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European Bank for Reconstruction and  
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# SARAJEVO PUBLIC TRANSPORT

Tram Track Overhaul – Stakeholder Engagement  
Plan





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## **SARAJEVO PUBLIC TRANSPORT**

Tram Track Overhaul – Stakeholder Engagement Plan

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# QUALITY CONTROL

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## 1 THE PROJECT

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- 1.1.1. 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 €20 million.
- 1.1.2. 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. The average age of the vehicles is 33 years. 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.
- 1.1.3. 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.

## 2 INTRODUCTION

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- 2.1.1. This Stakeholder Engagement Plan (SEP) is part of a series of project deliverables associated with the environmental and social due diligence components of the assignment and describes the planned stakeholder consultation and engagement process for the project.
- 2.1.2. It outlines a systematic approach to stakeholder engagement, which will assist the Project Implementation Unit (PIU) and GRAS in developing and maintaining a constructive relationship with their stakeholders. The engagement process shall identify all stakeholders, be inclusive (not allow barriers of any kind to prevent from participation, like gender, ethnicity, age, etc.), and consider the needs of vulnerable groups. The document also includes a grievance mechanism for stakeholders to raise any concerns about the project.
- 2.1.3. This SEP describes the approach adopted in engaging with stakeholders and sets out the strategy that is to be maintained throughout the project cycle in this regard. It is a live document, in that it will be periodically reviewed and updated, as project information becomes available.

## 2.2 OBJECTIVES

- 2.2.1. The main stakeholder engagement objectives are to:
- Ensure that adequate and timely information is provided to persons affected or likely to be affected (both directly and indirectly) by the project, have an interest in the project or have influence over the project
  - Provide forums and opportunities for stakeholders to voice their concerns and opinions
  - Ensure that comments are received in a timely manner so that they can be taken into account during the decision-making process
  - Establish effective communication and cooperation, facilitating community support
  - Establish effective grievance and mediation mechanisms, thereby reducing and resolving the number of cases referred to judicial authorities

## 2.3 IMPLEMENTATION

- 2.3.1. The overall responsibility for the implementation of the project and this SEP lies with GRAS and the PIU. They will cooperate with relevant institutions, governmental bodies and local governments, affected communities and individuals, and engage with other stakeholders to ensure full disclosure of information and documents as defined by this SEP.
- 2.3.2. Stakeholder engagement and grievance management activities will be managed by the Contractors Grievance Officer and overseen by the Supervision Consultant to be appointed to act as the Engineer in accordance with the Contract for Construction works. The contractors' responsibilities shall be clearly delineated and specified in their respective works contracts. Salient features of the SEP shall be incorporated in the tender documents and their application shall be mandatory. Prior to construction, the public and local community will be informed of the contractors' contact information and Grievance officer through GRAS' and the respective municipalities' administration websites.

## 2.4 RECORDKEEPING

2.4.1. All stakeholder activities must be recorded. This includes:

- Public announcements – date of announcement, content, outlets (newspapers, radio or TV stations, websites, etc.)
- Public meetings – invitations (how and when were the meetings announced), content, list of attendees, comments or remarks noted, photographs
- Individual meetings – invitations (how and when was the meeting arranged), content, list of attendees, comments or remarks noted, photographs
- Surveys – filled in survey forms
- Official correspondence with authorities
- Grievance Log Register – to include date the grievance was received, name of grievant (or anonymous), content of the grievance, location, assigned responsibility, measures taken to resolve the grievance, date of resolution (time taken to resolve the grievance), and communication with the grievant

## 2.5 MONITORING AND EVALUATION

2.5.1. Stakeholder engagement outcomes will be monitored through the following Key Performance indicators (KPI):

- SEP is up to date and project information is available for the public to comment on
- Actions listed in the stakeholder engagement and information disclosure programme of the SEP are implemented as scheduled
- The minutes of consultation meetings are recorded, and meetings are logged in the register
- Grievances are logged and tracked through to resolution within a timeframe of 15 calendar days from acknowledgement of receipt (evidenced by an up-to-date Grievance Log Register)
- Grievance Reports to be prepared and made publicly available
- Contractors and subcontractors' contracts include clauses obliging them to adopt SEP requirements, as appropriate
- Contractors' progress reports include summary of the grievance mechanism (new grievances recorded and an update on the resolution of existing grievances)

2.5.2. Annual reports on the implementation of the SEP and grievance process will be made available as part of annual external reporting on the E&S performance of the project. This shall be made publicly available.

## 3 REGULATORY REQUIREMENTS FOR STAKEHOLDER ENGAGEMENT

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### 3.1 LEGISLATION OF THE REPUBLIC OF BOSNIA AND HERZEGOVINA

3.1.1. As a public company, under the requirements specified in the Law on Free Access to Information (Official Gazette of Bosnia and Herzegovina, No. 28/00, 45/06, 102/09, 62/11, 100/13) and Law on Free Access to Information in Federation of Bosnia and Herzegovina (Official Gazette of Federation of Bosnia and Herzegovina, No. 32/01, 24/05), GRAS needs to make publicly available pertinent information regarding all projects of public interest. This law regulates citizens' right of access to information possessed, used or controlled by public bodies, sets out the principles and exceptions to these rights, and the procedures for their achievement and protection.

### 3.2 EBRD REQUIREMENTS

3.2.1. Performance Requirement 10 (PR 10), developed by the EBRD, promotes stakeholder engagement as a focal point in building strong, constructive and responsible relationships essential for the successful management of environmental and social impacts.

3.2.2. The overall objectives of PR 10 are to:

- Outline a systematic approach to stakeholder engagement that will help clients build and maintain a constructive relationship with their stakeholders, particularly directly affected communities
- Promote improved environmental and social performance of clients through effective engagement with the project's stakeholders
- Promote and provide means for adequate engagement with communities throughout the project cycle on issues that could potentially affect them and to ensure that meaningful environmental and social information is disclosed to the project's stakeholders
- Ensure that grievances from the affected communities and other stakeholders are responded to and managed appropriately

3.2.3. The goal of consultation is to ensure that adequate and timely information is provided to interested parties and to those potentially affected by the project and policies that guide operations. These groups must be given sufficient opportunity to voice their opinions and concerns.

3.2.4. Stakeholder engagement will be conducted by providing local communities that are directly affected by the project and other relevant stakeholders with access to timely, relevant, understandable and reachable information, in a culturally appropriate manner, free of manipulation, interference, coercion and intimidation.

3.2.5. Stakeholder engagement will incorporate:

- Stakeholder identification and analysis
- Stakeholder engagement planning
- Disclosure of information
- Consultation and participation



- Grievance mechanisms
- Ongoing reporting to relevant stakeholders

- 3.2.6. Resources for public information and engagement should focus on affected parties, particularly those that may be differentially affected by the project because of their disadvantaged or vulnerable status.
- 3.2.7. The EBRD PR10 requires that engagement continues during project implementation and that a grievance mechanism is established to receive and facilitate the resolution of stakeholders' concerns and grievances.

### **3.3 GAPS BETWEEN NATIONAL AND EBRD REQUIREMENTS**

- 3.3.1. The national framework in Bosnia and Herzegovina is generally compliant with the requirements of EBRD PR10. However, gaps that need to be addressed remain.
- 3.3.2. The national requirements stay at the level of procedural engagement and do not tackle in depth meaningful and empowered consultation. Moreover, the requirements are scattered across various documents and laws throughout three levels of government in the country, and there does not seem to be an even approach to stakeholder consultation even at sector level. EBRD requires that an additional effective procedure or mechanism by which people can make comments or raise grievances is organised by the Project Promoter to create a platform for stakeholders to have a voice in the decision-making process beyond the formal administrative and judicial grievance forums. As there is no such requirement under the national law this also represents a gap with the EBRD requirements.
- 3.3.3. This SEP has taken into consideration all requirements and has produced a plan that avoids the duplication of processes but complies with the more stringent EBRD standards and requirements of stakeholder engagement.

## 4 SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

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- 4.1.1. GRAS communicates with their users and the citizens of Sarajevo in Bosnian through their official website (<https://gras.ba/bs/>) and the media. Through these channels, GRAS discloses information about its operations, public transport timetables, ticket prices, contact details, news, information on planned disruptions and traffic management, etc. Daily reports on changes in the traffic situation are broadcasted on television.
- 4.1.2. Annual business reports containing information on the company's human resources, transport capacity and financial operations, are available to the public. Public discussions and town halls/public meetings about the lines and issues in urban traffic are typically organised in local community centres and municipalities.
- 4.1.3. Grievances can be submitted to GRAS via their official website (<https://gras.ba/bs/>) via email or telephone. GRAS has an appointed officer responsible for grievances (Edisa Memic). Upon receiving grievances, the responsible department tries to resolve them. If deemed necessary, the Ministry of Transport also gets involved.
- 4.1.4. GRAS participates in social initiatives and programmes for the development of the local community whenever possible. For example, GRAS organises practical classes for students and visits to the company for children. Additionally, public transport vehicles are mobilised for chartered trips and provided at no cost for various community initiatives (EYOF, Youth Games, etc.).

## 5 IDENTIFICATION OF STAKEHOLDERS AND COMMUNICATION METHODS

5.1.1. Stakeholder groups that may be affected by and/or are interested in the implementation of the project, as well as the type and method of communication for each group, are presented in Table 5-1.

**Table 5-1 - Identification of Stakeholder and Communication Methods**

<b>Stakeholders</b>	<b>Population</b>	<b>Type and Method of Communication</b>	<b>Timing</b>
<i>External stakeholders</i>			
<i>General population of the Canton of Sarajevo (existing clients) Potential clients</i>	<i>approx. 438.500</i>	<i>Information about the project (project description and E&amp;S summary reports) published on GRAS website  Utility and traffic disruptions will be announced through the media  Construction signs and warnings  Formal grievance mechanism</i>	<i>Prior to and throughout Project implementation  Prior to and throughout construction  During construction  Prior to and during construction</i>
<i>Other road users</i>		<i>Grievance mechanism Public notification</i>	<i>As needed</i>
<i>The Canton of Sarajevo, Assembly of the Canton of Sarajevo</i>	<i>n/a</i>	<i>Project documentation Official correspondence and meetings Regular reports on project implementation and results of monitoring</i>	<i>Prior to and throughout Project implementation</i>
<i>Local and national institutions and organisations in charge of permitting as well as inspections</i>	<i>n/a</i>	<i>Project documentation Permit requests Official correspondence and meetings</i>	<i>Prior to and throughout project implementation</i>

<b>Stakeholders</b>	<b>Population</b>	<b>Type and Method of Communication</b>	<b>Timing</b>
<i>Emergency services, fire brigades, utility owners and operators, local police (in connection to traffic management)</i>	<i>n/a</i>	<i>Official correspondence Meetings</i>	<i>Prior to and throughout construction</i>
<i>Interested NGOs and other organisations<sup>1</sup></i>	<i>None to date</i>	<i>Information about the project (project description and E&amp;S summary reports) published on GRAS website Information through media Official correspondence and meetings Formal grievance mechanism</i>	<i>Prior to and throughout project implementation</i>
<i>Internal stakeholders</i>			
<i>GRAS employees including members of the Project Implementation Team</i>	<i>Approx. 1.300</i>	<i>Internal notifications Grievance procedure Bulletin boards Union meetings</i>	<i>Prior to and throughout project implementation</i>
<i>Temporary construction workers, subcontractors and suppliers</i>	<i>Unknown</i>	<i>Information in contracts Bulletin board Grievance procedure</i>	<i>Prior to and throughout construction</i>
<i>GRAS Labour Union</i>	<i>80% of employees</i>	<i>Official correspondence Meetings Information on request to union representatives</i>	<i>Prior to and throughout project implementation.</i>

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<sup>1</sup> There are currently no NGOs or other organisations specifically interested in the project. If any parties register an interest in the project at a later stage, they will be added to this list of stakeholders.

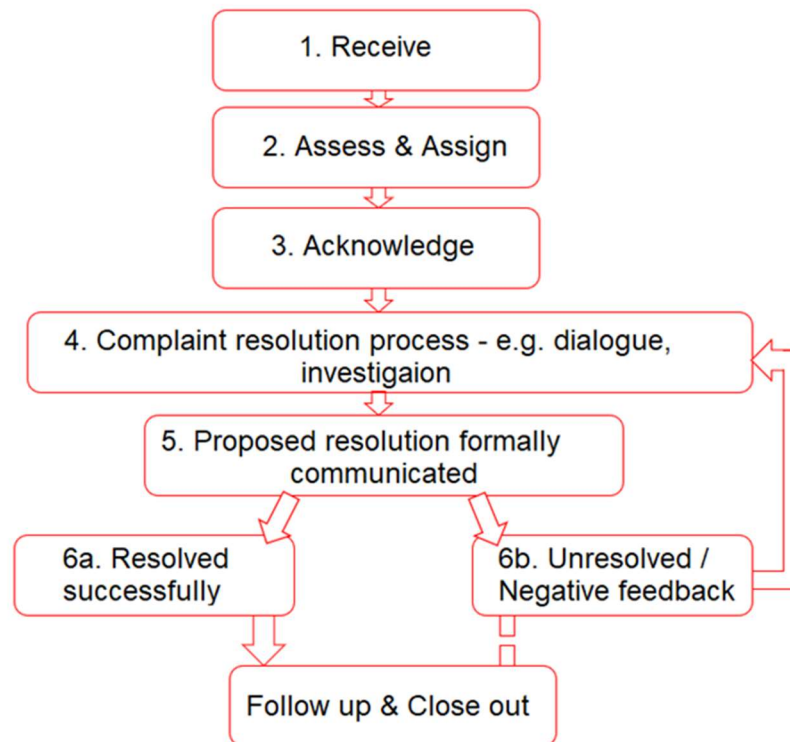
## 6 INFORMATION DISCLOSURE AND STAKEHOLDER ENGAGEMENT PROGRAMME

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- 6.1.1. GRAS will publish a project description that includes the grievance form and contact details for submitting grievances on its website.
- 6.1.2. When the contractor is selected and as construction timelines become known, GRAS will organise meetings in local communities and with the affected owners of businesses along the streets where works will be carried out at least two weeks prior to the commencement of the construction, to present the planned construction works, safety risks and expected construction nuisances, as well as foreseen mitigation measures and the grievance mechanism. These meetings will also serve as platforms for potentially affected people to ask questions and provide suggestions for further mitigation measures. The meetings will be announced through the local media, on GRAS' website and as recommended by local communities (e.g. through letters, announcements on bulletin boards, by phone).
- 6.1.3. Project leaflets will be developed and distributed to residents living or working along the route of the overhauled tram line, at least two weeks before the construction works begin. The leaflets will include a brief overview of the project, dates when the works are expected to commence, possible related nuisances, a description of the grievance management procedure and contact details for submitting grievances.
- 6.1.4. The contractor will secure all construction sites prior to any construction activities taking place and will ensure appropriate construction and warning signs are in place.
- 6.1.5. GRAS will continue to inform the public through its website, the media and in other appropriate ways regarding all significant project achievements and issues (environmental, H&S and social). Utility and traffic disruptions will be announced through the media. Other stakeholders, including traffic police, emergency health services, fire brigades, etc. will be informed about the planned construction works.
- 6.1.6. GRAS will report regularly to the Canton of Sarajevo regarding project implementation. The company will also report annually on environmental and social management to EBRD, summarising environmental and social impacts, health and safety performance, disclosure and consultation performance and implementation of the external grievance mechanism. Summaries of these environmental and social (E&S) reports will also be published on the GRAS website.

## 7 PUBLIC GRIEVANCE MECHANISM

7.1.1. GRAS and the contractor(s) will accept and consider all comments and complaints associated with the project. Grievances will be acknowledged within 5 days and responded to within 20 days, either verbally or in writing, in accordance with the preferred method of communication specified by the complainant, if contact details of the complainant are provided. Individuals who submit their comments or grievances have the right to request that their name be kept confidential. The process of resolving grievances is shown in the Figure 1 below.



**Figure 1 Grievance Resolving Process**

7.1.2. A sample of the Grievance Form is provided at the end of this document. Any person or organisation may send comments, complaints and/or requests for information in person or via post, telephone or email using the contact information provided in section 8 of the SEP. At all times, complainants are also able to seek legal remedies in accordance with the laws and regulations of Bosnia and Herzegovina.

7.1.3. Grievances will be addressed by construction contractor(s) and their management will be monitored by GRAS.

7.1.4. GRAS will record all received grievances for this project in a Grievance Log and will report on grievance management to EBRD.

## 8 CONTACT INFORMATION

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Attention: [to be filled in by GRAS]

Insert title

Insert department

Postal address: [to be filled in by GRAS]

Telephone: [to be filled in by GRAS]

E-mail address: [to be filled in by GRAS]

Contact details of the contractor(s) will be added once the contractor(s) have been identified.

Public Grievance Form

<b>Reference No:</b>	
<b>Full name</b>	
<b>Contact Information</b>  Please mark how you wish to be contacted (mail, telephone, e-mail).	<input type="checkbox"/> <b>By Post: Please provide mailing address:</b> _____ _____ _____  <input type="checkbox"/> <b>By Telephone:</b> _____  <input type="checkbox"/> <b>By E-mail</b> _____
<b>Description of incident or grievance:</b>	What happened? Where did it happen? Who did it happen to? What is the result of the problem?
<b>Date of incident or grievance</b>	
	<input type="checkbox"/> <b>One-time incident/grievance (date _____)</b> <input type="checkbox"/> <b>Happened more than once (how many times? _____)</b> <input type="checkbox"/> <b>Ongoing (currently experiencing problem)</b>
<b>What would you like to see happen to resolve the problem?</b>	





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Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Please return this form to:**

Attention:

[name]

[Department]

Postal Address:

Telephone:

E-mail address:



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