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European Bank for Reconstruction and
Development

SARAJEVO PUBLIC TRANSPORT

Tram Track Overhaul – Environmental and Social
Action Plan (ESAP)



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1 INTRODUCTION

1.1 THIS REPORT

- 1.1.1. The WSP-led consortium was appointed by the European Bank for Reconstruction and Development (EBRD or the Bank) to perform an Environmental and Social Audit and Assessment (ESA) of Sarajevo Public Transport (50246) and Sarajevo Urban Roads (49840).
- 1.1.2. Areas where the project should align more closely with the EBRD's Environmental and Social Policy have been identified. This report presents the measures required to adhere to the EBRD's Performance Requirements, which will need to be implemented as part of the loan agreement.
- 1.1.3. This report details mitigation measures to prevent, reduce or minimise environmental and social impacts, and measures to improve the current environmental and social management practices and operational performance. It sets out what investment is likely to be required to deliver these measures, the timeframe for delivery and the criteria by which complying with the measures can be evaluated.

1.2 ABOUT THE PROJECT

- 1.2.1. Traffic congestion, especially during the rush hours, is a severe problem in Sarajevo. The poor quality of public transport encourages people to opt for car-use, which generates increased fuel consumption and noise pollution. Due to increased car ownership, traffic growth is rising steadily. There are currently 140,000 vehicles registered in the Canton, for a population of 450,000.
- 1.2.2. The Sarajevo Canton has expressed an interest in obtaining support from the European Bank for Reconstruction and Development (the 'EBRD' or the 'Bank') for the preparation and implementation of tramway track overhaul on 8km section of the main east-west tram line. The estimated cost of the Project is €20 million.
- 1.2.3. The public transport company GRAS was established in 1885 and currently employs 1.362 people (as of 31 December 2018). As the public transport company for the City of Sarajevo, GRAS core activity is the urban and suburban transportation of passengers. The Canton of Sarajevo controlled company currently offers a relatively complex set of services. The company operates all tram and trolleybus services, as well as several bus lines and owns 49 trams, 37 of which are in operation, and 28 trolleybuses, 24 of which are in operation. GRAS operates with difficulties due to a high level of indebtedness, which equals to around KM 250 million, that has prevented the company from investing in the fleet renewal. The average age of the trams is 33 years, while the average age of the trolleybuses is 24 years. Other bus and minibus lines are serviced by Centrotrans, a private company.
- 1.2.4. The 11km long tram line is the backbone of public transport in Sarajevo and runs from the city centre to the west, passing through residential areas. The 8km long western section between Čengić Vila station and Ilidža terminal has not been properly overhauled since it was constructed some 50 years ago. Several trams have derailed in past years due to the poor condition of both the tracks and the tram fleet.



1.3 ENVIRONMENTAL AND SOCIAL ACTION PLAN

1.3.1. The following environmental and social actions are required to meet the requirements of the EBRD's Environment and Social Policy (2014) and should be delivered within the timescale indicated. Responsibility for performing the actions will lie with the KJKP GRAS.

No.	Action	Environmental and social risks (liability/benefits)	Requirement (legislative, EBRD, best practice)	Resources, investment needs, responsibility	Timetable action to be completed by end of year	Target and evaluation criteria for successful implementation	Status
PR1	Assessment and management of environmental and social impacts and issues						
1.	Develop an Environmental and Social Management System (ESMS) in line with ISO14001:2015 or equivalent internationally recognised certification schemes. To include: <ul style="list-style-type: none"> Environmental and social policy Register of European Union (EU) and Bosnia and Herzegovina (BIH) legislation, including relevant international regulations and relevant elements of EBRD's Performance Requirements (PRs) Provide full details of the organisational structure in place to manage compliance with environmental and social (E&S) commitments on the Project, covering all	Having an efficient ESMS in place will help to minimise the environmental impact of GRAS's activities and encourage continuous improvement	PR1: Environmental and Social Appraisal and Management Good international practice	Responsibility GRAS Staff resources Certification cost	Within 1 year of EBRD agreement	Operational ESMS and appropriately trained staff in place prior to operation Organisational structure in place to manage compliance with E&S commitments submitted to EBRD ESMS Audit Reports and Management reviews Annual Environmental, Social Report (AESR) to the Bank GRAS's Environmental and Social Manager(s) appointed	



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	project parties including numbers, positions roles, responsibilities, and experience profiles of E&S staff. GRAS to appoint qualified Environmental and Social Manager(s) responsible for overseeing Company's ESMS.						
2.	<p>Project Implementation Unit (PIU) to develop a Framework Environmental and Social Management Plan (F-ESMP) related to the reconstruction of the tram railways component of the project, which will include a clearly defined Environmental, H&S and Social requirements for the preparation of relevant management plans in line with applicable national and EU legislation, lenders requirements, ESAP, SEP and other relevant good international industry practice.</p> <p>F-ESMP to be included in tender documentation.</p> <p>Include in construction contracts requirement for the Contractor to prepare Project Specific ESMP based on the F-ESMP. Project specific ESMP</p>	<p>Project specific risks not identified, assessed and managed</p> <p>Specific requirements (including lender's) not included in procurement process</p>	PR1: Environmental and Social Appraisal and Management	<p>Qualified Consultants appointed by PIU to develop F-ESMP. Consultant's cost</p> <p>Contractor to develop project specific ESMP</p> <p>Canton of Sarajevo, Ministry of traffic, PIU and Supervision Engineer to review, approve and monitor implementation</p>	<p>Contract requirements – prior to contract awarding</p> <p>Preparation of relevant management plans – prior to commencing of construction works</p>	<p>Framework ESMP included in construction and supervision contracts</p> <p>Project Specific ESMP prepared by the Contractors and approved by Canton of Sarajevo, Ministry of traffic, PIU, Supervision Engineer in line with specific environmental, social and H&S requirements</p> <p>The baseline conditions assessment, zero-stage of environmental parameters and infrastructure conditions</p>	



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	to be approved by Canton of Sarajevo, Ministry of traffic, PIU and Supervision Engineer prior to the implementation.					recorded before mobilisation stage	
3.	<p>GRAS to ensure that the appointed Environmental and Social Manager(s) has/have dedicated resources and budget to oversee GRAS' ESMS, which includes identifying aspects associated with current activities and planned developments, developing environmental policy and procedures aligned with EBRD's performance requirements, and this ESAP, managing the corporate entity and the portfolio in accordance with good international practice.</p> <p>The Environmental and Social Manager(s) should have reporting lines to senior management in GRAS and input to board level decision making.</p> <p>The GRAS should regularly Report in Annual Environmental and Social Report (AESR) to EBRD.</p>	<p>Having a dedicated Environmental and Social Manager and ensuring senior management are involved at the outset will ensure ESMS requirements filter through the company</p> <p>Protection of brand and share value</p> <p>Increased commitment to transparency and good governance</p>	<p>PR1: Environmental and Social Appraisal and Management</p> <p>Good International Practice</p> <p>E&S governance practices</p>	GRAS Staff resources	Within 1 year of EBRD agreement	<p>Record of appointment and implementation of the tasks within action.</p> <p>Job description for Environmental Manager setting out roles and responsibility and lines of reporting; appropriate decision-making authority and budgets</p> <p>Job description for Social Manager setting out roles and responsibility and lines of reporting; appropriate decision-making authority and budgets</p> <p>Regular reports to EBRD within agreed timeframe.</p>	



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4.	<p>Canton of Sarajevo, Ministry of traffic and PIU to appoint Supervision Engineer that includes Environmental and Social (ES) Managers to monitor contractors' and subcontractors' performance, related to the reconstruction of the tram railways component of the project, in fulfilling the environmental and social aspects of their contractual requirements, undertake corrective measures and manage the implementation of SEP and ESAP and report to EBRD with agreed frequency and matrix.</p> <p>PIU to coordinate between relevant project parties and report to EBRD with agreed frequency and matrix.</p>	Project specific risks not adequately identified, assessed and managed.	<p>PR1: Environmental and Social Appraisal and Management</p> <p>Good International Practice</p> <p>E&S governance practices</p>	<p>Canton of Sarajevo, Ministry of traffic</p> <p>PIU</p> <p>External consultants</p>	E&S Managers – prior to start of mobilization phase	<p>Record of appointment and implementation of the tasks within action.</p> <p>Regular reports to EBRD within agreed timeframe.</p>	
5.	Review the wording of procedures and supplier contracts to ensure that EBRD (and this ESAP) requirements are covered appropriately in all future contracts within the supply chain and contractors/suppliers are managed appropriately.	To assure that E&S considerations are extended through the supply chain and during re-construction of depots and workshops.	<p>PR1: Environmental and Social Appraisal and Management</p> <p>PR2: Labour and Working Conditions</p>	<p>Responsibility: GRAS and PIU</p> <p>Staff resources: suitably qualified environmental, social, Health & Safety and</p>	Reports submitted during the course of the Project.	<p>Revised procedures</p> <p>Revised model contracts for Supplies, Works and Services to include EBRD (and this ESAP) requirements.</p>	



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	<p>Canton of Sarajevo, Ministry of traffic, PIU and GRAS should all use the services of a suitably qualified environmental, social, health and safety specialist/s to prepare the specifications regarding Environmental, Social and Health and Safety (ESHS) issues in cooperation with procurement specialists.</p> <p>In preparing detailed specifications for ESHS requirements, the specialists should refer to:</p> <ul style="list-style-type: none"> ▪ This ESAP ▪ Consent/permit conditions ▪ Required standards including EBRD PRs ▪ National legal and/or regulatory requirements and standards ▪ The Stakeholder Engagement Plan and Grievance Redress Mechanisms 			Procurement specialist/s			

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No.	Action	Environmental and social risks (liability/benefits)	Requirement (legislative, EBRD, best practice)	Resources, investment needs, responsibility	Timetable action to be completed by end of year	Target and evaluation criteria for successful implementation	Status
PR2	Labour and working Conditions						
6.	Without limiting GRAS' obligations under PR 2 paragraph 17, GRAS will notify EBRD of any anticipated collective redundancies no later than 60 days prior to such redundancy programme coming into effect. In the case of collective redundancy programmes involving at least 25% of the workforce, this notification will include the retrenchment plan prepared in accordance with PR 2.	Compliance with national legislation and ensuring workers' rights are met.	Labour law PR2: Labour and Working Conditions	GRAS resources	No later than 60 days prior to any planned collective redundancy	Preparation and implementation of Retrenchment plan in line with national legislation and PR 2 requirements and in form and substance satisfactory to the Bank Evidence of implementation of such plan to be reported to the EBRD through AESRs.	
7.	GRAS to regularly pay social security and health contributions for their employees	Ensure that workers are given their full legal rights and appropriate compensation	Labour law PR2: Labour and Working Conditions Rules of procedure Collective agreement	GRAS resources	Immediately	GRAS regularly settles social security and health care contributions for their employees GRAS to regularly report to EBRD through AESR on settling social security and health care contributions for their employees	



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8.	GRAS and PIU to monitor contractors' and suppliers' labour and Human Resources (HR) performance in line with PR2	Ensure that contractors comply with local labour legislation and EBRD PR2	Labour law PR1: Environmental and Social Appraisal and Management PR2: Labour and Working Conditions	GRAS resources PIU resources	During project implementation	Audit and monitoring reports on the performance of suppliers/contractors submitted to EBRD	
9.	Review the risks associated with falls into inspection pits and develop appropriate prevention measures Include findings and actions in Health & Safety Management Plan accordingly	Falls into the pits could result in serious injuries to employees	PR 2: Labour and Working Conditions PR4: Health and Safety	Staff resources Potential capital investment if safety measures are required	2019	Safety inspection records Revised H&S Management Plan includes relevant risk assessment and protective measures (as part of HSMS)	
PR3	Resource efficiency and pollution prevention and control						
10.	GRAS to provide training to all staff that covers the implementation of documents and procedures available (Waste	The lack of training increases the risk of not implementing those plans and procedures already	PR 3: Resource Efficiency and Pollution	Responsibility: GRAS for rollingstock	Prior to the first disbursement	Training records	



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	Management Plan, Emergency Response Plan)	in place. This, in turn, increases the risk of negative environmental impacts		component of the project Staff resources			
11.	Improve the condition of the pavement of the parking lot at the depots Improve the management of small oil spills by using drip trays and cleaning spills as soon as they happen	Potholes and cracks in the asphalt next to gutters noted at the depot create potential pathways for contamination of surface and groundwater from petroleum products in the surface runoff	PR 3: Resource Efficiency and Pollution	GRAS responsibility GRAS's p capital investment costs for improvement of pavement	Within 18 months of EBRD agreement	No visible cracks and potholes at the depot	
12.	Undertake a review of drainage system at the depots and develop measures to ensure the prevention of pollution from these sources	Run-off and wastewater from tram depot are being collected in five collectors then discharged into the river Miljacka without treatment	PR 3: Resource Efficiency and Pollution	GRAS responsibility GRAS's capital investment costs for improvement of pavement	Within 18 months of EBRD agreement	Proper wastewater collection and treatment collectors installed	



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13.	Construct adequate storage areas for hazardous waste with impermeable lining, bund, canopy/roof and secure access for all three depots.	Used oil canisters, filters, oil and greasy vehicles parts are dumped without any protection all around the area. Used oil is being collected in the barrels and stored without any physical protection. No secondary containment is provided, and area is not fenced or roofed	PR 3: Resource Efficiency and Pollution	GRAS responsibility GRAS's I capital investment costs for construction of storage areas for hazardous waste	Within 12 months of EBRD agreement	Adequate storage areas for hazardous waste provided	
14.	Clearly mark all containers and waste bins at all GRAS facilities	Unclear marking of waste bins and containers can lead to mixing of non-hazardous and hazardous waste	PR 3: Pollution Prevention and Abatement	GRAS Staff resources	Within 12 months of EBRD agreement	All waste containers and bins clearly marked at all GRAS facilities	



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PR4	Health and safety						
15.	<p>Develop and implement an H&S management system aligned with the requirements of ISO45001</p> <p>The H&S management system should cover the risks associated with activities undertaken by the company as well as risks to the community</p> <p>Include H&S legislation and a compliance register that covers all company activities. In addition to BIH law, it should include applicable EU legislation and relevant elements of EBRD's PRs</p> <p>GRAS's H&S manager to obtain the necessary education/training and relevant licenses for H&S management as per national legislation</p>	<p>By focusing on the continuation of existing practices there is no scope to improve H&S performance in a proactive manner</p> <p>The company does not operate in line with national legal requirements</p>	PR 4: Health and Safety	<p>GRAS resources</p> <p>Costs of exams and licensing</p>	Within 1 year of EBRD agreement	<p>Relevant policy and procedures in place, risk assessments in place</p> <p>H&S manager obtained necessary license</p>	
16.	<p>Canton of Sarajevo, Ministry of traffic and PIU to appoint Supervision Engineer that includes H&S manager or team which will be responsible for monitor contractors' and subcontractors' performance, related to the</p>	Project specific H&S risks not adequately identified, assessed and managed.	PR 4	External consultant	Prior to start construction works	<p>Supervision engineer H&S Manager or Team appointed</p> <p>Regular reports to the EBRD</p>	



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	<p>reconstruction of the tram railways component of the project, in fulfilling the H&S aspects of their contractual requirements, undertake corrective measures and manage the implementation of H&S management Plan SEP and ESAP and report to EBRD with agreed frequency and matrix.</p> <p>PIU's to coordinate between relevant project parties and report to EBRD with agreed frequency and matrix.</p>						
17.	Develop and implement a formal road traffic safety management system that aligns with ISO 39001	A team (H&S, HR, fleet manager), should develop a management system to assess risks, prioritise interventions and set standards, targets (i.e. accident rate reductions, training requirements, new procedures). This will include regularly	PR 4: Health and Safety	External consultants	Within 1 year of EBRD agreement	Road traffic safety management based on the pertinent requirements of ISO39001 in place and operational	



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		monitoring and reviewing such a policy					
18.	Develop Traffic Management Plan for internal movement of vehicles and pedestrians within operational area of GRAS including, but not limited to <ul style="list-style-type: none"> Establishing safe vehicle routes; segregation of vehicles and pedestrians (employees, contractors, visitors, etc) Signage including height, weight, width restrictions and gradients Hazard identification and barriers, e.g. overhead cables, fuel tanks, unprotected edges etc 	Risk of unnecessary injuries of pedestrians as there are no designated lanes/ paths for pedestrians at either the depot or the workshop	PR 4: Health and Safety	Staff resources Potential capital investment if safety measures are required	Within 6 months of EBRD agreement	Traffic Management Plan in place	
19.	Canton of Sarajevo, Ministry of traffic and PIU to ensure that the Contractor develops Traffic Management Plan for management of traffic during reconstruction of the tram railways in	Community and Traffic Safety related risks and impacts not adequately	Community and Traffic Safety PR4 Health and Safety	Contractor's responsibility to prepare construction phase plans.	Preparation of relevant management plans - prior to commencement of	Traffic Management Plans prepared and approved.	

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	line with PR 4 and Framework ESMP documents.	identified, assessed and managed.		Canton of Sarajevo, Ministry of traffic and PIU/ Supervision Engineer responsible for review, approval and monitoring implementation	construction works		
20.	Assess potential environmental, health and safety risks and impacts, and develop an asbestos management plan in order to replace asbestos cement sheets of the depot roof. Removal of any asbestos should be undertaken by company licensed for removal of such material	There is a risk to environment, the company's workers and the public, as the roof is deteriorated and damaged	PR 4: Health and Safety	Staff resources Potential consultancy and capital investment cost of GRAS	Within 24 months of EBRD agreement	Environmental impacts of asbestos roof assessed Cost of replacement assessed Replacement Plan in place Licenced company contracted	
21.	Develop internal Emergency Preparedness and Response Plan, which should assess potential H&S risks, define roles and responsibilities, define a training programme and	Lack of Emergency Preparedness and Response Plan increases overall H&S risk	PR 4: Health and Safety	Staff resources	Within 12 months of EBRD agreement	GRAS Emergency Preparedness and Response Plan in place	



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	reporting matrices. The Emergency Preparedness and Response Plan should be regularly revised and updated by H&S Management.						
PR10	Information disclosure and stakeholder engagement						
22.	GRAS to implement (and regularly update) the Stakeholder Engagement Plan, including the Grievance Management Procedure	Ensure that people are informed and meaningfully consulted about environmental and social issues related to the project Ensure the grievances are addressed timely in a transparent manner	PR10: Information Disclosure and Stakeholder Engagement	GRAS resources	During the construction and operation phase	Stakeholders are informed and consulted about the project Grievance Log and grievance management reports submitted to the EBRD as part of the AESR	

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