



REFUGEE INVESTMENT & MATCHMAKING PLATFORM (RIMP)

PROGRESS, RESULTS & OPPORTUNITIES

01/15/2021



ASA P169729

Acronyms and abbreviations

AB Invest	Al Arabi Investment Group Company
AmCham	American Chamber of Commerce in Jordan
B2B	Business-to-Business
BDS	Business Development Services
CEO	Chief Executive Officer
COVID-19	Coronavirus Disease 2019
CRM	Customer-Relationship Management
DFID	Department for International Development (United Kingdom)
DFI	World Bank Development Finance group
DI	Confederation of Danish Industry
EBRD	European Bank for Reconstruction and Development
ECR	World Bank External and Corporate Relations Vice Presidency
EFO	Externally Financed Output
EIB	European Investment Bank
EU	European Union
FCI	World Bank Finance, Competitiveness and Innovation Global Practice
FCV	Fragility, Conflict and Violence
FIG	Financial Institutions Group
GCFF	Global Concessional Financing Facility
GIZ	German Agency for International Cooperation
GoJ	Government of Jordan
HR	Human Resources
ICC	International Chamber of Commerce
ICT	Information and Communications Technology
IDA	International Development Association
IFC	International Finance Corporation
IFI	International Financial Institution
IOM	International Organization for Migration
IPF	Investment Policy Financing
ISSF	Jordan's Innovative Start-ups and SMEs Fund
JCP	United States Agency for International Development Jordan Competitiveness Program
JE	Jordan Exports
JEDCO	Jordan Enterprise Development Corporation
JIC	Jordan Investment Commission
JEPA	Jordan Fruits & Vegetables Exporters Association
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa region
MoDEE	Minister of Digital Economy and Entrepreneurship
MoITS	Minister of Industry, Trade, and Supplies
MoPIC	Ministry of Planning and International Cooperation
MoU	Memorandum of Understanding
MSME	Micro, Small and Medium-sized Enterprise
NGO	Non-Governmental Organization

OECD	Organization for Economic Cooperation and Development
OSF	Open Society Foundations
PMU	Project Management Unit
PPD	Public Private Dialogue
PPE	Personal Protective Equipment
PS4R	Private Sector for Refugees initiative
R-DWEE	World Bank Group's Regional Displaced Women's Economic Empowerment program
RIMP	Refugee Investment and Matchmaking Platform
RIN	Refugee Investment Network
SIBA	Syrian International Business Association
SME	Small and Medium sized Enterprises
TA	Technical Assistance
TPO	Trade Promotion Organization
SDG	Sustainable Development Goals
SIDA	Swedish International Development Agency
UN	United Nations
UNGA	United Nations General Assembly
UNHCR	United Nations Refugee Agency
USAID	United States Agency for International Development
VC	Venture Capital
WEF	World Economic Forum
WB	World Bank
WBG	World Bank Group

List of figures

- Figure 1: RIMP's organization around four pillars.
- Figure 2: Summary of RIMPs B2B results
- Figure 3: Sectors identified as priority by Jordan Exports agency
- Figure 4: Refugee Work Permits Issued in 2020 and per sector
- Figure 5: Linkages in the case of Sawa Plastics Industry
- Figure 6: 152 Company Profiles helped the information gap and market export readiness
- Figure 7: Examples of Company Profiles
- Figure 8: Investment Catalyst Design Principles
- Figure 9: RIMP's support to JE (partnerships, positioning and capacity building)
- Figure 10: The PS4R website – Knowledge Sharing and Events Page

List of tables

- Table 1: List and details of intermediaries contracted by RIMP in FY 2020
- Table 2: List and details of companies supported by RIMP through intermediary AmCham/TechWadi
- Table 3: List and details of companies supported by RIMP through intermediary UK Tech Hub
- Table 4: List and details of companies supported by RIMP through intermediary JCI Plastics Chapter
- Table 5: Existing Employment and New Employment in Companies Supported by RIMP Activities, per Economic Sector

Table of Contents

Executive Summary 5

Introduction 18

Context 18

The Refugee Investment and Matchmaking Platform 18

1. Pillar 1: Matchmaking and B2B Market Development activity 20

1.1. Rationale for activities..... 20

1.2. Logical Monitoring and Evaluation Framework for activities 21

1.3. Component Results 22

2. Pillar 2: Investment Catalyzation 43

2.1. Rationale for activities..... 43

2.2 Logical M&E Framework for activities..... 44

2.3 Component Results 44

3. Pillar 3: Policy Linkages and Institutional Development 48

3.1. Rationale for activities..... 48

3.2. Logical M&E Framework for activities 50

3.3. Component Results 50

4. Pillar 4: Global Knowledge & Partnerships..... 58

4.1. Rationale for activities..... 58

4.2. Logical M&E Framework for Activity..... 58

4.3. Component Results 59

5. Lessons learned and next steps 67

Annex I: M&E Framework for Components 1,2, 3 and 4 72

Annex II: RIMP supported Sectors: Existing Employment and New Employment in Companies Supported by RIMP Activities, per Economic Sector 89

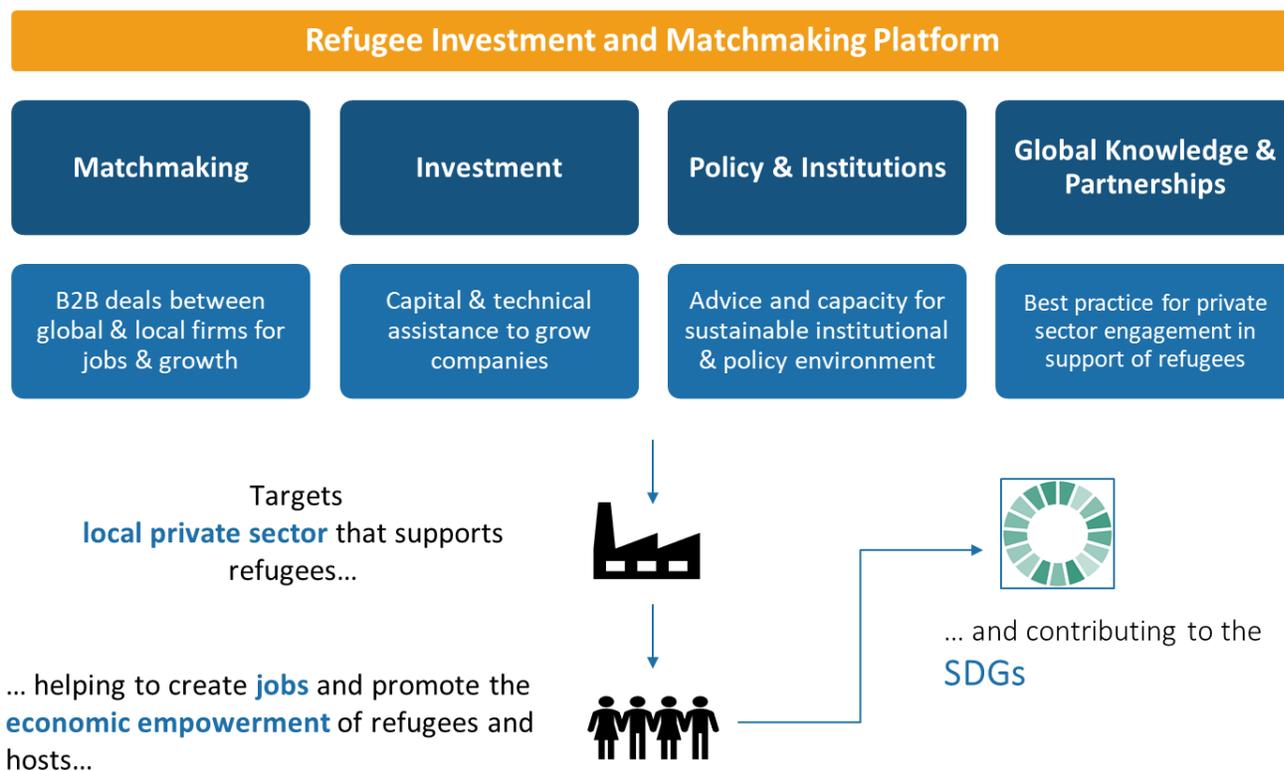
Annex III: List of Internal Documents Produced..... 95

Executive Summary

This report: In December 2018, the World Bank Group (WBG) launched the Refugee Investment and Matchmaking Platform (RIMP) to mobilize the private sector in support of refugees and their host communities. The Department for International Development - UK (DFID) provided financing to RIMP through an Externally Financed Output (EFO) agreement in December 2018. This was extended in February 2019 following the Jordan London Initiative. This report is an updated version of the progress report that was shared by the RIMP team in April 2020. It builds on lessons learned from the RIMP project implemented in 2020, and summarizes some of the results achieved through the program from January 1, 2018 to December 31, 2020. The report also offers an insight into RIMP's response to COVID-19 and the new approaches the team introduced to overcome movement and trade restrictions imposed by the pandemic.

RIMP activities are designed to be impactful in creating employment for refugees and capitalizing on Jordan's export potential. RIMP is therefore built around four key pillars, namely: (1) matchmaking and business-to-business (B2B) market development, (2) investment catalyzation, (3) policy linkages and institutional development, and (4) global knowledge and partnership. DFID funding as described in this report is targeted at RIMP Components 1 and 3; Components 2 and 4 are covered by parallel financing from the World Bank-United Nations Sustainable Development Goal (SDG) Trust Fund.

Figure 1: RIMP's organization around four pillars.



Context: RIMP started operating as part of the portfolio of activities of the WBG in Jordan, in close partnership with the Government of Jordan (GoJ) to actively promote trade and investment, including the support of refugees and their host communities, to ensure project alignment with domestic reform strategies and with WBG programs in Jordan. RIMP counterparts within the GoJ are the Reform Secretariat at the Ministry of Planning and International Cooperation (MoPIC), the Minister of Industry, Trade, and Supplies (MoITS) and the Minister of Digital Economy and Entrepreneurship (MoDEE).

Upon the launch of RIMP, the team studied the status of Syrian owned businesses that existed before and after the start of the Syrian crisis in 2011, and their contribution to the Jordanian economy. The team also looked into relevant regulations and confirmed that the GoJ treats any business incorporated in Jordan as Jordanian entities, regardless of the nationality of the shareholders of that business, making those businesses subject to Jordanian law, equally benefitting or adversely affected by any government policy or stimulus package offered to the private sector. According to data provided by the PMU-MoPIC, in 2019, there were 1661 Syrian owned businesses in Jordan, and 10,051 others that had at least one Syrian owner (where Syrian ownership is at least 50%)¹. The value of Syrian investor capital in Jordan was estimated at \$240 million dollars in 2017.

Syrian businesses contribute to Jordan's economy by operating and investing in diverse sectors, including but not limited to food processing, chemicals and pharmaceutical manufacturing, trade, real estate, and hospitality. In 2017 and 2018, Syrians ranked third and fourth as foreigners who invest most in the real estate sector in Jordan. In 2018 Syrians bought 297 properties in different governorates in Jordan, with a total cost amounting to more than 17 million dinars.²

As lessons from Jordan emerge, the team is beginning to grow its global knowledge and partnership building role and to adapt and expand RIMP methodology in other projects, such as: The Jordan COVID-19 Private Sector Recovery and Resilience Project and other projects beyond Jordan where RIMP's experience and lessons learned can be adopted, such as the Iraq Enabling Environment for the Creation and Growth of Innovative SMEs project (P171175) - SMEs referring to Small and Medium sized Enterprises - and the Djibouti Integrated Slum Upgrading Project - Additional Financing - (P172979).

Component 1: B2B & Matchmaking Summary:

- RIMP's results are achieved through its direct interaction with companies and the hiring of business intermediaries as service providers specialized in specific economic sectors. Its activities are targeted at promoting exports of Jordanian based products, business partnerships and direct investments with Jordan-based enterprises (Jordanian and refugee owned). To expose Jordan-based businesses to global potential partners, 16 B2B export and trade promotion and matchmaking events were held in Jordan and internationally between 2018-2020. These events provided Jordan based exporters visibility to and from international businesses and investors.

¹ MoPIC data.

² Department of Land Annual Report 2018

- In performing the scope of work with business intermediaries, RIMP considered the role of the private sector in contributing to both the host and refugee communities. Business intermediaries follow the subsequent guidelines when selecting companies who may benefit from RIMP support:
 - **Role of the company in economic integration of refugees “in support of” or “with” refugees**, or in a much broader sense, as in building the resilience of the host communities, creating growth and jobs for all – including refugees through regular economic activity.
 - **Enterprises in growth sectors**, which can create employment opportunities and can act as service delivery providers. Such enterprises can support advocacy initiatives or work towards long term global economic opportunities for local communities and the refugees they host.
 - **Enterprises that play a role in developing the entrepreneurship agenda** by promoting self and community employment through entrepreneurship; supporting refugee entrepreneurship; innovation and incubation programs for refugees; youth entrepreneurship and employment schemes; talent and investment mobilization in support of refugee entrepreneurs.
 - **Companies that participate in private sector support and empowerment of refugees through 6 criteria:**
 - companies **owned** by refugees;
 - companies **employing** refugees;
 - companies **providing services and goods** for refugees or linked to the refugee crisis within the host community;
 - companies allowing the **development of sectors** that will ultimately result in enhanced downstream economic opportunities and integration of refugees; or
 - companies **located in tense geographic areas** due to refugee influx, with a view to alleviate these tensions.
 - In addition, the RIMP approach ensures that there is a **gender lens** to the selection of companies to highlight the role of refugee and displaced women in business (as owners and as employees).

- To sustain these capacity building activities, RIMP has supported five business intermediaries (in the garment, agricultural innovation, ICT and plastics manufacturing sectors). RIMP worked closely with these intermediaries to select and service 15 to 25 firms each. A total of 86 Jordan-based businesses have thus received enterprise development, export marketing and B2B services from the intermediaries.

- To close the information gap and scale the number of businesses exposed to global supply chain actors and investors, RIMP also compiled 152 “business profiles” into “Deal books” covering 12 economic sectors.

- 200 businesses were profiled online through B2B online platforms engaged by RIMP.

- These initiatives have led to the finalization of 57 new business transactions. Some of them were initiated by RIMP, others were initiated by the businesses, but all were finalized through the support of RIMP, reinforcing the business case and giving impetus for the transaction. Through

RIMP's contribution, the B2B matchmaking activities **resulted in \$64.5M investments in Jordan-based businesses from global entities, and \$114.8M sales transactions that were disbursed as purchases sourced by global businesses from Jordan-based businesses.**

- **These business deals, investments and sourcing from Jordan contributed to the creation of 1,930 new jobs, including 1,602 Jordanians (83%), 328 refugees (17%) and 1,332 women (69%).**

Component 2: Investment Catalyzation

RIMP has worked to set up an “Investment Catalyst” to unlock just-in-time investment to the private sector to help grow employment, products and services for refugees and host communities in Jordan. The Catalyst would address \$2 to \$10 million investment opportunities in Jordan through mezzanine and flexible capital, technical assistance (TA) and intermediation services.

The Investment Catalyzation development process began late 2018 with 59 local and international stakeholders discussing design. In February 2019, and during the London Conference, five partners publicly announced their commitment to the establishment of the Investment Catalyst with \$50 million dedicated so far for investment and technical advisory. The partners include: the WBG, the International Finance Corporation (IFC), the European Bank for Reconstruction and Development (EBRD), the UK Department for International Development (DFID) and the European Investment Bank (EIB).

To maximize the impact of investments on the economic inclusion of refugees and displaced women, RIMP collaborated with the WBG's Regional Displaced Women's Economic Empowerment program (R-DWEE, P172782) team to draft an informational note on economic inclusion of refugees and displaced women given the growing interest in refugee-focused investments and the untapped potential of a growing population of displaced women, many of whom are heads of households.

Results under this component include the following:

- RIMP organized a technical meeting in Amman in June 2018 to determine the main obstacles for greater refugee-focused investments, developing key features and next steps to set up an Investment Catalyst. The meeting was co-led by the World Bank, IFC and Open Society Foundations (OSF) and convened a select group of Jordan and global private sector companies, investors and organizations.
- RIMP coordinated initial design work on the Catalyst (in co-leadership by the three core partners, World Bank, IFC and OSF), including extensive feasibility analysis and consultations with 150+ individuals in Jordan and beyond, with the support of a consultancy company.
- Based on this analysis, an initial design for the Catalyst was presented. The Catalyst will seek to fill a much-needed gap in the Jordan market by providing mezzanine capital, TA to firms and transaction services to help close deals. It will focus on the “missing middle” of investments that is neither covered by the start-up/VC funding nor by institutional capital.
- The Investment Catalyst was formally announced at the London Jordan Conference in February 2019. Since then, RIMP has continued to support the investment team led by IFC in further refining the design of the Investment Catalyst. IFC published Terms of Reference in late November 2020 to identify the

implementing partners. Either Jordan's Innovative Start-ups and SMEs Fund (ISSF), Jordan's Growth Fund or Al Arabi Investment Group Company (AB Invest) - could be selected as the main partner and Catalyst Manager. Different structures are being considered including setting the Catalyst up as a separate fund or host it under existing funds with proper ringfencing.

- RIMP has helped rallied the EBRD, the EIB, and DFID (DFID limited to TA) to join efforts around the Catalyst. In February 2019, this extended group of partners committed to pledge up to \$45M in seed investments, along with \$5M in grant funding for TA, subject to the final structure of the Catalyst. Interest from these and other parties will be revisited once the final design of the Catalyst is firmed up.
- RIMP's investment criteria have been expanded to include a gender lens, and to incorporate the principles identified by the Charter of Good Practice on the Role of the Private Sector in Economic Integration of Refugees also promoted by the RIMP³.
- The Investment Catalyst is expected to be operational by the second quarter of the calendar year 2021.

Component 3: Policy Linkages and Institutional Development

Under Component 3, RIMP is working to sustain and institutionalize the B2B matchmaking function developed under component 1 within Jordan Exports (JE) - an agency which was created to act as the main institutional interlocutor between Jordanian exporters and external market opportunities. While the institutional development of JE has taken longer than anticipated, and as momentum is building up, RIMP has provided support during the startup phase through the following contributions:

- **Institutional strength:** RIMP contributed to the development of the JE **Business Plan** through regular inputs during JE's Business Plan drafting process. In addition, the RIMP team funded a drafting consultant hired by the United States Agency for International Development (USAID) Jordan Competitiveness Program (JCP) and gave ongoing support and guidance. RIMP also contributed **Human Resources (HR) support**, for instance by providing feedback during JE's Chief Executive Officer (CEO) hiring process, and on the writing of job descriptions for the initial set of JE staff.
- **Improved governance:** RIMP provided discrete advice on the structure and the need for a transparent and accountable JE **governance** framework. To support JE's governance setup, RIMP's team participated in public-private consultations and provided technical input to support key improvements to JE's governance structure, including the removal of the Government's Golden Share provision which allowed the GoJ double board votes and thus a de-facto majority in all instances; the agreement by both private and public sector shareholders for the chairman to be a private sector representative, and the inclusion of at least one female representative to JE's board of directors.
- **Partnerships:** RIMP contributed guidance to the **elaboration of Memoranda of Understanding (MoUs)** between JE and the Jordan Investment Commission (JIC) and the Jordan Enterprise Development Corporation (JEDCO). These MoUs were designed to reinforce JE's export marketing and B2B

³ The Charter of Good Practice was elaborated by 200 practitioners at a conference in Paris in June 2019 promoted by the WBG, through RIMP, European Investment Bank (EIB) and the Confederation of Danish Industry (DI). More info: <https://www.danskindustri.dk/ps4refugees/>

matchmaking function and outline the export mandates for each institution. The MoUs enable the convergence of all export-related activities towards JE.

To ensure that JE benefits from **coordinated support by different donors**, the RIMP team continues to work with donors on the ground and helps JE work with donors to ensure capacity building alignment. RIMP team members have attended several coordination meetings with donors and established strong bilateral relations with key agencies. Such as, USAID and the German Agency for International Cooperation (GIZ) who are willing to offer their support to JE as it moves from inception to implementation.

The support that donors provided to SMEs in Jordan has not always been properly coordinated and has mostly been conducted on an ad-hoc basis. RIMP has managed to align and coordinate the work in the area of export promotion and institutional support to JE to ensure better impact of that support and to avoid duplication and overlap. RIMP's coordinating role is evident among the donor community and is vital to the design and development of the Jordan COVID-19 Private Sector Recovery and Resilience Project - (P175420).

- **Operational toolkit:** RIMP continues to **build the capacity of JE and its team** and provide them with tools, such as export guides, virtual B2B checklists, sector profiles, virtual exhibition training and knowledge transfer from intermediaries to JE.
- **Public Private Dialogue:** RIMP helped JE **identify high-level sector reforms** and consolidate them into sector policy development recommendations, to be presented to the GoJ.
- **Positioning:** RIMP helped JE think through its **market positioning plan** among policymakers through leveraging Jordan's national strategies as well as its trade agreements. JE seeks to increase Jordanian exports to the European Union (EU) market by promoting and encouraging the use of the simplified rules of origin agreement between Jordan and the EU which was signed as part of the Compact that encourages and stipulates the employment of Syrian refugees to meet the requirements of the agreement to grant duty free entry of Jordanian products. JE aims to cater to both refugees who are key in fulfilling the requirements for exporting under the relaxed rules of origin to the EU, as well as women employment which is in line with the national goals aiming at increasing female participation in the workforce. The donor community has placed special emphasis on employing refugees and increasing female participation and is increasing its funding towards these developmental targets-goals. This will ensure positioning JE as the national institution to go to that covers refugees and gender angles support and will ensure leveraging donor support and access to finance to support JE's institutional development, growth and sustainability, either through partnerships with donors or as an institution that the donors can finance and run programs through.
- **Training, coaching and support:** RIMP provided training, coaching and support to the hired CEO and core staff on JE's positioning, vision and mission, mandate, design, structure, best practice, governance and RIMP's matchmaking and B2B methodology and knowledge transfer. Late 2019, RIMP team also provided this training to some of JE's board members' under RIMP support and knowledge transfer, especially the female board member and the elected Chairman to ensure that they are brought up to speed on JE's design, mandate, positioning as well as sharing with them the work and support that RIMP has been providing to JE.

Inclusion of JE in the Jordan COVID-19 Private Sector Recovery and Resilience Project (P175420): The World Bank (WB) project initiated late 2020, aims to alleviate and/or mitigate the impact of the pandemic on Micro, Small and Medium-sized Enterprises (MSMEs) and address key challenges they face in the ecosystem. The Project focuses on supporting the resilience of MSMEs during the pandemic and facilitating their post COVID-19 recovery to retain and develop their capabilities and market position, through increasing access to finance, technology and markets, and supporting the development of the MSME ecosystem in Jordan. In the design of the project the Jordan Loan Guarantee Corporation, the Micro Finance Institutions and JEDCO were the partner organizations. Due to JE's positioning as the export promotion agency, it was added as an additional partner organization. This secured sustainable financing to JE to implement its role in promoting the exports of Jordanian products and services in international markets, building on the knowledge and expertise that RIMP developed in the B2B and matchmaking that were anchored in JE.

Component 4: Global knowledge, outreach and advocacy

RIMP's work on global knowledge, outreach and advocacy has been groundbreaking: during the past two years, the team has been crucial to the formation of the Private Sector for Refugees (PS4R) initiative, bringing together key international players to promote the private sector's collaboration with refugees. PS4R is led by the following partners: the Confederation of Danish Industry (DI), the EIB, the International Chamber of Commerce (ICC), the UN Refugee Agency (UNHCR) and the WBG.

Activities under this pillar include: Knowledge exchange, communications, and partner outreach to build support for and awareness of the Platform's approach to forced displacement. The objective of this fourth pillar is to change the narrative around the role of the private sector in ensuring economic opportunities for both refugees and host communities. Under component 4, the following has been achieved:

- **Knowledge Sharing and Advocacy:** The RIMP platform has organized a range of major knowledge events since its launch, including:
 - **The role of the private sector in the global refugee crisis** (New York, September 2018): In connection with the UN General Assembly (UNGA), the RIMP platform and the TENT Foundation organized an event on the Role of the Private Sector in Addressing the Global Refugee Crisis. As a result, twenty companies announced they would leverage business and social responsibility initiatives to support refugees and host communities around the world.
 - **The role of the private sector in economic integration of refugees** (Paris, June 2019): This conference launched the PS4R initiative, bringing together representatives from international organizations, the private sector, government, and entrepreneurs. Organized around four key themes (employment, entrepreneurship, investment, and products & services) the conference resulted in the elaboration of a **Charter of Good Practice on the Role of the Private Sector in Economic Integration of Refugees.**

- **A marketplace of good practice and a side-event, during the Global Refugee Forum (GRF)** in Geneva, December 2019, to distil 20 guiding principles for the private sector and its partners, within four areas of focus, namely: entrepreneurship, investment, employment, and products & services. The charter brings together key partners on how to move from ad-hoc to systematic global engagement on strengthening the role of the private sector in economic integration of refugees.
- **Online Knowledge Event (November 2020):** Follow-up webinar focusing on how the private sector is adapting its work with refugees in the context of COVID-19. The event featured speakers from business, humanitarian and development institutions and reflected on key recommendations for PS4R moving forward.
- **Paris Peace Forum (November 2020):** RIMP delivered an online pitch on behalf of PS4R during the Paris Peace Forum in November 2020. The forum featured more than 3,000 key thought leaders working within the global governance space.
- **Partner Outreach:** Since the Platform’s launch in 2018, the RIMP team has developed strong partnerships with leading private sector organizations, such as the IKEA Foundation, Mastercard and Chobani. Partnerships with local companies in Jordan have been strengthened through extensive B2B and matchmaking engagements. Ongoing collaboration with partners through the PS4R initiative – particularly with DI, EIB, ICC, UNHCR, and the World Economic Forum (WEF) - has strengthened these relationships and the Platform’s network in general.
- **External Communications:** The RIMP team has deployed a communications strategy to increase the visibility of success stories for private sector engagement with refugees and to highlight the relevance of refugees to investment, employment, and products and services. As such, a number of branding materials and communications have been produced, particularly around the high-level conferences, such as LinkedIn stories, video interviews and social media campaigns, in coordination with the WB communications department.

RIMP response to COVID-19

RIMP has undertaken a quick assessment **of select companies within the Jordanian private sector and the impact of COVID-19 crisis on their operation, sustainability and employability.** The assessment discussed measures set by the GoJ to ensure meeting local demand of essential products, safety measures to contain the spread of COVID-19, and financial measures to mitigate the losses encountered by the private sector.

The assessment also discussed the **impact of COVID-19 on refugees in general and refugee owned businesses in particular and provided insight to the actions considered by RIMP to support businesses to mitigate their losses and recover as fast as possible.** Interviews were carried out with twenty-one companies⁴ (15 Jordanian owned and 6 Syrian owned companies) during the time period March 26-30, 2020.

⁴ Annex I provides a list of all surveyed companies per sector, ownership and status of operation during the lockdown

Results of the survey and ad-hoc mini assessment allowed RIMP to revisit its operational model and recalibrate to match the new situation, along the following lines:

- Concentrate support to businesses that respond to essentials identified by the GoJ including food, chemicals and Personal Protective Equipment (PPE). This emphasized support to SMEs that are refugee-owned or employing higher % of refugees.
- RIMP worked with JE to reposition itself as a national export promotion agency and one that also aims to promote inclusivity of refugees and women by leveraging the EU-Jordan relaxed rules of origin agreement under the Compact.
- RIMP reinforced the gender inclusivity criterion in an effort to extend support for women employees (covering host community and refugees).
- RIMP deliverables shifted to virtual activities that included capacity building as well as virtual B2B linkages that aimed to connect SMEs with buyers and investors.

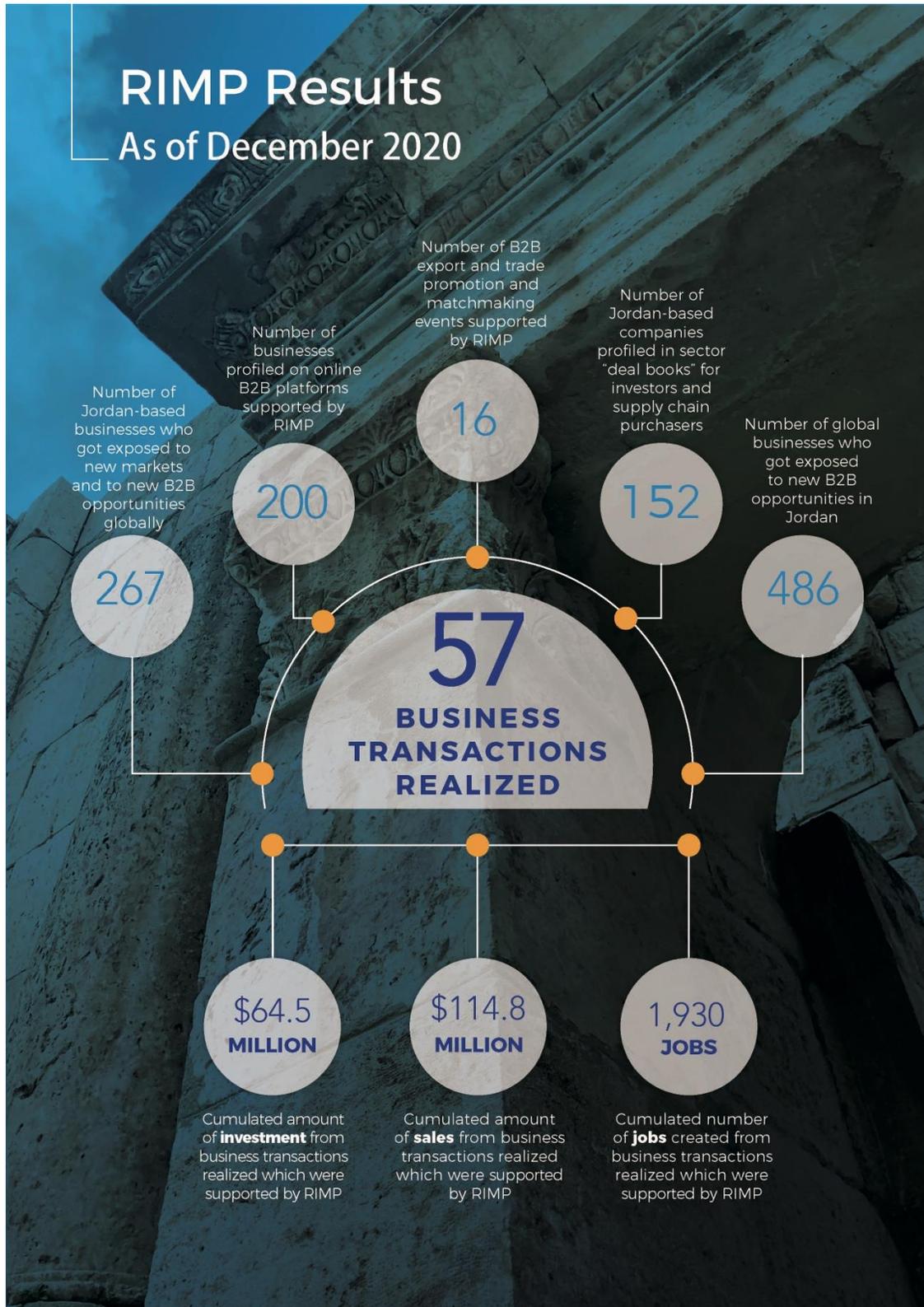
Despite its limited resources, Jordan was able to cover its own needs and export to meet the needs of many neighboring regional countries. RIMP ensured its activities continued to complement the country's self-sufficiency needs. As borders around the world closed and trade restrictions were enforced, RIMP and in cooperation with the Jordan Chamber of Industries succeeded at building backward linkages with local molds makers and forward linkages with food and chemicals manufacturers. In a period of 40 days during the COVID-19 outbreak, this sector succeeded at securing more than 30 transactions that amounted to \$11.5million, and create 74 employment opportunities (9 for refugees and 27 for women), despite the fact that other industries generally were downsizing. For RIMP, the plastics sector continues to be essential in the response to the COVID-19 pandemic (plexiglass protecting windows, vizors, plastics in PPE) with products that can be exported regionally. The sector's packaging arm remains essential to complete the value chain for the food and chemicals packaging needs.

Additionally, the impact of the COVID-19 outbreak has identified the crucial need for facilitating and growing technology-based services, as they can replace physical interactions. RIMP's support to technology driven service providers specially ones offering educational, health and financial services has also witnessed significant growth with investments amounting supported by RIMP amounting to more than \$17 million.

Despite the above noted achievements, RIMP's B2B matchmaking activities also witnessed challenges specifically through a decrease in investments values. More than \$60M committed investments were put on hold and/or cancelled as a result of uncertainties imposed by COVID-19.

Additionally, the COVID-19 pandemic had an impact on the newly established export promotion agency JE, since the CEO took her position in December 2019 with a view to recruiting technical staff in the first quarter of 2020. The outbreak of the COVID-19 pandemic put the recruiting process on hold thus the actual technical operation of the institution was delayed.

Figure 2: Summary of RIMPs B2B results



Lessons learned

RIMP engagement in Jordan has led to the following lessons and next steps:

- **RIMP's innovative approach was validated over time**
 - **RIMP's design ensured buy-in from the start.** RIMP's structure was created on the basis of engagements with stakeholders inside and outside the WBG, and the Platform obtained buy-in during its early stages that allowed it to take chances and be flexible.
 - **By demonstrating its value, RIMP achieved widespread recognition for its work and generated ongoing demand.** RIMP managed to position itself as an innovative project bringing together country operations, engagement with the private sector, and knowledge in support of refugees. As a result, RIMP experience was useful to inform the WBG FCV Strategy; the Forced Displacement Strategy for the Mashreq; and IFC's Fragility strategy.
 - **Promoting innovation through a new Platform was necessary but not always easy:** Given RIMP's new setup and innovative nature, the team faced bottlenecks within the WBG. The team will need seek to strike a balance, moving forward, between its fast approach and the need to ensure institutional buy-in.
 - **Implementing the vision behind the Investment Catalyst with numerous partners was challenging.** As a result, RIMP refocused the Catalyst design finalization on IFC only. Partners will be brought back in, in a collaborative manner, once a technical design is finalized.
 - **RIMP can be implemented in other settings than Jordan, if adapted to fit context.** RIMP activities were designed based on an in-depth understanding of Jordan, tested in the country and adapted to an evolving situation. RIMP's approach is useful to other countries, but the specific activities will need to be tailored to their needs.
 - **Demand for RIMP and PS4R is widespread but needs to be managed.** RIMP's work has raised interest across the WBG (with a growing number of Bank teams interested in applying RIMP's methodology to new projects) and by international actors keen to join the PS4R agenda. Both aspects represent opportunities and challenges for the team under the current budget and staff conditions and will call for a careful consideration of future options.
- **RIMP's methodology adds practical value but requires flexibility**
 - **RIMP identifies opportunities for private sector-refugee collaboration:** RIMP used a variety of approaches to highlight opportunities for the private sector to step in support of refugees. As the project is implemented beyond Jordan, the team will need to find a more systematic way to connect opportunities at the country level with the growing network of global partners
 - **RIMP focus had to adapt to an ever-evolving local political climate:** The Government of Jordan's vision that RIMP should benefit both refugees and Jordanians was essential for the program to maintain a wider sector development approach that resulted in greater overall results for all. This said, and due to varying political incentives, the RIMP team sometimes faced difficulty in maintaining a strong focus on refugees. Moving forward, it will be essential for

RIMP to focus on initiatives that have direct impact on refugees, such as those within sectors that are open to refugee employment.

Achieving impact requested an agile, responsive and adaptive approach: RIMP has learned, during its first few years of operation, that it is important to maintain a flexible and adaptive approach when operating in a constantly changing environment and dealing with multiple actors. For instance, RIMP had to readjust its activities amid COVID19 and reorient its work with intermediaries to enhance their own capacity first.

- **RIMP's development impact can be further strengthened**
 - **Including a COVID-19 analysis in the RIMP approach:** The pandemic has had a dramatic impact on SMEs – but also highlighted that, with the right support, the crisis could turn into new opportunities for certain SMEs. Analysis of the COVID19 impacts in Jordan allowed the project to adjust its support to SMEs and JE to better respond to the crisis.
 - **Maintaining a strong partnership focus:** RIMP's PS4R work has attracted great attention in a context of multiplying global partners and initiatives in the refugee-private sector space. Given the dedication required to make partnerships work, it will be essential for PS4R not to lose focus and avoid being pulled in too many different directions.

Future directions

On a programmatic level

- **In Jordan, RIMP will continue its support to JE**, with special emphasis on innovative tools needed after the COVID-19 pandemic. This support includes:
 - Providing guidance to the board and Chairman of JE to expedite its operational processes
 - RIMP will coordinate with and provide support to the Jordan COVID-19 Private Sector Recovery and Resilience Project (P175420).
 - RIMP will further ensure that JE is well positioned as an institution that fosters refugee support and gender inclusion as an example to emulate among national institutions and donors.
 - RIMP will build on its institutional experience working with JE and ensure a transfer of knowledge to other WB projects.
- **In other WB operations:**
 - The RIMP team will continue to engage with WB task teams, building on its recent success in Jordan and Djibouti, but also given recent interest from teams in Iraq and Lebanon. The team will continue to focus mainly on the Mashreq region, but will gradually also work with teams in other regions of the WB, depending on strength of demand and available resources.
 - The RIMP team will work to ensure that there is **a clear refugee-private sector focus** in coming operations.

On a global level

- RIMP will **strengthen its operational PS4R work** in the future by disseminating WB operational results globally and identifying opportunities for operational work across institutions (through information on partners' operational portfolios and innovative joint pilots).
- RIMP will work to **expand the number of partners** that join the PS4R consortium through active participation in its coordinating activities by engaging additional bilateral donors and philanthropic partners into the coordinating committee. RIMP will seek to have at least one PS4R point person per partner organization that can support its ongoing work. Partners should dedicate parallel financing for pilot testing of joint PS4R initiatives on the ground and set aside funding to support PS4R events, including for logistical and communications work.
- RIMP will work with its partners to further **define a governing mechanism for PS4R** to increase predictability and ensure an equal distribution of work between the organizations.
- RIMP will **increase its outreach and advocacy work on the adoption of the Charter of Good Practice** with private sector and government stakeholders, as well as development practitioners
- RIMP will **bolster its global knowledge activities** (e.g. through knowledge events, strengthening the PS4R website, producing lessons learned and case studies)
- RIMP will continue to **include a COVID-19 dimension** in its work, building on the results of its analysis in early 2020. This requires that the team remain vigilant to the particular political circumstances created by COVID-19 and being attuned to the economic restructurings that can provide both benefits and obstacles to economic inclusion of refugees.
- The RIMP team will continue to promote a **gender lens** in its work on private sector refugee collaboration, both in its global analytics and through operational engagements.

-- End of Executive Summary --

Introduction

Context

In December 2018, the WBG launched RIMP to mobilize the private sector in support of refugees and their host communities through several channels. RIMP has operated as part of the portfolio of activities of the WBG in Jordan, in close partnership with the GoJ to actively promote exports and investments, including the support of refugees and their host communities, to ensure the project alignment with domestic reform strategies and with WBG programs in Jordan. RIMP counterparts within the GoJ are the Reform Secretariat at MoPIC, MoITS and MoDEE. RIMP coordinates its work closely with other institutions and a number of development partners operating programs on similar issues. In addition, RIMP has promoted the dissemination of lessons learned from Jordan through its leadership of the international PS4R, promoting global knowledge and operational collaboration through workshops, conferences, knowledge products and ongoing institutional collaboration.

RIMP received financing from the UK (DFID) through an EFO agreement, in the build up to and following the Jordan-UK “London Initiative” which was anchored around the February 2019 conference in London. This report summarizes results achieved through the program so far, from inception in 2018 to December 31st 2020. DFID funding was targeted at RIMP’s component 1 and 3, while components 2 and 4 are covered by parallel financing from the World Bank-UN SDG Trust Fund.

RIMP started operating as part of the portfolio of activities of the WBG in Jordan, and as lessons from Jordan emerge, the team is beginning to grow its global knowledge and partnership building role and to adapt and expand RIMP methodology in other projects, such as: The Jordan COVID-19 Private Sector Recovery and Resilience Project (P175420) and other projects beyond Jordan where RIMP’s experience and lessons learned can be adopted, such as the Iraq Enabling Environment for the Creation and Growth of Innovative SMEs project’ (P171175) project in Iraq and the ‘Djibouti Integrated Slum Upgrading Project - Additional Financing - (P172979)’.

The Refugee Investment and Matchmaking Platform

RIMP is a three-year program (January 2018 - November 2021) that is being piloted in Jordan. RIMP is built around four key pillars, namely: (1) matchmaking and B2B market development, (2) investment catalyzation, (3) policy linkages and institutional development, and (4) global knowledge and partnership.

Pillar 1: Matchmaking and B2B Market Development

The first pillar seeks to identify, facilitate and promote B2B opportunities between global and local business in support of refugees and host communities. The matchmaking pillar focuses on helping the government identify individual B2B potential for Jordan. It also supports existing sector development by providing capacity to local institutions on reinforcing B2B market development intermediaries and export accelerators on the ground.

Pillar 2: Investment Catalyzation

The purpose of this pillar is to unlock just-in-time investment to the private sector that helps grow employment, products and services for refugees and host communities in Jordan. This pillar aims to provide capacity to set up an “Investment Catalyst” to develop investable opportunities in Jordan through mezzanine and flexible capital, TA and intermediation services.

Pillar 3: Policy Linkages and Institutional Development

The goal of this pillar is twofold: First, to transfer capacity to local Jordanian authorities and institutions to carry on B2B activities on a sustainable basis, with a focus on the newly established public-private export promotion agency - JE; and second, to ensure that the knowledge gained through the investment and matchmaking efforts on refugee-related regulatory or policy issues can get incorporated into the larger policy work being undertaken in Jordan. In the future, with the RIMP approach being incorporated in other country contexts, this policy approach will also be pursued.

Pillar 4: Global knowledge and partnerships

This pillar focuses on the promotion of global knowledge and partnerships to mobilize the private sector in support of refugees and, more broadly, to engage the private sector and philanthropic actors in committing to tangible action around the SDGs, particularly SDG17 on partnerships. Specific activities include: (1) outreach and engagement with prospective private sector and philanthropic partners to support the platform activities; (2) awareness-raising activities on the role of the private sector in supporting refugees, reaching the SDGs and (3) maximizing finance for development. This work has been furthered through RIMP’s leading role in the PS4R initiative since 2019.

1. Pillar 1: Matchmaking and B2B Market Development activity

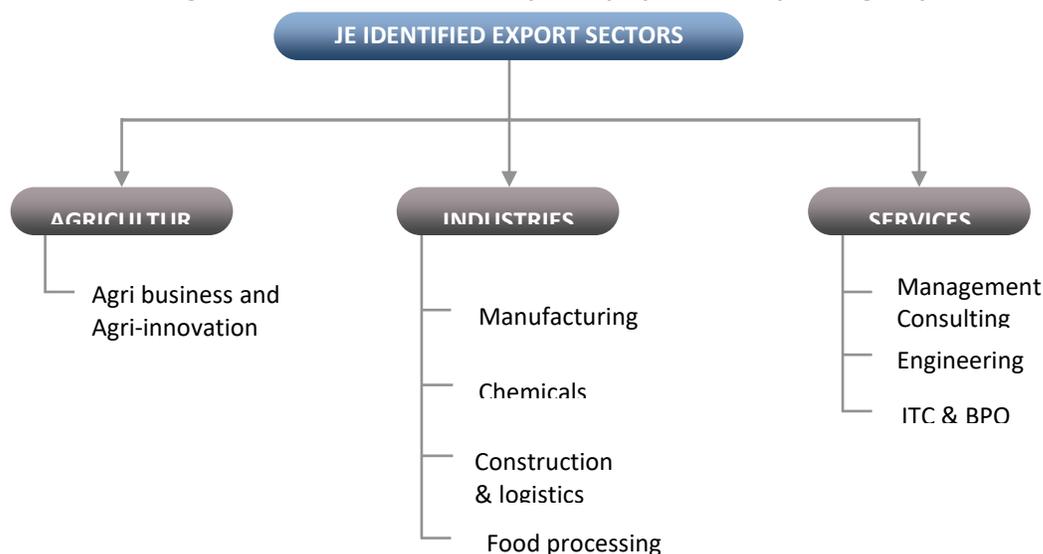
1.1. Rationale for activities

The Matchmaking and B2B Market Development activity aims to stimulate economic growth by enabling the Jordan-based private sector to expand. This component seeks to build on the immediate momentum of the London Initiative Conference that took place in February 2019, and to identify, facilitate and promote B2B opportunities, between global and local businesses in support of refugees and host communities. This pillar provides TA to business intermediaries in promoting B2B activities to “match” enterprises in markets affected by the refugee crisis with global supply chain actors and investors. This groundwork provides the foundation for building local capacity within the host country for these activities to build the capacity of trade associations and business intermediaries, so that they can in turn better identify individual B2B potential in their respective sectors, support businesses in closing deals, and become partners of choice for JE. This work fills an essential information gap by helping private investors or supply chain purchasers identify export and investment opportunities in priority sectors.

RIMP is implementing this component by taking into consideration sectors and export needs identified by JE as sectors of high growth and employment generating ones for Jordanians. RIMP supports JE and the selected sectors in support of the host community while also ensuring the impact of JE’s identified sectors on refugee business growth and employment generation opportunities.

Enclosed below is figure 3 which lays out the identified sectors of interest by JE:

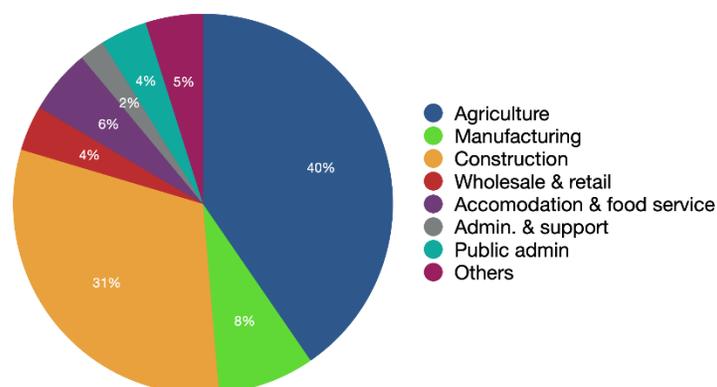
Figure 3: Sectors identified as priority by Jordan Exports agency



RIMP reviewed the distribution of work permits issued in 2019, per sector, to confirm that its support to JE is aligned with the potential for refugee employment generation. The enclosed figure 4 shows the distribution of issued permits for refugees as of 2020 and reinforces the rationale for RIMP’s support to sectors such as agribusiness, manufacturing and industrial producers, and service providers.

Figure 4: Refugee Work Permits Issued in 2020 and per sector
(as provided by The Reform Secretariat at MoPIC)

	Total permits Jan 2016- Nov 30 2020	Total permits Jan 1 2020- Nov 30 2020
Male	201,773	33,175
Female	10,751	2,427
Total	212,524	35,602



1.2. Logical Monitoring and Evaluation Framework for activities

The enclosed Monitoring and Evaluation (M&E) framework highlights RIMP’s results achieved between 2018 and 2020. A detailed list of results from Outputs, Outcomes and Impacts can be found under Annex I.

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
Component 1: Matchmaking and B2B Devt	Business Development	Business Exposure	Business Deals
	<ul style="list-style-type: none"> □ Number of B2B contacts initiated [TARGET = 200] [RESULTS AS OF DEC. 2020 = 451] □ Number of B2B export and trade promotion and matchmaking events [TARGET = 10] [RESULTS AS OF DEC. 2020 = 16] 	<ul style="list-style-type: none"> □ Number of Jordan-based businesses who got exposed to new markets and to new B2B opportunities globally [TARGET = 300] [RESULTS AS OF DEC. 2020 = 267] □ Number of global businesses who got exposed to new B2B opportunities in Jordan [TARGET = 500] [RESULTS AS OF DEC. 2020 = 486] 	<ul style="list-style-type: none"> □ Number of business transactions realized which were supported by RIMP [TARGET = 30] [RESULTS AS OF DEC. 2020 = 57]
	Technical Support and Capacity Building to Business Intermediaries	Increased Capacity of Business and Intermediaries	Investment
	<ul style="list-style-type: none"> □ Number of business intermediaries technically supported for B2B matchmaking and export market access [TARGET = 8] [RESULTS AS OF DEC. 2020 = 5] □ Number of export-ready company profiles produced for B2B purposes [TARGET = 500] [RESULTS AS OF DEC. 2020 = 152] □ Number of sectors for which new data and information was produced [TARGET = 10] [RESULTS AS OF DEC. 2020 = 12] □ Number of Jordan B2B online platforms supported by RIMP [TARGET = 3] [RESULTS AS OF DEC. 2020 = 2] 	<ul style="list-style-type: none"> □ Number of Jordan-based businesses individually serviced by business intermediaries through RIMP support [TARGET = 100] [RESULTS AS OF DEC. 2020 = 86] □ Number of RIMP-created outreach management tools for adoption by business intermediaries [TARGET = 2] [RESULTS AS OF DEC. 2020 = 1] □ Number of businesses profiled on online B2B platforms introduced or managed by business intermediaries [TARGET = 1000] [RESULTS AS OF DEC. 2020 = 200] 	<ul style="list-style-type: none"> □ Cumulated amount of investment from business transactions realized which were supported by RIMP [TARGET = \$200M] [RESULTS AS OF DEC. 2020 = \$64.5M]
			Sales
			<ul style="list-style-type: none"> □ Cumulated amount of sales from business transactions realized which were supported by RIMP [TARGET = \$200M] [RESULTS AS OF DEC. 2020 = \$114.8M]
		Jobs	
		<ul style="list-style-type: none"> □ Cumulated number of jobs created from business transactions realized which were supported by RIMP [TARGET = 1,000] [RESULTS AS OF DEC. 2020 = 1,930] □ Of Which Refugees [TARGET = 25%] [RESULTS AS OF DEC. 2020 = 17%] □ Of Which Women [TARGET = 50%] [RESULTS AS OF DEC. 2020 = 69%] 	

1.3. Component Results

1.3.1 Business Development

Before and following the London Initiative conference, RIMP initiated 451 contacts with firms interested in doing business with, sourcing from or investing in Jordan-based businesses (and inversely, with foreign firms for Jordan-based businesses). This included 197 Jordanian firms and organizations and 254 firms and organizations in foreign markets. These connections promoted sales and partnerships as well as investments with Jordanian businesses. A basic Customer-Relationship Management (CRM) tool was utilized to capture these engagements. The RIMP team worked with Jordanian private sector counterparts to develop a standardized pitch to approach firms. Contacts for Jordanian exporters were initiated on either a one-on-one basis, or through a contracted intermediary. Building Markets, for example, contacted 82 Jordan-based businesses and the RIMP team directly contacted 89 businesses in Jordan and 122 global companies and foundations.

Sixteen (16) B2B export and trade promotion and matchmaking events were held in Jordan and internationally to expose Jordan-based businesses to global potential partners and expose international businesses and investors to Jordan and its private sector. Export promotion events targeted 86 businesses from Jordan's garment sector. 70 Companies were exposed through export-focused workshops that were held in Jordan in 2018, 10 at the TexWorld tradeshow that took place in Paris in January 2018, and 6 others that were exposed at the Premiere Vision tradeshow that took place also in Paris in September of the same year. A preparatory event coordinated by RIMP team and the Tent Partnership for Refugees took place in Jordan in May 2018. During the event Jordanian businesses were introduced to potential global partners. Later these participants were invited to participate in the UNGA meeting that took place in New York in September 2018, organized jointly by RIMP and the Tent Partnership for Refugees.

The London Initiative in February 2019 provided an opportunity to expose Jordan-based businesses to multinational businesses and investors. Parallel to the London Initiative, RIMP supported a side event to expose Jordan's ICT businesses to VC firms in London. Additionally, RIMP established connections with the Refugee Investment Network (RIN), a consortium of investors and philanthropists interested in supporting refugees globally. Further, RIMP supported the participation of businesses from Jordan in a RIN B2B event that was held in New York in June 2019. RIMP also supported trade delegation visits in July 2019 to New York and San Francisco. Both delegations were conducted in cooperation with the American Chamber of Commerce in Jordan (AmCham Jordan) with RIMP support. In June 2019, RIMP supported B2B matchmaking sessions during the launch of the Digital Mashreq Forum. The Digital Mashreq Forum highlighted the success of Jordan's ICT sector and promoted its products and services.

In line with export promotion objectives, RIMP also supported the participation of businesses from Jordan in international tradeshows with the goal of exposing Jordan-based businesses to potential international buyers and to promote B2B. For example, 16 businesses from the Jordanian garment sector were supported to participate in TexWorld tradeshow that took place in Paris in January 2018. Support was also extended to 5 of Jordan's agricultural producers and exporters to participate in the Fruit Logistica Tradeshow that took place in Berlin in 2019.

Efforts from export promotion and B2B matchmaking events that took place in Jordan and internationally led to exposing 267 Jordan-based businesses to new markets and new B2B opportunities globally. 154 Jordan-based businesses were exposed through sector export workshops or tradeshows (86 in the garment sector, 27 in ICT sector (excluding 16 businesses participating in more than one event) and 16 in agriculture sector (11 supported through accelerator HASSAD and 5 others by participating at Fruit Logistica that took place in Berlin, February 2019). While 10 other businesses were exposed to international potential partners during the UNGA meeting; 3 through the RIN event; 10 other through the trade delegation that visited New York and San Francisco; 12 through the London Initiative Conference (15 others were exposed through a side event for the ICT sector that took place during the London Initiative Conference, counted in the ICT sector specific workshop or tradeshows); 152 businesses exposed through the Jordan business deal book that provided company profiles for exporting and export ready businesses; and 5 businesses through the Paris June 2019 Conference on the Role of the Private Sector in Economic Integration of Refugee (see component 4).

1.3.2 Technical Support and Capacity Building to Business Intermediaries

While the initial strategy of RIMP was to directly engage with businesses, one by one, in a “retail” manner, a “wholesale” approach imposed itself quickly as a way to scale the support to more firms, while building the local capacity of export promotion outfits, which also contributes to sustainability of the activities. Therefore, to support the B2B export promotion activities, RIMP identified business intermediaries which could provide Jordan-based firms with B2B matchmaking and export market access services.

Four business intermediaries were directly supported by RIMP in the agriculture, ICT and plastics sectors, while RIMP also extended its support to the garment sector in cooperation with DI. The four intermediaries that were contracted by RIMP are:

Table 1: List and details of intermediaries contracted by RIMP in FY 2020

Intermediary	Purchase Order #	Contract Start Date	Contract End Date	Sector Supported	No. of Co. Supported
UK - Tech Hub (UKLTH UK Ltd.)	7190384	01/28/2019	04/05/2019	ICT	15
	7192395	27/06/2019	30/06/2020	ICT	13
Jordan American Business Association (AmCham)	7192162	6/12/2019	6/30/2020	ICT	25
Jordan Chamber of Industry	7194046	10/15/2019	6/30/2020	Plastics	25
ITG-HASSAD Agribusiness Accelerator	7193621	10/24/2019	6/30/2020	Agribusiness	16

RIMP entered into a contractual relationship with the four intermediaries (excluding the Jordan Garment Alliance) and worked with them closely to help them design effective export promotion TA to the firms they serve. RIMP helped the contracted intermediaries develop selection criteria based on the RIMP’s guidelines and objectives, in order to select businesses to be supported by the program. Additionally, intermediaries received RIMP’s assistance on the process of supporting businesses by understanding each business need, and on catering to those business needs by setting up B2B meetings with potential international partners. Each intermediary selected between 10 and 25 firms and provided TA to each of

those firms accordingly. Additionally, and in order to foster lessons learned from intermediaries, RIMP organized individual knowledge transfer sessions between JE and each of these intermediaries.

Upon completion of the contracts, each of the four intermediaries documented its activity through interim and completion reports archived with RIMP (these reports are available upon request). Furthermore, the next sections provide a brief about each of the activities conducted with the intermediaries and a detailed M&E framework with results from all activities is available under Annex I.

The Garment Sector

RIMP partnered with the Confederation of Danish Industry to provide support to Jordan's garment manufacturers through the Jordan Garments Alliance. A number of sector specific promotional events and B2B matchmaking meetings were organized as part of the effort to promote matchmaking with global brands.

RIMP secured the participation of the Jordan Garment Sector in several global garment, textile and fashion exhibitions in 2018. This support served the sector to increase market access opportunities for Jordanian manufactures and to promote Jordan as a leading sourcing destination for global buyers.



TextWorld Apparel Sourcing, Paris

The ICT Sector

RIMP supported the ICT sector by contracting a San Francisco based Tech Hub named the Tech Wadi (represented by the American Chamber of Commerce in Jordan) to provide Jordan-based tech start-ups with B2B linkages in the US. Tech Wadi conducted an assessment of start-ups in Jordan, identified 25 that could be scalable, trained them and selected the top 15 to participate in a roadshow to San Francisco, where start-ups met with major ICT companies as either potential clients or investors or mentors. Furthermore, the start-ups engaged with one-on-one meetings with VCs and companies to explore investment opportunities. The other 10 start-ups that were not selected to participate in the roadshow continue to receive training and advisory support from Tech Wadi, while potential virtual meetings with VCs can be secured on a case-by-case basis according to the readiness and maturity of start-ups.



AmCham/TechWadi selected team during the roadshow in San Francisco

A similar activity was also conducted through the UK – Jordan Tech Hub who was also contracted by RIMP to provide 25 tech start-ups access to the UK and European markets. The UK – Jordan Tech Hub identified 21 ICT Jordan based tech start-ups different from the ones identified by TechWadi (with 7 start-ups overlapping) to take part in a series of trainings. 13 of which were scheduled to participate in a roadshow in April 2020 to connect the start-ups with VCs in the UK and Europe. This activity was later turned into direct targeted virtual B2B due to travel restrictions imposed by the COVID-19 pandemic. This followed an earlier engagement of the UK Tech Hub to support the participation of 15 ICT companies in the London Initiative event to meet with 6 UK VCs. 5 Companies that participated at the London Initiative Conference attended the second virtual B2B that was conducted in June 2020 as they deemed lucrative for the UK and EU markets and to continue building on linkages created under the first activity at the London Conference Initiative.

The selection criteria for the 27 start-ups to participate in B2B matchmaking activities identified in the ICT sector (15 through AmCham/ TechWadi, 15 by UK Tech Hub at the London Initiative Conference and 13 in the second activity with UK Tech Hub - with 16 overlapping companies not counted) was primarily focused on the product/service readiness and its competitive advantage, business scalability potential and the contribution those start-ups have on women and refugees, whether through job creation or services offered to women and refugees (refugees as freelancers only due to policy restriction).

RIMP’s support to the ICT sector resulted in 9 transactions that translated into 179 new jobs (58 for women and 4 for refugees). The overall employment opportunities generated from RIMP’s support to the ICT sector are indeed significant; however, RIMP is aware of the minimal opportunities generated for refugees and has raised concerns to the PMU as well as to MoDEE in an effort to open the ICT sector for refugee employment. However, the ICT sector remains closed for refugees apart from freelancing opportunities.

The enclosed tables 2 and 3 provide a list of the companies supported by the two ICT sector intermediaries contracted by RIMP: (Tech Wadi/AmCham and UK Tech Hub) and indicate the sub sectors the scope of work has covered and the type of support these businesses received.

Table 2: List and details of companies supported by RIMP through intermediary AmCham/TechWadi

Intermediary: Jordan American Business Association (AmCham)					
No.	Name of Co. Supported	Sub Sector of Operation	Co. Profile Developed	Received Training	Participated in B2B Activity
1	Tebcan	Medical	Yes	Yes	Roadshow
2	Tamatem	Gaming	Yes	Yes	Roadshow
3	AmwalCom	Financial	Yes	Yes	Roadshow
4	Image Processing and AI Inc.	Healthcare	Yes	Yes	Roadshow
5	Connect to Fit	Fitness	Yes	Yes	Roadshow

6	Rizek	eCommerce	Yes	Yes	Roadshow
7	Hello World Kids	Education	Yes	Yes	Roadshow
8	Mrayti	Beauty	Yes	Yes	Roadshow
9	Wasslz	Metering	Yes	Yes	Roadshow
10	Little Thinking Minds	Education	Yes	Yes	Roadshow
11	Varari	Postal	Yes	Yes	Roadshow
12	Sadeed	AI services	Yes	Yes	Roadshow
13	Aumet	Medical	Yes	Yes	Roadshow
14	Academia Industry Platform	Research	Yes	Yes	Roadshow
15	DareebaTech	Financial	Yes	Yes	Roadshow
16	WeCare	Healthcare	Yes	Yes	One-on-One
17	POS Rocket	Sales Software	Yes	Yes	One-on-One
18	ViaVii	Tourism	Yes	Yes	One-on-One
19	MadfootCom	Financial	Yes	Yes	One-on-One
20	Scene	Marketplace	Yes	Yes	One-on-One
21	Gogo	Logistics	Yes	Yes	One-on-One
22	ShopGo	eCommerce	Yes	Yes	One-on-One
23	Abwaab	Education	Yes	Yes	One-on-One
24	Uniorders	Logistics	Yes	Yes	One-on-One
25	Engineers IC	Services	Yes	Yes	One-on-One

Table 3: List and details of companies supported by RIMP through intermediary UK Tech Hub

Intermediary: UK - Tech Hub (UKLTH UK Ltd.)					
No.	Name of Co. Supported	Sub Sector of Operation	Co. Profile Developed	Received Training	Participated in B2B Activity
1	Mawdoo3	Content	No	No	London Conf. Initiative
2	ShopGo	eCommerce	Yes	No	London Conf. Initiative
3	Arabia Weather	Weather	Yes	No	London Conf. Initiative
4	Cash Basha	Financial	Yes	No	London Conf. Initiative

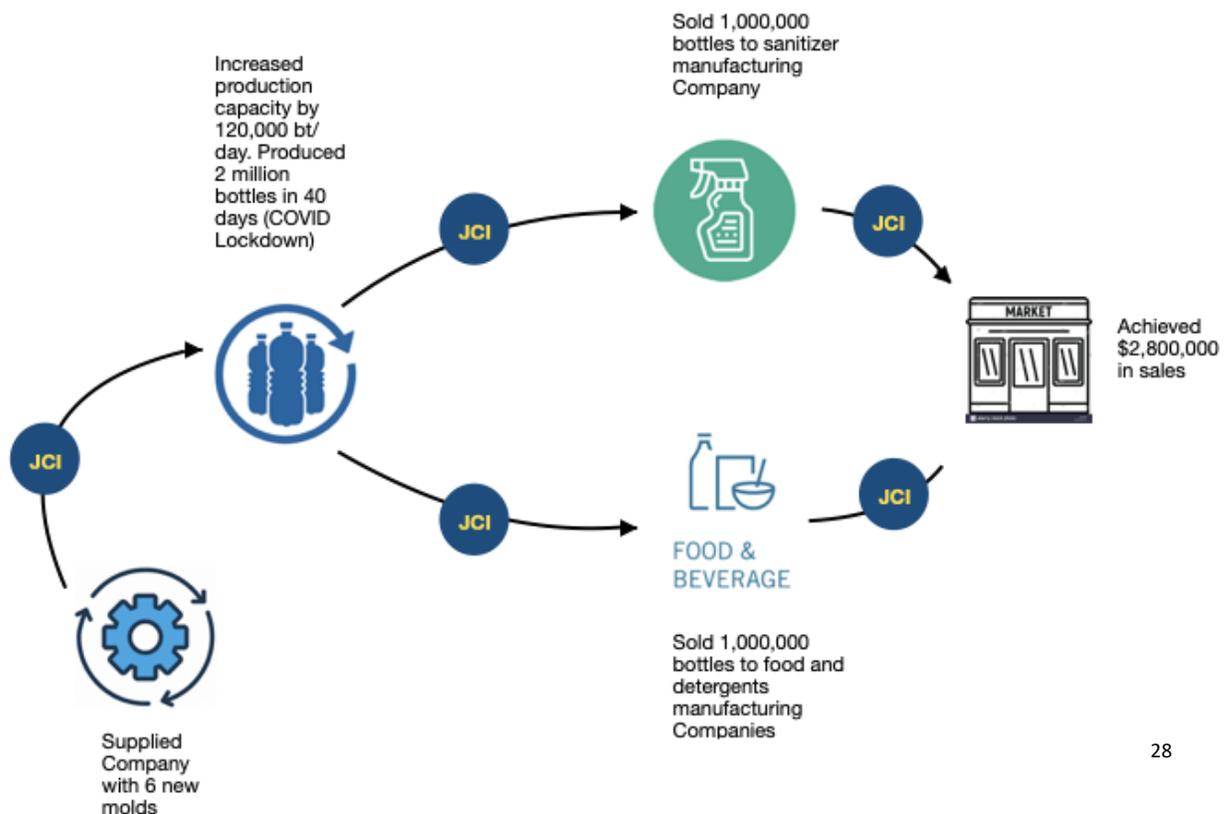
5	MonoJo	Production	No	No	London Conf. Initiative
6	Altibbi	Healthcare	No	No	London Conf. Initiative
7	Startappz	Programming	No	No	London Conf. Initiative
8	Instructit	Academia	No	No	London Conf. Initiative
9	Liwwa	Financial	No	No	London Conf. Initiative
10	MENA VR	Virtual Reality	No	No	London Conf. Initiative
11	POS Rocket	Sales Software	Yes	Yes	London Conf. Initiative
12	Jamalon	Content	No	Yes	London Conf. Initiative and Virtual B2B
13	MadfootCom	Financial	Yes	Yes	London Conf. Initiative and Virtual B2B
14	Mind Rockets	Special Needs	Yes	Yes	London Conf. Initiative and Virtual B2B
15	Tamatem	Gaming	Yes	Yes	London Conf. Initiative and Virtual B2B
16	Maysalward	Gaming	Yes	Yes	London Conf. Initiative and Virtual B2B
17	Abjad	Education	No	Yes	Virtual B2B
18	Silk Road Images	Sourcing Images	Yes	Yes	Virtual B2B
19	ViaVii	Tourism	Yes	Yes	Virtual B2B
20	Decapolis	Safety	Yes	Yes	Virtual B2B
21	Little Thinking Minds	Education	Yes	Yes	Virtual B2B
22	Aumet	Medical	Yes	Yes	Virtual B2B
23	Tebcan	Medical	Yes	Yes	Virtual B2B
24	Progressive Generation Studios	Content Production	Yes	Yes	Virtual B2B
25	Edaura	Data Science	Yes	Yes	No
26	Sajilni	Event Mgmt.	Yes	Yes	No
27	WeeDo	Maintenance	Yes	Yes	No
28	Faylasof	Arabic Books	Yes	Yes	No
29	Sadeed	AI Services	Yes	Yes	No

The Plastics and Packaging Sector

RIMP contracted the intermediary Jordan Chamber of Industries Plastics Chapter to support 24 plastics and packaging manufacturers. Through RIMP support, JCI went on to produce a sector ecosystem map and marketing tools and materials including a plastics sector brochure to highlight the contributions of the plastics sector, its potential to grow locally and internationally and increase employment for refugees and Jordanians, while improving recycling. The goal of this activity also focused on capacity building for the selected companies and exposure to international buyers through a tradeshow in the US.

As a result of COVID-19 and the lock down that was imposed worldwide, the global supply chain was disrupted and has caused businesses to lose export markets. JCI and RIMP had to respond by adjusting the project scope and redirect support to the plastics sector by focusing on COVID-19 production needs. Demand for COVID-19 protective equipment as well as other plastic packaging products mainly for the food and chemicals manufacturers witnessed increased demand inside Jordan as well as internationally. Hand gels and disinfecting spray could be manufactured locally, but packaging was lacking, with not enough stock at hand. This increased demand created an opportunity for the plastics manufacturing sector to explore resources and suppliers, to dig deeper into the local market and to attract new clients. Figure 5 illustrates the role JCI played in creating backward and forward linkages for the plastics manufacturers by showing an example from the Sawa Plastics Industry case.

Figure 5: Linkages in the case of Sawa Plastics Industry



Since trading with China was rendered impossible to the temporary travel ban and airport closure at the start of the pandemic, RIMP through JCI was able to transform the threat into an opportunity and create backward linkages between plastics manufactures and molds makers in Jordan. Six of those backward linkages materialized and allowed companies to increase their production capacity and accordingly market supply. The six linkages created with mold makers in Jordan (backward linkages) and with buyers in the food and chemicals sectors (forward linkages) have resulted in an average 25% increase in sales for companies, and a total sales value of \$6,452,747. Those linkages have also resulted in an increase in jobs - 11 new jobs were created (4 for refugees and 3 for women).

Other linkages created (18 new successful linkages) were only forward linkages with buyers from the food and chemical manufacturing sectors. Forward linkages led to an average 20% increase in sales for each of the 18 supported companies and resulted in total sales value of \$4,732,009. Those forward linkages also resulted in creating 65 new jobs, (12 for refugees and 27 for women).

The overall RIMP support to the plastics sector through JCI has succeeded at achieving higher results than initially planned for under this contract. JCI has planned to secure 5 successful linkages that have materialized into deals. However, JCI excelled at supporting businesses which led them to secure 55 new linkages, out of which 24 have turned into transactions with sales value of \$11,184,756 and that translated into 76 new jobs (16 for refugees and 30 for women).

RIMP ensured that it transferred the JCI experience to JE to allow the JE team to learn from it and build on the plastics sector backward-forward linkages model. JE was engaged through RIMP's contract with JCI, first as a speaker at the first capacity building session offered to the plastics manufacturers "Promoting Jordan Exports". The session aimed at introducing JE, its board of directors and leadership to the sector and at providing JE with a platform to share an overview about the company, its services and goal of enhancing the export readiness of Jordanian companies. Next, RIMP organized a knowledge transfer session from JCI to JE to emphasize the backward-forward linkages methodology followed and its impact on the sector and its export potential.

The enclosed table provides a list of the companies supported by the intermediary JCI contracted by RIMP, indicating the type of support these businesses received.

Table 4: List and details of companies supported by RIMP through intermediary JCI Plastics Chapter

Intermediary: Jordan Chamber of Industries				
No.	Name of Co. Supported	Co. Profile Developed	Received Training	Supported with Backward and/ or Forward Linkages
1	Safe Techno Plast	Yes	Yes	Forward
2	Choudhary Plastics	Yes	Yes	Forward
3	Fajer Al-Sham Plastic Factory	Yes	Yes	Forward
4	Masar Plastic Industries	Yes	Yes	Forward
5	Jordan Shareef Plastic Industry	Yes	Yes	Forward
6	Al Waleed Plastic Company	Yes	Yes	Forward
7	Al Fahed Al Aswad Plastic Manufacturing	Yes	Yes	Forward
8	Future for Plastic Industry	Yes	Yes	Forward
9	Golden Star Factory	Yes	Yes	Forward
10	Orient Plastics Company	Yes	Yes	Forward
11	Al Dhilal Plastic Company	Yes	Yes	Forward
12	City Plastic Factory	Yes	Yes	Forward
13	Al Ahram Plastic Company	Yes	Yes	Forward
14	Subhi Abu Khalifa and Sons Company	Yes	Yes	Forward
15	Arab Medi-Plast Industry Company	Yes	Yes	Forward
16	Pioneer Packaging Material Company	Yes	Yes	Forward
17	Diamond for Plastic Factories	Yes	Yes	Forward
18	Al Hikma for Plastic and General Trading	Yes	Yes	Forward
19	Bait Al Maqdes for Plastic Industry	Yes	Yes	Forward
20	Regional Plastic Packaging Company	Yes	Yes	Forward
21	Al Sanabel Converting Industries Company	Yes	Yes	Forward
22	Nour Al Sham	Yes	Yes	Backward-forward
23	Arab Technical Company for Plastic Industry	Yes	Yes	Backward-forward
24	Sawa for Plastic Industry	Yes	Yes	Backward-forward

While supporting the plastics sector, RIMP was conscious of the importance to stress the need for recycling and promoted environmental concerns with the manufacturers. This was welcomed by the firms who participated in the capacity building workshops. Two of the three capacity building workshops – the industrial designs protection and intellectual property as well as the innovation audit – contributed to enhancing the knowledge of companies who already embarked on sustainable programs and raised the awareness of others who are keen to access international markets and saw in recycling and other environment friendly approaches as key to their access to new markets.

The Agricultural Sector

The HASSAD Agritech Accelerator was contracted by RIMP to provide consulting services aimed at building a supportive environment that enables Jordanian Agritech startups to grow. Through RIMP, HASSAD supported a total of 16 startups of which 7 have dropped out throughout the program for various reasons (No commitment, COVID-19, time issues). The teams and founders of the 9 remaining startups consisted of 28 individuals, from which 9 are women (32%) and 4 are refugees (14%).

This scope of the contract with HASSAD included hosting an investment and matchmaking event in Jordan, but due to COVID-19, it was turned into a “virtual demo day”. The number of qualifying start-ups that participated in the digital live demo day was 9, with more than 186 attendees from Jordan and from outside of Jordan. The demo day was streamed live on June 26th 2020 and can be accessed through HASSAD’s website: <https://www.hassad.io/demoday/>, and a brief about the participating start-ups is enclosed:

Radical Growth Solutions: a smart irrigation optimization solution that collects real time data from the field to determine precisely how much water each plant needs and delivers exactly that. Suitable for any farm or crop type.



Tabasheer: a platform for palm farm workforce management, and dates B2B marketplace. Workforce management is provisioned through a SaaS task and workflow management solution, and the supply of trained and skilled workforce. The B2B marketplace offers the One Basket marketing service, and connects farmers with dates buyers and farm suppliers.

TWIG: a comprehensive gardening platform that provides trusted landscape services, products, and accessories to garden owners in Jordan. TWIG seeks to empower working members of the agricultural sector such as; gardeners, Agricultural Engineers, and garden designers and provides them with access to the market.





Vermiland: an earthworms based bio fertilizers with soil-friendly properties and features. Vermiland solves the problem of chemical fertilizers and the growth of organic hardly-disposable waste at the same time. The fertilizer is produced by feeding organic wastes (of animals & plants) to earthworms, which is rich in compounds and minerals.

Green On: a planting system that is easy to use and requires no effort to install. The system is just like Lego toys; modular building units that allows customers to scale as needed & design the system in the most convenient ways.



Mushroom Box: a smart mushroom incubator with a self-controlling environment that provides the optimum conditions for growing mushrooms. Mushroom Box has encountered the setbacks of growing mushrooms in an everyday environment due to limited indoors spacing, lengthy time periods from planting to harvesting, limited agricultural experience of customers, and mushrooms requiring special environments.



Turtleponics: an aquaponics solution that combines conventional aquaculture with hydroponics planting in a symbiotic environment, allowing its users to raise fish and other aquatic animals and grow plants without soil.

Agriotech: a precision technology system that provides an effective solution for safe agricultural production, free of chemicals, focusing on greenhouse farmers. AgriTec tackles the random consumption issue of agricultural resources by providing customized guidance and directions to farmers through a mobile app, in addition to a centralized monitoring system to increase their yield and decrease production costs.



Erwiha: a smart wireless monitoring and control systems for farm irrigation that reads field soil moisture, humidity, and temperature sensors.

RIMP's support through HASSAD led to 31 linkages for 11 startups (2 startups have dropped out due to COVID-19). HASSAD also provided 113 group and individual training sessions for the complete cohort of the 16 initially selected startups. The 31 linkages also translated into 3 transactions and 2 more strong leads that are expected to materialize early 2021, while none of the transactions has yet translated to new jobs being created. This however is likely to change. COVID-19 drove many of the governments around the world to adopt measures towards ensuring food security. The GoJ also revised its national strategy and priority sectors. The agricultural sector is now one of those sectors that are receiving increased attention by the GoJ in an effort to secure Jordan's national food security.

Summary of RIMP support to Business Intermediaries

The capacity building and technical support provided to the four contracted intermediaries also includes the development of marketing materials targeted at providing potential export clients of investment partners with a brief about Jordan's sectors and a series of company profiles that give Jordan's export-ready businesses more visibility.

So far, 152 profiles for businesses that represent 12 sectors have been produced, 86 of which were demonstrated under the RIMP "deal book", while 82 more were produced by RIMP through the Business Snapshot brochure produced for RIMP by Building Markets (there was 18 profiles overlap between the deal book and the business snapshot). RIMP also trained JE and the four contracted intermediaries as well as Jordan Exports Association to create company profiles. This training aimed at supporting intermediaries and JE in overcoming the informational gap about exporting businesses in Jordan. 109 of the already developed company profiles are available online through the JE website, 9 are available on HASSAD's website, while all profiles will be available on other website designated by the GoJ. Efforts to expose Jordan's export-ready businesses continue by giving visibility to profiled businesses through B2B online platforms supported by RIMP such as the Building Markets online platform.

Figure 6: 152 Company Profiles helped the information gap and market export readiness



Deal Books in the following sectors:

- 39 Technology
- 23 Plastics sector
- 13 Agribusiness
- 13 Food Processing sector
- 13 Services sector
- 11 Garment & textiles sectors
- 9 Manufacturing (other)
- 8 Pharma & Cosmetics sectors
- 8 Construction sector
- 5 Chemicals sector
- 5 Home furnishing sector
- 5 Wholesale & Retail sector

Figure 7: Examples of Company Profiles

MANUFACTURING




Hamdan is a Syrian owned business that started in 1991 as a small bakery. The strategy was to make the highest quality products in order to become one of the best producers. The firm diversified and developed new products to meet customers' needs. Thus, started to produce sweets and ice-cream. The firm has point of sales spread in the most strategic locations in Jordan, and started launching distribution units to cover and expand our market share. In 2009, Hamdan expanded the export network as a step toward regional and international markets.

COMPANY DETAILS
Owner: Anas and Rateb Hamdan
Title: Owner
Established in: 2012
Head Office: Amman
Email: info@hamdanforfoods.com
Website: www.hamdanforfoods.com

PRODUCTS/SERVICES
Hamdan produces a variety of products including:
 • Breadstick
 • Mamoul
 • Baklava
 • Ice cream

MARKETS

Market	Percentage
Jordan	48%
Export	52%

USA, Canada, Sweden, GCC, Germany,

OPPORTUNITY
Hamdan is seeking to diversify its markets and to grow its pool of buyers in regional and international markets.

62 Employees
45 Women
7 Refugees
2,000,000 Turnover (USD)
537,000 Net Assets (USD)
15% Profit Margin

CERTIFICATIONS



MANUFACTURING




Al Sanabel Converting Industries Company manufactures plastic non-woven materials, mainly used to produce branded baby diapers, and female pads. During the COVID-19 crises, the company managed to add new machines and focus its production capacity on surgical face masks made from plastic non-woven materials. Today Al Sanabel produces more than 1 million surgical face masks per day, and have become the main provider to Jordan's health services.

COMPANY DETAILS
Owner: Mahmoud Khattab
Title: General Manager
Established in: 1996
Head Office: Amman
Email: info@sanabelkhattab.com
sanabelkhattab@yahoo.com

PRODUCTS/SERVICES
Al Sanabel Converting Industries Company has a full range of paper products including facial tissues, Table napkins, toilet paper, kitchen towels, Maxi rolls, face masks, and medical Coverall

MARKETS

Market	Percentage
Jordan	93%
Export	7%

Europe, USA, Palestine, China, KSA, Iraq, Yemen

OPPORTUNITY
Al Sanabel Converting Industries Company seeks to raise \$1 Million to invest in developing the company's production sectors and in skilling employees.

476 Employees
48 Women
61 Refugees
35,334,638 Turnover (USD)
5,802,875 Net Assets (USD)
8% Profit Margin

CERTIFICATIONS



1.4. Results of matchmaking and business development activity

The RIMP team verified information about transactions and their impact with the companies involved. However, many of the companies have requested RIMP not to disclose the sales/investment information publicly or in electronic format. For this reason, this report does not include the detail of each sales and investment transaction. The RIMP team is available to provide its counterparts with more information about individual transactions on a confidential basis. Annexes I and II provide more insights from those transactions with confidentiality on disclosure of transactions details per company (as requested by companies involved in those transactions).

Following good practice promoted by the Organization for Economic Cooperation and Development (OECD) vis-à-vis export promotion agencies and investment promotion agencies⁵, RIMP uses the concepts of **contribution, acceleration and support instead of attribution**. It does not claim to be solely responsible for a transaction, due to 1) an infinite number of factors which go into a business transaction and thus the inherent difficulty in isolating the role of one factor vs. another and 2) the fact that RIMP would not want to be accountable for a transaction, legally or otherwise, as such transaction eventually remains the sole decision of the parties deciding to transact with each other. RIMP is however conducting several activities comparable to those of an export or investment promotion body, and if a transaction is taking place after the parties have benefited from one such activity, then, as export or investment promotion agencies do, RIMP considers the transaction was contributed to-accelerated and/or supported, counted as a “transaction supported by RIMP”. The spectrum of support includes:

- **Contribution:** RIMP’s role in exposing a Jordanian private company to global markets and/or opportunities, and inversely, to bring a global purchaser to purchase or invest into a Jordan-based company. RIMP reduced the information gap, brought private sector parties together and allowed them to advance relations, collaboration and, if they so decided, transactions.
- **Acceleration:** RIMP’s efforts in catalyzing the energies around a transaction which had been initiated beforehand, but which had not closed, with hesitation/lack of information/lack of incentive from the respective parties, and for which RIMP’s offer to highlight the transaction at a public event helped the parties accelerate the conclusion of their transaction.
- **Support:** RIMP’s TA to Jordan-based private sector and intermediaries enabled them to build their capacity to improve their export marketing skills, improve their operating standards and expand their market and customers, buyers and investors network, which then can translate into new transaction with supply chain purchasers or investors.

⁵ "Monitoring and Evaluation: A Brief Guide for Investment Promotion Agencies", OECD, 2019. OECD states that key outcomes and KPIs of such agencies are the number of landed projects, the number of jobs created (or maintained), and the amount of Foreign Direct Investment. OECD also indicates the inherent limitations in claiming attribution for business deals which are eventually the sole purview of business owners, with a spectrum of interventions from agencies, the result of which is difficult to measure without randomized control trials, which are, in turn, extremely difficult to perform due to the absence of counterfactual, every business transaction being unique.

The support to businesses is accordingly accounted as per these principles:

- 1) **Putting businesspeople in touch:** Igniting contacts through B2B events (outside or inside Jordan), phone calls, meeting of international purchasers/investors with sector specialists in Jordan, etc. If this results in a transaction, the transaction is counted.
- 2) **Providing information:** Producing “deal books”, company info sheets, sector data (online and offline), and distributing them to potential international business partners for them to identify specific local business partners and get information of the sector ecosystem in which they are interested to transact or help them decide in favor of Jordan. If this new information is the cause to a new transaction, the transaction is counted. Because this is too difficult to trace and verify, transactions that might take place following RIMP passive information through company profiles are not counted.
- 3) **Building capacity of companies:** Helping Jordan-based companies to reinforce their own market development and business development efforts. If, directly following such support, the company engages into a business development activity which results in a new transaction, the transaction is counted.
- 4) **Sponsoring trade delegations:** Enabling a joint approach and presence of Jordan-based companies in international sector-specific trade shows from which transactions can be originated. If, following a lead harvested at such an event, a new transaction occurs, the transaction is counted.
- 5) **Supporting public announcements of transactions:** Offering public platforms with media exposure as a trigger or accelerator to the finalization of a transaction which was in the works and had been supported by RIMP through any of the above activities. If the transaction is announced at such an event following RIMP’s intervention to support the parties in announcing their transaction at the RIMP-sponsored event, the transaction is counted.

Accordingly, (as detailed in the M&E framework provided in Annex I with detailed results) when it comes to direct matchmaking and business development, RIMP reviews its Outputs, Outcomes and Impacts in terms of the following indicators:

Outputs: Business development

- Number of B2B contacts initiated
[TARGET = 200]
[RESULTS AS OF DEC 2020 = 451]
- Number of B2B export and trade promotion and matchmaking events
[TARGET = 10]
[RESULTS AS OF DEC 2020 = 16]

Outcomes: Business exposure

- Number of Jordan-based businesses who got exposed to new markets and to new B2B opportunities globally
[TARGET = 300]

[RESULTS AS OF DEC 2020 = 267]

- Number of global businesses who got exposed to new B2B opportunities in Jordan
[TARGET = 500]
[RESULTS AS OF DEC 2020 = 486]

Impacts: Deals, Investment, Procurement, Jobs

- Number of business transactions realized which were supported by RIMP
[TARGET = 30]
[RESULTS AS OF DEC 2020 = 57]
- Cumulated amount of investment from business transactions realized which were supported by RIMP
[TARGET = \$200M]
[RESULTS AS OF DEC 2020 = \$64.5M]
- Cumulated amount of procurement from business transactions realized which were supported by RIMP
[TARGET = \$200M]
[RESULTS AS OF DEC 2020 = \$114.8M]
- Cumulated number of jobs created from business transactions realized which were supported by RIMP
[TARGET = 1,000]
[RESULTS AS OF DEC 2020 = 1,930]

Business Deals: RIMP supported 57 business transactions which were realized; 9 transactions following the UNGA event, 7 transactions following the London Initiative event, 9 transactions following dedicated sector specific matchmaking events for the ICT sector, 5 transactions realized following dedicated sector specific matchmaking events for the agribusiness sector, and 27 business transactions following dedicated matchmaking activities for the plastics manufacturing sector. Company names are provided in Annex II. Some of these transactions were for investment, and others on procurement/sales.

Investment: RIMP B2B matchmaking activities supported 17 investment transactions worth \$64.5M that were invested in Jordan-based businesses by global entities. COVID-19 had a negative impact on investments that were ready to be announced but were cancelled due to growing concerns by investors who decided to mitigate risks and step out of investments, at least until the future is clearer and less risky worldwide.

Sales: RIMP's B2B matchmaking activities supported 29 procurement transactions worth \$114.8M that were disbursed as purchasing sourced by global businesses from Jordan-based businesses.

Results achieved from sales and investment related business transactions realized through RIMP supported activities can be summarized as follows:

1. **UNGA side event:** In cooperation with the Tent Foundation, RIMP organized a side B2B event for Jordanian businesses and multinational ones interested in investing in and/ or sourcing from Jordanian businesses in support of refugees during UNGA in 2018.

RIMP's B2B support led to the announcement of 9 transactions that amounted to \$63.9 million. These were distributed as \$12.9 in the form of investments in Jordanian businesses and \$51 million from multinational companies sourcing from Jordan. Sourcing transactions translated into 594 new jobs.

2. **London Conference Initiative:** RIMP played a strong role in supporting B2B matchmaking and investment promotion at the UK government led investment conference to support Jordan as a refugee host country in London in February 2019. RIMP invited companies representing 12 sectors, interested in collaborating with Jordan based businesses in support of refugee communities. RIMP also supported B2B matchmaking by contracting the UK Tech Hub to organize a side event with for Jordanian ICT companies with VCs and investors.

RIMP B2B support at the London Conference and the ICT side event led to the announcement of 7 transactions that amounted to \$82.5 million. These were distributed as \$32.5 in the form of investments in Jordanian businesses and \$50 million from one multinational company (Adidas) sourcing from Jordan. Announced transactions translated into 1,047 new jobs (97 jobs from investment related transactions and 950 from the sourcing transaction).

3. **AmCham/TechWadi Roadshow to San Francisco:** RIMP supported the ICT sector by contracting a San Francisco based Tech Hub named the Tech Wadi (represented by AmCham Jordan) to provide Jordan-based tech start-ups with B2B linkages in the US. The top 15 companies were selected to participate in a roadshow to San Francisco, where start-ups met with major ICT companies as either potential clients or investors or mentors. The remaining 10 start-ups that were not selected to participate in the roadshow continued to receive training and advisory support from Tech Wadi, while potential virtual meetings with VCs were secured on a case-by-case basis according to the readiness and maturity of start-ups.

RIMP B2B support to the ICT sector through AmCham Jordan led to the announcement of 9 transactions that amounted to \$18.9 million. These were all investments in Jordanian ICT sector, many of which have accelerated under COVID-19 lockdowns, specifically ones that provided solutions to online education, online payment systems and healthcare services. Transactions led to 74 new jobs.

4. **HASSAD Virtual Roadshow:** RIMP's support to the agribusiness innovation sector through the HASSAD accelerator targeted 20 startups. With COVID-19, RIMP and HASSAD conducted a virtual B2B event to overcome the in-person challenges where 13 of the selected startups pitched their businesses to venture capitals and investors who attended the virtual event.

RIMP B2B support to the agribusiness sector through the HASSAD accelerator led to the announcement of 3 transactions that amounted to \$165,000. These were in the form of seed investments in 2 Jordanian and 1 Syrian owned business. Transactions have not yet translated into new jobs.

5. **Plastics Packaging-Backward-Forward Linkages:** RIMP supported 25 plastics packaging manufacturers through the intermediary Jordan Chamber of Industries. With COVID-19, this activity was redirected to focus on backward-forward linkages by promoting local B2B linkages (backward linkages) to promote local sourcing from mold makers in Jordan to sell to other local manufacturers who sold finished products locally or exported them to food and chemicals manufacturers.

RIMP B2B support to the plastics sector through Jordan Chamber of Industries led to the announcement of 24 transactions that amounted to \$11.8 million. These were all sales contracts with a focus on backward-forward linkages. Transactions translated into 76 new jobs.

Note: There is a discrepancy between the total number of deals supported (57 transactions) and the deals used to count investment (17 transactions) or procurement (30 transactions). This is because some deals got announced but did not immediately or yet translate into investment or purchasing that the RIMP team could verify, and thus the RIMP team is taking a conservative approach to reporting, by choosing only those announced transactions that could be verified as having translated into actual investment and actual purchasing. This is not to say that the others have not or will not materialize, but only that the RIMP team was unable to verify implementation at this stage, or that there is planned but delayed implementation. Similarly, to count the number of Jobs below, only the transactions which were individually verified with business owners to have had a direct contribution to jobs were used.

Jobs: These business deals, investments and sourcing from Jordan supported by RIMP under activity 1 translated into 1,930 new jobs, including 1,602 Jordanians (83%), 328 refugees (17%) and 1,332 women (69%).

The enclosed table 5 summarizes RIMP's contribution to businesses through increased employment achieved per sectors supported. Data in the table was collected through RIMP's deal books data collection efforts, in addition to data collected about each of RIMP's supported companies with the support of intermediaries. Data was also confirmed through random calls with 30 companies. The enclosed data excludes data from 6 companies which took part in the ICT side event that took place during the London Conference Initiative, as data collected by the RIMP team from these companies could not be verified.

The table shows RIMP's efforts in extending its support to multiple sectors. But the data also shows the challenges and opportunities with regards to job creation, specifically for refugees. RIMP's experience highlighted the opportunity provided with regards to refugee employment in the manufacturing sector. This is supported by two main factors: (i) The manufacturing sectors are open to refugee employment according to GoJ regulations; (ii) The manufacturing sectors realize the opportunity offered by the Jordan-EU Compact agreement which promotes refugee employment in return to benefitting from the relaxed rules of origin when exporting to the EU. This becomes more evident in the second part of the table which highlights data from the agribusiness, wholesale and retails and the technology sectors.

Table 5: Existing Employment and New Employment in Companies Supported by RIMP Activities, per Economic Sector

Sector	Total No. of Empl. baseline	Total No. of Refugee Empl.	Total No. of Women Empl.	No. of Firms supported by RIMP	No. of new employees from RIMP-supported transaction	No. of new Jordanians employees from RIMP-supported transaction	No. of new Refugees employees from RIMP-supported transaction	No. of new Women employees from RIMP-supported transaction
Manufacturing								
Chemicals	456	17	128	5	41	31	10	0
Garments & Textile	40,828	6,605	20,724	12	1,455	1,177	278	1,141
Food Processing	1,413	477	242	14	109	95	14	65
Manufacturing (Other)	3,085	138	27	10	3	2	1	0
Pharma & Cosmetics	486	136	63	9	55	55	0	42
Plastics	2,176	289	235	24	76	60	16	30
TOTAL	48,444	7,662	21,419	74	1,739	1,420	319	1,278
Other Sectors								
Agribusiness	99	51	21	13	0	0	0	0
Wholesale & Retail	647	23	19	5	12	12	0	0
Technology	957	480	53	40	179	175	4	58
TOTAL	1,703	554	93	58	191	187	4	58
TOTAL for ALL	52,381	8,343	21,651	132	1,930	1,607	323	1,336

Overall, the data in the table shows that RIMP’s support to the manufacturing sector translated into 1,739 new jobs, 319 of which for refugees and 1,278 for women, in comparison to 191 new jobs created in the other three sectors out of which only 4 were for refugees and 58 for women. This is mainly driven by policies set by the GoJ which has only shifted strategy with regards to the agricultural sector, which could accordingly grow employment opportunities not only for refugees and women but also for Jordanians. Prioritizing the agricultural sector is also likely to grow its impact on employment as more support is directed at creating backward forward linkages between the agricultural producers and the food processing sector on one hand, and the food retail and wholesale businesses on the other.

The technology/ITC sector reveals the impact of government policy on job creation, specifically for refugees. As noted above, this sector remains closed for refugees and therefore its potential to promote refugee employment remains minimal. This sector, however, allows better employment opportunities for women when compared to all the other sectors discussed (manufacturing, agriculture and wholesale and retail). As shown in the table, the garments and food processing remain the highest sectors employing women but at the lower end of the employment pyramid. The technology/ITC sector offers new job opportunities for women at the administrative, technical, and managerial levels, which remains an area

that RIMP focuses on as it continues to work on promoting gender inclusivity of both, the refugee and host community.

Notes on jobs counted:

- The jobs counted were reported as having been added to the business workforce by the business owners. Business owners were contacted through individual interviews performed by RIMP, with specific questions regarding what new employment, if any, resulted from the transaction for which RIMP provided support, and, for new employment, what was the disaggregation per refugee/Jordanian and women/men.
- The jobs counted are only those that resulted from the transactions supported by RIMP, as per validation from the business owners, and that were added to the existing number of employees in the Jordan-based company⁶. For instance, if a company was only featured in a sector profile, and reports later that it gained employment, it is not counted in the table above, which is more conservatively oriented towards transactions that RIMP supported specifically. (For the next phase of RIMP, all jobs resulting from transactions supported by the business intermediaries will be counted).
- The number of jobs corresponds to those with a formal labor contract, either as an employee or a freelancer for the company in question. These might be full-time jobs or part time (in practice, most are full-time) as RIMP does not verify or audit the nature of the contract, which depends on the type of employment the company is used to for its workforce. As such RIMP does not count “full-time equivalent” jobs but the actual number of persons accessing some form of formal employment through the company following the contribution of RIMP to a transaction.
- One should be cautious with attribution of the jobs added to RIMP-supported transactions, as 1) there are several factors at play in business decision-making and 2) the longevity of the jobs cannot be foreseen. Conversely, it is possible that the RIMP-supported transactions resulted in not only adding new jobs, but also in preserving existing ones. If so, these were not counted. Finally, one should in general be mindful that new jobs can sometime result in what is commonly called “jobs displacement” meaning that a new job in company 1 can result in someone losing a job in, or leaving an existing job voluntarily from, company 2. These factors should be considered collectively while dealing with the number of new jobs to which RIMP contributed.

⁶ The results table above shows a large proportion of the result flowing from one particular transaction from Classic Fashion, the largest garment company in Jordan. This transaction was announced by Classic Fashion during the London Initiative conference in February 2019. The transaction benefited from RIMP support prior to its finalization through several means: a) Promotion of trade with Classic Fashion (among other Jordan exporters) at three different RIMP-sponsored matchmaking events with global brands (in NY, Paris, London); b) Contact facilitation between the global brand (Adidas) and the CEO of Classic Fashion; c) provision of information on Jordan to Adidas, including on refugee-related provision included in free trade agreements, d) Provision of an announcement platform and associated media (London Initiative conference) for Classic Fashion and Adidas. This example shows that even if large companies can perform their transactions on their own, they can also benefit from RIMP support to complement their market development efforts.

- 11 other transactions were supported by RIMP; however, no jobs were reported as having been created in result of those transactions. This is to be expected, since new sales contract can often be dealt with through existing capacity of companies, without a need to specifically increase the labor force. Annex I provides a list of all the supported transactions that did not result in new jobs. While not all supported transactions result in jobs creation, however the RIMP team continues to support businesses where B2B linkages were established and follows up to monitor any transactions that do result in jobs in the future.

Annex II ***“RIMP supported Sectors: Brief about Existing employment and New Employment Supported by RIMP Activities”*** provides details on RIMP’s supported jobs per company per sector.

2. Pillar 2: Investment Catalyzation

2.1. Rationale for activities

This component seeks to unlock just-in-time investment to the private sector that helps grow employment, products and services for refugees and host communities in Jordan. It aims to provide capacity to set up an “Investment Catalyst” to develop investable opportunities in Jordan through mezzanine and flexible capital, TA and intermediation services. The component is being co-developed between the World Bank, IFC and the OSF with support from other partners. It is aligned with IFC’s strategy to identify commercially viable private sector solutions to addressing the refugee crisis in the Mashreq.

The Investment Catalyst will thus address a key bottleneck in promoting investments with a refugee focus. Globally, commitments worth billions of dollars have been made to support refugee entrepreneurs, businesses employing refugees, and organizations serving the needs of refugee and host communities. However, to date, very little finance has been deployed due to the dearth of deal-flow at the size, quality and risk-profile that conventional private sector and development financiers will consider. The perceived risk associated with the early development phases, along with difficulties to mobilize technical expertise, often emerged as major hurdles for such projects. Such challenges are potentially even more acute for the development of viable projects to address refugee needs, which have traditionally been tackled through shorter-term humanitarian responses. Many projects never get underway, let alone grow to a financeable stage.

Activities under this component include: (i) actively participating in the core group secretariat to guide the design and launch of the Catalyst; (ii) promoting the partnership dimension of this work and securing support from partners for the Catalyst’s TA and investment work; (iii) managing relationships with key partners; (iv) ensuring internal coordination and buy-in; (v) research analysis and the development of lessons learned to scale up and broaden the Catalyst’s pilot phase.

2.2 Logical M&E Framework for activities

The enclosed M&E framework highlights RIMP’s results achieved between 2018 and 2020. A detailed list of results from Outputs, Outcomes and Impacts can be found under Annex I.

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
Component 2: Investment Catalyst	<p>Preliminary Design Meetings</p> <ul style="list-style-type: none"> □ Number of stakeholders approached in the early discussions on design of the catalyst [TARGET = 50] [RESULTS AS OF DEC. 2020 = 59] □ Number of key meetings conducted with partners [TARGET = 5] [RESULTS AS OF DEC. 2020 = 2] 	<p>Partners Commitment & Announcement</p> <ul style="list-style-type: none"> □ Number of partners that publicly committed to the Investment Catalyst Establishment during the London Conference in February 2019 [TARGET = 5] [RESULTS AS OF DEC. 2020 = 5] □ Amount announced as pre-committed by partners at the London Initiative Conference [TARGET = \$50 Million] [RESULTS AS OF DEC. 2020 = \$50 Million] <p>Catalyst Design Processed and Finalized</p> <ul style="list-style-type: none"> □ Number of diagnostics and feasibility studies conducted [TARGET = 1] [RESULTS AS OF DEC. 2020 = 3] □ Number of existing funds identified to support or implement the Investment Catalyst work [TARGET = 3] [RESULTS AS OF DEC. 2020 = 3] □ Number of ToR and RFP circulated to collect concept notes from Fund Managers [TARGET = 2] [RESULTS AS OF DEC. 2020 = 1] □ Finalized Investment Catalyst project approved and capitalized by IFC. [TARGET = 1] [RESULTS AS OF DEC. 2020 = 0] 	<p>Investment Catalyst Results</p> <p>Additional Funds Raised</p> <ul style="list-style-type: none"> □ Number of new partners that joined the Investment Catalyst [TARGET = 5] [RESULTS AS OF DEC. 2020 = 0] □ Amount of commitments by partners once Catalyst is set up [TARGET = \$50 M] [RESULTS AS OF DEC. 2020 = 0] <p>Investment</p> <ul style="list-style-type: none"> □ Number of Jordan based companies invested in by the Catalyst/ implementers [TARGET = 100] [RESULTS AS OF DEC. 2020 = 0] □ Number of Jordan based companies identified for future investments [TARGET = 100] [RESULTS AS OF DEC. 2020 = 0] □ Number of sectors that secured investment from the Catalyst [TARGET = 5] [RESULTS AS OF DEC. 2020 = 0] <p>Jobs</p> <ul style="list-style-type: none"> □ Cumulated number of jobs created from business transactions realized which were supported by the Catalyst [TARGET = 2,000] [RESULTS AS OF DEC. 2020 = 0] <li style="padding-left: 20px;">Of Which Refugees [TARGET = 25%] [RESULTS AS OF DEC. 2020 = 0] <li style="padding-left: 20px;">Of Which Women [TARGET = 30%] [RESULTS AS OF DEC. 2020 = 0]

2.3 Component Results

2.3.1 Investment Catalyst design

The need to promote investments that benefit refugees has been at the core of RIMP’s mission and raison-d’être since the onset of the project. It was one of the key messages emerging from the Partnership Forum in October 2017, a high-level meeting hosted by the WBG President with top companies, philanthropists and foundations to discuss how to promote greater private sector involvement on forced displacement. The meeting concluded with a commitment from the WBG to explore and set up RIMP to foster refugee-related businesses deals and investments.

On a first phase, between October 2017 and June 2018, the WB worked closely with OSF, with support from IFC’s Mashreq team, to better define the challenge, scope the environment and start identifying key

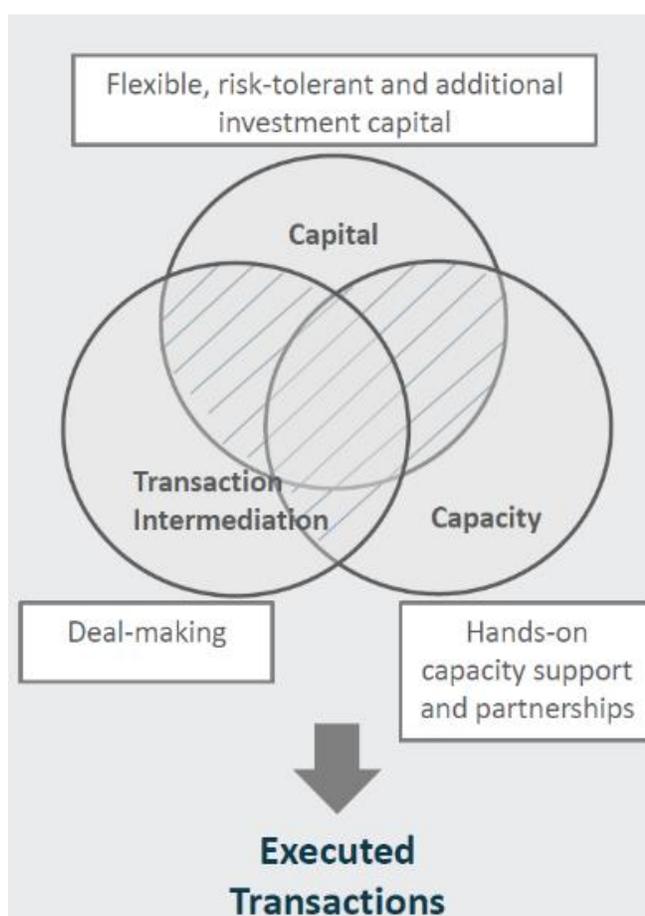
players. In June 2018, all three organizations convened a meeting in Amman with a select group of 30 representatives from international financial institutions (IFIs), multilateral organizations, private foundations, investors, and local private sector companies. Participants discussed investment hurdles and opportunities and analyzed a number of different investment models, concluding there was a critical need for a deal catalyst mechanism to help develop deals and unlock funding.

On a second phase, between June 2018 and the London Initiative conference of February 2019, the core partners (WB, IFC and OSF) set up an informal Secretariat to guide the design work of the Investment Catalyst. Coordinating efforts through weekly calls, partners were assisted by an investment banking consulting firm (Enclude) hired to develop a robust concept for the Catalyst. Enclude’s work, which was fully funded by OSF, entailed conducting extensive feasibility work, identifying alternative structures and instruments, providing a first draft design and, finally, helping rally a core group of potential supporters (*see next subsection on this point*).

Consequently, the core partners agreed on a draft initial design for the Catalyst that would entail the provision of mezzanine capital, TA to firms and transaction services to help close deals. It was agreed the Catalyst will focus on the “missing middle” of investments between \$2M to \$15M -- which is neither covered by the start-up/VC funding nor by institutional capital. In addition, partners agreed that the Investment Catalyst would work alongside existing investors and business support organizations in Jordan, targeting interventions where others cannot invest alone or cannot yet invest. In addition, it would be focused on small and medium enterprises in sectors that offer ‘economic opportunities’ for refugees, host communities and marginalized groups. Thus, RIMP’s investment criteria have been expanded to include a gender lens, and to incorporate the principles identified by the Charter of Good Practice on the Role of the Private Sector in Economic Integration of Refugees also promoted by the RIMP⁷.

The Catalyst was formally announced at the London Jordan Conference in February 2019. Since then, RIMP has continued to support the

Figure 8: Investment Catalyst Design Principles



⁷ The Charter of Good Practice was elaborated by 200 practitioners at a conference in Paris in June 2019 promoted by the WBG, through RIMP, European Investment Bank (EIB) and the Confederation of Danish Industry (DI). More info: <https://www.danskindustri.dk/ps4refugees/>

investment team led by IFC in further refining the design of the Investment Catalyst. IFC has published Terms of Reference in late November 2020 to identify the implementing partners. Either ISSF, Jordan's Growth Fund or AB Invest - could be selected as the main partner and Catalyst Manager. Different structures are being considered including setting the Catalyst up as a separate fund or host it under existing funds with proper ringfencing. The Investment Catalyst is expected to be operational by the second quarter of the calendar year 2021.

2.3.2 Internal and external partnership mobilization

A key element to conduct this pillar of work has been to identify and nurture partnerships and engagement within the core group of partners (IFC, WB and OSF), with other relevant WB and IFC units, as well as with relevant players from the private sector, investment funds, donor governments, and international organizations.

Building on previous scoping work and knowledge of WB, IFC, and OSF teams, and with the support of Enclude, a database was built identifying ca. 150 key individuals and organizations with expertise and/or investment potential for refugee-focused projects in Jordan and beyond. Consultations with these actors proved essential to define the main features of the Investment Catalyst. In addition, the core partners further guided and worked hand-in-hand with Enclude to approach and rally those with greater potential to finance the Catalyst and/or support its activities.

Following extensive consultations and engagement, including a strategic meeting in London in February 2019, the European Bank for Reconstruction and Development (EBRD), the European Investment Bank (EIB), and with tentative advisory support from the UK Department for International Development (DFID), agreed to join efforts and mobilize funding in support of the Catalyst.

As a result of this work, this extended group of partners **committed to pledge up to \$50M in seed investments, along with \$5M in grant funding for TA** subject to the final structure of the Catalyst. The announcement was made at the Jordan London Conference in February 2019, when the Investment Catalyst was formally announced. While there has been punctual contact with partners since then, RIMP will engage in more in-depth discussions with these partners to revisit their commitment to the Catalyst once its final design is firmed up.

2.3.3 Set up and launch of the Investment Catalyst

The third phase of work, spanning since February 2019 until the current report, has focused efforts on further developing the initial design of the Investment Catalyst and address open questions.

Activities have mainly entailed coordination between OSF, IFC and IBRD (and internally within each institution) to further develop the key features of the Catalyst by bringing the respective investment teams to the driver's seat. This phase has proven slightly more complex than anticipated, not the least due to personnel and structural changes within the institutions. For IFC, for instance, the mandate to further develop the Catalyst was transferred from the Mashreq's team to the Financial Institutions Group (FIG). OSF has also gone through structural changes and a full realignment of its strategic priorities, affecting both

its focus on refugees and impact investment goals. This led to OSF exiting the project pushing IFC to seek potential support internally from its blended finance teams to ensure IFC's support that could take over OSF's and provide a risk mitigation fund for the catalyst.

Notably, efforts have centered on revisiting some basic elements of the Catalyst's initial design to ensure an optimal structure, scope, and menu of products that are complementary to existing ones in an already crowded market. Different structures are being considered including setting the Catalyst up as a separate fund or host it under existing funds with proper ringfencing. Several existing funds have been identified as potential implementing partners and Catalyst managers, all of them with an established reputation and knowledge of the market – such as ISSF, Jordan's Growth Fund or AB Invest. In November 2020, IFC published the Terms of Reference of the Catalyst to identify and select the most suitable implementing partner.

As next steps, IFC will continue twitching the revised design of the Catalyst, with views to present a consolidated design to potential funders and partners in coming months. The objective is to have the Investment Catalyst operational by the second quarter of the calendar year 2021.

3. Pillar 3: Policy Linkages and Institutional Development

3.1. Rationale for activities

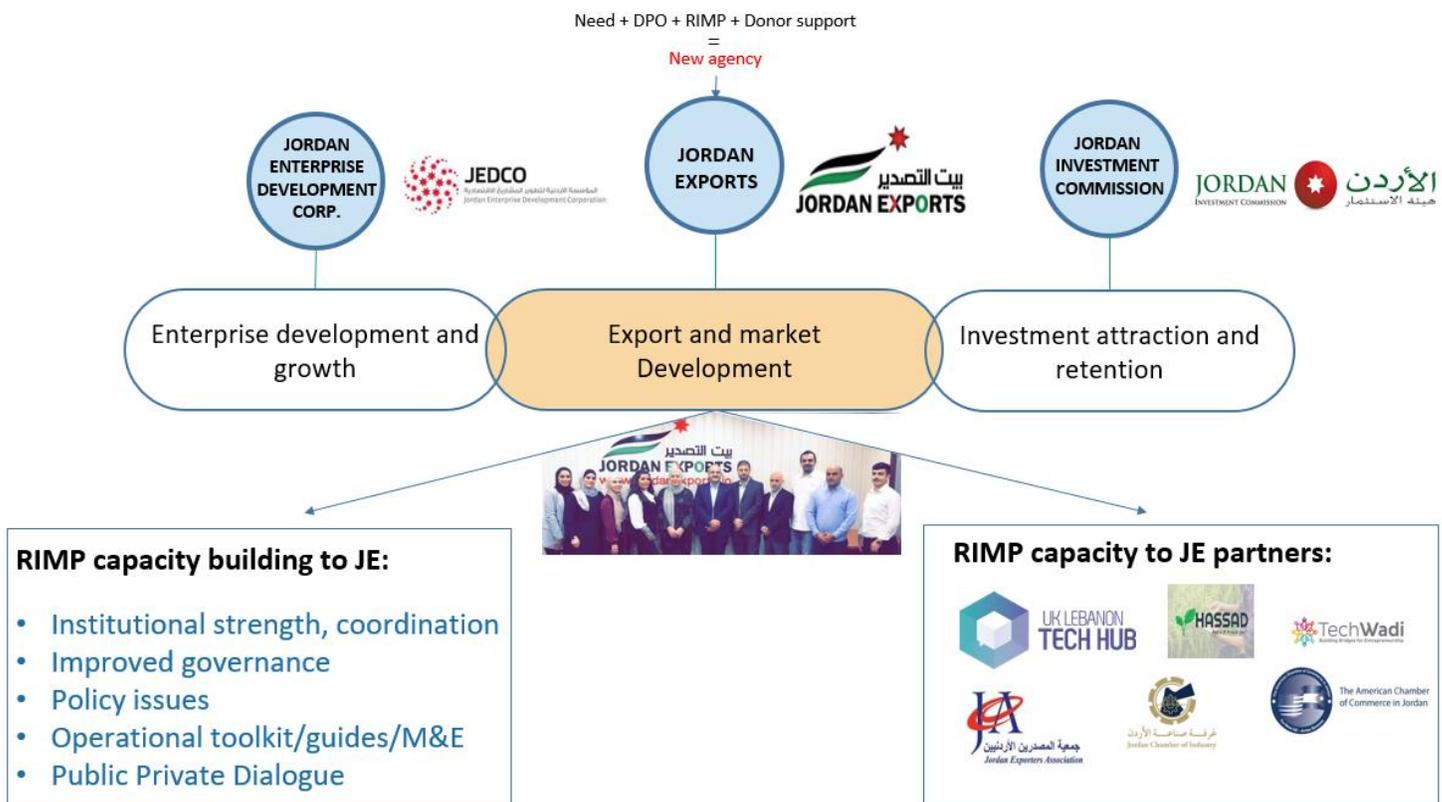
Parallel to component 1 on B2B matchmaking, under Component 3, RIMP is working to sustain and institutionalize the B2B matchmaking function developed under component 1 within JE. While the institutional development of JE has taken longer than anticipated, and as momentum is building up, RIMP has provided support during the startup phase through some capacity building activities described below, as well as by raising discrete regulatory or policy concerns that were identified by businesses in component 1. This work helps reinforce Jordan's own business B2B matchmaking and export promotion activities while helping align JE's work with that of other investment or enterprise promotion institutions in Jordan. RIMP coordinates its TA to JE with that of other donors in Jordan, to ensure alignment and complementarities in capacity building deliverables. JE has graduated into the operational phase, despite delays caused by the COVID-19 pandemic as well as structural challenges and significant leadership changes including continuous change of management. These challenges have delayed some of JE's operational activities, particularly its recruitment process for staff with technical qualifications. RIMP responded by advocating for JE's adopted institutional structure and best practices and adapted its interventions to provide tools to the newly established institution, such as developing company profiles, virtual tools, export guides and others in preparation for the launch of operations.

JE's strategy as a national Trade Promotion Organization (TPO) made it responsible for the development and promotion of the export of Jordanian products and services, and thus, RIMP also supports JE by providing TA to business intermediaries that can complement and enhance JE's B2B matchmaking services to businesses, while also contributing to JE's institutional development. RIMP also provided training, coaching and support to the hired CEO and core staff on JE's positioning, vision and mission, mandate, design, structure, best practice, governance and RIMP's matchmaking and B2B methodology. This was also provided to some of the board members, especially the female board member and the elected Chairman to ensure that they are brought up to speed on JE's design, mandate and positioning as well as the work and support that RIMP has been providing to JE.

This work helped JE think through its market positioning plan among policymakers through leveraging Jordan's national strategies as well as its trade agreements. JE seeks to increase Jordanian exports to the EU market by promoting and encouraging the use of the simplified rules of origin agreement between Jordan and the EU which was signed as part of the Compact that encourages and stipulates the employment of Syrian refugees to meet the requirements of the agreement to grant duty free entry of Jordanian products. JE aims to cater to both refugees who are key in fulfilling the requirements for exporting under the relaxed rules of origin to the EU, as well as women employment which is in line with the national goals aiming at increasing female participation in the workforce. The donor community has placed special emphasis on employing refugees and increasing female participation and is consistently increasing its funding towards these developmental targets-goals. This will position JE as an exemplary national institution that fosters refugees and gender angle- support and will ensure leveraging donor support and access to finance to support JE's institutional development, growth and sustainability, either through partnerships with donors or as an institution that the donors can finance and run programs through.

Support to JE on positioning and export promotion also helps create a sturdier coordination for B2B matchmaking and export promotion activities while aligning JE’s work with that of other business intermediaries, or investment promotion and/ or enterprise development agencies in Jordan such as JEDCO, whose role is crucial to support businesses in upgrading their service, improve their products, develop their skills and then be able to leverage this upgrade through JE and into export markets. Figure 9 highlights RIMP’s contribution to Jordan’s SMEs development and growth approach based on the MoUs that define the relation between JE and JEDCO.

Figure 9: RIMP’s support to JE (partnerships, positioning and capacity building)



3.2. Logical M&E Framework for activities

The enclosed M&E framework highlights RIMP’s results achieved between 2018 and 2020. A detailed list of results from Outputs, Outcomes and Impacts can be found under Annex I.

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
Component 3: Institutional Devt & Policy Linkages	<p>Institutional Capacity Building</p> <ul style="list-style-type: none"> □ Number of formal advice (as report/guidance note/formal meeting contribution) provided as input to design of new/improved business plan for JE [TARGET = 3] [RESULTS AS OF DEC. 2020 = 3] □ Number of formal advice (as report/guidance note/formal meeting contribution) provided as input to create or improve the governance of JE [TARGET = 3] [RESULTS AS OF DEC. 2020 = 3] □ Number of formal advice (as report/guidance note/formal meeting contribution) provided as input to JE HR planning and CEO hiring [TARGET = 5] [RESULTS AS OF DEC. 2020 = 3] <p>B2B Matchmaking Readiness</p> <ul style="list-style-type: none"> □ Number of RIMP trainings on B2B Matchmaking for JE staff [TARGET = 3] [RESULTS AS OF DEC. 2020 = 5] <p>Policy Linkages</p> <ul style="list-style-type: none"> □ Number of refugee-related or export-related policy/legal/regulatory issues that were identified for improvement [TARGET = 5] [RESULTS AS OF DEC. 2020 =4] □ Number of sector-level public-private dialogue events organized or participated to by JE [TARGET = 5] [RESULTS AS OF DEC. 2020 = 1] 	<p>JE Institutional Strength for Matchmaking Function</p> <ul style="list-style-type: none"> □ Number of MoUs between JE and other agencies with export mandate [TARGET = 2] [RESULTS AS OF DEC. 2020 = 2] □ Number of MoUs between JE and sector-specific business intermediaries [TARGET = 4] [RESULTS AS OF DEC. 2020 = 0] □ Number of B2B outreach management tools adopted by JE [TARGET = 2] [RESULTS AS OF DEC. 2020 = 2] □ Number of Jordan-based businesses who got exposed to new markets through JE activities and to new B2B opportunities globally [TARGET = 200] [RESULTS AS OF DEC. 2020 = 0] □ Number of B2B/export promotion events organized by JE [TARGET = 7] [RESULTS AS OF DEC. 2020 = 0] □ Number of sectoral trade show attended by JE-supported business intermediaries [TARGET = 10] [RESULTS AS OF DEC. 2020 = 0] <p>Policy Advocacy Effectiveness</p> <ul style="list-style-type: none"> □ Number of refugee-related or export-related policy/legal/regulatory issues that were identified for improvement and which got resolved/enacted [Identified = 4] [RESOLVED AS OF DEC. 2020 = 0] 	<p>JE Matchmaking Results</p> <p>Business Deals</p> <ul style="list-style-type: none"> □ Number of business transactions realized which were supported by JE [TARGET = 50] [RESULTS AS OF DEC. 2020 = 0] <p>Investment</p> <ul style="list-style-type: none"> □ Cumulated amount of investment from business transactions realized which were supported by JE [TARGET = \$50M] [RESULTS AS OF DEC. 2020 = \$0] <p>Sales</p> <ul style="list-style-type: none"> □ Cumulated amount of sales from business transactions realized which were supported by JE [TARGET = \$200M] [RESULTS AS OF DEC. 2020 = \$0] <p>Jobs</p> <ul style="list-style-type: none"> □ Cumulated number of jobs created from business transactions realized which were supported by JE [TARGET = 2,000] [RESULTS AS OF DEC. 2020 = 0] <p style="padding-left: 40px;">Of Which Refugees [TARGET = 5%] [RESULTS AS OF DEC. 2020 = 0]</p> <p style="padding-left: 40px;">Of Which Women [TARGET = 25%] [RESULTS AS OF DEC. 2020 = 0]</p>

3.3. Component Results

While RIMP was initially intending to transfer its B2B matchmaking capacity to JE, JE’s mobilization was protracted and delayed due to the significant changes in its leadership and subsequent structural changes that stalled the recruitment of the staff needed to deliver the export promotion services to SMEs. Therefore, instead of its initial plan to simply transfer its B2B matchmaking capacity to JE, RIMP had to change course and support JE during its conception/inception period. This became particularly needed as a planned USAID major support to JE ended in 2019 with plans to resume only in mid-2021. The vacuum left in terms of JE support to accompany its institutional start required RIMP to step in. RIMP thus provided support on good practice not only on B2B matchmaking, but also on institutional governance, HR, and donor relationships. As JE developed further, RIMP shifted to provide more operational tools like “how to” guides on export marketing and worked to anchor the accumulated knowledge and capacity developed in

the area of marketing information, matchmaking, B2B and relationship with intermediaries such as on ICT, Plastics manufacturing with a focus on backward-forward linkages, and agribusiness innovation. Today, RIMP continues to build the capacity of JE by providing support that aim to enhance JE's capacity in offering trade and promotion services to the businesses.

3.3.1 Institutional strength

The WBG RIMP team provided capacity-building support to the newly established institution JE in the following areas:

Governance: RIMP provided discrete advice on the structure and in regard to the need for a transparent and accountable governance framework. To support JE's governance setup, RIMP's team participated in public-private consultations and provided technical input to support key improvements to JE's governance structure, which has been revised and has incorporated the following new elements recommended by RIMP:

- Removal of Government's Golden Share provision (which allowed the Government double board votes versus the private sector and thus a de-facto majority in all instances).
- Increase in the number of board members from 7 to 9 with the inclusion of at least one female representative.
- Agreement on the Chairman to be originate from the private sector and agreed upon by both private and public sector shareholders.

During the cabinet reshuffle in October 2020, the MOITS and MOPIC Ministers were newly appointed, and they were not updated on JE, its role, mandate, and historical background. RIMP's team connected through the Ministers' advisors handling SME support files and provided information and updates on JE, the work done, best practices, and RIMP's support. This resulted in further recognition of JE's role in the area of export promotion and B2B and the fact that it fills a vacuum in the export promotion activity that is needed by the SMEs and the donors. Additionally, and by providing advice, the Minister of MOITS changed the board of JE and introduced members that were more experienced in the export promotion area, as well as JEDCO's CEO whose work complements JE by providing SME upgrading and TA to make companies export-ready, after which JE provides them with support. The incumbent Chairman of JE has been involved in the design of JE and was a former Minister of MOPIC and therefore has experience engaging the donor community. These changes will ensure that JE has a board capable of giving it a strategic direction to move forward towards implementing its mandate and role in assisting SMEs in increasing their exports and enhancing their export potential.

Business Plan: RIMP contributed to the development of the JE Business Plan through regular inputs during JE's Business Plan drafting process. RIMP consultants reviewed and provided feedback and input on JE Business Plan through series of meetings and edits. RIMP further prepared a Guidance note and several written responses thereafter as additional guidance to the process. RIMP ensured that DFID and GIZ engaged jointly throughout the drafting and review process with all materials shared amongst donors for reference and comment.

Human Resources: RIMP also contributed support on JE HR, for instance by providing feedback during JE's CEO hiring process (including participation as observer during two rounds of interviews), and on the writing of job descriptions for the initial set of JE staff. This support resulted in the hiring of the JE CEO in December 2019.

Operational toolkit: RIMP continues to build the capacity of JE and its team and provide them with tools to improve their services and respond to the private sector needs. RIMP coordinated knowledge transfer of successful B2B preparation and needs, marketing tools and company profiles development, backward-forward linkages and lessons learned from four intermediaries supported by RIMP in FY 2020, and who covered the ICT sector, agribusiness innovation sector and the plastics manufacturing sector. RIMP team also supported JE by providing it with a bilingual export guide customized to Jordan's SME's needs. Additionally, and in response to COVID-19 pandemic and the need for changing the scope of B2B business scope from in person to virtual. RIMP is currently working on providing JE with an additional toolkit that offers a virtual B2B checklists and virtual exhibitions training.

Financing: RIMP advocated for JE to be included as a key player in the new WB project - Jordan COVID-19 Private Sector Recovery and Resilience Project (P175420) - which aims to alleviate and/or mitigate the impact of the pandemic on MSMEs and address key challenges they face in the ecosystem. The Project focuses on supporting the resilience of MSMEs during the pandemic and facilitating their post COVID-19 recovery to retain and develop their capabilities and market position, through increasing access to finance, technology and markets, and supporting the development of the MSME ecosystem in Jordan. In the design of the project the Jordan Loan Guarantee Corporation, the Micro Finance Institutions and JEDCO were the partner organizations. Due to JE's positioning as the export promotion agency, and through RIMP advocacy, JE was added as an additional partner organization. This secured sustainable financing to JE (\$10 million USD component to be implemented by JE) to play its role in promoting the exports of Jordanian products and services in international markets, building on the knowledge and expertise that RIMP developed in the B2B and matchmaking that were anchored in JE. This is viewed as a major successful outcome of the RIMP work, as it demonstrates how a DFID-funded and SDG TF-funded innovation got leveraged many times over and turned into a sustainable local solution through a viable export promotion institution.

3.3.2 Institutional and Donor Coordination

Donor Coordination and Alignment: JE was established as a result of the Jordanian Government's request, as represented by the Ministry of Industry, Trade and Supply to the USAID, for a leading Export promotion agency to meet the national demands and overarching policies of increasing Jordanian exports and meeting the needs of providing support to SMEs in this area, thereby achieving its objectives of creating jobs to curb the unemployment levels and local economic development. USAID provided support in the early design process. The USAID JCP project ended in September 2019, and many donors worked together to ensure that they all built on and complemented each other's work. RIMP worked closely with USAID and GIZ in the implementation area, being involved and engaged in the business and operational plan development.

Later on, RIMP worked closely and coordinated efforts with GIZ to ensure alignment and coordination of support provided to JE. GIZ worked on developing Jordanian sectors studies and analysis, which RIMP built

upon and included targeted sectors of high potential when developed the options paper for the suggested SME support project that was shared with the WB team.

RIMP also coordinated with GIZ in the support that is provided in developing virtual markets and virtual B2B sessions and will work with GIZ in developing the pilot in JE and supporting a few SMEs in this area, mainly in the processed food sector. This sector has proven to generate jobs to refugees, women and host communities in line with RIMP's overall developmental goals.

To ensure JE benefits from the coordinated support provided by different donors, RIMP continues to synchronize with donors on the ground and helps JE work with donors to avoid overlap and ensure alignment and complementarities in capacity building deliverables. For instance, USAID and GIZ have demonstrated their intent to engage directly with JE as it emerges from inception to implementation. RIMP participated in multiple donor coordination meetings and continues to engage with future donors for JE. To this avail, it created a donor coordination mapping exercise, as it relates to export promotion and JE support.

Institutional Coordination: RIMP contributed guidance to the elaboration of MoUs between JE and JIC and JEDCO. These MoUs reinforce JE's export marketing and B2B matchmaking function and outline the export mandates for each institution. The MoUs enable the convergence of all export-related activities towards JE and thus lay the ground for future cooperation between the three agencies and prevents overlap in duties. Upon JE's operation, the identified roles and responsibilities as per the MOU's will act as a guidance for businesses when seeking business and investment related services.

3.3.3 Policy Advocacy

RIMP provided policy advocacy support through JE and other stakeholders. Areas of contribution can be summarized as follows:

Syrian Refugees: RIMP continues to promote refugee and gender inclusivity throughout its operation, and to build on the GoJ policies and national priorities while also understanding the challenges involved. The GoJ played an important role in attracting Syrian capital after the emergence of the Syrian crisis of 2011. It issued investor cards and temporary travel document for some Syrian investors to re-enter Jordan. Additionally, Jordanian nationality was granted under certain conditions⁸. The GoJ also eased regulations related to employing Syrian workers in sectors that are open for foreign workers⁹, such as agriculture, manufacturing and construction. It also introduced flexible work permits, which decouple refugee workers from a specific employer in the construction and agriculture sectors. Nevertheless, Syrian businesses face many challenges that varies depending on the size, sector and phase of the business.

⁸ <https://www.almamlakatv.com/news/26724-الإقامة-أو-الجنسية-على-المستثمرين-حصول-تعليقات-حصول-مستثمرين-على-الجنسية-أو-الإقامة>

⁹ <http://documents1.worldbank.org/curated/en/551681579156620771/pdf/The-Mobility-of-Displaced-Syrians-An-Economic-and-Social-Analysis.pdf> P:89

- **Policies related to hiring Syrian refugees:** Syrian business owners are still unclear about the various policies related to the hiring of Syrian refugees in terms of sectors, occupation, quota and fees. Although Syrians are permitted to work in certain sectors and the work permit fees has been waived (in all places other than Aqaba), many sectors are still closed for Syrian refugees, including sales, education, hairdressing, IT and most professional sectors such as engineering and medicine. In addition to the closed sector regulations, there is also a quota applied to limit the competition for Jordanian workers. Where employers are allowed to hire up to a certain percentage of non-Jordanian and Jordanian workers, similar to the discussion around closed occupations, the quotas are regularly amended based on sector demands.
- **Banking sector and financial services limitations:** Sometimes Syrian owned firms, especially small firms, have been denied getting simple financial services like opening a bank account due to security concerns, as well as the lack of a clear mechanism from the authority to enable banks to verify the background of the client. Overseas transactions are often delayed, meaning that customers oftentimes cancel their orders or will opt to avoid this complication in the future by seeking another supplier for their product or service.
- **Difficulties in access to finance and investment:** Obtaining funding to expand or improve businesses is a huge challenge for the majority of Syrian firms. Similar to other banks in the Middle East and North Africa (MENA) region, Jordanian banks require assets as collateral for loans, and many Syrians do not own assets in Jordan to offer as collateral. As a result, many Syrian-led businesses in Jordan depend on informal capital raising obtained through family and friends, or through business connections. See below on this topic the section on the Syrian International Business Association (SIBA).
- **Business registration:** Challenges concerning registrations might not be a significant problem for larger firms, but they are for smaller businesses, as local governments tend to facilitate investments by larger firms. Jordanian regulations prohibit non-Jordanians, including Syrians, to register a standalone enterprise in the trading sector without a Jordanian partner.
- **Travel restrictions:** Many Syrian business owners, especially small ones, are unable to participate in trade shows or exhibition to promote their businesses due to travel restrictions. Many embassies refuse to give them visas, or may request a lot of documents in support of their applications. It is worth to mention that some Syrians lost their passports or were unable to renew them, so they do not have valid travel documents to enable them to apply for a visa. Some issues have also been reported by Syrian-owned firms of obtaining driving licenses and permits for company-owned cars.

To support Syrian businesses in overcoming these challenges, RIMP worked with JE to identify high-level sector reforms and consolidate them into sector policy development recommendations, to be presented to counterparts whose role is to advocate raised private sector and trade related concerns with the GoJ. As a result, RIMP consolidated three sector policy development recommendations:

- Policy Concern 1: Foreign Labor and restrictions on 48 new professions
- Policy Concern 2: Refugee employment permit fee in Aqaba

- Policy Concern 3: US Section 232 Tariffs on Aluminum & Steel

A Policy Memo was drafted for each issue, discussed internally within the WB, and given to JE for transfer to relevant authorities.

SIBA: RIMP has been leveraging the network of Syrian International Business Association (SIBA) in the diaspora for B2B purposes. RIMP collaborated with SIBA to build a strong network of Syrians from outside Jordan, and ensured it connects these businesses with the Syrian business community in Jordan. RIMP also invited Syrian businesses to participate in RIMP's knowledge sharing events with the objective of showcasing successful stories from the Syrian and specifically refugee business community, and the challenges they face as entrepreneurs and business owners. RIMP's support to SIBA and the importance of showing the case of successful Syrian owned businesses was demonstrated at the Paris Refugees Conference entitled "The role of the Private Sector in Economic Integration of Refugees" which was held in June 2019. SIBA's contribution took place during two panel discussions about entrepreneurship and employment. Additionally, two case studies were presented: (i) Peace by Chocolate, a case that highlighted the role of Canadian policies in boosting refugee businesses and allowing them to contribute to the Canadian economy, and (ii) Syrian International Business Association whose contribution focused on the importance of promoting refugee entrepreneurship component through development programs. SIBA's members and board were also invited by RIMP to attend the London Initiative Conference held in February 2019 with the objective of introducing them to Jordan based businesses and help them better understand the trade and investment policies in Jordan. RIMP is currently helping JE to better understand SIBA and what its Jordan Chapter can bring in terms of support to Syrian-owned businesses.

Gender Inclusivity: In early 2020, RIMP commenced working with another WBG Program, the R-DWEE, whose objective is to generate and consolidate employment opportunities for displaced women living in the Mashreq. RIMP and R-DWEE cooperation stems from the two projects' understanding that gender-based inequalities create significant development costs on society. Countries that do not fully utilize half of their available HR population hinder the development of their competitive potential. With women representing a vulnerable working class in Jordan, it is realized that the private sector plays a vital role in job creation and in realizing the economic opportunity for the marginalized communities in Jordan, particularly displaced women.

RIMP developed a Memo on Economic Inclusion of Displaced Women – focusing on including a gender and forced displacement dimension into the work of JE, which was shared with JE management in order to position it as an institution that fosters gender equality in its institution, clients and within the country and among the donor community. This paper includes several aspects that JE can incorporate, such as: JE governance and internal policies, HR policies, export services, gender in JE Advocacy for policies and regulations, and outreach activities.

Despite JE's effort in including women representation in its structure, more could be done towards integrating gender and displaced women within JE governance and internal policies. Thus, the application of gender-specific and refugee-specific indicators and the establishment of gender and refugee working groups is crucial to the improvement of women and displaced women workplace integration. It was recommended that JE pursues steps to ensure women integration, through the formation of a gender-based and displaced women working group to ensure women inclusion in plenary discussions, to provide

a mechanism to facilitate consultation between women in business and other stakeholders such as women's organizations. Additionally, it was recommended that JE considers the value of employee diversification in terms of both gender and community. Working with displaced women allows JE to reach out to Syrian-owned businesses operating in Jordan allowing them to service and tap into non-Jordanian communities residing in Jordan as well as their international trade networks.

JE should apply an inclusive HR policy towards women generally and displaced women specifically; and adopt a target of gender integration of at least 50% of JE's hired staff are women. JE can incorporate gender analysis into assistance decisions, such as supporting women owned businesses, businesses with a significant proportion of women managers, directors, or general employees and workers, businesses that promote women and displaced women workplace integration and gender equity, businesses that produce goods or generate services for women and displaced women, and, more broadly, businesses or enterprises that provide better and more favorable economic opportunities and/or improved social well-being for women and displaced women.

As JE works on advocating for policy reforms, it should consider those through a gender lens. To be more beneficial to women and displaced women JE should also consider gender constraints for specific laws and regulations for the development of specific sectors, where the involvement of women and displaced women is in consideration of a sector's value chain.

RIMP COVID-19 ad-hoc mini survey : In coordination with JE, RIMP conducted a quick assessment of select companies within the Jordanian private sector and the impact of COVID-19 crisis on their operation, sustainability and employability. The assessment discussed measures set by the GoJ to ensure meeting local demand of essential products, safety measures to contain the spread of COVID-19, and financial measures to mitigate the losses encountered by the private sector. The assessment also discussed the impact of COVID-19 on refugees in general and refugee owned businesses in particular and provided insight to the actions considered by RIMP to support businesses to mitigate their losses and recover as fast as possible. Interviews were carried out with twenty-one companies¹⁰ (15 Jordanian owned and 6 Syrian owned companies) during the time period March 26-30, 2020.

Results of the survey and ad-hoc mini assessment allowed RIMP to revisit its operational model and recalibrate to match the new situation, along the following lines:

- Concentrate support to businesses that respond to essentials identified by the GoJ including food, chemicals and PPEs. This emphasized support to SMEs that are refugee-owned or employing higher percentage of refugees.
- RIMP worked with JE to reposition itself as a national export promotion agency and one that also aims to promote inclusivity of refugees and women by leveraging the EU-Jordan relaxed rules of origin agreement under the Compact.
- RIMP reinforced the gender inclusivity criterion in an effort to extend support for women employees (covering host community and refugees).
- RIMP deliverables shifted to virtual activities that included capacity building as well as virtual B2B linkages that aimed to connect SMEs with buyers and investors.

¹⁰ Annex I provides a list of all surveyed companies per sector, ownership and status of operation under lockdown

Option Papers and Projects Design: Mid 2020, the GoJ requested the WB to assist in developing a new lending project to support SME's in Jordan, due to the limited support currently provided on SME and sector development. RIMP assisted in this effort by drafting an Option Paper for the new Jordan SME Investment Policy Financing (IPF) operation, which was shared with the WBG country unit on August 20th, 2020. In the document, RIMP shared its ideas and options with the WB team towards developing the SMEs Project as per the Government's request, specifically MoPIC and MoTIS. RIMP's suggested options were based on the lessons learned and experience accumulated by the team. RIMP suggested the SMEs Project Proposal to cover four segments: 1) Economy level, 2) Sectoral level, 3) Firm level (technical and financial), and to all be inclusive of marginalized groups (refugees and women) and export financing and loan guarantees.

The Option Paper highlighted the need to foster and support sector associations and enhancing forward-backward linkages through B2B matchmaking, and emphasized the importance of export development by working with both JEDCO and especially JE to ensure success, building on RIMP's work which has addressed the information gap, awareness, marketing materials, marketing and export plans, market studies, pricing structure, competition information, and utilization of modern means for export promotion such as the virtual trade shows and B2B meetings and the needs for SMEs participating in tradeshows and exhibitions, where much can be built on.

RIMP suggested focusing on the following sectors: food manufacturing sector, chemicals manufacturing sector (as part of PPE), plastics – packaging and COVID-19-related product development sector, ICT sector, pharmaceutical sector, tourism and hospitality sector and the construction sector.

RIMP suggested to continue to provide TA and capacity building support to intermediaries/business development service (BDS) providers, who in turn continue to better service the private sector and SMEs needs through BDS, that enhance the competitiveness of SME's locally and internationally. Additionally, RIMP suggested financial assistance through liquidity provision in forms of matching grants, to provide access to finance to SMEs who are incapable of accessing commercial finance with a focus on grants for new machinery and innovation, upgrading production capacity, or investing in quality control, testing and research equipment. These are all linked to enhancing competitiveness, upgrading products and improving the quality and standards to meet export markets demands.

This Option Paper led to RIMP contributing towards the drafting the actual SME IPF Jordan COVID-19 Private Sector Recovery and Resilience Project (P175420) where the JE Component was further incorporated within the World Bank's project initiated in late 2020. The RIMP team played a pivotal role in positioning JE as one of the beneficiary institutions from the project. RIMP managed to shed light on the importance of having an export promotion agency that conducts B2B and matchmaking activities aiming at increasing SME's products' and services' exports in regional and international markets, based on RIMP's experience in this regard. RIMP worked towards clearing the roles and avoiding any overlaps in the roles of enterprise development and export promotion, thus drawing the line in responsibilities between JEDCO and JE. JEDCO will work on SME development and upgrading JE will focus on market development and export promotion. Both agencies will coordinate and cooperate to ensure complementarity and positive impact on the Jordanian economy. The designed was validated by MoPIC and the operation is now being processed.

4. Pillar 4: Global Knowledge & Partnerships

4.1. Rationale for activities

This pillar encompasses activities around knowledge exchange, advocacy, communications, and partner outreach to build awareness and support for the Platform’s approach to private sector engagement with refugees. The ultimate goal for work under this pillar is 1) to help change the global narrative around refugees and the role that the private sector can play in expanding economic opportunity for refugees and host communities; and 2) to transfer and implement the RIMP methodology to other contexts. Since 2019, this component and ideas got crystalized under a more generic and broader designation than RIMP, and which is **the PS4R** initiative.

Work under this pillar ensures that RIMP has visibility and maintains momentum - within and outside the WBG - through a series of events across the philanthropic, impact investing, and social business worlds. Activities under this pillar also contribute to partner networks.

4.2. Logical M&E Framework for Activity

The M&E framework includes four components, with soft indicators in terms of events and outreach activities. They include:

<u>MEASURE</u>	<u>KEY DELIVERABLES</u>
Knowledge Events and Products	Organization or substantive contribution to 6 major international events (New York, London, Paris, Geneva, online and Paris Peace Forum). Leading role in the PS4R initiative, an international network to promote the private sector’s role in refugee economic empowerment. Knowledge products include: The Charter of Good Practice, a range of case studies for the Paris conference, and the PS4R online knowledge platform.
Knowledge Products	Among others includes: The Charter of Good Practice, coordinating a range of case studies for the Paris conference, preparation and launch of the PS4R online knowledge platform.
Partner Outreach	Extensive engagement with external partners and solidifying collaboration with DI), EIB, ICC, UNHCR through PS4R, as well as with partners from the philanthropic, development and humanitarian communities, such as through WEF. Partnership work with colleagues across the WBG through operational collaboration and strategy development.
External Communications	Communications products, including RIMP brochure, event related social media and stories

The enclosed M&E framework highlights RIMP’s results achieved between 2018 and 2020. A detailed list of results from Outputs, Outcomes and Impacts can be found under Annex I.

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
Component 4: Global Knowledge and Partnership	Partner engagement	Private sector for Refugees (PS4R) partnership building	Private sector for Refugees (PS4R) launched
	<input type="checkbox"/> Number of internal and external partners engaged to scope feasibility and design key features of RIMP [TARGET = 40] [RESULTS AS OF DEC. 2020 = 36]	<input type="checkbox"/> Number of private sector/philanthropic actors engaged in RIMP advocacy and awareness-raising activities and events, including through PS4R (Private Sector for Refugees) [TARGET = 150] [RESULTS AS OF DEC. 2020 = 165]	<input type="checkbox"/> Number of external partners officially members of PS4R Steering Committee [TARGET = 5] [RESULTS AS OF DEC. 2020 = 4]
	<input type="checkbox"/> Number of key meetings with external partners to define concept, structure and priorities of PS4R [TARGET = 5] [RESULTS AS OF DEC. 2020 = 12]	<input type="checkbox"/> PS4R Steering Committee established to advance work program [TARGET = YES] [RESULTS AS OF DEC. 2020 = YES]	<input type="checkbox"/> Number of additional partners expressing interest in exploring joining or supporting RIMP/PS4R [TARGET = 5] [RESULTS AS OF DEC. 2020 = 7]
	<input type="checkbox"/> RIMP contribution to partners' events and activities [TARGET = 5] [RESULTS AS OF DEC. 2020 = 6]	Global awareness, advocacy, knowledge	<input type="checkbox"/> Amount of financial and philanthropic support mobilized for RIMP/PS4R [TARGET = \$5M] [RESULTS AS OF DEC. 2020 = \$2.5M]
	Evidence and knowledge base	<input type="checkbox"/> Number of global events organized by RIMP [TARGET = 5] [RESULTS AS OF DEC. 2020 = 6]	Narrative on private sector and refugees has been influenced positively
	<input type="checkbox"/> Number of research materials produced to define concept and structure of RIMP [TARGET = 2] [RESULTS AS OF DEC. 2020 = 2]	<input type="checkbox"/> Number of communications materials produced and disseminated around RIMP, including through social media [TARGET = 15] [RESULTS AS OF DEC. 2020 = 19]	<input type="checkbox"/> Number of partners promoting, supporting and/or officially adopting the PS4R Charter of Good Practice [TARGET = 10] [RESULTS AS OF DEC. 2020 = 6]
	<input type="checkbox"/> Number of key documents produced to define PS4R [TARGET = 3] [RESULTS AS OF DEC. 2020 = 4]	<input type="checkbox"/> Number of reports, notes and other knowledge products prepared and/or coordinated by RIMP [TARGET = 10] [RESULTS AS OF DEC. 2020 = 19]	<input type="checkbox"/> Online knowledge repository launched (website) [TARGET = YES] [RESULTS AS OF DEC. 2020 = YES]
	WBG Strategy and Operational engagement	Support to WBG Strategy and Operations	RIMP methodology integrated into WBG operations
	<input type="checkbox"/> Number of WBG teams engaged for incorporation of RIMP methodology in their strategy design: [TARGET = 5] [RESULTS AS OF DEC. 2020 = 4]	<input type="checkbox"/> Number of WBG knowledge and policy products incorporating RIMP expertise: [TARGET = 5] [RESULTS AS OF DEC. 2020 = 3]	<input type="checkbox"/> Number of WBG projects that have incorporated PS4R/RIMP principles in their project design, components, and activities: [TARGET = 5] [RESULTS AS OF DEC. 2020 = 4]
	<input type="checkbox"/> Number of presentations to World Bank Country teams and Management Units to showcase the RIMP methodology [TARGET = 5] [RESULTS AS OF DEC. 2020 = 2]	<input type="checkbox"/> Material produced by RIMP team in support of WBG operations: [TARGET = 5] [RESULTS AS OF DEC. 2020 = 4]	

4.3. Component Results

4.3.1. Knowledge Events

RIMP seeks to mobilize and connect the growing community of stakeholders that help mobilize private sector in support of refugees, including development and humanitarian actors, impact investors, social entrepreneurs, and refugees themselves. To this end, RIMP has organized several major events to share lessons learnt, good practices and innovative business models:

- The role of the private sector in the global refugee crisis (New York, September 2018):** In connection with UNGA, RIMP and the TENT Partnership for Refugees organized a high-level event to showcase how businesses played an essential role in addressing the Global Refugee Crisis, with the participation of then WBG President Jim Yong Kim and other lead figures. The event featured twenty major companies announced they would leverage business and social responsibility initiatives to support refugees and host communities around the world.

- **The role of the private sector in economic integration of refugees (Paris, June 2019):** On June 11-12, 2019, the RIMP team co-organized a conference on the Role of the Private Sector in Economic Integration of Refugees, together with the EIB and DI. The event resulted in the elaboration of a Charter of Good Practice (see below).



Paris Conference on the Role of the Private Sector in Economic Integration of Refugees, June 2019

- **PS4R represented at the Global Refugee Forum (GRF) (Geneva, December 2019):**

During UNHCR’s GRF in Geneva, December 16-18, 2019, the RIMP team co-organized a marketplace of good practice, showcasing the Charter of Good Practice. This also afforded the RIMP team a strong networking opportunity, as well as the opportunity to advocate for the economic incorporation of refugees. Finally, the RIMP team organized a side-meeting with key bilateral agencies, as well as select international institutions, Non-Governmental Organizations (NGOs), and businesses for a discussion on how to move from ad-hoc to systematic global engagement on strengthening the role of the private sector in economic integration of refugees. The meeting resulted in the identification of a core coordination group amongst partners to carry this work further in 2020 and beyond.



The team presenting PS4R material at the DI, ICC, WB, UNHCR, EIB booth at the GRF

- **Online Knowledge Event (November 2020):**

PS4R organized a knowledge event in November 2020 how to move from knowledge to operations in this sector – specifically, how the private sector is adapting its work with refugees in the context of COVID-19. The event featured speakers from business (Mastercard and refugee entrepreneurs in Rwanda), humanitarian institutions (the International Organization for Migration, IOM), development (WB and IFC) and more. The purpose of the event was to hear from speakers on their experience, working with refugees and business during the global pandemic, but also to develop key recommendations for PS4R moving forward. A summary note from this event, and its recording, will be placed on the PS4R website.



PS4R shared knowledge at multiple events

- **Paris Peace Forum (November 2020):**

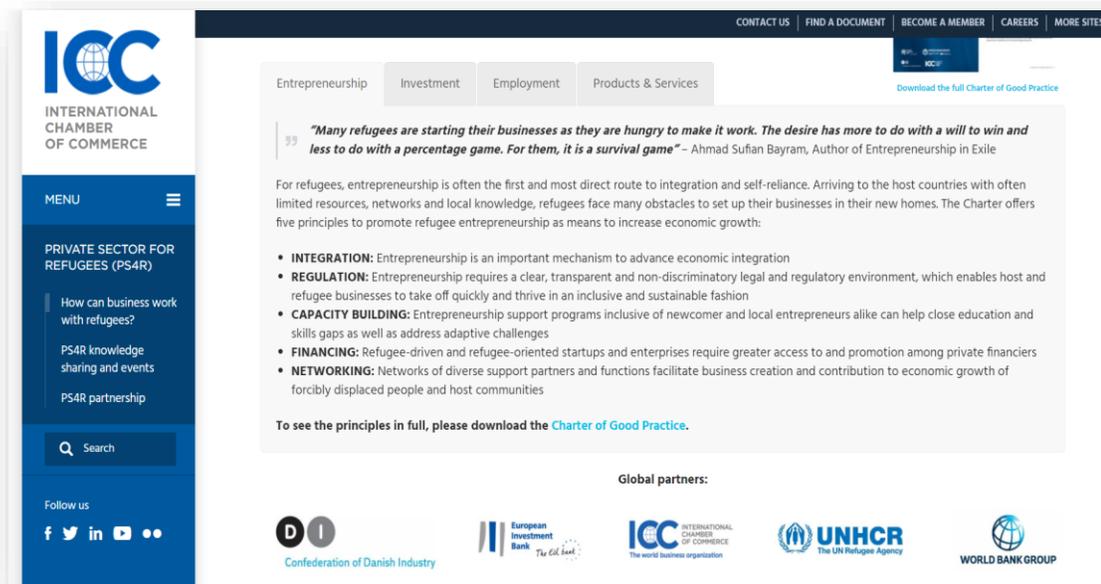
PS4R delivered an online pitch during the Paris Peace Forum in November 2020. The forum featured more than 3,000 key thought leaders working within the global governance space and thus showcased the PS4R approach, its core partnerships, and knowledge achievements so far.

4.3.2. Knowledge Products

Lack of knowledge of historical best practice has emerged as a key obstacle preventing businesses from playing a more active role in the economic integration of refugees. Often, refugees are perceived as victims rather than economic actors with the potential to benefit both the host communities and the employer themselves. Even when companies may want to support refugees, they may find it difficult to understand the practical implications or possible avenues to do so. For this reason, RIMP seeks to produce and promote knowledge products that can facilitate greater awareness and understanding about the potential of businesses to support refugees.

- **The most significant global knowledge product to have been elaborated by RIMP is the Charter of Good Practice on the Role of the Private Sector in Economic Integration of Refugees.** The Charter was the groundbreaking outcome of the Paris Conference on the Economic Integration of Refugees held in June 2019 at the National Museum of Immigration. The document was put together by representatives from the private sector; bilateral stakeholders; and development, philanthropic and humanitarian actors through an interactive workshop that featured 19 case studies across four key themes: employment, entrepreneurship, investment, and products & services. The Charter contains 20 principles across the four themes and represents a push for global standards that can be applied systematically by both public and private sectors. These principles seek to inspire the private sector, policymakers and practitioners on how to facilitate refugee integration into host community economies. Following the Paris Conference, PS4R partners worked to disseminate the Charter and have it adopted by businesses, public institutions and development projects – making use of global standards that emanate from practitioners and experts within the field. [Click here to download the Charter](#).
- **PS4R online knowledge platform:** RIMP’s leadership of the PS4R initiative has resulted in the launch of the PS4R website in November 2020, hosted by ICC at www.iccwbo.org/ps4r. The purpose of the website is to identify the business case for and how the private sector can work with refugees. The site is a knowledge repository, gathering the lessons learned through case studies and products (e.g. the Charter of Good Practice); and it features news related to the agenda and information about upcoming and past events related to PS4R. The site also showcases training opportunities from the organizing partners in PS4R and provides background on the founding partner organizations. In order to realize the launch of the website, RIMP ensured full corporate support from the WBG leadership, with a cooperation agreement signed with the ICC, approved by the Vice President of the WBG’s External and Corporate Relations department (ECR).

Figure 10: The PS4R website – Knowledge Sharing and Events Page



- **Case studies:** the WBG co-led the coordination of 15 case studies – with lessons and experiences drawn from business actors across the world. These were discussed during the Paris Conference in 2019 and became the basis of the Charter of Good Practice. They were also placed as best practice on the PS4R website, organized according to the four key themes of: (i) **entrepreneurship** ([Peace by Chocolate](#), [Singa](#), [IFC Kakuma](#), [Siba](#), [Startup Syria](#)), (ii) **employment** ([ISS Services](#), [Palliser Furniture](#), [Natakallam](#), [Building and Wood Workers' International](#)), (iii) **investment** ([Kois](#), [Open Society Foundations](#), [Microfund for Women](#), [the Danish Foundation for Social Responsibility Neighborhood Mothers](#)), and (iv) **products and services** ([Lifeshelter](#), [Grundfos](#), [Dinarak](#)).
- **Gender notes:** In collaboration with the WBG Mashreq team, RIMP has produced three notes that highlight the gendered effects of forced displacement and private sector collaboration. The notes will contribute to the outcomes of the R-DWEE. The three *RIMP R-DWEE gender notes* distil guidelines for business, humanitarian and development actors, as well as philanthropic partners, on how to promote private sector collaboration with refugees. After extensive consultations, the WBG Mashreq team is now working to implement the recommendations from these notes on the ground. **The three notes include:**
 - a. “RIMP – R-DWEE gender note: **Including a gender and forced displacement dimension into the work of the ‘Jordan Export’ public-private agency**”, by Gina Farraj and Benjamin Herzberg, provides recommendations to enhance a gender focus on Jordan Export’s (JE) governance, services and HR policies, among others.
 - b. “RIMP – R-DWEE gender note: **Investment selection criteria to maximize the impact of investments on the economic inclusion of displaced women**”, by Julia Barrera and Yara Asad, identifies a number of criteria to help select investments and maximize their positive impact in the well-being of displaced women.

- c. “RIMP – R-DWEE gender note: **Recommendations for Gender Dimensions of the Charter of Good Practice in Economic Integration of Refugees**”, by Cordelia Chesnutt and Penelope Lewis, delve into the Charter of Good Practice to tailor its recommendations to improve gender outcomes.

4.3.3. Partner Outreach

As indicated previously, there is a growing number of actors and organizations pooling expertise, resources and ideas to enhance the economic integration of refugees through greater private sector involvement. RIMP seeks to build strong ties with key stakeholders, promote debate and ideas, and build a community of practice.

Global partnerships

Since the launch of RIMP in 2018, the team has developed strong partnerships with **leading private sector organizations** such as the IKEA Foundation, Mastercard, Omydiar, and Chobani. In addition, RIMP has worked closely with the TENT Foundation and the World Economic Forum. Partnership with local companies in Jordan has also been strengthened through the extensive B2B and matchmaking engagements of the platform.

The preparation of the **Paris conference** significantly strengthened the RIMP team’s ties to the co-organizers, namely DI and the EIB. During the course of this work, the RIMP team also strengthened collaboration with UNHCR, the ICC and the WEF. These organizations are now committed to moving forward with the RIMP team on the next stages of the global collaboration on engaging the private sector in economic integration of refugees.

Since 2019, these partnerships have been formalized in **the PS4R** initiative – based first on the collaboration between the WBG and DI, then supplemented by the addition of EIB, UNHCR and ICC. RIMP organized a side-event at the GRF in Geneva 2019, alongside its PS4R partners, which resulted in the identification of two future priorities for the initiative, to work for: (i) knowledge dissemination and (ii) operational collaboration. Since then, the PS4R partners have met regularly to further develop this work, resulting in the knowledge events and website realized in November 2020. At the GRF, PS4R also had a spot in the Marketplace, allowing partners to disseminate the Charter of Good Practice, developed earlier in the year, and expanding its networks.

RIMP has also worked to improve the global narrative around refugees and the private sector’s engagement with them. Several of the PS4R partners have taken on the Charter of Good Practice’s principles within their own organizations. The ICC made a formal pledge during the GRF to adopt the Charter, a pledge it reconfirmed with an update on work undertaken in this past year, to UNHCR in late 2020.

RIMP’s work with PS4R has also allowed it to further innovative approaches, collaborating with organizations such as UNHCR on innovative finance and discussing ways of partnering through joint funding applications and operational collaboration in 2021 and beyond. Moreover, the RIMP team works closely

with representatives from the GCFF, particularly around its Private Sector Window, working to identify avenues of possible support for operations moving forward, particularly in the Mashreq.

RIMP also collaborates with **donor governments**, including UK DFID (as a donor to RIMP), Sida (through its support to the SDG Trust Fund), and the Spanish, German and Danish foreign ministries – all of whom have expressed their interest and support for RIMP’s work and which the team will engage for more tangible support moving forward.

RIMP colleagues have also participated in **external partners’ knowledge events** – such as those hosted by the Center for Mediterranean Integration, the TENT Foundation, RIN, and the European Foundations Council. These are detailed in Annex I in the M&E tables.

Advancing the private sector and refugee agenda within the WBG

The RIMP team collaborates regularly with a wide number of units and departments within the WBG, including the FCV group, the Development Finance group (DFI), IFC, and a number of Country Management Units (e.g. Jordan, Iraq, Djibouti, and Yemen). Having been initially co-led by two parts of the WB, namely the Finance, Competitiveness, and Innovation Global Practice (FCI), and (ECR) has ensured that RIMP had both an operational dimension and corporate support. The team has not only collaborated with these units, but also incorporated them directly into the team: for example, IFC leads the investment component of RIMP, and a senior staff from FCV is part of the RIMP team.

The team has also engaged internally within the WBG to raise awareness about RIMP and enhance internal coordination, through products such as intranet stories, department presentations, etc. This work has also facilitated its operational engagement – as more and more WBG teams have learned about the tangible RIMP approach to working with the private sector and refugees, the RIMP team has been invited to join more project teams (e.g. Greece – an Employer Outreach Strategy under the Support to the labour market integration of refugees in Greece project- (P170979); Jordan COVID-19 Private Sector Recovery and Resilience Project - (P175420) ; Djibouti Integrated Slum Upgrading Project - Additional Financing - (P172979) ; and Yemen Emergency Crisis Response Project - Fifth Additional Financing (P172662)).

RIMP has also made it a priority to push for a refugee-private sector dimension in WBG strategic documents whenever possible. The RIMP team worked closely with the IFC to develop its Forced Displacement FCV Strategy, engaging in a roundtable workshop and providing written comments; with the FCV team to prepare its strategy that went to the WBG’s Board in February 2020; and by working regularly with the Bank’s Mashreq teams, both for the development of the regional displacement strategy and the Mashreq Gender Facility with which the three gender notes were developed. These results and the partnerships approached pursued by RIMP was recognized by the WBG’s External and Corporate Relations department in 2020 through a Vice Presidential Unit award, as one of three initiatives contributing most to country outcomes through partnerships.

The RIMP project got awarded a 2020 ECR Vice Presidency Award



4.3.3. External Communications and Marketing

One of the key objectives of the RIMP is to help change the narrative about what companies and investors can do to address the needs of refugees and the communities that hosts them – both in Jordan and worldwide. To this end, the team has developed a solid communications strategy geared at making success stories more visible, and to underpin the potential and opportunities of investing, employing and doing business with and for refugees.

The team has produced a range of branding materials, visuals, and communications around its knowledge events and operational results. Among others, the RIMP team has produced:

- [program brochures](#) and presentations;
- [a LinkedIn story on the UNGA 2018 event](#) authored by then President of the WBG Jim Yong Kim;
- [video interviews with Jordan companies](#) attending the London Jordan Initiative in February 2019¹¹;
- [short videos](#) on the program developed and on World Refugee Day 2019 featuring key partners to RIMP;
- [videos on PS4R by WBG Managing Director Mari Pangestu, UNHCR High Commissioner Filippo Grandi, and ICC Secretary General John Denton](#);
- promotional material related to all events; and
- social media campaigns connected to the event.

All these materials were produced in coordination with partners and WBG corporate communications.

¹¹ Link is provided to one video only as sample, while several other videos are available.

5. Lessons learned and next steps

RIMP's engagement in Jordan has surfaced a number of lessons learnt regarding its approach, added value and requirements for its future development.

Lessons learned

- **RIMP's innovative approach was validated over time**
 - **RIMP's design ensured buy-in from the start.** RIMP's structure was created on the basis of engagements with stakeholders inside and outside the WBG, and the Platform obtained buy-in during its early stages that allowed it to take chances and be flexible.
 - **By demonstrating its value, RIMP achieved widespread recognition for its work and generated ongoing demand.** RIMP managed to position itself as an innovative project bringing together country operations, engagement with the private sector, and knowledge in support of refugees. As a result, RIMP experience was useful to inform the WBG FCV Strategy; the Forced Displacement Strategy for the Mashreq; and IFC's Fragility strategy.
 - **Promoting innovation through a new Platform was necessary but not always easy:** RIMP was set up innovatively and collaboratively, to respond to the development imperative related to the refugee crisis. Given RIMP's novel setup, the team faced bottlenecks within the WBG (such as on procurement or on management grasp of all RIMP activities). The team will seek to strike a balance between its fast approach and the need to ensure inclusive buy-in.
 - **Implementing the vision behind the Investment Catalyst with numerous partners was challenging.** This was evident with the exit of OSF from the Investment Catalyst. While OSF based the decision on its new strategic directions, the exit also responded to a slower-than-expected pace to design the Catalyst on the side of the WBG. As a result, RIMP refocused the Catalyst design finalization on IFC only. Partners will be brought back in, in a collaborative manner, once a technical design is finalized.
 - **RIMP can be implemented in other settings than Jordan, if adapted to fit context.** RIMP activities were designed based on an in-depth understanding of Jordan and with views to respond to its concrete development challenges. The possibility to pilot RIMP activities in Jordan allowed the team to test different approaches, learnt from mistakes, adapt and obtain concrete results. RIMP's lessons and approach are useful to other countries, but the specific activities will need to be tailored to their needs and situation.
 - **Demand for RIMP and PS4R is widespread but needs to be managed.** RIMP's work has raised interest across the WBG, with a growing number of Bank teams interested in learning and/or applying RIMP's methodology to new projects. The RIMP methodology has been adopted by several operational teams in the WBG, with a new project in Djibouti recently approved by the Board (Djibouti Integrated Slum Upgrading Project - Additional Financing - P172979), plus further interest from Iraq and Lebanon. In parallel, several international actors have shown interest in joining the PS4R knowledge and partnership agenda co-led by RIMP. Both aspects represent opportunities and challenges for the team, particularly under the current budget

and staff conditions, and will call for a careful consideration of future options to maximize impact and maintain focus.

- **RIMP's methodology adds practical value but requires flexibility**

- **RIMP identifies opportunities for private sector-refugee collaboration:** RIMP applied a variety of approaches, some of them innovative within the WBG, to identify and highlight opportunities for the private sector to step in in support of refugees. This included: shedding light on investable businesses and refugee employment opportunities and through B2B matchmaking; insights on opportunities for the Investment Catalyst; and global knowledge products such as the Charter of Good Practice and Case Studies on refugee employment, investment, entrepreneurship and targeted products and services. This broad approach has served the project well in its first phase, but will need to be refined as the project is implemented beyond Jordan. For instance, the team will need to find a more systematic way to connect opportunities at the country level with the growing network of global partners.
- **RIMP focus had to adapt to an ever-evolving local political climate:** The GOJ's vision that RIMP should benefit both refugees and Jordanians was essential for the program to maintain a wider sector development approach that resulted in greater overall results for all. This said, and due to varying political incentives, the RIMP team sometimes faced difficulty in maintaining a strong focus on refugees.
 - RIMP's on the ground impact to a large extent hinges on government support. In Jordan, the launch of JE was delayed due to a lack of clarity in the definition of roles and responsibilities among the national institutions (JEDCO and JE), and uncertain government commitment to JE.
 - While focused on creating economic opportunities for refugees and host communities, RIMP is operating at the sector level, in an environment where several donors, WBG included, scaled back their sector-level interventions in recent years. This resulted in RIMP being pulled at times away from the refugee/host community-only mandate to a wider sector development scope for Jordan. RIMP however neither has the means nor the mandate to deliver a full-scale sector strategy for Jordan.
 - Moving forward, it will be essential for RIMP to focus on initiatives that have a more direct impact on refugees, such as those within sectors that are open to refugee employment. This shift is now more achievable, since RIMP components are running well and in narrowly defined directions, and therefore RIMP is better placed to manage expectations with a vis local stakeholders or development partners.
- **Achieving impact requested an agile, responsive and adaptive approach:** RIMP learned in its first few years of operation that it is important to maintain a flexible and adaptive approach, particularly when operating in changing environments, as evidenced by the COVID-19 crisis.
 - RIMP had to react quickly and pivot. In the spring of 2020, RIMP undertook a rapid assessment of COVID-19 impact on firms through a mini-survey, and adjusted its matchmaking work to focus solely on deals among Jordanian companies, given the

closing of borders. RIMP built on this expertise to help design the Jordan Covid-19 Private Sector Recovery and Resilience Project (P175420) and to organize the Nov. 2020 virtual knowledge event on business and refugees in the age of COVID-19.

- RIMP had to reorient its work with intermediaries. Intermediaries, who needed to transfer capacity to 15 to 25 SMEs each, sometime themselves lacked some of the full capacity to do so. As a result, the RIMP team started supporting them with close coaching and supervision to guide them towards quality services to the SMEs they assist. This includes RIMP being stricter regarding the selection process for the supported SMEs, providing templated curriculum to prep SMEs before trade trips, providing standardized tools for leads tracking or marketing material, and supporting the intermediaries in their disaggregated data collection efforts vis-a-vis the SMEs.

- **RIMP's development impact can be further strengthened**

- **Including a COVID19 analysis in RIMP approach:** The pandemic has had a dramatical impact on SMEs. This said, the experience from Jordan showed that with the right support, the crisis can be turned into new opportunities for SMEs. The pandemic highlighted the opportunities for strengthening local sourcing (backward) as well as forward linkages. COVID-19 also made evident a strong need to build the capacity of SMEs and intermediaries with virtual and technological tools that could allow them to revisit their business models, upgrade their business approach and resist barriers to traditional B2B and trading approaches. This analysis was important to adjust RIMP's support to JE and SMEs.
- **Maintaining a strong partnerships focus:** RIMP's combination of a country focus on operations with global engagements and knowledge has been very attractive to external partners, resulting in some pressure for RIMP to take its PS4R work in different directions and with different levels of ambition. The RIMP team has learned over the past two years that sustaining partnerships requires designing and maintaining a clear rationale for global engagement and a way of following up regularly for structured decision-making. Faced with a growing number of global actors active in the refugee-private sector space (from the TENT Partnership for Refugees, to the World Economic Forum, and many others), it will be important for PS4R to retain a strong focus – to carve a niche that avoids duplication with other existing initiatives and partners with other actors.
- **Support existing and growing SMEs:** RIMP achieved a significant impact on SMEs by working in parallel on two fronts: empowering and strengthening SME capacity to become export ready and capable to access new markets, on one hand, while working with existing large firms to capitalize on their experience and production volumes. Engaging large and/or successful firms provided companies with a role model to learn from, allowing growing SMEs to upgrade their operating standards and quality. It also helped build their confidence by working with local businesses before embarking on new export ventures. Additionally, working with existing exporting firms has also provided faster, larger number and more sustainable jobs – a lesson that will be useful to enhance RIMP's impact looking forward.

Future directions

On a programmatic level

- **In Jordan, RIMP will continue its support to JE**, if funding is available, with special emphasis on innovative tools needed after the COVID-19 pandemic. This support will include:
 - **Guidance to the board and Chairman of JE** to ensure that technical staff with the necessary expertise are hired to expedite the operational process of JE.
 - Coordination and support to the Jordan COVID-19 Private Sector Recovery and Resilience Project - (P175420). This will provide the necessary financing for **JE to carry out its export promotion activities** for the next 5 years. It will foster JE's sustainability and ensure the support required to promote Jordanian exports and export markets
 - Ensuring that **JE is well positioned as an exemplary institution for refugee support and gender inclusion** on the national level among donors.
 - Building on its institutional experience working with JE and ensuring a **transfer of knowledge to other WB projects**.
- **In other WB operations:**
 - The RIMP team will continue to engage with WB task teams, building on its recent success in Djibouti, but also given recent interest from teams in Iraq and Lebanon.
 - The team will continue to focus mainly on the Mashreq region, but will gradually also work with teams in other regions of the WB.
 - The RIMP team will work to ensure that there is a **clear refugee-private sector focus** in coming private sector development operations.

On a global level

- RIMP will **strengthen its operational PS4R work** in the coming years by disseminating WB operational results globally and identifying opportunities for operational work across institutions (through portfolio exchange and the development of joint pilots).
- RIMP will seek to **expand the number of partners** that join the PS4R consortium through active participation in its coordinating activities by engaging additional bilateral donors and philanthropic partners into the coordinating committee. RIMP will seek to have at least one PS4R point person per partner organization that can support its ongoing work. Partners may dedicate parallel financing for pilot testing of joint PS4R initiatives on the ground and set aside funding to support PS4R events, including for logistical and communications work.
- RIMP will work with its partners to further **define a governing mechanism for PS4R** to clarify objectives and expectations between the organizations.
- RIMP will **increase its outreach work on the adoption of the Charter of Good Practice** with private sector and government stakeholders, as well as development practitioners
- RIMP will **bolster its global knowledge activities** (e.g. through knowledge events, strengthening the PS4R website, producing lessons learned and case studies)

- RIMP will continue to **include a COVID-19 dimension** in its work, remaining vigilant to the particular political circumstances created by COVID-19 and being attuned to the economic restructurings that can provide both benefits and obstacles to economic inclusion of refugees.
- The RIMP team will continue to promote a **gender lens** in its work, both in its global analytics and through operational engagements.

Annex I: M&E Framework for Components 1,2, 3 and 4

The enclosed M&E table provides details of each output, outcome and impact supported by RIMP per the four components: 1) Matchmaking and B2B development, 2) Investment Catalyst, 3) Institutional development & policy linkages, 4) Global Knowledge and Partnership.

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
Comp. 1: Matchmaking and B2B Devt	<p>Business Development</p> <ul style="list-style-type: none"> Number of B2B contacts initiated [TARGET = 200] [RESULTS AS OF DEC. 2020 = 451] [Results info: <ul style="list-style-type: none"> 89 Jordanian companies and organizations contacted by RIMP team directly 122 global companies/foundations contacted by RIMP team 82 Jordanian companies contacted through RIMP intermediary BuildingMarklets 37 global companies contacted through RIMP intermediary AmCham 60 global companies contacted through RIMP intermediary ITG-HASSAD 26 Jordanian companies contacted through RIMP intermediary Jordan Chamber of Industry 35 global companies contacted through RIMP intermediary UK Tech Hub] 	<p>Business Exposure</p> <ul style="list-style-type: none"> Number of Jordan-based businesses who got exposed to new markets and to new B2B opportunities globally [TARGET = 300] [RESULTS AS OF DEC. 2020 = 267] [Results info: <ul style="list-style-type: none"> 91 Jordan-based businesses exposed through sector export workshops or trade shows <ul style="list-style-type: none"> 70 at garment export workshops 5 at Fruit Logistica, Berlin Feb. 2019 10 at TexWorld. Paris Jan. 2019 6 at Premiere Vision, Paris Sept. 2019 10 Jordan-based businesses exposed in the UNGA event Sept. 2018 3 Jordan-based businesses exposed through RIN NY event June 2019 10 Jordan-based businesses exposed through Jordan Amcham US trade delegation NY June 2019 10 (same, thus not counted in total) Jordan-based businesses exposed through Jordan Amcham US trade delegation SF July 2019 27 Jordan-based businesses exposed through London Initiative Conference Feb. 2019 	<p>Business Deals</p> <ul style="list-style-type: none"> Number of business transactions realized which were supported by RIMP [TARGET = 30] [RESULTS AS OF DEC. 2020 = 57] [Results info: <ul style="list-style-type: none"> 9 business transactions realized following announcement at UNGA <ul style="list-style-type: none"> KOIS DIB / Ikea Grofin / Shell VPS Helthcare MIT Tarjama / Ureed Zain Nike Al-Durra VF Corp Europe / Jerash 7 business transactions realized following announcement at London Initiative <ul style="list-style-type: none"> Trinitae Jaguar Land Rover Petra Engineering Adidas / Classic Fashion Shopgo / Etihad Bank Jamalon / Follet

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
	<ul style="list-style-type: none"> Number of B2B export and trade promotion and matchmaking events [TARGET = 10] [RESULTS AS OF DEC. 2020 = 16] [Results info: <ul style="list-style-type: none"> Garment sector export workshops in 2018 TexWorld, Paris, Jan. 2018 TENT event, NY, May 2018 UNGA event, NY, Sept. 2018 Premiere Vision, Paris, Sept. 2018 Jordan Amcham US trade delegation, NY, June 2018 Jordan Amcham US trade delegation, SF, July 2018 London Initiative Conference, London, Feb. 2019 London ICT VC matchmaking event, London, Feb. 2019 Fruit Logistica, Berlin, Feb. 2019 RIN, NY, June 2019 Paris Conference, Paris, June 2019 Jordan Digital Economy Forum ICT B2B matchmaking event, Amman, June 2019 AmCham/TechWadi ICT startups roadshow, San Francisco, Dec. 2019 ITG-HASSAD virtual Agri-innovation Demo Day to VCs and investors, Virtual, June 2020 UK Tech Hub ICT startups virtual B2B to VCs and investors, Virtual, June 2020] 	<ul style="list-style-type: none"> 15 Jordan-based businesses (15 same as London Initiative event, thus not counted in total) exposed through London ICT VC matchmaking event Feb. 2019 82 Jordan-based businesses exposed through Jordan business snapshot 5 Jordan-based businesses exposed through Paris Conference June 2019 15 Jordan-based businesses (15 same as London VC event, thus not counted in total) exposed through Jordan Digital Economy Forum ICT B2B matchmaking event June 2019] 15 Jordan-based businesses exposed through AmCham/TechWadi roadshow to San Francisco Dec. 2019 11 Jordan-based businesses exposed through ITG-HASSAD virtual Demo Day to VCs and investors June 2020 13 Jordan-based businesses exposed through UK Tech Hub virtual B2B to VCs and investors Jun2 2020] Number of global businesses who got exposed to new B2B opportunities in Jordan [TARGET = 500] [RESULTS AS OF DEC. 2020 = 486] [Results info: <ul style="list-style-type: none"> 95 global businesses exposed through sector export workshops or trade shows <ul style="list-style-type: none"> 40 at garment export workshops 20 at Fruit Logistica, Berlin Feb. 2019 20 at TexWorld Paris Jan. 2019 15 at Premiere Vision, Paris Sept. 2019 	<ul style="list-style-type: none"> Mawdoo3 / VC UK Kingsway + VC US Endure 9 business transactions realized following ICT-dedicated matchmaking activities <ul style="list-style-type: none"> Connect to fit/ EBRD Abwaab/ GoJ Viavii/ Qatar VC Viavii/ EBRD MadfoocatCom/ GoJ WeCare/ Exports to Canada ShopGo/ Mawdoo3 Aumet/ Online distribution to: (GoJ, Uniorders and exports to Abu Dhabi and France) Aumet/ Uniorders 27 business transactions realized following manufacturing-dedicated matchmaking <ul style="list-style-type: none"> Abercrombie & Fitch / Classic Fashion Fashionway Jordan / German distributor Sigma / Eastern European Exports Sawa/ Exports to GCC-undisclosed Sawa/ Exports to Iraq-undisclosed Tech. Packaging Co./ Al Durra Tech. Packaging Co./Exports to Palestine-undisclosed Noor Al Sham/ Al Kaseeh Noor Al Sham/ Al Imlaq Orient Plastics/ Al Imlaq Al Hikma Plastics/ Exports to USA-undisclosed Arab Technical Plastics/ Exports to Spain-undisclosed Future for Plastics/ Military & Civil Association Golden Star/ Exports to Kuwait-undisclosed Jordan Shareef Plastics/ Carrefour

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
	<p>Technical Support and Capacity Building to Business Intermediaries</p> <ul style="list-style-type: none"> Number of business intermediaries technically supported for B2B matchmaking and export market access [TARGET = 8] [RESULTS AS OF DEC. 2020 = 5] [Results info: <ul style="list-style-type: none"> Jordan Garment Alliance Hassad Agribusiness Accelerator Jordan Chamber of Industry – Plastics Chapter UK-Jordan Tech Hub Tech Wadi – Amcham] Number of export-ready company profiles produced for B2B purposes [TARGET = 500] [RESULTS AS OF DEC. 2020 = 152] [Results info: <ul style="list-style-type: none"> 39 Technology Sector 23 Plastics Sector 13 Agribusiness Sector 13 Food Manufacturing Sector 13 Services Sector 11 Garments & Textiles Manufacturing Sectors <ul style="list-style-type: none"> 9 Manufacturing (Other) 8 Pharma & Cosmetics Manufacturing Sector 8 Construction Sector 5 Chemicals Manufacturing Sector 5 Home Furnishing Sector 	<ul style="list-style-type: none"> 50 global businesses exposed in the UNGA event Sept. 2018 30 global businesses exposed through RIN’s NY event June 2019 15 global businesses exposed through Jordan Amcham US trade delegation NY June 2019 15 global businesses exposed through Jordan Amcham US trade delegation SF July 2019 100 global businesses exposed through London Initiative Conference Feb. 2019 10 global businesses exposed through London ICT VC matchmaking event Feb. 2019 25 global businesses exposed through Paris Conference June 2019 13 global businesses exposed through Jordan Digital Economy Forum ICT B2B matchmaking event June 2019 37 global businesses exposed through AmCham/ TechWadi roadshow to San Francisco event Dec. 2019 60 global VCs exposed through ITG-HASSAD Demo Day event June 2020 36 global VCs exposed through virtual UK Tech Hub led B2B matchmaking June 2020] <p>Increased Capacity of Business and Intermediaries</p> <ul style="list-style-type: none"> Number of Jordan-based businesses individually serviced by business intermediaries through RIMP support [TARGET = 100] [RESULTS AS OF DEC. 2020 = 86] [Results info: 	<ul style="list-style-type: none"> Baroudi Plastics/ Al Kaseeh Safe Techno/ Alrumi stores Al Waleed/ Military Association Subhi Abu Khaleefa/ Export to Palestine-undisclosed Beit Al Maqdes/ Hyper Market City Plastics/ Jaafar Al Fahed Al Aswad/ Medical City Arab Medi Plast/ Dar AlDawa’ Choudari/ Medical Supplies Center Regional Plastics/ MoH Pioneer Packaging/ Petra Mountains Masar Plastics/ Military Association 5 business transactions realized following agribusiness-dedicated matchmaking <ul style="list-style-type: none"> TWIG/ Meqdadi RGS/ BRINKS Green On/ JEDCO Vermiland/ Wadi Araba Green On/ Wadi Arabi] <p>Investment</p> <ul style="list-style-type: none"> Cumulated amount of investment from business transactions realized which were supported by RIMP [TARGET = \$200M] [RESULTS AS OF DEC. 2020 = \$64.5M] [Results info: <ul style="list-style-type: none"> \$5M Undisclosed Publicly N/A VPS Healthcare N/A MIT N/A Tarjama / Ureed N/A Zain \$7.9M Undisclosed Publicly

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
	<ul style="list-style-type: none"> - 5 Wholesale & Retail Sector] • Number of sectors for which new data and information was produced [TARGET = 10] [RESULTS AS OF DEC. 2020 = 12] [Results info: Chemicals, Construction, Food & Beverages, Garment, Home Furnishings, Pharma & Cosmetics, Services, Technology, Wholesale & Retail, agri-Business, plastics and other Manufacturing] • Number of Jordan B2B online platforms supported by RIMP [TARGET = 3] [RESULTS AS OF DEC. 2020 = 2] [Results info: - BuildingMarkets Jordan B2B platform - Jedad.com for informal Syrian-owned businesses (online platform listed here but supported through separate ASA)] 	<ul style="list-style-type: none"> - 20 Jordan-based businesses serviced by UK Tech Hub through RIMP support - 25 Jordan-based businesses serviced by Tech Wadi through RIMP support - 16 Jordan-based businesses serviced by Hassad Agritech accelerator through RIMP support - 25 Jordan-based businesses serviced by Jordan Chamber of Industry through RIMP support] • Number of RIMP-created outreach management tools for adoption by business intermediaries [TARGET = 2] [RESULTS AS OF DEC. 2020 = 1] [Results info: - RIMP team produced a simple online CRM tool to facilitate B2B outreach and tracking populated with 200 references.] • Number of businesses profiled on online B2B platforms introduced or managed by business intermediaries [TARGET = 1000] [RESULTS AS OF DEC. 2020 = 200] [Results info: - 82 SMEs on BuildingMarkets Jordan B2B platform - 9 Start-ups on Hassad-ITG website - 109 exporting company profiles on JE website] 	<ul style="list-style-type: none"> - \$1M Undisclosed Publicly - \$2M Undisclosed Publicly - \$5M Undisclosed Publicly - N/A Shoppgo - \$11M Undisclosed Publicly - \$13.5M Undisclosed Publicly - \$18.9 Through intermediary AmCham <ul style="list-style-type: none"> o \$14M Undisclosed Publicly o \$2.4M Undisclosed Publicly o \$1M Undisclosed Publicly o \$1M Undisclosed Publicly o \$.5M Undisclosed Publicly o \$.04M Undisclosed Publicly o \$.004M Undisclosed Publicly o N/A Aumet/ Uniorders - \$0.165M Through Hassad ITG <ul style="list-style-type: none"> o \$.056M TWIG/ Meqdadi o \$.056M Green On/ JEDCO o \$.053M RGS/ BRINKS] <p>Sales</p> <ul style="list-style-type: none"> • Cumulated amount of sales from business transactions realized which were supported by RIMP [TARGET = \$200M] [RESULTS AS OF DEC. 2020 = \$114.8M] [Results info: - \$5M Undisclosed Publicly - \$1M Undisclosed Publicly - \$45M Undisclosed Publicly - \$50M Undisclosed Publicly - \$.5M Undisclosed Publicly - \$1.6M Undisclosed Publicly - N/A Sigma

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
			<ul style="list-style-type: none"> - \$11.7M Through intermediary Jordan Chamber of Industry <ul style="list-style-type: none"> o \$1.4M Undisclosed Publicly o \$2.1M Undisclosed Publicly o \$0.7M Undisclosed Publicly o \$1.7M Undisclosed Publicly o \$0.2M Undisclosed Publicly o \$.317M Undisclosed Publicly o \$0.155M Undisclosed Publicly o \$0.063M Undisclosed Publicly o \$0.423M Undisclosed Publicly o \$0.141M Undisclosed Publicly o \$0.141M Undisclosed Publicly o \$0.141M Undisclosed Publicly o \$0.352M Undisclosed Publicly o \$0.211M Undisclosed Publicly o \$0.423M Undisclosed Publicly o \$0.493M Undisclosed Publicly o \$0.070M Undisclosed Publicly o \$1M Undisclosed Publicly o \$0.282M Undisclosed Publicly o \$0.141M Undisclosed Publicly o \$0.282M Undisclosed Publicly o \$0.84M Undisclosed Publicly o \$0.056M Undisclosed Publicly o \$0.141M Undisclosed Publicly - N/A Aumet online distribution/ domestic and regional PPE distribution] <p>Jobs</p> <ul style="list-style-type: none"> • Cumulated number of jobs created from business transactions realized which were supported by RIMP [TARGET = 1,000] [RESULTS AS OF DEC. 2020 = 1,930]

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
			[Results info: - N/A KOIS DIB / Ikea - N/A Grofin / Shell - N/A VPS Helthcare - N/A MIT - N/A Safe Ports - N/A Tarjama / Ureed - N/A Zain - N/A Nike - 94 Al-Durra / Canada Food Imports - 500 VF Corp Europe / Jerash - 5 Trinitae - 12 Jaguar Land Rover - N/A Petra Engineering - N/A Lyndon Water - 950 Adidas / Classic Fashion - 70 Shopgo - 5 Jamalon / Follet - 10 Mawdoo3 / VC UK Kingsway + VC US Endure - N/A Abercrombie & Fitch / Classic Fashion - 5 Fashionway Jordan / German distributor - 41 Sigma] - 9 WeCare - 1 Viavii - 10 Tamatem - 4 Gogo - 1 Madfootcom - 2 JAIP - 3 ConnecttoFit - 33 Abwaab - 11 Dareebatech - 10 Orient Plastics - 3 Al Hikma Plastics - 5 Arab Technical Plastics

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
			<ul style="list-style-type: none"> - 20 Safe Techno Plast - 2 Al Waleed Plastics - 15 Beit Al Maqdes - 2 Arab Medi-Plast - 10 Choudary Plastics - 3 Regional Plastic Packaging - 4 Pioneer Packaging - 2 Sawa Plastics - 20 Aumet - 50 Itqan - 3 Aouge - 15 Obeido] <ul style="list-style-type: none"> • Of Which Refugees [TARGET = 25%] [RESULTS AS OF DEC. 2020 = 17%] • Of Which Women [TARGET = 50%] [RESULTS AS OF DEC. 2020 = 69%]
Comp. 2: Investment Catalyst	<p>Preliminary Design Meetings</p> <ul style="list-style-type: none"> • Number of stakeholders approached in the early discussions on design of the catalyst [TARGET = 50] [RESULTS AS OF DEC. 2020 = 59] [Results info: - 21 invited to 2018 Amman design workshop: Building Markets; Dash Ventures; DFID; EBRD; EIB; Endeavor Jordan; Foursan; IFC; Ikea Foundation; 	<p>Partners Commitment & Announcement</p> <ul style="list-style-type: none"> • Number of partners that publicly committed to the Investment Catalyst Establishment during the London Conference in February 2019 [TARGET = 5] [RESULTS AS OF DEC. 2020 = 5] [Results info: - IFC - Open Society Foundation - EIB - EBRD 	<p>Investment Catalyst Results</p> <p>Additional Funds Raised</p> <ul style="list-style-type: none"> • Number of new partners that joined the Investment Catalyst [TARGET = 5] [RESULTS AS OF DEC. 2020 = 0] • Amount of commitments by partners once Catalyst is set up [TARGET = \$50 M]

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
	<p>Kito de Boer; Kois Invest; Lion's Head Capital; Luminus Education; Mastercard; Omidyar; OSF; Rockefeller Foundation; Sawari; Shurook; Tent Partnership for Refugees; Wamda MENA Ventures</p> <p>- 29 consulted by Enclude: Bank Al Etihad; Beyond Capital / Endeavour; C-Change; DWM; FMO; FourSan PE; Global Communities (Jordan Loan Guarantee Facility); Habitat for Humanity; ILO / BetterWorks; Ipark; JGATE (Garment Association); Jordan LENS; Liwwa; Mercy Corps; MIGA; Miller Centre; National Microfinance Bank; Nestrom; Oasis500; OPIC; ShamaStart; Silicon Badia; Spark; Tanmeyah; Teenah; TPG Rise Fund; TransformKonsult; Truvalu; TTI incubator; UNDP; UNRWA</p> <p>- Additional 8 consulted by WB throughout time: 17Jordan; Chumir Foundation; Gates Foundation; Grofin - Nomou Jordan Fund; ISSF; KOIS Invest; RIN; UNDP Jordan]</p> <ul style="list-style-type: none"> Number of key meetings conducted with partners [TARGET = 5] [RESULTS AS OF DEC. 2020 = 2] [Results info: - June 2018 concept meeting, Amman 	<p>- DFID]</p> <ul style="list-style-type: none"> Amount announced as pre-committed by partners at the London Initiative Conference [TARGET = \$50 Million] [RESULTS AS OF DEC. 2020 = \$50 Million] [Results info: - DFID: \$3M - EBRD: \$10M - IFC: up to \$7M - EIB: \$5M - OSF: \$15M] <p>Catalyst Design Processed and Finalized</p> <ul style="list-style-type: none"> Number of diagnostics and feasibility studies conducted [TARGET = 1] [RESULTS AS OF DEC. 2020 = 3] [Results info: - Enclude (a UK based company) was hired by OSF to conduct a diagnostics and feasibility study of the Catalyst - Stakeholders mapping that was conducted by Enclude and supported by WB (database of 150 stakeholders identified) - IFC conducted an internal assessment based on the Enclude study and proposed a final design for the Investment Catalyst] Number of existing funds identified to support or implement the Investment Catalyst work [TARGET = 3] 	<p>[RESULTS AS OF DEC. 2020 = 0]</p> <p>Investment</p> <ul style="list-style-type: none"> Number of Jordan based companies invested in by the Catalyst/ implementers [TARGET = 100] [RESULTS AS OF DEC. 2020 = 0] Number of Jordan based companies identified for future investments [TARGET = 100] [RESULTS AS OF DEC. 2020 = 0] Number of sectors that secured investment from the Catalyst [TARGET = 5] [RESULTS AS OF DEC. 2020 = 0] <p>Jobs</p> <ul style="list-style-type: none"> Cumulated number of jobs created from business transactions realized which were supported by the Catalyst [TARGET = 2,000] [RESULTS AS OF DEC. 2020 = 0] <p style="text-align: center;">Of Which Refugees [TARGET = 25%] [RESULTS AS OF DEC. 2020 = 0]</p> <p style="text-align: center;">Of Which Women [TARGET = 30%] [RESULTS AS OF DEC. 2020 = 0]</p>

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
	<ul style="list-style-type: none"> - Sept. 2019: scoping mission Enclude to Jordan for one-on-one meetings with local partners - Feb. 2019, pre-commitment meeting with core partners, London - March 2020: IFC strategy meetings with ISSF, OSF - In addition, bimonthly meetings between OSF, IBRD and IFC in March 2018-Feb. 2019] 	<p>[RESULTS AS OF DEC. 2020 = 3] [Results info: - Growth Fund Jordan (17 Asset Management) - ISSF - AB Invest]</p> <ul style="list-style-type: none"> • Number of ToR and RFP circulated to collect concept notes from Fund Managers [TARGET = 2] [RESULTS AS OF DEC. 2020 = 1] [Results info: - IFC published an initial ToR with a clear scope and terms to collect implementation ideas from identified partners that will be used to build the catalyst's final design and concept note] • Finalized Investment Catalyst project approved and capitalized by IFC. [TARGET = 1] [RESULTS AS OF DEC. 2020 = 0] 	
Comp. 3: Institutional Devt & Policy Linkages	<p>Institutional Capacity Building</p> <ul style="list-style-type: none"> • Number of formal advice (as report/guidance note/formal meeting contribution) provided as input to design of new/improved business plan for JE [TARGET = 3] [RESULTS AS OF DEC. 2020 = 3] [Results info: - RIMP guidance note for the JE Business Plan 	<p>JE Institutional Strength for Matchmaking Function</p> <ul style="list-style-type: none"> • Number of MoUs between JE and other agencies with export mandate [TARGET = 2] [RESULTS AS OF DEC. 2020 = 2] [Results info: - RIMP drafting guidance on the MoU between JE and JIC 	<p>JE Matchmaking Results</p> <p>Business Deals</p> <ul style="list-style-type: none"> • Number of business transactions realized which were supported by JE [TARGET = 50] [RESULTS AS OF DEC. 2020 = 0] <p>Investment</p>

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
	<ul style="list-style-type: none"> - RIMP review of JE Business Plan & Strategy - RIMP presentation on JE Institutional Development] <ul style="list-style-type: none"> • Number of formal advice (as report/guidance note/formal meeting contribution) provided as input to create or improve the governance of JE [TARGET = 3] [RESULTS AS OF DEC. 2020 = 3 [Results info: <ul style="list-style-type: none"> - RIMP recommendation on removal of government's golden share provision in JE board - RIMP advice on the inclusion of at least one female representative in JE's board - RIMP recommendation on the selection of the Chairmanship to be from the private sector and agreed upon by both private and public sector shareholders] • Number of formal advice (as report/guidance note/formal meeting contribution) provided as input to JE HR planning and CEO hiring [TARGET = 5] [RESULTS AS OF DEC. 2020 = 3] [Results info: <ul style="list-style-type: none"> - RIMP advice on recruitment process and required skills for JE's CEO 	<ul style="list-style-type: none"> - RIMP drafting guidance on the MoU between JE and JEDCO] <ul style="list-style-type: none"> • Number of MoUs between JE and sector-specific business intermediaries [TARGET = 4] [RESULTS AS OF DEC. 2020 = 0] • Number of B2B outreach management tools adopted by JE [TARGET = 2] [RESULTS AS OF DEC. 2020 = 2] [Results info: <ul style="list-style-type: none"> - Company profile methodology of RIMP adopted by JE and 109 company profiles provided by RIMP hosted on JE's website - Export guide produced by RIMP adopted by JE and to be hosted on JE's website] • Number of Jordan-based businesses who got exposed to new markets through JE activities and to new B2B opportunities globally [TARGET = 200] [RESULTS AS OF DEC. 2020 = 0] • Number of B2B/export promotion events organized by JE [TARGET = 7] [RESULTS AS OF DEC. 2020 = 0] • Number of sectoral trade show attended by JE-supported business intermediaries [TARGET = 10] [RESULTS AS OF DEC. 2020 = 0] 	<ul style="list-style-type: none"> • Cumulated amount of investment from business transactions realized which were supported by JE [TARGET = \$50M] [RESULTS AS OF DEC. 2020 = \$0] <p>Sales</p> <ul style="list-style-type: none"> • Cumulated amount of sales from business transactions realized which were supported by JE [TARGET = \$200M] [RESULTS AS OF DEC. 2020 = \$0] <p>Jobs</p> <ul style="list-style-type: none"> • Cumulated number of jobs created from business transactions realized which were supported by JE [TARGET = 2,000] [RESULTS AS OF DEC. 2020 = 0] <p style="text-align: center;">Of Which Refugees [TARGET = 5%] [RESULTS AS OF DEC. 2020 = 0]</p> <p style="text-align: center;">Of Which Women [TARGET = 25%] [RESULTS AS OF DEC. 2020 = 0]</p>

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
	<ul style="list-style-type: none"> - RIMP input and revision to JE's staff job descriptions and selection criteria - RIMP coaching and mentoring to JE CEO in various sessions] <p>B2B Matchmaking Readiness</p> <ul style="list-style-type: none"> • Number of RIMP trainings on B2B Matchmaking for JE staff [TARGET = 3] [RESULTS AS OF DEC. 2020 = 5] [Results info: <ul style="list-style-type: none"> - 4 knowledge transfer online workshops on B2B from 4 intermediaries supported by RIMP in FY 2020: <ul style="list-style-type: none"> o AmCham (ITC sector) o UK Tech Hub (ITC sector) o HASSAD (Agribus. Sector) o JCI (Plastics sector) - RIMP training on profiling companies] <p>Policy Linkages</p> <ul style="list-style-type: none"> • Number of refugee-related or export-related policy/legal/regulatory issues that were identified for improvement [TARGET = 5] [RESULTS AS OF DEC. 2020 =4] [Results info: <ul style="list-style-type: none"> - RIMP drafted 4 policy memos handed over to JE: <ul style="list-style-type: none"> o Policy memo on the impact on refugee employment of restricting 	<p>Policy Advocacy Effectiveness</p> <ul style="list-style-type: none"> • Number of refugee-related or export-related policy/legal/regulatory issues that were identified for improvement and which got resolved/enacted [Identified = 4] [RESOLVED AS OF DEC. 2020 =0] 	

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
	<p>certain professions to Jordanians only.</p> <ul style="list-style-type: none"> ○ Policy memo on the impact of high work permit fees in Aqaba on refugee employment. ○ Policy memo on the impact of tariffs imposed by the US on Jordan's Aluminum and Steel exporters ○ Information Note on Extending Support to Businesses Employing Refugees and Women] <ul style="list-style-type: none"> ● Number of sector-level public-private dialogue events organized or participated to by JE [TARGET = 5] [RESULTS AS OF DEC. 2020 = 1] [Results info: <ul style="list-style-type: none"> - PPD meeting on detergents, disinfectants and sanitizers conducted with AmCham April 2020 - PPD meetings on Garment sector as part of pre-RIMP Garment engagement are not counted] 		
Comp 4: Global Knowledge and Partnership	<p>Partner engagement</p> <ul style="list-style-type: none"> ● Number of internal and external partners engaged to scope feasibility and design key features of RIMP [TARGET = 40] [RESULTS AS OF DEC. 2020 = 36] [Results info: 	<p>PS4R partnership building</p> <ul style="list-style-type: none"> ● Number of private sector/philanthropic actors engaged in RIMP advocacy and awareness-raising activities and events, including through PS4R (Private Sector for Refugees) [TARGET = 150] [RESULTS AS OF DEC. 2020 = 165] 	<p>PS4R launched</p> <ul style="list-style-type: none"> ● Number of external partners officially members of PS4R Steering Committee [TARGET = 5] [RESULTS AS OF DEC. 2020 = 4] [Results info: <ul style="list-style-type: none"> - DI (2018)

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
	<ul style="list-style-type: none"> - 10 WBG units consulted and involved: FCV, DFI, FCI, ECR, IFC-Maghreb, IFC-MNA, Jordan CMU, IFC-Partnerships, EXC, MDO, AFRVP - 26 external partners attending 2017 Partnership Forum on forced displacement: Aga Khan Foundation; Abraaj Group; Aga Khan Foundation; Chobani; Chumir Foundation; Conrad N. Hilton Foundation; Dangote Foundation; Dubai Cares; ELMA Philanthropies; IKEA Foundation; Mastercard; Microsoft Philanthropies; Omidyar Network; Participant Media; Porticus; Robert Bosch; Sawari Ventures; Skoll Foundation; Soros Economic Development Fund; Tent Foundation; The Rockefeller Foundation; UNHCR; United Nations Foundation; Wellspring Advisors; Western Union Foundation] • Number of key meetings with external partners to define concept, structure and priorities of PS4R [TARGET = 5] [RESULTS AS OF DEC. 2020 = 12] [Results info: <ul style="list-style-type: none"> - Meetings with the Confederation of Danish Industry, Copenhagen and online, Dec. 2018- Dec. 2020 - Meeting with the ICC, Paris and online, Nov. 2019-Dec. 2020 	<p>[Results info:</p> <ul style="list-style-type: none"> - 200 participants at the Paris Conference on Economic Integration of Refugees, city, month, year. Participants included development, humanitarian, philanthropic and business sectors, with speakers from organizations including: EIB; DI; BNP Paribas; Startup Syria; Gaziantep Chamber of Commerce; City of Zarqa, Jordan; Saad Plast; WEF; NpM Platform for Inclusive Finance; European Investment Fund; Danish Foundation for Social Responsibility; RIN; Siemens Germany; Sweden's Arbetsformedlingen; OECD; Tent Partnership for Refugees; Mastercard; Techfugees; IADB; MyBucks; French National Museum of the History of Immigration; United Federation of Danish Workers; Peace by Chocolate; SINGA France; IFC; Syrian International Business Association; KOIS; Open Society Foundations; Jordan Microfund for Women; ISS Facility Services A/S; Palliser Furniture; NaTakallam; Building and Wood Workers' International; Lifeshelter; Inyenyeri; Danish Refugee Council ; Dinarak - 30 participants at the side-meeting of the GRF, Geneva, Dec. 2019, including: AFD; AfDB; BCG; Danida; Danish Refugee Council; DFID; DI; EIB; Germany GIZ; Grundfos ; ICC; IDB; IFC; IKEA Foundation; IsDB, Novo Nordisk Foundation; Spark ; UNHCR ; USA BPRM ; WEF - 110 participants at the online knowledge event organized by ICC/PS4R, virtual, Nov. 2020, with speakers from: Tent; IOM; the Burundian refugee entrepreneurship community in 	<ul style="list-style-type: none"> - EIB (2019) - ICC (2019) - UNHCR (2019)] • Number of additional partners expressing interest in exploring joining or supporting RIMP/PS4R [TARGET = 5] [RESULTS AS OF DEC. 2020 = 7] [Results info: <ul style="list-style-type: none"> - IOM - WEF - CMI - Novo Nordisk Foundation - Swedish Chamber of Commerce - DFID global - Denmark MFA] • Amount of financial and philanthropic support mobilized for RIMP/PS4R [TARGET = \$5M] [RESULTS AS OF DEC. 2020 = \$2.5M] [Results info: <ul style="list-style-type: none"> - \$500,000 SDG TF (2019) - \$2M EFOs from UK-DFID (2018, 2019)] <p>Narrative on private sector and refugees has been influenced positively</p> <ul style="list-style-type: none"> • Number of partners promoting, supporting and/or officially adopting the PS4R Charter of Good Practice [TARGET = 10] [RESULTS AS OF DEC. 2020 = 6] [Results info:

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
	<ul style="list-style-type: none"> - Meetings held with the EIB, Paris and online, Nov. 2019-Dec. 2020 - Meetings at EIB headquarters, Luxembourg, Jan. 2019 - Meetings with UNHCR, Paris and online, Nov. 2019-Dec. 2020 - Workshop on the margins of the GRF, Geneva, Dec. 2019] <ul style="list-style-type: none"> • RIMP contribution to partners' events and activities [TARGET = 5] [RESULTS AS OF DEC. 2020 = 6] [Results info: <ul style="list-style-type: none"> - RIMP presentation to Center for Mediterranean Integration, Amman, July 2019 - RIMP presentation to Center for Mediterranean Integration, Virtual, April 2020 - Participation in TENT annual networking event, NYC, May 2018 - Participation in TENT technical workshop, NYC, June 2019 - Participation in TENT annual meeting, Amsterdam, June 2019 - Participation in RIN conference, NYC, June 2019 - Participation in Economist Intelligence Unit / RIN conference on Refugee Opportunity Index, DC, Dec. 2019 - Attendance in European Foundations Council annual meetings, Brussels, May 2019 	<p>Rwanda; ICC; Bogota Chamber of Commerce; IFC; GroFin Jordan; Mastercard]</p> <ul style="list-style-type: none"> • PS4R Steering Committee established to advance work program [TARGET = YES] [RESULTS AS OF DEC. 2020 = YES] [Results info: <ul style="list-style-type: none"> - Focal points appointed by core partners, Sept. 2019 - Biweekly meetings, virtual, ongoing Sept. 2019-Dec. 2020] <p>Global awareness, advocacy, knowledge</p> <ul style="list-style-type: none"> • Number of global events organized by RIMP [TARGET = 5] [RESULTS AS OF DEC. 2020 = 6] [Results info: <ul style="list-style-type: none"> - WBG-TENT event at UNGA, NY, Sep. 2018 - PS4R Conference, Paris, June 2019 - GRF Marketplace PS4R Showcase, Geneva, Dec. 2019 - GRF – Side Event with Partners, Geneva, Dec. 2019 - PS4R Knowledge Event hosted by ICC, virtual Webinar, Nov. 2020 - Paris Peace Forum, PS4R Pitch Session, virtual, Nov. 2020] • Number of communications materials produced and disseminated around RIMP, including through social media 	<ul style="list-style-type: none"> - ICC makes pledge in Global Refugee Summit (2019) and has reconfirmed their commitment to UNHCR in 2020 - DI (2019, promotes) - EIB (2019, promotes) - UNHCR (2019, promotes) - IOM (2020, promotes)] - WBG (2019, promotes) <ul style="list-style-type: none"> • Online knowledge repository launched (website) [TARGET = YES.] [RESULTS AS OF DEC. 2020 = YES] [Results info: <ul style="list-style-type: none"> - PS4R online knowledge repository on private sector role in supporting refugees (launched Oct. 2020): https://iccwbo.org/ps4r/ <p>RIMP methodology integrated into WBG operations</p> <ul style="list-style-type: none"> • Number of WBG projects that have incorporated PS4R/RIMP principles in their project design, components, and activities: [TARGET = 5] [RESULTS AS OF DEC. 2020 = 4] [Results info: <ul style="list-style-type: none"> - Greece (\$200K ASA): Support to the Labour Market Integration of Refugees in Greece Project (P170979) (May-October 2020) - Djibouti (\$30M IPF incl. \$25M IDA Host Community and Refugees Window): Djibouti Integrated Slum Upgrading Project Additional Financing (P172979) (Dec. 2020)

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
	<p>Evidence and knowledge base</p> <ul style="list-style-type: none"> Number of research materials produced to define concept and structure of RIMP [TARGET = 2] [RESULTS AS OF DEC. 2020 = 2] [Results info: - Mapping of key stakeholders (NGOs, businesses, development agencies) - Literature review] Number of key documents produced to define PS4R [TARGET = 3] [RESULTS AS OF DEC. 2020 = 4] [Results info: - 2 PS4R concept notes produced with DI - 1 takeaway document from side-meeting at the GRF, Dec. 2019 - 1 takeaway document from the PS4R Knowledge Event, Nov. 2020] - 1 takeaway document from the PS4R address delivered at the online Paris Peace Forum (Nov. 2020) <p>WBG Strategy and Operational engagement</p> <ul style="list-style-type: none"> Number of WBG teams engaged for incorporation of RIMP methodology in their strategy design: 	<p>[TARGET = 15] [RESULTS AS OF DEC. 2020 = 19] [Results info: - 2 RIMP Brochures (long, short) - 3 RIMP PPTs for internal and external audiences (diverse focus and length) - LinkedIn story signed by JYK, Sept. 2018 - 1 Press Release on launch of RIMP and TENT-RIMP event, Dec. 2018 - 1 WBG Intranet story on Paris conference, June 2019 - 1 video on World Refugee Day, June 2019 - 1 promotional video on Paris conference, July 2019 - 1 summary and proceedings from the PS4R Paris Conference, Aug. 2019 - 3 promotional videos on PS4R by WB MDPPPO Mari Pangestu, UNHCR Filippo Grandi, ICC SG John Denton, Nov. 2020 - 1 promotional poster and related material for Paris Peace Forum, Nov. 2020 - 3 Social media campaigns around Paris Conference (June 2019); Global Refugee Summit (Dec. 2019); PS4R Knowledge event (Nov. 2020) - 2 summary notes from the PS4R knowledge event, Dec. 2020]</p> <ul style="list-style-type: none"> Number of reports, notes and other knowledge products prepared and/or coordinated by RIMP [TARGET = 10] [RESULTS AS OF DEC. 2020 = 19] [Results info: 	<ul style="list-style-type: none"> Jordan (\$110M IPF): Jordan COVID-19 Private Sector Recovery and Resilience Project (P175420) (Dec. 2020) Iraq (\$570K ASA): Enabling Environment for the Creation and Growth of Innovative Small and Medium Enterprises (P171175) (March 2021) Forthcoming (not counted): Lebanon, Yemen, Uganda, and Colombia]

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
	<p>[TARGET = 5] [RESULTS AS OF DEC. 2020 = 4] [Results info:</p> <ul style="list-style-type: none"> - IFC forced displacement strategy team (review) - FCV strategy team (review, external stakeholder mapping and dissemination) - Mashreq displacement strategy team (review, authored private sector and philanthropy sections) - Mashreq Gender Facility (review)] <ul style="list-style-type: none"> • Number of presentations to WB Country teams and Management Units to showcase the RIMP methodology [TARGET = 5] [RESULTS AS OF DEC. 2020 = 2] [Results info: - Webinar to the Djibouti/Yemen/Egypt/Malta CMU, virtual, May 2020 - Webinar to the Mashreq CMU, virtual, Oct. 2020] - Panel discussion on RIMP partnerships approach at CommNet Forum 2020, DC, Dec. 2020 - Webinar to EFI MNA knowledge series, virtual, Dec. 2020] 	<ul style="list-style-type: none"> - 1 Charter of Good Practice on the Role of the Private Sector in Economic Integration of Refugees, June 2019 - 1 Note on gender and policy focus/JE, March (Updated: September) 2020 - 1 Note on investment criteria to support displaced women, March & (Updated: December) 2020 - 1 Note on gender-focused principles for the economic integration of women refugees, Month, March (Updated: December), 2020 - 15 case studies coordinated on refugee entrepreneurship, investment, employment and refugee-targeted products and services. (June 2019-June 2020)] <p>Support to WBG Strategy and Operations</p> <ul style="list-style-type: none"> • Number of WBG knowledge and policy products incorporating RIMP expertise: [TARGET = 5] [RESULTS AS OF DEC. 2020 = 3] [Results info: - IFC forced displacement strategy (inputs), October 2019 - FCV strategy (inputs), June 2019 - Mashreq displacement strategy (inputs to private sector + foundations section), April 2020] <ul style="list-style-type: none"> • Material produced by RIMP team in support of WBG operations: [TARGET = 5] 	

Refugee Investment and Matchmaking Platform M&E Logical Framework			
Project Components	Activities/ Outputs	Outcome	Impact
		<p>[RESULTS AS OF DEC. 2020 = 4]</p> <p>[Results info:</p> <ul style="list-style-type: none"> - Greece: RIMP drafting of the Employer Outreach Strategy for the Labor Market Integration of Refugees in Greece Project (P170979), Oct. 2020 - Djibouti: RIMP Option Paper for Access to the IDA HCR Window, for the Urban Slum Upgrading Project Additional Financing (P172979), July 2020 - Jordan: RIMP Option Paper for integration of an export promotion and market development component into the Jordan COVID-19 Private Sector Recovery and Resilience Project (P175420), Dec. 2020 - Iraq: Option Paper for RIMP component into Enabling Environment for the Creation and Growth of Innovative Small and Medium Enterprises Project (P171175), Dec. 2020 - Forthcoming (not counted): Yemen PSD Option Paper, 2021] 	

Annex II: RIMP supported Sectors: Existing Employment and New Employment in Companies Supported by RIMP Activities, per Economic Sector

No .	Local Company Name	Sector	Total No. of Empl.	Total No. of Refugee Empl.	Total No. of Women Empl.	No. of new employees from RIMP-supported transaction	No. of new Jordanians employees from RIMP-supported transaction	No. of new Refugees employees from RIMP-supported transaction	No. of new Women employees from RIMP-supported transaction
Chemicals Sector									
1.	Sigma	Chemicals	129	5	40	41	31	10	0
2.	Modern Chemicals Company	Chemicals	60	3	0	0	0	0	0
3.	Agro Chemicals Industries	Chemicals	40	3	0	0	0	0	0
4.	Golden Fanar	Chemicals	7	3	0	0	0	0	0
5.	Lamis	Chemicals	220	3	88	0	0	0	0
TOTAL			456	17	128	41	31	10	0
Garments & Textile Sector									
1.	Haifa Apparel	Garments	400	0	0	0	0	0	0
2.	Classic Fashion	Garments	28,000	300	20,567	3000	750	200	713
3.	EAM Maliban	Garments	2,200	1,100	10	0	0	0	0
4.	Needle Craft	Garments	2,870	1,400	15	0	0	0	0
5.	United Creation LLC	Garments	2,000	100	8	0	0	0	0
6.	EPIC Jordan	Garments	800	400	4	0	0	0	0
7.	Jerash Garments Jordan	Garments	4,300	3,225	50	500	425	75	425
8.	Saida Carpets	Garments	70		33	0	0	0	0
9.	Al Samah	Garments	85	40	25	0	0	0	0
10.	Lafayette Industries & Trading Co.	Garments	6	0	0	0	0	0	0
11.	Fashionway & Supplier	Garments	85	40	10	5	2	3	3
12.	Lebra for Leather Industries	Garments	12	0	2	0	0	0	0
TOTAL			40,828	6,605	20,724	1,455	1,177	278	1,141
Home Furnishing Sector									

1.	Decoration One	HF	8	0	0	0	0	0
2.	De House	HF	32	0	0	0	0	0
3.	JWICO	HF	240	0	0	0	0	0
4.	JS Furnishing	HF	80	0	40	0	0	0
5.	Stones	HF	16	0	0	0	0	0
TOTAL			376	0	40	0	0	0
Construction Sector								
1.	Maani Ventures	Construction	740	10	5	0	0	0
2.	Andromeda	Construction	60	10	15	0	0	0
3.	Tazweed	Construction	20	2	0	0	0	0
4.	Ashour Company	Construction	85	0	10	0	0	0
5.	Sabeel Al Handasah	Construction	75	3	0	0	0	0
6.	Jada	Construction	65	5	5	0	0	0
7.	Millennium Energy Industries	Construction	25	3	3	0	0	0
8.	World Plastics	Construction	90	3	3	0	0	0
TOTAL			1,160	36	41	0	0	0
Food Manufacturing								
1.	Set Al Sham & Pastries	Food	90	29	30	0	0	0
2.	Hamdan	Food	62	45	7	0	0	0
3.	Parfai Chocolate Gifts	Food	18	3	2	0	0	0
4.	Blue Mill	Food	110	2	2	0	0	0
5.	Dijla	Food	100	10	8	0	0	0
6.	Al Durra	Food	774	350	150	94	87	60
7.	Al Bustanji Company	Food	55	10	18	0	0	0
8.	Golden Bird Food Industries	Food	35	5	4	0	0	0
9.	Tops Chocolate	Food	40	8		0	0	0
10.	Netto	Food	65	10	3	0	0	0
11.	Saray Nuts	Food	38	2	5	0	0	0
12.	Delights Shop	Food	20	2		0	0	0
13.	Hofa Al Wasatiah Olive Mill	Food	6	1	3	0	0	0
14.	Obeido Sweets	Food	0	10	10	15	8	5
TOTAL			1,413	477	242	109	95	65
Manufacturing (Other)								

1.	Al Saad Hygienic Paper	Other	150	10	0	0	0	0	0
2.	Beirut Lights Hygienic Paper	Other	50	10	0	0	0	0	0
3.	Baraka Metal Industries	Other	20	0	2	0	0	0	0
4.	Arabian Steel Pipes	Other	125	1	0	0	0	0	0
5.	Al Hadaf International Co.	Other	145	5	4	0	0	0	0
6.	Sikayat Al Kheirat	Other	24	2	18	0	0	0	0
7.	Jordan Pioneer	Other	65	5	0	0	0	0	0
8.	Petra Engineering	Other	2,450	100	0	0	0	0	0
9.	Za Packaging	Other	53	5	0	0	0	0	0
10.	Aouge	Other	5	0	3	3	1	1	0
TOTAL			3,085	138	27	3	2	1	0
Pharma & Cosmetics									
1.	Al Sahab	Cosmetics	35	5	3	0	0	0	0
2.	Al Gadeed	Pharma	140	20	30	0	0	0	0
3.	Juman	Pharma	24	20		0	0	0	0
4.	Bloom	Cosmetics	51	30	10	0	0	0	0
5.	Universal Labs	Cosmetics	40	10	1	0	0	0	0
6.	Rivage	Cosmetics	100	15	0	0	0	0	0
7.	LaCure Dead Sea	Cosmetics	16	5	0	0	0	0	0
8.	Itqan Pharma	Pharma	60	21	19	50	50	0	37
9.	Trinitae	Cosmetics	20	10	0	5	5	0	5
TOTAL			486	136	63	55	55	0	42
Services Sector									
1.	Better Business	Services	20	10	1	0	0	0	0
2.	Mooneh	Services	128	10	13	0	0	0	0
3.	Alimtyaz	Services	75	5	35	0	0	0	0
4.	e-Arabization	Services	12	10	3	0	0	0	0
5.	Profix	Services	50	2	4	0	0	0	0
6.	Izif	Services	8	2	2	0	0	0	0
7.	Al Bashaer	Services	55	0	0	0	0	0	0
8.	Al Haramain Speciality Hospital	Services	90	20	0	0	0	0	0
9.	CG Imagine + Invent's	Services	24	2	0	0	0	0	0
10.	Bioscan	Services	12	2	0	0	0	0	0

11.	EcoHotel	Services	25	5	0	0	0	0
12.	Ranco Diversified Investment	Services	13	3	0	0	0	0
13.	Biolab	Services	186	20	0	0	0	0
TOTAL			698	91	58	0	0	0
Technology Sector								
1.	Sitat Byoot	Technology	6	3	1	0	0	0
2.	Arabia Weather	Technology	90	10	2	0	0	0
3.	DiceDream	Technology	4	1	0	0	0	0
4.	ZenHR	Technology	50	10	0	0	0	0
5.	Mawdoo3	Technology	144	30	0	10	10	3
6.	Aumet	Technology	40	130	0	20	20	5
7.	Edaura	Technology	4	5	0	0	0	0
8.	Faylasof	Technology	18	6	2	0	0	0
9.	Gogo	Technology	16	6	0	4	4	1
10.	Hello world Kids	Technology	14	5	1	0	0	0
11.	JAIP	Technology	6	3	0	2	2	1
12.	Little Thinking Minds	Technology	50	33	0	0	0	0
13.	MaysalWard	Technology	23	10	0	0	0	0
14.	MindRockets	Technology	11	4	1	0	0	0
15.	POSRocket	Technology	27	5	1	0	0	0
16.	Progressive Generation	Technology	25	10	6	0	0	0
17.	Rizek	Technology	27	5	1	0	0	0
18.	Sadeed	Technology	5	1	1	0	0	0
19.	Sajilni	Technology	12	3	0	0	0	0
20.	ShopGo	Technology	85	35	20	70	66	20
21.	Silkroad Images	Technology	13	8	0	0	0	0
22.	Tamatem	Technology	46	20	0	10	10	8
23.	Tebcan	Technology	37	18	4	0	0	0
24.	ViaVii	Technology	12	4	0	1	1	1
25.	WeCare	Technology	12	2	0	9	9	3
26.	ConnecttoFit	Technology	5	1	0	3	3	2
27.	Abwaab	Technology	22	9	0	33	33	13
28.	AmwalCom	Technology	4	3	0	0	0	0
29.	DareebaTech	Technology	5	2	0	11	11	0
30.	Decapolis	Technology	6	2	0	0	0	0
31.	EngineersIS	Technology	4	0	0	0	0	0
32.	IPAI	Technology	5	1	0	0	0	0
33.	MadfoatCom	Technology	77	2	1	1	1	1
34.	Mrayti	Technology	13	75	8	0	0	0
35.	Scene	Technology	6	3	0	0	0	0
36.	Uniorders	Technology	12	5	0	0	0	0
37.	Varari	Technology	6	1	0	0	0	0
38.	Wasslz	Technology	4	1	0	0	0	0
39.	WeeDo	Technology	11	3	4	0	0	0
40.	Jamalon	Technology		5	0	5	5	0

			957	480	53	179	175	4	58
Wholesale & Retails									
1.	IMAGE	Wholesale	120	10	0	0	0	0	0
2.	Baalbaki & Partners	Wholesale	95	5	9	0	0	0	0
3.	Mahmoudi a Motors (Jaguar landrover)	Wholesale	100	3	0	12	12	0	0
4.	Zait & Zatar	Wholesale	170	5	10	0	0	0	0
5.	Jordan Tractor	Wholesale	162	0	0	0	0	0	0
TOTAL			647	23	19	12	12	0	0
Agribusiness									
1.	FOF	Agribus.	2	1	0	0	0	0	0
2.	Green On	Agribus.	3	0	0	0	0	0	0
3.	IVVEST	Agribus.	3	0	0	0	0	0	0
4.	Mushroom Box	Agribus.	5	3	0	0	0	0	0
5.	Radical Growth Solutions	Agribus.	7	3	0	0	0	0	0
6.	Tabasheer	Agribus.	3	0	0	0	0	0	0
7.	Turtleponics	Agribus.	2	0	0	0	0	0	0
8.	TWIG	Agribus.	3	1	1	0	0	0	0
9.	Zar3atona	Agribus.	1	0	0	0	0	0	0
10.	Erweha	Agribus.	4	1	3	0	0	0	0
11.	AgrioTec	Agribus.	3	1	0	0	0	0	0
12.	Rozme w Nabte	Agribus.	60	40	15	0	0	0	0
13.	Vermiland	Agribus.	3	1	2	0	0	0	0
TOTAL			99	51	21	0	0	0	0
Plastics Sector									
1.	Safe Techno Plast	Plastics	102	25	31	20	14	6	10
2.	Choudary	Plastics	96	50	6	10	6	4	3
3.	Fajr Al Sham	Plastics	13	7	1	0	0	0	0
4.	Masar	Plastics	45	4	0	0	0	0	0
5.	Jordan Shareef Plastic Ind.	Plastics	140	2	5	0	0	0	0
6.	Al Waleed	Plastics	35	3	7	2	2	0	0
7.	Al Fahad Al Aswad	Plastics	25	0	6	0	0	0	0
8.	Future for Plastics	Plastics	164	5	0	0	0	0	0
9.	Golden Star	Plastics	54	7	5	0	0	0	0
10.	Orient Plastics	Plastics	192	8	1	10	6	4	0
11.	Arab Tech. Company	Plastics	100	18	53	5	5	0	5
12.	City Plastics	Plastics	15	5	0	0	0	0	0

13	Al Ahram Plastics	Plastics	58	6	32	0	0	0	0
14	Subhi Abu Khalifa	Plastics	65	10	3	0	0	0	0
15	Arab Medi Plast	Plastics	33	6	4	2	2	0	0
16	Pioneer Packaging Material Co.	Plastics	15	0	1	4	3	1	3
17	Diamond Plastics	Plastics	42	20	0	0	0	0	0
18	Al Hikma for Plastics	Plastics	14	3	1	3	3	0	0
19	Bait Al maqdes	Plastics	128	12	6	15	15	0	5
20	Regional Plastics	Plastics	35	11		3	2	1	2
21	Sawa for Plastics	Plastics	171	9	2	2	2	0	2
22	Al Sanabel Converting Industries	Plastics	476	48	61	0	0	0	0
23	Al Dhilal Plastics	Plastics	60	20		0	0	0	0
24	Baroudi	Plastics	88	10	10	0	0	0	0
TOTAL			2,176	289	235	76	60	16	30

	Total No. of Employees			No. of new employees from RIMP-supported transaction	No. of new Jordanians employees from RIMP-supported transaction	No. of new Refugees employees from RIMP-supported transaction	No. of new Women employees from RIMP-supported transaction
TOTALS	52,381	8,343	21,651	1,930	1,607	323	1,336
% of Jordanians from new hires					83%		
% of Refugees from new hires						17%	
% of women from new hires							69%

Annex III: List of Internal Documents Produced

Document name
General
RIMP Concept and Implementation Note
Mission Reports and Aide Memoire
M&E Logical Frameworks 2020
ToRs for RIMP consultants
Progress Report V1 submitted April 2020 (Components 1 and 3)
Budget reports
Ad hoc Mini survey: Impact of COVID-19 on Jordan's private sector
RIMP EFI Knowledge Event Presentation - Dec. 2020
Media Coverage File
Component 1
Press release from UNGA event
Videos from the London Initiative
Template for company profiles
Developed Company Profiles
Snapshot of Jordan's private sector
CRM tool
ToR for business intermediaries
RIMP results-Infographic
Selection criteria from business intermediaries
Press Release from MoDEE
Press release from the Digital Mashreq Forum
Summary of results from 4 intermediaries: AmCham, Uk Tech Hub, JCI and HASSAD
Component 2
Investment Catalyst London declaration
Preliminary Catalyst design by Enclude/OSF
Catalyst Fund ToR/Teaser
Gender Note
Component 3
RIMP Guidance Notes for the JE Business Plan

Policy briefs
Amendments to JE bylaws
JE Business Plan
JE staff job description
Export Guide (English and Arabic)
Policy Concerns Forms
Option Paper for New Jordan SME IPF-RIMP contribution
JE Component – Jordan SME Operation
Gender Note
JE Institutional Functionality Presentation
Summary of Donor Mapping
Component 4
Charter of Good Practice on the Role of the Private Sector in Economic Integration of Refugees – June 2019
Compiled Cases for the Paris Conference on the Role of the Private Sector in Economic Integration of Refugees
GRF – Flyer for the PS4R Marketplace of Good Practice – December 2020
Jordan Investment Catalyst – Final Announcement
Link to PS4R Knowledge Event - Recording
Link to PS4R Website
List of Participants – PS4R Knowledge Event, November 2020
List of video links – London Conference, February 2019
Paris Conference on the Role of the Private Sector in Economic Integration of Refugees – Proceedings, June 2019
Paris Conference on the Role of the Private Sector in Economic Integration of Refugees – Program Brochure, June 2019
Paris Conference on the Role of the Private Sector in Economic Integration of Refugees – Speaker Biographies, June 2019
PS4R Cover PPT for Paris Peace Forum Pitch – November 2020
PS4R Knowledge Event Summary – November 2020
Paris Peace Forum – Poster, November 2020
Paris Peace Forum - Slides – November 2020
RIMP 2 pager – 2019
RIMP R-DWEE Gender Note on Investment – 2020

RIMP R-DWEE Gender Note on PS4R criteria – 2020
Summary – GRF Side Meeting, December 2020
TENT Event Blog Post for LinkedIn - 2018
Paris Conference program and proceedings
UNGA RIMP-TENT Invitation – September 2018
UNGA RIMP-TENT Results and Proceedings – September 2018
Video: Compiled Interviews for World Refugee Day – June 2020
Video – ICC Secretary General John Denton – for PS4R Knowledge Event, November 2020
Videos (2) on the Paris Conference on the Role of the Private Sector in Economic Integration of Refugees
Video: UNHCR High Commissioner Filippo Grandi – for PS4R Knowledge Event, November 2020
Video: WB Managing Director of Development Policy and Partnerships, Mari Pangestu – for the PS4R Knowledge Event, November 2020