

**Environmental and Social Assessment for EBRD
Brownfield: Category B Project
Amman Bus Project, Jordan**

STAKEHOLDER ENGAGEMENT PLAN (SEP)



August 2021

FINAL DOCUMENT

REV 3

TABLE OF CONTENTS

1	INTRODUCTION.....	4
2	THE PROPOSED PROJECT	4
3	BENEFITS OF THE PROPOSED PROJECT	5
4	REGULATORY CONTEXT	5
4.1	Relevant Jordanian Stakeholder Engagement Requirements & Legislation.....	5
4.2	EBRD Requirements.....	6
5	SUMMARY OF PAST STAKEHOLDER ENGAGEMENT ACTIVITIES	7
6	IDENTIFICATION OF STAKEHOLDERS.....	8
7	STAKEHOLDER ENGAGEMENT STRATEGY AND PLAN.....	9
8	CONTACT DETAILS AND REPORTING.....	13
9	STAKEHOLDER GRIEVANCE MECHANISM.....	13

LIST OF FIGURES

Figure 1: Examples of the New Amman Buses.....	5
Figure 2: Grievance Process	14

LIST OF TABLES

Table 1: Identified Groups of Stakeholders.....	8
Table 2: Stakeholder Engagement Strategy and Plan for who may be Directly or Indirectly Affected by the Amman Bus Project.....	10
Table 3: Stakeholder Engagement Strategy and Plan for the Stakeholders who may Participate in Implementation of the Amman Bus Project.....	12

LIST OF ACRONYMS

AVT	Amman Modern Vision for Transportation
CCTV	Closed-circuit Television
CLO	Community Liaison Officer
CMTC	Comprehensive Multi-Transport Company or Al-Mutakameleh Multi-Transport Company
CSBE	Centre for the Study of the Build Environment
E&S	Environmental and Social
EBRD	European Bank for Reconstruction and Development
EHSS	Environmental, Health and Safety and Social
EIA	Environmental Impact Assessment
ESP	Environmental and Social Policy
EU	European Union
FES	Friedrich Ebert Stiftung
GAM	Greater Amman Municipality
GBVH	Gender-based Violence and Harassment
GHG	Greenhouse Gas
GVAP	Gender and Vulnerable Groups Action Plan
H&S	Health and Safety
HCD	Higher Council for the Rights of Persons with Disabilities
HR	Human Resources
JNCW	The Jordanian National Commission for Women
JSMO	Jordan Standards and Metrology Organization
KPIs	Key Performance Indicators
LTRC	Land Transport Regulatory Commission
MEMR	Ministry of Energy and Mineral Resources
MoEnv	Ministry of Environment

Amman Bus Project Stakeholder Engagement Plan

MoI	Ministry of Interior
MoL	Ministry of Labour
MoT	Ministry of Transport
MPWH	Ministry of Public Works and Housing
NGOs	Non-Government Organisations
NTS	Non-technical Summary
OHS	Occupational Health and Safety
PRs	Performance Requirements
PWD	Persons with Disabilities
SEP	Stakeholder Engagement Plan
SSC	Social Security Corporation

1 INTRODUCTION

The Greater Amman Municipality (GAM), is planning to develop the Amman Bus Project, which is a public transport operation project within the City of Amman.

The Project, which includes the operation of new diesel and electric buses in the City will improve the reliability, safety, and quality of public transport services for users, as well as improve air quality through reduced carbon emissions and better fuel efficiency, in compliance with objectives and commitments of the city. The investment in the new buses will result in a significant reduction in emissions (clean air and greenhouse gas (GHG) related) from the urban bus sector.

GAM is anticipating securing financing from the European Bank for Reconstruction and Development (the “EBRD” or the “Bank”) hence the project is being developed in accordance with the EBRD Environmental and Social¹ Policy (ESP) (2019)². The Project is categorised “B” in accordance with EBRD ESP and an Environmental and Social (E&S) Assessment was undertaken, and this report is the Stakeholder Engagement Plan (SEP) to be implemented for the Amman Bus Project throughout the procurement and operation of the buses and the construction and operation of the depot. The SEP outlines a systematic approach to stakeholder engagement that will help build and maintain over time a constructive relationship with their stakeholders, in particular the users/passengers of the Amman Buses and other affected communities/stakeholders. The SEP is a live document which will be updated as required. The Amman Bus Project and GAM welcomes suggestions for improvement of this SEP. Suggestions can be submitted via the contact information provided at the end of this document (Section 8).

2 THE PROPOSED PROJECT

In order to upgrade and improve the quality, reliability, and safety of the public transport services within the City of Amman, GAM intends to purchase new 133 Euro V diesel buses and 17 battery electrical buses and develop a ticketing system and real-time information system integrated with the existing systems but with some improvements.

The new buses will operate as an addition to the existing Amman Bus – Phase I fleet of 135 buses operating in Amman for a little more than a year now in 11 out of the GAM 22 districts through 27 routes and operating for long hours. The new buses will cover the entire GAM 22 district area through selected 34 additional routes.

A depot will be required for the new buses to be stored when not in use. The depot location is not yet decided but either i) a new depot will be required or ii) the existing depot being developed by the operator of Phase 1 may be used, if they are selected as the operator of the new buses.

The diesel buses are expected to be supplied by Q1 2022, and operated by Q2 2022. The new buses are expected to consist of two types of buses: 9 metre length and 12 metre; both with a specific number of seat as well as handles for standing bus users. The timeline for the supply and operation of the electric buses is still undefined. Example photo of these buses is provided below:

¹ The ESP (2019) defines social as “issues which pertain to project-affected people and their communities and workers and related to socioeconomic status, vulnerability, gender, gender identity, human rights, sexual orientation, cultural heritage, labour and working conditions, health and safety and participation in decision making.”

² Available at <https://www.ebrd.com/documents/comms-and-bis/environmental-and-social-policy.pdf>



Figure 1: Examples of the New Amman Buses

The commissioning date of these buses as well as the operation schedule and route will be announced and will be made available through the Amman Bus mobile application. These buses are planned to be on a par with normal bus fares in Amman. The operator of these new buses is still not selected.

Since 2019, the Amman Modern Vision for Transportation (AVT) established and owned by GAM, undertakes development of public transportation into a more reliable, time punctual, cleaner and smart media for transportation. AVT currently is the developer and main manager of the Amman Bus. The operator of the existing Amman Buses is the consortium of Gursel and Comprehensive Multi-Transport Company or Al-Mutakameleh Multi-Transport Company (CMTC).

3 BENEFITS OF THE PROPOSED PROJECT

The Amman Bus Project helps upgrade and improve the sector and brings in uncountable major strategic national level benefits. These are summarised below:

- Contribute to Jordan’s development and economic growth, increase accessibility to job opportunities, and improve accessibility between governorates and growth areas.
- The Amman Bus is an important pilot project being implemented in Amman that can be applied in other locations throughout Jordan.
- These new buses are expected to improve the reliability and quality of public transport services for users, as well as improve air quality through reduced carbon emissions and better fuel efficiency, in compliance with objectives and commitments of the city. The investment in the new buses will result in a significant reduction in emissions (clean air and GHG related) from the urban bus sector.
- The Amman Bus will facilitate movement and accessibility of women and with the installed Closed-circuit Television (CCTV), is also expected to provide a safer means of transport for women and children.
- Improved passenger and public health and safety
- Take into account needs of people with special needs such as people with disabilities which brings significant improvements to their lives and opportunities

4 REGULATORY CONTEXT

4.1 Relevant Jordanian Stakeholder Engagement Requirements & Legislation

Stakeholder engagement in Jordan is connected to the preparation of an Environmental Impact Assessment (EIA) and is a requirement of the “EIA Regulation No. (37) of 2005”. For those projects which require an EIA, the Regulation requires a scoping session with potentially affected stakeholders at the onset of the EIA, in order to

provide stakeholders with project information and allow them to participate in the EIA process. The Regulation specifies that the outcomes of the EIA are to be announced to the public and stakeholders in a manner that the Ministry of Environment (MoEnv) deems appropriate and is dealt with on a case by case basis – taking into account the type and nature of the project development.

The new buses and their information system will not require any permits from the MoEnv and thus will not go through an EIA process. Hence consultation is not required under Jordanian legislation.

On the other hand, the bus depot will require a location permit and environmental permit from the MoEnv which may trigger the need to undertake an EIA. This is to be confirmed after an official application is submitted to the MoEnv. If an EIA is required...the above requirements will be implemented by the depot developer (GAM or the selected bus operating company).

4.2 EBRD Requirements

The Developer will be seeking financing for the Project from the EBRD and thus the stakeholder engagement process will have to be undertaken in accordance with good international industry practice and standards and EBRD requirements.

All projects financed by EBRD shall be structured to meet the requirements of the EBRD [Environmental and Social Policy](#) which includes ten Performance Requirements (PRs) for key areas of environmental and social sustainability that projects are required to meet, including PR10 Information Disclosure and Stakeholder Engagement. In addition, EBRD's [Independent Project Accountability Mechanism](#) (IPAM), as an independent last resort tool, aims to facilitate the resolution of social, environmental and public disclosure issues raised by Project-affected people and civil society organisations about EBRD financed projects among Project stakeholders or to determine whether the Bank has complied with its ESP and the Project-specific provisions of its [Access to Information Policy](#); and where applicable to address any existing non-compliance with these policies, while preventing future non-compliance by the Bank.

In particular, effective community engagement is central to the successful management of risks and impacts on communities, as well as central to achieving enhanced community benefits. This PR identifies hierarchy of triggers for stakeholder engagement activities

- The first step in successful stakeholder engagement is for the client to identify the various individuals or groups who (i) are affected or likely to be affected (directly or indirectly) by the project (“affected parties”), or (ii) may have an interest in the project (“other interested parties”). Resources for public information and consultation should focus on affected parties, in the first instance. As part of the stakeholder identification process, the client will identify individuals and groups that may be differentially or disproportionately affected by the project because of their disadvantaged or vulnerable status. The client will also identify how stakeholders may be affected and the extent of the potential (actual or perceived) impacts. Where impacts are perceived, additional communication may be required to provide information and reassurance of the assessed level of impacts. An adequate level of detail must be included in the stakeholder identification and analysis so as to enable the Bank to determine the level of communication that is appropriate for the project under consideration. Employees are always considered stakeholders;
- To ensure that such stakeholders are appropriately engaged on environmental and social issues that could potentially affect them through a process of information disclosure and meaningful consultation; and
- To maintain a constructive relationship with stakeholders on an ongoing basis through meaningful engagement during project implementation.

The Client will inform the EBRD how communication with the identified stakeholders will be handled throughout project preparation and implementation, including the type of feedback and grievance procedure envisaged.

5 SUMMARY OF PAST STAKEHOLDER ENGAGEMENT ACTIVITIES

As previously explained, the main parties involved in the management and operation of the Amman Bus Project are: GAM, AVT, and the Amman Bus Operator. The Operator does not have any scope related to stakeholder engagement or integration. This is mainly undertaken by AVT since its responsibilities include:

- Marketing and advertising the Amman Bus service and media campaigns
- Issuing, managing, and running mobile application, user cards, e-ticketing...etc. and reporting financial aspects to GAM
- Managing social media through commissioned service provider, following up on comments and reviews provided on social media by users, and receiving complaints and grievances delivered to the operator and AVT through the hot-line, and undertaking the necessary action for resolution.

Previous stakeholder engagement activities in relation to the Amman Bus included:

1. Several announcements and newspaper articles issued by GAM to inform the Amman residents of the plans to develop the Amman Bus in order to create a reliable, efficient, and safety transport means in Amman and highlighting the main specifications considered by GAM including usability considerations, fuel usage, seating arrangement, use of information technology and others – visibility campaigns.
2. Several announcements and media venues held by GAM to announce the establishment and the launch of AVT to be responsible for developing the public transport sector in Amman and to operate the Amman Buses.
3. Several announcements and media venues as well as bus tours held by GAM for the king of Jordan, important decision makers, journalists, NGOs, PWD, and others which highlighted the efforts by GAM to modernize the public transport buses in Amman.
4. AVT commissioned different service providers based on annual contracts as follows:
 - Company for branding and stakeholder engagement (offline) which works on issuing guidelines and branding for the Amman Vision Company identity.
 - Social Media company for assisting AVT with online communication (Amman Bus page on different social media platforms including Facebook, Twitter, and Instagram). The content of the material published is prepared by AVT and interaction on social media is mainly done by the company and assisted by designated team from AVT. The social media provides other platforms for Amman Bus to publish its announcements (which are mainly in Arabic and does not provide translation of updates to other languages such as English) and also for users to complain and these are mainly through the social media.
 - Media campaigns and design company which works on designing advertised material as well as website, e-tickets, advertised material on sale centres and signage and others placed in relation to the Amman Bus. They also assist with the design for the mobile application. The Information Technology part is done by Munich and Kentkart.
5. As part of the Environmental and Social Assessment:
 - GAM, AVT, existing operator (Gursel/CMTC): to get detailed information about the existing operations of the Amman Bus Project and identify the EHSS issues to be taken into account and identify action measures to enhance and improve the service
 - Land Transport Regulatory Commission (LTRC): to understand the stipulations of the 2017 Law, GAM's mandate, and coordination requirements between LTRC and GAM
 - Traffic Department: to discuss the driving license requirements for female drivers and whether there are any legal impediments to be considered.
 - MoEnv: to check environmental permitting requirements for the bus depot facility and establish criteria for site selection

- Higher Council for the Rights of Persons with Disabilities (HCD): consult with them on the existing Amman Bus service and their opinion on required improvements in relation to PWD. This also included obtaining contact details for PWDs who are also users of the Amman Bus to have them answer the ridership survey questionnaire and get their feedback on the service.
- Passengers/users: this included undertaking a survey with more than 400 passengers to understand their transport and mobility patterns, opinion of the existing service, as well as factors/criteria that would improve their experience.

6 IDENTIFICATION OF STAKEHOLDERS

In order to define a communication process with stakeholders, several stakeholder groups that may be interested and/or affected by the Project development and implementation have been identified. There are a number of groups of people and social groups who are interested in the Project on different levels. These may be described as:

1. People and social groups who will be directly or indirectly affected by the project (such as passengers and other service providers);
2. People and social groups who may participate in the implementation of the project (such as investors and lenders); and
3. People and social groups whom are not affected by the project development per se but have a possibility to influence and make decisions on implementation of the project and/or may have an interest in the Project.

The main groups of stakeholders identified so far are listed in Table 1. The list can be updated and modified in the course of the Project development and as a result of cooperation of the parties.

Table 1: Identified Groups of Stakeholders

Level of Stakeholder interest in/involvement to the Project
1. Stakeholders who may be directly or indirectly affected by the Project
<ul style="list-style-type: none"> ▪ In relation to the Amman Buses: <ul style="list-style-type: none"> - Bus Commuters/passengers (all user groups including students, youth, children, etc) - Female bus Commuters/passengers - Bus commuters with special needs including Persons with Disabilities (PWD) and elderly - Other bus operator(s) - Other bus Drivers - Security staff - Individual Bus Owners/Operators that in accordance with Transport Law No 19/2017 have obligations to re-structure by 2022 to continue to be eligible for operating licences or other proposed measures ▪ In relation to the Amman Bus Depot Facility: <ul style="list-style-type: none"> - Community and sensitive receptors in the vicinity of the bus depot facility (Gursel/CMTC depot or the second depot that may be developed separately)
2. Stakeholders who may Participate in Implementation of the Project
<ul style="list-style-type: none"> ▪ GAM/AVT ▪ Investor/Lender ▪ Operator (Employees, Drivers, security, etc))
3. Stakeholders who may have a possibility to influence and make decisions on implementation of the project and/or may have an interest in the Project
Central Government
Ministry of Transport (MoT)
Land Transport Regulatory Commission (LTRC)
Greater Amman Municipality (GAM)
Ministry of Public Works and Housing (MPWH)
Traffic Department
Ministry of Environment (MoEnv)
Ministry of Energy and Mineral Resources (MEMR)
Jordan Standards and Metrology Organization (JSMO)
Ministry of Labour (MoL)
Social Security Corporation (SSC)

Amman Bus Project Stakeholder Engagement Plan

Ministry of Interior (MoI)
Higher Council for the Rights of Persons with Disabilities (HCD)
Jordan Engineers Association
Department of Antiquities
The General Directorate of Jordan Civil Defence
Private Sector
Turkish Autocar buses and Manaseer Machinery Trading (Aladyat Al-Sareeah) – supplier of existing buses and may be interested in supply of new buses
Consortium of Gursel and CMTC – operator of existing buses and depot, and may be interested in operation of new buses
Turkish company Kentkart – supplier and operator of the ticketing and mobile application system tender for the existing buses (providing Automatic Fare Collection System, implementing and running the Amman Bus mobile application) and may be interested to provide the same for the new buses
Non-Governmental Organizations (NGOs) and Other Organisations
The Jordanian National Commission for Women (JNCW)
Ma'an Nasel Campaign – Arabic for 'Together, We Arrive'
Centre for the Study of the Build Environment (CSBE)
SADAQA Institution
Friedrich Ebert Stiftung (FES)

7 STAKEHOLDER ENGAGEMENT STRATEGY AND PLAN

With GAM being responsible for owning and establishing AVT as a private company responsible to develop and manage the public transport sector in Amman, having the GAM Mayor as its chairman, and mainly signing the loan agreement with the EBRD, GAM is also considered responsible for effective stakeholder engagement.

The table below identifies the stakeholder engagement strategy and plan to include stakeholders relevant to the Project (as identified earlier), objective of consultation with each group, the communication methods and tools, time frame and responsible entity for undertaking such consultations.

Table 2: Stakeholder Engagement Strategy and Plan for who may be Directly or Indirectly Affected by the Amman Bus Project

#	Objective	Stakeholders	Communication Method & Tools	Timeframe	Responsibility
1	General information/visibility about the Amman Bus Project (in English and Arabic)	▪ All	<ul style="list-style-type: none"> ▪ Disclosure of Non-technical summary (NTS) of the Project and SEP in English and Arabic on GAM, AVT, and Amman Bus website (including social media). ▪ Announcement posters inside the bus, on announcement boards in the terminal and in the bus stops, other – key messages 	<ul style="list-style-type: none"> ▪ NTS and SEP disclosed prior to signing loan agreement ▪ Posters announced during the operation of the new buses 	AVT, GAM
2	General updates about the Amman Bus (in English and Arabic)	▪ All	<ul style="list-style-type: none"> ▪ Mobile Application ▪ Social Media (Facebook, Twitter, Instagram) ▪ Media (radio, television, newspaper, other) ▪ Announcement posters inside the bus, on announcement boards in the terminal and in the bust stops, other ▪ Monthly newsletter 	<ul style="list-style-type: none"> ▪ Ongoing (monthly newsletter and regularly as needed) ▪ For main milestones (e.g. procurement of bus supply, receipt of buses, selection of operator, etc) 	AVT, GAM
3	Develop and disclose at bus stops and in buses a customer service charter to communicate to service users commitments and expectations regarding service quality, driving behaviour, user safety and security (including GBVH) and the feedback/complaints mechanism	<ul style="list-style-type: none"> ▪ All service users ▪ Operator(s) ▪ Drivers ▪ NGOs 	<ul style="list-style-type: none"> ▪ customer service charter disclosed at bus stops and in buses ▪ mobile application ▪ Social Media (Facebook, Twitter, Instagram) ▪ Media (radio, television, newspaper, other) ▪ Announcement posters inside the bus, on announcement boards in the terminal and in the bust stops, other 	<ul style="list-style-type: none"> ▪ Prior to operation phase for the buses ▪ Enhance and update as/if required ▪ Maintain announcement material such as posters, etc. 	GAM, AVT, Operator, Contractor
4	Prepare a communication and Awareness plan in relation to the Amman Bus Project to encourage and mainstream the use of public transport including establishing discussion groups regarding gender empowerment and enabling corrective measures as well as inclusion of vulnerable groups.	▪ All	<ul style="list-style-type: none"> ▪ Mobile Application ▪ Gender and Vulnerable Groups Actions Plan (GVAP) including messages to change behaviour around Gender Based Violence and Harassment (GBVH) ▪ Awareness session ▪ Social Media (Facebook, Twitter, Instagram) ▪ Media (radio, television, newspaper, other) ▪ Announcement posters inside the bus, on announcement boards in the terminal and in the bust stops, other ▪ Monthly newsletter 	<ul style="list-style-type: none"> ▪ By end of year 1 of project (bus) operation ▪ Update and disseminate every two years along with findings of customer satisfaction and ridership survey 	GAM, AVT, Operator,
5	Gender and Vulnerable Groups Action Plan	▪ All including NGOs	<ul style="list-style-type: none"> ▪ Code of Conduct ▪ customer service charter disclosed at bus stops and in buses ▪ mobile application ▪ Social Media (Facebook, Twitter, Instagram) ▪ Media (radio, television, newspaper, other) ▪ Announcement posters inside the bus, on announcement boards in the terminal and in the bust stops, other ▪ Awareness sessions ▪ Orientation session upon employment and regular training and daily talks 	<ul style="list-style-type: none"> ▪ Prior to operation phase for the buses ▪ Update as required ▪ Regular refreshers 	GAM, AVT, Operator

Amman Bus Project Stakeholder Engagement Plan

6	Undertake customer satisfaction and ridership surveys	<ul style="list-style-type: none"> All service users Planners and decision makers NGOs 	<ul style="list-style-type: none"> Survey (questionnaires on social media, distributed on buses and at bus stops/terminal) Disseminate results on social media, newsletter, annual reports, mobile application, etc) 	<ul style="list-style-type: none"> At least once every two years 	GAM, AVT, Operator
7	Create and implement a feedback and complaints management system in the Public Transport Operations Department/or EHSS Management Unit within GAM. The system should include for the submission of confidential and anonymous complaints	<ul style="list-style-type: none"> All service users Operator employees including drivers Planners and decision makers NGOs Community and sensitive receptors around depot 	<ul style="list-style-type: none"> customer service charter disclosed at bus stops and in buses Disclosure of Non-technical summary (NTS) of the Project and SEP/including grievance system in English and Arabic on GAM, AVT, and Amman Bus website (including social media). mobile application Social Media (Facebook, Twitter, Instagram) Media (radio, television, newspaper, other) Announcement posters inside the bus, on announcement boards in the terminal and in the bust stops, other Awareness sessions Train staff in charge of receiving feedback/complaints and ensure women are included in the team responding to complaints to manage any gender sensitive issues Reporting 	<ul style="list-style-type: none"> System established prior to bus operation Ongoing implementation Person assigned and team in place and trained - prior to bus supply 	GAM, AVT
8	Undertake consultation activities with local community to inform them about the planned depot, facilities, schedule, operations, timeline, and grievance mechanism	<ul style="list-style-type: none"> local community land users around depot 	<ul style="list-style-type: none"> leaflets and explanation material in English and Arabic meetings and presentations documentation, photos, reports 	<ul style="list-style-type: none"> Prior to permitting and construction 	GAM, AVT, operator
9	Updates on the Project including environmental and social issues (e.g. environmental performance, grievance mechanism implementation, community integration plan, etc.)	<ul style="list-style-type: none"> Lenders 	<ul style="list-style-type: none"> Regular reporting Audits and spot checks 	<ul style="list-style-type: none"> Quarterly Annual basis 	GAM, AVT, Operator
10	Develop awareness raising leaflet outlining the obligations of individual bus operators under Transportation Law No. 19/2017. The leaflet should also include the options available to existing operators to re-structure to continue to be eligible for operating licences or other proposed measures	<ul style="list-style-type: none"> Individual operators 	<ul style="list-style-type: none"> Leaflet distributed to existing bus operators in hard copy and electronically via GAM website, social media and other means 	<ul style="list-style-type: none"> Before Q2 2021 	GAM
11	Official permitting and reporting procedures and applications as required by different government agencies Update reports on performance and Key Performance Indicators (KPIs)	<ul style="list-style-type: none"> Different government agencies according to mandate and 	<ul style="list-style-type: none"> Official letters and application Reporting Newsletter 	<ul style="list-style-type: none"> Prior to permitting and construction for depot Regular reporting as applicable 	GAM

Amman Bus Project Stakeholder Engagement Plan

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Table 3: Stakeholder Engagement Strategy and Plan for the Stakeholders who may Participate in Implementation of the Amman Bus Project

#	Objective	Stakeholders	Communication Method & Tools	Timeframe	Responsibility
1	Implement driver behavioural change and road safety programme to increase driver awareness and ensure controlling and stopping the behavioural issues undertaken by drivers and reflected by complainants/inspections such as smoking and eating on the bus, unsafe driving, and others.	<ul style="list-style-type: none"> ▪ Operator ▪ Amman Bus Drivers ▪ All service users 	<ul style="list-style-type: none"> ▪ Code of Conduct ▪ Gender and Vulnerable Groups Actions Plan (GVAP) including messages to change behaviour around Gender Based Violence and Harassment (GBVH) ▪ Awareness sessions ▪ Orientation session upon employment and regular training and daily talks ▪ HR manual/policy and driver employment plan and employee manual for the Amman Bus ▪ Notice boards ▪ training plan for drivers as well as a regular assessment and evaluation test to check for any breaches of H&S requirements, code of conduct etc. This shall also include at least annual health checks 	<ul style="list-style-type: none"> ▪ Prior to operation ▪ As part of employment process for new drivers ▪ Refreshers ▪ Audit regularly 	AVT, Operator
2	Establish HR communications methods for the Amman Bus Project such as notice boards that can also be used to communicate other matters such as HR and labour matters, OHS responsibilities and requirements (Employee Relations, grievance mechanism and inform/update about grievance boxes, OHS responsibilities and requirements, social/gender/GBVH sensitive messages, etc)	<ul style="list-style-type: none"> ▪ Amman Bus Drivers ▪ Construction workers (depot) ▪ Operator employees in general 	<ul style="list-style-type: none"> ▪ Code of Conduct ▪ Gender and Vulnerable Groups Actions Plan (GVAP) including messages to change behaviour around Gender Based Violence and Harassment (GBVH) ▪ Awareness sessions ▪ Orientation session upon employment and regular training and daily talks ▪ HR manual/policy and driver employment plan and employee manual for the Amman Bus ▪ Notice boards ▪ Competitions (e.g. best driver of the month award) 	<ul style="list-style-type: none"> ▪ Prior to operation phase for the buses ▪ Prior to construction for depot ▪ Prior to operation for depot ▪ Update as required ▪ Regular refreshers 	Operator, Depot construction contractor
3	Disseminate and inform staff about the Amman Bus security system/plan and train security staff about GVAP, GBVH, health and safety issues, and others as required.	<ul style="list-style-type: none"> ▪ Operator security staff ▪ Amman Bus Drivers ▪ All service users ▪ Operator employees in general 	<ul style="list-style-type: none"> ▪ Code of Conduct ▪ Gender and Vulnerable Groups Actions Plan (GVAP) including messages to change behaviour around Gender Based Violence and Harassment (GBVH) ▪ Awareness sessions ▪ Orientation session upon employment and regular training and daily talks ▪ HR manual/policy and driver employment plan and employee manual for the Amman Bus ▪ Notice boards 	<ul style="list-style-type: none"> ▪ Prior to operation phase for the buses ▪ Update as required ▪ Regular refreshers 	GAM, AVT, Operator

8 CONTACT DETAILS AND REPORTING

Throughout the Project, all stakeholders can contact the Amman Bus Project throughout the contact details provided below.

Contact Details for GAM	<p>a. GAM Complaints Direct Line: 0096264636111</p> <p>b. GAM Complaints E-mail Address: shakawi.dwn@ammancity.gov.jo</p> <p>c. GAM's Social Media platforms (Facebook and Twitter)</p> <ul style="list-style-type: none"> - https://www.facebook.com/cityofamman/ - https://twitter.com/GAMtweets - https://www.instagram.com/cityofamman/ <p>d. Hawa Amman Radio (FM 105.9)</p> <ul style="list-style-type: none"> - GAM's Smart Phone Application: GAMAPP
Contact Details for CLO	<p>Eng. Osama Abdel lateif Abu Rumman CLO for Amman Bus Project Greater Amman Municipality Environmental Studies and Awareness Department Mobile Number: 00962798686111 Hot line of GAM: 065528783 / 065343690 CLO Email: Osaksr99@gmail.com</p> <p>Female Community Liaison Supporting the CLO: Salsabeel Saif Aldeen Mohammad Obeidat Greater Amman Municipality Environmental Studies and Awareness Department Mobile Number: 0795500850 Email: salsabeel.obedat@gmail.com</p>
Contact Details for AVT	To Be Determined – Will be disclosed once available.
Contact Details for Amman Bus	To Be Determined – Will be disclosed once available.
Contact Details for Anonymous Calls	To Be Determined – Will be disclosed once available.
Link for downloading the Amman Bus disclosure and update documents (NTS, SEP, and others)	To Be Determined – Will be disclosed once available.

9 STAKEHOLDER GRIEVANCE MECHANISM

The Amman Bus Project will implement a Grievance Mechanism to ensure that it is responsive to any concerns and complaints particularly from affected stakeholders and communities.

The grievance process to be followed is illustrated in the figure below.

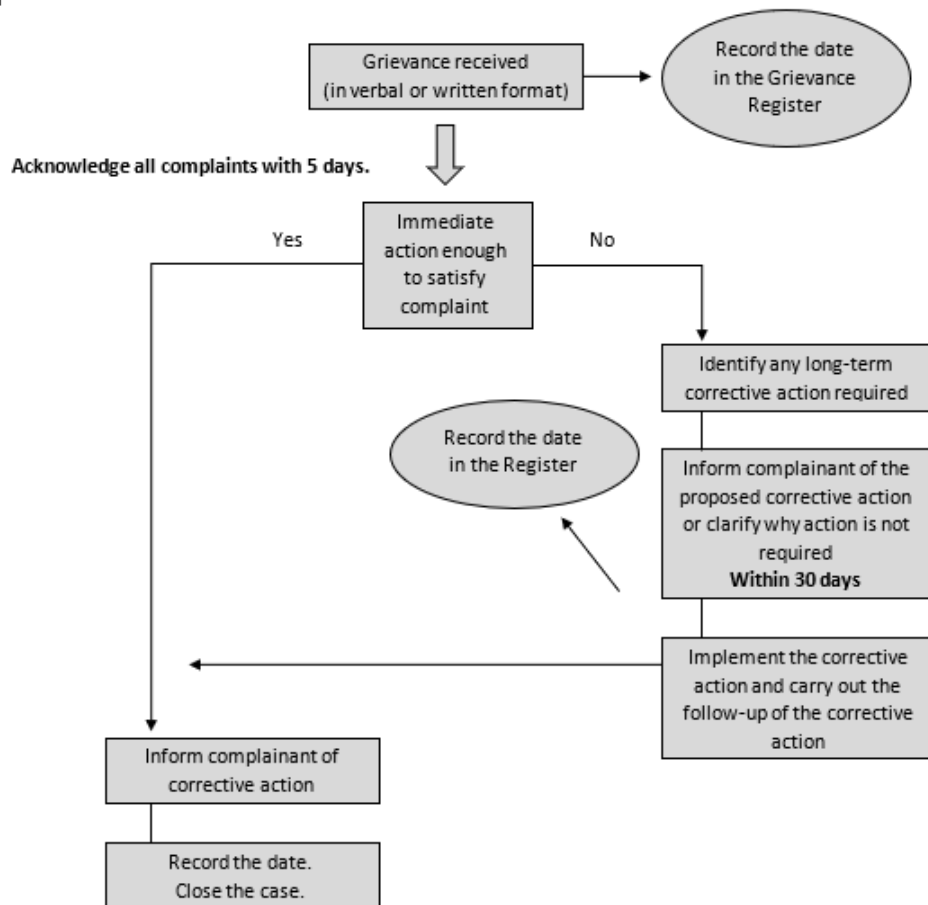


Figure 2: Grievance Process

The following timeframe will be used:

- Written acknowledgement of receipt of the grievance: within 5 working days of receiving the grievance
- Proposed resolution: within 30 days of receiving the grievance

GAM and AVT will handle all grievances received from stakeholders and have a monthly coordination meeting to review and discuss all grievances. They will jointly agree on suitable resolution to discuss and agree with complainant. They will agree on and allocate a responsible person to handle the grievance.

The grievances shall be submitted as per the contact details provided in the preceding section.

The grievance form (in Arabic and English) is presented below and will be made available on the web site, Social Media, and in hard copy in bus stops and terminals. Anonymous lodging will also be made possible (grievance boxes). The link and disclosure location details will be included in an updated version of this document.

A workers' grievance mechanism will be established for the Operator of Amman Bus employees as a separate system. Anonymous lodging will also be made possible (grievance boxes).

Management of grievances is a vital component of stakeholder engagement and an important aspect of risk management for a project. Grievances can be an indication of growing stakeholder concerns (real and perceived) and can escalate if not identified and resolved. Identifying and responding to grievances supports the development of positive relationships between projects, communities and other stakeholders. Monitoring of grievances will signal any recurrent issues, or escalating conflicts and disputes.

The grievance process will follow the following key steps:

1. Identification of grievance received through any of the grievance portals. Grievance will be recorded on the Grievance Form and then it will be collected in Grievance Register which will be held at the GAM office. Complaints submitted directly to the Operator will be redirected to GAM or AVT.
2. Grievance procedure starts with formal acknowledgment through a personal meeting, phone call, letter, email, message on social media or others as appropriate, within 5 working days of submission. If the grievance is not well understood or if additional information is required, clarification will be sought from the complainant during this step.
3. A response is going to be developed by the GAM (CLO) and AVT (Social Team) during their monthly meeting, and agreed with the operator if it relates to their activities. Required actions are implemented to deal with the issue and completion of these is recorded on the grievance record.
4. The response is signed-off by both GAM and AVT. This sign-off may be a signature on the grievance log or in correspondence which should be filed with the grievance. A response should be issued within 30 days of receiving the complaint.
5. The response to the complainant is recorded to help assess whether the grievance is closed or whether further action is needed.

The Grievance Procedure will be free, open and accessible to all and comments and grievances will be addressed in a fair and transparent manner. Information about the procedures, who to contact and how, will be made available as described above.

In particular all Amman Bus workers and drivers will be informed of the Grievance Process and new workers will be informed when they join the team. Information on Contact Points will be posted on staff information boards.

Grievance Form:

Grievance Form	
Reference No.	
Full Name:	
Contact Information Please mark how you wish to be contacted and add contact details	<input type="checkbox"/> By Post: <input type="checkbox"/> By Telephone: <input type="checkbox"/> By E-mail: <input type="checkbox"/> Other (please specify)
Description of Concern, Incident or Grievance	What is your concern/grievance/what happened? Where did it happen? Who did it happen to? What is the result of the problem?
Date of concern, incident, or grievance	
<input type="checkbox"/> One-time incident/grievance (date) <input type="checkbox"/> Happened more than once (how many times?) <input type="checkbox"/> On-going (currently experiencing problem)	
What would you like to see happen to resolve the problem?	
Signature:	
Date:	
Please insert this form in one of the grievance boxes	