



Ankara Bus Project

Stakeholder Engagement Plan

December 2020

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Glossary of terms

Term	Definition
Consultation	Consultation is a two-way process of dialogue between the project sponsor and its stakeholders. Stakeholder consultation is about initiating and sustaining constructive external relationships over time.
Grievance Mechanism	Procedure provided by a project to receive and facilitate resolution of affected communities' concerns and grievances about the project's environmental and social performance.
Environmental and Social Impact Assessment (ESIA)	A forward-looking instrument that is able to proactively advise decision-makers on what might happen if a proposed activity is implemented. Impacts are changes that have environmental, political, economic, or social significance to society. Impacts may be positive or negative and may affect the environment, communities, human health and well-being, desired sustainability objectives, or a combination of these.
Information Disclosure	Disclosure means making information accessible to interested and affected parties (stakeholders). Communicating information in a manner that is understandable to stakeholders is an important first and ongoing step in the process of stakeholder engagement. Information should be disclosed in advance of all other engagement activities, from consultation and informed participation to negotiation and resolution of grievances. This will make engagement more constructive.
Stakeholders	Stakeholders are persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project or the ability to influence its outcome, either positively or negatively.
Stakeholder engagement	Stakeholder engagement is an ongoing process involving (i) the client's public disclosure of appropriate information so as to enable meaningful consultation with stakeholders; (ii) meaningful consultation with potentially affected parties, and (iii) a procedure or policy by which people can make comments or complaints.

Source: Based on EBRD Performance Requirements and International Finance Corporation Good Practice Handbook on Stakeholder Engagement (2007)

1 Introduction

1.1 Overview

Ankara Metropolitan Municipality (AMM) and Ankara Transport Company (EGO) is developing Ankara Bus Project, which is aimed at improving public bus services, the existing rubber-wheeled public transport fleet of EGO in the city of Ankara, Turkey. The project consists of one CNG filling station construction and enhancement of EGO's the bus fleet through the purchase of up to 254 Compressed Natural Gas ("CNG") buses and up to 28 diesel buses (Euro 6 compliant).

This document is the stakeholder engagement plan (SEP) for the Project. The purpose of SEP is to promote the project's approach to stakeholder engagement throughout its lifecycle. It has been developed at the beginning of the construction phase of one CNG filling station. The SEP includes outlining the responsibilities of the project company and contractors in the implementation of stakeholder engagement activities, including how the project company and contractors will communicate with stakeholders, how stakeholders can raise their concerns, and provide their feedback to the project.

It has been prepared in line with Turkish law and the EBRD Environmental and Social Policy (ESP) and Performance Requirements (PRs).

1.2 Objectives, Structure and Scope

The purpose of the SEP is to provide a communication strategy for the project which:

- Provides a comprehensive and culturally appropriate approach to consultation and disclosure for the lifecycle of the project.
- Defines the project's legal requirements concerning disclosure and consultation.
- Identifies stakeholder groups that could be affected or may have an interest in the project.
- Enables appropriate engagement of stakeholders through a process of information disclosure and meaningful consultation on environmental and social issues that could potentially affect them.
- Plans for stakeholder engagement which is free of manipulation and interference and are conducted on the basis of timely, relevant, understandable, and accessible information in a culturally appropriate format.
- Provides a grievance mechanism to allow communities and other stakeholders to register complaints, queries or comments that are addressed in a timely manner by the project.

The scope of this SEP covers the construction phase and the operational phase of the project and existing operation of EGO. It includes several sections relating to:

- Stakeholder engagement requirements
- Summary of previous stakeholder engagement activities
- Stakeholder analysis
- Stakeholder engagement programme
- Public grievance mechanism
- Monitoring and reporting

1.3 Project description

The European Bank for Reconstruction and Development (the “EBRD” or the “Bank”) has been requested by Ankara Metropolitan Municipality (“AMM” or the “City”) and Ankara Transport Company (“EGO” or the “Company”) to provide loan financing of up to EUR 45 million to EGO, a public transport company incorporated in the City of Ankara in Turkey, affiliated to the City. The proceeds of the loan will be used to finance the enhancement of the bus fleet through the purchase of:

- 254 Compressed Natural Gas (“CNG”) buses
- Up to 28 diesel buses (Euro 6 compliant)
- a CNG filling station (the “Project”)

EGO is the main bus operator in the City of Ankara with 1,562 buses operating on 414 lines, with a total distance of 15,690km. In addition to the municipal bus operations, Ankara is currently served by a cable car system, a suburban rail named Ankaray and four metro lines of the Ankara Metro. In total, EGO operates a 64.3km rail network (including 8.3km light rail line). The Company uses an e-ticketing system, which is fully integrated with rail systems and cable car lines. Another transportation service available in Ankara is the commuter rail (27km), also known as the Baskentray which is integrated to the metro. The commuter rail is operated by the State Railway Company of Turkey.

EGO was established in 1942 to serve the City of Ankara on a wide range of services such as electricity, coal gas, and public transport and currently has 601 employees. The Company is an institution affiliated to AMM and has its own independent budget and organizational structure.

EGO also has five depots (Çankaya (No.1), Yenimahalle (No.2), Mamak (No.3), Altındağ-Keçiören (No.4) and Sincan-Etimesgut (No.5)) and 50 departure stations associated with these depots. The CNG filling station in the project will be constructed in the depot Sincan-Etimesgut (No.5).

When the depots in Çankaya (No.1), Mamak (No.3), and Altındağ-Keçiören (No.4) were first built they were remote from the city but over time they have become built up and are now surrounded by residential buildings. So, EGO planned to move these three facilities outside the city. The construction of the facilities in third depot is finished (photos of new depot in Mamak (No.3) are presented in Appendix C). All units will be moved from the depot in Mamak (No.3) to the new facilities to the new depot in Mamak after the finalization (almost in one month) of the road construction. The construction of the facilities in the depot in Çankaya (No.1) is still ongoing. Once it has finished, the depot will be moved to the new depot in Gölbaşı.

The new site for the relocation of the depot in Altındağ-Keçiören (No.4) facility has been determined and will be established in Ovacık. Satellite images of five depots and new depot 3 in Mamak and depot 1 in Gölbaşı are presented in the following photos.



Photo 1.1 Satellite image of the depot in Çankaya (No.1) - OLD



Photo 1.2 Satellite image of the depot in Yenimahalle (No.2)



Photo 1.3 Satellite image of the depot in Mamak (No.3) - OLD



Photo 1.4 Satellite image of the depot in Altındağ-Keçiören (No.4)



Photo 1.5 Satellite image of the depot in Sincan-Etimesgut (No.5)



Photo 1.6 Satellite image of the depot in Gölbaşı (1) - NEW



Photo 1.7 Satellite image of the depot in Mamak (3) - NEW

EGO operates two types of buses.

- The buses operated under EGO's responsibility (the bus drivers for this service are provided from BUGSAS Company, the main bus route operator, contracted to EGO)

- The private-public transport buses operated by private owners which are monitored by EGO. These private buses are also separate into three sections:
 - 199 private community buses
 - 442 private-public transportation buses
 - 170 private-public transportation buses

2 Stakeholder engagement requirements

2.1 National legal requirements

EGO's activities are exempt from the Environmental Impact Assessment (EIA) process and do not require an Environmental Permit under the Turkish EIA Regulation and Environmental Law and Regulations. Thus, the project does not meet the criteria for a meeting, a public hearing or a disclosure period under Turkish law.

2.2 International requirements

EBRD Performance Requirements

The project is seeking finance from the EBRD, and thus will be structured to meet EBRD's 2019 Environmental and Social Policy (ESP) requirements for Category B projects including Performance Requirement (PR) 10: Information Disclosure and Stakeholder Engagement, and to satisfy the Bank's commitment to disclosing project information as set out in EBRD's 2014 Public Information Policy (PIP) document.

The EBRD's ESP defines stakeholder engagement as an on-going process which involves:

- Public disclosure of appropriate information
- Meaningful consultation with stakeholders
- An effective procedure or mechanism by which people can make comments or raise grievances

The process of stakeholder engagement should begin at the earliest stage of project planning and continue throughout the life of the project. The EBRD requires that stakeholder engagement:

- Provides affected communities and other interested stakeholders with access to timely, relevant, understandable and accessible information, in a culturally appropriate manner, and free of manipulation, interference, coercion, and intimidation.
- Involves stakeholder identification and analysis, stakeholder engagement planning, disclosure of information, consultation and participation, a grievance mechanism, and ongoing reporting to relevant stakeholders.
- Is proportionate to the nature and scale of the project and its potential adverse impacts on the affected communities, the sensitivity of the environment, and the level of public interest.
- Is based on clearly defined roles, responsibilities, and authority as well as designated personnel of the Company to be responsible for the implementation and monitoring of consultation and disclosure activities.

Special provisions will be made to identify individuals and groups that may be differentially or disproportionately affected by the project because of their disadvantaged or vulnerable status, and to allow such groups or individuals to be informed about project information and give their views on the project where appropriate.

According to the EBRD Gender 1 Urban rehabilitation and transport projects Guidance Note:

- Gender-sensitive stakeholder analysis should be undertaken

- Gender-sensitive stakeholder analysis should be reviewed more than once during the project life cycle.
- A gender-sensitive Stakeholder Engagement Plan (SEP) should be prepared for all EBRD-supported infrastructure projects.

This SEP has been prepared to meet the above requirements.

3 Summary of previous stakeholder engagement activities

3.1 Previous public disclosure

A transportation workshop was conducted on 20 November 2019 with the participation of several selected stakeholders. Before and after the workshop announcements were made about the Project from the webpage of EGO. (Before: <https://www.ego.gov.tr/tr/haber/5389/ankara-ulasim-calistayi> - After: <https://www.ego.gov.tr/tr/haber/5390/baskentte-ulasim-calistayi-toplandi%E2%80%A6> – Screenshots of these webpages which have published date and number of pageviews are presented in Appendix E) . The project's announcement was also made in the workshop. The invitees and participants of the workshop were provided as below:

- All District Municipalities of Ankara (There are 25 districts in Ankara);
- Universities in Ankara
- Directorate for the European Union
- Dutch Embassy
- European Union Delegation to Turkey
- Trade associations (related to electrical engineering, mechanical engineering, civil engineering, environmental engineering, city planners, architects, landscape architects, map engineering and computer engineering)
- PROTA AŞ
- CB Consulting
- Local and National Associations (Turkey Mukhtar's Federation, Bicycle Movement Association, Informatics Association of Turkey, City Council, Çayyolu District Council, 100th Anniversary Initiative, Cigdemim Association, Consumer Rights Association, Çankaya Mukhtars Association, Association of Women Mukhtars, Kavaklıdere Association, TEMA Foundation, Pedal Women, Intelligent Transportation Systems Association)
- Internal Stakeholders (several head of departments)

EGO stated that no objection to the project had been raised since the workshop. However, regarding the mobilization of three depots, Çankaya (No.1), Mamak (No.3), and Altındağ-Keçiören (No.4), no disclosure activities have been conducted yet.

4 Stakeholder analysis

4.1 Stakeholder identification and analysis

Stakeholders are people and groups affected by the project, are likely to be interested and/or could influence the outcome of the project. In order to engage these individuals and groups, identification of these groups is necessary.

To focus strategically on the stakeholders, a stakeholder mapping exercise was carried out. A list of interested and affected parties was generated based on discussions with EGO and analysis of how best to engage each group is presented in Table 4.1.

EGO recognises that specific attention may need to be given to impacted women and vulnerable groups in order that they are not overlooked in the stakeholder engagement process and to enable their views and concerns to be heard and incorporated into project planning and implementation. EGO will apply this approach in its existing operations considering the stakeholders related to departure stations and the mobilization process of the depots and for the stakeholders near/related to the new depot areas.

EGO will continue to have this approach throughout the project lifecycle to identify any individuals and groups that may be differentially or disproportionately affected by the construction and operation activities of the Project and EGO because of their disadvantaged or vulnerable status (including individuals/groups such as those with disabilities or limited education who may be particularly susceptible to project-related impacts).

This SEP takes account of mandatory, national Covid-19 restrictions and social distancing in line with the requirements in Covid-19 Stakeholder engagement (PR10) EBRD briefing note and plans engagement which is appropriate during the pandemic¹.

Table 4.1 Identification of stakeholders and consultation methods

Stakeholders	Communication methods	Issues to be consulted/discussed
Internal stakeholders		
Construction workers, contractors and contractors' workers (bus drivers, security personnel, maintenance staff etc.), workers under the relevant departments of EGO, private-public transport bus drivers, owners and cooperatives (there are sixteen private-public transport cooperatives), trade union committees and employee representatives, other non-employee workers	Information in individual worker contract, toolbox talks, bulletin board, training, grievance procedure	Training on environmental, health and safety aspects Consultation on the implementation of the related policy, procedures and management plans related with labour related aspects and employee rights Awareness training on Gender-based violence and harassment (GBVH) and vulnerable employees Covid-19 measures Traffic and road safety Grievance mechanism

¹ For further information please see Covid-19 Stakeholder engagement (PR10) EBRD briefing note (<https://www.ebrd.com/covid19-consultation.pdf>)

Stakeholders	Communication methods	Issues to be consulted/discussed
External stakeholders		
Community members		
<p>Residents of 25 Districts, including vulnerable and disadvantaged groups, such as;</p> <ul style="list-style-type: none"> • Disabled (90,707 people in 2019) • Elderly (486,783 people as of April 2020) • Unemployed (841,663 people in 2019) <p>(total population of Ankara was 5,639,076 in 2019)</p>	<p>Project website², social media (Facebook and Instagram), community grievance mechanism, posters/signs posted on the buses or brochures distributed at the bus stations, surveys and questionnaires (online), online engagement, radio call-in shows, telephone engagement and TV announcement on buses (if available)</p>	<p>Project information- scope and E&S Principles Community health and safety (including restricted access and security) Traffic and road safety Covid-19 measures Grievance mechanism process Information on significant changes to the construction programme, if any (e.g. delays) Vulnerable people and GBVH awareness campaigns Allow to provide opinions and views</p>
<p>Members of villages/districts in close proximity to the depots, including the new depots</p>	<p>Project website, social media (Facebook and Instagram), community grievance mechanism, surveys and questionnaires (online), online engagement, radio call-in shows and telephone engagement</p>	<p>Project information- scope and E&S Principles Traffic and road safety Community health and safety (including restricted access and security) Covid-19 measures Grievance mechanism process Information on significant changes to the construction programme, if any (e.g. delays) Allow to provide opinions and views</p>
<p>Members of villages/districts in close proximity to the departure stations</p>	<p>Project website, social media (Facebook and Instagram), community grievance mechanism, surveys and questionnaires (telephone, online), online engagement, radio call-in shows and telephone engagement</p>	<p>Project information- scope and E&S Principles Traffic and road safety Community health and safety (including restricted access and security) Covid-19 measures Grievance mechanism process Information on significant changes to the construction programme, if any (e.g. delays) Allow to provide opinions and views</p>
<p>Vulnerable groups:</p> <ul style="list-style-type: none"> • Disabled passengers, road users and pedestrians • Female passengers, road users and pedestrians 	<p>Project website, social media (Facebook and Instagram), community grievance mechanism, surveys and questionnaires (telephone, online), online engagement, radio call-in shows and telephone engagement</p>	<p>Project information- scope and E&S impacts and mitigation measures targeting vulnerable people Traffic and road safety Subsidies and special assistance programmes for vulnerable people</p>

² EGO's website can be found at: <https://www.ego.gov.tr/tr>

Stakeholders	Communication methods	Issues to be consulted/discussed
<ul style="list-style-type: none"> • Pregnant passengers, road users and pedestrians • Elderly passengers, road users and pedestrians • Children passengers, road users and pedestrians • Bicycle and motorcycle users • Other vulnerable groups 		<p>Grievance mechanism process</p> <p>Information on significant changes to the construction programme, if any (e.g. delays)</p> <p>Allow to provide opinions and views</p>
Gender-sensitive stakeholders³		
<ul style="list-style-type: none"> • Female bus drivers and security guards serving EGO • Female passengers, road users and pedestrians • Female workers of EGO and its contractors, including female senior managers • Association of Women Mukhtars 	<p>Project website, social media (Facebook and Instagram), confidential gender-sensitive public grievance mechanism, surveys and questionnaires (online), online engagement, radio call-in shows and telephone engagement, confidential gender-sensitive worker grievance mechanism</p>	<p>Project information- scope and E&S Principles</p> <p>Awareness training on GBVH and specific communication channel (confidential gender-sensitive worker grievance mechanism)</p> <p>Grievance mechanism process</p> <p>Information on significant changes to the construction programme, if any (e.g. delays)</p> <p>Allow to provide opinions and views</p>
Non-governmental and civil society organisations		
<p>NGOs – local, national or international:</p> <ul style="list-style-type: none"> • Trade associations (related to electrical engineering, mechanical engineering, civil engineering, environmental engineering, city planners, architects, landscape architects, map engineering and computer engineering) • Local and National Associations (Chambers of drivers, Turkey Mukhtar’s Federation, Bicycle Movement Association, Informatics Association of Turkey, 100th Anniversary Initiative, Cigdemim Association, Consumer Rights Association, Kavaklıderem Association, Turkish Foundation for Combating Soil Erosion, for Reforestation and the Protection of Natural Habitats (TEMA) Foundation, Pedal Women, Intelligent Transportation Systems Association) • NGOs and academicians dealing with children, disabled people, women and GBV issues 	<p>Private meetings and workshops (online or face to face), project website, direct communications if requested, community grievance mechanism, telephone engagement</p>	<p>Project information- scope and E&S Principles</p> <p>Specific communications on design and implementation of mitigation measures with trade associations, when necessary</p> <p>Guidance on GBVH and vulnerable people awareness</p> <p>Allow to provide opinions and views</p>

³ For further information please see EBRD Gender 1 Urban Rehabilitation and Transport Projects Guidance Note (<https://www.ebrd.com/news/publications/guides/gender-1-urban-rehabilitation-and-transport-projects.html>).

Stakeholders	Communication methods	Issues to be consulted/discussed
<p>(Six Points Association of the Blind, Turkey Confederation of Disabled, Association of Solidarity for All Disabled People and Their Families, International Children's Centre, Association of Children's Rights, Association of Children's Rights Volunteers, Association of the Avoidance of Child Abuse and Neglect, International Confederation on Respect to Ageing, Seniors Council Association, Association of Women Mukhtars, Association of Women with Disabilities, Turkish Women's Union, Association of Social Support for Women, Association for Monitoring Gender Equality, Pink Life LGBTT Solidarity Association, Association for Gender Research)</p>		
Governmental agencies		
<p>Ministry of Environment and Urbanization Ministry of Transport and Infrastructure Security forces and traffic police Ankara Metropolitan Municipality Ankara Metropolitan Municipality's Women's Department Ankara Municipality's Women Counselling Centre All District Municipalities Local and National Associations (City Council, Çayyolu District Council, Çankaya Mukhtars Association)</p>	<p>Private meetings, project website, direct communications if requested community grievance mechanism, telephone engagement</p>	<p>Discussion with the relevant department on issues associated with the Project Project's environmental and health and safety and social impacts Community health and safety measures Traffic and road safety issues Allow to provide opinions and views</p>
International lenders		
<p>EBRD</p>	<p>Formal communication, telephone engagement, progress and monitoring reports</p>	<p>Environmental, health and safety and social aspects Project progress</p>
Other stakeholders		
<ul style="list-style-type: none"> • Universities in Ankara • Directorate for the European Union • Dutch Embassy • European Union Delegation to Turkey • Local public newspapers, local radio, local TV channels 	<p>Formal communication, project website, telephone engagement, telephone engagement, online engagement, radio call-in shows</p>	<p>Discussion with the relevant department on issues associated with the Project Allow to provide opinions and views</p>

5 Stakeholder engagement programme

5.1 Stakeholder engagement programme

The stakeholder engagement programme outlines a systematic approach to inform and communicate with stakeholders throughout the Project lifecycle.

In this section, EGO's main activities that will be undertaken during the construction phase, on an on-going basis throughout the life of the project and its existing operations will be set out. Specific consultation and disclosure activities, responsible parties and timing for these activities are presented in Table 5.1 Stakeholder Engagement Programme. Specific timeframes within the construction phase will be updated following the finalisation of the tender process.

Table 5.1 Stakeholder engagement programme

Activity	Timing/detail	Responsibility
1) Construction phase engagement		
<ul style="list-style-type: none"> Disclosure of Non-Technical Summary (NTS), SEP and grievance mechanism on the project website Clear statements to be made in NTS regarding the impacts of the project and the benefit of the projects to the improvement of public transportation services Clear statements to be made in NTS regarding the impacts of EGO's existing operations in depots, departure stations and related to the ongoing mobilization process of depots Information on community health, safety and security, should also be included in the NTS Include grievance mechanism in NTS 	1 November 2020	EGO
<ul style="list-style-type: none"> Disclosure of workers' grievance mechanism 	When workers are recruited and disclosed to subcontracted workers when they join the project.	EGO and contractors
<ul style="list-style-type: none"> Awareness training on traffic and road safety 	When workers are recruited and continuous during employment	EGO and contractors
<ul style="list-style-type: none"> Training on environmental, health and safety aspects Consultation on the implementation of the related policy, procedures and management plans related with labour related aspects 	When workers are recruited and continuous during employment	EGO and contractors
<ul style="list-style-type: none"> Training on Covid-19 measures 	When workers are recruited and continuous during employment	EGO and contractors
<ul style="list-style-type: none"> Announce commencement of site work and duration of construction phase 	Just prior to commencement of construction	EGO/Tender winner
<ul style="list-style-type: none"> Announce significant changes to the construction programme, if any (e.g. delays) 	TBC	EGO/Tender winner

Activity	Timing/detail	Responsibility
<ul style="list-style-type: none"> Ongoing community liaison and grievance process 	Commencing when construction starts Ongoing	EGO
<ul style="list-style-type: none"> At milestones of the project regular updates of website, social media, in local/ national newspapers and on radio 	Ongoing	EGO
<ul style="list-style-type: none"> Conduct awareness campaigns on road and traffic safety for school children and wider community members along the transport routes for construction 	Annually	EGO
<ul style="list-style-type: none"> Conduct information campaigns related with Covid-19 measures including posters on buses and at bus stops 	Ongoing	EGO
<ul style="list-style-type: none"> Conduct trainings for internal stakeholders on understanding and preventing GBVH and vulnerable people 	Ongoing	EGO
<ul style="list-style-type: none"> Specific communications on design and implementation of mitigation measures with trade associations, when necessary and guidance on GBVH and vulnerable people awareness with NGOs 	At least annual and/or when necessary	EGO
<ul style="list-style-type: none"> Discussion with the relevant department on issues associated with the Project with governmental agencies 	As per requirement to obtain permission and opinion	EGO
<ul style="list-style-type: none"> Update SEP 	Annually	EGO
<ul style="list-style-type: none"> Annual reporting to affected communities on environmental and social performance 	Annually	EGO
<ul style="list-style-type: none"> Announce end of construction phase and movement into operations 	At end of construction	EGO
2) Operational phase engagement		
<ul style="list-style-type: none"> Ongoing community liaison and grievance process 	Ongoing	EGO
<ul style="list-style-type: none"> Conduct awareness campaigns on road and traffic safety for school children and wider community members along the transport routes for operation 	Annually	EGO
<ul style="list-style-type: none"> Conduct trainings for internal stakeholders on understanding and preventing GBVH and vulnerable people 	Ongoing	EGO
<ul style="list-style-type: none"> Conduct information campaigns for external stakeholders including posters on buses and at bus stops with policy statements such as zero tolerance for GBVH. 	Ongoing	EGO
<ul style="list-style-type: none"> Specific communications on design and implementation of mitigation measures with trade associations, when necessary with NGOs Consultation and guidance on GBVH and vulnerable people awareness with NGOs 	At least annual and when necessary	EGO
<ul style="list-style-type: none"> Training/workshop on GBVH with chamber of drivers 	Ongoing	EGO
<ul style="list-style-type: none"> Discussion with the relevant department on issues associated with the Project with governmental agencies and other stakeholders 	As per requirement to obtain permission and opinion	EGO

Activity	Timing/detail	Responsibility
• Update SEP	Annually	EGO
• Annual reporting	Annually	EGO

5.2 Roles and responsibilities

EGO has a specific department, Service Improvement Directorate (under Service Improvement and Institutional Development Department), to conduct public communication and manage the public grievance mechanism, Başkent 153.

A project-specific community liaison officer (CLO), working in Service Improvement Directorate related to Başkent 153, will be appointed for the stakeholder engagement activities. These include managing the implementation of this SEP, arranging communications with stakeholders via the mentioned methods in Table 4.1, management of the grievance mechanism, and attending and recording stakeholder engagement activities and maintaining regular lines of communication with key stakeholders.

All comments, suggestions and grievances will be submitted to the CLO through the following contact information:

- Name: Esra BAYDAR KARABAY
- Postal Address: EGO Genel Müdürlüğü Emniyet Mah. Hipodrom Cad. No:5 Kat:3 Yenimahalle/Ankara
- E-mail address: esra.karabay@ego.gov.tr
- Project Website: www.ego.gov.tr
- Dedicated Grievance Telephone Number: +90 312 507 1056 - 2929

6 Public grievance mechanism

6.1 Overview

Service Improvement Directorate has the responsibility to manage the public grievance mechanism, Başkent 153. In Baskent 153, grievances/suggestions can also be raised by calling 24 hours call centre (namely Alo 153) and through application on a smartphone, social media (such as Instagram, Twitter, etc.) and the webpage (<https://www.ego.gov.tr/tr/sayfa/50/ego-iletisim>). In the webpage, a form is available under EGO's General Directorate and it enables users to specifically describe grievances and requests via boxes on the form (i.e. boxes to define line number and station number of EGO). The contact Information of Bus Management Department and Transportation Regions for each depot are also given in this webpage. In addition to Baskent 153 system, EGO will allow the grievance mechanism permits anonymous complaints, respects the confidentiality of the role players involved, and protects both the complainant and the company from retaliation. Moreover, EGO will publicise the grievance mechanism procedure to stakeholders. The mechanism will be based on the principles of being legitimate, accessible, predictable, equitable, transparent, rights compatible, continuous learning, and dialogue based. The grievance mechanism can be used to determine lessons learned and identify ways for continuous improvement.

Projects Department and Service Improvement Directorate will be responsible the publication of SEP and NTS documents in both Turkish and English languages, and ensuring they are distributed to the appropriate stakeholders. EGO will develop a specific webpage for the Project under its existing company webpage and publish SEP and NTS from the project web page.

6.2 Confidentiality and anonymity

EGO will protect a person's confidentiality of complainants and will guarantee anonymity in annual reporting in line with the personal data protection law. Investigations will be undertaken in a manner that is respectful of the aggrieved party and the principle of confidentiality. The aggrieved party will need to recognise that there may be situations when disclosure of identity is required, and the Project will identify these situations to see whether the aggrieved party wishes to continue with the investigation and resolution activities. The main principle of EGO is to protect the safety and security of the people who raise complaints. This is especially critical in gender-based violence and harassment cases.

6.3 Grievance reporting and resolution

The main steps for handling grievances are receive, categorise, acknowledge, investigate, respond, allow for recourse/appeal and follow-up, and close out.

Receive / acknowledge: Grievances will be logged in a formal logging system for which the CLO will be responsible. People may register grievances using the form in Appendix A or by contacting the CLO or online using the Project website or social media. Contact details for the CLO will be included in appropriate Project communication materials such as the Non-Technical Summary document and are found in section 5.2.

Categorise: The CLO will classify grievances according to Table 6.1.

Table 6.1 Grievance Classification Criteria

Classification	Risk level (to health, safety or environment)	Response
Low	No or low	The grievance may not be related to project performance, it may be a comment, or a request. CLO will acknowledge complaint within 5 days and conduct an investigation if required. The CLO will document findings and provide a response within 30 days of receiving. The response is likely to have minimal cost in addition to time spent on addressing the issue.
Medium	Possible risk and likely a one-off event	CLO will acknowledge complaint within 7 days. The CLO and an appropriate investigation team will conduct investigation. The Site Manager or Occupational Health and Safety Manager may decide to stop work during the investigation to allow the corrective preventive actions to be determined. The CLO will provide a response within 30 days of receiving complaint. The corrective action is likely to be straight forward involving changing a piece of equipment or procedure which does not take long or have substantial cost implications to implement.
High	Probable risk and could reoccur	CLO will acknowledge the complaint within 7 days and will get the Project Manager to organise a major investigation team for prompt investigation and resolution. Work may be stopped in the affected area. The CLO will provide a response within 30 days of receiving complaint. If more time is needed to complete the investigation this will be communicated to complainant within 30 days of receiving complaint. As necessary the response will include a press release. The corrective action may be complex or sensitive involving changing equipment or a procedure which requires training of staff and has substantial cost implications.

Investigate: Where investigations are required, Project staff and outside authorities as appropriate, will be requested to assist with the process. The CLO will collaborate with the Company management to identify an appropriate investigation team with the correct skills to review the issue raised. The investigation will also aim to identify whether the incident leading to the grievance is a singular occurrence or likely to reoccur. Identifying and implementing activities, procedures, equipment and training to address and prevent reoccurrence will be part of the investigation activities.

Review of complaint/application: the CLO will explain in writing to the complainant (or where literacy is an issue, orally) the review process, the results, any changes to activities that will be undertaken to address the grievance and how the issue is being managed to meet appropriate environmental and social management systems. In some cases, it will be appropriate for the CLO to follow up at a later date to see if the person or organisation is satisfied with the resolution or remedial actions. Grievances should not be rejected without prior investigation. Registered complaints are defined, reviewed and followed as stated below:

- **Status New:** This is the status indicating that the application has just been received in the system.
- **Status Pending:** It is the status indicating that the application has been classified and transferred to the unit concerned with the complaint.
- **Status In Progress:** The status indicating that the unit has been processed by the expert user. The expert tests the suitability of the application to the unit, and if it is not suitable, s/he returns the complaint and forwards it back to the previous stage. If the application unit is of interest, it starts the resolution process by processing.
- **Status Answered:** It is the status indicating that the application has been answered by the relevant unit expert in the internal mechanism. The application answered by the expert user is

evaluated by the APPROVAL [ONAY] team. If the evaluated application response has a content that can be conveyed to the citizen, the application is forwarded to the next stage.

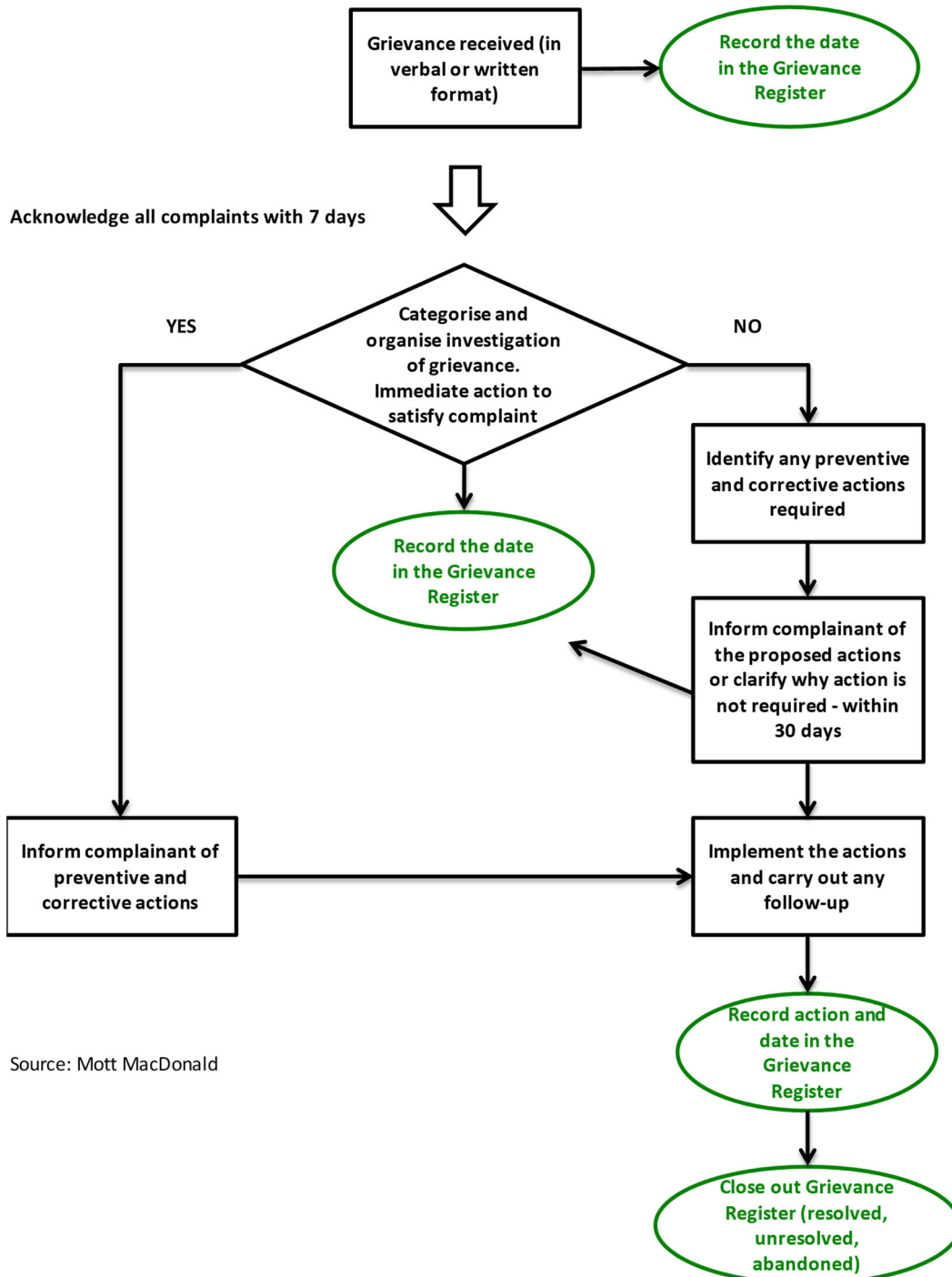
- Status Concluded: It is the state that states that feedback is provided to the citizen through his preferred communication channel

Questionnaires are sent to randomly selected citizens through the Başkent 153 System, based on the answers given by the EGO General Directorate units. The answers given are converted into percentage satisfaction points.

EGO will reflect these steps and grievance classifications in its monthly submitted grievances/suggestions analysis reports. The CLO will summarise grievances weekly during construction and monthly during operation, removing identification information to protect the confidentiality of the complainant and guaranteeing anonymity. The procedure will be at no cost and without retribution to the complainant and stakeholders. The procedure for processing grievances is depicted in Figure 6.1. Grievances may also be raised via the contractors.

Figure 6.1 Flowchart for processing grievances

Flowchart for Processing Grievances



Source: Mott MacDonald

6.4 Gender based Violence and Harassment Cases

A separate grievance mechanism and reporting system, that enables complaints and grievances on sexual harassment, exploitation and abuse to be reported in a safe and confidential way, will be established; one for use by workers, administered by human resources

with outside expertise on gender-based violence and harassment (GBVH) when needed; and another for use by passengers and affected communities, administered by a trained expert. The grievance mechanisms will provide the opportunity to report grievances anonymously. Complainant's health and safety and privacy will be key principles in handling GBVH related complaints. Information about the existence of the GBVH grievance mechanisms will be communicated to all stakeholders.

6.5 Complaints to EBRD's Independent Project Accountability Mechanism (IPAM)

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, reviews environmental, social and transparency-related issues raised by Project-affected people and civil society organisations about EBRD financed projects.

7 Monitoring and Reporting

7.1 SEP Reporting

The SEP will be reviewed by the EGO Management throughout the Project planning phase as deemed necessary or annually, before and after the Project construction phase and annually once the Project is operational in order to assess whether:

- The type of consultation and disclosure activities are appropriate for different groups of stakeholders
- The frequency of consultation activities is sufficient
- Grievances are being adequately dealt with
- The stakeholder list remains appropriate and whether engagement should cease or be extended to any stakeholders

Additional updates influenced by the Project development may be required.

7.2 Community Relations Team and Complaint Management Centre of Ankara Metropolitan Municipality

Ankara Metropolitan Municipality has a coordination centre namely Başkent 153 that receives and monitors all the issues, opinions and requests and convey these to its relevant units (Ankara Metropolitan Municipality, Ankara Water and Sewerage Administration and EGO). As mentioned in Section 6.1., grievances/suggestions can be raised by calling 24 hours call line “Başkent 153” and through application on a smartphone, social media (such as Instagram, Twitter, etc.) and the webpage (<https://www.ego.gov.tr/tr/sayfa/50/ego-iletisim>). A form is available under EGO's General Directorate (in the webpage) and it enables users to specifically describe grievances and requests via boxes on the form (i.e. boxes to define line number and station number of EGO). The contact Information of Bus Management Department and Transportation Regions for each depot are also given in this webpage.

7.3 Reporting

The Community Liaison Officer (CLO) will be responsible for:

- Grievance logging and tracking: each grievance will be logged, given an identification number and followed through by recording details and timing for their resolution and closing out
- Monthly grievance reporting to Service Improvement Directorate of EGO at Project planning phase
- Weekly grievance reporting to Service Improvement Directorate of EGO during the Project construction phase
- Monthly grievance reporting to Service Improvement Directorate of EGO at the operation phase, and
- Annually to inform the annual E&S Report to the EBRD (for the duration of the Loan Agreement) and SEP updates
- Listing disclosure activities, adverts placed in newspapers and other media, press releases
- Keeping minutes of consultation meetings with dates, venue, list of participants and photos

- Retaining original written consultation correspondence including comments left as evidence of the process and outcomes
- Liaise with community relations team of the Ankara Metropolitan Municipality and ensure all complaints sent to them are also addressed by EGO and their contractors in a timely manner.

7.4 Annual Reporting

A project specific report summarising project performance, including stakeholder engagement and grievances, will be produced at the end of the construction phase for affected communities. Information about the project during its operational phase will be included in the sponsor's annual reports.

7.5 Performance Evaluation

Performance in stakeholder engagement will be evaluated by the Company and the CLO against the goals and objectives set out in this SEP. The evaluation will review to what extent the SEP activities have been completed and how the identified goals have been achieved. Evaluation results and any lessons learned will be incorporated in the respective SEP updates.

Appendixes

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D.	Photos of new depot in Mamak (No.3)	32
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A. Grievance form

Full Name

Please enter below your contact information and grievance. This information will be dealt with as confidential. If you still wish to remain anonymous, please enter your comment / grievance in the box below without indicating any contact information – your comment / grievance will still be considered and addressed. Please be advised that no response or feedback will be provided to anonymous grievance forms.

Contact Information	By Post: Please provide mailing address
Please identify how you wish to be contacted (mail, telephone, e-mail)	By telephone:
	By e-mail:

Preferred language of communication?	Turkish	English.....
--------------------------------------	---------------	--------------

Description of incident or grievance
(What happened? Where did it happen? Who did it happen to? What is the result of the problem?):

Date of incident/grievance

One-time incident/grievance (date _____)
Happened more than once (how many times? _____)
On-going (currently experiencing problem)

What would you like to see to resolve this problem?

Internal Use Only
Grievance received by:
Date:
Reference number:

B. Grievance log

Ref No	Date of Registration	Name/ Anonymous	Contact Details	Grievance Description	Person responsible for follow-up	Expected Resolution	Initial Response		Action taken to avoid future similar grievances		Resolution	
	dd/mm/yy	Person/ Organisation	Post/ Phone/ Mail				Date	By whom	Nature of Resolution	Date	Resolved/ Addressed by	Is Compliant Satisfied (if no, why?)

C. Stakeholder Engagement Tracker

Ref No	Name of the Engagement Activity	Stakeholder Category	Stakeholder Sub-Category	Engagement Channel	Type of Engagement	Use of Supporting Materials	Due Date/Targeting Date of Activity	Date of Engagement Activity	Project Representatives or Responsible	Feedbacks	Type of Feedback Delivery	Action	Action Responsible	Additional Notes	Tracking	Status
		Governmental, NGO, Academicians or Community etc.	Sub divisions, NGO based on topics (i.e. Gender Equality, Women, Children, Ageing etc.), Neighbourhood Representatives, Local Communities etc.	Meeting (face to face or online), Interview, Informal and Formal Discussions, Workshops, Disclosure etc.)	One to one, Small group, Large group	Please specify if any supporting document used	dd/mm/yy	dd/mm/yy	Person		e-mail, message, form etc.		Team member accountable for addressing the action	Where document/content/memory/taken photographs to be stored or incorporated in		Closed, Open, Continuous etc

D. Photos of new depot in Mamak (No.3)



















E. Transportation workshop webpages

E.1

<https://www.ego.gov.tr/tr/haber/5389/ankara-ulasim-calistayi>

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Arama yapın...

Ana Sayfa > Haber/duyuru > Haberler > Ankara Ulaşım Çalıştayı

ANKARA'DA ULAŞIM ÇALIŞTAYI...

ANKARA BÜYÜKŞEHİR BELEDİYESİ'NİN EV SAHİPLİĞİNDE 20 KASIM ÇARŞAMBA GÜNÜ DÜZENLENECEK ULAŞIM ÇALIŞTAYI'NA ANKARA BÜYÜKŞEHİR BELEDİYE BAŞKANI MANSUR YAVAŞ KATILACAK

Kent yaşamında önemli bir yere sahip olan toplu taşıma alanında vizyon değişikliği için düşünmeye basan Ankara Büyükşehir Belediyesi, **20 Kasım Çarşamba** günü (yann) "**Ankara Ulaşım Çalıştayı**"na ev sahipliği yapacak. EGO Genel Müdürlüğü tarafından düzenlenecek çalıştaya, bilim çevrelerinin yanı sıra ilgili sivil toplum kuruluşları da katılacak. Ankara Büyükşehir Belediye Başkanı Mansur Yavaş'ın açılış konuşmasını yapacağı çalıştayda, toplu ulaşım politikası tüm paydaşlarla birlikte masaya yatırılacak.

Yer: Ankara Büyükşehir Belediyesi Konferans Salonu



T.C. ANKARA BÜYÜKŞEHİR BELEDİYESİ
EGO Genel Müdürlüğü
Ankara Ulaşım Çalıştayı

<https://www.ego.gov.tr/tr/haber/5389/ankara-ulasim-calistayi>

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Ankara Ulaşım Çalıştayı
20 Kasım 2019
PROGRAM

09.00-09.30	Açılış ve Kayıt
09.30-09.45	Açılış Konuşması, Büyükşehir Belediye Başkanı Sayın Mansur YAVAŞ
09.45-10.00	Çocuk Meclisi Başkanı Çağın ALADAĞ'ın Konuşması
10.15-10.30	EGO Genel Müdürü Nihat ALKAŞ'ın Konuşması
10.30-11.00	Prof. Dr. Ela BABALIK, Çerçeve Konuşma "Ulaşım Politikalarına Genel Bir Bakış"
11.00-11.30	ARA
11.30-13.00	Toplu Ulaşım Politikası ve Vizyonu (Moderatör: Prof. Dr. Tarık ŞENGÜL) Prof. Dr. Ebru VOYVADA, "Ulaşım Yatırımlarının Kentsel Etkileri" Büyükşehir Belediyesi Sunumu, Serdar YEŞİLYURT Ulaşım Yatırımları Daire Başkanı Paydaş Değerlendirmesi
13.00-14.00	ÖĞLE YEMEĞİ
14.00-15.30	Sürdürülebilir Ulaşım Politikaları (Moderatör: Prof. Dr. Ruşen KELEŞ) Prof. Dr. Haluk GERÇEK, "Sürdürülebilir Ulaşım Politikaları" Büyükşehir Belediyesi Sunumu, Ali Onuralp ÜNAL Projeler Şube Müdürü Paydaş Değerlendirmesi
15.30-16.00	ARA
16.00-17.30	Akıllı Ulaşım Politikaları (Moderatör: Prof. Dr. Ruşen KELEŞ) Prof. Dr. Hediyе TÜYDEŞ, "Akıllı Ulaşım Politikaları" Büyükşehir Belediyesi Sunumu, Aytekin ÇİLLİ Otobüs İşletme Dairesi Şehir Plancısı Paydaş Değerlendirmesi
17.30-18.00	Genel Değerlendirmeler

Ankara Ulaşım Çalıştayı programını PDF formatında bilgisayarınıza indirmek için [tıklayınız](#)

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Paydaş Değerlendirmesi

13.00-14.00 **ÖĞLE YEMEĞİ**

14.00-15.30 **Sürdürülebilir Ulaşım Politikaları (Moderatör: Prof. Dr. Ruşen KELEŞ)**
Prof. Dr. Haluk GERÇEK, "Sürdürülebilir Ulaşım Politikaları"
Büyükşehir Belediyesi Sunumu, Ali Onuralp ÜNAL Projeler Şube Müdürü
Paydaş Değerlendirmesi

15.30-16.00 **ARA**

16.00-17.30 **Akıllı Ulaşım Politikaları (Moderatör: Prof. Dr. Ruşen KELEŞ)**
Prof. Dr. Hediye TÜYDEŞ, "Akıllı Ulaşım Politikaları"
Büyükşehir Belediyesi Sunumu, Aytekin ÇİLLİ Otobüs İşletme Dairesi Şehir Plancısı
Paydaş Değerlendirmesi

17.30-18.00 **Genel Değerlendirmeler**

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E.2

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Ana Sayfa > Haber/duyuru > Haberler > Başkent'te Ulaşım Çalıştayı Toplandı...

BAŞKENT'TE ULAŞIM ÇALIŞTAYI TOPLANDI...

-ANKARA BÜYÜKŞEHİR BELEDİYESİ'NİN EV SAHİPLİĞİNDE GERÇEKLEŞTİRİLEN "ANKARA ULAŞIM ÇALIŞTAYI" TUM PAYDAŞLARI BİR ARAYA GETİRDİ

-ANKARA BÜYÜKŞEHİR BELEDİYE BAŞKANI MANSUR YAVAŞ'IN AÇILIŞ KONUŞMASINI YAPTIĞI ÇALIŞTAYDA, BAŞKENT'İN ULAŞIM SORUNLARI VE GELECEK VİZYONU MASAYA YATIRILDI

-BAŞKAN YAVAŞ:

"DÜNYADA HERKES BU ULAŞIM MESELESİNİ BİR ŞEKİLDE ÇÖZÜYOR. BİZ DE ÇÖZECEĞİZ"

"ANKARA'DA MESAI SAATLERİNİ DEĞİŞTİRİBİLİRSEK, ANKARALILAR ÜCRETSİZ VEYA ÇOK DÜŞÜK BİR MİKTAR ÜCRETLE TAŞINACAK"

"ÖNÜMÜZDEKİ YIL YÜZDE 90'1 DOĞALGAZLI (CNG) 300 YENİ OTOBÜS DAHA ALACAĞIZ"



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Ankara Büyükşehir Belediyesi, kent yaşamında önemli bir yere sahip olan toplu taşıma alanında gelecek ulaşım politikalarının oluşturulması amacıyla "**Ankara Ulaşım Çalıştayı**" düzenledi.

EGO Genel Müdürlüğü, Başkent'te yüksek kaliteli, çevreye saygılı ve vizyonel bir ulaşım politikası inşa etmek için tüm paydaşları bir araya getirirken, çalıştayın açılış konuşmasını Ankara Büyükşehir Belediye Başkanı Mansur Yavaş yaptı.

BAŞKAN YAVAŞ'TAN "ORTAK AKIL" VURGUSU

Akademisyenlerden sivil toplum kuruluşlarına her kesimin görüşünü almak istediklerini vurgulayan Başkan Yavaş, Başkent ulaşımının yeni yol haritasını belirlemek istediklerini söyledi.

"**Ben mesleğim itibarıyla ulaşım sektöründe trafiği bir dolmuşçu kadar bilemem**" diyen Başkan Yavaş, ulaşım sorununun çözümü için ortak akıl vurgusu yaparak hem projeleri anlattı hem de önemli tespitlerde bulundu:

"**Dünyada herkes bu ulaşım meselesini bir şekilde çözüyor. Biz de çözeceğiz. Bilim adamlarıyla, sivil toplum kuruluşlarıyla birlikte çözeceğiz. Ankara'da ücretsiz taşıdığımız yolcu sayısı günlük yüzde 30, zarar ise 630 milyon lira. Moskova Belediye Başkanıyla bir protokol imzaladık. Oradaki toplantıda Helsingin Belediye Başkanı bana bisiklette ulaşım da maalesef yüzde 85'i geçemedik dedi. Ankara'da bu oran yüzde sıfır. Bu sebepten dolayı 56 kilometrelik bir bisiklet yolu inşaatına başladık. Geçmiş yönetimleri eleştirmek gibi bir huyumuz yok ama Ankara'da toplu taşıma ihmal edilmiş. 2010 yılında EGO'ya bağlı 2 bin 37 otobüsümüz vardı, Büyükşehir Yasasıyla, ilçeler de dahil edilince Ankara'nın nüfusu 6 milyon nüfusa yaklaştı. Şu anki otobüs sayımız bin 540, bunlardan 200 tanesi ilçelere çalışıyor. Önümüzdeki yıl yüzde 90'ı doğalgazlı (CNG) 300 otobüs daha alacağız. Ankara'nın göbeğinden geçen banliyö treni var bu treni günlük 51 bin 600 kişi kullanıyor. Bu hizmetten en az 300-400 bin kişinin yararlanması lazım."**

ANKARA'DA MESAI SAATLERİNDE DEĞİŞİKLİK ÖNERİSİ

Ankara genelinde dolmuşlar hariç, EGO Otobüsleri, Özel Halk Otobüsleri, ANKARAY, Metro ve son olarak da akıllı taksiler sayesinde anlık olarak kaç yolcunun taşındığı bilgisine ulaşabildiklerini belirten Başkan Yavaş, trafik yoğunluğunu azaltacak çözüm önerisini de paylaştı:

"**Seçim dönemi projelerimiz arasında Ankara'da mesai saatlerini değiştirmek vardı. Ankara'da sabah saatlerinde insanlar trafikte uzun zaman kaybediyor. En azından kamuda olmasa bile özel sektörde çalışma saatlerini değiştirmek suretiyle Ankaralıların ücretsiz veya çok düşük bir miktar ücretle taşınması ile ilgili bu projemizi çözmek için uğraşyoruz."**

ULAŞIMDA ÇILGIN PROJELER OLMAYACAK

EGO Genel Müdürü Nihat Alkaş, toplu ulaşım politikalarında katılımcı yönetim anlayışını benimsediklerinin altını çizerek, çilgin projeler yerine ayağı yere basan projeleri hayata geçireceklerini açıkladı:

"**Sürdürülebilir Ulaşım Master Planı'nı hazırlamayı önemsiyoruz. Böylece şehrimizin geleceği için 20 yıllık bir sürdürülebilir ulaşım politikası oluşturup bu vizyonla projelerimizi en kısa zamanda birer birer hayata geçireceğiz. Önceliklerimiz arasında yer alan Bisiklet Yolu Projemizde teknik etütlerimiz tamamlanmak üzere. Üç ay gibi kısa bir süre**

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Onceliklerimiz arasında yer alan Bisiklet Yolu Projemizde teknik etütlerimiz tamamlanmak üzere. Uç ay gibi kısa bir süre içinde Bisiklet Yolu inşaatına başlayacağız. Avrupa Birliği ve ABD kaynaklı yaklaşık 45 milyon TL hibe bizim için çok önemli bu projede. Bundan sonra finansman yapımıza uygun olmayan büyük kaynak tahsisi gerektiren çilgin projeler olarak adlandırılan ulaşım yatırımlarından çok ihtiyaçlarımıza karşılık veren bir ulaşım politikası ve bir yatırım anlayışına yönelmek istiyoruz."



20 Kasım Dünya Çocuk Hakları Günü'ne denk gelen çalıştayda söz alan Büyükşehir Belediyesi Çocuk Meclisi Başkanı Çağın Aladağ da ulaşım konusundaki görüşlerini dile getirerek, "Trafik kurallarına uyulmaması, hız kurallarının hiçe sayılması, bisiklet yollarının eksikliği, güvenli kaldırım ve alt üst geçitlerinin azlığı biz çocuklar için önemli bir sorun. Bu sorunların çözümü konusunda adımların atılmasını istiyoruz" dedi.



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