# **Gender Action Plan** for Equitable Mobility



# December 2021





Greater Amman Municipality



# Written by:

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Year: 202'

# About FES Regional Climate & Energy Project MENA

The Regional Climate and Energy Project MENA advocates for an energy transition into renewable energy and energy efficiency. It continues to search for just transition solutions in the energy sector that ensure both, the protection of the planet and the people.

As the MENA region is one of the areas most heavily affected by climate change, we contribute to policy advising, research, and advocacy in the areas of climate change policy, energy transition, and urban sustainability, with the support of research institutions, civil society organizations, and other partners in the region and Europe.



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# Acronyms & Abbreviations

Acronym	Description
ACP	The Amman Climate Action Plan
AFD	Agence française de développement (The French Development Agency)
AGCAP	The Amman Green City Action Plan
ARS	Amman Resilience Strategy
BAU	Business as Usual
ВоТ	Balance of Trade
BRT	Bus Rapid Transit
BvL	Bernard van Leer (Foundation)
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
COVID-19	Coronavirus Disease of 2019
CPI	Consumer Price Index
CRSV	Conflict-related sexual violence
CSO	Civil Society Organisation
DoS	Department of Statistics
EASI	Enable, Avoid, Shift, Improve Framework
EBRD	European Bank for Reconstruction and Development
ESE	2030 Extended Scenario for Equity
FES	Friedrich-Ebert-Stiftung
GAM	Greater Amman Municipality
GAP-EM	Gender Action Plan for Equitable Mobility
GBV	Gender-based Violence
GDP	Gross Domestic Product

Acronym	Description
GHG	Greenhouse Gases
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
HCD	Higher Council for the Rights of Persons with Disabilities
JICA	Japan International Cooperation Agency
JNCW	The Jordanian National Commission for Women
JOD	Jordanian Dinar
JONAP	Jordanian National Action Plan
MandE	Monitoring and Evaluation
MENA	Middle East and North Africa
MMC	Mayors Migration Council
MOE	Ministry of Environment
MOLA	Ministry of Local Administration (Ministry of Municipal Affairs)
MOPWH	Ministry of Public Works and Housing
МОТ	Ministry of Transport
NBE	2030 New Baseline for Equity
NGO	Non-governmental Organisation
OECD	Organisation for Economic Co-operation and Development
PPP	Public Private Partnership
PSD	Public Security Directorate
PSS	Perceived Stress Scale
PVE	Prevent Violent Extremism
PWD	Persons With Disabilities
KPI	Key Performance Indicator
SDGs	Sustainable Development Goals
TMMP	Transport and Mobility Masterplan
UN	United Nations
UNA	Urban Network Analysis
UNDP	United Nations Development Programme
UN Habitat	The United Nations Human Settlement Programme
WB	The World Bank

# **EXECUTIVE SUMMARY**

#### Mobility: An Opportunity for Equity

Amman is a car-dominated city, for car ownership has drastically increased in respect to the population of Jordan in the past 50 years. It registered at one vehicle per 58 people in 1971 to a rise of one car per six people.<sup>1</sup> Moreover, public transportation mode share is not increasing, and sidewalks are in dire need of improvements. And there is a severe lack of safety and security due to urban design shortcomings, poor lighting, security cameras, or insufficient awareness and enforcement of the code of conduct. This concentration of mobilityrelated challenges also means that the impacts may be even more devastating on the quality of life and economic livelihood. The challenges may also disproportionately affect women, the elderly, and youth.

City officials often resort to developing responsive action plans as a solution to immediate challenges. However, little is known about Amman's struggles and successes—in mobility planning, financing, and implementation of solutions due to various strategies on the national and local levels. The main objective of this Action Plan is to help bridge the gap between all the existing strategies and action plans related to or intersected with mobility and gender. This Action Plan addresses available datasets related to gender and explores three implementation scenarios: the first one is an existing and planned action scenario titled: Business As Usual Scenario for Implementation (BAU) with an estimated cost of JOD 27,900,000, and an ambitious action scenario titled: 2030 New Baseline for Equity (NBE) with an estimated cost of JOD 10,200,000 and lastly an extended scenario titled: 2030 Extended Scenario for Equity (ESE) with an estimated cost of JOD 41,200,000.

Driver and Vehicle Licensing Department. (2020). Annual report, 2020..

## Call to Action

The Action Plan adopted an evidencebased approach to explore the impacts of mobility on female users and their exposure to stress while commuting from their homes to the University of Jordan as a prototype. The experiment — that extended for a month — concluded the need to upgrade and enhance the quality of future public transportation services by adopting the Bus Rapid Transit (BRT) model to avoid an increase in the level of exposure to stress by 17%.

As seen in Figure 01, commuting via BRT scored a minor exposure level to stresses indicated through the Perceived Stress Scale (PSS) index chart, where mood shifts and psychological well-being correlate to commuting methods, with some reporting greater mood changes than others. Amman needs to address fragmented approaches to handle mobility challenges by adopting existing, successful models, such as the BRT, in future planning. Several initiatives address mobility challenges. However, most of them do not tackle, monitor, or link directly with gender-based challenges and are limited in scale and scope.

There is an excellent opportunity in the proposed Gender Action Plan for Equitable Mobility (GAP-EM) to be realised by the Greater Amman Municipality (GAM) to make the various projects within GAM sectors more resilient and inclusive to all gender dimensions.



Figure 1: Average PSS index in comparison with the use of the BRT

# **Letter from** The Team

Amman, a city of light<sup>2</sup>, with more than four million inhabitants coming from different social and cultural backgrounds and accounting for almost 40% of Jordan's population, needs numerous interventions on a multiplicity of levels. Unemployment is a serious concern for most affected groups, such as youth and women, especially post Coronavirus Disease of 2019 (COVID-19). The situation is further exacerbated by the absence of inclusive and just public transportation. Females, notably, shy away from using public transit for various legitimate reasons.

The Amman GAP-EM team strongly believes that all these issues provide many opportunities for the future, an untapped resource to create better urban policies for decision makers and reinforce the overall resiliency of the city, leaving no one behind.

We would like to thank the inspiring contributors that made this Action Plan a reality, and we want to thank both FES for their continued support throughout this journey and the amazing collaborators that took the time to help us develop the Action Plan.



2 UNHCR. (2019). Jordan. https://www.unhcr.org/jo/11709-jordan-ammana-city-of-light.html



# **Letter from** The Collaborators

Urban justice is sought after in all communities, regardless of culture, creed, and political affiliations. Nations across the globe work tirelessly to achieve a better quality of life for all inhabitants. Amman, a city that is defined by displacement, unstable surroundings, and increasing mobility challenges, is also pursuing this goal. We want to expand new urban terminologies that inspire young generations to seek justice and equity in Amman. We want to work hand in hand with policymakers to implement better solutions for public transportation.

We would like to thank the team of GAP-EM and FES for their remarkable efforts in linking gender to mobility. This Action Plan will set a new milestone for the future, guide future investments, and set higher standards for urban services. The Action Plan is a collaborative roadmap for promoting gender equality in mobility throughout the city of Amman, in alignment with the United Nations Sustainable Development Goals (SDGs), 2015 and the Amman Resilience Strategy (ARS), 2017. The Action Plan will support and guide the existing policies of GAM that promote gender equity and provide new actions to meet its equality targets in 2025 and 2030, respectively. These actions will range in scale, theme, and duration for each sector and will be specifically tailored to be easily implemented by GAM.

To promote and activate gender equity in mobility systems, guide investments, and provide better mobility services for all residents.

# 1.1 Introduction

An action plan is "a detailed set of instructions to follow in order to solve a problem or achieve something".<sup>3</sup> A "Gender Action Plan" is the roadmap for gender activities that an institution has adopted for itself. Its purpose is to make the institutions' activities "gender responsive and transformative, and thus more effective, efficient and successful" by redressing existing gender inequalities and re-defining women's and men's gender roles and relations through guidance on gender mainstreaming. The basic ideas of a Gender Action Plan are that policy interventions decrease women's burden and that women not only contribute but also benefit from them.4

Accordingly, the GAP-EM is a roadmap of actions for stakeholders involved in the

mobility sector, which aims at achieving equitable mobility that is accessible, efficient, and for every person.

# The GAP-EM is divided into the following chapters:

**Chapter One:** Introduction, which underlines mobility-related opportunities and challenges of gender in Amman, touches on the methods used in drafting the roadmap for actions, and highlights regional trends, experiences, and study cases on gender equity through mobility.

**Chapter Two:** City data on transportation, public space and gender, which discusses regional and international data on gender equity and gendered approaches, demonstrates gender statistics and inventory related to mobility, and reports on the state of Amman's urban mobility and public spaces.

**Chapter Three**: Action matrix, which identifies the metrics and actions for the GAP-EM, maps related stakeholders, financial instruments necessary for the implementation, and the sectors related to the action plan within the GAM.

**Chapter Four:** Roadmap to achieve actions, which draws scenario development guidance and expectations, highlights the monitoring strategy for actions implementation, and addresses the sustainability of actions and their scalability and applicability to other contexts.

**Chapter Five:** Beyond immediate actions for GAM sectors, which sets forth three-sector goals related to the GAP-EM, including urban planning and gender equity, social development and gender equity, civil works, transportation and gender equity.

<sup>3</sup> 

Cambridge English Dictionary. (2021). Action plan. https://dictionary.cambridge.org/dictionary/english/action-plan

<sup>4</sup> UN Convention to Combat Desertification. (2018). *Gender action plan.* https://www.unccd.int/actions/gender-action-plan

# **1.2** Mobility Related Opportunities and Challenges of Gender in Amman

Amman is a city filled with many spatial and urban challenges, especially those connected to gender and transportation. Records show the increasing gender gap in the navigation of women throughout the city. There are some opportunities that the city is offering in order to overcome those challenges.

# Mobility Related Opportunities of Gender in Amman:

- Several gender-based projects, initiatives, or studies that are related to mobility have already been implemented in Amman. These recent efforts reflect the beginning of Amman's concern about the topic of gender and equitable mobility. It also displays the city's awareness of the topic's significance and the need to include it in future policy agendas of transportation.
- In the past couple of years, the GAM launched "Amman Bus" transportation service in 2019 with the logo, "Because you deserve better", which is considered a step forward to the development of public transportation in Amman. The "Amman Bus" is unlike other transit services in the capital, as it has a fixed schedule that the buses run on, in addition to being smart, safe, and clean.

- Another milestone that occurred only recently was the launching of the BRT system at the beginning of August 2021. The system includes a 25 km route, which connects east to west of Amman. Another 20 km route is still under construction that will connect the city of Amman to its neighbouring city Zarqa. As well as being flexible, rapid, safe, and (most importantly) fully integrated, the BRT can present female transit users with a safe and comfortable opportunity when using public transportation.
- Additionally, a national framework for Gender Sensitive Public Transport was launched virtually by SADAQA and the MoT in April 2021, in cooperation with the European Union Delegation to Jordan and The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). The framework aimed at improving public transportation and its reliability, safety, and accessibility for women.
- There are other governmental action plans and strategies that already exist, which GAM and other organizations have built and started implementing to enhance the mobility sector. These strategies are discussed thoroughly in Chapter 2, Section 3.



# Mobility Related Challenges of Gender in Amman:

- Amman is a car-dominated city, for car ownership drastically increased in respect to the population of Jordan in the past 50 years. It registered at one vehicle per 58 people in 1971 to a rise of one vehicle per six people, where the average annual vehicle increase in the past six years was calculated at 3.9%.<sup>5</sup>
- In terms of built environment, sidewalks were reported to be the main components in need of improvements, followed by street furniture and then vegetation.<sup>6</sup>
- Security also poses a problem, whether due to urban design shortcomings, poor lighting, the lack of security cameras, or the insufficient awareness and/or enforcement of the code of conduct.
- Amman is not a cycling-friendly city. It lacks a comprehensive, safe, and comfortable cycling network. The infrastructure for cycling is not available, especially in challenging topographic areas, and the sociocultural context may not support cycling as a travel mode, particularly for female users. The development of a pedestrian/cycling master plan of Amman is considered very critical.<sup>7</sup>
- Reforming regulations is needed in order to increase transport mode share.
   Plenty of entities are engaged in the transportation sector in Amman, which makes it challenging to enhance the current transportation system. The urban planning code is unclear and is yet to be implemented. Furthermore, private and privatised public transportation networks in the city need to be regulated. A further challenge is that the transport sector lacks inclusivity to all groups, especially Persons with Disabilities (PW/Ds).<sup>8</sup>

- Other mobility challenges include the following: lack of public awareness of the code of conduct, insufficient monitoring and evaluation, poor community engagement in the evaluation process of different public mode shares, lack of safety (especially for female transit users), and high verbal harassment. It is necessary to create smart applications connected to security agencies in the government to report harassment.
- Rapid Urbanisation<sup>9</sup> is another challenge for the city of Amman, where several urban and climatic trends emerge, such as expensive infrastructure needs, to activate new areas and heatwaves.



Figure 2: Urban footprint tracing 1990 - 2014



Figure 3: Urban footprint projection for 2030

- 5 6
  - GAP-EM Workshop I, 2021
- 7 GAP-EM Workshop I, 2021
- 8 GAP-EM Workshop I, 2021
- 9 World Bank Group. (n.d.). Urban growth scenarios guidebook.

Driver and Vehicle Licensing Department. (2020). Annual report, 2020.

https://documents1.worldbank.org/curated/ar/276171555961423303/pdf/Urban-Growth-Scenarios-Guidebook.pdf



Figure 4: Comprehensive Climate Plans. Greater Than Parts Case Study; No. 2. World Bank, Washington, DC

# **1.3** Methodology and Areas of Priority

### **Methodologies**

The research team conducted both qualitative and quantitative methods of approach by using various types of tools to introduce the key objectives this study has adopted.

### 1.3.1 Mapping Out Strategy Drafting Methods

There were two methods that the research team applied to build the research study. Those methods were divided into two types; methods that are related to **strategies** and methods that are connected to **actions**.

In relation to the strategy drafting method approach, the research team based their data collection instruments on two models. The first model is the focus groups, which is concerned with the workshops that have been held. The workshop participants represented the focus groups. The second model is based on previous existing studies.



# 1.3.2 Action Drafting Methods and Mobilisation

The models used in drafting the actions are presented as follows:

### Desk Research:

This action plan used the desk research model as the main model for drafting the actions. Extensive research was done by collecting and examining information and data regarding gender and transportation in Jordan, especially in the city of Amman. The desk research mainly included data from ARS (2017) with the alignment of SDGs. However, plenty of other existing local strategies and their actions in relation to gender and transportation were assembled and highlighted to facilitate the building of this roadmap, which resulted in the fabrication of key objectives.

# Focus Groups/Workshops:

In order to abide by the rules and restrictions of the current pandemic of COVID-19, three workshops were held online through the ZOOM application, and one final workshop was conducted in person. The workshop



Figure 6: Data collection instruments for strategy drafting

hosted a number of diverse stakeholders, who aimed to participate and enhance the current mobility system in Amman by adding their own experiences to building the current roadmap.



# Survey Works:

The action plan used survey works as a quantitative model for drafting the actions for implementing the roadmap to collect information from a pool of participants with diverse backgrounds who have attended the workshops. This was achieved by asking multiple survey questions regarding the participants' thoughts about mobility and gender in Amman. The research team used two tools to create the survey questions. The first tool used was "Mentimeter", which is a program that facilitates audiences' interaction by utilising real-time voting to acquire instant results for discussion. The second tool was "Google Forms". The research team created follow-up surveys for each workshop to collect more information in regard to making a vision for sustainable mobility as a pathway to gender justice.

# Questionnaires and Observations:

During the workshops' presentations, the research team allocated part of its time to engage the participants as a participatory method for data collection. Online questionnaires were constructed and directed to the local community to create an expansive room for local experts to build this roadmap.

### SDGs Alignment:

All United Nations (UN) member states adopted the 2030 agenda for sustainable development in 2015, which consists of 17 SDGs, to achieve peace and prosperity for the earth and its people, starting from the present and sustaining it for future generations.

To comply with the SDGs, part of the research team will ensure the alignment of actions with the SDGs. The main goal that this roadmap will be focusing on is goal number 11, which is concerned with sustainable cities and communities. The second goal that will be taken into consideration as a priority goal is goal number five, which focuses on achieving gender equality.



#### Social Experiments:

Various tests were conducted throughout the development of GAP-EM in an attempt to understand the impacts of mobility on the well-being of females while navigating the city.

Female adults recruited from five districts (n=20) in Amman were administered a PSS test,<sup>10</sup> measures of socioeconomic status, commuting patterns, sleep quality, mental and physical health complaints, and any general health problems in four weeks spanning before the activation of the testing phase of the BRT and after.

A control group of adults ranging in age, gender, and location (n=450) took the PSS test online to create an estimated baseline for the PSS index. The team aims to increase the sample size to (n=2400) in six months to improve accuracy across the 22 districts.

Given the challenges associated with mobility-related stress assessments, a "multilayered" approach initially tested the group. They used BRT lines to travel from their homes to the University of Jordan, and they stopped at the last station near GAM for ten working days. This was followed by a test to use existing modes of transport aside from Amman Bus and BRT in the same manner. Informal transportation, such as Uber and Careem, was not included and was isolated from formal transportation modes.

Questionnaires that measured the changes in moods and comfort levels during the testing period while commuting were filled by the group. Pedometer records and sleep data were calculated using simple smart watches for any variations during the observation period.

#### Results:

The average PSS index in the selected districts was 20.56, indicating a moderate exposure to stress and suggests that minor lifestyle changes need to occur for most people (the PSS range is between 7 and 40).



10 Cohen, S. (1983). Perceived Stress Scale. https://www.midss.org/content/perceived-stress-scale-pss

In the control group test, 70% of the participants were females and 30% were males distributed, as shown in the pie chart. The level of exposure to stress was prominent and correlated with the transport mode used for the focus group after isolating other stressors related to work, physical condition, and finances. BRT scored the least exposure level to stresses and noticeable but unsubstantiated changes in sleep quality profiles. Mood shifts and psychological well-being were correlated to the mode of transport, with some modes reported greater mood changes than others.

On average, female participants scored 5,112 steps daily (3.9 km) during their commute, roughly 48 minutes. Sixty percent of them reported having a pleasant walking experience, walking to and from BRT, while 15% reported an enjoyable experience in other modes, which indicates a correlation between mood shifts and commuting patterns. It also highlights the need to examine the status of sidewalks and pedestrian networks surrounding older transportation networks. Another exciting observation indicates that BRT use lowers the number of steps by 30% compared to other modes of transportation.

Another dataset examined the sleep quality of female participants during the testing period, where the average score was six hours and 21 minutes, which is lower than what is recommended of seven to eight hours. The following is noticeable: (i) the number of sleep interruptions during the weeks of using regular modes of transport vs the use of BRT, which is higher by a small margin, and (ii) 15% of participants reported a better sleep quality during the BRT testing phase. However, the research findings conclude that the results are not sufficient enough to indicate a correlation between exposure to stress from mobility and sleep quality. Other factors such as diet, tobacco, and caffeine consumption may play a more significant role, and more testing is needed.



Figure 8: PSS results according to age groups



Figure 9: Steps count during the experiment

Average Time in Bed 6 hours 21 minutes 16 July - 15 August 2021



Figure 10: Sleep average during the experiment



Figure 11: AVG PSS, BRT and None BRT

A PSS before, during, and after the testing period with an interval of one week in between was requested, where participants scored 20.06, indicating a moderate exposure to stress and suggesting that minor lifestyle changes need to occur. Female participants scored higher PSS index when using other modes of transportation, with an average of 23.45 in contrary to the lower PSS score when using BRT, where the average was 17.9.

After analysing the PSS index chart, it can be concluded that commuting patterns do play a role in reducing the exposure to stress by 15% in females (when the AVG PSS is divided to BRT PSS). An intervention is required to upgrade and enhance the quality of transportation services by adopting the same guidelines of the BRT model to avoid an increase in the level of exposure to stress by 17% (when the AVG PSS is divided to None BRT PSS) in the current transportation systems.

# Mobilisation of Methods:

Actions will weigh the most in developing the roadmap. Strategies, timeline, monitoring, and progress reporting will all be similar in importance. Events will be held in support of the implementation of the created actions in order to advance the current research study. However, financing will be handled as a separate and specific part in the action plan.

# **Public Transportation & Jobs**

Examine the links between public transportation & job creation for women and vulnerable groups

# Existing Policies & Gender

Examine existing policies related to gender (local level)

**Proposed Actions** 

#### Craft implementable actions

Figure 12: Mobilisation of methods

# Key Objectives:

Threemainobjectiveshighlighttheimportance of implementing the GAP-EM. The first is seeking to focus on public transportation and jobs by examining the links between public transportation and job creation for the most affected groups. The second is concentrating on policies and gender through the examination of existing policies and statistics related to gender. However, the main focus will be on the local level, which is the level of Amman city. The third and last key objective is proposing actions through crafting realistic and implementable actions to serve the GAP-FM

After conducting observations and survey works and after examining the overall results of the social experiment, the GAP-EM identified five key metrics for the support of its implementation. The five metrics included: (1) Built Environment, (2) Safety and Security, (3) Regulations and Policies, (4) Programs and Systems, and (5) Digital infrastructure.

2

# 2.1 Regional and International Data on Gender Equity and Gendered Approaches

The regional and international data considered for the development of the GAP-EM were categorised as illustrated in the sections below:

- Regional and International
- Women Moving the City
- GenderToolKit:Transportation-Maximizing
  the Benefits of Improved Mobility for All
- Handbook for Gender Inclusive Urban
  Planning Design

# 2.2 Gender Statistics and Inventory (Related to Mobility)

The following is a list of definitions and background information regarding population growth rates and density challenges in Jordan:

- The Consumer Price Index (CPI) is the instrument used to measure inflation. It is used to estimate the average variation of prices of products consumed by households between two given periods of time.
- The Gross Domestic Product (GDP) is the total value of goods produced and services provided in a country during one year.
- Post-COVID-19, unemployment rates increased drastically, hindering recovery.

- Wholesale trade consists of purchasing and selling goods, generally to retailers, professional (industrial or commercial) users or authorities, or to other wholesalers or intermediaries, regardless of the quantities sold.
- Balance of trade (BoT) is the difference between the value of a country's exports and the value of a country's imports for a given period.



Figure 13: General Economic Statistics

According to a recent survey for the year 2021, and in light of the current population growth and density challenges in Jordan, the CPI in March 2021 was a mere 0.16%, the GDP dropped by -1.6% in the fourth quarter of 2020, unemployment rates significantly increased to 24.7% in the fourth quarter (hindering recovery post-COVID-19), wholesale trades was 0.6% in the fourth quarter of 2019, and the BoT dropped to JOD -549.9 Million as of December 2020.

The most recent, but outdated, survey from 2008 stated that only 13% of daily trips by individuals are done through public transportation, out of which 8% use taxis and 5% buses<sup>11</sup> (Shbeeb, 2018). Furthermore, those users represent "captive riders" with an average monthly income of less than JOD 400. Many of these users do not own a car (65% in the GAM area).



Figure 14: The average number of female workers in all sectors in comparison to the level of education (DoS, 2020)<sup>12</sup>

According to research, women use poorlyresourced, less-luxurious, higher-cost, and multi-purpose modes of transportation more often. There are several reasons for this, which are mostly related to sociocultural stereotypes, tasks still associated only with women (i.e. household tasks), as well as the lack of economic privilege. This results in the widening of the gap in the economic, social, and time resources between different genders, ages, and social classes.



Figure 15: The average number of persons per vehicle in Jordan (Tarawneh et al., 2020)

Shbeeb, Lina (2018) "A Review of Public Transport Service in Jordan: Challenges and Opportunities," Al-Balqa Journal for Research and Studies البلقاء للبحوث والدراسات : Vol. 21 : Iss. 1 , Article 4. Available at: https://digitalcommons.aaru.edu.jo/albalqa/vol21/iss1/4

12 http://jorinfo.dos.gov.jo/Databank/pxweb/en/DOS\_Database/START\_\_14\_\_1402/WOM\_T7/table/tableViewLayout2/

The BRT work started in 2008, was suspended in 2011, resumed in 2015, and will be fully operational in 2022. The current project includes the construction, planning, and equipping of two BRT-dedicated corridors that possess a total length of 25km and will cost around USD 250 Million, two-thirds of which will be financed by the Agence française de développement (AFD). It is expected that 140 coordinated buses will eventually carry more than 315,000 passengers per day. The two routes will serve major transit routes in the city (e.g. the University of Jordan, Sport City, and Mahatta Terminal) (GAM, 2019a; GAM, 2020). <sup>13</sup>

#### Amman Bus

Amman Bus aims to improve public transportation in the capital by operating 135 buses throughout 27 routes in central Amman. Amman Bus provides a convenient transportation experience with advanced information system and electronic payments through using a prepaid and rechargeable card. Amman Buses are regular and frequent, all buses are clean, safe and easy to use. Buses are equipped with an electronic payment system and an advanced security system. Amman Bus is also accessible and can accommodate disabled and elderly passengers (Amman Bus, 2022).



BRT bus

13 https://www.c40.org/case\_studies/bus-rapid-transit-to-tackle-air-pollution-co2-emissions-and-improve-mass-public transportation

Linking the existing datasets on Gender and Mobility with Economic Indicators will enhance the accuracy of proposed actions.

The current economic situation due to COVID-19 and the complete lockdown in Amman between March and May of 2020 is a golden opportunity to anticipate future projections after implementing Actions.



Figure 16: A digram showcasing the inter-sectional approach in the GAP-EM



# Comprehensive Approach to Actions

By linking these datasets after revision, the proposed actions will have a more substantial base to start from; the lack of links between datasets has many reasons but is easily overcome.

Figure 17: GAP-EM Work Plan

# 2.3 The State of Amman Urban Mobility and Amman Public Spaces

For the purpose of preparing the GAP-EM, the study identified two main sets of data on the national level that focus on urban mobility and/or gender. The first set included officially published strategies and plans, while the second included non-official studies and publications.

# 2.3.1 Governmental Action Plans and Strategies

The official publications the GAP-EM considered for the support of its development and implementation included five main manuscripts including (1) the Amman Resilience Strategy; (2) the Jordanian National Action Plan (JONAP) on Women, Peace and Security; (3) the Amman Climate Action Plan (ACP); (4) The Institutional Performance and Amman City's Resileince in Comabting the Novel Corona Virus report; and (5) the Amman

Green City Action Plan (AGCAP). The GAP-EM aimed to include the most recent and relevant strategies and action plans, taking into consideration the chronological order for the selected strategies and action plans. Moreover, only relevant items were selected from each of the documents in order to ensure accuracy and precision, as demonstrated in the following diagram:



### 2.3.1.1 The Amman Resilience Strategy

The first strategy this action plan considered was the ARS issued in 2017 that included several pillars. The actions considered from these pillars included the following:

- **1.A.1:** Develop an integrated mobility plan.
- **1.A.2:** Plan and construct a comprehensive and efficient BRT system.
- 1.A.4: Develop an urban mobility observatory.
- **1.B.1:** Develop, review, and update Amman's 'Street Manual'.
- 1.B.2: Create a walking map.
- **1.B.3:** Explore tactical urbanism opportunities.

Regarding pillar three, actions considered for the GAP-EM included:

- 3.C.1: Promote work from home program
- **3.C.2:** Pioneer daycare centres in GAM buildings



Amman resilience strategy

# 2.3.1.2 The Jordanian National Action Plan on Women, Peace and Security

The specific dimensions considered from this document included three of its strategic goals:

**Goal 1** - Achieve gender responsiveness and meaningful participation of women in the security sector and in peace operations. More particularly, the GAP-EM considered an outcome:

 An environment with the security sector that is responsive to the security needs and priorities of women, and conducive to women's entry, advancement, and leadership.

**Goal 2 -** Achieve the meaningful participation of women in preventing radicalisation and violent extremism and in national and regional peacebuilding. For this goal, the GAP-EM considered two strategic outcomes:

- Women (including young women), Civil Society Organisations (CSOs), and national institutions are able to contribute to efforts to Prevent Violent Extremism (PVE) through responsive and gender-sensitive approaches and outcomes.
- Notions around religion and gender roles in society are discussed and explored to promote more equitable notions of gender equality and tolerance in general.



JONAP on women peace and security

**Goal 3 -** Ensure availability of gender-sensitive humanitarian services (e.g. psychological, social, legal, and medical services) that are safely accessible by Jordanians and refugees (including those women and girls most vulnerable to violence and in need of protection in host communities and refugee camps in Jordan) and in full alignment with the Jordanian Response Plan for the Syrian Crisis. The GAP-EM expects the following specific outcome:

 Women at risk of or having survived Gender-based Violence (GBV)/ Conflictrelated sexual violence (CRSV) have increased access to gender-sensitive services. Moreover, in relation to the transportation sector, the National Strategy for Women in Jordan (2020 - 2025), which was prepared and developed by the Jordanian National Commission for Women (JNCW), highlighted the following pointers:

Outcome 1/ Strategic Goal 1	Women and girls are capable of accessing their human, economic, and political rights. They also freely lead and participate in a society devoid of gender-based discrimination.
Output 1.2	More women and girls are able to access services and infrastructure that are responsive to their needs, including humanitarian and recovery services. They are able to enjoy security and contribute towards it.
Indicator	Proportion of the population with available proper transportation means, disaggregated by age, sex, and PWDs (SDG 11.2.1).
Intervention	1.2.2 Provide adequate, affordable, and gender-sensitive infrastructure to enable women to access opportunities and natural resources in a sustainable manner.
Initiative	Provide a safe, accessible, affordable, and reliable transportation system that meets the needs of women and girls in movement and mobility, including women and girls with disabilities and those in remote areas, to enable them to access various economic opportunities and resources.

#### Relevant Commitments:

- SDG 11.2
- Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Articles 3, 14 (2), and 15/4
- In the Footsteps of Renaissance, Government priority actions 2019-2020, state of solidarity / developing the public transportation system
- Women's Economic Empowerment Action Plan in Jordan 2019-2024, direct Outcome 1.3
- Jordan Economic Growth Plan 2018-2022
  / labour sector
- National Social Protection Strategy 2019-2025, Strategic Goal 1 (2)
- "The Road to Implementation", five-year reform matrix, vertical pillar 7 (7.3)

#### Actors and Stakeholders:

- Ministry of Transport
- Ministry of Public Works and Housing (MoPWH)
- Public Security Directorate (PSD)
- Land Transport Regulatory Commission
  (LTRC)
- Ministry of Local Administration (Ministry of Municipal Affairs) (MoLA)
- Greater Amman Municipality
- Higher Council for the Rights of Persons with Disabilities (HCD)

# 2.3.1.3 The Amman Climate Action Plan

In particular, the GAP-EM considered the actions identified by the ACP on three particular levels:

- 1. Actions for cross-sector planning.
- 2. Actions for improving sustainable transportation.
- 3. Actions to improve energy efficiency in the building sector.

## 2.3.1.4 The Institutional Performance and Amman City's Resilience in Combating the Novel Corona Virus

Strategically mapped the population densities across the different areas of the city of Amman and connected their representation through the implementation of Urban Network Analysis (UNA) reachability maps.





Figure 19: Reachability to Services Source: Greater Amman Municipality - The Institutional Performance and Amman City's Resilience in Combating the Novel Corona Virus Report

The issue with the last mile and how to connect to public transport can be time-consuming and taxing. The developed reachability maps provide great insight into the next steps towards bridging the gap between the issue of the last mile and modes of transport. This representation was beneficial for the preparation of the GAP-EM. It adopts an evidence-based approach to identify critical areas in need of urgent mobility interventions, as seen in Figure 20.



Figure 20: Population Density Source: Greater Amman Municipality - The Institutional Performance and Amman City's Resilience in Combating the Novel Corona Virus Report

# 2.3.1.5 Amman Green City Action Plan

Lastly, the recently published AGCAP by GAM in 2021 provided another framework for the implementation of the GAP-EM. This framework was presented through the Action Plan's strategic objectives, investment actions, and enabling actions, especially in the thematic areas of energy and buildings, and accessible, diverse, and low-carbon mobility systems. The GAP-EM focused, in particular, on the following seven actions:

- 1. T1: Expand integrated bus network and low-emission bus fleet.
- 2. T2: Conduct a pilot project to promote active mobility.
- 3. E.2: Accessible, diverse and low-carbon mobility systems.
- 4. T7: Improve pedestrian safety.
- 5. T9: Implement a bike-share system.

- 6. T10: Establish priority bus lanes on major roads
- 7. T11: Incorporate Mobihubs at critical BRT junctions.



Amman Green City Action Plan

# 2.3.2 Non-Governmental Studies and Strategies

In addition to the officially published documents illustrated above, the GAP-EM relied on the second body of data sets from recently published non-governmental work, which provided more context and shed light on similar challenges and opportunities the GAP-EM aims to address.



### 2.3.2.1 Gender in Public Transportation: A Perspective of Women Users of Public Transportation

This study was published by SADAQA in 2018 with the support of the FES. The study identified key findings in four main areas, including satisfaction, employment, affordability, and safety.

**Satisfaction:** The results of the study show that 80.5% of the women surveyed believe that public transportation is integral for women's economic participation.

**Employment:** 47% of respondents stated they had rejected job opportunities due to the current state of public transportation services. In this regard, the main challenge was needing to use more than one means of public transportation to reach a workplace, followed by the lack of nearby public transportation and its high cost.

**Affordability:** Nearly half of the women surveyed (48.1%) spend JOD 1-2 to arrive to work, while the other half (42.1%) spend more than JOD 2.

**Safety:** The report shows that safety and security concerns deter women from all backgrounds, both employed and



Gender in Public Transportation: A Perspective of Women Users of Public Transportation

unemployed, from using public transportation. Working women cited harassment as one of the top five reasons for refusing to use public transportation. Most women surveyed said they experienced harassment at all times of the day and several times a month when using public transportation. They noted that most of the harassment came from passersby on the street while walking to a transit stop or while waiting for the transportation to arrive.

# 2.3.2.2 Public Space and Gender in Amman

The second partially official document the GAP-EM took into account was the Public Space and Gender in Amman published in 2020, which was implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ), in cooperation with the Ministry of Environment (MoE) and GAM.

The study examined gender in public space in ten dimensions, including entertainment, safety, reputation, accessibility, mobility, comfort and discomfort, privacy, facilities, gender separation, and young single men.

#### 2.3.2.3 The Mobility Transition in the MENA Region: Comparative Policy Perspectives

With the support of FES, the Mobility Transition in the MENA Region was published in 2020. Utilising the Enable, Avoid, Shift, Improve Framework (EASI), the study looked at four different contexts: Cairo, Amman, Beirut, and Palestine, and identified the following local actions:

- Create a national-level entity or committee under the MoT to coordinate, drive, and empower the efforts of the various entities (national and local) involved in the mobility transition.
- Establish a clear national-level mobility transition strategy, as well as standards and specifications, codes of conduct, Key Performance Indicators (KPIs) (e.g. walkability measures), and other relevant documents to ensure mobility transitions at the local level are consistent across municipalities.
- Develop local urban mobility plans consistent with the national strategy and ensure these plans are developed in a participatory manner to be coupled with a detailed, implementable list of actions.
- Establish the Passenger Transport Support Fund and utilise it to create an integrated,



Public Space and Gender in Amman



The Mobility Transition in the MENA Region: Comparative Policy Perspectives

cross-modal subsidy mechanism to encourage the shift towards greener mobility choices.

• Build capacity and establish technical foundations for open data and open systems architecture. This involves creating an environment in which technology can be utilised to generate local solutions to mobility challenges, enhance the quality of (thus encourage the transition to) greener mobility options, and ensure interoperability and integration among solutions.

### 2.3.2.4 Urban Mobility and Spatial Justice in Amman: A Brief Handbook on Urban Intersectionality

The fourth and last non-governmental study that the GAP-EM relied heavily on was the Urban Mobility and Spatial Justice in Amman, published in 2020 by the FES Climate and Energy Project. This study formed the basis for the GAP-EM, seeing as it was originally one of its main recommendations.

The study adopted an intersectional approach that is supported with evidencebased research for addressing urban mobility issues. The study identified five key themes of mobility trends in Amman:

- 1. Mobility through politics
- 2. Urban poverty and mobility
- 3. Tactical approaches to upgrading urban mobility
- 4. Urban mobility for improved liveability and livelihood
- 5. The future of urban mobility

The following recommendations tied heavily with the development of GAP-EM:

- Establish a comprehensive and detailed digital database on mobility, including data on walkability and land use. This recommendation is related to the need for real-time traffic data and planning.
- Provide a walkability map that identifies possible walkable routes within the city and neighborhoods.
- Implement a Gender Action Plan (GAP) for sustainable urban mobility. The GAP will provide intersectional perspectives into urban planning by providing the recommended tools, policies, and actions that complement current strategies, which will help to reframe public spaces.



Urban Mobility and Spatial Justice in Amman: A Brief Handbook on Urban Intersectionality

# 3.1 Metrics and Actions



Figure 22: Metric distribution and theme allocation for the development of GAP-EM

Metrics of GAP-EM are comprehensively assigned, where general themes host similar actions with varying degrees of implementation. These themes help in prioritisation later on before, during, and after implementation. They also aid in the monitoring of action implementation. As for the projected timeline, four main milestones are to be completed during the implementation process of GAP-EM, with the last one left open for monitoring purposes.

2022	2025	2030	Beyond 2030
Launching of the 'Gender Action Plan for Equitable Mobility'	First milestone for action plan implementation	Full implementation of the action plan	Inclusivity of urban mobility
This will be done in 2022	This will include certain actions that can be implemented by GAM that are short-term in nature	All action in the document will be fully implemented	The roadmap is paved now to sustain inclusive approach to public spaces and mobility

Figure 23: Proposed timeline for the development and implementation of GAP-EM



# 3.1.1 Actions Identification

An interactive exercise was designed to help identify the exact actions that fall under the previously identified themes. A Miro board divided into the five areas of intervention was shared with the participants. The board included all the interventions identified by the participants from previous focus groups, while allowing spaces for new actions to develop.





Resulting metrics and actions were as follows:

# 1) Safety and Security:



emale Workers in Public Transportation د Security

Increase the share of female workers in public transportation and security

# Security

To increase street lighting by 70% in designated areas by 2025

To increase street lighting by 30% in designated areas by 2030 To install security cameras in designated areas and along transportation network by 2025 (5000 cameras)

To install security cameras in designated areas and along transportation network by 2030 (5000 cameras) To increase female workers by 25% in public transport by 2025

To increase female workers by 25% in public transport by 2030 Hygiene, Maintenance

14 Munn, N. (2016, November 08). *How mass* surveillance harms societies and individuals – and what you can do about it. CJFE. https://www.cjfe.org/how\_mass\_surveillance\_ harms\_societies\_and\_individuals\_and\_what\_ you\_can\_do\_about\_it

# 2) Built Environment:




# **Built Environment**

To install 1000 street furniture in the designated areas (benches, bins, information signs, digital screens

To install 250 bike sharing racks in 50 neighborhoods near BRT substations by 2025

To install 250 bike sharing racks in 50 neighborhoods near BRT substations by Construct 50 drop-off locations around the BRT lines by 2030 for shared modes of mobility (taxis, Careem Uber, white cabs)

To install 50 bike sharing station near BRT substations by 2025

To install 100 bike sharing station near BRT substations by To install 5,000 free-floating electrical bicycle sharing system by 2030

Generally, bus stops and stations should be located in lit and welltraveled areas

Construct 50 childcare centres (kindergarten, nursery) in the 22 districts 2030

Considering the option of female-only bus stops dedicating a certain section in buses for women. This can be thought of as an option during the weekdays peak hours for example.

> To install 50 bus stops for the exiting bus network aside from Amman Bus by 2025

3) Digital Infrastructure:

# **Digital Infrastructure**

Develop a smart gamified application that helps people locate the modes of transportation for better planning of the day (e.g.: bahn.de)

Connect public transport network with Google Maps

34

# 4) Programs and Systems:



Women & Public Transportation

transportation to reach destinations (each 100 points give a free trip)

# **Programs and Systems**

Provide free trips for frequent users (credit system)

Making the programs as graphically represented as possible

To provide 10% discount for people that use bicycles to reach BRT substations

To provide 20% discount for women that use public transport and BRT

# 5) Regulations and Policies:



Other actions:

- Assign a part of the plan to maintain what already exists
- Invest in a communication strategy that aims to include the general public in all

processes related to mobility projects, such as public outreach, campaign design, decision making, projects implementation, and projects follow up and maintenance

# **Regulations and Policies**

Assign a part of the plan to maintain what already exists

To develop a comprehensive pedestrian masterplan by 2025 To increase public transport mode share to 25% from the original base which is 5% by 2025

Increase housing by 25% near BRT lines by 2030 Increase and clarify the enforcement of the code of conduct

# 3.1.2 Actions Prioritisation

Following the identification of actions within their metrics, participants were involved in another exercise that aimed at prioritising said actions. This was done in an attempt to align the actions with the short, mid, and long term implementation timeline for the GAP-EM.

The exercise was divided into three tiers: (1) impact vs results mapping; (2) importance vs feasibility; and (3) overall prioritisation.

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# 1) Impact vs Results Mapping:

# 2) Importance vs Feasibility:

# 2.1 Most Important

- Focus on pedestrian network (availability, efficiency)
- Connect public transport network with google maps
- Tracking application to schedule trips
- Diversifying the land use around the locations of stations
- Increase street lighting by 70% in the designated areas by 2025
- Increase parking locations around the BRT lines by 25% by 2030 for car owners
- Provide public toilets
- Develop a smart application that helps people locate the nearby parking spaces during their trips in dense areas
- Increase public transport mode share to 50% from the original base, which is 5%, by 2030
- Generally, bus stops and stations should be located in well-lit and well-traveled areas
- Mobility as a service and other feeding options are to be considered, as this is the basis of all other goals that can be easily achieved once this issue is solved
- Increase female workers by 50% in public transport by 2030
- To install 500 shading elements across the BRT lines
- Install 500 baby changing facilities (units and bins) in GAM buildings by 2030
- Install 1000 street furniture in the designated areas (benches, bins, information signs, digital screens)

# 2.2 Most Relevant

- Develop or collaborate on several digital applications to report gender-based harassment during commute (hotlines, GPS tracking apps, anonymous reporting)
- Increase the awareness about women safety and their travel needs among the workers and the public at large
- Increase the green covers around the BRT lanes by 50% in 2030
- Install 1000 street furniture in the designated areas (benches, bins, information signs, digital screens)

# 3) Overall Prioritisation:

In reference to all of the above and taking into consideration all four dimensions of importance, relevance, immediate, and impact, the prioritisation of the actions was divided into four main pillars, as follows





# Planned implementation, strategic approach: Structured, planned, direct

**Examples for this pillar included:** White papers, mobility and urban planning strategies, monitoring.

# Actions that fell under this pillar were:

- Tracking application to schedule trips
- Diversifying the land use around the locations of stations
- Focusing on pedestrian network (availability, efficiency)
- Increasing parking locations around the BRT lines by 25% by 2030 for car owners
- Developing a smart application that helps people locate the nearby parking spaces during their trips in dense areas
- Generally, bus stops and stations should be located in well-lit and well-traveled areas.

- Diversifying the land use around the locations of stations
- Connecting public transport network with google maps
- Providing public toilets
- Increasing public transport mode share to 50% from the original base, which is 5%, by 2030
- Increasing street lighting by 70% in the designated areas by 2025

# Pilot projects, initiatives, transportation: Structured, financed, direct

**Examples for this pillar included**: Fast track implementation, smart mobility solutions, digital applications.

# Actions that fell under this pillar were:

- Increasing parking locations around the BRT lines by 25% by 2030 for car owners
- Diversifying the land use around the locations of stations
- Mobility as a service and other feeding options are to be considered, as this is the basis of all other goals that can be easily achieved once this issue is solved.
- Increasing female workers by 50% in public transport by 2030
- Increasing street lighting by 70% in the designated areas by 2025
- Installing 500 shading elements across the BRT lines
- Installing 500 baby changing facilities (units and bins) in GAM buildings by 2030
- Installing 1000 street furniture in the designated areas (benches, bins, information signs, digital screens)



Discovery, social development: Unstructured, planned, indirect

# Examples for this pillar included:

Community based implementation, community monitoring, surveys.

# Actions that fell under this pillar were:

- Actions that fell under this pillar were:
- Developing or collaborating on several

digital applications to report genderbased harassment during commute (hotlines, GPS tracking apps, anonymous reporting)

- Increasing the green covers around the BRT lanes by 50% in 2030
- Increasing the awareness about women safety and their travel needs among the workers and the public at large.
- Increasing the green covers around the BRT lanes by 50% in 2030



**Examples for this pillar included:** The last mile, selected infrastructure interventions, digital upgrades.

# Actions that fell under this pillar were:

• Installing 1000 street furniture in the designated areas (benches, bins, information signs, digital screens)

The following actions were selected based on the prioritisation criteria and drafted for final approval:

# 1) Safety and Security:

Action Number	Action Title	Outcomes
S-01	<b>Street Lighting</b> Increase street lights in affected areas	<ul> <li>To increase street lighting by 70% in the designated areas by 2025</li> <li>To increase street lighting by 30% in the designated areas by 2030</li> </ul>
S-02	<b>Security Cameras</b> Install security cameras along transportation network and in affected areas	<ul> <li>Install security cameras along transportation networks and in affected areas by 5000 cameras in 2025</li> <li>To increase street lighting by 30% in the designated areas by 2030</li> </ul>
S-03	Female Workers in Public Transportation and Security Increase the share of female workers in public transportation and security	<ul> <li>Increase the share of female workers by 25% in transportation and security by 2025</li> <li>Increase the share of female workers by 25% in transportation and security by 2030</li> </ul>

# 2) Built Environment:

Action Number	Action Title	Outcomes
B-01	Install Bus Stops for the Existing Network Construct bus stops for the existing network aside from Amman Bus	To install 50 bus stops for the existing bus network aside from Amman Bus by 2025
B-02	<b>Green Parks Near BRT</b> Increase green parks near BRT	Increase green parks near BRT by 25% through the creation of an incentives program for private "empty" land owners
B-03	<b>Childcare Facilities</b> Install childcare facilities for caregivers in GAM buildings and some public spaces	<ul> <li>Install 250 childcare facilities for caregivers in GAM buildings by 2030</li> <li>Install 250 childcare facilities for caregivers in some public spaces by 2030</li> </ul>
B-04	<b>Bike Sharing Stations</b> Install bike sharing stations near BRT	<ul><li>Install 50 stations by 2025</li><li>Install 100 stations by 2030</li></ul>
B-05	<b>Bike Sharing Racks</b> Install bike sharing racks in neighbourhoods near BRT	<ul><li>Install 250 bike racks by 2025</li><li>Install 250 bike racks by 2030</li></ul>

Action Number	Action Title	Outcomes
B-06	Electric Bike Sharing System Install free floating electric bike sharing system	Install 5000 electric bike sharing system by 2030
B-07	Green Cover and Shading Elements Increase green cover and shading elements near BRT	<ul> <li>Increase green cover by 50% near BRT lines in 2030</li> <li>Install 500 shading elements near BRT lines in 2030</li> </ul>
B-08	<b>Construct Drop-Offs Near BRT</b> <b>Lines</b> Construct drop-offs for different modes of transport near the BRT lines	Construct 50 drop-off locations around the BRT lines by 2030 for shared modes of mobility (taxis, Careem, Uber, white taxis)
B-09	<b>Street Furniture</b> Install street furniture in selected areas that are mostly affected by the lack of accessibility to public transport	To install 1000 street furniture in the designated areas (benches, bins, information signs, digital screens)
B-10	<b>Childcare Centers</b> Construct childcare centers in the 22 districts	Construct 50 childcare centers in the 22 districts by 2030

# 3) Digital Infrastructure:

Action Number	Action Title	Outcomes
D-01	Gender-Based Harassment in Transportation and Public Spaces	Develop or collaborate on several digital applications to report gender-based harassment during commute (hotlines, GPS tracking apps, anonymous reporting)
D-02	<b>BRT Parking Spaces</b> Develop a database for all available parking spaces around the BRT lines	Develop a smart application that helps people locate the nearby parking spaces along the BRT to encourage them to leave private cars and use BRT
D-03	<b>Parking Database</b> Construct a comprehensive digital database for available parking in dense areas	Develop a smart application that helps people locate the nearby parking spaces during their trips in dense areas
D-04	Google Maps	Connect all updated public transportation networks with google maps

# 4) Programs and Systems:

Action Number	Action Title	Outcomes
P-01	<b>Discounts and Rewards for</b> <b>Cycling to BRT</b> Provide a reward system and discounts for people to use bikes to reach BRT stations	Provide 10% discount and a reward system of 10 points for each use to users of BRT, if they reach the stations on bikes (each 100 points give a free trip)
P-02	<b>Students and Public Transport</b> Provide a reward system and discounts for students that use public transportation	Provide 50% discount and a reward system of 10 points for each time a student uses public transportation to reach destinations (each 100 points give a free trip)
P-03	Women and Public Transportation Provide a reward system and discounts for women that use public transportation	Provide 20% discount and a reward system of 10 points for each time a female uses public transportation to reach destinations (each 100 points give a free trip)
P-04	<b>Elderly, Job Seekers, PWDs and Public Transportation</b> Provide smart cards to use public transportation for free	Develop a database for the elderly, job seekers, and PWDs in order to create smart cards to use BRT and Amman Bus for free
P-05	Frequent Users for Public Transportation Develop a reward system for frequent users of BRT and Amman Bus	Provide free trips for frequent users (credit system)

# 5) Policies and Regulations:

Action Number	Action Title	Outcomes
R-01	<b>Pedestrian Masterplan</b> Develop a comprehensive pedestrian masterplan	Through the civil works and planning sectors, a masterplan for pedestrians can be developed by 2025 in alignment with the ARS Action (1.B.2)
R-02	<b>Cycling Masterplan</b> Develop a cycling masterplan	Based on the recommendations listed in the COVID-19 report by GAM, a cycling masterplan can be developed by the planning and civil works sectors by 2023
R-03	<b>Housing Near BRT</b> Increase housing density near BRT	Provide extra development rights to increase housing density near BRT lines through a solid incentive program developed by the planning sector at GAM by 2023

Action Number	Action Title	Outcomes
R-04	<b>Code of Conduct</b> Enhance the enforcement of the code of conduct for operators, workers, and users of public transportation <sup>15</sup>	Increase and clarify the enforcement of the code of conduct by 2023
R-05	<b>Public Transport Mode Share</b> Increase public transport mode share from its original baseline of 5%	<ul> <li>Increase public transport mode share to 25% in 2025</li> <li>Increase public transport mode share to 50% in 2030</li> </ul>

Total Actions: 27

# **3.2** Stakeholder Mapping

Similar to all action plans, the GAP-EM places a high emphasis on implementation, which, in turn, relies on collaboration and establishing connections between relevant stakeholders. For the purpose of identifying stakeholders and stakeholder groups, and as highlighted in the methodology section, and through an interactive virtual session, the GAP-EM designed a stakeholder mapping tool as illustrated in the figure on the following page.

# Identified potential stakeholders related to the GAP-EM included:

- Female students
- Informal female workers
- Female entrepreneurs
- Female beggars
- Female expats
- Female government employees
- Female university students
- Female gypsies
- Female security workers
- Female farmers
- Female workers in the food industry
- Female maids
- GAM transport directorates
- GAM social community development sector

- GAM civil works sector
- GAM planning sector
- Non-governmental organisations (NGOs)
- Schools and universities
- Ministries
- Other marginalised groups and minorities
- PWDs
- Transportation unions
- Health sector
- Children
- Elderly women
- · Media outlets.

**15** UN Women. (2019). SADAQA hosts a roundtable discussion for the development of a national framework on gender-sensitive transportation.

https://jordan.unwomen.org/en/news/stories/2019/september/sadaqa-hosts-a-roundtable-discussion-for-the-development-of-a-national-framework



Figure 25: Miro board for stakeholder mapping with focus groups (GAP-EM Workshop III)

According to the matrix, identified stakeholders were categorised into four quarters as follows:

### 1) Quarter One: Low Impact/Low Value

Female athletes, female refugees, female students, female beggars, informal female workers, elderly women, female gypsies, female maids, children, female farmers, female security workers.

# 2) Quarter Two: Low Impact/High Value

NGOs, female university students, GAM civil workers sector.

# 3) Quarter Three: High Impact/Low Value

Female workers in the food industry, female security workers, female expats, PWDs, GAM social community development sector, other marginalised groups and minorities, media outlets, children, GAM planning sector.

# 4) Quarter Four: High Impact/High Value

Transportation unions, ministries, GAM social community development sector, female entrepreneurs, transportation unions, health sector, female government employees, GAM transport directorate, PSD women (enforcement), schools and universities. Participants were later asked to describe and evaluate their thought process, find accountables, and brainstorm ideas, as demonstrated in the following figure.



Figure 26: Miro board for stakeholder mapping with focus groups (GAP-EM Workshop III)

Phase of Journey	Governmental Stakeholders	Communities	Non-Governmental Stakeholders
<b>Strakeholder Selection</b> Which Stakeholders are the most relevant to the GAP?	<ul> <li>PSD Women (Enforcement)</li> <li>MoT</li> <li>Ministries</li> </ul>	<ul> <li>Children</li> <li>Female refugees</li> <li>Elderly Women</li> <li>Female university students</li> <li>Female expats</li> </ul>	<ul><li>NGOs</li><li>Media outlets</li></ul>
<b>Touchpoint</b> What part of the GAP do they interact with?	<ul> <li>Implementation and Monitoring and Evaluation (MandE)</li> <li>Design, implementation and MandE</li> </ul>	<ul> <li>Mobility Action</li> <li>Female entrepreneurs/ employees</li> <li>City data</li> </ul>	<ul> <li>Think tanks</li> <li>Implementation and beyond immediate action</li> <li>Awareness programs and systems</li> </ul>
<b>Participants' Thoughts</b> What are your thoughts on the level of involvement by the stakeholders in the GAP?	<ul> <li>Huge impact especially for passenger females. It will be more comfortable seeing their fellow females being there to protect them</li> </ul>	<ul> <li>Huge impact for the future of the use of public transport</li> <li>Very low involvement</li> <li>Very high involvement as university students tend to be motivated</li> <li>High impact</li> </ul>	<ul> <li>Shaping public opinion</li> <li>High involvement depending on the partnership structure</li> <li>High impact</li> </ul>

Phase of Journey	Governmental Stakeholders	Communities	Non-Governmental Stakeholders
<b>Participants' Feelings</b> How do you feel at the moment regarding your decisions?	Content but Confused	Happy about it but with uncertainty	Confident about it and satisfied
Action Implementation Ownership Who is in the lead on this?	<ul> <li>Ministry of Interior represented by the PSD</li> <li>MOT draw policy</li> </ul>	<ul> <li>Ministry of Education, caregivers, civil society</li> <li>Directorate of Refugee Affairs</li> <li>Ministry of Higher Education, Ministry of Education</li> <li>Ministries, embassies</li> </ul>	<ul> <li>GAM and, to some extent, the ministries</li> <li>TV channels, radio stations</li> <li>Social media platforms and influencers</li> </ul>
Opportunities		<ul> <li>Involvement and empowerment of future generations</li> <li>Intersectionality represented</li> <li>Major impact in the involvement and breaking the stigma on public transport</li> <li>Insight from their culture</li> </ul>	Diverse exposure and involvement

# 3.3 Financial Instruments Mapping

In addition to the stakeholder mapping, and considering the emphases on implementation, the GAP-EM also aims to map potential financial instruments that may support the execution of its actions. Similar to the stakeholder mapping, and following the research methodology, financial instruments mapping was developed.

Participants identified all potential funding sources that may endorse one or more of the GAP-EM actions. The findings suggest that seven financial instruments groups can be identified:

 Partnerships or investment opportunities such as Japan International Cooperation Agency (JICA), Bernard van Leer (BvL) Foundation, European Bank for Reconstruction and Development (EBRD), FES, Organisation for Economic Cooperation and Development (OECD), UN Women, the WB, AFD, Mayors Migration Council (MMC), United Nations Development Programme (UNDP), the United Nations Human Settlement Programme (UN Habitat), GIZ, and local NGOs that are already working on a project with a specific budget

- 2. Incentive-based developments, as of 2021 GAM's assets are estimated to be worth JOD 2.4 billion<sup>16</sup>
- 3. GAM bonds whereby GAM can issue a bond directly or apply for funds from a government bonding program.

<sup>16</sup> https://www.ammancity.gov.jo/ar/resource/snews.aspx?id=2E806511-37A6-484F-8DA3-4A98BC8D6FB3

- 4. New developments levies and fees. This category can be manifested through different approaches such as community infrastructure levy (applied to residential and commercial construction), improving calculation: through appropriate valuation and fee rates, unbundling charges (to improve transparency through better assessments of obligations), or white land levies (applied to empty plots in dense areas that lack proper public or green spaces).
- 5. GAM budget through which genderbased yearly budgets can be introduced within the social development sector.
- 6. Loans-stakeholders can apply for loans to activate immediate actions in the GAP.
- 7. Grants, such as Global Fund for Women and environmental funds.



Figure 27: Miro board for financial instruments mapping with focus groups (GAP-EM Workshop III)

Furthermore, in order to grasp the complexity of the financial instruments and their involvement with the GAP-EM, and following the research methodology, a matrix was designed to help allocate the mapped entities in relation to impact and value. This is similar to what has already been done with the stakeholder mapping in an attempt to align the findings of both tools. The analyses unfolded as follows:

# 1) Quarter One: Low Impact/Low Value

This quarter consisted of the loans (apply for loans to activate immediate actions in the GAP), bonds (GAM can issue a bond directly or apply for funds from a government bonding program), and white land levies (applied to empty plots in dense areas that lack proper public or green spaces).

# 2) Quarter Two: Low Impact/High Value

This quarter contained the global funds for women, environmental funds, FES, JICA, UNDP, OECD, UN Women, BvLFoundation, community infrastructure levy (applied to residential and commercial construction), local NGOs that are already working on a project with a specific budget, and investment opportunities or Public Private Partnerships (PPPs).

### 3) Quarter Three: High Impact/Low Value

This quarter included white land levies (applied to empty plots in dense areas that lack proper public or green spaces), 1sqm for every proposed new household in residential developments and 1sqm per every 100sqm of commercial development, community infrastructure levy (applied to residential and commercial construction), urban transfer obligations (requires that new developments transfer a certain portion of land to the city for public purposes), improving collection by linking payments to better infrastructure and services, and new developments that will require new or upgraded infrastructure.

### 4) Quarter Four: High Impact/High Value

This quarter included exaction fees, impact fees, MMC, AFD, WB, GIZ, UN Habitat, regional grants (Saudi Arabia, United Arab Emirates), communicating the link between tax and infrastructure, development levies that are able to spur private investments as they allow for improvements to existing neighbourhoods, increasing collection by enhancing tax compliance, introducing gender-based yearly budgets within the social development sector, and improving collection by linking payments to better infrastructure and services.



# 3.4 GAM Sectoral Mapping

	High Impact	Low Impact
High Value	Civil Works Sector	Social Development Sector
Low Value	Planning Sector	

# 4.1 Scenario Development Guidance and Expectations

The following section describes the steps involved in preparing the three types of scenarios used in the GAP-EM. It represents the primary expectations, in terms of content and documentation, to accommodate the changes in spatial disparities and mobility - mainly because of gender, forced displacement and population density. It is anticipated that not all steps will be completed in the order shown. In some cases, specific steps may be skipped.

# Scenarios Development

Actions are the interventions that governments and other entities carry out to implement a strategy or multiple strategies. To develop scenarios, the team will need to understand the requirements (and constraints) and work with city officials to develop implementation assumptions for each relevant strategy. The team should attempt to reflect the details of the actions within the strategy assumptions. The team should also provide a brief but adequate rationale statement about how the actions relate to the implementation assumptions applied.

While implementation assumptions need to be provided to calculate each scenario, emphasis should be placed on developing robust implementation assumptions and rationales for the ambitious action scenario and, secondly, the existing and planned action scenario. As actions are not likely to be defined in the extended scenario, detailed implementation assumptions are not required.

### Scenarios

The gender equity and mobility action planning process begins with developing a comprehensive baseline for gender statistics in transportation in Amman. This is followed

# **PURPOSE OF SCENARIOS**

The GAP-EM scenarios serve two primary purposes: (a) they help the city develop an evidenced-based gender action plan and identify high impact strategies and actions on mobility, and (b) help other cities interested in developing gender action plans for mobility systems.

The scenarios will benefit Amman in multiple ways. An effective gender action plan for mobility is developed using transparent, inclusive and evidence-based processes. The scenarios described in this document provide an organised, sequential system that GAM can use to structure their mobility actions analyses. Each scenario contributes essential elements called for in the national framework on gender equity. While GAM may choose to present the information in different ways, the outputs of each scenario will likely provide many materials that can be included in the corresponding sectoral strategy.

The existing and planned action scenario will provide excellent documentation of Amman's current strategies and actions related to gender, valuable for city coordination and networking purposes. The ambitious action scenarios will identify the new strategies and actions that Amman plans to implement in the near and medium-term. This information will help develop future project support and networking programmes. The ambitious action scenarios will also allow GAM to demonstrate the impact of developing a gender action for mobility in other cities. by creating a Business as Usual (BAU) baseline forecast for future years (e.g. 2025, 2030). The baseline forecast describes a 'no-action scenario', where the city or other entities implement no additional efforts and the proposed actions in this scenario can be part of the existing projects and strategies of the GAM sectors. The baseline forecast serves as a reference to measure the impact of equity in mobility scenarios.

Existing and planned action scenario - This scenario includes existing or planned city, regional, and national actions (e.g. policies, projects, etc.) that are expected to increase gender equity in future years. The scenario may also include non-policy driven market trends when there is adequate evidence that such a trend is likely to occur.

### Existing and Planned Action Scenario

This scenario includes existing or planned city, regional, and national actions (e.g. policies, projects, etc.) that are expected to increase gender equity in future years. The scenario may also include non-policy driven market trends when there is adequate evidence that such a trend is likely to occur.

The GAP-EM titled this scenario as the **BAU Scenario for Implementation** and categorised the following actions to be integrated (Estimated Cost for this Scenario is **JOD 27,900,000**).

# **BAU - Safety and Security**

Action Code	Action Title	Outcomes
BAU-01 Responsibility: Civil Works Sector	Street Lighting (S-01) Increase street lights in affected areas	<ul> <li>To increase street lighting by 70% in the designated areas by 2025</li> <li>Estimated Cost of JOD <b>12 million</b> for 12,000 solar module power output</li> </ul>
BAU-02 Responsibility: Civil Works Sector	Security Cameras (S-02) Increase street lights in affected areas	<ul> <li>Install security cameras along transportation networks and in affected areas by 5000 cameras in 2025</li> <li>Estimated cost of JOD <b>2.5 million</b> for 5,000 motorized pro bullet network cameras</li> </ul>
BAU-03 Responsibility: Outside GAM like Ministry of Labor	Female Workers in Public Transportation and Security (S-03) Increase the share of female workers in public transportation and security	<ul> <li>Increase the share of female workers by 25% in transportation and security by 2025</li> <li>Increase the share of female workers by 25% in transportation and security by 2030</li> </ul>

Total Estimated Cost: JOD 14.5 million

# **BAU - Built Environment**

Action Code	Action Title	Outcomes
BAU-04 Responsibility: Civil Works Sector	Install Bus Stops for the Existing Network (B-01) Construct bus stops for the existing network aside from Amman Bus	<ul> <li>To install 50 bus stops for the existing bus network aside from Amman Bus by 2025</li> <li>Estimated Cost of JOD 500,000</li> </ul>
BAU-05 Responsibility: Civil Works Sector, Social Development Sector	<b>Childcare Facilities (B-03)</b> Install childcare facilities for caregivers in GAM buildings and some public spaces	<ul> <li>Install 250 childcare facilities for caregivers in GAM buildings by 2030</li> <li>Install 250 childcare facilities for caregivers in some public spaces by 2030</li> <li>Estimated Cost of JOD 5 million</li> </ul>
BAU-06 Responsibility: Civil Works Sector Health and Agriculture Sector	Green Cover and Shading Elements (B-07) Increase green cover and shading elements near BRT	<ul> <li>Increase green cover by 50% near BRT lines in 2030</li> <li>Install 500 shading elements near BRT lines in 2030</li> <li>Estimated Cost for 500,000 trees and 1000 shading elements is JOD 5 million and JOD 1 million, respectively</li> </ul>
BAU-07 Responsibility: Civil Works Sector	<b>Construct Drop-Offs Near BRT Lines</b> (B-08) Construct drop-offs for different modes of transport near the BRT lines	<ul> <li>Construct 50 drop-off locations around the BRT lines by 2030 for shared modes of mobility (taxis, Careem, Uber, white taxis)</li> <li>Estimated Cost of JOD 500,000</li> </ul>
BAU-08 Responsibility: Civil Works Sector	<b>Street Furniture (B-09)</b> Install street furniture in selected areas that are mostly affected by the lack of accessibility to public transport	<ul> <li>To install 1000 street furniture sets in the designated areas (benches, bins, information signs, digital screens)</li> <li>Estimated Cost of JOD 1 million</li> </ul>

# **Total Estimated Cost: JOD 13 million**

# BAU - Digital Infrasructure

Action Code	Action Title	Outcomes			
BAU-09 Responsibility: IT Department, GIS Department, Transport Directorate	BRT Parking Spaces (D- <b>02</b> )	<ul> <li>Develop a smart application that helps people locate the nearby parking spaces along the BRT to encourage them to leave private cars and use BRT</li> <li>Estimated Cost of JOD 50,000</li> </ul>			
BAU-10 Responsibility: IT Department, GIS Department	<b>Parking Database (D-03)</b> Construct a comprehensive digital database for available parking in dense areas	<ul> <li>Develop a smart application that helps people locate the nearby parking spaces during their trips in dense areas</li> <li>Estimated Cost of JOD 100,000</li> </ul>			

Action Code	Action Title	Outcomes
BAU-11 Responsibility: IT Department, GIS Department	Google Maps (D-04)	<ul> <li>Connect all updated public transportation networks with google maps</li> <li>Estimated Cost of JOD 50,000</li> </ul>

# Total Estimated Cost: JOD 200,000

# **BAU - Programs and Systems**

Action Code	Action Title	Outcomes
BAU-12 Responsibility: Transport Directorate	<b>Students and Public Transport (P-02)</b> Provide a reward system and discounts for students that use public transportation	• To provide 50% discount for students who use public transport and BRT
BAU-13 Responsibility: Transport Directorate	Women and Public Transportation (P-03) Install childcare facilities for caregivers in GAM buildings and some public spaces	• To provide 20% discount for women that use public transport and BRT
BAU-14 Responsibility: Transport Directorate	<b>Elderly, Job Seekers, PWDs and Public</b> <b>Transportation (P-04)</b> Provide smart cards to use public transportation for free	<ul> <li>Develop a database for the elderly, job seekers, and PWDs in order to create smart cards to use BRT and Amman Bus for free</li> </ul>
BAU-15 Responsibility: Transport Directorate	Frequent Users for Public Transportation (P-05) Develop a reward system for frequent users of BRT and Amman Bus	<ul> <li>Provide free trips for frequent users (credit system)</li> </ul>

# **BAU - Policies and Regulations**

Action Code	Action Title	Outcomes
BAU-16 Responsibility: Planning Sector, GIS Department	<b>Pedestrian Masterplan (R-01)</b> Develop a comprehensive pedestrian masterplan	<ul> <li>Through the civil works and planning sectors, a masterplan for pedestrians can be developed by 2025 in alignment with the ARS Action (xxx)</li> <li>Estimated Cost of JOD 200,000</li> </ul>
BAU-17 Responsibility: Social Development Sector	<b>Code of Conduct (R-04)</b> Enhance the enforcement of the code of conduct for operators, workers, and users of public transportation <sup>17</sup>	• To provide 20% discount for women that use public transport and BRT

# 17 UN Women. (2019). SADAQA hosts a roundtable discussion for the development of a national framework on gender-sensitive transportation.

https://jordan.unwomen.org/en/news/stories/2019/september/sadaqa-hosts-a-roundtable-discussion-for-the development-of-a-national-framework

# Ambitious Action Scenario

The ambitious action scenario will likely be the essential scenario used to develop the gender action plan. The scenario will include strategies and actions that are ambitious yet achievable. It will probably expand on implementing existing and planned actions and identify new strategies and actions that enhance equity in mobility. This scenario is ideally ambitious enough to achieve the city's

**NBE - Built Environment** 

deadline 2030 targets. Still, it is also essential that the strategies and actions included in the scenario are deemed realistic and credible.

The GAP-EM titled this scenario as the **2030 New Baseline for Equity (NBE)** and categorised the following actions to be integrated (Estimated Cost for this Scenario is **JOD 10,200,000**)

Action Code	Action Title	Outcomes			
NBE-01 Responsibility: Civil Works Sector	<b>Green Parks Near BRT (B-02)</b> Increase green parks near BRT	<ul> <li>Increase green parks near BRT by 25% through the creation of an incentives program for private "empty" land owners</li> <li>Estimated Cost of JOD 5.5 million</li> </ul>			
NBE-02 Responsibility: Civil Works Sector	<b>Bike Sharing Stations (B-04)</b> Install bike sharing stations near BRT	<ul> <li>Install 50 Stations by 2030</li> <li>Estimated Cost of JOD 2 million</li> </ul>			
NBE-03 Responsibility: Civil Works Sector	<b>Electric Bike Sharing System (B-06)</b> Install free floating electric bike sharing system	<ul> <li>Install 2500 electric bike sharing system by 2030</li> <li>Estimated Cost of JOD 1 million</li> </ul>			
NBE-04 Responsibility: Civil Works Sector, Social Development Sector	<b>Childcare Centers (B-10)</b> Construct childcare centers in the 22 districts	<ul> <li>Construct 50 childcare centers in the 22 districts by 2030</li> <li>Estimated Cost of JOD 1.5 million</li> </ul>			

# **Total Estimated Cost: JOD 10 million**

# NBE - Digital Infrastructure

Action Code	Action Title	Outcomes
NBE-05 Responsibility: IT Department, GIS Department, Transport Directorate	Gender-Based Harassment in Transportation and Public Spaces (D-01)	<ul> <li>Develop or collaborate on several digital applications to report gender-based harassment during commute (hotlines, GPS tracking apps, anonymous reporting)</li> <li>Estimated Cost of JOD 200,000</li> </ul>

# Total Estimated Cost: JOD 200,000

# **NBE - Policies and Regulations**

Action Code	Action Title	Outcomes				
NBE-06	<b>Public Transport Mode Share (R-05)</b> Increase public transport mode share from		Increase public transport mode share to 25% in 2025			
Transport Directorate	its original baseline of 5%	•	Increase public transport mode share to 50% in 2030			

### **Extended Scenario**

The extended scenario serves to identify strategies that, if implemented, could close the gap between the ambitious action scenario and equity objectives. However, the city's implementation of these strategies is deemed unrealistic due to one or more major political, economic, social, or technical barriers. Essentially, the scenario will contain strategies and actions that are necessary but currently infeasible. The city team will identify and discuss the primary barriers for each of the key extended scenario strategies (i.e. those with major infrastructure upgrades potential). The extended scenario is only required if the ambitious scenario does not achieve the 2030 target objectives. While the GAP-EM team encourages the inclusion of the extended scenario strategies and the analysis of the related barriers within the city's gender action plan, it is not required to be released publicly.

The GAP-EM titled this scenario as the **2030 Extended Scenario for Equity (ESE)** and categorised the following actions to be integrated (Estimated Cost for this Scenario is **JOD 41,200,000**)

Action Code	Action Title	Outcomes
ESE-01 Responsibility: Civil Works Sector	<b>Enhance the Connection to Existing</b> <b>Network</b> Upgrade the last mile	<ul> <li>To enhance the infrastructure in neighbourhoods near transportation networks by 2030 in the most affected areas by 50%</li> <li>Estimated Cost of JOD 40 million</li> </ul>
ESE-02 Responsibility: Civil Works Sector	<b>Bike Sharing Racks (B-05)</b> Install bike sharing racks in neighbourhoods near BRT	<ul> <li>Install 250 bike racks by 2030</li> <li>Estimated Cost of JOD 500,000</li> </ul>

# **ESE - Built Environment**

**Total Estimated Cost: JOD 40.5 million** 

# **ESE - Policies and Regulations**

Action Code	Action Title	Outcomes	
BAU-03 Responsibility: Planning Sector, GIS Department	<b>Cycling Masterplan (R-02)</b> . Develop a cycling masterplan	Based on the recommendations listed in the COVID Report by GAM, a cycling masterplan can be developed by the planning and civil works sectors by 2023 Estimated Cost of <b>JOD 200,000</b>	
BAU-04 Responsibility: Planning Sector, GIS Department	Housing Near BRT (R-03) . Increase housing density near BRT by developing a detailed masterplan .	Provide extra development rights to increase housing density near BRT lines through a solid incentive program developed by the planning sector at GAM by 2025 Estimated Cost of <b>JOD 500,000</b>	

Total Estimated Cost: JOD 700,000

# 4.2 Monitoring Strategy for Action Implementation in the BRT Project as a Case Study

Answering the following question will guarantee the sustainability and effectiveness of the BRT project in implementing actions under **Female Workers in Public Transportation and Security**:

Does the BRT project provide for infrastructure adapted to typical women's mobility (Examples: spaces reserved for strollers and seats for pregnant women)? Does the project contemplate measures to avoid excluding women from the direct or indirect jobs generated during and after the project?

A suggested example of Monitoring Indicators related to BRT under Action title: Female Workers in Public Transportation and Security.

Results	Action Title
Increase in the number of women users of the BRT	10% increase of new female users as a share of all users of the Urban Transportation System (UTS)
Improvement in women's satisfaction with the system	70% increase of women who report feeling safe within the BRT system
Women's participation in project consultation processes	Increase in the number of public consultations that incorporate a gender equality approach by 50% in the subsequent phases of the BRT project 50% increase in the percentage of women participating in public consultations/ total number of participants

Results	Action Title
Women's access to jobs generated in the construction and/or operation of the BRT project	Increase the number of affirmative action measures used in selection of workers by 50% 25% increase in women employed in the construction or operation of the BRT project
Women's access to training	50% increase in the number of women trained in any activity related to the BRT project
Awareness of the implementing agency, manufacturer, and/or operator regarding the gender perspective	75% increase in number of workers linked to the project at various levels, who attend gender workshops 100% increase in the number of workshops on gender equity
Decrease in sexual assaults in the BRT	Decrease in the rate of sexual assault by 50% Increase in the rate of complaints by 50%
Reduction of accidents with pedestrians in the area of the BRT project	50% decrease in the number of pedestrians injured (disaggregated by gender)

Responsible Entity

Greater Amman Municipality [Amman Vision for Transport, Civil Works Sector, Social Development Sector].

For the purpose of monitoring and evaluation, the GAP-EM also suggest the development of a time-framework for the implementation of actions as follows:

2021/22	2023/24	2025/26	2027/28	2029/30	2031/35	2036/40	2041/45	2046/50
Insert Action number								

# Conditionality and Feasibility for Gender Equity Scenarios in Mobility

Two related terms are essential to consider when developing strategies and actions for inclusion in a mobility action plan scenario. These are conditionality and feasibility, which are discussed below.

# Conditionality

A strategy or action is conditional when it requires explicit external support to be implemented. Two types of external support that are often necessary to implement any action plan include: (a) external financial support (specific investments, direct funds, or financial terms) and (b) national, regional, or international action that directly implements change, or facilitates local action, or is required to make actions less costly to implement. A strategy or action is unconditional when the city can implement it without any explicit external support

Many strategies and actions require some level of external support and, therefore, should be classified as conditional. Conditional actions are included in our scenarios. For example, existing and planned actions and ambitious scenarios often include strategies that reflect national commitments (e.g. Nationally Determined Contributions). If the national government were to carry through on a commitment, the city will benefit from the initiative. However, if the national government does not implement the action, then the city will likely not achieve the estimated targets in the GAP-EM.

Additionally, many city actions in an ambitious scenario require external financial support (e.g. direct payments or loans) or depend on external actions or legislative changes controlled by other governmental entities (e.g. national, regional, etc.). The success of these ambitious conditional actions depends on this support being provided. Therefore, the potential of the GAP-EM could be impacted if the external support is not realised.

# Feasibility

Many actions proposed in the gender action plan face barriers to implementation, including political, cultural, financial, technical, governance, and market obstacles. A strategy or action is considered feasible if: (a) no barriers exist, (b) existing barriers can be overcome, or (c) if the barriers are not strong enough to significantly impede implementation. A strategy or action is infeasible if a significant barrier exists and cannot be removed or overcome through an alternative approach.

Feasibility depends on a city's current and future context and depends on the proposed timeframe of implementation. What is infeasible in one context or one time period may be feasible in another. During the ambitious action scenario development, city teams must consider the feasibility of the proposed strategies and actions to ensure that the scenario contains realistic and credible initiatives.

# Workshop I - Content Discussion

https://drive.google.com/file/d/1ZEAecDR6JXJgxSTDHMjU3QEryj0NLqRi/view

# Workshop II - Datasets

https://drive.google.com/file/d/1LfTxmU5BByLTxJ9GXN54STCbRAxovc42/view

Workshop III - Operational and Financial Discussion

https://drive.google.com/file/d/1DRsTR9B71Og5XpodiPObxTLbj-pWL7qY/view

Workshop IV - Scenarios Discussion: Idea Cards Prototype (6 Groups with 30 participants) https://drive.google.com/file/d/1MWdHeuKhep1cJRZSpiqx6Dw-8dOdVJp4/view

Idea Cards Test	Scenario I (BAU)	Scenario II (NBE)	Scenario III (ESE)
Action Code	Score	Score	Score
B-01	5	1	0
B-02	2	3	2
B-03	3	2	1
B-04	1	2	3
B-05	1	4	1
B-06	0	3	3
B-07	5	1	1
B-08	5	1	1
B-09	5	1	1
B-10	0	4	2
S-01	5	1	0
S-02	3	2	1
S-03	4	2	1
P-01	0	4	1
P-02	5	1	0

Idea Cards Test	Scenario I (BAU)	Scenario II (NBE)	Scenario III (ESE)
Action Code	Score	Score	Score
P-03	3	1	0
P-04	3	2	0
P-05	3	1	0
D-01	2	3	1
D-02	4	1	0
D-03	5	1	1
D-04	6	0	0
R-01	5	0	2
R-02	2	1	3
R-03	1	2	3
R-04	3	2	1
R-05	2	4	2
27	17	7	3

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# Annex (1): Survey Questions

The Perceived Stress Scale (PSS) is a classic stress assessment instrument. While initially developed in 1983, the tool remains a popular choice for helping us understand how different situations affect our feelings and our perceived stress.

The questions in this scale ask about your feelings and thoughts during the last two weeks. You will be asked to indicate how often you felt or thought a certain way in each case. Although some of the questions are similar, there are differences between them, and you should treat each one as a separate question.

The best approach is to answer fairly quickly. That is, don't try to count up the number of times you felt a particular way; instead, indicate the alternative that seems like a reasonable estimate.

### Gender:

- Male
- Female

# Age Group:

- 18 25
- 26 30
- 31 35
- 36 40
- 41 45
- 46 50
- Above 50
- 1. In the last two weeks, how often have you been upset because of something that happened unexpectedly?
  - Never
     Almost Never
     Sometimes
     Fairly Often
     Very Often
- 2. In the last two weeks, how often have you felt that you were unable to control the important things in your life?
  - Never Almost Never Sometimes Fairly Often Very Often
- 3. In the last two weeks, how often have you felt nervous and stressed?
  - Never
     Almost Never
     Sometimes
     Fairly Often
     Very Often
- 4. In the last two weeks, how often have you felt confident about your ability to handle your personal problems?

Never Almost Never Sometimes Fairly	y Often Ver	y Often 🔰
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- 5. In the last two weeks, how often have you felt that things were going your way?
  - Never Almost Never Sometimes Fairly Often Very Often
- 6. In the last two weeks, how often have you found that you could not cope with all the things that you had to do?
  - Never
     Almost Never
     Sometimes
     Fairly Often
     Very Often
- 7. In the last two weeks, how often have you been able to control irritations in your life?
  - Never Almost Never Sometimes Fairly Often Very Often
- 8. In the last two weeks, how often have you felt that you were on top of things?
  - Never Almost Never Sometimes Fairly Often Very Often
- 9. In the last two weeks, how often have you been angered because of things that happened that were outside of your control?
  - Never Almost Never Sometimes Fairly Often Very Often
- 10. In the last two weeks, how often have you felt difficulties were piling up so high that you could not overcome them?
  - Never
     Almost Never
     Sometimes
     Fairly Often
     Very Often

# Annex (2): Daily Commute Survey Questions

- 1. During your commute, how often have you felt confident about your ability to reach your destination without problems?
  - Never Almost Never Sometimes Fairly Often Very Often
- 2. During your commute, how often have you felt that you were unable to feel safe?
  - Never Almost Never Sometimes Fairly Often Very Often
- 3. During your commute, how often have you been upset because of something that happened while using public transport?
  - Never Almost Never Sometimes Fairly Often Very Often

- 4. During your commute, how often have you felt tired to reach your destination?
  - Never
     Almost Never
     Sometimes
     Fairly Often
     Very Often

# Annex (3): Sleep Quality Survey Questions

In the past 24 hours, how often have you woken up feeling tired?

 Never
 Almost Never
 Sometimes
 Fairly Often
 Very Often

 In the past 24 hours, how often have you felt relaxed before bed?

 Never
 Almost Never
 Sometimes
 Fairly Often
 Very Often

# Annex (4): Study Group Destination Map



# Annex (5): Sample of Action Implementation

Action Code	Action Title	Outcomes
BAU-06 Responsibility: Civil Works Sector, Health and Agriculture Sector	<b>Green Cover and Shading Elements (B-07)</b> Increase green cover and shading elements near BRT	<ul> <li>Increase green cover by 50% near BRT lines in 2030</li> <li>Install 500 shading elements near BRT lines in 2030</li> <li>Estimated Cost for 500,000 trees and 1000 shading elements is JOD 5 million and JOD 1 million, respectively</li> </ul>

### **Current Status of Greening**

- Green Cover per person is 3.18 SQM
- Green Cover Area is 12.7 SQ KM
- Number of Trees Planted yearly is 36,000
- Current Population 4.2 Million in Amman

# Ambitious Status of Greening by 2050

- Green Cover per person is 8 SQM
- Green Cover Area is 57 SQ KM
- Number of Trees Planted yearly is 100,000
- Estimated Population 7.2 Million in Amman









# Annex (6): Graphical Representation of Action

# Safety and Security Actions



# **Built Environment Actions**



# **Digital Infrastructure Actions**



# **Programs and Systems Actions**



# Policies and Regulations Actions



# Annex (7): List of Collaborators and Participants

Name	Organisation	Area of Expertise
Dr. Khalid Momani	Jordan Investment Committee	Urbanism and Planning
Dr. Lamis Ashour	University of Washington	Urbanism and Planning
Dr. Lina Shabeb	Former Minister of Transport	Transportation and Mobility
Dr. Murad Kalaldih	Founder of the Jordanian Planning Forum	Urbanism and Planning
Dr. Myriam Ababsa	French Institute for the Near East Institut Français du Proche-Orient	Social Geographer
Dr. Salma Nims	Jordan National Commission for Women	Architecture and Gender
Eng. Aladdine Attieh	Road Safety Trio Consultants	Transportation and Mobility
Eng. Ali Attari	Maan Nasil	Transportation and Mobility
Eng. Amani Al Hmoud	Greater Amman Municipality	Transportation and Mobility
Eng. Ammar Zeatier	Greater Amman Municipality	Urbanism and Planning
Eng. Ayah Hammad	UN Habitat	Urbanism and Planning
Eng. Firas Sweidan	Consolidated Consultants Group	Urbanism and Planning
Eng. Huda Shaka'a	Urbanist	Urbanism and Sustainability
Eng. Islam Al Hazaymeh	Greater Amman Municipality	Transportation and Mobility
Name	Organisation	Area of Expertise
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Eng. Jane Rakkad	Mobility Expert	Transportation and Mobility
Eng. Lana Salameh	Sustainable Cities	Transportation and Urbanism
Eng. Michael R. King	Former Director of Traffic Calming for the New York City Department of Transportation and Founder of Traffic Calmer	Transportation and Mobility
Eng. Muhsin Al Bawab	Architect	Social Development and Research
Eng. Noor Amayreh	Architectural Association School of Architecture	Urbanism and Planning
Eng. Nuha Qtaish	Greater Amman Municipality	Urbanism and Planning
Eng. Rand Amayreh	Sahel Al Hyari Architects	Architecture
Eng. Reem Halaseh	UNDP	Urbanism and Planning
Eng. Reham Madi	USAID	Urbanism and Planning
Eng. Tina Hakim	UN Habitat	Urbanism and Planning
Haleemah Al Omoush	Greater Amman Municipality	Social Development
Mrs. Hekam Al Gssous and Mr. Saleh Nasser	Accessible Jordan	Rights for PWDs and Mobility
Mr. Iyad Hallees	Expert	Urbanism and Planning
Ms. Njoud Abdul Jawad	Greater Amman Municipality	Foregion Relations
Ms. Rasha Al Shawarbeh	Greater Amman Municipality	Social Development
Ms. Rebekka Keuss	GIZ	Gender and Public Space
Ms. Valeria Neufeld	GIZ	Gender

# Annex (8): The Gender Action Plan for Equitable Mobility Core Team



## Deyala Al Tarawneh

Deyala is an architect and urbanist concerned with topics related to smart cities, mobility, and achieving spatial justice and gender equality in cities. She holds a PhD degree in Urban and Regional Studies obtained from the University of Birmingham, UK.

Deyala was the Chairperson and Head of the Architecture Department at the University of Jordan for the past two years, and she is currently Board and Secretary for the Architecture Division Council of the Jordan Engineers Association, Vice President for the Jordanian Planning Forum, and an Assistant Professor at the University of Jordan, Engineering Faculty, Architecture Department.

Deyala is the Counsellor and Advisor for the Women In Engineering (WIE) affinity group as part of the Institute of Electrical and Electronics Engineers (IEEE). She is also a founding member and currently Treasurer for the Watershed and Development Initiative (WADI) funded by the United States Forestry Service (USFS) to advance water conservation and land stewardship practices to build resilient communities and healthy watersheds across Jordan.

## Ahmad Zeyad Abu Hussien

A designer and urban researcher based in Amman with various practical and academic experiences related to architecture and urbanism. Over the past fifteen years, he finished various urban projects and publications in Amman. He collaborated with multiple experts and NGOs on various urban issues. Ahmad is now an urbanist working at Greater Amman Municipality (GAM).

#### Notable positions:

- Member of the Climate Change Committee at GAM.
- Lead coordinator for the Global Mayors Challenge 2021 "Amman is Listening" Project at GAM.
- Lead coordinator for the UPIMC project Phase One at GAM.
- Sherpa of Amman at the Mayors Migration Council (MMC).
- One of the Executive Board Members at the Jordanian Planning Forum.

*Fields of Interest:* Research, Design, Urbanism, Climate Change, Mobility, Informal Economies, Spatial Mapping, Arts, Equity and SDGs.





## Ghyda Al Sunna

Ghayda Al Sona is an Architect and an Urban Planner; she obtained her bachelor's degree from German Jordanian University in Architectural Sciences in 2015. She worked for two years as a Junior Architect at "Engicon" a global engineering consulting firm based in Amman, Jordan. In 2020 she obtained her master's degree in Urban, Environmental and Territorial Planning from Italy. Ghayda worked as a freelance Researcher, a Communication Officer, and a Community Engagement Officer with multiple initiatives as a core team member, one of which is "JSRI". Currently, she is a Consultant at "Engicon".

*Fields of interest*: Community Engagement, Participatory Practices, Spatial Justice, Gender Equality, Transportation, Sustainable Development and Communications.

# Haroun Haitham Jweinat

A multi-skilled individual with an affinity for fusing arts and culture with urbanism. He is the Co-founder of AZHJ, a design and urbanism research hub in Amman-Jordan. His interest in localising SDGs in Amman stems from his family's long experience in the public sector. With the wealth of knowledge on implementing realistic urban solutions, he wants to introduce evidence-based policies that can be successfully implemented. While also promoting them artistically to the broader public.

*Fields of Interest*: Research, culture, environmental issues, social justice, visual arts, and SDGs.



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