and conditions of their existing public sector employment arrangement. Nonetheless, their occupational health and safety were considered in this LMP, and the measures adopted by the project for addressing occupational health and safety issues, including those specifically related to COVID-19, has been applied to them.

2.3. SSC Workforce

The Parent Project and the Additional Financing have recruited a technical coordinator that responsible for overseeing the implementation of component 4 of the project. In addition, the financial officer and the social officer have supported the technical coordinators on managing component 4. These workers have been hired by the Ministry of Planning and International Cooperation.

The project and the additional financing have not hired any direct or indirect workers, inside SSC. Nonetheless, SSC has assigned two focal points to liaise with the technical coordinator: the head of the Digital Services Directorate and the Head of Operations. One Social Focal Point within SSC has been assigned and retained throughout Project implementation liaising with the Social Officer who has been hired under the PMU. SSC has utilized its existing structure to manage the program through permanent employees working in existing sections within SSC. The Digital Administration is a managerial body that is physically established and staffed within SSC to manage “Estidama”. It consists of three directorates: The Beneficiaries’ Directorate, the Contributors Directorate, and the Attainment Directorate. The Beneficiaries’ Directorate managed the Estidama program, with 70 permanent staff of SSC.

Additionally, the Finance Department has followed up the project regarding all financial payments to beneficiaries, while the Operations Department has worked to simplify the procedures for program automation and monitor any modifications to processes and procedures. The Information Systems Department has prepared automated systems and electronic services to implement the project. This modus operandi has applied to the other central departments, branches and committees, each according to their duties within the scope of the project.

For all sections related to the SSC, they were valid while the component was still in progress. After completion, NAF will no longer be responsible for communicating with the SSC regarding this component.

1. Number of Project Workers, Characteristics and Timing of Labor Requirements:

This section includes a summary on the number of workers in NAF and SSC, including civil servants that are not financed by the project.

Table 1. Summary table on NAF Workers

NAF Workers' Category	No.
- Direct Workers: Civil Servants in NAF:	376
- Direct Project Workers in the Project Management Unit (PMU)	10
- Direct Project Workers out of PMU; 50 in NAF Branches and 18 in HQ	68
- Contracted Workers	210
- Community Workers	-
- Primary Supply Workers	-
- Total	664

Direct Workers (Categories B and C): The Emergency Cash Transfer program will staff a total of 79 direct workers; both in National Aid Fund (NAF) Head Quarters (HQ), located in Amman and in NAF branches across 12 governorates in Jordan. Currently, 44% of NAF direct workers hold a bachelor's degree or more. 13.33% of the total direct workforce are females.

Table 2. Summary table on SSC Workers

SSC Workers' Category	No.
- Direct Project Workers in the related directorates	70
- SSC civil servants and workers that support the overall functions in SSC	1410
Contracted Workers	-
Community Workers	-
Primary Supply Workers	-
Total	1480

A Technical Coordinator has been hired within MOPIC, to be responsible for overall implementation of the activities related to wage subsidies to formal workers in affected firms (Component 4), and coordination of activities with the SSC

In the SSC, the project utilizes the existing internal structure to manage the program. Currently, 67% of SSC workers are below hold a bachelor's degree or above and 36% of the total direct workforce are females.

The Information Systems Department is a managerial administration that is physically established and staffed within SSC to manage "Estidama" (non-virtual), it consists of three directorates: The Beneficiaries Directorate, the Contributors Directorate, and the Attainment Directorate. The Beneficiaries' Directorate manages the Estidama program, by 70 Civil Servants. In the case of firms under category 2, which have to submit financial documents, The Technical Committee (formed from Ministry of Labor, Social Security Corporation, Ministry of Industry Trade and Supply, Tax department) reviews the financial requirements submitted by each firm and advises on their eligibility, the outcome of the review process is then submitted to the Defense Order Committee, which may endorse or revise the results. The entire process is automated using SSC system; additionally, SSC has assigned two focal point to manage Project

coordination with the Bank: the head of the Digital Administration Services Directorate (responsible of processes) and the Head of Operations (responsible of instructions), in addition, to a Social Focal Point within SSC that will be retained throughout implementation.

As part of the Additional Financing (AF), the Government will hire a Project Manager by effectiveness In addition, no later than (30) days from the Effective Date, a Technical Coordinator and a Social Officer will be hired The rest of the PMU workers will be hired no later than (60) days from effectiveness.

Full time workers will follow the governmental working hours (8:00am to 3:30pm) and will have a permanent office/working station in NAF HQ and/or branches. Part time workers are expected to be present in NAF for a minimum of two days per week and to join meetings with NAF management/staff as needed. NAF will also provide a working station for part time workers. All project workers will be above 18 years old and either nationals (Jordanians) or Arabic speakers residing in Jordan during the project duration; with a minimum of 40% of the overall project workers expected to be females. Table (2) below includes the cumulative number of positions and workers, locations, work arrangement, characteristics of the project workers, and skills level for each project job type.

Table 3. NAF Project Workers Key Information

ESS2 Category	Description of activities	Estimated Numbers	Characteristics	Timing
Direct Project Workers in the PMU (Category B)	<p>Members of the PMU including project managers, and officers representing various disciplines and performing management and technical tasks.</p> <p>Based in HQ, technical and project management tasks, desk based.</p>	11 Direct Workers, HQ/PMU	<p>- Direct workers will be placed in NAF headquarters, for either part time or full-time arrangement. Their work will be mainly desk-based. If the COVID-19 situation and governmental regulations allow for it, the M&E officer and the project manager are encouraged to conduct occasional field visit to oversee the implementation of activities. The PMU will have at least 3 women (27%)</p> <p>- Will be technically skilled experts in their respective fields, that are responsible of managing the project and undertaken financial, operational and programmatic responsibilities.</p> <p>- Bachelor's degree holders with previous experience working in the development field and competent in Arabic</p> <p>- 2 Part time workers (twice a week in NAF and upon request) and 9 Full time workers in NAF HQ hired by the project</p> <p>-two of the above will be internally assigned civil servants to the PMU (allowances not supported by the project)</p>	PMU staff will be hired upon commencement of the project and are eligible to work for fixed period not to exceed project lifetime

<p>Direct Workers outside the PMU (Category C)</p>	<p>Takaful Case Workers in HQ and branches performing core project tasks under component 1.2 and 1.3 under existing contracts signed with NAF. The project will finance part of their salaries and international donors will finance the remainder.</p> <ul style="list-style-type: none"> - In HQ work is desk-based - In branches; field work including household assessments. 	<p>57 workers (7 in HQ and 50 in branches)</p>	<p>Takaful direct workers in HQ and branches are responsible for coordinating the implementation of various processes of Takaful program in HQ and at branch level. In branches, workers' role includes both deskwork and field visits. In the HQ, Takaful employees oversee the implementation of the project at the field level, by Takaful staff and by any third-party contractors (e.g., data collection firm)</p> <ul style="list-style-type: none"> • -Jordanian nationals • -13% females • -100% full time workers <p>Skilled workers, bachelor's degree holders, Arabic speakers with basic to intermediate IT skills</p>	<p>Staff have been recruited under NAF, in 2019 and the project will continue to pay for their salaries throughout the project implementation on duration</p>
	<p>Help Line Agents. These workers Supported core project functions under components 1.1, 1.2 and 1.3 under existing contracts signed with NAF. Funded by the World Food Program (WFP)</p>	<p>11 agents; NAF HQ</p>	<p>Helpline agents will be responsible of receiving and documenting complaints, inquiries and grievances; using the available GM uptake channels (NAF online MIS, NAF call center, Social Media) then either resolving them directly or referring them to concerned NAF staff, based on the GRM referrals flow in the Project Operational Manual. Out of the hired agents, 72% are females.</p> <ul style="list-style-type: none"> - Jordanian nationals - 100% full time workers - Semi-skilled workers <p>Bachelors Holders, Arabic speakers with good intercommunication skills.</p>	<p>Staff have been recruited under NAF, in 2019 and the project will continue throughout the project Implementation on duration</p>

ESS2 Category	Description of activities	Estimated Numbers	Characteristics	Timing
Contracted Workers	<p>Workers of third-party firms to perform the following;</p> <p>a) Data collection conduct large scale data collection from households, file-level verification, and conducting information sessions for project beneficiaries. Contracted by NAF</p> <p>b) Programmers under the IT firm that will be programing new modules of the MIS. Contracted by the Bank directly</p> <p>c) Auditors hired by the project as needed</p>	<p>a) Around 200 workers including (Appointment takers, enumerators, supervisors, and office auditors)</p> <p>b) Around 10 programmers to be assigned on the task by the IT company</p>	<p>It's anticipated that the project will contract third-party firms (i.e., intermediaries) to conduct big-scale activities such as; big-scale data collection or verification, conducting information sessions for project beneficiaries or building/programming new modules of the MIS. The number of staff hired by each contracted and their skills will depend on the scale of the activity and the duration and will always be overseen by the PMU and NAF management. As an estimate, NAF is expected to hire</p> <p>(i) a data collection and verification that will conduct either physical or virtual data collection activities for around 50,000 Households, in addition to conducted information Sessions for beneficiaries and</p> <p>(iii) an IT firm to develop new MIS modules.</p> <p>Full time workers Distributed around 12 Jordanian governorates At least 50% females</p>	<p>Will be contracted based on the implementation timeline of each activity</p>
Direct Workers: Civil Servants in NAF	Includes managers of NAF Branches, program officers for other programs in NAF that are not covered under the scope of the project)	376	<ul style="list-style-type: none"> - Not directly responsible of project implementation, and - Financed by the project or its partners 	

Non-Project Workers	1) Workers with Payment Service Providers (Banks and E-wallets Companies) 2) Staff Members under NAF Development Partners (e.g. agencies) 3) National Call Center Employees (Governmental entity that is supporting NAF)	N/A	These workers are not considered project workers as their salaries are not supported by the project, by NAF, or by any contractual agreement that NAF/the project directly pays for.	
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Table 4. SSC Project Workers Key Information

ESS2 Category	Description of activities	Estimated Numbers	Characteristics	Timing
SSC Direct workers involved in the project	<p>Information System team modifies the online application forms related to the project (application forms)</p> <p>Receive establishments' applications who meet the conditions in the program to include their employees in Estdama program.</p> <p>Verify transactions and study grievance requests and submit them to the authorized Committee automatically.</p> <p>Verify the account balances and feed them in proportion to the exchange and cash management policy in the institution.</p> <p>Follow up on complaints from the public in the event of non-compliance by the establishments with the conditions.</p>	500	Permanent employees (civil servants) of the different directorates of the SSC who are involved in the project activities. Jordanian nationals and 100% full time workers	Staff are already employees of the SSC
Partners from government institutions who participate in the committees	Review of grievances submitted by the establishments and the insured.	N/A	Their work with the committees continues after this date for a period of months until all grievances are settled. If the project is extended beyond that, the work of these employees continues.	Their role will expire by 31/12/2021

3. ASSESSMENT OF KEY POTENTIAL LABOR RISKS

This section describes the type and location of the project, and the different activities the project workers will carry out and the potential risks associated with project activities.

3.1. Project Activities

This section describes the different activities the project workers will carry out, and the location of those activities. The information is summarized in Table (5). There are no physical works associated with the project.

Table 5: Project Workers Activities

Component	Project Processes	Activities by Project Workers
Component One: Cash support to Poor and vulnerable households affected by COVID-19	Registration	Helpline Agents supported applicants over the phone in the process of filling the online form and they operated from NAF HQ, except for cases of lockdown when they worked remotely from their homes.
	Verification	Data verification will be to the extent possible conducted virtually; by Takaful Case Workers and/or contracted workers under a data collection firm. Large scale data collection exercises will be outsourced to third parties. Might the government decide to conduct field-level verification of households; protection and preventive measurements will be applied, in line with the OHS section
	Enrollment	The PMU/GM Officer is responsible for electronic notification of beneficiaries of their eligibility through sending an automated text message and referring cases that aren't responding to the helpline to call them. A third-party, contracted worker will conduct virtual enrollment sessions with beneficiaries (online platforms), phone calls, and fill the enrollment form on behalf of illiterate beneficiaries or others in need. Enrollment workers will operate from the offices of the contracted firm

	Payment	<p>The Takaful Case Workers f in HQ are responsible for generating the payroll using the Takaful MIS and processing the payment through the system based on the established protocols</p> <p>Cash-out by beneficiaries is done at “pre-selected cash-out points; agents” or in Bank branches. This process is not directly supported by project workers.</p>
	Grievance Mechanism	<p>Help Line Agents team receives and resolves the cases using the MIS through the (call center, online form and social media)</p> <p>When NAF branches are operational, beneficiaries can ask for support from branch staff in filling the online GRM form, which is afterwards automatically referred to NAF helpline team in HQ through the information Management System; to be resolved and inform the complainant of the feedback.</p>
Component Two Project management, monitoring and evaluation	Staffing Hiring Process:	<ul style="list-style-type: none"> Planning and hiring process will be done by NAF HR in NAF HQ (desk-based activity)
	Planning and Reporting	<p>All planning and reporting activities are desk-based activities placed in NAF HQ and include;</p> <ul style="list-style-type: none"> - Annual Plans by the Project Manager in coordination with NAF Director General. - - Quarterly and semi-annual technical reports which will be prepared by the M&E officer - Financial Reports prepared by the finance Officer and Procurement Reports prepared by the procurement officer.
	Software and hardware requirements for NAF and relevant	<ul style="list-style-type: none"> Mapping of software and hardware needs are desk-based activities that require consultations and meetings with participant institutions and NAF
	institutions necessary for the expansion of the data exchange platform of the National Unified Registry (NUR	

	Monitoring of the Project's key performance indicators and periodical evaluation	The M&E Officer/PMU will monitor the project implementation through field-level monitoring visits and desk-based report preparations
	Communication and outreach	A desk-based activity; the communication officer in the PMU will be responsible of managing the project communications
	Auditing	Will be outsourced to a third party by the project
Component 4: Support to workers in firms affected by COVID-19	Registration	Online registration only
	Verification	Data verification will be to the extent possible conducted online; by SSC employees.
	Enrollment	The automated system is responsible for electronic notification of beneficiaries of their eligibility through sending an automated text message and referring cases that aren't responding to the helpline to call them.
	Payment	Electronics payments are made through the Jordanian banking network to beneficiary accounts.
	Grievance Mechanism	Dedicated section of the e-services portal (https://eservices.ssc.gov.jo/DefenseOrder/EstedamaObjection;appType=100) for the electronic services have been established through which a grievance request can be submitted for the purposes of benefiting from the Estidama program

3.2. Key Labor Risks

OHS Risks

NAF Project Workers

Project workers who are public-facing or deal with beneficiary households, may face physical risks of retribution from disgruntled individuals who are informed that they are not eligible to benefit from the cash support. Such incidents could occur in NAF branches as they are in direct contact with project applicants. In addition, when visiting homes in low-income areas, workers may be increasing their exposure to exposed wires, nails, warped steps and floorboards and so on. This increases the risk of injury.

Exposure to Workplace Violence or Harassment

Based on the International Labor Organization, the risk of experiencing working place harassment refers to “a range of unacceptable behaviors and practices, or threats thereof, whether a single occurrence or repeated, that aim at, result in, or are likely to result in physical, psychological, sexual or economic harm, and includes gender-based violence and harassment”. Gender-based violence and harassment means “violence and harassment directed at persons because of their sex or gender or affecting persons of a particular sex or gender disproportionately and includes sexual harassment”. Project workers, particularly female workers, may be at risk of gender-based violence or harassment from co-workers.

Stress Related Illnesses

Common stress-related illnesses among workers in the social assistance field include; Chronic fatigue PTSD, Generalized anxiety disorders, and Depression. Social workers and workers in general might face stress related to work pressure and daily interactions with vulnerable households. Home visits to low-income households could also have a negative effect on contracted enumerators as well as NAF staff. This aspect is also applicable to helpline agents.

OHS Risks:

During COVID-19 Outbreak:

During the COVID-19 pandemic, project workers faced health risks related to exposure to the virus. The risk of exposure was heightened due to field-level work that required social interaction with project beneficiaries in their residences. Infected workers could become vectors for disease transmission. Consequently, fieldwork was not planned due to these COVID-19-related risks.

Originally and During project preparation, human resources have been carefully assessed to ensure that the project has adequately staffing to meet its objectives. This was because NAF & SSC HQs and branches received walk-in visits from beneficiaries or the public; which raised the concern about exposure to the virus.

After COVID-19 Outbreak:

During the implementation period following the end of COVID-19 pandemic, the main OHS risks were:

- Physical harm risks for front-line social workers.
- Violence during field visits.
- Risk of social tensions between beneficiaries and non-beneficiaries
- Potential risks of gender-based violence (GBV)
- General occupational hazards for project workers
- Emergency prevention and preparedness, and response arrangements
- Occupational health and safety risks related to safe working conditions for formal workers

4. BRIEF OVERVIEW OF LABOR LEGISLATION: TERMS AND CONDITIONS

Labor terms and conditions for this project are governed by the Jordanian Labor Law No. 8 of 1996 and its amendments thereafter. All references below are respect to this law, unless otherwise noted. The summary of key terms and conditions below is non-exhaustive.

The Labor Law applies to all types of workers under the project. Depending on resource arrangements, some direct workers of the PMU at NAF, may be considered civil servants, while all project workers at the SSC are permanent employees of the corporation (i.e. civil servants governed by the Civil Servants Bureau Regulations versus consultants) as article 3 of the Labor law states:

Article (3): With due observance to the provisions of paragraph (c) of article (12) of this law, the provisions of this law shall apply to all Employees and Employers with the exception of: a) Civil Servants and Municipal Employees.

Documentation of Terms and Conditions of Employment

Article 15 requires a contract of work to be prepared in Arabic and both the Employer and Employee shall retain copies. Note that as per Article 4 of the labor Law, a work contract or other agreement may establish better rights than those in the labor law. All direct project workers should sign a code of conduct, including articles on prevention of Sexual exploitation, sexual harassment and Gender Based Violence.

Terms and conditions of employment include hours of work, overtime, benefits remuneration, termination of employment; disciplinary measures and grievance procedures).

a. Wages and deductions

As per Chapter 7 (Article 45) wages shall be fixed in the contract. The wage shall be paid within a maximum period of seven days from the date of its entitlement. Only those wage deductions permitted by law are allowed (Article 46, 47). Minimum wage is set by a Committee appointed by the Council of Ministers (Article 52). Minimum wage is fixed by tripartite Committee in Jordanian currency either generally or for a particular area or trade.

An employer who has paid a worker less than the minimum rate of remuneration shall be punishable by a fine of no less than twenty-five and no more than one hundred Dinars in respect of each offense and

shall also be ordered to pay the worker the difference. The penalty shall be doubled every time the offense is repeated.

Remuneration is specified in the contract. In the absence of such provision, the worker shall be paid the remuneration that would be assessed for work of the same type, if such type of work exists. Otherwise, remuneration is assessed in accordance with common practice. In the absence of such practice, payable remuneration is assessed by court in accordance with the provisions of this Code, considering the case as a labor dispute over remuneration. Remuneration shall be paid within a period not exceeding seven days from the date on which it becomes payable. An employer may not make any deductions therefrom other than those authorized by this Code.

b. Working Hours:

The ordinary working hours shall be eight hours per day provided that the total working hours do not exceed forty-eight hours per week over a maximum of six days (Article 56). The legal working time excludes meal breaks and rest periods. The seventh day is a paid weekly holiday. A worker may be employed, with his consent, in excess of normal working hours, provided that he is paid overtime at a minimum rate of 125% of his regular remuneration. If a worker works on his weekly rest day or on religious or official holidays, he shall be paid overtime at a minimum rate of 150% of his regular remuneration.

The project does not finance overtime, thus; direct project workers will not be obliged to work overtime. The project staff allocation is planned against the workload.

Might the workload exceed the available HR capacities at the third part contracted agencies, contracted workers will either be paid overtime, or the company would recruit additional workers. The PMU will make sure that this condition is stated clearly in contractors' contracts and will be monitored accordingly.

c. Leave and Rest Days

Leave and rest days as per Article 19-61. Hours of Work and Leaves are:

- i. NAF operates five days a week and project staff will have to comply with NAF regulations as well as the working hours of the Jordanian law, stated in section b above)
- ii. SSC operates five days a week and project staff will have to comply with SSC regulations as well as the working hours of the Jordanian law, stated in section b above)
- iii. Paid leave: Every worker is entitled to annual leave with full pay for a period of fourteen days for every year of employment. This leave is extended to twenty-one days where the worker has been in the employment of the same employer for five consecutive years. Official and religious holidays and weekly rest days shall not be counted as part of a worker's annual leave unless they fall in its course. There are also clauses for sick and Haj Pilgrim as well as close family member death as well as spouse relocation accompaniment leaves. Maternity leave is for 3 months.

d. Termination and Disciplinary Action:

Article 48 restricts **disciplinary actions** that can be taken by the Employer. The Employer may terminate employment of employee without notice in certain cases outlined in Article 28 (e.g., if the employee

violated organization's internal rules including in work safety or safety of workers despite being twice warned). Details the severance payments owing are also included. Referring to ESS2, Para 12, the law appears to be silent regarding the requirement to provide written notice of termination and details of severance payments in a timely manner.

Remedies in case of unjustified dismissal: A worker who intends to challenge the validity of his/her termination must file a submission before the competent court within sixty days of his dismissal. If the court finds the dismissal arbitrary and in violation of the provisions of this Code, the employer may be ordered to reinstate the worker or pay him damages, in addition to compensation in lieu of notice and all other entitlements stipulated by the Labor Code (sections 32 and 33), provided that the total amount awarded shall not be less than the worker's remuneration for three months and not more than his remuneration for six months, and shall be calculated on the basis of the last remuneration he received. In case of worker's death, all his end of service entitlements stipulated by the Labor Code shall revert to worker's legal heirs, as if worker employment has been terminated by the employer.

e. Social Security Benefits and pension contributions:

Article (62 -64) of the Social Security Law define the social security benefits and contributions required by the Employer. **Social Security law of 2010 and its amendments and articles 4, 24, 29, 42, 45, 48, 59** state that where workers who are subject to the Labor Law are also subject to Social Security regulations, regardless of nationality or type or term of employment contract, so long as the worker is paid at least minimum wage. Overtime payments or the value of meals are not subject to deductions for Social Security.

f. Maternity leave, Labor Law articles 67, 70 Social Security Law article 44

Women workers are entitled to 10 weeks fully paid maternity leave, six weeks of which must occur after delivery. An enterprise employing 10 or more workers must allow women to take up to one year of unpaid leave post-delivery, so long as they do not work for another employer during that time.

Maternity leave may be paid by social insurance if the worker has been covered by social insurance for at least 9 months preceding the entitlement.

g. Breastfeeding breaks, labor law article 71

During the first year after giving birth, women workers may take up to one paid hour off per day to breastfeed their babies

h. Employer-provided childcare, labor law article 72

An enterprise that employs 20 or more women must provide childcare during work time for the children under four years of age, if there are 10 or more children in that age group

i. Limits on working hours for women, minister of labor decision in respect to activities and times during which it is prohibited to employ women, 2010

Under Jordanian law, women may not work between 10:00 pm and 06:00 am. Exceptions require a decision from the Minister of Labor. The rest period for women must be at least 10 hours between each working day.

j. Non-discrimination and Equal Opportunity

The labor law is not explicit regarding non-discrimination and equal opportunity. However, the Constitution of the Hashemite Kingdom of Jordan, Article 6 states that all Jordanians are equal before the law, and prohibits discrimination on grounds of race, language or religion. Jordan has ratified the two core ILO conventions addressing discrimination in respect of employment and occupation: 1) the Equal Remuneration Convention No. 100 of 1951 (C100) and 2) the Discrimination (Employment and Occupation) Convention No. 111 of 1958 (C111).

The Jordanian Labor Law protects women from discrimination during pregnancy and while on maternity leave. Employers may not terminate women starting from the sixth month of pregnancy or during maternity leave. The labor law is not explicit regarding measures to prevent or address sexual harassment, intimidation or exploitation in the workplace. It is also vital to ensure pay equity for male and females.

5. BRIEF OVERVIEW OF LABOR LEGISLATION: OCCUPATIONAL HEALTH AND SAFETY

Labor legislation applies to all direct and indirect workers hired under the project.

Public Health: Public health protection is assured under the **Public Health Law (No. 54, 2002)**. According to this Law, issued by a Royal decree in 2002, the Ministry of Health is responsible for all health matters in the Kingdom, and in particular:

- Protecting health through providing preventive and curative services as well as monitoring responsibilities
- Organizing and supervising health services provided by the public and private sector
- health insurance for citizens;
 - all NAF & SSC workers are covered under the health insurance, which covers the employee and his/her direct family members¹⁷. Monthly subscriptions for health insurance are deducted from the employee's salary in line with the Jordanian Labor Law. The health insurance provides full treatment coverage for illness and injuries, in exception for run-over accidents. Employees can choose to add additional individuals under their health insurance (extended family members) for an increased amount of monthly subscription.

Annual sick leaves are granted for a maximum of 14 days, subject to receiving medical reports

Additionally, the Social Security Cooperation (SSC) provides financial compensations in case of work injuries. Work injuries are defined as physical injuries that occur either during working hours or during commuting time to work (one hour before official working hours or one hour after working hours). Injuries could occur inside NAF HQ, in NAF branches, during field visits or in the car NAF informs the Social Security Cooperation which sends a focal point to the injury location, to conduct field assessment that includes evaluating the location and causes of injury, asking involved individuals about the incident, and requesting medical reports. Based on the results of the assessment, the Social Security Cooperation might increase the social security allowance of the injured employee. If the injury is so severe that the employee could not perform work tasks permanently, the SSC will refer the employee to early retirement. Additionally, NAF supports the employees through flexible working hours as needed.

Articles under Chapter 9 titled “Safety and Occupational Health” cover the obligations of the employer to provide a safe working environment for workers.

Articles under Chapter 10 (titled “Work Injuries and Occupational Diseases”) provide for issues related to work injuries and occupational diseases for those employees who are not covered under the provisions of the Social Security Law of Jordan.

Occupational safety and health (OSH) general provisions under the Labor law articles 78, 80, 85;

In order to ensure the occupational safety and health of workers, the employer must:

- protect workers from work-related accidents and illnesses
- prior to employment, inform workers about work-related hazards and necessary precautions
- provide workers with necessary personal protective equipment (PPE), such as goggles, aprons, masks, gloves, and/or footwear
- guide workers in the use and maintenance of PPE, and
- Protect workers from fire hazards.
- Workers are not required to pay any costs for these measures.

First aid, 1997 decision on medical aid means and devices for workers

The employer must provide first aid supplies that are sufficient for the nature of work and the number of workers.

Welfare facilities, 1998 instructions for protection of workers and establishments from workplace hazards

The employer must provide a break room where workers can rest and eat.

Protection for Pregnant and Breastfeeding Women Minister of Labor Decision in Respect to Activities and Times During Which it is Prohibited to Employ Women, 2010

In Jordan, pregnant and breastfeeding women may not engage in:

- Work that requires exposure to fumes or smoke from any petroleum derivatives, or
- Work that requires exposure to ethylene in tinting, or Sulphur dioxide in artificial silk.

Additionally, breastfeeding women get an hour for breast feeding daily.

¹⁷ Direct family members: individuals who are listed in the same family booklet.

6. RESPONSIBLE STAFF

Responsibility Area	Activities	Responsible Focal Point/s
Project Management, Monitoring and Evaluation	<ul style="list-style-type: none"> ○ Oversee the implementation process. 	<p>Project Manager in NAF will liaise with all focal points to ensure that all the procedures are met</p> <p>The technical coordinator in MoPIC will be responsible of overseeing the project implementation for component 4</p>
Implementation of Social requirements	<ul style="list-style-type: none"> ○ Ensure continuous and adequate implementation of the social requirements of the project 	<p>The Social Officer hired by the project will be responsible of overseeing the implementation of the Stakeholders Engagement Plan and the Social Assessment Recommendations, by SSC and NAF. He/She will work report to the PMU Manager in NAF and the Project Coordinator for SSC inside MoPIC and will coordinate with technical staff (including communication and GRM teams) on each implementing entity.</p>
	<ul style="list-style-type: none"> ○ Ensure that third- party firms adhere to this labor management procedure and occupational health and safety plan, as part of the contractual process and throughout activities implementation. 	<p>In NAF, the Procurement Officer will make sure that LMP are reflected in all contractual agreements</p> <p>The Monitoring and Evaluation Officer will make sure that they are adhered to and will reflect this in project reports. He/she will conduct field visits, meetings, and review reports to monitor that contractors;</p> <ul style="list-style-type: none"> ○ Maintain records of recruitment and employment process of contracted workers ○ Communicate clearly job description and employment conditions to contracted workers ○ Develop, and implement workers' grievance mechanism and address the grievance received from the contracted and sub-contracted workers ○ Have a system for regular review and reporting on labor, and occupational safety and health performance ○ Deliver regular induction (including social induction) and HSE training to employees. ○ Ensure that all contractor and sub-contractor workers understand and sign the Code of Conduct prior to the commencement of works, including articles on prevention of Sexual exploitation, sexual harassment and Gender Based Violence. <p>No third-party firms contracted by the SSC in relation to Estidama program.</p>

	health and safety standards are met at workplaces in line with the national occupational health and safety legislation.	The Monitoring and Evaluation Officer will monitor and report on health and safety standards and will liaise with the Ministry of Health, as needed. He/she will inform the project manager if H&S regulations are not adhered to by any unit or if sanitization supplies are not made available
GRM	<ul style="list-style-type: none"> o Ensure that the grievance mechanism for project workers is established and properly Implemented o Ensure that the grievance mechanism for different stakeholders, such as NAF beneficiaries and individuals submitted applications to benefit from various NAF programs, is established and properly implemented 	<p>The GRM tools and process is handled by the Communication and Public Service Unit in NAF and the M&E Officer under the PMU; for workers to channel grievances through them.</p> <p>The Project Manager will make sure that the tools are a) available at both focal point's officer and b) will request a random sample of submitted grievances, to make sure that escalation and resolution processes were properly followed.</p> <p>In the SSC, grievances were initially handled by the employee's direct manager. If the employee escalated their grievance, an HR committee was formed to review the matter (in some cases, an investigation committee was formed from SSC employees). The committees' recommendations were then raised to the Director General for action</p> <p>Helpline agents will be responsible of receiving and documenting complaints, inquiries and grievances; using the available GM uptake channels (NAF online MIS, NAF call center, Social Media) then either resolving them directly or referring them to concerned NAF staff, based on the GRM referrals flow. Beneficiaries can ask branch staff for support in filling out the online GRM form, which is then automatically referred to the NAF helpline team in HQ through the information Management System to be resolved and to inform the complainant of the feedback.</p>

Capacity Building	<ul style="list-style-type: none"> ○ Map skills gaps and training needs of NAF staff. ○ Preparation of comprehensive training plans, including trainings of Trainers (ToTs) to NAF Heads of Units, HR Manager and third-party management ○ Prepare annual training plans for SSC employees in line with the HR strategy of the Corporation 	<p>The Monitoring and Evaluation Officer hired in NAF will be responsible of developing skills mapping tools and comprehensive training plans. He/she should also liaise with technical focal points of each stream and request the support of NAF development partners as needed.</p> <p>In specific, the M&E officer will;</p> <ul style="list-style-type: none"> - Coordinate with specialized UN agencies on training social workers on promoting awareness and detection of cases of gender-based violence. - Coordinate with the Ministry of Health to conduct an Occupational Health and Safety training for project workers, including social workers. This could be either delivered by MoH staff or could be cascaded the M&E officer, post a ToT from MoH. - Ensure that GRM trainings are conducted by the GRM focal point as needed. <p>The Training Directorate in SSC is responsible for developing annual training plans that depends on identifying needs and priorities at various levels, and adopting job performance evaluation criteria to be one of the reference points for setting priorities. The directorate is also responsible for developing policies, processes, and procedures related to training and learning in the organization by re-designing training programs to enhance the concept of learning and transferring knowledge among employees, and working to standardize the content of recurring training programs, and diversity in selecting trainers for training programs, preparing standardized exams for training programs on insurance knowledge and programs specialized in technical, financial and administrative knowledge, and implementing a training impact measurement study. The Training Directorate also aims to expand the use of information technology in order to develop the training and learning process within the institution, and applying a set of innovative initiatives to improve training and human capital in the organization by linking the personality test with employee training, implementing training through job rotation, and linking individual performance evaluation with training.</p>
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7. POLICIES AND PROCEDURES

The Project operates in compliance with the Jordanian Labor Law, the defense orders and this LMP. The Jordanian Labor Law, along with the defense orders regulation were reviewed and considered consistent with ESS2, section (a) Paragraph 10 to 12.

As presented in this section, SSC and NAF follow measurements of formal work with provision of protection to workers (legal, health and SA related, GM considerations have been applied, contractual agreements are aligned with the set standards for direct and contracted workers.

The significant labor risks for the project have been highlighted in Section 3 – Physical risks, exposure to workplace violence, and stress.

In terms of **physical risks** related to dealing with disgruntled individuals, NAF focuses on ensuring a transparent eligibility method, clear communication messages, a GM mechanism; which are meant to strengthen the trust between the government and beneficiaries, thus preventing such incidents.

To provide indirect protection to workers, all workers in branches and in HQ are trained on the use of an automated system that shows calculated scores and rejection reasons of each individual case. NAF staff are also trained on providing the needed explanation on the used indicators and the automatically calculated score (not a human decision). In addition, they are trained on explaining and guiding beneficiaries to use GM forms and tools, if they still feel dissatisfied and wish to escalate. Additionally, a guard is placed in NAF big branches and is authorized to intervene as needed or contact the police. Such incidents have never occurred against NAF staff.

If workers get injured to their exposure to wires, nails, warped steps and floorboards during home visits, during working hours or during commuting time to work (one hour before official working hours or one hour after working hours). NAF informs the Social Security Cooperation which sends a focal point to the injury location, to conduct field assessment that includes evaluating the location and causes of injury, asking involved individuals about the incident, and requesting medical reports. Based on the results of the assessment, the Social Security Cooperation might increase the social security allowance of the injured employee. If the injury is so severe that the employee could not perform work tasks permanently, the SSC will refer the employee to early retirement.

Additionally, all staff are covered under health insurance and will be treated of their injury, regardless of the level of severity.

Exposure to Workplace Violence or Harassment

Project workers, particularly female workers, may be at risk of gender-based violence or harassment from co-workers. In response, the project will focus on both prevention and reporting mechanisms. The latter will be based on already established and used methods by NAF as part of GM for workers (for details, refer to section 9)

In terms of prevention, a training will be provided to NAF workers on identification and definition of GBV and workplace harassment. The training will be split into two parts; a) identification and referral of potential GBV cases amongst beneficiary households and b) definition of GBV cases in the workplace, reporting and GM mechanisms for them. The AF will finance trainings on understanding the concept of

GBV and referring beneficiary cases to other national specialized agencies. For further details on the GM mechanism for staff, refer to section 10 (Grievance Mechanism)

In the SSC, cases of gender-based violence or harassment from co-workers are handled through an investigation committee formed from SSC employees. Findings of the investigation committee are reported to the Director General for appropriate action.

NAF should promptly notify the Bank of any incident or accident related to the Project which has, or is likely to have, a significant adverse effect on the environment, the affected communities, the public or workers, including, inter alia, cases of sexual exploitation and abuse (SEA), sexual harassment (SH), and accidents that result in death, serious or multiple injury. Provide sufficient detail regarding the scope, severity, and possible causes of the incident or accident, indicating immediate measures taken or that are planned to be taken to address it, and any information provided by any contractor and/or supervising firm, as appropriate.

Subsequently, NAF will prepare a report on the incident or accident and propose any measures to address it and prevent its recurrence.

Stress Related Illnesses

Social workers and workers in general might face stress related to work pressure and daily interactions with vulnerable households. The project will provide staff with the required knowledge to identify when they are facing mental challenges due to stress, including being burn out. Afterwards, it will equip them with basic cognitive mechanisms that could be followed in times of stress, while raising awareness on the importance of reaching out to physiologists and therapists as needed, noting that the governmental health insurance includes mental health under its coverage package; contact information will be provided of specialists that are covered under insurance.

AGE OF EMPLOYMENT

The Emergency Cash Transfer Project will follow and abide by the Jordanian Labor law concerning the minimum age of work. The minimum age in Jordan is 16 years, providing that the work is hazardous and other requirements are met under article 75 (e.g., not employed more than 6 hours per day). **The PMU and the contractors will not employ workers on the project below 18 years of age.**

A copy of the prospective employee ID or passport is required during the recruitment process and prior signing the contract for all project workers including contract workers. In the circumstances where these documents are not available the Certificate of Birth will be used.

Project workers from the SSC are already permanent employees of the organization. Hence, follow and abide by the Jordanian Labor law concerning the minimum age of work.

8. TERMS AND CONDITIONS

Direct Workers under the Project Management Unit (PMU) and employees of the SSC are governed by Civil service Regulations and its amendments in 2024. whilst **Contracted Workers** are governed by the National Labor Law and its legislations; pertaining to fixed term contracts, including working hours, minimum wages, working days, and hiring/firing procedures. For specific details, refer to section the **Terms and Conditions of Employment, under Section two**. NAF will administer any changes in OT, wages, changes in social security that will be applied, in accordance with any defense orders. Contractors are required to do same.

9. GRIEVANCE MECHANISM

Both the SSC and NAF follow the Civil Service Bylaw for the year 2020²⁰ in relation to employee grievances. Chapter 17 of the Bylaw states that the application of the concept of grievance in the civil service achieves the following objectives: (1) Enhancing the principle of transparency, justice, accountability and equal opportunities with regard to employee rights; (2) Opening channels of communication between employees on the one hand and the various levels of management on the other hand in cases that require that; (3) Reducing violations and abuses related to the employee's rights, duties, obligations, work regulations and job behavior; and (4) Implementing and developing procedures to prevent the recurrence of abuses and violations and contribute to the fight against corruption.

In NAF, workers could also choose to directly contact the M&E officer and/or the HR manager; to file complaints and grievances. Received complaints by the HR manager are dealt with based on the protocols of a) handling the cause with privacy b) asking the complainant to write a description of their complaint c) investigating the complaint in a transparent matter and taking the corrective measurements, including escalation and forming complaints committees as explained below (Figure 4)

A complaints committee is formed on annual basis or every two years. The committee is formed from the HR Manager, a representative from the quality assurance department, and a senior staff member that is appointed by the Director General (preferably a legal advisor when possible). This committee reviews all complaints received on administrative procedures such as requirement.

If a worker wants to submit a complaint in relation to, administrative procedures, processes, or discrimination, internal processes, recruitment results or processes; he/she could either submit the complaint to the HR manager or direct supervisor. In case of harassment complaints, he/she could wish to directly contact the Director General. Workers will submit a written complaint that includes the name, ID, phone number, subject of complaint, and details of the incidents, the receipt of complaints are acknowledged directly and the investigation process is communicated to the complainant based on the case type. The complaint receiver will either a) resolve the case through meeting with both parties and documenting reached agreements or b) escalate the complaint to the “Specialized Complaint Committee”, which gets formed on annual basis or every two years and includes the HR Manager, a representative from the quality assurance department, and a senior staff member that is appointed by the Director General (preferably a legal advisor when possible). This committee reviews all complaints received and issues a decision on suitable corrective measures and any penalties that might apply. The

²⁰ http://www.csb.gov.jo/web/index.php?option=com_k2&view=item&layout=item&id=28&Itemid=302&lang=ar

decision is documented and archived, the M&E officer in the PMU should ensure that decisions made by the committee, regarding project workers, are adhered to.

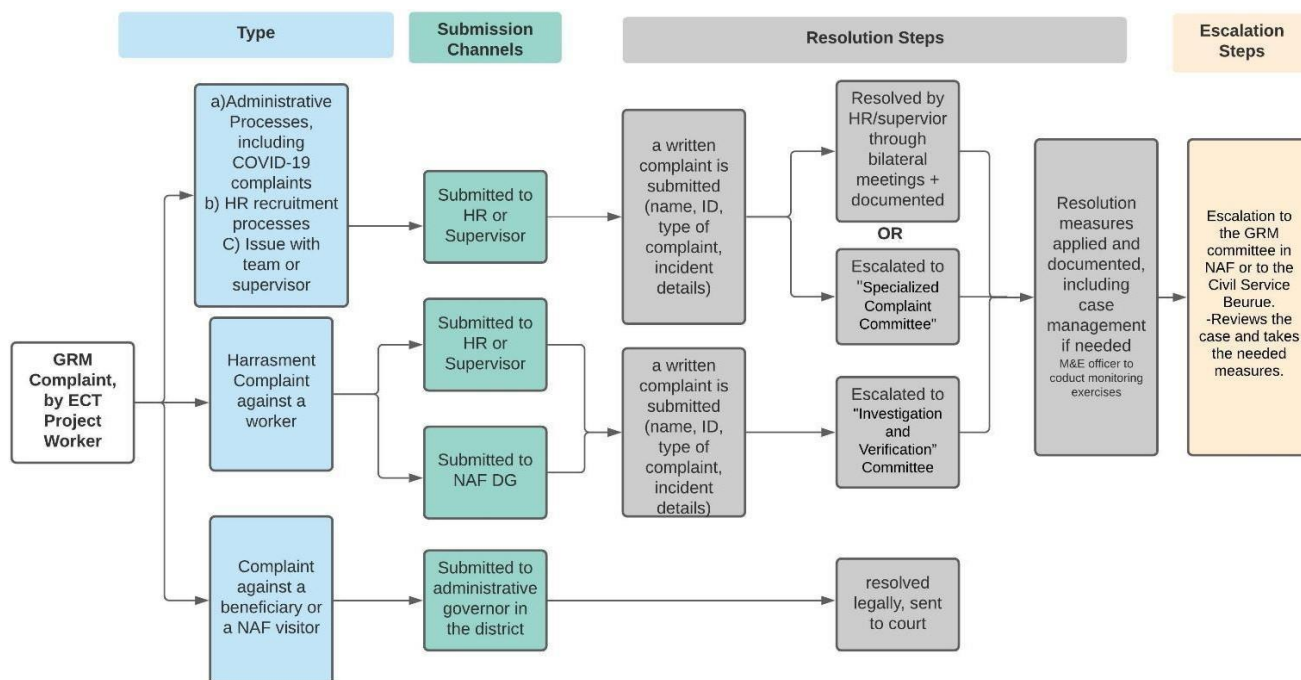
In case of Complaints related to harassment, workers could file the complaint to the HR manager, to their direct supervisor, or directly to the Director General. If submitted to the HR manager or the supervisor, the case gets escalated to the Director General who submits a request to the Secretary General or the Minister of Social Development to form an "Investigation and Verification" Committee. This committee works on taking the needed measures against the harasser (including applying penalties, firing the harasser) and support the harassed person, case management is provided through the case management system in Ministry of Social Development, if needed and based on the request of the complainant. All cases are handled with extreme confidentiality.

In the case of assault by dissatisfied beneficiaries, the worker or NAF management can choose to submit an official complaint to the local Administrative Governor the case is afterwards handled legally.

If the complainant is not satisfied with the decision made by any of the committees, he/she could escalate to the GM committee in NAF or to the Civil Service Bureau; which reviews the case and takes the needed measures.

The GM committee in NAF is formed from focal point from various sections in NAF and is responsible of reviewing and resolving the pre-mentioned cases. The committee maintains objectivity in terms of handling the complains and documents the incidents, complaints and procedures taken. If at any future occasion, the committee receives a potential reprisal complaint from a staff member who was previously complained against; they make sure to take this history into consideration while handling the case. Across the GM Processes, the complainant may request to keep their identity anonymous, for further protection.

Figure 4: GRM Processes for ECT Project Workers



In the SSC, grievances are handled first by the direct manager of the employee. If the employee escalates his/her grievance, an HR committee is formed to review the matter (in some cases an investigation committee is formed from the SSC employees). Recommendations of the committees is raised to the Director General for action.

Cases of gender-based violence or harassment from co-workers in the SSC are handled through an investigation committee formed from SSC employees. Findings of the investigation committee are reported to the Director General for appropriate action.

Figure 4. Hemaya Platform

خدمة الشكاوي الخاصة بالعمال

رقم الهوية

الرقم الوطني

الجنسية

أرثني

الإسم الأول

الإسم الثاني

الإسم الثالث

الإسم الرابع

تسجيل

متابعة الشكاوي

mol.gov.jo تم تطوير هذه المنصة من قبل مبرمجين وزارة العمل

10. CONTRACTOR MANAGEMENT

Based on the Project's Procurement Strategy, the project will finance mainly firm/IC consultancy services, as will be reflected in the procurement plan. The main contractors to be financed under the project include

- (i) The contracted IT company which will be responsible of upgrading and enhancing the National Unified Registry NUR and the NAF MIS
- (ii) Verification auditor
- (iii) Data collection firm; including contracted enumerators

As per the Project Procurement Strategy, due to the simple nature of the project activities, majority of firms as well as the individual experts, are available in the national market and national procurement procedures and documents will apply. Others if necessary, can be sourced from international market under International Competitive Bidding using World Bank Standard Procurement Documents. The procurement documents, when used, will include non-compliance remedy for possible violation of E&S provisions.

To ensure smooth implementation of the project and in order to expedite procurement transactions, a Special Tendering Committees (STC) at NAF will take on the responsibility of procurement activities and handle all communications with the Bank and the technical teams regardless of estimated contract amount.

Contracted Workers will also be subject to the terms and conditions set out in the procurement documents governed. It's recommended that procurement documents include the following clauses:

- Compliance with National Labor Law
- Third party contractors shall have a quota for hiring women in the data collection activities for social inclusion purposes
- All workers shall have written contracts specifying terms and conditions of employment.
- Minimum age of work is 18 years.
- Non-discrimination clause shall be included in procurement documents: There will be no discrimination with respect to any aspects of the employment relationship, such as recruitment, compensation, working conditions and terms of employment, access to training, promotion or termination of employment and ensure fair treatment of all employees:
 - Applications for employment will be considered fairly.
 - Clear job descriptions will be provided in advance of recruitment and will explain the skills required for each post.
- The contracted workers will not pay any hiring fees. If any hiring fees are to be incurred, these will be paid by the Employer ('Contractor').
- The contracted workers should understand and sign the Code of Conduct prior to the commencement of work, in line with the code of conduct signed for direct workers, including articles on prevention of Sexual exploitation, sexual harassment and Gender Based Violence.

Whilst, the management aspect will be undertaken by the PMU project Manager in coordination with NAF HR. The procurement manager will provide overall supervision to ensure sector norms and standards are followed.

The PMU will be responsible for oversight of compliance of their direct workers and training of contractors. Subcontracting of work to non-registered firms will not be authorized. Orientation on rights and regulation, related measurements will be provided by the M&E officer of the PMU, in coordination with NAF HR and Procurement Manager. The M&E officer will apply the “Training of Trainers” method; through selecting a number of focal points to be equipped as “trainers” for the subject matter. Afterwards, each trainer will be responsible of a region to cascade the training to workers in it.

11. COMMUNITY WORKERS

The project doesn't recruit community workers.

12. PRIMARY SUPPLY WORKERS

Not applicable. There are no primary suppliers for this project.



خطة إدارة الطوارئ والصحة السلامة المهنية في صندوق المعونة الوطنية



اهداف الخطة

1. حماية ارواح الموظفين والعاملين في الصندوق والحفاظ على ممتلكات الصندوق في الحالات الطارئة
2. تعزيز الاستعداد النفسي لدى موظفي الصندوق لمواجهة الأخطار.
3. معرفة أقرب طرق النجاة في مبنى الصندوق.
4. التنظيم الجماعي للتصرف الأمثل في الحالات الطارئة التي تحدث في مبنى الصندوق.
5. تنمية روح التعاون بين الموظفين والعاملين في الصندوق.
6. التعامل مع الحالات الطارئة بفاعلية وتجنب الآثار الناجمة عن الفرع في الحالات الطارئة.
7. ضمان مغادرة الموظفين والمتواجدين في مبنى الصندوق بأمان لحظة حدوث حالة طارئة والتوجه إلى نقطة التجمع المتفق عليها.
8. تقييم متطلبات السلامة العامة بشكل ربعي وفقاً لنموذج المعتمد لهذه الغاية ورفع التوصيات للإدارة العليا .

المفاهيم والمصطلحات

السلامة والصحة المهنية : هي حماية العاملين داخل بيئة العمل من الحوادث المحتملة التي قد تسبب بإصابات للعامل أو وفاة وأيضاً أضرار أو تلفيات لممتلكات المنشأة .

الحالة الطارئة: كل حدث من شأنه ان يلحق الضرر بمبنى الصندوق او يهدد حياة الموظفين والعاملين والمتواجدين فية بالخطر .

الاخلاء: هو نقل الاشخاص او الممتلكات من منطقة الخطر او المنطقة المعرضة للخطر " خطر قريب او احتمال وقوع خطر " الى اماكن آمنه وهي نقطة التجمع او مناطق الايواء .

نقطة التجمع: هي مكان تجمع الموظفين والعاملين الذين تم اخلاؤهم من مبنى الادارة العامة.

الاخلاء جزئي: وهو اخلاء منطقة او مكان صغير او طابق من مبنى الصندوق ونقلهم الى نقطة تجمع خارج مبنى الصندوق.

الاخلاء الكلي : هو اخلاء الأشخاص بشكل كامل من مبنى الصندوق وعمل مناطق تجمع خارجه.

اشكال الحالات الطارئة

لغايات هذه الخطة، تعتبر الحالات التالية حالات طوارئ تستلزم إخلاء مبنى الصندوق بشكل كلي أو جزئي وفقاً للمحددات الواردة في هذه الخطة :

- اندلاع حريق في مبنى الصندوق.
- تسرب مواد كيميائية خطرة تهدد صحة الموظفين والعاملين في جسم مبنى الصندوق .
- تلوث الهواء داخل مبنى الصندوق.
- ظهور اضرار خطرة في مبنى الصندوق.
- حدوث أنشطة عدائية من افراد او جماعات من خارج الصندوق.
- (انتشار مواد كيميائية خطرة او عدوى ...إلخ) لها مخاطر صحية داخل مبنى الصندوق.
- حدوث اي من عوامل الطبيعة مثل (الزلازل او السيول او العواصف او الفيضانات او الامطار الغزيرة....الخ).

- حدوث انفجار لأسباب مختلفة.
- سقوط احد المصاعد.

العناصر الأساسية للخطة

1. موقع الصندوق:

عمان/ جبل الحسين/دوار الداخلية/ بجانب وزارة التنمية الاجتماعية/ هاتف/ 5635430 .

2. تقسيم ووصف المبنى: مبنى الصندوق عبارة عن سبعة طوابق موزعة على النحو التالي:

الطابق	رقم الطابق	شاغلي الطابق
الارضى	1-	خدمة الجمهور + الاستعلامات + الديوان + الارشيف+الحركة
الاول	0	م معونات الدعم النقدي الموحد + م الاستجابة للصدمات
الثاني	1	م الموارد المالية والادارية + م التمكين الاقتصادي والاجتماعي
الثالث	2	م السياسات والتطوير المؤسسي +م الرقابة الداخلية + + المقسم
الرابع	3	م تكنولوجيا المعلومات
الخامس	4	مكتب المدير العام +المساعدى + الامن السيبراني+الشؤون القانونية+المستشار
السادس	5	م الموارد البشرية + قاعة الاجتماعات

يتبع....العناصر الاساسية للخطة

3. تشكيل لجنة الطوارئ والصحة والسلامة المهنية: يشكل المدير العام لجنة الطوارئ والصحة والسلامة المهنية في الصندوق برئاسة مدير الشؤون الادارية وذلك للقيام بالمهام والمسؤوليات المحددة في هذه الخطة.
4. وسائل الانذار المتوفرة:
 - جرس انذار
 - نظام انذار آلي
 - نظام الإطفاء الأوتوماتيكي.
5. وسائل الاطفاء المتوفرة:
 - طفايات حريق بانواعها وخرطوم مياه.
6. مخارج الطوارئ:
 - الممر الرئيسي لدخول المبنى
 - درج عدد 2 من الاعلى الى الأسفل
 - ابواب جانبية عدد 3 الطابق الارضي.

اجراءات اخلاء مبنى الصندوق

1. **الاشعار:** يتم إشعار المتواجدين في المبنى بضرورة إخلائه عن طريق تشغيل نظام الإنذار.
2. **نقطة التجمع:** يكون تجمع المتواجدين في مبنى الصندوق في الساحة الامامية للمبنى.
3. **العمليات:** عند الاعلان عن وجود حالة طارئة يقوم مشرف الاخلاء المحدد تالياً بتوجيه الموظفين والمتواجدين في المبنى الى الخروج من الاتجاهات المبينة في الجدول التالي:

رقم الطابق	مشرف الاخلاء	اتجاه مسرب الاخلاء
1-	مدير خدمة الجمهور	يتجه جميع الموظفين الى المدخل الرئيسي للمبنى
0	مدير معونات الدعم النقدي	يتجه جميع الموظفين الى الدرج الغربي للمبنى
1	مدير الموارد المالية والادارية	يتجه جميع الموظفين الى الدرج الشرقي للمبنى
2	مدير وحدة الرقابة الداخلية	يتجه جميع الموظفين الى الدرج الغربي للمبنى
3	مدير تكنولوجيا المعلومات	يتجه جميع الموظفين الى الدرج الشرقي للمبنى
4	مدير مكتب المدير العام	يتجه جميع الموظفين الى الدرج الغربي للمبنى
5	مدير الموارد البشرية	يتجه جميع الموظفين الى الدرج الشرقي للمبنى

اولويات عمليات الاخلاء

رقم الاولوية	الفئة
1	الاطفال وكبار السن المتواجدين في المبنى .
2	المعاقين والمرضى المتواجدين في المبنى .
3	الاشخاص الاصحاء المتواجدين في المبنى .
4	الممتلكات الشخصية المتواجدة في المبنى .
5	الممتلكات المهمة والثمينة المتواجدة في المبنى .

التجهيزات الوقائية

تلتزم مديرية الشؤون الادارية بتوفير المستلزمات التالية في مبنى الصندوق والتحقق من صلاحيتها وإدامتها بشكل مستمر:

1. طفايات حريق.
2. خراطيم المياه.
3. مخارج طوارئ.
4. لوحات ارشادية.
5. صيدلية اسعاف اولية.

مكامن الخطر الرئيسة

1. غرف البويلرات
2. شبكة الكهرباء.
3. الارشيف.
4. غرفة السيرفر (Server Room).
5. المستودعات الرئيسة.
6. المصاعد.
7. شبكات المياه والمجاري.

المسؤوليات والواجبات

عند حدوث الحالة الطارئة يتم توزيع المهام والمسؤوليات على النحو التالي:

المسؤوليات	الجهة
<ul style="list-style-type: none">■ تأكيد حدوث الحالة الطارئة.■ اصدار الامر باخلاء المبنى بشكل كلي او جزئي (حسب مقتضى الحال).■ تشكيل فرق الاسعاف والانقاذ والاطفاء.	المدير العام

<ul style="list-style-type: none"> ■ الاعلان عن وجود الحالة الطارئة . ■ تشغيل نظام الانذار . ■ الاتصال بالاجهزة الامنية والدفاع المدني حسب مقتضى الحال. ■ الاشراف على عمليات الاخلاء. ■ توزيع الادوار والمسؤوليات على اعضاء لجنة الطوارئ. ■ تزويد الدفاع المدني/ وحدة الإطفاء بتقرير عن الوضع عند وصولهم. ■ تنسيق عمليات الإخلاء بين الطابق حسب خطة الإخلاء. ■ الاشراف على تمارين الاخلاء الوهمية. 	رئيس لجنة الطوارئ (مدير الشؤون الادارية)
<ul style="list-style-type: none"> ■ التأكد من اخلاء الطابق من جميع المتواجدين فيه. ■ إبلاغ لجنة الطوارئ عن الحالات الطبية الطارئة. 	مشرف الطابق
<ul style="list-style-type: none"> ■ فتح ابواب مخارج الطوارئ. ■ تقديم الإسعافات الأولية. ■ مكافحة الحرائق بوسائل الإطفاء المتوفرة داخل الصندوق. ■ مساعدة فرق الإطفاء والإنقاذ وتوجيههم نحو مصدر الخطر. ■ إغلاق الأبواب والنوافذ في حال نشوب حريق باستثناء مخارج الطوارئ. ■ معرفة أرقام هواتف الجهات التي ينبغي الاتصال بها . ■ عمل تقرير بالحالة الطارئة وتدوين نقاط القوة والضعف . 	اعضاء لجنة الطوارئ
<ul style="list-style-type: none"> ■ التعرف على خطة إدارة الطوارئ . ■ التحلي بالهدوء وعدم الذعر أثناء حدوث الحالة الطارئة. ■ التعاون مع مشرفي الإنقاذ والامتنثال للتعليمات. ■ معرفة اتجاهاات مخارج النجاة ومناطق التجمع. ■ التعامل مع كل إنذار على أنه حالة طارئة. ■ عدم البقاء في المنطقة التي يطلب إخلاؤها وعدم محاولة العودة إليها. ■ عدم استخدام المصعد. ■ التوجه فوراً إلى منطقة التجمع والبقاء فيها . 	الموظفون

يتبع المسؤوليات والواجبات

المسؤوليات	الجهة
<ul style="list-style-type: none"> ■ تأمين المبنى وحفظ النظام. ■ منع دخول افراد غير مختصين لمبنى الصندوق. ■ ارشاد فرق الانقاذ والاسعاف الى مصدر الخطر. 	رجال الامن والحراسة
<ul style="list-style-type: none"> ■ فصل التيار الكهربائي عن المبنى. ■ ابلاغ طوارئ شركة الكهرباء في حال وجود تماس كهربائي. 	فني الصيانة
<ul style="list-style-type: none"> ■ اعداد نشرة توجيهية توعية حول طرق السلامة اثناء الحالات الطارئة وتوزيعها على الموظفين والعاملين في الصندوق. 	رئيس قسم الاعلام

تمارين الاخلاء

بهدف اختبار خطط عمليات إخلاء مبنى الصندوق في الحالات الطارئة، وإزالة الخطر وتدابيراته والوقوف على مستوى فعالية فريق حالات الطوارئ ومدى التنسيق مع الدفاع المدني والأجهزة المختصة الأخرى، واختبار أساليب التعامل الميداني في الإطفاء، الانقاذ، الاسعاف وتقييم كفاءة الاتصال، فإنه يتم اختيار احد الايام في (شهر ايلول) من كل عام واجراء تمرين وهمي على عمليات الاخلاء والانقاذ وذلك بالتنسيق مع الأجهزة المعنية اذا لزم الامر.

المتابعة والتقييم

تحليل مستوى اداء فريق الطوارئ ورصد الاخطاء التي وقعت بها والوقوف على اوجه القصور والاستفادة من المشكلات التي تظهر ووضع الحلول المناسبة لها في سبيل تلافيها مستقبلاً وذلك في حال حدوث الامر الطارئ

المرفقة

1. لائحة بارقام الهواتف المهمة.
2. نموذج تقييم السلامة العامة.

ارقام الهواتف المهمة

الجهة	رقم الهاتف
الامن العام	196
الدفاع المدني	911
الشرطة	191
طوارئ امانة العاصمة	5359970
طوارئ الكهرباء	4696000
شركة مياهنا (العاصمة)	5679141
سلطة المياه	5100180
مستشفى البشير	4775111
وزارة الداخلية	5691141
وزارة الصحة	5200230
مستشفى الجامعة الاردنية	5353444
الخدمات الطبية الملكية	5804804
شكايي هيئة تنظيم قطاع الاتصالات	080022313
رئيس لجنة الطوارئ في الصندوق	0772099222

مرفق نموذج تقييم السلامة
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