



THE ALEXANDRIA  
RAML TRAM  
REHABILITATION  
PROJECT

STAKEHOLDER  
ENGAGEMENT  
PLAN



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### Reference Documents

1. Contract 101M - Alexandria Raml Tramway effective as of 04 October 2020
2. NAT, Notice to Proceed Letter dated 23 September 2020
3. Quality Management System Standard (ISO 9001 Standard: 2015): Quality Management systems requirements.
4. Master Plan – RG 150322

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Acronyms	Definition
AFD	Agence Française de Développement (French Development Agency)
APTA	Alexandria Public Transportation Authority
CGM	Community Grievance Mechanism
CGM	Community grievance mechanism
CLC	Community Liaison Committee
CLO	Community Liaison officer
CLT	Community liaison Team
DMS	Data Management System
EEAA	Egyptian Environmental Affairs Agency
EETC	Egyptian Electricity Transmission Co.
EIB	European Investment Bank
ESA	The Egyptian General Authority for Land Survey
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social System
FAQs	Frequently Asked Questions
FGDs	Focus Group Discussion
GM	Grievance mechanism
KIIs	Key informant interviews
KPI (s)	Key Performance Indicator (s)
LRP	Livelihood Restoration Plan
MoT	Ministry of Transport

NAT	National Authority of Tunnels
NGOs	Non-Governmental Organizations
PAPs	Project Affected Persons
PID(s)	Project Information Document(s)
RAP	Resettlement Action Plan
SEP	Stakeholder Engagement Plan
WGM	Workers' grievance mechanism



## 1. INTRODUCTION

### 1.1 Document Overview

This document describes the Stakeholder<sup>1</sup> Engagement Plan (SEP) for the Raml Tram Rehabilitation project (the Project), owned by the National Authority for Tunnels (NAT). The Project is located in the City of Alexandria (Alexandria Governorate, Egypt). The Project will enhance the tram quality and provide better services that will result in enhancing the credibility of the tram and improve the frequency of the tram trips. The Raml Tram's current capacity will be upgraded enabling more passengers to use it.

The SEP has been developed in line with national and international standards, specifically the European Investment Bank (EIB) Environmental and Social Standards, particularly Standard 10, Stakeholder Engagement and the World Bank ESS 10 pertaining to Stakeholder Engagement and Information Disclosure. Additionally, the Guidance note for EIB Standard on Stakeholder Engagement in the EIB Operations, October 2020, is employed in this document.

The SEP is a living document and will be continuously updated throughout the life of the Project at key Project milestones and not less than bi-annually.

This SEP will be implemented during preconstruction/ construction and operation phases. The stakeholder engagement activities will pay due care to have a gender balanced representation from various stakeholders.

The overarching goal of this SEP is to define a suitable program and plan for stakeholder engagement. The developed plan will apply across the Project's lifecycle that describes how communication and consultation is planned and will be implemented to support the Project in achieving and maintaining a social acceptance of the Project. To achieve this, the SEP will outline a process to identify and analyse Project stakeholders, develop a Stakeholder Engagement Action Plan for implementation in consultation with stakeholders<sup>2</sup>, and establish an effective and transparent Community Grievance Mechanism. SEP Implementation will be documented throughout construction and operations in the SEP Data Management System (DMS), which includes a template for mapping stakeholders, a Stakeholder Register, a Stakeholder Engagement Activity Register, a Community Grievance Register, and a SEP Key performance Indicator (KPI) data collection template.

### 1.2 Project Objectives

The general objective of the project is to turn the existing Raml Tram into a modern and efficient Tram line with up-to-date infrastructure, systems and rolling stock, while improving, when possible, the associated urban environment, for cars, pedestrians and residents. In order to define and design the rehabilitated Raml Tram line, the following "technical" objectives have been taken into account:

- Improve the commercial speed significantly; the minimum figure for the commercial speed of the line should be 20 km/h, compared to 10 – 12 km/h today;
- Improve the regularity and thus the reliability of journey times;
- Maintain the catchment area;
- Maintain an easy and safe access for both stations and rolling stock for the benefit of all;

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<sup>1</sup> According to EIB Standard 10, stakeholders are defined as those who are likely to be directly or indirectly affected, positively or negatively, by a project (commonly referred to as project-affected people or project-affected communities), as well as those who might have an interest in, or may influence, the project.

<sup>2</sup> It is important to integrate community context, specific engagement needs, and preferred engagement methods into the full Stakeholder Engagement Action Plan to achieve a social license to operate and the maximise overall social outcomes.



- Implement a cost-efficient line by constructing complex structures only when required.

### **1.3 The Existing Raml Tram**

#### **1.3.1 Project Description**

The existing Raml Tram is a double tracks rail system running from Raml station to Victoria station (Nasr station). It is currently operated as two distinct lines with common tracks on a large part of the line. Line 1 is 10.6 km long with 31 stops and line 2 is 10.1 km with 29 stops. The total infrastructure length is 14.4 km including both loops (Sidi Gaber and San Stefano).

The line goes through central areas of Alexandria; it serves the densest areas between the east and the city center. The social level of the population served varies along the route from very poor to medium class. The line also serves major trip generators such as the University, the Sporting Club and two Abu Qir railway stations.



Figure 1-1 Layout of showing new stations positions

### 1.3.2 The Rehabilitated Raml Tram

The existing Raml Tram is a double-track rail system which runs east-west across the city from Victoria Station in the east to Raml Station in the west. It is operating as two distinct lines with common tracks for most of the line. The total infrastructure length of the tramline is 14.4 km including both the Sidi Gaber and San Stefano loops which Line 1(Red) is 10.6 km long with 31 stops while Line 2(Green) is 10.180 km long consisting of 29 stops.

The rehabilitated track of the tramway will consist of 2 lines with total number of 29 stations with a total length of about 13.2 km

The main objective of the Alexandria Raml Tram Rehabilitation Project is to upgrade and enhance the Raml tram into a modern, reliable and efficient LRT system fit for the 21st century and which mirrors the grandeur and history of the city of Alexandria. It is therefore necessary to renew the civil and railway infrastructures paying particular attention to the rolling stock, the efficiency of the operating and maintenance regimes, and the safety of the travelling public.

The execution of the Project by the National Authority for Tunnels (NAT) in coordination with the city of Alexandria envisions a rehabilitated tram that is attractive to the residents of Alexandria and its high volume of tourists, while maintaining affordability for passengers. Accordingly, NAT aims to design and construct a cost-efficient rehabilitated tram by means of simplified construction works to be completed within the two-year period that is to be integrated with public transport systems including buses, taxis, and potential pedestrian routes. An efficient tramway network is long anticipated mainly by residents of Alexandria, in terms of availability, reliability, functionality, and regularity while maintaining catchment area. In addition, the city aims to see a sustainable, modern tram that will reduce noise and vibration pollution, and also decrease air pollution by establishing less reliability on vehicles, therefore reducing environmental pollution from transportation throughout the city as a whole. Most importantly, the safety of passengers, road users, and pedestrians is priority.

To address the abovementioned goals, the technical objectives of the Project include:

- Improve the commercial speed significantly, from an actual commercial speed of 10-12km/hr to 21 km/hr by optimizing the number of stations, without affecting the actual catchment area
- Implement cost efficient design of the infrastructure, by maintaining the Project at grade as much as possible and adoption solution of complex structures only when required.
- Increase the accessibility and reliability of the Project by optimizing the passengers' flows and using modern low-floor rolling stock
- Decrease the cost for operation and maintenance by implementing a new depot with a higher capacity and additional workshop and stabling area along the Project in accordance with the needs deriving from a much higher commercial speed and an optimized headway.
- Ensure safe access of the passengers and rolling stock to the stations
- Ensure safe access of the passengers to rolling stock
- Provide reduction of fuel consumption and reduction of operation and maintenance costs with vehicles and surface roads
- Provide reduction of air pollution in the areas served by the Project
- Ensure integration of all public transportation modes (trams, buses, shared taxis, etc.) and overall improvement of the travel time for all users for the public transportation
- Propose a connection between Raml Tram and the Abu Qir line according to the alignment of both lines and introduce an optimum solution to ensure an efficient flow of passengers between them



Figure 1-2 Overview of the Project



## 1.4 SEP Objectives

The Project recognizes its responsibility to engage with stakeholders, particularly those living close to the Project site, and is committed to engaging stakeholders in a meaningful, accountable, effective, culturally appropriate, accessible, and transparent manner. The specific objectives of the SEP are to:

- Establish and maintain a constructive dialogue between the NAT, the affected communities and other interested parties throughout the project life cycle;
- Ensure that all stakeholders are properly identified and engaged;
- Enable early and active engagement to include stakeholder feedback into Project design and establish a long-term relationship to last throughout the Project lifecycle;
- Engage stakeholders in the disclosure process, engagement and consultations in an appropriate and effective manner throughout the project lifecycle, in line with the principles of public participation, non-discrimination and transparency;
- Ensure that the relevant stakeholders, including commonly marginalised groups on account of gender, poverty, educational profile and other elements of social vulnerability, are given equal opportunity and possibility to voice their opinions and concerns, and that these are accounted for in the project decision-making;
- Duly verify and assess that the quality and process of engagement undertaken by third parties on the project conforms to the provisions included in the present standard. Ensure compliance with national and international regulatory requirements;
- Ensure timely and transparent information disclosure to make Project information accessible to interested and affected parties;
- Manage stakeholders' expectations and possible misconceptions;
- Allow communication in a locally appropriate and understandable manner about the Project and adapt the approach, as needed, based on feedback from stakeholders;
- Define, implement, and update a Stakeholder Engagement Action Plan which outlines timelines and activities for information disclosure and consultation;
- Generate a good understanding of the Project amongst stakeholders, in particular regarding environmental and social risks and impacts associated with the project, along with proposed measures and actions to address them;
- Establish and maintain a Community Grievance Mechanism;
- Document the SEP implementation and management via SEP Data Management System (DMS);
- Identify roles and responsibilities for implementation of the SEP;
- Outline reporting to stakeholders and Project management.

## 1.5 Summary of the Potential Project Impacts

The project will result in both positive and adverse impacts during the construction and operation phases. For each impact, the relevant baseline context and expected influence of the Project has been described, and mitigation measures are provided in the Environmental and Social Impact Assessment Study (ESIA) 2021. Potential cumulative interactions with other projects and activities in the Area of Influence are considered in all negative impacts. Mitigation and enhancement measures are described in further detail in the ESIA. Additionally, the impacts related to physical and economic displacement are presented in the Resettlement Policy Framework. Below is a summary of impacts:

Table 1-1: Summary of the potential project impacts as per the ESIA

Receptor/ EHS Aspect	Impact description
<b>Job creation and local content</b>	<p>Creation of job and supplies opportunities is by nature a positive impact. However, if it is poorly managed, disputes might be faced with the community people of Alexandria City.</p> <p>The preliminary estimates of the number of direct job opportunities are about 500 jobs to be allocated for skilled, semi-skilled and unskilled labourers. Adding to this number, the jobs that will be provided to sub-contractors' workers. The majority of job opportunities to be created during pre-construction and construction phases will be Project based or temporary jobs.</p> <p>Additionally, there will be different supplies opportunities e.g. auxiliary facilities, water, food, services ...etc</p>
<b>Ambient Air Quality</b>	<p>Increase dust emission</p> <p>Gaseous Emissions</p>
<b>Noise and Vibration propagation</b>	Increase of allowable noise and vibration levels
<b>Groundwater</b>	<p>Interrupt nature and quality of groundwater due to improper waste handling and diversion activities</p> <p>intercept the water table during utility diversion, it may be necessary to install a dewatering system</p>
<b>Soil</b>	Degradation of soil quality
<b>Generated Waste</b>	<ul style="list-style-type: none"> <li>o Solid hazardous and non-hazardous waste generated from construction activities</li> <li>o Liquid waste includes dewatering water</li> </ul>
<b>Impacts on Structural Integrity of buildings</b>	<ul style="list-style-type: none"> <li>- The structural integrity of neighbouring buildings in direct vicinity of the ROW of the corridor in the viaduct areas and stations can be put to risk during the construction phase due to: <ul style="list-style-type: none"> <li>- Soil settlement as a result of dewatering activities</li> <li>- Vibration as a result of Piling and use of heavy machinery</li> </ul> </li> </ul>
<b>Natural Risks - Seismic</b>	<ul style="list-style-type: none"> <li>- Seismic activity can pose potentially negative impacts on the time schedule of the construction activities in addition to possible injuries or fatalities to the workers.</li> </ul>
<b>Natural Risks - Flood</b>	<ul style="list-style-type: none"> <li>- Flood events can damage the overhead power supply lines causing secondary impacts on humans and biodiversity and posing serious life-threatening situations of electric shocks.</li> </ul>
<b>Occupational Health and Safety</b>	<ul style="list-style-type: none"> <li>- Generic occupational risks associated with construction sites include: <ul style="list-style-type: none"> <li>- Excavation and Trenching</li> <li>- Fall</li> <li>- Exposure to Noise</li> <li>- Construction equipment and vehicles/trucks</li> <li>- Weather conditions</li> <li>- Unstable surfaces</li> <li>- Falling objects</li> <li>- Manual handling</li> <li>- Musculoskeletal injuries</li> </ul> </li> <li>- Transmission of diseases: Workers might be affected by transmission of diseases, especially COVID 19, Hepatitis A, B &amp; C and HIV Aids.</li> </ul> <p>Additionally, other communicable diseases might affect workers.</p>

Receptor/ EHS Aspect	Impact description
<b>Community Health, Safety, and Security</b>	<ul style="list-style-type: none"> <li>- Increased risk of traffic hazards and incidents associated with the use of the highway for freight and local roads for workers;</li> <li>- Increased incidence of communicable disease e.g. COVID 19 and Hepatitis;</li> <li>- Risks associated with the presence of security personnel on site (within the Project area) and at offsite operations and activities (within the community); and</li> <li>- Personal safety and well-being impacts associated with worker influx.</li> </ul>
<b>Cultural heritage</b>	<p>Alexandria Governorate is one of the richest governorates in terms of cultural heritage aspects. Potential key impacts on archaeological and cultural heritage can be identified as follows:</p> <ol style="list-style-type: none"> <li>1) Potential impact on historic and/or sites of architectural significance,</li> <li>2) Risk of Damaging Chance-Find Buried Artefacts</li> </ol>
<b>Visual-landscape changes</b>	<p>During construction of alleviated sections, visual impacts cannot be avoided but can only be minimized by fencing of the construction sites. Given the nature of structures located in the vicinity of the Tramway, which can be described as beautiful structures with some of them dated more than 100 years ago, the visual impacts tend to be of importance.</p>
<b>Utilities(infrastructure)</b>	<p>Impacts on public utility diversions (electricity cables, water and wastewater networks, telecommunication networks) may disturb the surrounding communities.</p>
<b>Temporary Labour influx</b>	<p>The temporary workers may affect the Project areas in terms of:</p> <ul style="list-style-type: none"> <li>- Risk of social conflict</li> <li>- Increased risk of illicit behavior and crime</li> <li>- Increased risk of communicable diseases and burden on local health services</li> <li>- Accommodation of workers impacts</li> <li>- Local inflation of prices</li> <li>- Gender based violence</li> </ul> <p>Overconsumption of community resources</p>
<b>Risk of Gender-Based Violence (GBV)</b>	<p>There is a probability that the presence of workers in the Project sites might evoke gender-based violence activities, as follows:</p> <ul style="list-style-type: none"> <li>- Harassment of women and young girls by workers, this might lead to honor crimes in extreme cases.</li> <li>- The probability of limitation of women and young girls' mobility around the Project area.</li> <li>- Discrimination against women in terms of employment.</li> </ul>
<b>Risk of child labour</b>	<p>Child labour is a common practise in Egypt. Despite all restrictions of child labour, children (below the age of 18 years) work almost in all Projects as they receive low salaries and are less demanding. Therefore, there is a high probability of child labour.</p>
<b>Impacts on homeless (children and old people)</b>	<p>Many homeless street children and old people residing in the stations of the tram might be expelled out of the stations. It was essential to recommend how to manage this category which can be classified as vulnerable groups.</p>
<b>Traffic and transportation</b>	<p><i>Construction will disturb and delay the traffic flow that may affect the local communities and environmental conditions at the construction sites and may also directly or indirectly affect the surrounding areas.</i></p> <p>Tramp passengers will be deprived of their low cost means of public transportation, APTA is must provide an alternative means for the large number of passengers.</p>
<b>Economic displacement impacts</b>	<p>The Alexandria Raml Tram Rehabilitation Project will result in a permanent adverse impact on livelihood of the tenants and workers of shops, mosque, kiosk and restaurant within the Ram tramway and stations.</p>



Receptor/ EHS Aspect	Impact description
<b>Working conditions</b>	Working conditions describe all impacts on workers. Additionally, their welfare and the onsite facilities to be made available for workers. In light of creating job opportunities and generating income to overcome poverty and reinforce collective economic growth.

\*A full list of potential impacts and mitigation measures is included in Annex 23

## 2. REGULATIONS AND REQUIREMENTS

### 2.1 National Regulations

The development of a SEP is not a requirement under the Egyptian Law within the Environmental and Social Impact Assessment (ESIA) process led by the Project Proponent. However, the Environmental Law no. 4/1994 and its executive amendment no. 9/2009, modified with Ministerial Decrees no. 1095/2011 and no. 710/2012, require that Public Consultation should be held prior to the approval of projects which need an ESIA Study.

According to the above-mentioned requirements, two consultation sessions, namely a Scoping Phase Consultation (or Pre-Public Consultation) and a Public Consultation Phase were already performed and are fully described in Chapter 3. The two required consultation phases are described in the table below.

**Table 2-1 Egyptian Consultation Procedures**

Phase One Scoping	Phase Two: Public Consultation
<p>The aim of this stage is to define the aspects and impacts that will be assessed during the impact assessment. Consultation during this phase can be through individual meetings or larger group meetings, as appropriate and is expected to provide:</p> <ol style="list-style-type: none"> <li>1) Information about the Project components and activities, as well as the areas to be studied;</li> <li>2) An opportunity for stakeholders to share their opinions and concerns related to the Project; and</li> <li>3) A means of identifying any additional stakeholder groups to be consulted.</li> </ol>	<p>During this phase, the ESIA report and findings are disclosed and discussed. A public meeting, called a 'hearing session', is held and all relevant stakeholder groups (at a minimum those involved in during scoping consultation) are invited.</p> <p>The objective of the public consultation event is to present the potential impacts of the project, proposed mitigation measures and capture the opinions of key stakeholders and identify any additional actions required to finalise the impact assessment.</p>

### 2.2 International Requirements

#### 2.2.1 The World Bank ESS 10 related to stakeholder engagement and information disclosure<sup>3</sup>

This ESS recognizes the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice. Effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation.

Stakeholder engagement is an inclusive process conducted throughout the project life cycle. Where properly designed and implemented, it supports the development of strong, constructive, and responsive relationships that are important for successful management of a project's environmental and social risks. Stakeholder engagement is most effective when initiated at an early stage of the project development process, and is an integral part of early project decisions and the assessment, management, and monitoring of the project's environmental and social risks and impacts

The objectives are:

<sup>3</sup> Source: <https://documents1.worldbank.org/curated/en/476161530217390609/ESF-Guidance-Note-10-Stakeholder-Engagement-and-Information-Disclosure-English.pdf>

- To establish a systematic approach to stakeholder engagement that will help Borrowers identify stakeholders and build and maintain a constructive relationship with them, in particular project-affected parties.
- To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be taken into account in project design and environmental and social performance.
- To promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle on issues that could potentially affect them.
- To ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible, and appropriate manner and format.
- To provide project-affected parties with accessible and inclusive means to raise issues and grievances, and allow Borrowers to respond to and manage such grievances.

### 2.2.2 European Investment Bank Environmental and Social Standards (Standard Number 10. Stakeholder Engagement)

Standard 10 requires promoters (project implementers) to maintain an open, transparent, and accountable dialogue with all project-affected persons, communities and other relevant stakeholders in an effective and appropriate manner. The value of public participation in the decision-making process is stressed throughout the preparation, implementation and monitoring phases of a project. Stakeholder Engagement standard 10 emphasized on the following:

1. A meaningful engagement process allows for the efficient implementation of a financed operation and, in particular, the early and effective identification, assessment, and management of any environmental and social risks, impacts, and opportunities. The views, interests, and concerns of project affected communities and other interested stakeholders are heard, understood, and taken into account throughout the project lifecycle.
2. Standard 10 outlines a systematic approach to stakeholder engagement that the promoter is expected to build and maintain by way of a constructive relationship with relevant stakeholders. Stakeholder engagement is an inclusive and iterative process that involves, in varying degrees, stakeholder analysis and engagement planning, timely disclosure and dissemination of/access to information, public consultations and stakeholder participation, and a mechanism ensuring access to grievance and remedy.

### 2.2.3 EIB Standard 6 pertaining to Involuntary Land Acquisition

Standard 6 pertaining to Involuntary Land Acquisition sheds light on various aspects that necessitate the development of an instrument that describes an organized mechanism for land acquisition e.g. Resettlement Action Plan or Resettlement Action Plan.

Standard 6 stipulated that all affected persons will be paid fair compensation in good time for expropriated assets. Compensation will be provided for any loss of personal, real or other property, goods or assets, including rights or interests in property, for instance, land plots and house structures, contents, infrastructure, mortgage or other debt penalties. Where land has been taken, affected persons will be compensated with land of commensurate quality, size and value, or better. The promoter is required to offer to the affected persons an informed choice of either compensation in kind (land-for-land; land plot and house to replace affected land plot and house) or monetary compensation at the outset. The promoter is expected to comply with the choice stated by the affected persons.

Standard 6 sheds light on the main contents of the RAP and the RAP documents e.g. the census and baseline information, eligibility criteria, the cut-off date, resettlement assistance, stakeholder engagement, grievance management, etc.

Standards 6 stipulates that Resettlement is often a complex process involving a variety of stakeholders, including project-affected people, host communities, the promoter, community-based organisations (CBOs), non-governmental organisations (NGOs) and a multitude of governmental agencies, national and local. It is crucial that the promoter identifies and consults with all persons and communities involved in the resettlement process, including the host communities who will receive those who are resettled. All relevant stakeholders must be given the opportunity for informed participation in resettlement planning with the goal that the mitigation of the adverse project impacts is appropriate and the potential benefits of resettlement are sustainable.

Consultation will continue in accordance with Standard 10 on Stakeholder Engagement and during the implementation and monitoring of the resettlement process. In line with this, opportunities for dialogue and consultation must be extended effectively to the full spectrum of affected persons, paying particular attention to the full participation in the consultation process of women, vulnerable and marginalized groups, in accordance with Standard 7, and, where necessary, adopting additional/complementary special measures or procedures. Limiting such consultation to heads of communities and/or households alone risks missing key gender dynamics in households and, as a result, further deteriorating the standing of women. It is therefore important to hold also separate consultations with women only, possibly broken down by different age groups.

Wide consultation within each household unit is critical in cases of extended families, if conflicts are to be effectively mitigated.

#### **2.2.4 Guidance note for EIB Standard on Stakeholder Engagement in the EIB Operations October 2020**

The European Investment Bank (EIB) sustains the following rights: (i) public access to information; (ii) access to public consultation in decision-making; and (iii) access to justice. International law reflects similar, complementary, requirements. These rights, and how they apply in the context of EIB-financed projects, are set out in Standard 10 of the EIB's Environmental and Social Standards.

The purpose of this Guidance note is to provide recommendations to promoters on how to meet the EIB's requirements regarding stakeholder engagement in EIB operations. It also summarises good practices for meaningful stakeholder engagement to help promoters maximise potential project gains.

The Guidance note in itself is non-binding and is to be used in conjunction with Standard 10. If there is any inconsistency or conflict between the Guidance note and Standard 10 or any of the EIB's other Environmental and Social Standards, the provisions of the Standards prevail. The Guidance note may be updated occasionally in line with how policies and practice related to stakeholder engagement evolve.

### **3. STAKEHOLDER IDENTIFICATION & ANALYSIS**

Stakeholders defined by the WB ESS 10 are both project-affected parties and other interested parties. Individuals or groups that are affected or likely to be affected by the project will be identified as 'project-affected parties' and other individuals or groups that may have an interest in the project will be identified as 'other interested parties'<sup>4</sup>.

The Guidance Note of EIB standards on Stakeholder Engagement in the EIB Operations, October 2020<sup>5</sup> defines the stakeholders as those who are directly and indirectly project-affected persons, including their

<sup>4</sup> Source: [ESF-Guidance-Note-10-Stakeholder-Engagement-and-Information-Disclosure-English.pdf](https://www.esf.org/attachments/guidance_note_on_stakeholder_engagement_and_information_disclosure_english.pdf) ([worldbank.org](http://worldbank.org))

<sup>5</sup> [https://www.eib.org/attachments/guidance\\_note\\_on\\_stakeholder\\_engagement\\_in\\_eib\\_operations\\_en.pdf](https://www.eib.org/attachments/guidance_note_on_stakeholder_engagement_in_eib_operations_en.pdf)

legitimate representatives, stakeholders participating in the project and the stakeholders having an interest in or influence over the project.

Stakeholder identification has gone through many stages. The first stage of stakeholder identification was implemented during the preparation of the initial ESIA in 2016. Thereafter, further engagement activities took place during 2019-2020 in the form of periodic meetings with various stakeholders. Finally, in 2020-2021 various engagement activities took place in order to identify Project stakeholders, their interest of the project, their influence and role with the project and their concerns.

### 3.1 Stakeholder Identification- ESIA Phase

Below is the list of Stakeholders identified while preparing the ESIA:

Table 4-1: Project Stakeholders – ESIA Preparation Phase 2016

Stakeholder	Connection to the Project
APTA, Head of Central Division for Tram Affair	APTA is the current owner of the Tram in Alexandria and is responsible for the operation of the Tram and own all 129 shops located along the line that are leased to tenants.
NGOs near the Tramway	Two NGOs were located in the vicinity of the tramway; one of them provides services to young Muslim groups and the second one serves the Christian community.
NAT	NAT is the Project owner and are responsible for the construction and operation of the rehabilitated project
189 Community Members and Beneficiaries	They are the direct beneficiaries of the Tram Rehabilitation project. They will be affected during the decommissioning and construction phase.
Alexandria Governorate Environmental Entities (Regional Government)	They are the main entity responsible for monitoring the environmental performance of various developmental projects. They will be responsible for reviewing the ESIA and provide environmental permits.
Tram drivers and conductors	They are the operators of the Tram and they may be affected by the Rehabilitation Project.
Four Tenants of Shops	They benefit from leasing shops and therefore may be affected during the construction phase.
French Center for Alexandrian Studies – CEAlex	They shared information about the antiquities, cultural heritage, and maps of the areas of importance.

### 3.2 Stakeholder Verification and Update –Updating the ESIA Study, December 2020

Stakeholder identification is an on-going process, requiring review and update on a regular basis (bi-annual). Stakeholders are categorized by their influence on the project and the project positive and adverse impact on this category. Building on the list of Stakeholders identified in the initial ESIA 2016, including the identification of Vulnerable Groups and Community Liaison Committee (CLC) members.

#### 3.2.1 Project Stakeholders identified in 2021- Construction and Operations Phases

Project stakeholders were identified during December 2020 and the updated list was prepared by the mid of January 2021. The identified groups fall under the following categories:

- Those who are directly and/or indirectly affected by the project
- Those who have “interests” in the project
- Those who have the potential to influence project outcomes

It is worth mentioning that the same category of stakeholders might have interest in the project and also can influence it. Annex 10 provides detailed presentation of stakeholders identified to date. The list might be fine tuned and adjusted along the project's life.

Table 4-1: Project Stakeholders – ESIA Updates and RPF preparation

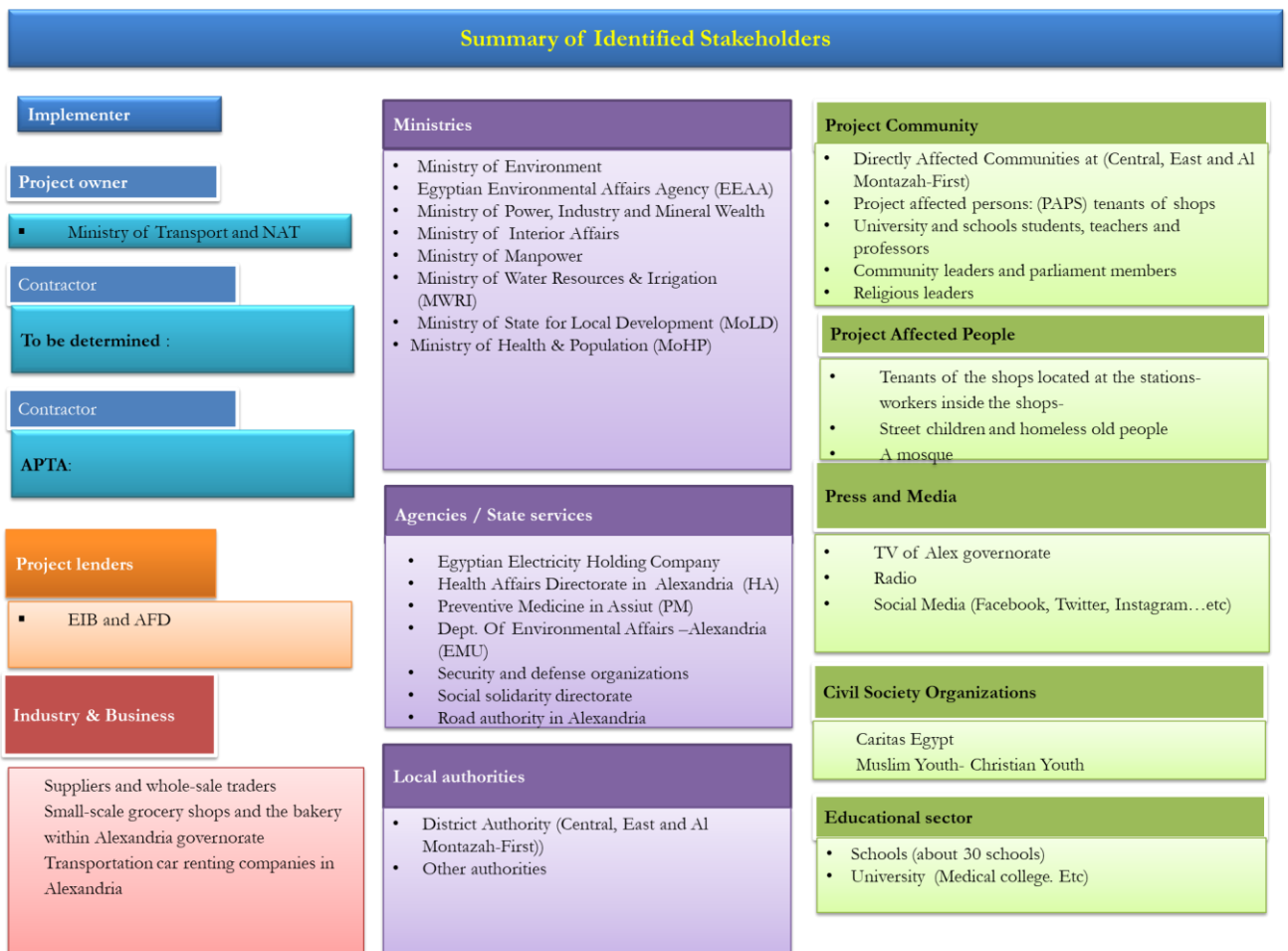
Stakeholder	Connection to the Project
Project owner Ministry of Transport and NAT	NAT is the Project owner and are responsible for the construction and operation of the rehabilitated project
Contractors	They have an interest in the project.
APTA	APTA is the current owner of the Tram in Alexandria and is responsible for the operation of the Tram and own all 129 shops located along the line that are leased to tenants.
Lenders (EIB and AFD)	They are responsible for the provision of loans to the project
Industry and business	They are responsible for provision of all project supplies.
Ministries	Each Ministry paly a different role. Please see Annex 10 of this report
Agencies and state service	Each stakeholder will play specific role. Annex 10 provides detailed information about the roles of entities. However, generally speaking, their roles are as follows: <ul style="list-style-type: none"> <li>- They will be responsible for provision of required infrastructure of the project.</li> <li>- They will also be responsible for specific monitoring activities.</li> <li>- They will work to fine tune the project design.</li> <li>- The social solidarity directorate will</li> </ul>
Local authorities	They play a major role in the project in terms of carrying out buildings delapidated survey, support in issuing permits.
Project Community Members	They are the direct beneficiaries of the Tram Rehabilitation project. They will be affected during the decommissioning and construction phase.
Tram drivers and conductors	They are the operators of the Tram and they may be affected by the Rehabilitation Project.
Project affected people	They will be affected by project activities and will lose their rented shops The workers will lose their source of income The mosque will be demploished
Users of the tram	They are the direct affected people during the construction phase. They will be the direct beneficiaries of the tram during operation.
Educational sector	Schools and university will be affected by the stopping of the tram during rehabilitation phase. Additionally, the schools and universities located along the route will be the immediate receptors of project activities



Stakeholder	Connection to the Project
Civil society organization	Two NGOs were located in the vicinity of the tramway; one of them provides services to young Muslim groups and the second one serves the Christian community. NGOs will support in the process of physical displacement of the homeless street children
Press and media (newspapers -	They are responsible for sharing any information about the project with the community

### 3.2.2 Stakeholder Mapping

Based on the identified stakeholders presented in the abovementioned section, various stakeholders can be summarized as follows and detailed mapping is included in Annex 10:



**Figure 3-1 Summary of stakeholder - Construction and Operation Phase**

The above-mentioned stakeholders should be communicated with in according to their influence and interest. The figure below presents the level of engagement based on the impacts on and influence of affected people.



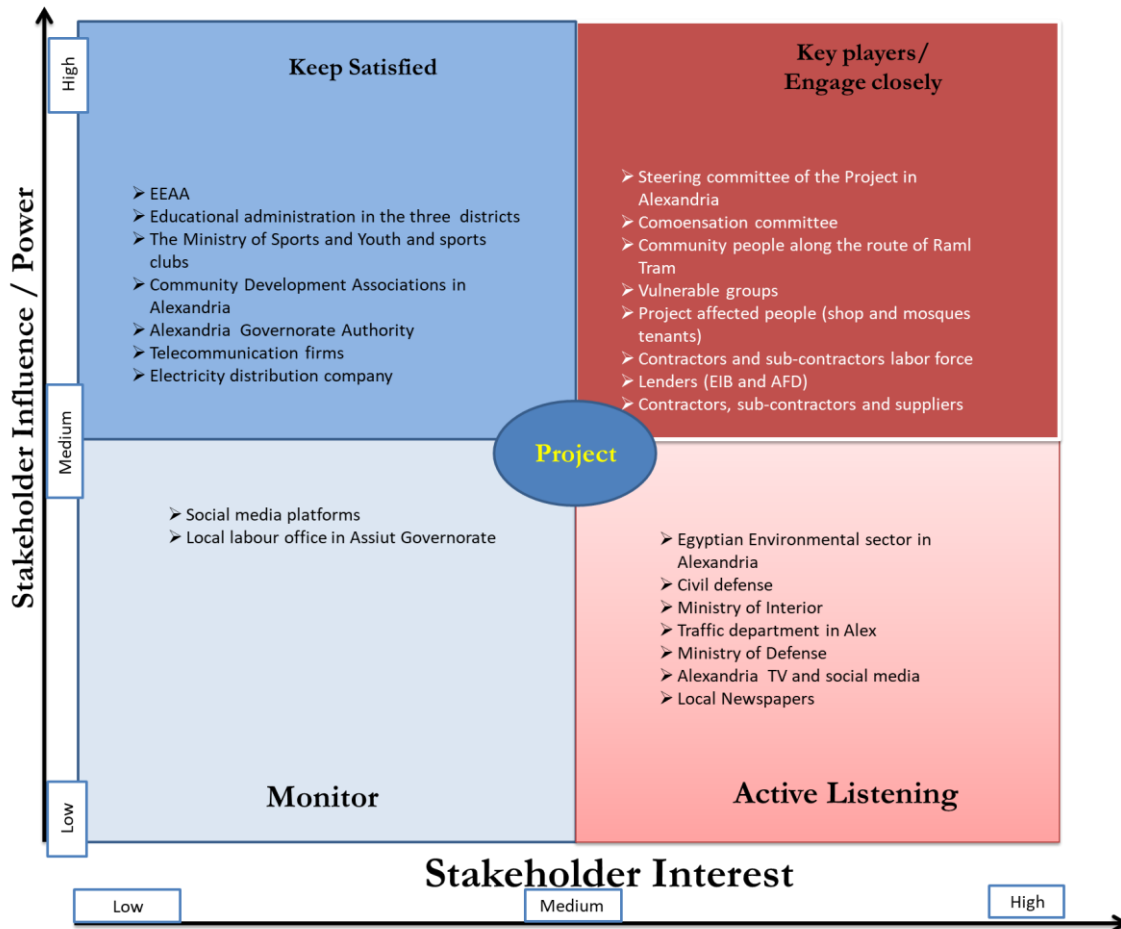


Figure 3-2: Level of engagement based on the impacts on and influence of various stakeholders

### 3.2.3 Vulnerable Groups

Vulnerable groups are defined as those stakeholders that may experience impacts differently than the wider society and/or may experience restrictions during the community decision making process due to their socio-economic characteristics. Vulnerable groups may be affected by virtue of their physical disability, social or economic standing, limited education, lack of employment, or lack of access to land. EIB and WB standards requires that the Project engages vulnerable groups separately so as to ensure they receive Project information directly and that any issues, feedback, or grievances are captured by the Project. The Social Consultant managed to identify potential Vulnerable Groups.

Aiming at reaching an inclusive process, the engagement process ensures the identification and full engagement of individuals and groups who may find it more difficult to participate and those who may be directly and differentially or disproportionately affected by the Project. The identification of those whom do not benefit from development opportunities due to their vulnerable status are also considered. The Project will ensure specific steps are taken to access these groups and provide them with the opportunity to engage in discussions about the Project. The table below summarizes the groups that were identified as potentially vulnerable.

Table 3-1 Vulnerable Groups

Vulnerable Group	Description and Relationship to the Project
People with disabilities or chronic diseases	People with disabilities or chronic diseases often have a lower ability to gain employment and generate income. The physically disabled are likely to be vulnerable members of the community as they tend to require more support and often rely on family care. Accordingly, they will have limited access to job opportunities in the Project during the construction and operation phase. Currently, they struggle to use the Tram as it is not fully equipped to support people with disabilities.
Specific groups of women (those who live in poverty- those who are being harassed )	Women have limited access to any job opportunities in the Project during the construction and operation phases. Women are ranked as one of the main vulnerable groups as they suffer from physical harassment in various means of transportation.
Female-lead households, and low-income women	Female-lead households and women with limited access to income generation often suffer from receiving less education relative to their male counterparts; therefore, will not have the same opportunities for employment by the Project. They also might suffer during the construction and operation of the Project as they will be deprived of the tram which is of low cost.
Homeless Street Children	They are deprived from their basic rights e.g. shelter, food, education, etc. At night time they sleep at the Tram stations on the benches. Some of them beg for food and money from tram passengers.
Elderly (men and women)	Elderly (men and women) are likely to have a more limited ability to work. They have difficulties with the current tram as they can hardly reach the stations and suffer from accidents due to the lack of safe pathways and railings.
Homeless old people	The majority of them are homeless people who were abundant by their children. Some of them have mental disability and Al Alzheimer. Despite being supported by the social solidarity directorate, some of them are living at the stations.
Tenants of the shops who leased their shops 30-50 years ago	They are vulnerable to project impacts as they will be deprived of their source of income. Their ability to work in alternative shops or adopt new career is not assured
Workers of a mosque that will be demolished	Four workers used to work at a mosque that will be demolished due to the construction of the tram. They have no sources of income and their ability to adopt or be trained on another profession is not assured.

concerns, share accurate and simple information about the project and respond to any questions. Below is a table summarizing approaches to properly engage with vulnerable groups:

Table 3-2: Vulnerable Groups Engagement Approach and Strategy

Vulnerable Group	Engagement Approach	Previous Engagement Activities	Planned Engagement strategy
People with disabilities or chronic diseases	<ul style="list-style-type: none"> <li>The social team exerted effort to meet with the people with disability at the stations.</li> <li>. Additionally, consultation activities can be carried out in the NGOs that provide services to the people with disability.</li> </ul>	<ul style="list-style-type: none"> <li>The people with disability were consulted with at the Raml Tram stations in San Stephano and Raml. They were mainly people with visual impairment and those who are partially facing physical disability.</li> <li>Two NGOs were consulted with as they can share information with the target people with disability</li> </ul>	<ul style="list-style-type: none"> <li>The social team in NAT will be committed to pay special attention to people with disability .</li> <li>All information about the project activities, will be made available at the stations to the people with disability. Additionally, information will be shared with the NGOs, youth centers, clubs, schools and universities for all people including those with disability.</li> <li>The project will be committed to share any updates with the above mentioned NGOs...etc on at least quarterly basis.</li> </ul>
Poor women and those who suffer from harassment	<ul style="list-style-type: none"> <li>Engagement of women was essential and started in 2016.</li> <li>The approach adopted was to engage women from various entities and stakeholder groups</li> </ul>	<ul style="list-style-type: none"> <li>Women were engaged with in most of consultation activities at the stations</li> <li>NGOs that were consulted with were operated by women and provide services to women. Accordingly, women were consulted with at the NGOs.</li> </ul>	<ul style="list-style-type: none"> <li>NAT and the contractor social team must engage with women in all consultation activities through sending invitation to female stakeholders.</li> <li>Special events can be carried out in the NGOs with women at the NGOs. Such events can be carried out on quarterly basis.</li> <li>House to house visits can be carried to the female residents and female business operators on monthly basis.</li> </ul>

Vulnerable Group	Engagement Approach	Previous Engagement Activities	Planned Engagement strategy
			<ul style="list-style-type: none"> <li>Communication channels will be disclosed at the stations.</li> <li>Special phone number will be designated to women.</li> </ul>
Female-lead households, and low-income women	<ul style="list-style-type: none"> <li>Due to the absence of names of female headed families within the project AoI, it was essential to meet with women in general and definitely some of them were female headed families</li> </ul>	<ul style="list-style-type: none"> <li>During the site visits carried out at all stations women were consulted with, particularly, female street vendors and tenants of shops</li> </ul>	<ul style="list-style-type: none"> <li>The above mentioned approach will be adopted</li> </ul>
Homeless Street Children and homeless old people	<ul style="list-style-type: none"> <li>It was relatively difficult to carry out any meetings with this category as they are reluctant to be interviewed However, the social solidarity directorate and Caritas NGO supported the study by providing information about this category.</li> <li>The social team tried to consult with street children at the stations.</li> </ul>	<ul style="list-style-type: none"> <li>Social solidarity directorate was consulted with about street children</li> <li>In the RPF, unofficial consultation activities were carried with street children at the stations.</li> </ul>	<ul style="list-style-type: none"> <li>The social solidarity directorate will support in carrying out any consultation with street children. The entity responsible for that is the Street Children and Old People Without Shelter Program Team headed by Dr. Nermine</li> <li>Engagement with street children should start before any closure of the stations as reported in the RPF.</li> </ul>
Elderly (men and women)	<ul style="list-style-type: none"> <li>The approach to engage old people was to visit them at the stations.</li> </ul>	<ul style="list-style-type: none"> <li>They were consulted with at the stations</li> <li>They were also included in the consultation activities carried out with the PAPs</li> </ul>	<ul style="list-style-type: none"> <li>The social team in NAT will be committed to pay special attention to old people.</li> </ul>

Vulnerable Group	Engagement Approach	Previous Engagement Activities	Planned Engagement strategy
			<ul style="list-style-type: none"> <li>All information about the project activities, will be made available at the stations to the old people. Additionally, information will be shared with the NGOs, clubs, and at the pension offices for all people including old people.</li> <li>The project will be committed to share any updates with the above mentioned NGOs...etc on at least quarterly basis.</li> </ul>
Tenants of the shops who leased their shops 30-50 years ago	<ul style="list-style-type: none"> <li>They were consulted with at the stations inside their shops</li> </ul>	<ul style="list-style-type: none"> <li>Detailed consultation activities were carried out with them at their shops and will continue until the completion of resettlement activities</li> </ul>	<ul style="list-style-type: none"> <li>The Compensation Committee and community liaison officer will consult with them as mentioned in the RPF.</li> <li>All consultation activities will be carried out at their shops</li> <li>Grievance channels will be made available as per the GM section.</li> </ul>
Workers of a mosque that will be demolished	<ul style="list-style-type: none"> <li>The approach was to consult with them at the mosque.</li> <li>They were also consulted with over the phone ( 2 of them only)</li> </ul>	<ul style="list-style-type: none"> <li>Meetings were carried out with them during the preparation of the ESIA and RPF (one to one meeting and phone call).</li> </ul>	<ul style="list-style-type: none"> <li>The Compensation Committee and community liaison officer will consult with them as mentioned in the RPF.</li> <li>Grievance channels will be made available as per the GM section.</li> </ul>

#### 4. PREVIOUS STAKEHOLDER ENGAGEMENT – ESIA PHASE

The Project adopted comprehensive stakeholder engagement activities since the beginning of project activities. The engagement activities were carried in order to be inserted in the ESIA and the RPF. The previous engagement activities are segregated into two phases to date:

- 1- During the preparation of the ESIA Study 2016.
- 2- Discussions with governmental entities about the project. (A majority of meetings with the governorate authority and affiliated departments were not documented)
- 3- During the updating of the ESIA Study 2020-2021
- 4- During the preparation of the RPF 2020-2021.

Below is a brief description of implemented engagement activities to date.

##### 4.1 Previous Stakeholder Engagement – ESIA Phase

Previous Stakeholder Engagement undertaken to date are mainly the activities carried out during the preparation of the ESIA in 2016. Thereafter, a long list of meetings was carried out with various governmental stakeholders and the project steering committee during the course of 2019-2020. The final phase of Stakeholder Engagement was during the update of the ESIA 2020-2021.

Table 4-1 Previous Stakeholder Engagement – ESIA 2016 Phase

Participants	Number		Methods	Date
	Male	Female		
Alexandria Passenger Transportation Authority (APTA), Head of Central Division for Tram Affair	3		In-depth interview	28/07/2016
NGOs near the tramway	2		In-depth interview	28/07/2016
National Authority for Tunnels	4		Meeting	1/08/2016
Community members and beneficiaries	16	8	Focus group discussion (FGD)	16/08/2016
	108	81	Structured questionnaire	
Tram drivers and conductors	4		In-depth interview	16/08/2016
Tenants of kiosks	4		In-depth interview	16/08/2016
French Center for Alexandrian Studies – CEAlex	1	1	In-depth interview	16/08/2016
<b>Total</b>	<b>141</b>	<b>89</b>		





Figure 4-1 FGD with females in an NGO



Figure 4-2 FGD with males in a coffeeshop near the tram



Figure 4-3 Interview with members of Young Muslims NGO



Figure 4-4 Interview with members of Young Christians NGO



Figure 4-5 Individual meetings with tram beneficiaries



Figure 4-6 Individual meetings with tram beneficiaries

#### 4.2 Stakeholder Engagement – Updated ESIA 2020-2021

The Project managed to carry various stakeholders' engagement activities with the stakeholders.

Table 4-2 Previous Stakeholder Engagement – Updating the ESIA 2020-2021 Phase

Consulted Groups	Number		Methods	Date
	Male	Female		
NGO	1	1	In-depth interview	20/11/2020
Vulnerable women/ Elderly/ Disabled persons	10	2	Interview	20/11/2020
APTA, Head of Central Division for Tram Affairs	6	1	FGD	29/12/2020
Central District (Wasat)	7	6	Group meetings	29/12/2020



Consulted Groups	Number		Methods	Date
	Male	Female		
East District (Sharq)	1	2	In-depth interview	29/12/2020
Sporting Club	4	2	FGD	29/12/2020
Affected Shop tenants	83	8	Questionnaire	12/2020 and 11/ 2021
Beneficiaries of the current tram (Tram users)	14	14	Structured questionnaire	12/2020
Egyptian Electricity Transmission Co. (EETC)	3		In-depth interview	29/12/2020
Egyptian Telecom	8		FGD	30/12/2020
Health Directorate	3	1	Interview	30/12/2020
Antiquities Directorate	3	1	Interview	30/12/2020
Housing and Utilities Directorate	5	12	Group meeting	30/12/2020
Roads Directorate	3	1	Interview	30/12/2020
Traffic Authority	1		Interview	30/12/2020
NAT (project engineer)	3		Interview	14/01/2021
Governorate Authority and governmental units	20	8	Group meeting	19/01/2020
NAT (Real estate Department and environmental manager )	3	1	Interview	24/01 /2021
Tuk tuk and microbus drivers	26		Interview	11/2021
Street vendors	7	1	Interview	11/2021
Sellers at the affected shops	37	2	Questionnaire	11/2021
<b>Total</b>	<b>248</b>	<b>63</b>		

**Detailed minutes of meetings were presented in Annex 8**

The main findings of the abovementioned consultation activities (July and August 2016- Nov 2021) can be summarized as follows:

Table 4-3 Main Outcomes of Consultation Activities to Date

Subject	Feedback from the consulted groups	Response	Commitments
<b>Benefits of the Project</b>	<p>The project will result in many benefits during the construction and operation phases. The following are the main advantages of the Rehabilitated Tram:</p> <ul style="list-style-type: none"> <li>- There will be plenty of job opportunities allocated for semi-skilled and unskilled workers.</li> <li>- The labourers will purchase food from the surrounding groceries.</li> <li>- The full trip duration will be minimized to 45 minutes instead of 70 minutes.</li> <li>- Improved safety as a result of fencing and appropriate signalling to minimize delays from crossings.</li> <li>- The tram will be a competitor to minibuses and other modes of transportation, which will reduce the issue of mistreatment from microbus drivers.</li> <li>- The transportation cost will be reduced as the tram ticket is of lower cost.</li> <li>- The tram will be an added value to touristic aspects as it will facilitate movement around the city.</li> <li>- The fence of the tram may be used by itinerant vendors to locate kiosks near it. Also, in some areas the fence may be used for a park-and-ride system.</li> <li>- The conductors will not be affected as they will work in the rehabilitated tram as ticket inspectors or in ticket booths.</li> </ul>	<p>During the consultation activities, almost all consulted groups expressed their satisfaction with the project. No further response is required</p>	<p>No commitments</p>
<b>Drawbacks of the Project</b>	<p>The project will result in many drawbacks they are as followed:</p> <p><b>During the construction phase:</b></p> <ul style="list-style-type: none"> <li>- Crossings will be closed which will impair traffic and disturb economic activity in the construction areas.</li> </ul>	<p>This concern is valid accordingly a traffic diversion plan will be prepared in cooperation with Traffic Authority .</p>	<p>The social team responded to this concern during the consultation activity. There is a commitment to develop a traffic management plan and</p>

Subject	Feedback from the consulted groups	Response	Commitments
			disclose it to community people
	- Microbus drivers will take advantage of the shutdown of the tram service and raise their ticket value.	The traffic department will monitor any raise of the prices. Additionally, a complaint system will be applied and disclosed to report on any activities of such nature	A grievance mechanism and monitoring activities should be implemented by NAT.
	- Students and employees will be severely affected as the tram service will be shut down and they will resort to transportation modes of higher cost.	- Alex governorate and NAT will secure alternative means of transportation.	The alternative means of transportation should be defined and tested prior to the tram shut down
	- The conductors and drivers will not be working.	- They will be reallocated on other trams operating in Alexandria governorate. They are governmental employees.	No commitment
	- Tram passengers will use alternative means of transportation and it will be difficult to retain passengers. Therefore, an excellent service should be provided in order to attract the community members.	- The tram will be enhanced in terms of speed and efficiency. This will attract the same passengers. Additionally, due to the traffic congestion,	No commitment
	During the operation phase:		

Subject	Feedback from the consulted groups	Response	Commitments
	<ul style="list-style-type: none"> <li>- Passengers are concerned that the ticket machines will not work properly (referring to Cairo Metro Line)</li> </ul>	The operator of the tram will consider any concerns related to ticket machines	The operator should be monitored to be sure that the ticket machines are not damaged
	<ul style="list-style-type: none"> <li>- A limited number of entrances will result in congestion at stations.</li> </ul>	The operator should consider provision of sufficient entrances	NAT should discuss this concern with the operator
<b>Role of the NGOs</b>	<ul style="list-style-type: none"> <li>- The NGOs deal with a wide range of community members and shall provide them with information about the project, e.g. work opportunities available, work plan, and project activities.</li> <li>- NGOs can also work as an information bureau through disclosing posters and leaflets about the project</li> </ul>	Any cooperation with the NGOs in sharing information is appreciated by NAT	NAT will provide the consulted NGOs with any project updates.
<b>Perception of the Current Tram</b>	<ul style="list-style-type: none"> <li>- The tram is too slow as it passes through many crossings.</li> <li>- There are four tram lines each serving certain areas of the city and are identified according to colour; yellow, blue, green, and red. Colour classification is used most commonly and written labelling is not always present. Accordingly, passengers struggle to identify tram lines that are required for desired destinations.</li> <li>- The tram door is always open which is a safety concern.</li> <li>- There are no fines for damaging tram assets.</li> <li>- Smoking is currently permissible on the tram which adversely affects the health of all passengers.</li> <li>- There are no seats designated for the elderly and disable persons.</li> <li>- There is no ticket booth</li> <li>- The ticket conductor mistreats passengers.</li> <li>- The cleanliness of the tram is not given attention.</li> </ul>	All deficits of the current tram will be considered and properly managed during operation. Designated wagons for women will be discussed with the operator in order to avoid any types of harassment	The operator should be informed about all problems faced with the current tram. NAT should monitor the tram during operation phase with specific set of indicators in order to avoid the same types of problems.

Subject	Feedback from the consulted groups	Response	Commitments
	<ul style="list-style-type: none"> <li>- Thieves and criminal activity take place without restriction on the tram as there is inadequate police and security enforcements on the tram.</li> <li>- The time span between tram rides might reach 30 minutes</li> <li>- <b>Women use the female-designated wagon in order to avoid any harassment, however many theft-related crimes are reported. The drivers have reported that there are many female gangs inside these wagons.</b></li> <li>- The quantity of waste accumulated on the fence of tram is relatively large as there is no controlled waste management program implemented and residents have become accustomed to disposing their waste near the tram fences.</li> <li>- The tram performance is considered below average standards as it has been in operation since 1970 without adequate maintenance and electricity cables have deteriorated.</li> </ul>		
<p><b>Recommendations to Enhance Tram Performance</b></p>	<ul style="list-style-type: none"> <li>- A monitoring scheme should be developed and applied on all project activities</li> <li>- Periodic inspection and maintenance of the project activities</li> <li>- The fence around the tram should be higher.</li> <li>- Surveillance cameras should be installed along the tram line and inside the wagons themselves.</li> <li>- Itinerant vendors should be prohibited from all tram vehicles and replaced by civilized kiosks at stations.</li> <li>- The driver and conductor should be well dressed and of good shape.</li> <li>- Cleanliness inside the tram and the stations is essential.</li> <li>- Coordinate with the police force to secure the tram vehicles and stations.</li> <li>- A prolonged construction period is not appealing to the community.</li> </ul>	<p>All recommendations should be shared with the operator. Additionally, a grievance mechanism will be made available in order to receive any complaints related to the tram operation. Homeless people will be accommodated as per the RPF.</p>	<p>The operator is committed to enhance the tram performance. A GM will be made available to the tram users and community people.</p>

Subject	Feedback from the consulted groups	Response	Commitments
	<ul style="list-style-type: none"> <li>- The total number of stations should be reduced as a high number of stations affects tram performance.</li> <li>- The tram should not be constructed close to buildings.</li> <li>- A specialized entity should operate the project. It is recommended to recruit the same entity that operates Cairo Metro.</li> <li>- During construction at least 50 buses should be available to transport passengers along the tramway path</li> <li>- There should be a traffic plan that reduces congestion of roads particularly due to closing of the crossings.</li> <li>- The kiosks should be designed in a manner that does not obstruct the narrow station platforms.</li> <li>- The total number of wagons should be increased to five.</li> <li>- The doors should be automated.</li> <li>- There should be a proper ventilation system including air-conditioning and fans.</li> <li>- Homeless, street children, thieves, and criminals gather and sleep at some stations, e.g. Sidi Gaber. It was recommended to coordinate with the Ministry of Social Solidarity to provide shelter for these groups</li> <li>- A unified ticket system is convenient for conductors and drivers; however, passengers are requesting a ticketing system based on the number of stations passed.</li> </ul>		
<p><b>Poverty Dimension</b></p>	<ul style="list-style-type: none"> <li>- The project is more useful to the low-income class as other social classes do not use the tram frequently. Therefore, the project should reflect needs of the low-income class.</li> <li>- The ticket should accommodate the incomes of the less fortunate, and not exceed 1EGP.</li> </ul>	<p>The fees of the ticket was not agreed upon to date.</p>	<p>The pricing system should consider the vulnerable low income people</p>



Subject	Feedback from the consulted groups	Response	Commitments
<b>Community Safety Issues</b>	<ul style="list-style-type: none"> <li>- The tram is unfenced in most areas, people crossing across any area of the line are prone to accidents and fatalities</li> <li>- Some passengers hang onto the exterior of the tram to avoid paying tickets, which is a major risk as they may fall and be injured.</li> <li>- Street children play on, around, under the tramway and are sometimes under the influence of drugs. This may result in major accidents.</li> </ul>	<p>This is one of the important concerns raised and will be managed during the designing and operation of the tram.</p>	<p>Clear corrective measures must be developed and implemented as this is one of the major concerns of the community</p>
<b>Low-Income Seniors</b>	<ul style="list-style-type: none"> <li>- Low-income seniors use the tram as it is the cheapest method of public transportation. However, due to their limited-mobility it is difficult for them to use stairs at elevated and low sections of the current route.</li> <li>- The lack of safe pathways results in injuries and accidents</li> <li>- It is difficult for seniors to get on the current tram as it is slightly higher than the station floor.</li> <li>- Low-income seniors cannot afford the new Ukrainian tram line.</li> </ul>	<p>Save access and pathways are essential to be defined by the designer of the tram rehabilitation project. Regarding the pricing, it will be defined by the operator. However, the economic dimension will be considered</p>	<p>Access to the tram will be cautiously designed and informed to the community people. The tram should be suitable to be used by senior people. The pricing of tickets should be tailored to be fit for low income category</p>
<b>Homeless People and Street Children</b>	<ul style="list-style-type: none"> <li>- The homeless use the tram as shelter at night time</li> <li>- Some NGOs, affiliated with the Ministry of Social Solidarity, proposed to accommodate the homeless.</li> </ul>	<p>The accommodation of homeless old people and street children will be managed by the social solidarity directorate (Homeless and street children without shelter initiative)</p>	<p>The RPF provided details on this process. The RAP study should properly describe the process of homeless resettlement.</p>
<b>Disabled Persons</b>	<ul style="list-style-type: none"> <li>- They have the full right by law to pay half ticket. However, the conductors do not allow them to pay half ticket.</li> <li>- The number of recruited people with disabilities in the tram is limited</li> </ul>	<p>All concerns related to disability groups will be raised to NAT in order to</p>	<p>NAT will develop a clear system to properly manage</p>

Subject	Feedback from the consulted groups	Response	Commitments
	<ul style="list-style-type: none"> <li>- The people with mobility disabilities do not benefit from the tram as it is not properly equipped to accommodate equipment such as wheelchairs</li> </ul>	develop a system to solve their problems. The system will cover: <ul style="list-style-type: none"> <li>- Save access to the tram</li> <li>- Pricing of ticket</li> <li>- Right to be recruited in the project</li> </ul>	all impacts related to people with disability.
<b>Availability of Restrooms at the Tram stations</b>	<ul style="list-style-type: none"> <li>- There are no restroom facilities at the tram stations</li> <li>- People with specific health conditions (e.g. diabetics) cannot use the tram due to the absence of bathrooms</li> </ul>	This concern is important and will be discussed with the contractor.	NAT should find a practical solution to enable restrooms/ toilets at the stations to be used both by the tram staff and the tram users.

### 4.3 Consultation carried out during the RPF preparation

The Project managed to carry various stakeholders' engagement activities with the stakeholders and the PAPS. Out of 91 shops, the Project surveying team has met with all of them in their premises with the help of APTA. The team also met with street vendors, Caritas, social solidarity and drivers.

The Project surveying team has discussed the entitlement matrix with various categories. Their input was included in the entitlement matrix and discussed with NAT and APTA. Thereafter, the discussion was escalated to lenders. The discussion continued about entitlement for three continuous months starting from October 2021 until December 2021.

The consultation activities carried out to date are as follows:

**Table 4-4: Previous Stakeholder Engagement – Preparation of the RPF and updating the ESIA**

Consulted Groups	Number		Methods	Date
	Male	Female		
Caritas NGO	1	2	Meeting	20/11/2020
APTA, Head of Central Division for Tram Affairs	6	1	FGD (Annex 5)	29/12/2020
Shops tenants	72	8	Questionnaire	12/2020
Workers in the Shops	18		Structured questionnaire	12/2020
Governorate Authority and Governmental units	21	10	Meeting (Annex 5)	19/01/2021
NAT (Project Engineer)	3		Meeting (Annex 5)	14/01/2021
NAT (Real Estate Department & Environmental Manager)	3	1	Meeting (Annex 5)	24/01/2021
Shop tenants (updated tenants based on the list of tenants provided in August 2021)	9		Questionnaire	November 2021
Workers in the shops (second consultation with current workers)	37	2	Questionnaire	November 2021
Street vendors	7	1	Meeting	November 2021
Shop tenants' additional consultations about entitlement matrix	13		Meeting	November 2021
Microbus and Tuk tuk drivers	26		Meeting	November 2021
Caritas NGO	1		Call meeting	November 2021

The above-mentioned consultation activities will be supplemented by additional activities in order to share information about eligibility, entitlement, compensation scenarios and the grievance mechanism during the preparation of the RAP. The discussion will start by NAT and the compensation committee, as well as the RAP surveying team.

The main findings of the abovementioned consultation activities can be summarized as follows:

**Table 4-5: Main Outcomes of Consultation Activities to Date**

Subject	Comment raised by	Questions and Comments	Response
<b>Impacts of the project</b>	Housing department in Alexandria and the district authorities	Will the project affect any residential houses?	The Tram will not affect the surrounding houses, particularly, due to not implementing deep excavations rather than the ones close to the viaducts. However, the contractor will monitor the houses prior and during construction activities. In case of any unforeseen damage, the contractor will be responsible for repairing or compensating for the damage.
<b>Provision of compensation</b>	All consulted groups	Will the project provide any compensation for the PAPs?	A detailed entitlement matrix is being developed and discussed with the majority of the PAPs, NAT, APTA social solidarity directorate, Caritas NGO and the lenders. The final entitlement matrix will be disclosed to the PAPs upon approval of the RPF and during the preparation of the RAP.
<b>APTA compensation</b>	APTA staff	APTA will lose their source of revenue they gained from the shops, will they be eligible for compensation?	APTA is a governmental entity responsible for operating the tram. They pay operational costs. However, the ticket they collect and the shops lease cost cannot cover operational costs. Therefore, APTA will not lose their income but their operational cost will decrease
<b>Impacts on drivers, maintenance staff, and conductors</b>	APTA staff	Will the drivers, maintenance staff, and conductors be affected?	They are all permanent governmental staff. They will continue working in the other trams. It is the responsibility of APTA to reallocate these people
<b>Other impacts</b>	All consulted groups	Will the project affect the air conditioner units installed outside houses close to the current tram way?	The fence will avoid air conditioner units installed outside the houses. Consequently, the air conditioners will not be affected. Based on NAT experience with similar projects in Cairo, air conditioners were not affected.
<b>Street children</b>	Caritas and district authority	Will the project adopt any strategy to eliminate street children from the sites and stations?	The project will consider all categories including street children and homeless people. Communication with the Ministry of Social Solidarity will take place to properly accommodate these categories.

Subject	Comment raised by	Questions and Comments	Response
<b>Compensation value</b>	Tenants of shops	The tenants who leased shops from APTA 20 years ago were concerned that the compensation value will not enable them to restore their income, particularly as the renting fees of alternative shops will be much higher than the current shops.	The compensation committee will discuss with the PAPs about the best approach to support them restoring their income. Not only compensation will be provided but also technical assistance and guidance.
<b>Traffic diversion</b>	Microbus drivers	Will be any traffic diversion activities?	There will be traffic diversions according to the traffic plan. It will be disclosed to all people and drivers.
<b>Tariff of microbuses</b>	Microbus drivers	Will the tariff of microbuses increase during the construction phase due to the traffic diversions?	The tariff will not be changed, unless the government will decide to. It is worth mentioning that the diversions will be limited as the alternative streets are limited in Alexandria governorate. The microbuses can't raise the tariff as any unjustified increase in the prices of the alternative means of transportation will add burden to the community people
<b>New microbuses stop</b>	Microbus drivers	Will the Project secure new microbuses' stop during operation phase?	The Traffic Authority in Alexandria has not determined this matter. Upon deciding whether to provide new stops, the Project will inform the drivers.
<b>Probability of not rehabilitating the stations</b>	Tram tenants of the shops	The tenants reported that they have been working at Tram stations for long time (more than 30 years) they asked if there is any probability to retain the stations and upgrade the rails only.	The Project will rehabilitate both the stations and the rails as well as the tram wagons. There is no room to retain the stations and they should be rehabilitated

Subject	Comment raised by	Questions and Comments	Response
<b>Compensation value</b>	Tram tenants of the shops	What is the exact value of compensation?	The exact value of compensation will be determined by a compensation committee that will be formed of NAT, APTA, governorate representatives. No values can be reported for the time being.
<b>Renting fees of the alternative shops value</b>	Tram tenants of the shops	What is the proposed tenancy fee of the alternative shops?	The Project has investigated the prices of shops in similar neighbourhoods located in the immediate vicinity of the shops. A long list of prices was developed and will be shared with the tenants. It is strongly recommended to choose the alternative shop based on specific determinants e.g. being close to commercial areas, reasonable tenancy cost and accessible by the clients
<b>Compensation with alternative owned shop</b>	Tram tenants of the shops who leased their shops more than 20 years ago	The tenants of the tram shops leased their shops more than 20 years ago. They pay extremely low tenancy fees. Will the project provide them with alternative shops either owned or leased under Old Renting Law 136 of year 1981 <sup>6</sup>	To provide an alternative shop is relatively difficult due to the diversity of shops available and the tenancy should be suitable to the tenant financial status. Accordingly, no alternative shop will be provided. Regarding providing owned shops instead of rented shops, this will not be consistent with both national and international regulations. Regarding providing old renting shops, this is not viable as the majority of shops are leased according to new renting law No 4 of year 1996 that leases the shops for a limited period (no more than 2 years)

#### 4.4 ESIA Final Public consultation 2022

The study team prepared for the final consultation session that was held Monday 27<sup>th</sup> June 2022. A hotel was reserved in an area close to the project, to facilitate accessibility for targeted groups. The designated hall accommodated up to 200 persons. Consultation were made with the National Authority for Tunnels and His Excellency the Governor of Alexandria to determine the location of the event; in which the venue was unanimously chosen by various stakeholders. Stakeholders were informed about the location, time, and date of the session through:

- 1- Publishing an advertisement in El Gomhoria Newspaper, 14 days prior to the session
- 2- Sending invitation to the attendees
- 3- Handing invitations by hand to stakeholders
- 4- Hanging posters on the Tram route by the social consultant to ensure providing the necessary information for the tram users

<sup>6</sup> Old renting law No 136 of year 1981 enabled tenants to lease their unit for more than 59 years. The value of tenancy is limited and increased by 5% each 5 years. This law also guarantee the righ of tenants to inherit the unit to their children and grand children



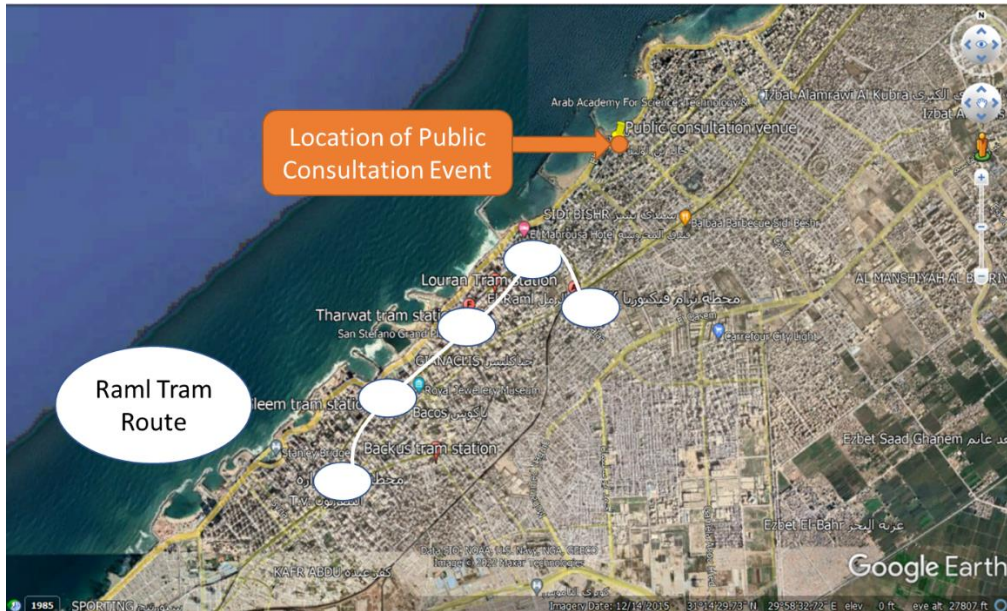


Figure 4-7 Final Consultation Event Venue with Respect to the Tram route

In light of COVID-19 precautionary measures, a meeting hall that can accommodate 200 persons was booked while the anticipated number of participants was 80. In addition, face masks and hand sanitizers were also provided to the participants. All participants were informed of the meeting location upon receiving their invitation.

#### 7.1.1.1 Summary of the Consultation Process

A large number of stakeholders attended the community consultation session totaling to 131 participants whom attended. However, only 113 participants registered their names on the attendance sheets. The number of female participants were 46, while the number of male participants were 67. It is clear that female representation was significant in this event representing around 40.7% of the attendees.

The following table shows the details of the sectors represented in the session.

Table 4-6 Distribution of Participants by Gender and Sector

Sector	Male	Female	Total	Sector	Male	Female	Total
Governmental entities (Governor, districts...etc.)	2	2	4	Health management	2	3	5
Environment sector	1	4	5	Private and contracting companies	3	0	3
Social Solidarity Directorate	1	1	2	Consulting firms	0	1	1
Water and sanitation sector	6	3	9	Project's consultant	2	1	3
Electricity and gas	7	2	9	Syndicates (Engineers syndicate)	1	1	2

Sector	Male	Female	Total	Sector	Male	Female	Total
Women leaders and parliament members	1	2	3	Urban planning	0	5	5
Antiquities Directorate	1	1	2	National Authority for Tunnels	6	5	11
Non-Governmental Organization	4	3	7	Health insurance	1	0	1
Media	2	1	3	Roads and bridges	0	2	2
Clubs especially Sporting Club	1	0	1	Housing and utilities	0	2	2
Representatives of universities and schools	2	0	2	Communication	4	0	4
Shop tenants, workers and others affected by the project	3	4	7	Railway	2	1	3
Current Tram workers	11	2	13	Alexandria maritime	1	0	1
Labour force	2	0	2	Armed forces	1	0	1

Taking a look at the attendees, it is apparent that there is a clear representation of various affected stakeholders, community work sectors, and NGOs. Also, a large number from Alexandria Passengers Transportation Authority attended.



Figure 4-8: Speech of the Head of the EEAA in Alexandria



Figure 4-9: Speech of His Excellency Major General Khaled Goma'a Secretary General – Alexandria Governorate



Figure 4-10: NAT Project Manager



Figure 4-11: Environmental Segment Presentation





Figure 4-12 Female Representatives



Figure 4-13 Manager of Environment Department at NAT



Figure 4-14 One of the Participants



Figure 4-15 Representative of the EEA-Alexandria



Figure 4-16: APTA Representative



Figure 4-17: One of the Shop Tenants Located Along the Route

The detailed discussions are included under Annex 11. However, the summary of the main points of discussion is as follows:

**Table 4-7: Summary of discussed issues during the Final Public Consultation**

Issue	Details
Transform the Tram to Subway	<p>One of the attendees reported that the Alexandria Governorate is a densely populated governorate. There is Abu Qir Train project, which will cause a transportation crisis as it will take many years of construction, it would have been better to get rid of the tram completely, widen the street and transform the tram into a subway such as Cairo Metro. This is better in terms of wider streets and a faster metro service better than the tram.</p> <p>It is noted that the project's cost is large, therefore it is recommended to convert the project into a subway.</p>
Train Timing and Trip Duration	<p>The presentation stated that the trip duration is around 40 minutes after upgrade. If we take into consideration that there are 24 stations and each would take one minute to stop and one minute to move between stations, thus the total will be two minutes for each station (48 minutes in average)</p>
Using Escalators and Facilitating Access for People with Special Needs	<p>Based on the experience of using escalators in many places, it was noted that there are difficulties with maintenance, therefore there should be another alternative for people with special needs other than escalators.</p>
Impacts Related to Antiquities	<p>The project is very good, however special attention should be given to monuments before construction works begin. Set rules and procedures to be followed in case of chance find. It is necessary to send a complete file about the project to the antiquities authority. Also, there should be coordination with the antiquities directorate and the presence of a competent person during excavation works because Mostafa Kamel and EL Shatby cemetery is close to the project.</p>
Transportation Alternatives During Project Implementation	<p>Since the tram will stop, it is necessary to provide alternative means of transportation with convenient prices for low income people who pay.</p>
Impacts on Buildings Along the Tram Route	<p>Residents living along the tramway fear the impacts of the construction phase on buildings, especially in some areas, it is very close to the tramway. There is also fear that buildings might collapse as what happened in one of the areas in Cairo while implementing the Metro project</p>
Impacts of Climate Change on the Project	<p>Alexandria Governorate suffers from climate change impacts. Floods might occur especially during the winter season which causes the submerging of the current tram, is there a cooperation with sanitation department to solve this problem?</p>
Car Parking Areas	<p>There is a fear among attendees that they might not find car parking areas during the construction phase, which might cause traffic congestions.</p>

Issue	Details
Tickets Cost	Development projects costs are very high due to loans, therefore the tickets prices might be affected especially if the operator is a private sector company. It is recommended to consider the social dimension while setting the tickets prices
Bridges' Heights	Bridges' heights are very important for elderly and people with special needs. It is recommended to consider the heights.
Impacts of Gas Emissions and Dust	Gaseous emissions and dust may result from the project during the construction phase, are there any measures for mitigation and monitoring?
Risk Assessment	There is a need to evaluate the project's risks in addition to developing environmental management plan
Project Operator During Operation	Has the project operator during the operation phase been identified?
Project Alternatives	Have project alternatives been studied?
Waste Management	Is there a plan for waste management?
Working Hours	Alexandria is considered one of the most crowded governorates, so please identify the working hours and the seasons when the work will take place to avoid rush hours.
Prepare the Community for the Project (Change Behaviours, Firm Laws, Training)	Most of the State's projects do not consider preparing people for having these projects, consequently it fails. It is recommended to raise community awareness which may help in changing negative habits towards the project. Also, it is recommended to train labours and to provide simulation for the tram to teach labours how to work there. This will psychologically enable them to drive the train. Laws must be enforced to preserve the tram. It is necessary to provide adequate maintenance for the tram facility to avoid its deterioration.
Impacts on Citizens	Many residents allow their children to go to school on their own using the tram. It is an easy, cheap and quick means of transportation. during operation, will it be considered offering low priced tickets to the students?
Project Duration and Start Date	When will the project start and its duration?
Dealing with Tram Drivers and Conductors (Tickets Collectors)	What will happen with drivers and collectors during operation and construction phases?
Closure of Sidi Gaber El Sheikh connection	Is Sidi Gaber El Sheikh connection closed?
Connections Cables Coming from the Sea	There are connections cables in the Mediterranean Sea with exit points at Champollion, it should be coordinated with Egypt Telecom to avoid these cables.
Scrap and Old Trams	What will be done with scraps and old trams?



Issue	Details
Tenants of Current Shops	What is the destiny of the current shop tenants, located in the tram stations? Is it possible to leave them operating near the fence, similar to Cairo scenario, in coordination with the district authorities? During operation do we have a priority to lease the shops being our only source of living?
Including Other Areas to in the Tram Service	Why is Khorshid area not included despite the presence of large population mass there? Why is the workshop not moved outside the area?
Raising the Level of Some Areas (Viaduct)	Why isn't the area from Victoria to San Stefano not raised as a viaduct?
Impact of Upper Stations on The Privacy of Residents	Will the upper station have an impact on residents' privacy? What are the protection measures?
Big Buses are Not Accepted as An Alternative	Because Alexandria has limited number of streets, please avoid using big buses as it causes traffic congestions and cannot move in side streets easily.
Sporting Club Crossing	Why isn't the Sporting Club crossing converted into a viaduct structure?

## 5. STAKEHOLDER ENGAGEMENT PROGRAM

Stakeholder engagement is an inclusive process that has been carried out throughout the project life cycle. Where properly designed and implemented, it supports the development of strong, constructive and responsive relationships that are important for successful management of a project's environmental and social risks.

Stakeholder engagement is most effective when initiated at an early stage of the project development process, and is an integral part of early project decisions and the assessment, management and monitoring of the project's environmental and social risks and impacts. The type of information disclosed and the specific method of communication to be undertaken by NAT for the Project are summarized in the table below.

The objective of engagement is to provide local communities that are directly affected by the Project and interested stakeholders with access to timely, relevant, understandable and accessible information, in a culturally appropriate manner, and free of manipulation, interference, coercion and intimidation. Additionally, to enable them express their concerns and worries through a grievance system.

Information disclosure and stakeholder engagement are the cornerstones of managing the social impacts of projects and fundamental principles of the EIB/AFD requirements.

**Mandatory restrictions and social distancing measures associated with Covid-19 in the economies where the EIB and AFD invest however, rule out some traditional consultation approaches in the short term. Projects at a stage of active engagement with stakeholders therefore need to develop alternate plans, taking account of mandatory, national Covid-19 restrictions and social distancing.**

## 5.1 Communication Methods

The methodologies that will be used to future engagement of key stakeholders will be through the following methods as per EIB standard<sup>7</sup>:

- Soliciting written submissions (either online or by mail) using a dedicated webpage, mobile phone short message service (SMS) approach or social media (while also bearing in mind that not all stakeholders may have internet access or the confidence to use it).
- Multi-stakeholder meetings where all key stakeholders are comfortable with this style; these depend on geography – a series of meetings in different locations will accommodate widely spread stakeholders.
- Key stakeholder interviews since identifying and consulting key individuals in communities, such as traditional leadership, religious or spiritual leaders, well connected/informed elders (as they hold historical knowledge), women or youth leadership, etc. may yield invaluable information that can be used for triangulation with other data.
- Series of workshops with meetings addressing specific issues (particularly relevant for specialist organisations and multi-sector projects) or where different stakeholder groups are expected to have varying interests and concerns.
- Focus group discussions are smaller and more specialized again; discussions with typically 8-15 people; useful where vulnerable groups are concerned since they may not feel comfortable speaking up in larger events. These need to be well facilitated, ideally by someone in the cohort in question. Interviews in the form of one-on-one interviews and private meetings, when this enables vulnerable and traditionally marginalized stakeholders to contribute more readily or feel safer doing so.
- Surveys can be conducted either as questionnaire-based surveys or in-depth interviews (in person or by phone) with identified key informants (many professional survey or polling companies have relevant expertise). Respondents should be given the option of remaining anonymous.
- Virtual meetings are useful for soliciting inputs from stakeholders scattered over a wide area, where internet access is widespread and where stakeholders are familiar with such online processes.

The CLO of NAT and the contractor will announce events and involvement opportunities on public notice boards placed in the Project areas and nearby communities (at the governorate premises- district authorities East -Middle and Montazah First- University and schools - clubs and Youth center.) In addition, a regular schedule of stakeholder workshops and briefings will focus on key stakeholders including government departments and agencies, NGOs and CBOs, traditional leaders, the media, as well as Project employees and contractors and other stakeholders.

Community members indicated that they are comfortable receiving information about the Project via local leaders (influential residents, religious leaders, representatives of NGOs and civil society organisations- governorate and district authorities).

They also suggested that an environmental and social representative of NAT should be put in place by the Project. Since this suggestion was received, the Project will assign and put in place the Social Team. Stakeholder engagement activities are being / planned to be conducted through the following engagement methods:

**Table 5-1: Engagement Methods for Raml Tram Project**

<sup>7</sup> [Guidance Note for EIB Standard on Stakeholder Engagement in EIB Operations](#)

<ul style="list-style-type: none"> <li>• Phone calls and WhatsApp messages</li> </ul>	Land line: + 02 25742968 FAX+02 5742950
<ul style="list-style-type: none"> <li>• Email address</li> </ul>	infoc@nat.org.eg
<ul style="list-style-type: none"> <li>• Postal address where community people can personally meet with NAT staff</li> </ul>	Ramses Square Ramses Complex Cairo Arab Republic of Egypt ZIP: 11794 p. B 466
<ul style="list-style-type: none"> <li>• Notice boards in the Local Governmental Units;</li> </ul>	Alexandria Governorate First Montazah District Wasat (middle) District East District Sporting club
<ul style="list-style-type: none"> <li>• Distribution of Project Information Documents (PIDs);</li> </ul>	A template is attached in Annex 7
<ul style="list-style-type: none"> <li>• Key informant interviews (KIIs);</li> </ul>	Based on the meeting objective
<ul style="list-style-type: none"> <li>• Focus group discussions (FGDs) with key stakeholders (including vulnerable groups);</li> </ul>	Based on the meeting objective
<ul style="list-style-type: none"> <li>• Community Liaison Committee (CLC) meetings.</li> </ul>	CLC terms of reference is attached in Annex 5
<ul style="list-style-type: none"> <li>• Monthly Briefings to Employees &amp; Contractors</li> </ul>	Based on the meeting objective
<ul style="list-style-type: none"> <li>• Public meetings and open house events</li> </ul>	To be carried out in Christian Youth NGO, Muslim Youth NGO, Sporting clubs and any other venue where the participants find it comfortable

## 5.2 Ongoing and Future Engagement

Stakeholder engagement activities are defined for both the construction and operations phases.

### 5.2.1 Pre-Construction Phase Proposed Engagement Activities January 2022-July 2022

#### 5.2.1.1 Disclosure of Project Information

A Project Information Document (PID) has been prepared in November 2020 to be disseminated to Project stakeholders, which provides information regarding construction and operations of the Project and a Grievance Mechanism. In addition, it also contains the most important environmental and social impacts and mitigation measures. The PID has been produced in the form of a flyer/handout and the information is also suitable for posters and electronic (power-point/other) presentations, as needed.

This PID will be updated and disclosed to various stakeholders during the preconstruction phase.

The PID will be made available on an ongoing basis and includes the following information:

- The purpose, nature, and scale of the Project;
- Project progress updates & information related to key Project activities;
- A summary of workers code of conduct
- A summary of potential risks and impacts (during both construction and operation) and proposed mitigation and management measures;
- Information about the RAP and its related issues;
- Information regarding the community GM for the Project; and
- Key contact information for Community Liaison officer

The PID will be distributed in communities within the AoI through appropriate communication channels including targeted stakeholder engagement with the following stakeholders:

- Central, East and El Montazah First local governmental units
- CLC Members (including local leaders)
- Vulnerable Groups
- Utility providers

Information distribution and meeting schedules are outlined in Table 5-1 below.

#### 5.2.1.2 Disclosure of ESIA

Upon finalizing the ESIA, the full report, including the executive summary and the final public consultation, will be translated into Arabic. The disclosure activities of the ESIA will be as follows:

- Upload a full version of the ESIA in Arabic and English on NAT website
- Share the ESIA with EAAA
- Carry out a public consultation event where all stakeholders can attend. This event will be informed about through the disclosure of an advertisement in the national newspaper, sending invitations (written via email, fax, SMS, WhatsApp, social media..etc). A summary of the ESIA will be shared with the participants in written and a presentation will be carried out in simple Arabic to be easy to comprehend by all community people.
- The results of the final public consultation will be inserted in the final ESIA.

#### 5.2.1.3 Resettlement Action Plan Preparation and Disclosure

Consultation activities during the preparation of the RAP and the disclosure of its results will be as follows:

- Carry out a survey with all identified affected people other than the shop tenants who have already been surveyed in 2020-2021.
- Consult with the affected people about entitlement and eligibility criteria, grievance mechanism, time plan of the project, Public Interest decree and share with them all information they will be interested to gain.
- A list of project affected people names will be disclosed as per law 10 of 1990.
- Ongoing consultation activities will continue until the RAP implementation activities are completed.

### 5.2.2 Pre-construction and Construction Phase Engagement Activities July 2022 - 2024

The following pre-construction and construction phase engagement activities can be divided into the following groups and are currently being implemented in parallel:

- Continuous disclosure of Project Information that includes Tram Raml rehabilitation activities, potential impacts and mitigation measures. As well as, the grievance mechanism and the contacts of CLO. Additionally, disclose the updates of construction schedule and any temporary closure of crossings.;
- Information Regarding Employment and Procurement Opportunities;
- Community Liaison Committee (CLC);
- Ongoing Engagement; and
- Annual Report.

#### 5.2.2.1 Information Regarding Employment and Procurement Opportunities

Information regarding employment and procurement opportunities is to be disclosed to Project stakeholders through established Project communication channels e.g. local governmental unit, educational institutes, recruitment offices the churches, the mosques, the NGOs working with women and people with disability within the AoI and Central, East and El Montazah First District.

Employment and procurement information will include:

- The nature of employment opportunities, including skill requirements, the length of employment and approximate remuneration package;
- The nature of procurement opportunities including scope of procurement opportunity; and
- Contact details for further information or to apply for the opportunity.

#### 5.2.2.2 Information Sharing with workers

Workforce are one of the key stakeholders to be engaged along the life of the project. The communication methods will be mainly leaflets, posters, emails, toolbox, meetings. The contractor is responsible for this engagement and NAT will monitor and supervise all activities. Etc. Below are the main issues of discussion.

- Schedule of the project phases of construction and operation
- HR Policy
- Environmental and Social Management Plan
- Familiarize workforce with company's policies
- Address the grievance mechanism and how to access it
- Working Hours
- Annual E&S Performance Report
- The nature of employment opportunities, including skill requirements, the length of employment and approximate remuneration package, amongst others;
- The nature of procurement opportunities, including scope of procurement opportunity; and
- Contact details for further information or to apply for opportunities.
- Identify and share relevant documentation and materials

- Alignment of Community Grievance Mechanisms
- Discussion around EIB requirements including environmental and social impacts and risks to the projects
- Codes of conduct
- Bidding documents
- Awarded documents

#### 5.2.2.3 Community Liaison Committee

The Project might establish a Community Liaison Committee (CLC), in cooperation and collaboration with communities in the AoI during the construction phase. The CLC Terms of Reference (ToR) outlines the responsibilities of the committee.

The purpose of the CLC is to maintain regular communication with communities regarding the Project including:

- Discussion of information on any activities likely to cause disturbance locally (e.g. noise and traffic);
- Sharing information about employment opportunities;
- Raising awareness about health and safety related to the Project;
- Facilitating information sharing about the Project to the broader community through informal meetings and information sharing;
- Notification to the broader community regarding stakeholder meetings and access to Project information;
- Raising awareness of the proposed SEP and Grievance Mechanism;
- Ensuring the Grievance Mechanism is accessible and appropriate for community members & provide a channel to register grievances; and
- Discussing input, comments and concerns from stakeholders on issues related to the Project.

The CLC Committee consists of the NAT CLO, the contractor CLO and 15-20 community representatives including government representatives, local leaders, local NGO representatives, regional NGOs, residents of the AoI, schools' students and their guardians, youth and women from communities in the AoI, traders and vulnerable groups as well as religious institutes including Mosque and Church representatives.

The CLC meets quarterly and meetings will be held in convenient at timings that make it accessible to all, whatever their gender and occupations and in neutral locations. Minutes of all meetings will be recorded and available to community members on request.

It is recommended to have the CLC meeting at least twice after the completion of construction work. Their meetings will be crucial in order to share information during the transitional period between construction to operation.

#### 5.2.2.4 Ongoing Engagement

The Project will undertake regular ongoing face-to-face meetings with regulatory authorities, local leaders, and vulnerable groups.

Community Grievances will continue to be collected and addressed. PIDs will continue to be distributed. The Social Team will convene quarterly FGDs with vulnerable groups to disseminate information and consult verbally as some stakeholders are illiterate. The main purpose of engaging vulnerable groups is to inform them about project updates and any information that they require .

#### 5.2.2.5 Annual Report

On an annual basis, the Project will publish a report for stakeholders which will be made available and accessible in public locations. The public report will also be available through the NAT Raml Tram



Rehabilitation Project entities. The purpose of the report will be to share relevant Project information with key stakeholders and it will include, but not be limited to:

- Summary of all engagement activities carried to date;
- Updated time plan;
- Project activity updates;
- Environmental mitigations and community health & safety measures;
- An overview of local hiring and procurement; and
- Summary of grievance management and resolution

#### 5.2.2.6 Proposed Community Liaison Committee

The Community Liaison Committee (CLC) will be established before construction starts as this is when information is most needed by local communities. The CLC will play an important role in sharing information with the community people and collect any concerns that might be raised.

The committee will meet at least quarterly during the first year of construction and on bi-annual basis during the second year of construction. They will facilitate two-way communication between the Community and the Project.

NAT community liaison officer in cooperation with the contractor community liaison officer will jointly select the main members.

CLC Membership will reflect and represent all community members in the AoI. The CLC member are nominated on two levels.

- 1- The CLC members will be selected from the influential people (e.g. community leaders- media people- university professors-..etc) who might be able to share sufficient level of information about the project.
- 2- At least 25% of the participants must be women. It will be useful to have representation of young women below 25 years old.
- 3- The proposed members:
  - a. The contractors
  - b. NAT
  - c. District and municipality representatives
  - d. Residents of the AoI
  - e. Religious figures (from local Mosques and Churches)
  - f. University professors and school principals
  - g. Health facilities
  - h. NGOs working with people with disability and vulnerable groups

A CLC Terms of Reference has been developed and is presented in Annex 5, and will be signed by each member and it includes:

- A commitment by CLC members, including NAT and the contractor, to facilitate the dissemination of Project information and updates; including the Community Grievance Mechanism to receive community grievances, communicate community grievances to the Project entities, and if necessary support the Project in grievance resolutions.
- Provide community feedback on the Project, SEP and Employment Plan
- Provide input on the Project's approach to local employment and support implementation
- Provide their feedback about project performance

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#### 5.2.2.7 Summary of Stakeholder Engagement Activities During Pre- Construction and Construction

An overview of the planned engagement activities during construction is summarised in the Table 5-2 below.

**Table 5-2 Summary of Stakeholder Engagement Activities during Pre-construction & Construction Phases**

Ref	Activity	Participants	Consultation Activities /tools	Objective	Key Areas of Discussion	Calendar	Frequency	Monitoring and Responsibility
<b>1 Disclosure of Project Information</b>								
1.1	Disclosure of the Project information (including documents)	<ul style="list-style-type: none"> <li>Residents within the area of influence in East, Wasat and First Montazah district</li> <li>Tenants of the shops that are owned by APTA</li> <li>Vulnerable groups within the local communities (women, people with disability – old people- young people)</li> <li>Community Liaison Committee</li> <li>Small business owners</li> <li>e.g restaurants and small shops</li> </ul>	<ul style="list-style-type: none"> <li>Meeting in their location or at the mosques, churches, guest houses ..etc</li> <li>FGD</li> <li>Post Mail- Email</li> <li>Communication through Cell phone/ WhatsApp</li> <li>Establishing Posters</li> <li>Disclosure of Information on the Board of Alex governorate and the district authorities</li> <li>Leaflet distribution</li> <li>Disclosure of information on NAT website</li> <li>Disclosure of project updates on media and social media</li> <li>Carrying out number of key informant interviews and</li> </ul>	<ul style="list-style-type: none"> <li>Sharing information about project, its potential impacts and mitigation measures</li> <li>Sharing information about grievance mechanism and communication channels</li> <li>Gain better understanding about the concerns and complaints</li> <li>Share information about project updates and construction activities</li> <li>Share information about job opportunities</li> <li>Engage the community in monitoring activities through raising complaints</li> <li>Share information about the CLC responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Brief Summary about the project (no more than three pages)</li> <li>Project Non-Technical Summary</li> <li>Schedule of preparation and construction</li> <li>Construction and operation environmental and social impacts and proposed mitigation measures</li> <li>Summary of community people responsibilities to support in monitoring activities</li> <li>Community liaison committee</li> <li>Community initiatives and benefit sharing</li> <li>Identify and share relevant documentation and materials</li> <li>Alignment of Community Grievance Mechanisms</li> <li>Discussion around EIB requirements including environmental and social impacts and risks to the projects</li> </ul>	The activities started during the preparation of ESIA, ESMPs, RPF and RAP. More engagement activities will be carried out during pre-construction and construction phase	<ul style="list-style-type: none"> <li>Once during the pre-construction phase</li> <li>During the first meeting with any of the stakeholders along the life of the project</li> </ul>	Community Liaison Team (CLT) in NAT

Ref	Activity	Participants	- Consultation Activities /tools	- Objective	- Key Areas of Discussion	Calendar	Frequency	Monitoring and Responsibility
			focus group discussions via phone and/or remote communication tools due to the circumstances surrounding the Covid-19 pandemic.					
<b>2</b>	<b>Disclosure of the ESIA</b>							
		All stakeholders	Public consultation event where the consultant will present the impacts of the project to all stakeholders Disclosure of information on NAT website Disclosure of the event on media and social media Share copies of the Executive Summary with various stakeholders	Sharing information about project, its potential impacts and mitigation measures Sharing information about grievance mechanism and communication channels Collect information about community concerns	Brief Summary about the project (no more than 15 pages) Project Non-Technical Summary	March 2022	Once for the event Disclosure on the website will continue	Community Liaison Team (CLT) in NAT
<b>3</b>	<b>Information disclosure about RAP</b>							
		- Shops tenants located at the station - Homeless old	- One to one meeting - Notifications (official	- Share information about main aspects of the RAP and RPF - Finalize the census	- Project impacts - Entitlement and eligibility - Cutoff date - Valuation process	Start during the preparation of the RPF	- Daily consultation activities to be carried out	- NAT CLO - RPF and RAP consultant

Ref	Activity	Participants	Consultation Activities /tools	Objective	Key Areas of Discussion	Calendar	Frequency	Monitoring and Responsibility
		<ul style="list-style-type: none"> <li>people and street children</li> <li>Workers of the shops</li> <li>Mosque and affected workers located in the mosque</li> </ul>	<ul style="list-style-type: none"> <li>documents)</li> <li>FGDs</li> <li>Public meetings and group meetings</li> <li>Leaflets and posters to be disclosed</li> </ul>	<ul style="list-style-type: none"> <li>Reach out with the PAPs for full engagement</li> </ul>	<ul style="list-style-type: none"> <li>Compensation types and transitional support</li> <li>GRM</li> <li>CLO and Compensation Committee contacts</li> <li>Date of eviction</li> </ul>	January 2021 and will continue till the end of resettlement activities	during the implementation of the RAP	<ul style="list-style-type: none"> <li>Compensation Committee</li> </ul>
<b>4 Information sharing about employment</b>								
4.1	Share information about employment	<ul style="list-style-type: none"> <li>Governorate authority</li> <li>Local units in the Governorates (Wasat/ East/ Montazah Districts)</li> <li>Universities</li> <li>Recruitment offices</li> <li>Local media</li> <li>Online Journals (e.g. El Youm El Sabea)</li> <li>Alexandria TV</li> </ul>	<ul style="list-style-type: none"> <li>Notifications (official documents)</li> <li>Leaflets and posters to be disclosed</li> <li>NAT website</li> <li>Online Social Media Platforms</li> <li>Newsletters</li> <li>Brochures</li> <li>TV/Radio broadcasts</li> </ul>	<ul style="list-style-type: none"> <li>Provide information about employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Type and duration of job opportunity</li> <li>Required documents to be enclosed to application (educational level certificate, ID, COVID 19 examination test, health status certificate)</li> </ul>	Prior to starting the construction and will continue	Upon having any new job opportunities	<ul style="list-style-type: none"> <li>Community Liaison Team (CLT) in NAT</li> </ul>
4.2	Share information about supplies	<ul style="list-style-type: none"> <li>Private companies</li> <li>Traders (small-scale stores) (unofficial suppliers)</li> </ul>	<ul style="list-style-type: none"> <li>Formal Meetings</li> <li>Contracts</li> <li>Telephone</li> <li>Brochures</li> <li>Company's website</li> <li>Fax</li> </ul>	<ul style="list-style-type: none"> <li>Provide information about supplies opportunities</li> </ul>	<ul style="list-style-type: none"> <li>The facilities and amenities needed to be provided for project workforce</li> <li>The nature of employment opportunities, including skill requirements, the length of employment and approximate remuneration package, amongst others;</li> </ul>	Prior to starting the construction and will continue	<ul style="list-style-type: none"> <li>Upon having any new supplies opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Community Liaison Team (CLT) in NAT</li> </ul>

Ref	Activity	Participants	Consultation Activities /tools	Objective	Key Areas of Discussion	Calendar	Frequency	Monitoring and Responsibility
					<ul style="list-style-type: none"> <li>- The nature of procurement opportunities, including scope of procurement opportunity; and</li> <li>- Contact details for further information or to apply for opportunities.</li> <li>- Identify and share relevant documentation and materials</li> <li>- Alignment of Community Grievance Mechanisms</li> <li>- Discussion around EIB requirements including environmental and social impacts and risks to the projects</li> </ul>			
5	<b>- Information sharing with workers and contractors/subcontractors</b>							
5.1	Sharing information about the project and workers rights and commitments	<p><b>Non-Egyptian companies :-</b> To be defined</p> <p><b>Egyptian companies:</b> - To be defined .</p>	<ul style="list-style-type: none"> <li>- Email</li> <li>- Bulletin boards</li> <li>- Fax</li> <li>- Contracts</li> <li>- Company's website</li> <li>- Site visits</li> <li>- In addition to the previous methods NAT will use communication tools that match the precautionary measures associated with the circumstances surrounding the Covid-19</li> </ul>	<ul style="list-style-type: none"> <li>- Familiarize workers with the policies and regulations</li> <li>- Follow the guidelines of NAT's environmental and social system (ESMS)</li> <li>- Handle complaints in a transparent and inclusive manner</li> <li>- Avoid violations of Egyptian environmental and social laws and regulations</li> <li>- Address complaints in a transparent and appropriate manner</li> </ul>	<ul style="list-style-type: none"> <li>- Schedule of the project phases of construction and operation</li> <li>- HR Policy</li> <li>- Environmental and Social Management Plan</li> <li>- Familiarize workforce with company's policies</li> <li>- Address the grievance mechanism and how to access it</li> <li>- Working Hours</li> <li>- Annual E&amp;S Performance Report</li> <li>- The nature of employment opportunities, including skill requirements, the length of employment and approximate remuneration package, amongst others;</li> </ul>	Upon assigning the contractor	- once a month	- Community Liaison Team (CLT) in NAT



Ref	Activity	Participants	Consultation Activities /tools	Objective	Key Areas of Discussion	Calendar	Frequency	Monitoring and Responsibility
			<ul style="list-style-type: none"> <li>- pandemic, such as;</li> <li>- SMS</li> <li>- Letters</li> <li>- Virtual meetings</li> <li>- Video messages</li> <li>- Webinars</li> </ul>		<ul style="list-style-type: none"> <li>- The nature of procurement opportunities, including scope of procurement opportunity; and</li> <li>- Contact details for further information or to apply for opportunities.</li> <li>- Identify and share relevant documentation and materials</li> <li>- Alignment of Community Grievance Mechanisms</li> <li>- Discussion around EIB requirements including environmental and social impacts and risks to the projects</li> <li>- Codes of conduct</li> <li>- Bidding documents</li> <li>- Awarded documents</li> </ul>			
5.2	Sharing information with the contractors and workforce	Contractors and sub-contractors labor force	<ul style="list-style-type: none"> <li>- Email</li> <li>- Bulletin boards</li> <li>- Staff meetings</li> <li>- Fax</li> <li>- In addition to the previous methods NAT will use communication tools that match the precautionary measures associated with the circumstances surrounding the Covid-19</li> </ul>	<ul style="list-style-type: none"> <li>- Share information about EIB, AFD &amp;WB obligations related to SEP</li> <li>- Follow the guidelines of NAT's environmental and social system (ESMS)</li> <li>- Actively participate in managing complaints in a transparent and inclusive manner</li> <li>- Collect updated information related job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Schedule of the project phases of construction</li> <li>- EIB, AFD and WB requirements related to stakeholder engagement</li> <li>- Environmental and Social Management Plan</li> <li>- Grievance mechanism requirements</li> <li>- Annual E&amp;S Performance Report</li> <li>- Construction Plan</li> <li>- Contractor and technical consultant agreements</li> <li>- Community initiatives and benefit sharing</li> </ul>	In the induction training to be provided to all workers During the toolbox talks to be carried out during construction phase	At least once a month Regarding job opportunities, information should be obtained upon the availability of jobs - Regarding GM, it will be ongoing	Contractor in full cooperation with NAT Community Liaison Team

Ref	Activity	Participants	Consultation Activities /tools	Objective	Key Areas of Discussion	Calendar	Frequency	Monitoring and Responsibility
			<ul style="list-style-type: none"> <li>- pandemic, such as; SMS, Letters</li> <li>- Virtual meetings</li> <li>- Video messages</li> <li>- Webinars</li> </ul>		<ul style="list-style-type: none"> <li>- Identify and share relevant documentation and materials</li> <li>- Alignment of Community Grievance Mechanisms</li> <li>- Discussion around EIB requirements including environmental and social impacts and risks to the projects</li> </ul>			
<b>6 Sharing information with the community liaison committee</b>								
6.1	Share information with CLC members	CLC members chaired by NAT and co-chaired by the contractor	<ul style="list-style-type: none"> <li>- Face-to-face meetings, official communication</li> <li>- Formal Meetings</li> <li>- Post mail</li> <li>- Fax</li> </ul>	<ul style="list-style-type: none"> <li>- Keep CLC members aware of all project related activities in order to disseminate the information to community people including women and vulnerable groups</li> </ul>	<ul style="list-style-type: none"> <li>- Share information, including: <ul style="list-style-type: none"> <li>- discussion of information on any activities likely to cause disturbance locally (e.g. flair noise, dust and traffic movements);</li> <li>- reporting on employment opportunities and local hiring; raising awareness about health and safety related to the Project;</li> <li>- raising awareness of the proposed SEP and grievance mechanism; and</li> <li>- discussing input, comments and concerns from stakeholders on issues related to the Project.</li> </ul> </li> </ul>	After formation of the committee	<ul style="list-style-type: none"> <li>- On quarterly basis</li> </ul>	<ul style="list-style-type: none"> <li>- Community Liaison Team (CLT) in NAT</li> </ul>
<b>7 Ongoing consultation activities</b>								
7.1	Sharing information about the project with various stakeholders	<ul style="list-style-type: none"> <li>- Ministry of Transportation</li> <li>- APTA</li> <li>- Other means of transportation</li> </ul>	<ul style="list-style-type: none"> <li>- Face-to-face meetings, official communication</li> <li>- Formal Meetings</li> <li>- Post mail</li> </ul>	<ul style="list-style-type: none"> <li>- Inform them about the project updates</li> <li>- The crossings to be closed or diverted</li> <li>- Upcoming and ongoing</li> </ul>	<ul style="list-style-type: none"> <li>- EIA: anticipated impacts and mitigation measures</li> <li>- Environmental register</li> <li>- Identify and share relevant documentation and materials</li> </ul>	Prior to construction activities	<ul style="list-style-type: none"> <li>- Once</li> </ul>	<ul style="list-style-type: none"> <li>- NAT</li> </ul>

Ref	Activity	Participants	Consultation Activities /tools	Objective	Key Areas of Discussion	Calendar	Frequency	Monitoring and Responsibility
		<ul style="list-style-type: none"> <li>(TukTuk-microbus- Taxi drivers)</li> <li>- Egyptian Environmental sector</li> <li>- EEAA headquarter Cairo</li> <li>- EEAA local branch in Alexandria governorate</li> <li>- Environmental Office within the Governorate</li> <li>- Environmental manager in Wasat/ East/ Montazah Districts</li> </ul>	<ul style="list-style-type: none"> <li>- Fax</li> </ul>	<ul style="list-style-type: none"> <li>construction activities in each area</li> </ul>	<ul style="list-style-type: none"> <li>- Alignment of Community Grievance Mechanisms</li> <li>- Discussion around EIB and AFD (WB) requirements including environmental and social impacts and risks to the projects</li> </ul>			
7.2	Sharing information with the Local Governmental Entities Alex Governorate	<ul style="list-style-type: none"> <li>- Local units in the Governorates (Wasat/ East/ Montazah Districts)</li> <li>- Electricity transmission company in Alex</li> <li>- Alex Water Company</li> <li>- Telecommunication</li> <li>- Traffic General</li> </ul>	<ul style="list-style-type: none"> <li>- Fax</li> <li>- Post Mail</li> <li>- Email</li> <li>- Formal meetings, official communication</li> <li>- Site visits</li> <li>- Communication tools due to the circumstances surrounding the Covid-19 pandemic.</li> </ul>	<ul style="list-style-type: none"> <li>- Obtaining required permits</li> <li>- Provide access to grievance mechanism</li> <li>- Project implementation schedule</li> <li>- Reveal the project's progress and updates</li> </ul>	<ul style="list-style-type: none"> <li>- Schedule of the project phases pre construction and operation</li> <li>- Environmental and Social Management Plan</li> <li>- Traffic diversions plans</li> <li>- Street rehabilitation plan</li> <li>- Community initiatives and benefit sharing</li> <li>- Identify and share relevant documentation and materials</li> <li>- Alignment of Community Grievance Mechanisms</li> <li>- Discussion around EIB</li> </ul>	To begin in June 2022	<ul style="list-style-type: none"> <li>- At least twice a month during construction phase</li> </ul>	<ul style="list-style-type: none"> <li>- Community Liaison Team (CLT) in NAT</li> </ul>

Ref	Activity	Participants	Consultation Activities /tools	Objective	Key Areas of Discussion	Calendar	Frequency	Monitoring and Responsibility
		<ul style="list-style-type: none"> <li>Directorate Alex Antiquities Directorate</li> <li>Urban Planning</li> <li>Electricity Transmission Company</li> <li>Health Directorate</li> <li>Local Labour Offices in Wasat/ East/ Montazah</li> </ul>			requirements including environmental and social impacts and risks to the projects			
7.3	Sharing information with the Local Labour Offices	<ul style="list-style-type: none"> <li>Local Labour Offices in Wasat/ East/ Montazah</li> </ul>	<ul style="list-style-type: none"> <li>Fax</li> <li>Post Mail</li> <li>Email</li> <li>Formal meetings, official communication</li> </ul>	<ul style="list-style-type: none"> <li>Complying with labour Law 12/2003</li> </ul>	<ul style="list-style-type: none"> <li>Bi-annual health and safety statistics</li> <li>Employment needs and opportunities</li> </ul>	January 2022 and will continue during construction	<ul style="list-style-type: none"> <li>Bi-annual during construction phase</li> </ul>	<ul style="list-style-type: none"> <li>Community Liaison Team (CLT) in NAT</li> </ul>
7.4	Sharing information with other governmental entities	<ul style="list-style-type: none"> <li>The Egyptian General Authority for Land Survey (head quarter and Alex Directorate</li> <li>Educational administration in Wasat/ East/ Montazah district</li> <li>Youth centers in Wasat/ East/ Montazah and sporting club</li> <li>Ministry of Interior</li> </ul>	<ul style="list-style-type: none"> <li>Fax</li> <li>Post Mail</li> <li>Email</li> <li>Formal meetings, official communication</li> </ul>	<ul style="list-style-type: none"> <li>Obtaining required permits</li> <li>Reveal the project's progress and updates</li> <li>Construction activities details including utilities and traffic diversions</li> </ul>	<ul style="list-style-type: none"> <li>Schedule of the project construction and operation</li> <li>Address the grievance mechanism</li> <li>Construction Plan</li> <li>Identify and share relevant documentation and materials</li> <li>Alignment of Community Grievance Mechanisms</li> <li>Discussion around EIB requirements including environmental and social impacts and risks to the project</li> </ul>	March 2022	<ul style="list-style-type: none"> <li>Once a month</li> <li>During construction phase once a month</li> <li>During construction phase once a month</li> <li>During construction phase</li> </ul>	<ul style="list-style-type: none"> <li>Community Liaison Team (CLT) in NAT</li> </ul>

Ref	Activity	Participants	Consultation Activities /tools	Objective	Key Areas of Discussion	Calendar	Frequency	Monitoring and Responsibility
							once a month - During construction phase once a month -	
7.5	Sharing information with the project lenders	- Lenders EIB/ AFD	- NAT website - Email - Meetings - Telephone - Teleconference	- As required and listed in the Conventions signed with the lenders	- Reporting on updates and progress - Major incidents/ non-compliances with EIB/AFD standards - ESIA - Annual E&S Performance Report	The process has started	- Quarterly - Immediately in case of major incidents and non-compliances -	- Community Liaison Team (CLT) in NAT
7.6	Sharing information with the civil society	Local NGOs (e.g. Muslim Youth, Christian Youth, Caritas)	- Meeting in their venues - Post Mail- Email - Cell phone/ WhatsApp - Leaflet distribution - Website - Postal and online questionnaires and feedback forms - Media and Social media - A number of key informant interviews and	- Sharing information about project, its potential impacts and mitigation measures - Sharing information about grievance mechanism and communication channels - Gain better understanding about the concerns and complaints - Share information about project updates and construction activities - Share information about job opportunities - Engage the community	- Brief Summary about the project (no more than three pages) - Project Non-Technical Summary - Schedule of preparation and construction - Construction and operation environmental and social impacts and proposed mitigation measures - Summary of community people responsibilities to support in monitoring activities - Community liaison committee - Community initiatives and benefit sharing	Activities have started and will continue during construction phase	- At least 1 engagement activity to be carried out per month - Information about job opportunities should be shared upon identifying jobs	- Community Liaison Team (CLT) in NAT

Ref	Activity	Participants	Consultation Activities /tools	Objective	Key Areas of Discussion	Calendar	Frequency	Monitoring and Responsibility
			<ul style="list-style-type: none"> <li>- focus group discussions will be conducted via phone and/or remote communication tools due to the circumstances surrounding the Covid-19 pandemic.</li> </ul>	<ul style="list-style-type: none"> <li>- in monitoring activities through raising complaints</li> <li>- Share information about the CLC responsibility</li> </ul>				
7.7	Sharing information with Media and social media	<ul style="list-style-type: none"> <li>- Local media</li> <li>- Online Journals (e.g. El Youm El Sabea)</li> <li>- Alexandria TV</li> <li>- <a href="https://www.facebook.com/NAT.Gov.EG/reviews">https://www.facebook.com/NAT.Gov.EG/reviews</a></li> <li>- <a href="https://www.facebook.com/Alexandria.EgyptOfficial/">https://www.facebook.com/Alexandria.EgyptOfficial/</a></li> </ul>	<ul style="list-style-type: none"> <li>- NAT Website</li> <li>- Newspapers</li> <li>- Online Social Media Platforms</li> <li>- Newsletters</li> <li>- Brochures</li> <li>- TV/Radio broadcasts</li> </ul>	<ul style="list-style-type: none"> <li>- Communicate the different environmental and social impacts and mitigation measures of the project</li> <li>- Reveal the project's progress and updates</li> <li>- Construction activities details including utilities and traffic diversions</li> </ul>	<ul style="list-style-type: none"> <li>- Disclose project design plans</li> <li>- Share construction progress and any other updates</li> <li>- Publish high-level project's environmental and social impacts and mitigation</li> <li>- Community initiatives and benefit sharing</li> </ul>	Activities have started and will continue during construction	<ul style="list-style-type: none"> <li>- At least on bi-annual basis</li> </ul>	<ul style="list-style-type: none"> <li>- Community Liaison Team (CLT) in NAT</li> </ul>
<b>8</b>	<b>Sharing information about the annual report</b>							
		<ul style="list-style-type: none"> <li>- All stakeholder</li> </ul>	<ul style="list-style-type: none"> <li>- NAT website</li> </ul>	<ul style="list-style-type: none"> <li>- Share information about: <ul style="list-style-type: none"> <li>- Summary of consultation carried out during reporting period</li> <li>- Concerns and complaints raised (Summary) and corrective measures</li> <li>- Project updates</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Share information, including: <ul style="list-style-type: none"> <li>• Project updates</li> <li>• environmental mitigations and community health &amp; safety measures</li> <li>• overview of local employment and procurement</li> <li>- summary of grievance management</li> </ul> </li> </ul>	By the end of the first year of construction	Once a year	<ul style="list-style-type: none"> <li>- Community Liaison Team (CLT) in NAT</li> </ul>



### 5.2.3 Operation Phase Engagement Activities

Once fully operational, it will be important to maintain a constructive relationship with Project stakeholders and ensure appropriate engagement on issues that could potentially affect them. Full operation phase engagement activities will include the following:

- Disclosure of Project Information;
- Information Regarding Employment and Procurement Opportunities;
- Ongoing Engagement; and
- Annual Report.

All activities to be carried out during operation will be adjusted by the operator. However, the minimum requirement is added below:

#### 5.2.3.1 Disclosure of Project Information

An updated Project Information Document (PID) will be prepared for dissemination to Project stakeholders, which provides information regarding the operations of the Project. The PID will be disseminated in communities within the AoI through notice boards.

The PID will be made available on an ongoing basis and will include the following information:

- Project updates, a list of stations, the operator, ticket cost and ticketing system
- A summary of worker code of conduct;
- A summary of potential risks and impacts during operations and proposed mitigation and management measures;
- Information regarding the GM for the Project; and
- Key contact information for CLO.

In the case of any significant Project updates or changes, the Project will notify the community via targeted engagement to relevant stakeholders including CLC members and vulnerable groups.

Should it be determined that a public meeting is necessary in communities within the AoI to discuss the operations of the Project, a meeting will be arranged. If required, transportation to the meeting will be arranged.

#### 5.2.3.2 Information Regarding Employment and Procurement Opportunities

Employment and procurement opportunities available for community members during operations are likely to be minimal due to the professional requirements of operating the Project and the small headcount. However, and when they arise, the Project will endeavor to disclose information to communities within the AoI by posting information on notice boards, or through PIDs distributed in the communities, as needed. Employment and procurement information will include the nature of the opportunity, approximate remuneration package and contact details for further information. NAT will disclose the necessity of local content and procurement requirements to the contractors.

#### 5.2.3.3 Ongoing Engagement

The Project will undertake regular ongoing face-to-face meetings with regulatory authorities, local leaders, and vulnerable groups. Community Grievances will continue to be collected and addressed. PIDs will continue to be distributed. The Social Team will convene semi-annual FGDs with vulnerable groups to disseminate information and consult verbally as some stakeholders are illiterate. These engagements will share updated project information, and discuss grievances received and addressed.

#### 5.2.3.4 Annual Report

On an annual basis the Project will publish a report for stakeholders, which will be made available in accessible, public locations e.g. the Local Governmental Unit of Wasat, East and El Montazah. The purpose of the report will be to share relevant Project information with key stakeholders and it will include, but not be limited to:

- 
- Project activity updates;
  - Environmental mitigations and community health & safety measures;
  - An overview of local hiring and procurement; and
  - Summary of grievance management and resolution

#### 5.2.3.5 Summary of Stakeholder Engagement Activities during Full Operations

An overview of the planned engagement activities during operation phase is summarised in Table 5-3 below.

**Table 5-3:Stakeholder Engagement Program during Operation Phase**

Ref	Activity	Participants	Consultation Activities /tools	Objective	Key Areas of Discussion	Calendar	Frequency	Monitoring and Responsibility
<b>1</b>	<b>Disclosure of Project Information during operation</b>							
1.1	Disclosure of the Project information	<ul style="list-style-type: none"> <li>Governmental entities</li> <li>Residents within the area of influence in East, Wasat and First Montazah district</li> <li>Vulnerable groups within the local communities (women, people with disability – old people- young people)</li> <li>Small business owners e.g restaurants and small shops</li> <li>Mosques and churches users</li> </ul>	<ul style="list-style-type: none"> <li>Establishing Posters at the stations</li> <li>Meeting in their location or at the mosques, churches,..etc</li> <li>Post Mail- Email</li> <li>Communication through Cell phone/ WhatsApp</li> <li>Disclosure of Information on the Board of Alex governorate and the district authorities</li> <li>Leaflet distribution</li> <li>On NAT website</li> <li>On media and social media</li> <li>Carrying out number of key informant interviews and focus group discussions</li> </ul>	<ul style="list-style-type: none"> <li>Sharing information about the project (stations- fees-ticketing system..etc)</li> <li>Sharing information about project, its potential impacts and mitigation measures</li> <li>Sharing information about grievance mechanism and communication channels</li> <li>Gain better understanding about the concerns and complaints during operation phase</li> <li>Share information about project updates and operation activities</li> <li>Share information about job opportunities</li> <li>Engage the community in monitoring activities through raising complaints</li> </ul>	<ul style="list-style-type: none"> <li>Brief Summary about the project (no more than three pages)</li> <li>Project Non-Technical Summary</li> <li>Schedule of preparation and operation</li> <li>Operation environmental and social impacts and proposed mitigation measures</li> <li>Summary of community people responsibilities to support in monitoring activities</li> <li>Alignment of Community Grievance Mechanisms</li> </ul>	Two months prior to operation	Once for each stakeholders group	The implementor will be the operator and the monitoring will be NAT Community Liaison Team responsibility

Ref	Activity	Participants	Consultation Activities /tools	Objective	Key Areas of Discussion	Calendar	Frequency	Monitoring and Responsibility
<b>2 Information sharing about employment</b>								
2.1	Share information about employment	<ul style="list-style-type: none"> <li>- Governorate authority</li> <li>- Local units in the Governorates (Wasat/ East/ Montazah Districts)</li> <li>- Universities</li> <li>- Recruitment offices</li> <li>- Local media</li> <li>- Online Journals (e.g. El Youm El Sabea)</li> <li>- Alexandria TV</li> </ul>	<ul style="list-style-type: none"> <li>- Notifications (official documents)</li> <li>- Leaflets and posters to be disclosed</li> <li>- NAT website</li> <li>- Online Social Media Platforms</li> <li>- Newsletters</li> <li>- Brochures</li> <li>- TV/Radio broadcasts</li> </ul>	<ul style="list-style-type: none"> <li>- Provide information about employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Type and duration of job opportunity</li> <li>- Required documents to be enclosed to application (educational level certificate, ID, COVID 19 examination test, health status certificate)</li> </ul>	Prior to starting the operation and will continue	Upon having any new job opportunities	The implementor will be the operator and the monitoring will be NAT Community Liaison Team responsibility
2.2	Share information about supplies	<ul style="list-style-type: none"> <li>- Private companies</li> <li>- Traders (small-scale stores) (unofficial suppliers)</li> </ul>	<ul style="list-style-type: none"> <li>- Formal Meetings</li> <li>- Contracts</li> <li>- Telephone</li> <li>- Brochures</li> <li>- Company's website</li> <li>- Fax</li> </ul>	<ul style="list-style-type: none"> <li>- Provide information about supplies opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- The facilities and amenities needed to be provided for the workforce</li> <li>- The nature of employment opportunities, including skill requirements, the length of employment and approximate remuneration package, amongst others;</li> <li>- The nature of procurement opportunities, including scope of procurement opportunity; and</li> <li>- Contact details for further information or to apply for opportunities.</li> <li>- Identify and share relevant documentation and materials</li> <li>- Alignment of Community Grievance Mechanisms</li> </ul>	Prior to starting the operation and will continue	<ul style="list-style-type: none"> <li>- Upon having any new supplies opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Community Liaison Team (CLT) in NAT</li> </ul>

Ref	Activity	Participants	Consultation Activities /tools	Objective	Key Areas of Discussion	Calendar	Frequency	Monitoring and Responsibility
					- Discussion around EIB requirements including environmental and social impacts and risks to the projects			
<b>3</b>	<b>Ongoing consultation activities</b>							
3.1	Sharing information about the project with various stakeholders	<ul style="list-style-type: none"> <li>All stakeholders</li> <li>-Local units in the Governorates (Wasat/ East/ Montazah Districts)</li> <li>-Local Labour Offices in Wasat/ East/</li> <li>- Educational administration in Wasat/ East/ Montazah district</li> <li>-Youth centers in Wasat/ East/ Montazah and sporting club</li> <li>-Ministry of Interior</li> <li>-Lenders EIB/ AFD</li> <li>Local NGOs (e.g. Muslim Youth, Christian Youth, Caritas)</li> <li>Local media</li> <li>Online Journals (e.g. El Youm El Sabea)</li> <li>Alexandria TV</li> <li><a href="https://www.facebook.com/NAT.Gov.EG/reviews">https://www.facebook.com/NAT.Gov.EG/reviews</a></li> <li><a href="https://www.facebook.com">https://www.facebook.com</a></li> </ul>	<ul style="list-style-type: none"> <li>- Establishing Posters at the stations</li> <li>- Meeting in their location or at the mosques, churches,..etc</li> <li>- Post Mail- Email</li> <li>- Communication through Cell phone/ WhatsApp</li> <li>- Disclosure of Information on the Board of Alex governorate and the district authorities</li> <li>- Leaflet distribution</li> <li>- On NAT website</li> <li>- On media and social media</li> <li>- Carrying out number of key informant interviews and focus group</li> </ul>	<ul style="list-style-type: none"> <li>- Sharing information about the project (stations- fees-ticketing system..etc)</li> <li>- Sharing information about project, its potential impacts and mitigation measures</li> <li>- Sharing information about grievance mechanism and communication channels</li> <li>- Gain better understanding about the concerns and complaints during operation phase</li> <li>- Share information about project updates and operation activities</li> <li>- Share information about job opportunities</li> <li>- Engage the community in monitoring activities through raising complaints</li> </ul>	<ul style="list-style-type: none"> <li>- Brief Summary about the project (no more than three pages)</li> <li>- Project Non-Technical Summary</li> <li>- Schedule of preparation and operation</li> <li>- Operation environmental and social impacts and proposed mitigation measures</li> <li>- Summary of community people responsibilities to support in monitoring activities</li> <li>- Alignment of Community Grievance Mechanisms</li> </ul>	Two months prior to operation	- Once for each stakeholders group	The implementor will be the operator and the monitoring will be NAT Community Liaison Team responsibility

Ref	Activity	Participants	Consultation Activities /tools	Objective	Key Areas of Discussion	Calendar	Frequency	Monitoring and Responsibility
		om/Alexandria.EgyptOfficial/	discussions					
<b>4</b>	<b>Sharing information about the annual report</b>							
4.1	Sharing information about the annual report with all stakeholders	- All stakeholder	- NAT website	Share information about: <ul style="list-style-type: none"> <li>- Summary of consultation carried out during reporting period</li> <li>- Concerns and complaints raised (Summary) and corrective measures</li> <li>- Project updates</li> </ul>	Share information, including: <ul style="list-style-type: none"> <li>• Project updates</li> <li>• environmental mitigations and community health &amp; safety measures</li> <li>• overview of local employment and procurement</li> <li>- summary of grievance management</li> </ul>	By the end of the first year of operation	Once a year	Community Liaison Team (CLT) in NAT



### 5.3 Engagement Strategy during COVID 19

Given the spread of COVID 19 Pandemic and the limitation of gatherings that has been declared by the Government of Egypt since February 2020, it was essential to develop specific strategies of engagement during COVID 19.

The social team adopted the following strategies during the previous consultation events in order to put limitation to COVID 19 infections during consultation:

Virtual engagement was adopted including communication by phone, text, e-mail, phone or video conference calls and webinars.

In case of the stakeholders require non-virtual communication, the following preventive measures were adopted:

- 1- Using facemask and face shield
- 2- Carry out the meetings in open air
- 3- Maintain safe distance
- 4- Avoid group meetings and adopt more individual meetings
- 5- No food or beverage were served in any engagement activities
- 6- No hand shaking or physical interaction

More details are made available through adopting specific procedures developed by the EBRD<sup>8</sup> and the AFD<sup>9</sup>. The AFD Prescriptions for inclusion in Construction/worksite ESMPS to Strengthen COVID-19 health control report proposed the recommended actions below:

#### 5.3.1 Recommendations by the AFD

Project owner should assess the risk of transmitting COVID-19 during stakeholder engagement. If the risk cannot be mitigated effectively with the measures below the project owner should consider postponing the activities. The measures to prevent transmission should include – but not be limited to – the following:

1. Identify and examine the activities planned by the Project requiring the engagement of stakeholders and public consultations.
2. Assess the level of direct engagement proposed with stakeholders, including the location and size of proposed meetings, the frequency of engagement, categories of stakeholders (international, national, local).
3. Assess the level of risk of virus transmission for these stakeholders' commitments and how the restrictions in force in the country / project area would affect these commitments.
4. Identify the project activities for which consultation / engagement is essential and cannot be postponed without having a significant impact on the project schedule. e.g. the selection of resettlement options by affected people during the implementation of the project. Depending on the specific activity, consider viable ways to obtain the necessary participation from stakeholders.
5. Assess the level of use of technologies and internet among the main stakeholder groups, in order to identify the type of communication channels that can be used effectively.
6. Make a particular effort to understand and use the most appropriate way for women to have access to the information.
7. The Project Owner, assisted by the Owners' Engineer as appropriate, should consider the following when selecting communication channels for stakeholder engagement in the context of the COVID-19 pandemic:

<sup>8</sup> <https://www.ebrd.com/sustainability-covid.html>

<sup>9</sup> <https://www.afd.fr/en/ressources/prescriptions-inclusion-constructionworksite-esmps-strengthen-covid-19-health-control>

- a. Avoid public gatherings (taking into account national restrictions), including public hearings, workshops and community meetings.
- b. If smaller meetings are allowed, conduct consultations in small groups, such as focus group meetings. If this is not allowed, make all reasonable efforts to conduct the meetings through online channels.
- c. Diversify means of communication and rely more on social media and online channels. When possible and appropriate, create online platforms and specialized discussion groups tailored to the objective, depending on the type and category of stakeholders.
- d. Use traditional communication channels (television, newspapers, radio, dedicated telephone lines and mail) when stakeholders do not have access to online channels or do not use them frequently. Traditional channels can also be very effective in conveying relevant information to stakeholders and allowing them to share their reactions and suggestions.
- e. When direct engagement with affected people or beneficiaries of a project is necessary, as would be the case for the preparation and implementation of resettlement action plans and awareness-raising actions, identify the channels of direct communication with each household affected by a specific combination of electronic messages, mail, online platforms, dedicated telephone lines with knowledgeable operators.
- f. Each of the engagement channels proposed must clearly specify how the stakeholders, in particular the women, old peoples and illiterates, can provide feedback and suggestions.

### 5.3.2 Recommendations by the World Bank

According to the WB recommendations avoiding any group meetings, face-to-face meetings and public consultation events is strongly recommended<sup>10</sup>.

Virtual engagement may include communication by phone, text, e-mail, phone or video conference calls and webinars. Any technology that resonates with the targeted stakeholders and allows for researcher/stakeholder interactions can be harnessed to assist with engagement. Examples of engagement modes and ways that might be utilized include:

- Phone (One-on-one calls between consultant and stakeholders),
- Group conference calls,
- Having discussions via a closed Facebook group,
- Videoconference platforms,
- Hosting online meetings with stakeholders.

It is strongly recommended to:

- Ensure that new modes of engagement are feasible and acceptable to stakeholders,
- Let stakeholders be the guide and to ask for their preferred way to engage remotely,
- Be sensitive to barriers stakeholders may face in engagement using a particular method (e.g., lack of internet access),
- A female community liaison officer should be made available in order to consult with female stakeholders, as it is a bit sensitive for women to receive calls from male social officer,
- Whenever possible, offer multiple ways to engage. For example, provide an option to call in to an online meeting via phone, and send materials out in advance via WhatsApp,
- Ask for stakeholder feedback throughout the project and work to address any issues hindering their engagement,
- If using videoconferencing or other online platforms:

<sup>10</sup> Source: <https://www.worldbank.org/en/news/factsheet/2020/12/01/citizen-engagement-and-stakeholder-consultations-during-covid-19>

- 
- Provide participants with necessary technological tutorials or technical support in advance, including written instructions for utilizing the technology.
  - Understand that stakeholders' technological literacy will vary and be willing and available to answer questions.
  - Have a facilitator from the targeted community work with you to adjust stakeholders to the technology used.
  - When possible, have a lower-tech option for engaging, such as the option to call in to a videoconference via phone

## 6. COMMUNITY GRIEVANCE MECHANISM

### 6.1 Introduction

The Community Grievance Mechanism (CGM) allows stakeholders to submit complaints and comments at no cost, without retribution. The CGM considers the gender dimension and proper representation of women. The CGM also will be applicable throughout preconstruction, construction and operation phases.

#### 6.1.1 State Based Grievances Mechanism

The unified government complaints system was established pursuant to Presidential Decree No. 314 of 2017 to receive, examine, direct and respond to all complaints electronically, and its scope of work extends to all ministries, departments, government agencies, local administration units, public bodies and other government agencies and public legal persons, making it an official channel of communication Two-way between the citizen and the government and its various agencies<sup>11</sup>.

Government Complaints portal is an online portal which applies an integrated administration system and replicates world best practices in dealing with people's complaints. Several mechanisms are featured through the System including receiving, examining and processing complaints as well as making use of such complaints in improving performance. The aggrieved person can submit his complaint through the channels below:

- 1- upload his complaint on the website (<https://www.shakwa.eg/GCP/Default.aspx>)
- 2- Send the complaint to an email ( [info@shakwa.eg](mailto:info@shakwa.eg))
- 3- Communicate with complaints officers through the hotline **16528**
- 4- At Your Service on Google Play.
- 5- WhatsApp numbers: 01555516528 and 01555525444 to receive messages, complaints and citizens' participation supported by pictures.
- 6- Citizens service departments and offices in all different government agencies and agencies.

The citizen has the full right to bring his complaint to court if he/she is not satisfied with the solution given by the portal.

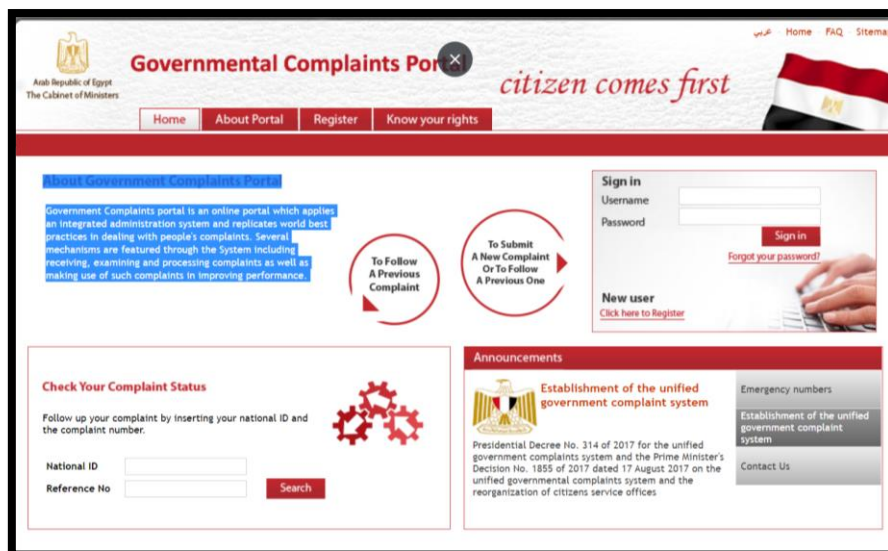


Figure 6-1: Governmental Complaints Portal

<sup>11</sup> <https://www.shakwa.eg/GCP/StaticContent/View.aspx?ID=1>

### 6.1.2 NAT Current Community Grievance Mechanism

Speaking of the current community grievance mechanism, NAT has a wide experience with the EIB financed project. Therefore, NAT has an existing grievances committee for the Cairo Metro Line project. Additionally, the contractor of Cairo Metro Line has a standalone grievance mechanism. The contractor grievance mechanism managed all complaints except for the ones related to compensation. The contractor refer all complaints related to compensation to NAT. Additionally, all grievance log developed by the contractor is shared with NAT on monthly basis.

Speaking of NAT current community grievance mechanism, the process of receiving and managing grievances is shown in the flowchart in the figure below. As a matter of fact, the grievance mechanism adopted by NAT has many deficits.

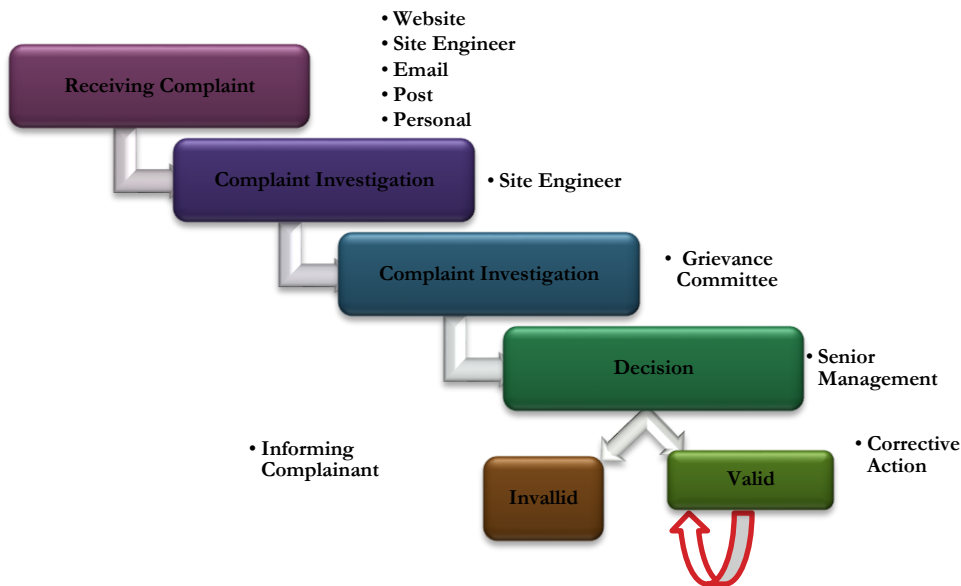
Grievances are received through various channels:

- Engineering representative on-site
- NAT Website
- Direct mail to the Chairman of NAT
- Telephone calls (Landline)
- Personal meetings
- Handovers to the grievances committee
- Legal Affairs Department
- The Government Complaints Portal [www.shakwa.eg](http://www.shakwa.eg) (16528).

The response to grievances normally takes 1 to 1.5 months. NAT does not acknowledge recipient of the complaint. In some cases, grievances are channelled directly to the concerned department but in the majority of cases, the grievances committee is notified with the grievances. The following procedures are followed:

- The Grievances Committee or NAT Archive Unit receive the complaint . However, they don't acknowledge the recipient of grievance. This is one of the deficits that must be properly managed.
- The Grievances Committee directs the complaint to the concerned department or to the engineering department for investigation
- The complaint and the investigation report are routed back to the grievances committee, where a report is prepared and raised to the entity responsible for solving the complaints (e.g. compensation committee- technical engineer. Etc).
- The grievance mechanism is managing all complaints, particularly the ones related to compensation and loss of income. If the aggrieved person is eligible for compensation, compensation procedures are followed. Alternatively, the response will be shared with the aggrieved person.

Grievances related to interruption of economic activity consume a lot of time to be resolved. This is mainly because they require determining a fair compensation, which is usually based on the PAPs tax records. Most of the PAPs might be obliged to wait until their financial year is closed in order to be able to get their tax record that is required by the compensation committee. They prefer to submit updated tax record in to order to reflect their updated revenue.



**Figure 6-2 NAT Current Community Grievance Mechanism**  
Source: NAT 2021

The CGM is applied by NAT sets focus on two types of grievances:

1. The grievances received from the Governmental Complaint Portal. There is an assigned staff member who follow up the complaints received from the portal. The aggrieved person is replied to within 72 hours in order to inform him/her about the recipient of grievance and how it will be managed. The solution of complaint is mainly based on its severity and complexity.
2. The second types of grievances are the ones related to compensation and livelihood restoration impacts. These complaints might be sent to the: 1) contractor, 2) by phone, 3) on the website, 4) by hand in NAT, 5) the Ministry of Transport. The complaints are managed by a committee formulated particularly to manage and solve complaints related to compensations and involuntary resettlements. Such grievances are managed carefully as the aggrieved person should restore his/her living conditions. The same aggrieved person has the full right to submit his complaint more than once in order to reach the acceptable compensation. The aggrieved person has the full right also to raise his complaint to court.

However, there is additional CGM for the Cairo Metro Project which is applied by the contractors (refer to the CGM applied by the contractor of Cairo Metro Line Three Phase Three Project).

The contractor is committed to apply the GM based on the Best Practices. The CGM applied by the contractor covered the following aspects:

- Roles and responsibilities
- Disclosure of the CGM
- Mode of CGM
- Response to CGM
- Registration of CGM
- CGM channels
- Confidentiality
- Management of CGM



- Monitoring of CGM

The contractor community liaison officer report to NAT on monthly basis all received complaints and how they were managed.

### 6.1.3 Proposed Community Grievance Mechanism to be implemented by the Project

This mechanism is unified and will be applied during all project phases.

1. During construction phase: the contractor will be responsible for the CGM
2. During operation phase: the operator will be responsible for the CGM
3. NAT will oversee and monitor the efficiency of the CGM

The key principles and overview of an effective CGM as adopted by the Project are:

- **Culturally appropriate** - tailored to local culture, language and literacy level
- **Accessible** – accessible to all community members
- **Inclusive to vulnerable groups** – available to those less likely to have the means to voice their concerns or opinion within the local context
- **Reliable** - Project commitment to respond to grievances within agreed upon timeframe
- **Publicized** – all stakeholders are made aware of the CGM through stakeholder engagement activities
- **Logged** – all grievances are logged and tracked
- **Confidential** – grievances will remain confidential with an option of anonymity

The Community Liaison officer manager (CLOM) to be recruited by contractor will lead the implementation of the CGM under supervision from NAT CLOM. Additionally, the contractor's CLOM will refer the grievance to the interested entity to solve. On the top of that, he/she will be responsible for documentation and monthly reporting to NAT CLOM. All grievance log and all received complaints form that will be managed by the contractor' CLO must be shared monthly with NAT CLOM. In order to facilitate the funding agency audits, it is strongly recommended to have all received grievances and the full grievance log with both NAT CLOM and the contractor's CLOM.

NAT CLOM will keep full records of all complaints received from the contractor CLOM or any other channels (e.g. the governmental complaint portal) . The grievance log must segregate the complaints by channel of communication.

NAT CLOM also will be responsible to share any complaints related to the contractor and received from other channels with the contractor on weekly basis.

In case of receiving any complaints related to compensation or land acquisition, the contractor CLO send the complaint to NAT within 2 working days.

On the management level, NAT CLOM and the contractor CLOM must have a monthly meeting to discuss all received grievances during the previous month and discuss the status of various complaints received in order to unify the documentation system, propose corrective measures on the grievance management and discuss all recurrent grievances.

At the outset, the Project contractor will disclose/ communicate the CGM to the local communities via the following methods in accordance with the local context (to be confirmed in consultation with the community by the Social Consultant):

- Stakeholder Engagement Activities
- CLC Meetings
- Project webpage
- Noticeboards at Local Governmental Unit, Youth Centres and NGOs
- Local Media
- Governmental Complaint Portal (<https://www.shakwa.eg/GCP/Default.aspx>)
- National Authority for Tunnels (complaint channels)

- Alexandria Governorate complaint channels
- Complaint Committee Contacts **(to be determined)**
- Phone calls and WhatsApp messages **(to be determined)**
- The contacts of NAT are listed below:
  - **Land line: + 02 25742968**
  - **FAX+02 5742950**
  - **Email address infoc@nat.org.eg this email will be updated upon assigning the CLO in NAT.**
  - **Postal address Ramses Square Ramses Complex- Cairo- Arab Republic of Egypt- ZIP: 11794 p. B 466**

**The State based complaint mechanism will be included in the unified CG that will be implemented by NAT. The link will be through the office responsible for managing the state based complaint mechanism in NAT. The Project will be informed about the complaints received and will respond to. Basically, the state based mechanism will be an additional communication channel. In the state based mechanism, all details about complaints are included and the interested entity is also mentioned. Accordingly, the referral of complaint will not cause an**

The GM will include the steps listed below and elaborated in subsequent sections:

1. Receiving Grievances
2. Registering Grievances
3. Acknowledgement of Grievances
4. Screening and Classification of Grievances
5. Addressing Grievances
6. Communication of Grievance Resolution Process
7. Implementation and Final Closure
8. Resubmission of grievance
9. Monitoring

For managing the CGM, two crucial people will be recruited:

- 1- The contractor CLO
- 2- NAT CLO (s)

The main responsible person for managing all grievance will be the contractor CLO. In case of having more than CLO, only one must be assigned for grievance in order to unify and organize the process. NAT CLO will be responsible for monitoring the process, share any complaints received from all channels or sent directly to NAT with the contractor CLO.

Both CLOs will coordinate closely on weekly basis in order to be updated about all received complaints. Additionally, a monthly meeting must be carried out in order to unify the documentation and discuss recurrent complaints.

NAT CLO will be responsible for reporting to the funding agencies and will keep all records of received grievances.

#### **6.1.3.1 Step 1 – Receiving Grievances (Day 0)**

The following options will be available to stakeholders for submitting grievances to the Project:

- Face to face with contractor CLO responsible for grievance management during stakeholder engagement activities
- Submit via dedicated email address to NAT CLO or the contractor CLO
- Verbally to contractor CLO via phone
- Grievance boxes at key community locations to be determined in full cooperation with the Steering Committee in consultation with NAT and the contractor.
- The Governmental Complaint Portal

- NAT CLO

Upon receipt of the grievance at the originating point the receiving party has a maximum of three days to forward the respective grievance to the CLO responsible for grievance management. All complaints whether received directly by the CLO Manager or via another route will be collated and handed centrally, actioned and closed out. The CLO will lead this process. Grievance boxes will be checked on a weekly basis by the CLO.

#### 6.1.3.2 Step 2 – Registering Grievances (Day 3)

All grievance received will be formally registered by the contractor's CLO responsible for managing grievances using the Project Grievance Form (templates are provided in Annex 3) and summarised in the Community Grievance Register (included in the SEP DMS in Annex 1), ensuring that contact details are provided with the preferred method of communication. A clear description is also required to be provided of the grievance. Anonymous submissions will also be accepted.

#### 6.1.3.3 Step 3 – Acknowledgement of Grievance (Day 5)

Within 48 hours from registering the grievance, the CLO will acknowledge to the complainant that the grievance has been received and registered as a complaint (e.g. it was a request for information, a suggestion or a request for service) that can be handled by the Project. This is likely to be through a phone call, in person visit or in written format as determined most appropriate. Where possible, information will be provided to the complainant on the next course of action as well as an indicative timeframe for resolution. The CLO will track progress of grievance investigation and resolution and keep the complainant informed as necessary.

If the grievance is not registered as a complaint (request for service, provide suggestion or request for information), the complainant will be informed and the grievances closed out. The aggrieved person should be notified about the reasons for not considering the complaint as valid.

#### 6.1.3.4 Step 4 – Screening and Classification (Day 7)

All grievances will be screened to determine if they are a legitimate complaint. Non-legitimate complaints could include: complaints which obviously are not related to the Project, criminal activity not related to the Project, labour related grievances (refer to workers' grievance mechanism as mentioned in Environmental and Social Impact Assessment (ESIA), Environmental and Social Management Plan (ESMP) Section), contractual disputes (use redress methods in contracts), issues related to government policy or procedures (the complainant should be directed to the relevant routes). If required, the CLO will identify the support of an internal investigation team with the correct skills to further investigate issue raised and to decide whether it is project related or whether it is more appropriately addressed by a third party (e.g. relevant authority, other company).

Once determined a legitimate complaint, each grievance will be reviewed, assessed and classified into one of the following categories:

- **Minor Social Incident or Minimum Priority Complaint** – Level 1: a local, isolated and one-off complaint which could be addressed with limited effort. They are small in nature and do not threaten the prevailing situation the complaint is registered for. Usually, they are generated and motivated with individual interests.
- **Medium Social Incident or Medium Priority Complaint** – Level 2: widespread and/ or ongoing complaints. It's widespread in nature, probably affecting more than one person or groups. It has the potential that, if not addressed, may escalate into a major social incident. (e.g. noise, vibration and dust during construction).
- **Major Social Incident or Critical Priority Complaint** – Level 3: potential for significant breach of the applicable legislation, international standard, company policies, and/ or negative media

attention, safety and security of the Project site, employees and stakeholder (e.g. abuse by security force).

The contractor CLO responsible for managing grievances and NAT CLO will then assign a type to each grievance as per the following categories:

- Compensation
- Livelihood/income
- Environmental concern (noise-dust-wastes-emissions, etc)
- Injury
- Employment
- Property damage
- Security forces abuse
- Employee/Sub-contractor bad behavior
- Gender based violence
- Employee/Sub-contractor bad behavior” (i.e. violation of employment contract, national legislation, Code of conduct, etc. or discriminatory practice )
- Non-fulfilment of Project commitments
- Cultural heritage

#### **6.1.3.5 Step 5 – Addressing Grievance (Day 8)**

The contractor CLO with support from other relevant Project personnel will:

- Identify required action for resolution of the grievance as well as responsible person/party. If unable to deal with grievance directly, the CLO will assign it to the appropriate Project personnel for resolution (ideally to a head of a unit). The identified personnel will assist the CLO in the resolution of the grievance.
- If necessary to address the grievances, the CLO can perform a field visit and/or hold additional consultation meetings.
- Identify activities, procedures, equipment and training to address and prevent reoccurrence.
- CLO remains responsible for tracking the grievance through to closure

#### **6.1.3.6 Step 6 – Communication of Grievance Resolution Process (Day 20)**

The contractor CLO will communicate the outcome of the grievance resolution process to the complainant and request feedback (if possible) on the resolution. They will make sure all grievances are responded within 15 days from being acknowledged. All grievances of a Level 3 – critical priority will be responded to within 72 hours. Responses shall be in writing and a verbal response will also be provided where appropriate. If the complainant agrees, they should sign the grievance resolution form. If the complainant does not agree they can seek external recourse.

#### **6.1.3.7 Step 7 – Implementation and Final Closure (Based on required corrective measures)**

The contractor CLO and the responsible personnel identified for resolution, shall ensure that the grievance resolution is effectively implemented in an efficient and timely manner. The CLO shall inform stakeholders on the progress of implemented corrective actions. When no further attention is required then the CLO will close the grievance and record close out date in the Grievances Register (included in the SEP DMS in Annex 1). For Level 3 Grievances, the CLO and the NAT E&S Manager will close out the grievance together. The Project will aim to close all grievances within 30 days of receiving the grievance. The project will guarantee anonymity in all external reporting.

### 6.1.3.8 Step 8 Resubmission of complaint

The aggrieved person has the full right to resubmit his/ her complaint. Accordingly, the same above mentioned steps will be followed. It is worth mentioning that there is no limited number of grievance submission. The same grievance can be resubmitted until proper resolution is reached.

### 6.1.3.9 Step 9 Monitoring

Monitoring refers to the process of tracking grievances and assessing the extent to which progress is being made to resolve them.

All information related to contact, cases, tracking and monitoring of feedback cases shall be tracked through a database created for this purpose. The database shall be managed by the contractor CLO and updated and shared by CGM CLO on monthly basis with NAT CLO. All files shall be protected to ensure no loss of data and information.

Ultimately, the NAT CLO will be responsible for consolidating, monitoring and reporting on the total number of complaints, enquiries and other feedback that have been received, resolved or are pending at the Project.

Information compiled by the CLO will be essential for reporting progress of the project's grievance indicators (i.e.: number and percentage of grievances registered that are addressed), that are included in the Periodic Report on a quarterly basis.

Step 1 (Day 0)	• Receiving Grievances
Step 2 (Day 3)	• Registering Grievances
Step 3 (Day 5)	• Acknowledgement of Grievance
Step 4 (Day 7)	• Screening and Classification
Step 5 (Day 8)	• Addressing Grievance
Step 6 (20)	• Communication of Grievance Resolution Process
Step 7	• Implementation and Final Closure (Based on required corrective measures)
Step 8	• Resubmission of complaint
Step 9 (monthly)	• Monitoring

Figure 6-3Grievance Management Process

## 6.2 Record Keeping

Record keeping will take the following form:

- An electronic and hard copy filing system for received complaints (Annex 3 and 4);
- Attendance registers of all meetings to share information about CGM are completed, and taking digital photographs and/or video recordings at meetings as required/possible (Annex 2);
- Document all received complaints in a log (Annex 6);

- Monthly complaint report should be developed in soft copy; and
- Analysis of all received grievances should be maintained with the CLO and the E&S manager in NAT.

### 6.3 Documents for Disclosure

At the inception phase of the project, the following management plans will be publicly disclosed:

- Occupational Health & Safety Guidelines;
- Grievance Mechanism Procedure;
- Waste Management Plan;
- Waste Water & Sewage Management Plan; ZLD technique
- Workers' Accommodation Strategy;
- Traffic Management Plan;

The grievance mechanism will also be integrated in orientation footage to all workers, to ensure that all stakeholders are aware of both the internal and external grievance mechanisms.

### 6.4 Confidentiality

Individuals who submit their comments or grievances have the right to request that their name should be kept confidential, though this may mean that NAT CLO will be unable to provide feedback on how the grievance has been addressed. However, an anonymous complaint can receive a code and should be investigated appropriately and treated courteously.

The aggrieved person can submit anonymous complaint. However, he/she should inform about the acceptable channel for communication that can be used to share information with him/her about the corrective measures.

### 6.5 GM Sensitive to Gender

The GM will provide women with a suitable avenue to lodge grievance (via the grievance mechanism or suitable human resources systems) related to sexual, physical, raping or emotional harassment of women, access to job opportunities created by the project and access to supplies. This includes access and links to Gender-Based- Violence support groups (e.g. Equal Opportunity Department in Montazah Second District and Women Protection and Development NGO in Alex) functional in the area. In order to properly encourage women to report and complaint on any GBV related issues, the project will:

- Allow women to submit anonymous complaints.
- Maintain all information about aggrieved women as of high confidentiality
- Not be allowed to escalate for any complaints without prior written approval
- Not share any information about the aggrieved women even with her own close relatives

The female CLO will pay visit to the aggrieved person to her house or to any other place considered as suitable by the complainant in order to give her a sense of safety.

NAT, via the social safeguards and gender specialists will provide gender sensitive training and sensitizing of all construction and operation contractors, goods and service providers, as well as the supply chain. The training should be gender oriented in order to avoid, reduce and manage adequately all GBV and gender based discrimination related complaints

The project grievance mechanism must be gender-sensitive, particularly, due to the conservative nature of the community. It is a standard of good practice that aims to provide a separate female contact point for complaints to be received from women. In cases of increased risk of discrimination, harassment, rape or assault (for example, where a worker camp is near a community), the GM ensures that women subject to physical or sexual abuse, or rape, can file confidential complaints.



It is entirely up to the survived women to decide whether to escalate the case to court or remain it within the female CLO and the aggrieved women.

## 6.6 Procedure for Appeal

All community people, including women, have the right to appeal the complaint that they have submitted to the project GM. GM users who are dissatisfied with the outcome of their complaint can resubmit their complaint to the CLO within 30 working days of receiving a response to the earlier case they had submitted. The final option for the GM user is to go to court.

The Egyptian Court system is composed of a number of tiers<sup>12</sup>: The Courts of First Instance, Court of Appeal and the Court of Cassation which sits at the apex of the judiciary. The classical dichotomy of public and private law has resulted in the establishment of the Council of State (*Conseil d'Etat*), which consists of administrative courts vested with the power to decide over administrative disputes pertaining to administrative contracts and administrative decrees issued by government officials and public law entities.

With respect to jurisdiction, it is necessary to distinguish between national jurisdiction in pure domestic cases and international jurisdiction regarding disputes involving a foreign element. A brief overview of both seems to be in order.

National or domestic jurisdiction is shared between two main judicial bodies:

- General courts; and
- Administrative courts (State Council).

Whilst courts of general jurisdiction are concerned with the settlement of civil, criminal, commercial and personal status matters, administrative courts are concerned with the settlement of administrative or public law matters. The criteria for establishing general jurisdiction could be based on the value of the dispute, nature of the dispute, or territorial jurisdiction of the court.

With respect to the value of the dispute, general jurisdiction is divided between:

- **Trial courts:** dealing with disputes of not more than L.E. 40,000 (forty thousand Egyptian pounds), and their judgment shall be final (non-appealable) in case the amount of the dispute does not exceed 5,000 (five thousand Egyptian pounds).
- **Higher courts** (such as the Court of First Instance): dealing with disputes, which did not fall with the jurisdiction of the trial courts, and their judgments shall be final (non-appealable) in case the amount of the dispute does not exceed 40,000 (forty thousand Egyptian pounds).

With respect to territorial competence, courts of general jurisdiction are divided according to cities and suburbs. For example, there are Giza courts, Cairo courts, Alexandria courts, Mansoura courts, etc. Within each city, there may be a number of courts, such as the North Giza Court of First Instance and the South Giza Court of First Instance.

One Court of Appeals is in Cairo, one in Alexandria, one in Tanta, one in Ismailia, one in Bani Suef, one in Mansoura, one in Fayoum, Beheira and Giza, and one in Qena. As for the Court of Cassation, there is only one in the whole country and it is located in Cairo.

<sup>12</sup> Source: <https://www.nyulawglobal.org/globalex/Egypt1.html>

## 7. RESOURCES AND RESPONSIBILITIES

### 7.1 Roles and Responsibilities

The Project's Community Liaison Team to be assigned by NAT will be composed of at least 2 or more community liaison officers. They will undertake the formal and informal stakeholder engagement activities, maintenance of the Grievance Log, stakeholder engagement register, monitoring activities contact reports and feedback systems.

The Project will consistently track issues of concern among community constituents including the media, regulatory agencies, government, traditional authorities, youth groups, various social groups and NGO's in relation to the project. Furthermore, Project employees will be presented with consistent key messages, speaking points, and Frequently Asked Questions (FAQs) on various issues related to Project.

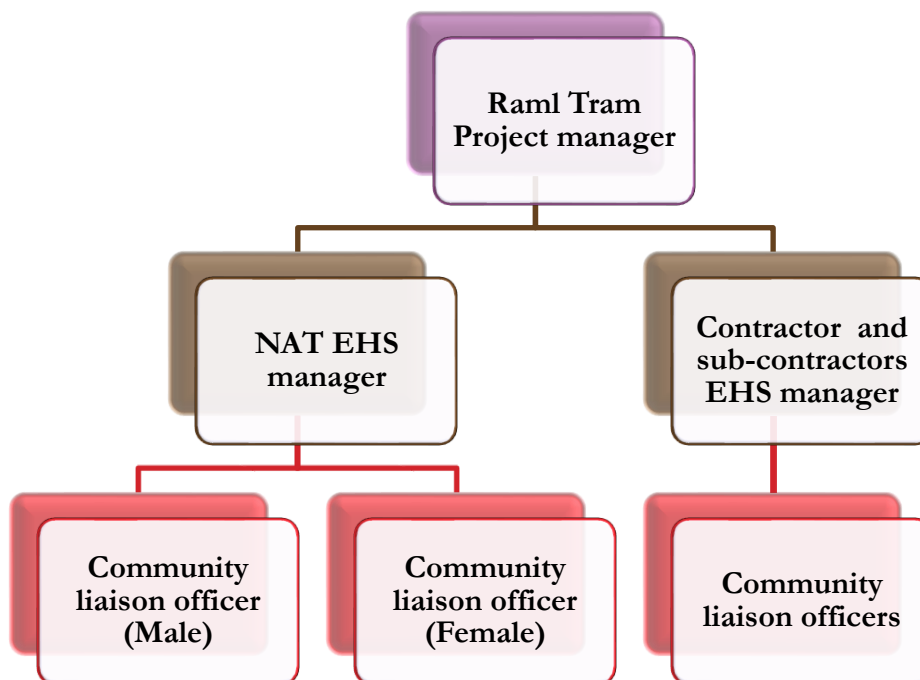


Figure 7-1:Organizational Chart

The teams will employ a variety of innovative communication techniques and tactics for the Project, including interactive use of traditional channels of communication (e.g. one to one meeting, FGD, group meeting. Etc), and local media. These approaches will ensure that audiences at varying literacy levels and sophistication can understand and participate in discourse about project- related activities.

The CLT will cooperate closely with the Contractor community liaison officers (to be defined ). The reporting system will be as follows

- The community liaison officer of the contractor must report to the CLT of NAT on monthly basis
- The CLT will report to the E&S manager in NAT on monthly basis
- The E&S manager in NAT report to the project manager on monthly basis
- The Project manager will report to the EIB and AFD on quarterly basis

The responsibilities can be divided as follows:

Community Liaison Officers will accompany Project team members into the Project area, introduce them to community leaders and members, and assist them to behave in a culturally appropriate way. CLOs in

addition will maintain an on-going liaison in their respective communities, and ensure that the Project is aware of and can act upon community concerns. They will assist in arranging meetings locally, in presenting project details to their communities, working closely with community representatives in feeding back to their communities, and in maintaining the Project notice boards.

CLOs will liaise with all project participants to ensure effective relationships, accuracy in information delivery and consistency in messages from the company. They will employ a myriad of communication tools and techniques to build and sustain the reputation and image of the Project. The schools will be engaged as agents of change to build sustainable trust with communities. Newsletters, factsheets and posters will be developed and produced to support effective communication with communities and other stakeholders. The following table shows the roles and responsibility contractor representative for the stakeholder activities.

Roles and responsibilities for the implementation and management of the SEP are described in the table below:

**Table 7-1 Roles and Responsibilities**

Roles	Responsibilities
Project Manager	<ul style="list-style-type: none"> <li>○ Responsible for ensuring that sufficient resources are provided for the implementation and control of the ESHS-MS, including the SEP</li> <li>○ Appoints NAT E&amp;S Manager and is responsible for overseeing his/her activities.</li> <li>○ Support in Community Grievance resolution (if required)</li> </ul>
NAT EHS General Manager	<ul style="list-style-type: none"> <li>○ Oversee the NAT E&amp;S Policy and HR Policy;</li> <li>○ Provide required approval on the SEP;</li> <li>○ Secure financial resources of all SEP implementation activities;</li> <li>○ Coach a monthly meeting to discuss community concerns;</li> <li>○ Review the monthly monitoring reports developed by NAT CLOs and contractor team;</li> <li>○ Attend and chair CLC meetings;</li> <li>○ Attend all meetings with the Governor, deputy governor, mayors and head of Wasat/ East/ Montazah District.</li> <li>○ Monitor implementation of the ESIA and related E&amp;S commitments made by NAT for the Project;</li> <li>○ Overall responsibility for the implementation of the SEP; including the GM</li> <li>○ Appoints the CLOs</li> <li>○ Review Monthly SEP Implementation and Monitoring Reports</li> <li>○ Facilitate and coordinate communicate with Lenders on E&amp;S including implementation of the SEP and CGM</li> <li>○ Support in Community Grievance resolution (if required)</li> </ul>
ESH manager of the contractor:	<ul style="list-style-type: none"> <li>○ Attend the management meetings</li> <li>○ Review all documents and monthly reports shared by the CLOs of the contractor</li> <li>○ Participate in solving any pending grievances</li> <li>○ Prepare quarterly report about SEP activities to be shared with the contractor project manager.</li> </ul>
Contractor community liaison Officers/s	<ul style="list-style-type: none"> <li>○ Developing and distribute PIDs</li> <li>○ Provide contact information to stakeholders and remain available during working hours</li> </ul>

Roles	Responsibilities
	<ul style="list-style-type: none"> <li>○ Collecting and tracking of grievances</li> <li>○ Meet with community stakeholders, including local leaders, community groups and vulnerable people (e.g., through FGDs and KIIs);</li> <li>○ Organise, facilitate and document CLC meetings in cooperation with NAT CLO;</li> <li>○ Manage and maintain stakeholder engagement records (stakeholder list, meeting minutes);</li> <li>○ Undertake regular (annual) stakeholder analysis: reviewing and revising, as needed, the list of stakeholders (Section 3) to ensure that the register is accurate and complete;</li> <li>○ Monitor and implement engagement and consultation commitments the implementation of this SEP;</li> <li>○ Managing grievance process including registration and tracking of grievances and participating in the resolution of grievances</li> <li>○ Reviewing and revising, as needed, the engagement activities programme to determine if additional activities are required and to ensure outreach is effective and appropriate for local communities.</li> </ul>
NAT community liaison Officers/s	<ul style="list-style-type: none"> <li>○ Coordinate with the contractor CLOs with regards to the management of grievances</li> <li>○ Monitor all consultation activities and grievance management</li> <li>○ Share with the contractor CLO the received grievances from other channels and that were directly submitted to NAT</li> <li>○ Review the monthly reports to be shared by the contractor</li> <li>○ Attend management meetings with the CLOs of the contractor.</li> </ul>

## 7.2 Implementation Schedule

Detailed work schedule is included in section 5. The table below presents a high level of implementation schedule.

**Table 7-2: SEP Implementation Schedule**

Phase	Stakeholder Activity	Target Date
Pre-construction and Construction	Disclosure of Project Information	Upon approval of the ESIA/RPF/RAP First quarter and 2 <sup>nd</sup> quarter of 2022
	Assign NAT CLT	Prior to starting the construction 2 <sup>nd</sup> quarter of 2022
	Recruit the contractor CLOs	Upon signing the contract with the contractor (to be determined)
	Information Regarding Employment Opportunities	Prior to starting recruitment 2 <sup>nd</sup> quarter of 2022
	CLC Meetings	Upon starting the construction phase

Phase	Stakeholder Activity	Target Date
		December 2022
	Ongoing Engagement	Upon starting the construction phase December 2022
	Annual Report	Q4 Annually December 2023
Operations	Disclosure of Project Information	<i>To be defined</i>
	Information Regarding Employment Opportunities	<i>To be defined</i>
	CLC Meetings	<i>To be defined</i>
	Ongoing Engagement	<i>To be defined</i>
	Annual Report	<i>To be defined</i>

## 8. MONITORING, AND REPORTING

The monitoring measures are to be implemented throughout the Project phases to assess compliance of SEP with the dedicated Project Standards. In the event that monitoring identified non-conformance with the Project Standards, these will be investigated and appropriate corrective actions will be identified.

### 8.1 Monitoring indicators

Monitoring and documenting activities to be undertaken by the SEP include:

- reviewing and revising, as needed, the list of stakeholders (Annex 10) to ensure that the register is accurate and complete;
- monitoring consultation activities conducted with government representatives and local communities;
- monitoring the effectiveness of the engagement process in managing impacts by tracking feedback received during engagement activities;
- reviewing/auditing the implementation of SEP;
- monitoring grievances received; and
- reviewing and revising, as needed, the engagement activities programme (*Section 4.4*) to determine if additional activities are required.

It is suggested that the CLC be involved in an annual SEP review with input from the community regarding any amendments to the list of stakeholders to engage with, and on the relevance and frequency of the engagement activities.

It is integral that all engagement activities are documented by the CLO in order to review records and track performance. Monitoring and review by the CLO will also support review and report requirements of the Lenders Performance Reports.

The CLO will measure the performance of the SEP by documenting and tracking the indicators outlined in the table below.

**Table 8-1 Proposed Stakeholder Engagement Performance Indicators**

Review frequency	Objectives	Indicators
Annual review of publicly-available Project documents such as PIDs, flyers, website documents and other documents	<ul style="list-style-type: none"> <li>• Assess whether publicly-available Project documents are up-to-date</li> <li>• Assess cultural appropriateness of publicly-available Project documents</li> <li>• Assess level distribution documents to ensure they are available to communities in the AOI</li> </ul>	<ul style="list-style-type: none"> <li>• Date of publicly-available Project documents; frequency of distribution</li> <li>• Level of understanding of documents by stakeholders</li> <li>• Level and location of distribution</li> </ul>



Review frequency	Objectives	Indicators
Quarterly review of consultation and information sharing activities	<ul style="list-style-type: none"> <li>Assess level of engagement with stakeholders through formal and informal means (e.g., CLC, meetings with government agencies, FGDs, public meetings; other community engagement)</li> <li>Track issues raised by stakeholders</li> <li>Ensure that NAT is responding to issues in a timely manner</li> <li>Ensure consultation activities include awareness raising about GM</li> </ul>	<ul style="list-style-type: none"> <li>Number of engagement activities, (including place, time and number of participants involved) segregated by gender. Special attention should go to vulnerable groups</li> <li>Number and types of comments/feedback received by stakeholders. Special attention should go to vulnerable groups</li> <li>Number and timing of responses to comments received</li> <li>Qualitative assessment of awareness of community stakeholders of GM through stakeholder engagement process</li> </ul>
Quarterly review of community grievances	<ul style="list-style-type: none"> <li>Assess whether grievances are correctly classified</li> <li>Identify trends in grievances</li> <li>Ensure grievances are being addressed</li> </ul>	<ul style="list-style-type: none"> <li>Number grievances by level and type</li> <li>Number and percentage (%) of grievances closed according to level and type</li> <li>Timeframes for resolution (and closure) by grievance level and type</li> <li>Number of repeat grievances from the same stakeholder</li> <li>Qualitative assessment of awareness of community stakeholders of GM through stakeholder engagement process</li> </ul>
Annual review of grievance mechanism	<ul style="list-style-type: none"> <li>Assess compliance with the grievance management process</li> <li>Evaluate progress in achieving GM objectives</li> <li>Identify improvements and update GM (including any input from grievance review process with proponents of AFs)</li> </ul>	<ul style="list-style-type: none"> <li>Completeness of grievance log</li> <li>Number of grievances by level and type</li> <li>Timeframes for resolution (and closure) by grievance level and type</li> <li>Number and % of grievances closed according to level and type</li> <li>Number of satisfied responses from complainants by grievance level and type</li> <li>Number of repeated grievances from the same community stakeholder</li> <li>Qualitative assessment of awareness of community stakeholders of GM through stakeholder engagement process</li> <li>Qualitative assessment of trust in grievance management process through stakeholder engagement.</li> </ul>

## 8.2 Reporting

### 8.2.1 External Reporting

A summary of engagement activities and grievances will be reported back to the communities through ongoing stakeholder engagement activities. A summary report will also be posted on the NAT website.

### 8.2.2 Internal Reporting

The CLO will provide a SEP Implementation and Monitoring Report to the NAT E&S Manager on a monthly basis. The SEP implementation report will summarise engagement activities undertaken, grievances received and closed out, and SEP KPIs.

## 9. SEP IMPLEMENTATION BUDGET

In order to properly implement the SEP, the following budget should be made available:

**Table 9-1: SEP Tentative Budget**

Budget item	Numbers of items	Unit cost	Total cost in US\$
<b>Sub-item 1: Staff</b>			
Two CLOs to be assigned from NAT staff			0
Facilitators (per event. Average number of events is about 60)	60	50	3,000
Social Consultant (trainer of staff)	30	200	6,000
<b>Sub- item total 1</b>			<b>9,000</b>
<b>Sub-item 2 Public meetings</b>			
Room rental (60 events)	<b>60</b>	<b>100</b>	6,000
LCD projector; video camera, DVDs	<b>60</b>	<b>100</b>	6,000
Travel and per diem, if necessary			TBD
Catering, if necessary			TBD
<b>Sub-item 2 total</b>			<b>12,000</b>
<b>Sub-item 3 Promotional items</b>			
Materials development (brochures, leaflets, posters, other items)			
Brochures	<b>2,000</b>	<b>1</b>	<b>2,000</b>
Leaflets	<b>2,000</b>	<b>1</b>	<b>1,000</b>
Posters	<b>60</b>	<b>20</b>	<b>1,200</b>
Translation			<b>TBD</b>
<b>Sub- item 3 total</b>			<b>4,200</b>
<b>Sub-item 4 :Capacity building cost</b>			
All capacity building cost will be determined as it will be dependent on the number of participants and the arrangement of training to be provided. However, the tentative estimates of the following trainings <ul style="list-style-type: none"> <li>• Stakeholder Engagement</li> <li>• Community health and safety</li> <li>• EIB, AFD and WB requirements with emphasis on handling grievances</li> <li>• Communication Skills with emphasis on being sensitive cultural practices and including the participation of women</li> <li>• Promotion of Awareness Raising Activities</li> <li>• Community Participation Tools</li> </ul>			<b>5,800</b>

Budget item	Numbers of items	Unit cost	Total cost in US\$
<ul style="list-style-type: none"> <li>Monitoring and Evaluation mechanisms (M&amp;E)</li> <li>Gender based Violence</li> <li>Community and workers grievance mechanism</li> <li>Refreshing courses for old recruited people and orientation sessions for newly recruited groups</li> </ul>			
<b>Sub-item 4 :Capacity building cost</b>			<b>5,800</b>
<b>Total Budget</b>			<b>31,000</b>

## 10. SEP REVIEW AND UPDATE

The SEP will be reviewed and updated by the CLO, and approved by the NAT E&S Manager, at a minimum, bi-annually, or if:

- There are changes in applicable national legislation and/or regulatory requirements for the Project
- There are significant changes to Project and/or in the nearby areas, in particular if there are changes to E&S impacts on the community and associated mitigations
- Ongoing stakeholder engagement provides new information, or requires a change in strategy or approach

The SEP review and update will be communicated to NAT's E&S manager for review and comments.

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## ANNEXES

## Annex 1 – Stakeholder Engagement Plan Data Management System Templates

### Form 1: Stakeholder engagement register

Stakeholder Engagement Activity ID	Stakeholder group	Stakeholder name	Date	Gender	Activity type	Activity Location	Project Owner Representatives in Attendance	Stakeholders in Attendance	Activity Objectives	Stakeholder Engagement Outcome	Meeting Required Actions	Main Grievances / Issues / concerns Raised	Photo
Linked to Stakeholder Register			Date of Stakeholder Engagement Activity		Type of engagement activity (KII, FGD, Committee Advisory Panel meeting, PIDs, Public Meeting, Megaphone, Bulletin Board, Grievance Boxes)	Where the Stakeholder Engagement Activity was Held	List Names	List names - to also be recorded in the Stakeholder Register	Summary of Activity Objectives	Summary of Stakeholder Engagement Outcomes	Summary of agreed actions	Grievances / Issues Raised - to be recorded in the Grievance Register	

### Form 2: Stakeholder contact Register

Stakeholder ID	Stakeholder Group	Name of entity/organization/group	Role of this group in the community	Name of the Representatives	Contact details	Contact details
	Linked to "Stakeholder Mapping"	Linked to "SE Activity Register" and "Grievance Register"	Title/Role (if any)		Phone	E-mail

Serial	Feedback & Issue ID	Gender of aggrieved person	Type of feedback	Community Group	Assessment of Grievance Significance Level	Source of grievance	Date Received	Grievance / Issue Topic	Grievance / Issue	Status	Grievance / Issue Owner	Target Closure Date	Actual Closure Date	Number of Days to Close	Resolution
			Question Suggestion Grievance	The complainant is representing a group or a community (name of group/community, role, address)	1- Low 2-Miduum 3- High 0- Invalid	E-mail WhatsApp Cell phone Verbal Gr. Box Meeting	Date Grievance was received	General Issue topic or theme (use consistent wording so they can be sorted - i.e. traffic, pollution, employment )	Detail/description of the issue (2-3 bullets)	Open/ Closed	Individual responsible for closing out the issue.	30 days after received	Date Grievance/ Issue was closed	Number of days the grievance open prior to closure.	Summary of resolution reached

Form 3: Community Grievance Register



**Annex 2 – Meeting Minutes and Attendee List Templates**

<b>I. Stakeholder Engagement Activity ID</b>			<b>II. Date:</b>
<input type="text"/>	<input type="text"/>	<input type="text"/>	
<b>III. Stakeholder group:</b>			<b>IV. Stakeholder name:</b>
<input type="text"/>			<input type="text"/>
<b>V. Activity type:</b>			<b>VI. Activity Location</b>
<input type="text"/>			<input type="text"/>

If the activity is limited to grievance boxes and distribution of project information documents, there will be no need to fill in the coming items.

**Meeting Participants**

Name	Title	Organization	Cell phone and email
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>


Meeting Main Objectives	
Meeting Objective #1	<input type="text"/>
Meeting Objective #2	<input type="text"/>
Meeting Objective #3	<input type="text"/>

Meeting Outcomes	
Meeting outcomes #1	<input type="text"/>
Meeting outcomes #2	<input type="text"/>
Meeting outcomes #3	<input type="text"/>

Meeting required and agreed actions
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Meeting Minutes –Observations	
Issues and Concerns	----- -----
General Observations	----- -----
Key Stakeholder Profiles	----- -----
Commitments to the Community	----- -----

**Annex 3 – Community Grievance Form Templates**  
**Community Grievance, Suggestions and Inquires Form**

ID	Number		Day		Month		Year	
<b>Source of suggestion, complaint and question</b>								
Meeting		Gr. Box	Verbal	Governmental Complaint Portal	Cell phone	WhatsApp	E-mail	
Name: <input type="text"/>			Date: <input type="text"/>			Place: <input type="text"/>		
<b>Communication method</b>								
 Phone: ..... E-MAIL: ..... Address : .....								
<b>The topic of suggestion, complaint and question</b>								
.....								
.....								
.....								
.....								



Date:	Filed by:
-------	-----------

<b>Response Conclusion</b>	
Is complainant satisfied? Y/N	Signature from Complainant:
<b>Resolution Conclusion</b>	
Complainant comments regarding resolution:	
Grievance Closed? Y/N:	Actual Date of Closure:
Signature and Role:	

**Annex 5 – Terms of Reference for Community Liaison Committee Members**

Community Liaison Committee

**Alexandria Raml Tram  
Rehabilitation Project**

**Terms of Reference**

**Draft (1)**

*January 2021*

## 1) INTRODUCTION

A Community Liaison Committee (CLC) is to be established to support communication between community members within the Project's Area of Interest (AoI) in Central, East and El Montazah Districts and the National Authority for Tunnels Company (NAT) the owner of Alexandria Raml Tram Rehabilitation Project (hereafter referred to as the Project).

This Terms of Reference (ToR) outlines the purpose, objectives, composition and roles and responsibilities of the CLC. It also outlines CLC governance, membership rules, meeting management, reporting mechanisms, and amendments.

## 2) PURPOSE, OBJECTIVES AND SCOPE

The CLC will be established by the NAT in cooperation and collaboration with the Local Community Members. The CLC is described in the Project's Stakeholder Engagement Plan (SEP) and is intended to provide an effective mechanism for communication between the Project and Local Community Members during construction and operation of the Project. The objectives of the CLC are to facilitate:

- Sharing of information about the Project with Local Community Members, including:
  - How to access Project information;
  - Project updates and information about potential employment and procurement opportunities; and
  - The schedule for planned stakeholder engagement meetings;
- Awareness raising and consultation with Local Community Members about:
  - Project-related health and safety;
  - The Project's Community Grievance Mechanism (CGM) to ensure its applicability and accessibility; and
- Provide community feedback on the Project, SEP and Employment Plan for example:
  - Regarding general comments or feedback they have about the Project;
  - About any Project-related impacts that are of concern or cause disturbance; or
  - Topics raised as grievances by Local Community Members;
- Local stakeholder input into Project reporting and management plan updates, for example:
  - The Annual Stakeholder Report; and
  - Stakeholder Engagement Plans (SEP) updates.

## 3) RULES OF ENGAGEMENT

To ensure CLC meetings are respectful, efficient and meet their objectives, the following rules will be applied:

- Timely attendance at all meetings;
- Mobile phones to be on silent mode – participants are to step out of the meeting to take any important calls;
- All CLC members will be given the opportunity to speak freely;
- Respect for all CLC members, their backgrounds and beliefs at all times; and
- Actions and decisions made during CLC meetings will be deemed effective even if not all members are present.

#### 4) MEMBERSHIP

The CLC shall be composed of local community residents who are recognized, respected and trusted by the local communities. Additionally, the CLC meeting might host a non-member (if needed).

CLC members must have a strong understanding of the socioeconomic and cultural norms of the Local Community Members they are representing. CLC members may include, but are not limited to:

- a. Local governmental unit representatives
- b. Residents of the AoI
- c. Religious figures (from local Mosques and Churches)
- d. University professors
- e. Health facilities

Up to two (2) NAT representatives will participate in the CLC. They will consist of the Community Liaison Manager who will chair the CLC, Environmental Manager and other NAT management representatives [or their representatives] as appropriate. A representative of (the contractor) will be also invited. A third party might be invited.

The contractor will assign a CLO to participate in the CLC meetings in order to provide required information.

All CLC members will be provided with appropriate background information on the Project, the CLC responsibilities and roles and the CLC's community engagement responsibilities. Information on CLC governance and protocols regarding appropriate community engagement will also be provided, as required. Once established, the CLC shall remain active throughout Project construction and operation. Participation in the CLC is voluntary and unpaid (other than any pre-approved expenses for items such as travel and refreshments offered at meetings).

The following CLC roles and responsibilities will be assigned:

- a. Chair (NAT community liaison manager)
  - o Provides effective committee leadership, overseeing all aspects of the committees' direction and administration, ensuring the fulfilment of its terms of reference;
  - o Oversees the committee's structure, composition, membership and activities;
  - o Reviews and approves the agenda for committee meetings in consultation with other members;
  - o Reviews and signs off the minutes of CLC meetings; and
  - o Assesses the effectiveness of the CLC and makes recommendations regarding any necessary improvements.
- b. Secretary (NAT CLO)
  - o Day to day coordination of the CLC and organization of CLC meetings;
  - o Attends CLC meetings and sends meeting reminders to all members in advance;
  - o Ensures that all agenda items are appropriately covered and that actions are assigned to the relevant members; and
  - o Documentation and dissemination of meeting minutes.
- c. CLC Members
  - o Attend CLC quarterly meetings and actively contribute to the discussions;
  - o Contribute to monitoring and reporting, as agreed with the Chairman and Secretary.
  - o Provide input and feedback on Project-related issues.
  - o When called upon, participate in mediation meetings for unresolved issues
  - o Actively reach out to community members on an ongoing basis, providing feedback on the CLC meetings and encouraging feedback. They will undertake to ensure that women, the elderly, unemployed, youth, school students and guardians, club members and other groups are informed and consulted on a regular basis; all groups within the local communities must be well represented. Summaries of these engagements will be shared at CLC meetings.



Membership of the CLC will be reviewed by the Chair on a bi-annual basis and Local Community Members may rotate to ensure fair representation.

**5) MEETING SCHEDULE**

The CLC will, at a minimum, meet quarterly, although this schedule will be adjusted as appropriate. The committee may, on occasion, and where deemed necessary, be required to meet on a more frequent basis. This may be required during peak-construction activity or if specific issues have been raised by Local Community Members that require immediate attention. There may also be a requirement for meetings with external parties, or additional monitoring activities.

Meetings will be held in a neutral location convenient to all committee members. Members will be sent a reminder in advance of every meeting, by the Secretary.

Committee members will be able to liaise with the Chair during the drafting of meeting agendas. These will then be circulated amongst the committee members at the start of the meeting.

**6) MONITORING AND REPORTING**

Minutes of all meetings will be taken and made available to community members on request. Each CLC meeting will begin with confirmation of the last meeting’s minutes. Meeting minutes shall, at a minimum, document the time and date of each meeting, the attendees, a summary of the discussions, commitments and decisions made, action items (and who is responsible for them), and an overview of progress made against action items from previous meetings.

On an annual basis, the committee will assemble to review and assess its alignment with this ToR. An overview will be presented in the Stakeholder Engagement Annual Report and updates made, as necessary.

**7) Confidentiality**

- All meetings of the CLC will not be subject to any media or social media disclosure methods. The CLC members are allowed to share information about the project in full cooperation with the NAT CLO.
- Any feedback or data to be provided by the CLC members are considered confidential and will not be used for any purposes rather than NAT expansion project enhancement.
- No audio or video recording is allowed in order to give the members appropriate level of freedom to spell out their concerns.

**8) AMENDMENTS**

This ToR will be reviewed at least annually and updated, as necessary. Any amendments made to this mandate shall be approved by CLC members by majority vote.

<b>On behalf of the Project</b>	<b>The CLC Member</b>
Name: -----	Name: -----
Title: -----	Title: -----
Signature: -----	Signature: -----
Date:-----/-----/-----	Date:-----/-----/-----

## Annex 6 Community Grievance System

Serial	Feedback & Issue ID	Gender of aggrieved person	Type of feedback	Community Group	Assessment of Grievance Significance Level	Source of grievance	Date Received	Grievance / Issue Title	Grievance / Issue	Status	Grievance / Issue Owner	Target Closure Date	Actual Closure Date	Number of Days in Close	Resolution	Complainant comments regarding resolution
1	CR/24-000001		Question/ Suggestion/ Grievance	The complainant is representing a group or a community (name of group/ community, e, risk, address)	1- Low 2- Medium 3- High 4- Critical	Formal WhatsApp Full phone number E-Box Meeting	Date Grievance was received	General issue topic or description of the issue (2-3 bullet)	Open / Closed	Individual responsible for closing the issue	90 days after received	Date Grievance / Issue was closed	Number of days the grievance open prior to closure	Summary of resolution reached		
2	CR/24-000002															
3	CR/24-000003															
4	CR/24-000004															
5	CR/24-000005															
6	CR/24-000006															
7	CR/24-000007															
8	CR/24-000008															
9	CR/24-000009															
10	CR/24-000010															
11	CR/24-000011															
12	CR/24-000012															
13	CR/24-000013															
14	CR/24-000014															
15	CR/24-000015															
16	CR/24-000016															
17	CR/24-000017															
18	CR/24-000018															
19	CR/24-000019															
20	CR/24-000020															
21	CR/24-000021															
22	CR/24-000022															
23	CR/24-000023															
24	CR/24-000024															
25	CR/24-000025															
26	CR/24-000026															
27	CR/24-000027															
28	CR/24-000028															
29	CR/24-000029															
30	CR/24-000030															
31	CR/24-000031															
32	CR/24-000032															
33	CR/24-000033															

## Annex 7 Project Information Document

### مشروع بدء إعادة تأهيل ترام الرمل بالإسكندرية

#### التأثيرات السلبية للمشروع

تتضمن التأثيرات السلبية للمشروع في مرحلة الإنشاءات في التأثير على الحركة المرورية ويمكن احتواء هذا التأثير بالتنسيق مع إدارات المرور بالمحافظة. كما أنه هناك بعض التأثيرات على المنظر الجمالي وتأثيرات ذات صلة بالصحة والسلامة المهنية وإحصائية وجود صالة لحدائق. وحالياً يتم إعداد دراسة لتقييم التأثير البيئي والاجتماعي بواسطة مكتب مصري معتمد (مركز أيكوكسبروف لتحويل البيئية) كما سوف يتم عقد لقاء جماهيري موسع لتعريف التأثير البيئي والاجتماعي للمشروع في الربع الأول من عام 2021 وسوف يتم الإعلان عن المؤتمر في الجريدة الرسمية.



#### للتواصل والاستفسار

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#### التمويل

وحسب الاتفاق مع الوكالة الفرنسية للتنمية فمن المقرر أن تكون بمثابة المؤسسة التمويلية الرائدة والتي ستقوم بتمويل المشروع بقيمة 100 مليون يورو، على أن تقوم بتشكيل اتحاداً مع بنك الاستثمار الأوربي لتمويل المشروع بشكل مشترك. وتبلغ إجمالي التكلفة 363 مليون يورو.



ويتمتع الوكالة الفرنسية للتنمية المصرية فروعاً مساح لتصل إلى 6 سنوات، على أن يتم سداد القرض - أصل مبلغ التمويل الائتماني المتاح له - من خلال 24 قسطاً مشروطاً بصفحتي.

ويذكر أنه تم إعداد دراسة خاصة بالنقل المصري بالإسكندرية استمرت 4 سنوات، وعلمت إلى ضرورة إنشاء مواصلات حضرية وهي ترام الرمل، والذي كان له الأولوية ضمن مشروعات النقل بالمحافظة.

#### التأثيرات الإيجابية للمشروع

أن تطوير ترام الرمل من شأنه إحداث نقلة بمدينة الإسكندرية، والتي أصبحت من أكثر المدن ازدهاراً بمصر، مشيراً إلى تركز الشركات والجامعات بكبرياتها المختلفة بمنطقة الرمل والمنشآت وشركات الملاحة، بينما الكثافة السكانية تتركز على أطراف المدينة خاصة بأحياء الجمبي والمناويل غرباً، والمدن والمصاطرة شرقاً.

ومن المقرر أن تزيد سرعة ترام الرمل إلى 21 كيلو/ساعة بدلاً من 12 فقط فضلاً عن تقليل زمن التأخر وقت الترو من 20 دقيقة إلى 3 دقائق، بطلاقة نقل تصل إلى أكثر من 450 ألف راكب يومياً بقدار ثلاثة أضعاف حصة ترام الحالية والتي تصل 150 ألف راكب يومياً.

#### المشروع

من المقرر أن يتم تنفيذ المشروع بين منطقة الرمل ويكوتورا مع بعض التعديلات، كما سيعمل المشروع على مد هذا الخط إلى الجنوب الغربي من خلال إنشاء وصلة جديدة بطول 900 متر تقطع بين ميدان المتينة وميدان أحمد عزابي في منطقة المتينة أيضاً.

ويشمل المشروع في أربع عناصر وهي تبسيط مسار الخط، إتمام إزالة فرع من الفرعين الحاليين للخط لاجل حركة الترام أكثر انسياباً، كما سيتم نقل بعض المحطات لتحقيق الاستفادة القصوى من المسافات والسرعة بين المحطات، ويشمل الخط الجديد 27 محطة تفصل بينها مسافة بمتوسط 510 أمتار.

أما العنصر الثاني يشمل الفصل المروري، وهو ما يعني فصلاً تاماً بين حركة الترام والمرور على الطرق في الوقت الذي يسير حاليا الترام على مستوى الشارع بطول الخط بالكامل.



Reference System: WGS 84 - EPSG: 4326

Legend	Alexandria Raml Tram Rehabilitation Project	EcoConServ
--- Line 1	● Station	Scale: 1:25000
--- Line 2	● Station (Current)	
--- Extension	● Station (New/Planned)	

ومن المقرر أن يتم رفع الترام فوق الكباري في 6 مواقع يبلغ طولها الإجمالي 4 كيلو مترات وذلك للحد من الاحتكاك بحركة السيارات والشاحنات. أما العنصر الثالث فيشمل تجديد العربات التيتم من خلال المشروع شراء 30 عربة بطول 65 متراً، بالإضافة إلى تجديد وإعداد المحطات بإعداد وآلات تدوير.

ويشمل العنصر الأخير تطوير الأماكن العامة المحيطة بالمحطات المحورية الرئيسية الثلاث ومحطات الرمل، سيتي جارد، فيكتوريا بلاتيسير للوصول للقطارات والمحطات وسيارات الأجرة.

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**Annex 8 Consultation carried out during the ESIA 2020-2021 Minutes of Meetings**

Attached full documents

**Annex 9 Summary of the Potential Project Impacts as per the ESIA**

Attached full documents

## Annex 10 Description of Project Stakeholders during Construction and Operation Phases

### Primary Stakeholders

Stakeholder Category	Project phase	Stakeholder Group	Potential Implications for Stakeholder Groups	Nature of project impact on the category	Interest in the project (Low, Med, High)	Influence of the category on the project (Low, Med, High)	Communication and consultation channels
Communities in the Area of Influence (AoI) that was defined in the ESIA report <sup>13</sup>	During construction and operation	The residents of the Districts located in the Vicinity of the Tramway (Central, East and Al Montazah-First)	The residents and commuters to the three districts will be affected due to shutdown of the Project for at least two years. They will be affected by all project impacts (dust, noise, etc.) During operation, they will benefit from the rehabilitated tram	Negative and positive	High	Med	One to one meeting Group meeting Phone number Facebook Website
	During construction and operation	Members of the clubs, students of schools and university, employers and employees who use the tram	Residents of these communities are more likely to be adversely affected by environmental and social impacts; for example, noise and traffic during construction and other impacts related to health, safety, and security. Residents of local communities will also potentially benefit from job opportunities or other positive economic outcomes.	Negative and positive	High	Low	One to one meeting Group meeting Phone number Facebook Website
	During construction and operation	Vulnerable groups within the local communities	Vulnerable groups may be likely adversely affected by environmental and social impacts	Mixed in nature	High	Low	One to one meeting Group meeting

<sup>13</sup> The Area of Influence that might be affected by the Tram Rehabilitation Project is relatively wide as transportation Projects are utilized by the people who might be residing in remote areas. Therefore, the study team identified the Area of Influence as follows: The direct area of influence that is located in the proximity of Raml Tramway, and the indirect area of influence located in other areas within Alexandria City.

Based on the current administrative division of Alexandria Governorate, the Project will pass through three main Districts, namely, Wasat (Central), Sharq (East) and El Montazah Awal. Within the three districts, the Project will be implemented in four sub-districts (Kism). The Project will pass through Kism Al Montazah First, Al Raml First, Sidi Gaber and Bab Sharqi. Kism El Raml Second is also close to the Project but the Project will not pass through it. The map below reflects the administrative division by Kism. The presentation of data will focus on the area of influence. However, in case of absence of information, the data will be presented on the Alexandria Governorate level.

Stakeholder Category	Project phase	Stakeholder Group	Potential Implications for Stakeholder Groups	Nature of project impact on the category	Interest in the project (Low, Med, High)	Influence of the category on the project (Low, Med, High)	Communication and consultation channels
			They also likely to benefit from the Project during operation phase.				Phone number
	During construction and operation	All commercial, health, tourism, and other economic activities	All those who work in the vicinity of the Tram will be either positively or negatively affected by the project during the construction and operation phases.	Negative and positive	High	Med	One to one meeting Group meeting Phone number Facebook Website
	During construction and operation	Small business owners (e.g. restaurants and small shops)	Local businesses have the potential to benefit economically from the Project. However, as local residents, this group also has the potential to be impacted from any social and environmental impacts (positive and/or negative).	Negative and positive	High	Low	One to one meeting Group meeting Phone number Facebook Website
Educational Sector	During construction and operation	Educational facilities along the Tram way	They will be affected by the closure of the Tram as they are dependent on the tram. They will be affected by noise, vibration, ..etc	Negative during construction and positive during operation	High	Low	One to one meeting Group meeting Phone number Facebook Website
Youth Sector	During construction and operation	The Ministry of Sports, youth centers, clubs, and recreational areas	The clubs and facilities within the AoI might be affected during construction due to congestion from traffic diversions and limited transportation services available in the area.	Negative during construction and positive during operation	High	Low	One to one meeting Group meeting Phone number Facebook Website



Stakeholder Category	Project phase	Stakeholder Group	Potential Implications for Stakeholder Groups	Nature of project impact on the category	Interest in the project (Low, Med, High)	Influence of the category on the project (Low, Med, High)	Communication and consultation channels
Health Sector	During construction and operation	Health facilities, Health directorate and those who benefit from health facilities located in the proximity of the tram	<ol style="list-style-type: none"> <li>1- Patients and workers will face difficulties due to congestion and traffic diversions.</li> <li>2- Buildings will be affected due to vibration, noise, dust, etc.</li> <li>3- Additional monitoring activities will be applied by the health sector in order to oversee COVID-19</li> <li>4- Workers might rely on the surrounding facilities to receive their medical treatment</li> </ol>	Negative during construction and positive during operation	High	Med	One to one meeting Group meeting Phone number Facebook Website
NGOs and civil society	During construction phase	Community Development Associations along the route of the tram and CARITAS NGO	They were consulted with and will participate in the process of consultation and provide guidance to the project. In addition to accommodating homeless children and the elderly who reside in the Tram stations (if possible) They will also work as an active channel of communication with poor women and people with disability.	Negative during construction and positive during operation	Med	Low	One to one meeting Group meeting Phone number Facebook Website
Transportation Sector	During construction and operation	Ministry of Transport	The main ministry responsible for the project	Positive	High	High	One to one meeting Group meeting Phone number Facebook Website
	During construction and operation	NAT	The project owners and are responsible for monitoring activities.	Positive	High	High	
	During construction phase	APTA and their workforce (drivers, conductors and maintenance staff)	Currently responsible for operating the tram. Responsible for providing passengers with alternative transportation during the construction phase. They will be responsible for reallocation of their workers on other trams' routes operating in Alexandria.	Negative	High	High	

Stakeholder Category	Project phase	Stakeholder Group	Potential Implications for Stakeholder Groups	Nature of project impact on the category	Interest in the project (Low, Med, High)	Influence of the category on the project (Low, Med, High)	Communication and consultation channels
	During construction phase	Other operators and drivers of minibuses-taxi and Tuk Tuks	They will benefit during the closure of the tram as all tram beneficiaries will use other means of transportation. However, they will be affected due to traffic congestion. During operation, they will benefit from those who will come from different areas to the Raml Tram.	Mixed in nature impact	High	High	One to one meetings and group meeting
Lenders	During construction and operation	EIB, AFD, EBRD and any other financing institute	They are responsible for providing the loans needed to rehabilitate the tram. They monitor all technical, environmental, social and OHS aspects related to the project in addition to the financial performance. They are responsible for financial disbursements. They are responsible for approving on any aspects and studies related to the project e.g. the ESIA, the RAP, the technical design ...etc	No impacts	High	High	One to one meeting Group meeting Phone number Facebook Website Email

### Secondary Stakeholders

Stakeholder Category	Project phase	Stakeholder Group	Potential Implications for Stakeholder Groups	Nature of project impact on the category	Interest in the project (Low, Med, High)	Influence of the category on the project (Low, Med, High)	Communication and consultation channel
Water Authority	During construction and operation	Water and waste water company in Alexandria	The water company will secure potable water to the project.	Negative and positive	Low	Low	One to one meeting or group meeting Letter Fax Phone Email
Local/ provincial Government Stakeholders	During construction and operation	Alexandria Governorate Authority	The Governorate is fully engaged with the Project with respect to extension and use of utilities and services in the area, such as roads, connection to water, and gas pipelines. The Governorate represents the rights of citizens in its jurisdiction. The Governorate might receive the benefits of the project, particularly, in terms of rehabilitating the tram. The Governor assembled a Steering Committee that facilitates all project activities and oversee project performance. Housing Survey Department will be responsible for identifying the Project Affected People and Propose Compensation value	Negative and positive	Med	Med	One to one meeting or group meeting Letter Fax Phone Email
National government stakeholders	During construction and operation	Egyptian Environmental sector <ul style="list-style-type: none"> <li>o EEAA Headquarter Cairo</li> <li>o EEAA regional branch in Alexandria</li> </ul>	The EEAA has the overall responsibility for permitting during the ESIA process. They are also responsible for environmental monitoring during construction and operation phase. In case of any environmental issues raised they follow up	No impact	Low	High	One to one meeting or group meeting Letter Fax Phone Email

Stakeholder Category	Project phase	Stakeholder Group	Potential Implications for Stakeholder Groups	Nature of project impact on the category	Interest in the project (Low, Med, High)	Influence of the category on the project (Low, Med, High)	Communication and consultation channel
		<ul style="list-style-type: none"> <li>Environmental department in Alexandria Governorate</li> <li>Environmental manager in Districts (Central, East and El Montazah)</li> </ul>	and monitor the corrective measures adopted.				
	During construction and operation	General Authority for Roads, Bridges and Land Transport	Responsible for any permits related to any road work for the Project (e.g. road cutting soil investigation). They will be responsible for rehabilitating the damaged roads in order to accommodate other means of transportation during construction phases.	Negative impact during construction	High	Med	One to one meeting or group meeting Letter Fax Phone Email
	During construction and operation	Ministry of Interior Affairs (Traffic department and other entities)	This ministry has responsibilities associated with the Project security and safety in full cooperation with NAT. They will participate. They will be responsible for resettling street children and homeless groups in cooperation with the social solidarity directorate, NAT and the health directorate.	No impact	Med	Med	One to one meeting or group meeting Letter Fax Phone Email
	During construction	The Egyptian General Authority for Land Survey (head quarter and Alexandria Directorate)	They will be responsible for participating in any land acquisition or livelihood restoration activities	No impact	Low	High	One to one meeting or group meeting Letter Fax Phone Email

Stakeholder Category	Project phase	Stakeholder Group	Potential Implications for Stakeholder Groups	Nature of project impact on the category	Interest in the project (Low, Med, High)	Influence of the category on the project (Low, Med, High)	Communication and consultation channel
	During construction phase	Ministry of Social Solidarity	They will participate in the process of accommodation of homeless people and street children	No impact	Med	Med	One to one meeting or group meeting Letter Fax Phone Email
	During construction phase	Ministry of Endowment (Awqaf)	They will be compensated for any affected mosques that will be affected by the project	Negative	Low	Med	One to one meeting or group meeting Letter Fax Phone Email
National Government stakeholders	During construction and operation	Housing and Utilities Directorate	They will be essential in terms of providing permits and data about utilities and facilities e.g. excavation permits	No impact	Low	Med	One to one meeting or group meeting Letter Fax Phone Email
	During construction and operation	Natural Gas companies (Town Gas)	They will secure gas supplies to the project	Negative	Low	Med	One to one meeting or group meeting Letter Fax Phone Email
	During construction and operation	EETC	They will secure the electricity required for the project and upgrade some substations to meet the electricity requirements of the	Negative and positive	Low	High	One to one meeting or group meeting Letter

Stakeholder Category	Project phase	Stakeholder Group	Potential Implications for Stakeholder Groups	Nature of project impact on the category	Interest in the project (Low, Med, High)	Influence of the category on the project (Low, Med, High)	Communication and consultation channel
			project. They will be required to monitor underground cables for utility diversion.				Fax Phone Email
	During construction and operation	Egyptian telecom	They will secure all communication required for the project. They will also be required to monitor underground cables for utility diversion.	Negative and positive	Low	High	One to one meeting or group meeting Letter Fax Phone Email
	During construction phase	Antiquities Directorate	Given the high importance of Alexandria City in terms of historical value, they will provide information, and guidance during the construction phase. The Antiquities directorate will investigate the areas where deep digging will be applied in order to investigate the availability of antiquities.	Negative	Low	High	One to one meeting or group meeting Letter Fax Phone Email
Media and social media	During construction and operation	Alexandria TV	Public disclosure of Project information via TV. TV can formulate the opinion of community as well. Accordingly, it might influence the project.	No impact	Med	High	One to one meeting or group meeting Letter Fax Phone Email
	During construction and operation	Local newspapers ( Electronic newspaper) El Youm El Sabea...etc  <a href="https://www.facebook.com/NAT.Gov.EG/reviews">https://www.facebook.com/NAT.Gov.EG/reviews</a>	Public disclosure of Project information via Newspapers	No impact	Med	High	One to one meeting or group meeting Letter Fax Phone

Stakeholder Category	Project phase	Stakeholder Group	Potential Implications for Stakeholder Groups	Nature of project impact on the category	Interest in the project (Low, Med, High)	Influence of the category on the project (Low, Med, High)	Communication and consultation channel
		<a href="https://www.facebook.com/Alexandria.EgyptOffice/">https://www.facebook.com/Alexandria.EgyptOffice/</a>					Email
Suppliers of construction materials, food, waste collection, medical services..etc	During construction and operation	The potential suppliers of construction materials and outsourcing	Important as a result of providing supplies from the local community in the AoI.	Positive impacts	High	High	One to one meeting or group meeting Letter Fax Phone Email Advertisement





The Alexandria Raml Tram  
Rehabilitation Project



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**Annex 11 Final Public Consultation Event**