

1 DRAFT DOCUMENT OPEN FOR COMMENTS

2 **Document Title:**

## **Stakeholder Engagement Plan (SEP)** *for the*

**Caribbean Efficient and Green-Energy Buildings Project  
(P179519) Grenada.**

**Version 31<sup>st</sup> March, 2023.**

**Summary:** This draft Stakeholder Engagement Plan (SEP) outlines the engagement process to be undertaken as part of a new, upcoming Energy Division Capital Project currently being prepared called the Caribbean Efficiency and Green-Energy Buildings Project. If approved, the project will be a collaboration between the World Bank and the Government of Grenada. As part of the pre-requisite, key documents must be drafted and shared for public review and feedback including this SEP.

The overall purpose of this SEP is to ensure a coordinated approach is taken to stakeholder engagement throughout the life of the Caribbean Efficient and Green-Energy Buildings Project. It is further intended to demonstrate the commitment of the Government to an ‘international best practice’ approach to engagement. It will be open for feedback for a period of eight (8) weeks from first date on GoG website. This may be extended based on feedback.

**How to Comment:** **Email comments to:** [environment.sec@gmail.com](mailto:environment.sec@gmail.com)

**Deliver comments by hand to:**  
Permanent Secretary,  
Ministry of Climate Resilience, the Environment and Renewable Energy, Ministerial Complex, St. George, Grenada.

**Phone in your comments to the Ministry: 1(473) 440-0366**

[Year  
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**DRAFT**

**Stakeholder Engagement  
Plan (SEP)**

*for the*

**Caribbean Efficient and Green-Energy  
Buildings Project (P179519)**

***DRAFT FOR DISCLOSURE***

1 **Title: Stakeholder Engagement**  
2 **Plan (SEP)**

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4 *for the*

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6 **Caribbean Efficient and Green-Energy**  
7 **Buildings Project (P179519)**  
8 **GRENADA**

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11 ***DRAFT FOR DISCLOSURE***

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14 **31<sup>st</sup> March, 2023**

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1 **1. INTRODUCTION AND PROJECT DESCRIPTION**  
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3 **Regional and Country Context:** Grenada, a tri-island state with a total land area of 135 sq. miles, is heavily  
4 dependent on imported fossil fuels that have led to high electricity prices and threaten its energy security. Countries  
5 in the Eastern Caribbean Region have committed to substantial Nationally Determined Contribution (NDCs)<sup>1</sup> for a  
6 transition toward a low-carbon economy. Grenada submitted its second NDC in November 2020, targeting a  
7 reduction of greenhouse gas emissions (GHG) at 30% of the 2010 level by 2025, of which 20% will come from  
8 implementing energy efficiency (EE) measures and 10% from adding renewable energy (RE) into the production mix.  
9 At the regional level, countries are updating national energy policies and regulatory frameworks to support the  
10 transition to RE, reducing reliance on imported fuels, and increasing energy-system resilience. Grenada developed  
11 its National Green Cooling Strategy in 2020 and is now updating its National Energy Policy and Implementation Action  
12 Plan.  
13

14 Countries in the region have key legal frameworks in place for energy transition and have begun the process of  
15 address regulatory gaps for investment in EE and RE with several pilot programs under implementation. In  
16 2016/2017, Grenada enacted the Electricity Supply Act (ESA), which established the legal framework for the  
17 country’s energy transition, and an act creating Public Utilities Regulatory Commission (PURC). The PURC became  
18 operational in July 2019. It is responsible for developing the regulatory framework to implement the ESA. The PURC  
19 has developed a modern tariff setting methodology and regulations on competitive procurement for RE generation,  
20 in line with the ESA’s principles. To promote the scaling up of RE, in April 2021, PURC launched a pilot self-generation  
21 program and based on its results, plans to develop a more extensive program.  
22

23 While legal frameworks in place for energy transition, adequate functional regulatory frameworks to support the  
24 energy transition to EE and RE are lacking. Other challenges in the sector include power infrastructure constraints  
25 due to inadequate maintenance and investment and high exposure to climate risks, a limited market for energy-  
26 efficient equipment, distributed RE and services at national and regional levels, and lack of sufficient capacity and  
27 financial incentives to integrate distributed PVs generation. A series of energy audits of public buildings indicated  
28 major benefits to investing in EE and RE.  
29

30 Among the eleven countries belonging to the Organization of Eastern Caribbean States (OECS), four countries –  
31 including Grenada, but also St. Lucia, Dominica, and St. Vincent and the Grenadines (SVG)-- are upper-middle-income  
32 blend countries and eligible for International Development Association (IDA) borrowing under the World Bank’s (WB)  
33 Small Island Economy Exception (hereafter referred to as “OECS IDA member countries”). OECS IDA member  
34 countries such as Grenada are considered Small Island Developing States (SIDS) with a 2021 population of 107,000  
35 people and 2021 GDP per capita of \$9,010.60.  
36

37 **Project Description, Development Objective, and Components:** The Caribbean Efficient and Green Energy Buildings  
38 Program is a regional Series of Projects (SoP) designed to address these common challenges in the energy sector  
39 that countries in the region face. The SoP’s programmatic framework is scalable, allowing countries in the region to  
40 join at different times. The proposed first project in the series: The Caribbean Efficient and Green-Energy Buildings  
41 Project (hereafter referred to as the Project) will support investments in energy efficiency (EE) measures and  
42 distributed solar photovoltaic systems installed on rooftops or in public spaces (hereafter referred to as DPV  
43 systems) for Grenada and St. Lucia.  
44

45 The objective of this Series of Projects and Project Development Objective (PDO) are to enhance the efficiency of  
46 energy use in public buildings and increase the RE supply for public buildings in Eastern Caribbean Countries. In  
47 Grenada, the project comprises of the following components:  
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<sup>1</sup> NDCs are country-level climate action plans to cut emissions and adapt to climate impacts. Countries set targets for mitigating the greenhouse gas emissions that cause climate change and for adapting to climate impacts. The plans define how to reach the targets, and elaborate systems to monitor and verify progress so it stays on track. NDCs help countries shift to development that is greener and more sustainable and provides an opportunity for rethinking how a society produces and consumes.

1 **Component 1 (≈US\$25MM for Grenada):** Promoting investment in EE measures and distributed renewable energy  
2 systems for public buildings. In Grenada, Component 1 activities will include EE retrofits and distributed renewable  
3 energy (DRE) systems in public buildings, specifically:

- 4 (i) Technical assistance for identification, design, construction, and operation phases.
- 5 (ii) Investments in passive and active EE measures (including improvements in building control systems),  
6 DPV systems, solar water heater systems, battery storage and safe disposal of used equipment and  
7 materials.
- 8 (iii) Capacity building to integrate and manage DRE, develop modern energy-management system

9 Activities under Component 1 will include interventions in 22 public buildings at various locations in Grenada (Annex  
10 1 details a list of proposed sites).

11  
12 **Component 2 (≈US\$ 5.25MM):** Regulatory Framework Development and Gender Support. Technical assistance for  
13 the development of the institutional and regulatory framework to support EE and RE investments, market  
14 development, and capacity to implement the investments at regional and national levels.

15  
16 **Component 3 (\$6MM):** Project Implementation Support, Pipeline Development, and Capacity-Building. This  
17 component will support national and region project implementation units (PIUs) in the management and  
18 implementation of the Project and associated activities. The regional PIU will also provide support to build  
19 investment pipelines in the region for the next project in the series, and capacity development of participating  
20 regional institutions and regional knowledge sharing events and forums.

21  
22 The total project cost is an estimated US\$ 61.25MM (IDA: US\$ 60MM; Grant: US\$1.25MM) and is expected to be  
23 approved by the WB board in July 2023. Please see the [Project Information Document \(PID\)](#) for more information.  
24 The Caribbean Efficient and Green-Energy Buildings Project is being prepared under the World Bank's Environment  
25 and Social Framework (ESF). As per the Environmental and Social Standard ESS10 on Stakeholder Engagement and  
26 Information Disclosure, the implementing agencies have prepared this Stakeholder Engagement Plan (SEP).

## 27 28 **2. STAKEHOLDER IDENTIFICATION AND ANALYSIS**

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30 **Objective:** The overall objective of this SEP is to define a program for stakeholder engagement, including public  
31 information disclosure and consultations throughout the entire project cycle. The SEP outlines the ways in which the  
32 project team will engage with stakeholders and includes a grievance redress and feedback mechanism by which  
33 people can raise concerns, provide feedback, or make complaints about any activities related to the project.  
34 Additionally, this SEP outlines activities that aim to proactively raise awareness and provide training on energy  
35 efficiency and resilience for the general public, ministry staff and other relevant stakeholders.

36  
37 **2.1 Methodology:** As part of best practice approaches, the project will provide stakeholders with timely, relevant,  
38 understandable, and accessible information, and consult with them in a culturally appropriate manner, which is free  
39 of manipulation, interference, coercion, discrimination, and intimidation. This SEP is a living document that will be  
40 revised as needed and throughout the project cycle based on feedback from project stakeholders. For the purposes  
41 of effective and tailored engagement, stakeholders of the project have been identified and are divided into the  
42 following core categories: project-affected parties, other interested parties, and disadvantaged/vulnerable groups.  
43 Table 1 details these three categories at each of the types of proposed institutions.

44  
45 **2.2. Project-affected parties:** Project-affected parties (PAPs) include persons, groups and other entities within the  
46 project's area of influence that are directly influenced (actually or potentially) by the project and/or have been  
47 identified as most susceptible to change associated with the project, and who need to be closely engaged in  
48 identifying impacts and their significance, as well as in decision-making on mitigation and management measures.  
49 Within the scope of the project, PAPs include a wide range of individuals and organizations that will be engaged  
50 throughout the project cycle.

1 The day-to-day staff and citizens/users of the selected sites will be consulted to provide feedback on how what  
2 types of EE equipment can facilitate a reduction in energy costs. Vendors operating on or near the selected sites  
3 will be consulted to ensure that their livelihoods are not compromised during project works as well residents and  
4 businesses to ensure that they are not affected by project works.

5 Stakeholders such as building managers, electricians and maintenance personnel crosscut all the sites and will  
6 especially be an integral part of the stakeholder engagement activities. These individuals are closely knowledgeable  
7 of the energy infrastructure currently in place and have a more complete understanding of the energy consumption  
8 patterns and needs of their worksites. They will provide an important source of feedback during all phases of the  
9 project and can also serve as site-level focal points for the PIU. Under Component 1(iii), the project will also  
10 implement capacity-building activities for those vocations that will be directly charged with installing and  
11 maintaining this new EE/RE equipment. Consequently, building and engineering trades unions/associations that  
12 represent these vocations will also be consulted in designing and implementing these capacity building activities.

13 Engagement with educational institutions, includes consultations with school/university staff, students, and  
14 parents. Vocational students will be directly impacted by the project as they would be included in the project's  
15 capacity building activities. Science club students will be promoting EE/RE technologies through science fairs, essay  
16 competitions and other activities to promote behaviors and attitudes on energy conservation and RE.

17  
18 While the project already has strong buy-in from the line ministries, suppliers and contractors who will benefit from  
19 the projects, GRENLEC, the National utility company will be impacted by the results of the project and thus, will also  
20 be included in project consultations. The Grenada Solid Waste Management Authority (GSWMA) and landfill  
21 management and staff will be consulted on the regional waste management strategy developed under the project.  
22 Fire Marshalls will be consulted on how to build national capacity around fire issues surrounding RE/PV  
23 technologies. And finally, some sites are considered cultural heritage buildings so engagement with the Grenada  
24 National Trust and other similar NGOs and foundations will take place early in the project preparation phase and  
25 throughout implementation, especially during the construction and civil works.

26 **2.3 Other interested parties:** The projects' stakeholders also include individuals/groups/entities that may not  
27 experience direct impacts from the project but who consider or perceive their interests as being affected by the  
28 project and/or who could affect the project and the process of its implementation in some way. The following  
29 stakeholders under this category will also be included in the stakeholder engagement activities:

- 30 • fishermen and vendors selling to fish markets and the National Marketing and Importing Board respectively
- 31 • airport users
- 32 • NGOs and civil society groups, especially those working on energy efficiency
- 33 • Local government entities and other community leaders that represent the local communities/PAPs, to protect  
34 the rights of inhabitants in the project area and to receive and address any project-related feedback and  
35 grievances from them
- 36 • Local government entities that represent the local communities/PAPs, to protect the rights of inhabitants in  
37 the project area and to receive and address any project-related feedback and grievances from them
- 38 • Private sector entities that would be interested in procurement and supply chain issues related to the project  
39 as well in supporting the transition to EE/RE technologies within the tourism sector and at the household level
- 40 • Other donors such as the Caribbean Development Bank (CDB)<sup>2</sup>, GEF, and the PAHO/WHO<sup>3</sup> that currently have  
41 projects in in the sector

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2 Since 2015, the CDB has been implementing a regional pilot project --Sustainable Energy for the Eastern Caribbean (SEEC) that supports investment in energy efficiency audits and investment pilots for enhancing the EE of public buildings, the installation of PV systems, and energy-efficient street lighting.

3 The Smart Hospital initiative builds on the Safe Hospital Initiative and focuses on improving hospitals' resilience, strengthening structural and operational aspects and providing green technologies. Energy improvements include solar panels installations, electric storage batteries, and low-consumption electrical systems, which, in addition to reducing energy consumption, reduce health sector carbon footprint in the environment and provide the hospital with energy autonomy, allowing it to continue running during emergencies and disasters. (<https://www.paho.org/en/smart-hospitals-initiative>)

- Mass media outlets, to inform residents in the project area and the wider public about planned project activities
- The general public, to inform them of the general socio-economic impacts of the project, and to include in educational/outreach activities to support energy conservation
- Related ministries and government agencies such as the Ministries of Education, Health, Tourism and Social Development
- Finally, internal interested parties with stakes in the project include project staff; supervision consultants; contractors; sub-contractors; service providers, suppliers, and their workers.

**2.4 Disadvantaged/vulnerable individuals or groups:**

Disadvantaged/vulnerable individuals or groups are potentially disproportionately affected and less able to benefit from opportunities offered by the project due to specific difficulties to access and/or understand information about the project and its environmental and social impacts and mitigation strategies. These stakeholders may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project. Within the Project, the vulnerable or disadvantaged groups may include and are not limited to the following:

- Prison Inmates, who currently participate in a vocational training program, could also be trained on installing and maintaining PV technologies. Engagement with these stakeholders will take place through inmate representatives.
- **Women in the building trades:** While women are perceived to be generally advancing in the energy sector, the OECS Commission identified the need to include more women in trainings for installing and maintaining PV technology.
- **Primary school age children**, who may not be fully literate or capable of understanding technical language around energy
- **Persons with disabilities** such as those that are physically or visually impaired

Vulnerable groups within the communities affected by the project will be further confirmed and consulted through dedicated means, as appropriate. Description of the methods of engagement that will be undertaken by the project is provided in the following sections.

**Table 1 Project Stakeholder Disaggregation**

Type of Institution	Affected Parties	Other Interested Parties	Disadvantaged/Vulnerable Groups/individuals
General and Cross-cutting Stakeholders	<ul style="list-style-type: none"> <li>• National Utilities Company GRENLEC</li> <li>• Building managers/electricians</li> <li>• Grenada Solid Waste Management Authority (GSWMA)</li> <li>• Sub-project neighboring residents/businesses</li> </ul>	(External) <ul style="list-style-type: none"> <li>• General public</li> <li>• Ministries and Government agencies</li> <li>• Local government entities</li> <li>• Media</li> <li>• Private Sector Donors</li> </ul> (Internal) <ul style="list-style-type: none"> <li>• Project Staff</li> <li>• Supervision Consultants</li> <li>• Contractors</li> <li>• Sub-contractors</li> </ul>	<ul style="list-style-type: none"> <li>• Women in building trades</li> <li>• Persons with disabilities</li> </ul>

<p><b>Government Office Buildings</b></p>	<ul style="list-style-type: none"> <li>• Building managers/electricians</li> <li>• Civil Servants working in building</li> <li>• Project workers, especially those employed by contractors when civil works begin</li> <li>• Cultural heritage organizations</li> <li>• Vendors operating on and outside the buildings</li> <li>• Citizens visiting the complex for administrative purposes</li> </ul>	<p>(External)</p> <ul style="list-style-type: none"> <li>• General public</li> <li>• Ministries and Government agencies</li> <li>• Local government entities</li> <li>• Media</li> <li>• Private Sector Donors</li> </ul> <p>(Internal)</p> <ul style="list-style-type: none"> <li>• Project Staff</li> <li>• Supervision Consultants</li> <li>• Contractors</li> <li>• Sub-contractors</li> </ul>	
<p><b>Educational Institutions</b> <i>(Primary and Secondary Schools, Community Colleges)</i></p>	<ul style="list-style-type: none"> <li>• Building manager/electricians</li> <li>• Teachers, especially vocational teachers</li> <li>• Auxiliary staff, including maintenance, cleaners, etc.</li> <li>• General student body</li> <li>• Student council/ Student union</li> <li>• Environmental clubs/Science clubs/4H Groups</li> <li>• Vocational Students</li> <li>• Contractors that work within schools</li> <li>• Vendors in school compound</li> </ul>	<p>(External)</p> <ul style="list-style-type: none"> <li>• General public</li> <li>• Ministries and Government agencies</li> <li>• Local government entities</li> <li>• Media</li> <li>• Private Sector Donors</li> </ul> <p>(Internal)</p> <ul style="list-style-type: none"> <li>• Project Staff</li> <li>• Supervision Consultants</li> <li>• Contractors</li> <li>• Sub-contractors</li> </ul> <p>Ministry of Education Teachers' unions/Other representative teachers' bodies</p> <p>Parent/Teacher Associations</p>	<p>Persons with disabilities Primary school age children</p>
<p><b>Fish Market</b></p>	<ul style="list-style-type: none"> <li>• Staff (management, administration, and auxiliary staff)</li> <li>• Building manager/electricians</li> <li>• Vendors and others leasing fish market premises</li> <li>• Fishermen</li> <li>• Community using the market</li> </ul>	<p>(External)</p> <ul style="list-style-type: none"> <li>• General public</li> <li>• Ministries and Government agencies</li> <li>• Local government entities</li> <li>• Media</li> <li>• Private Sector Donors</li> </ul> <p>(Internal)</p> <ul style="list-style-type: none"> <li>• Project Staff</li> <li>• Supervision Consultants</li> <li>• Contractors</li> <li>• Sub-contractors</li> </ul>	<p>Persons with disabilities</p>
<p><b>Healthcare Institutions</b> <i>(Hospital, medical clinics)</i></p>	<ul style="list-style-type: none"> <li>• Hospital staff/administrators</li> <li>• Staff, especially for medical stations/administrators</li> <li>• Building manager/electricians, grounds keepers</li> <li>• Health and safety person(s) looking after maintenance of the building and hospital safety procedures</li> <li>• Medical station staff and neighboring community</li> <li>• Vendors outside of building sites</li> <li>• Patients and their guardians</li> </ul>	<p>(External)</p> <ul style="list-style-type: none"> <li>• General public</li> <li>• Ministries and Government agencies</li> <li>• Local government entities</li> <li>• Media</li> <li>• Private Sector Donors</li> </ul> <p>(Internal)</p> <ul style="list-style-type: none"> <li>• Project Staff</li> <li>• Supervision Consultants</li> <li>• Contractors</li> <li>• Sub-contractors</li> </ul>	<p>Persons with disabilities</p>



<p><b>National Stadium</b></p>	<ul style="list-style-type: none"> <li>• Stadium Management Committee</li> <li>• Building manager/electricians, grounds keepers</li> <li>• Permanent shops/vendors on the stadium grounds and outside of building sites</li> <li>• Athletes/sports teams</li> <li>• Schools using stadium facilities for sporting events</li> </ul>	<p>(External)</p> <ul style="list-style-type: none"> <li>• General public</li> <li>• Ministries and Government agencies</li> <li>• Local government entities</li> <li>• Media</li> <li>• Private Sector Donors</li> </ul> <p>(Internal)</p> <ul style="list-style-type: none"> <li>• Project Staff</li> <li>• Supervision Consultants</li> <li>• Contractors</li> <li>• Sub-contractors</li> </ul>	<p>Persons with disabilities</p>
<p><b>Airport</b></p>	<ul style="list-style-type: none"> <li>• Staff (management, administration, auxiliary staff and especially staff working on hazard and wildlife plans)</li> <li>• EHS/OHS staff within airport authority</li> <li>• Building manager/electricians</li> <li>• Permanent shops/vendors</li> <li>• Airport users</li> </ul>	<p>(External)</p> <ul style="list-style-type: none"> <li>• General public</li> <li>• Ministries and Government agencies</li> <li>• Local government entities</li> <li>• Media</li> <li>• Private Sector Donors</li> </ul> <p>(Internal)</p> <ul style="list-style-type: none"> <li>• Project Staff</li> <li>• Supervision Consultants</li> <li>• Contractors</li> <li>• Sub-contractors</li> </ul>	<p>Persons with disabilities</p>
<p><b>His Majesty's Prison</b></p>	<ul style="list-style-type: none"> <li>• Staff (Prison Management team, administration, and auxiliary staff)</li> <li>• Prison social workers</li> <li>• Building manager/electricians, grounds keepers</li> <li>• Prison Committee</li> </ul>	<p>(External)</p> <ul style="list-style-type: none"> <li>• General public</li> <li>• Ministries and Government agencies</li> <li>• Local government entities</li> <li>• Media</li> <li>• Private Sector Donors</li> </ul> <p>(Internal)</p> <ul style="list-style-type: none"> <li>• Project Staff</li> <li>• Supervision Consultants</li> <li>• Contractors</li> <li>• Sub-contractors</li> </ul>	<p>Inmates and Inmate Representatives</p>
<p><b>Police Training School</b></p>	<ul style="list-style-type: none"> <li>• Staff (including management, administration, teachers, and auxiliary staff)</li> <li>• Building manager/electricians</li> <li>• Trainees attending the PTS for various training programs</li> </ul>	<p>(External)</p> <ul style="list-style-type: none"> <li>• General public</li> <li>• Ministries and Government agencies</li> <li>• Local government entities</li> <li>• Media</li> <li>• Private Sector Donors</li> </ul> <p>(Internal)</p> <ul style="list-style-type: none"> <li>• Project Staff</li> <li>• Supervision Consultants</li> <li>• Contractors</li> <li>• Sub-contractors</li> </ul>	

<p><b>National Marketing and Importing Board</b></p>	<ul style="list-style-type: none"> <li>• Staff (management, administration, auxiliary staff)</li> <li>• Building manager/electricians</li> </ul>	<p>(External)</p> <ul style="list-style-type: none"> <li>• General public</li> <li>• Ministries and Government agencies</li> <li>• Local government entities</li> <li>• Media</li> <li>• Private Sector Donors</li> </ul> <p>(Internal)</p> <ul style="list-style-type: none"> <li>• Project Staff</li> <li>• Supervision Consultants</li> <li>• Contractors</li> <li>• Sub-contractors</li> </ul> <p>Vendors selling produce to NMIB</p>	
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**3. STAKEHOLDER ENGAGEMENT ACTIVITIES**

The project will utilize a variety of stakeholder-specific mediums in the stakeholder engagement process such as national-level public consultations, focus groups and information disclosure throughout design, implementation, and operational phases of the project.

**3.1. Summary of stakeholder engagement done during project preparation:** The objectives of the stakeholders' consultations during project preparations are as follows:

- To inform stakeholders of the proposed project
- To garner stakeholders' input on the project design and activities
- To identify or clarify project-affected persons, other interested parties and disadvantaged/vulnerable groups
- To foster broad based ownership of project and its outcomes

Initial consultations will outline the Project's objectives and activities, the grievance management process, and specific interventions planned for each site and potential impacts and risks related to the proposed project activities. These first consultations will serve as an opportunity to gather feedback on other potential impacts and risks not yet identified in the disclosed Environmental and Social Management Framework and (ESMF) and Labour Management Procedures (LMPs). (The ESMF and LMPs will be disclosed via the Project's website, via email and WhatsApp groups, as well as in meetings.) This feedback will be recorded and considered by project staff and a summary of the main recommendations received and to be integrated into the Stakeholder Engagement Plan will be provided in Annex 2.

**3.2. Summary of methods, tools and techniques for stakeholder engagement:** The stakeholder engagement activities under the project have three objectives: information disclosure on the project activities, gathering feedback from stakeholders and finally, to induce a series of changes in behaviours and perceptions that support the objectives of the project. To this end, the proposed engagement activities employ a range of formats, depending on the activity objective and the needs of stakeholders. These include formal, in-person meetings with government counterparts, site-level consultations with the building users, focus group meetings, site visits/building walk-throughs as well as perception surveys during and after implementation. Additionally, a series of communications activities and tools aim will aim reach the general public on themes around energy conservation and efficiency. Table 2 outlines the proposed stakeholder engagement activities under the project.

1 **3.3 Stakeholder engagement plan:** Table 2 outlines the timeline of stakeholder activities that will take place under  
 2 the project.  
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**Table 2 Stakeholder Engagement Activities**

Timeline (Project stage)	Topics	Methods Used (Objective: Information disclosure, Feedback, Behavior Change)	Target stakeholders	Responsibilities
Prior to commencement of project activities  (Preparation)	Project Objectives/ Activities  Stakeholder Engagement Plan and Grievance Management Mechanism  Environmental and Social Management Framework (ESMF)  Labor Management Procedure and Grievance Mechanism for workers	Information will be disclosed and feedback gathered via:  - A National Consultation - Face-to-face meetings - Presentation during school assemblies - Email communication - The project’s website  (Information disclosure, Feedback)	PAPs such as the National Climate Change Committee, Sustainable Development Council	PIU Social and Environmental Specialist, CLOs
Prior to start of civil works and especially during construction activities  Monthly  (Implementation)	Environmental and Social Management Framework and any possible plans that may be applied to the sub-project works ESMPs, Resettlement Action Plans, Cultural Heritage Plan, etc.  Stakeholder engagement activities  Grievance Mechanism	Prior to the start of civil works:  - 1 site-specific focal point will be designated, as well as other relevant stakeholder representatives - On-site interviews and building walk-throughs will be organized together with the sub-project focal points and other stakeholders - Focus groups with different stakeholders representing various user segments (e.g., building staff, building users, women). - A Perception Survey will be carried out among building users to explore their awareness of EE/RE  Information will be disseminated via:  - WhatsApp messages through sub-project site focal points - Notice boards at site entrances - Posters - The project’s website - The project’s social media - Mass media content (News stories/TV/radio programs on EE/RE themes)	PAPs, including site-specific groups and communities, building managers, building users  NGO/Civil society groups  Cultural heritage organizations  Neighboring residents, and businesses  General Public  Other interested parties, such as Supervision Consultants, Contractors, Sub-contractors  (External) Ministries and Government agencies, Local government entities, Media, Private Sector, Donors,	PIU Social and Environmental Specialist, CLOs

		<ul style="list-style-type: none"> <li>- Community bulletin boards</li> <li>- Fact sheets on EE/RE will be integrated into existing government newsletters</li> <li>- Prepared talking points for Ministers, cutting across sectors, integrating RE/EE themes, fed into monthly themes/speaking events around environment issues</li> </ul> <p>In order to encourage behavior change, the following engagement activities will be pursued:</p> <ul style="list-style-type: none"> <li>- Science fair/competition/essay contest on reduction of energy consumption for schools</li> <li>- Sports sponsorship program with GRENLEC</li> </ul> <p>Feedback from end users will be collected through (More details are in Section 5):</p> <ul style="list-style-type: none"> <li>- The PIU staff</li> <li>- The site focal point, who will also act as the local grievance focal point channeling any issues to the PIU</li> <li>- Grievance/suggestion boxes</li> <li>- Project website</li> <li>- Contractors on the sub-project site</li> </ul> <p>(Information disclosure, Feedback, Behavior Change)</p>		
<p>Post-construction phase</p> <p>Quarterly information disclosure, feedback, behavior change activities</p> <p>(Implementation)</p>	<p>Project Impacts</p> <p>Grievance Redress Mechanism</p>	<p>Once the works are completed:</p> <ul style="list-style-type: none"> <li>- Posters in visible locations of the buildings will highlight the EE benefits of the completed projects</li> <li>- A follow-up Perception Survey will be carried out to measure any changes that may be attributed to the project.</li> </ul>	<p>PAPs, including site-specific groups and communities, building managers, building users</p> <p>General Public</p> <p>Ministries and Government agencies, Local government entities, Media, Private Sector, Donors,</p>	<p>PIU Social and Environmental Specialist, CLOs</p>

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**3.4 Proposed strategy to incorporate the views of vulnerable groups:** The project will include targeted stakeholder engagement with vulnerable groups such as women, primary school age children, and imprisoned individuals. The strategies that will be adopted to effectively engage and communicate to these vulnerable group will be considered during project implementation. Outreach activities will ensure that these groups are engaged in a manner that is appropriate to their needs. Examples include gender-balanced community engagement teams; provisions for childcare, transport, and safety; online and in-person engagement activities so that stakeholders in unpaid care work can participate; and child-friendly communication materials and meeting formats.

**3.5 Reporting back to stakeholders:** Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and grievance mechanism, and on the project’s overall implementation progress. Potential means for reporting back to stakeholders include via:

- Focal persons at each site utilizing WhatsApp groups already in place to disseminate information
- the Project’s Social and Environmental Specialists, via the Project website and WhatsApp groups
- During site-level meetings
- Theme-based Facebook pages
- Community Radio stations

1 **4. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES**

2  
3 **4.1 Resources:** A tentative budget for implementing the stakeholder engagement plan over four years is detailed in  
4 Table 3. The PIU will review this plan every six months to determine if any changes to stakeholder classification or  
5 engagement are required. If so, the plan will be updated, and a new revision distributed. The budget for the SEP is  
6 included in component 3 of the project.  
7

8 **Table 3: BUDGET\***

STAKEHOLDER ENGAGEMENT ACTIVITIES	UNIT COST (USD)/YEAR	YEARS	TOTAL COST	REMARKS
<b>STAFF SALARIES/TRAVEL/TRAININGS**</b>				
*Note: Salary costs are indicative				
<i>Gender Specialist, Part time</i>	6,000			
<i>CLOs (3)</i>	40,000/CLO/year	3	360,000	
<i>Communications Officer</i>	6,000	3	24,000	
<i>Contingency (10%)</i>				
		<b>Subtotal</b>		
<b>STAKEHOLDER ENGAGEMENT ACTIVITIES</b>				
<b>Project Launch/National Consultation (Venue, Catering, materials)</b>	7,000	3	21,000	
<b>Community/Stakeholder Meetings (Catering, materials)</b>				
<b>Beneficiary/citizen perception surveys (Mid and end of project perception surveys)</b>			12,000	Tools such as Mentimeter, Whatsapp or paper-based surveys Outsource data collection and analysis??
<b>Science Fair (venue, transport, materials, catering)</b>			7,000	
<b>Communications Materials</b>			30,000	Overall budget for communications materials
<i>TV/Radio content, animated advertisements</i>				
<i>Print Materials (Series of 8 pamphlets) (design and printing)</i>				
<i>Project Website (design and upkeep)</i>				
<i>Site-based posters/banners/notice boards (Design and printing)</i>				
<i>Contingency (10%)</i>				
		<b>Subtotal</b>		
<b>GRIEVANCE REDRESS ACTIVITIES</b>				
<i>Communications materials (Pamphlets, posters) (Design and printing)</i>			500	
<i>Suggestion Boxes</i>			2,500	100 USD/boxx25 boxes
<i>Internal GR training (staff, contractors)</i>			4,000	
<i>Contingency (10%)</i>				
		<b>Subtotal</b>	4,620	
		<b>TOTAL</b>		

9 \*The budget detailed here is tentative and likely to change once the stakeholder engagement activities are further defined.

10 \*\*Costs for the Environmental Specialist salary, the Social Specialist salary, trainings and other travel and meeting costs are included in the overall  
11 Project budget

12  
13 **4.2. Management functions and responsibilities**

14 **Implementation arrangements:** The Project will be implemented at the national and regional levels, under a regional  
15 coordination framework. The implementation arrangements are designed to ensure strong ownership of the project  
16 development objective (PDO) and the implementation of components by the participating countries, facilitate  
17 synergy and economies of scale, and strengthen coordination among OECS member countries at the regional level.  
18 Grenada, St. Lucia, and the OECS Commission have indicated their commitment to jointly implement the Project and  
19 intend to sign a Memorandum of Understanding (MoU) agreeing to a regional institutional and procurement  
20 arrangement. A regional PIU will also be created at the OECS Sustainable Energy Unit for implementing project

1 regional activities and coordinating, supporting, and supervising all project activities. The PIU would report to the  
2 regional Steering Committee (RSC) to be created at the OECS Commission for regional coordination.

3 In Grenada, a National Coordinating Committee (NCC) will be charged with overseeing project activities and  
4 comprise of representatives from Ministry of Finance, the Ministry of Climate Resilience, the Environment and  
5 Renewable Energy (MCRERE) and other concerned ministries which own public buildings as well as the Public Utilities  
6 Regulatory Commission. A new PIU will be created under Grenada's Ministry of Climate Resilience, the Environment  
7 and Renewable Energy (MCRERE) for execution of project activities. The PIU staff, including the support of CLOs, a  
8 part-time Gender Specialist and a part-time Communications Officer will oversee stakeholder engagement activities  
9 and manage the Grievance Mechanism. The stakeholder engagement activities will be documented through a  
10 project specific website, a grievance/feedback database, and a stakeholder engagement log.

## 11 5. GRIEVANCE AND FEEDBACK MECHANISM

12 **5.1 Objectives of the Grievance Mechanism:** Grenada and the WB are committed to enhancing opportunities for  
13 grievance management, collaborative problem solving, and alternative dispute resolution for the Project. The  
14 Project and its associated activities may have some short term and reversible impacts. The Grievance Mechanism is  
15 a tool for early identification, assessment, and resolution of complaints regarding any anticipated and unanticipated  
16 risks that would be encountered during implementation as well as for receiving feedback to inform project activities.  
17 The Grievance Mechanism aims to resolve complaints and grievances in a timely, effective, and efficient manner  
18 that satisfies all parties involved.

19 **Implementation structure:** The implementation structure for the Grievance Mechanism is the following:

- 20 • **PIU level:** the Social Specialist will be the project's Grievance Coordinator. With the support of the CLOs, the  
21 Grievance Coordinator will receive and examine grievances/feedback at the PIU level, maintain a project-wide  
22 database of filed grievances and their redressal process, monitor the project activities of contractors and consultants  
23 on management of grievances, and prepare quarterly progress reports on grievances received.
- 24 • **The Grievance Management Committee:** The Grievance Management Committee is chaired by the PS, and  
25 composed of PIU head, the Grievance Coordinator, the Environment Specialist, a representative from GRENLEC, a  
26 representative from the Regulatory Commission, a representative from the Bureau of Standards and???. The  
27 Committee will review complicated grievances that cannot be resolved through the Grievance Coordinator. Others  
28 will be included in Committee meetings as needed and depending on the nature of the complaint.
- 29 • **Sub-project site level:** The designated site level Focal Point and the relevant CLO will receive and record  
30 grievances from stakeholders. Once received, the grievance is relayed to the Grievance Coordinator within the PIU.
- 31 • **Contractor level:** Contractors will designate a Grievance Manager to receive, record and investigate grievances.

32 **The GR process:** The process for grievance management is as follows:

- 33 1. **Receive grievance/feedback:** All grievances/feedback can be received by the PIU staff, sub-project site focal  
34 points or by any other person on a sub-project, including a contractor or other designated person. Through the  
35 consultation process, stakeholders will be informed of various avenues through which grievances/feedback can  
36 be filed, including at the sub-project level (suggestion/grievance boxes will be available in each building during  
37 construction works) or directly to the Grenada's Ministry. At the contractor/subcontractor level, the  
38 Environmental and Social Management Plans (ESMPs) will reflect site specific channels and contact point of  
39 entry for grievances. The point of receipt of grievances/feedback are detailed in Table 4.
- 40 2. **Processing:** Within 3 working days of receipt, the Grievance Coordinator will categorize the grievance (high,  
41 medium, low priority) and forward grievances/feedback to relevant persons at the sub-project level or within  
42 the PIU.
- 43 3. **Acknowledgement of grievance:** All grievances will be acknowledged by telephone or in writing by the  
44 Grievance Coordinator within 3 working days of receipt of the grievance. The grievant should be informed of  
45 the approximate timeline for addressing the complaint if it cannot be addressed immediately.
- 46 4. **Verification, investigation, action:** The Grievance Coordinator will investigate the complaint. This investigation  
47 will include, but is not limited to, meetings with the grievant, site visits, meetings/interviews with project staff

and collection of relevant documentation and other forms of evidence. For meetings, the deliberations and decision will be recorded in a Meeting Record Form. Community representatives or representatives of the grievant will be allowed to sit in on these meetings.

The Grievance Coordinator will work with the relevant authorities and with project contractors to ensure speedy resolution of grievances. If the complaint cannot be resolved by the Grievance Coordinator, it will be reviewed by the Grievance Management Committee.

5. **Monitoring and evaluation:** Data on complaints will be collected in the Grievance Management Registration and Monitoring Sheet and reported to the NCC and WB on a quarterly basis.
6. **Provision of feedback:** Feedback from grievant regarding their satisfaction with complaint resolution is collected within a month after the grievance is resolved.

**Table 4: Grievance Management process**

Step	Description of Grievance Management Process	Responsible Entity	Time Frame
1. Receiving Grievance/Feedback	PIU  Intake channels: In-person, in writing, Project site telephone, fax, emails, SMS, Whatsapp, Facebook page, Grievance submission form (Annex 4)	Grievance Coordinator  Permanent Secretary, Ministry of Climate Resilience, the Environment and Renewable Energy, Ministerial Complex, St. George, Grenada. <b>Ph 1473-440-0366;</b> <b>Email: <a href="mailto:pssec@cre.gov.gd">pssec@cre.gov.gd</a></b> <b>(Interim address until PIU set up)</b>	Ongoing and available to project stakeholders during all stages of project
	Sub-project site level via designated project focal points  Intake channels: in person, in writing, telephone, SMS, Whatsapp, suggestion/grievance box	Permanent Secretary, Ministry of Climate Resilience, the Environment and Renewable Energy, Ministerial Complex, St. George, Grenada. <b>Ph 1473-440-0366;</b> <b>Email: <a href="mailto:pssec@cre.gov.gd">pssec@cre.gov.gd</a></b> <b>(Interim address until PIU set up)</b>	
	Contractor  Intake channels: grievants may file a complaint at a sub-project site via a suggestion/grievance box or	Contractor-Designated Grievance Manager	



	in-person in writing, telephone, SMS, or Whatsapp with the contractor	(ADDRESS, EMAIL TELEPHONE)	
2. Processing	Any complaint received is categorized (high, medium, low priority) and forwarded to relevant sub-project focal points or PIU. Then the grievance is logged in the Grievance Management Registration and Monitoring Sheet	Grievance Coordinator	Within 3 working days of receipt
3. Acknowledgement	Receipt of the grievance is acknowledged to the grievant and informed of the approximate timeline for addressing the complaint if it can't be addressed immediately.	Grievance Coordinator	Within 3 working days of receipt
4. Verification, investigation, action	Investigation of the complaint is led by the Grievance Coordinator (and if needed, the Grievance Management Committee) and a proposed resolution is formulated and communicated to the grievant	Grievance Coordinator in collaboration with relevant Ministries, and Grievance Management Committee (for complex cases)	No later than 60 working days from receipt of the filing of the complaint
5. Monitoring and evaluation	Data on complaints are collected in the Grievance Management Registration and Monitoring Sheet and reported to the NCC and WB	GRM focal point	Quarterly reporting
6. Provision of feedback	Feedback from grievant regarding their satisfaction with complaint resolution is collected		Within 1 month after resolution

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Meetings with the grievant will be recorded and decisions will be communicated to the grievant formally. If she/he accepts the resolutions, the grievant's acceptance will be obtained on the disclosure format in Annex 6. It is expected that the complaint will be resolved at this level no later than 30 working days of receipt of the original complaint. If the affected party does not agree with the resolution by the Grievance Management process, or there is a time delay of more than 60 working days in resolving the issue, the grievant can opt to consider taking legal recourse within the local courts.

1 **6. MONITORING AND REPORTING**

2 **6.1 Summary of how SEP implementation will be monitored and reported (including indicators):** A number of Key  
3 Performance Indicators (KPIs) will also be monitored by the project on a regular basis, including the following  
4 parameters:

5 **General:**

- 6 • The number of consultation meetings and public discussions conducted quarterly

7 **Information Dissemination:**

- 8 • The number of community radio broadcasts
- 9 • The number of WhatsApp groups engaged
- 10 • Number of press materials published/broadcasted

11 **Feedback Gathering:**

- 12 • The number of recommendations gathered in consultations
- 13 • The number of recommendations that were integrated into the project design
- 14 • The number of participants in site-level meetings

15 **Grievance Management:**

- 16 • The number of grievances received within a quarterly period
- 17 • The number of grievances resolved within the prescribed timeline

18  
19 **6.2 Reporting back to stakeholder groups:** The SEP will be periodically revised and updated as necessary during  
20 project implementation. Quarterly summaries on stakeholder engagement activities and reports on public  
21 suggestions and grievances, together with the status of implementation of associated corrective/preventative  
22 actions will be collated by responsible staff and referred to the senior management of the project.

23  
24 The quarterly summaries will provide a mechanism for assessing both the number and the nature of complaints and  
25 requests for information, along with the Project's ability to address those in a timely and effective manner.  
26 Information on public engagement activities undertaken by the Project during the year will be conveyed to  
27 stakeholders through publication of a standalone annual report on the project's interaction with the stakeholders.

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2 **ANNEX 1: PROPOSED SUB-PROJECT SITES**

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4 The following is a tentative list of sub-project sites. The final sites will be determined subject to the results of  
5 investment grade audits.

6 **Proposed Sub-Project Sites**

Sub-Project Site Type	Sub-Project Site Name
<b>Government Administrative and Other Buildings</b>	1. Ministry Complex 2. Ministry of Education 3. Ministry of Finance 4. Courthouse
<b>Educational Institutions</b> <i>(Primary and Secondary Schools, Community Colleges)</i>	5. Grenada Boys Secondary School (SS) 6. Boca SS 7. Greenville SS 8. St. Patrick Roman Catholic College 9. MacDonald College 10. TAMCC, St. Georges 11. TAMCC, Sauteurs
<b>Healthcare Institutions</b> <i>(Hospital, medical clinics)</i>	12. General Hospital 13. Medical Station, Snug Corner 14. Medical Station, Sauteurs
<b>Fish Markets</b>	15. Melville Street 16. Greenville 17. Gouyave
<b>Others</b>	18. Airport 19. National Stadium 20. His Majesty's Prison 21. Police Training School 22. National Marketing and Importing Board

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2 **Annex 1: draft National Public Consultation MeetingMinutes**

<b>LOCATION</b>	National level public consultations were held on (date) at (location), from (time) to (time).
<b>OBJECTIVE</b>	National level public consultations aimed to present the main development goals of the Caribbean Efficient and Green Buildings Project (P179519) to key local and national-level stakeholders. The consultations are designed to encourage open, transparent, and active public participation to integrate concerns, comments and remarks on the project and the draft SEP.
<b>INVITEES AND FORMAT</b>	Stakeholders will be invited via e-mail to participate in a hybrid (in-person/videoconference) consultation process that included participants from the main island as well from sister islands.  The public announcement for the consultations will be posted on (website). The Government Information Service (GIS) will record/ live stream parts of these consultations and to be found at (link).
<b>AGENDA</b>	<p><b>Project Presentation:</b> Context (why the need for the project), Project objectives, Project activities</p> <p><b>Preliminary, selected project sites</b></p> <p><b>Overview of site-specific project interventions</b></p> <p><b>Positive/negative impacts for the community using the building/site</b></p> <p><b>Break out Group Sessions by sector/interest to discuss:</b></p> <ul style="list-style-type: none"> <li>• Do these interventions align with your needs?</li> <li>• What other interventions can be added?</li> <li>• How can incentives be integrated to reduce energy costs and support the project objectives generally?</li> </ul> <p><b>GRM process:</b></p> <ul style="list-style-type: none"> <li>• GRM objectives</li> <li>• Channels for filing grievances/feedback</li> <li>• GR process/timeline</li> </ul> <p><b>Closing Remarks</b></p>
<b>STAKEHOLDER COMMENTS</b>	The discussion after the presentation of the project and the SEP included the following comments/recommendations:
<b>RESPONSE TO COMMENTS</b>	<i>(A summary of the main recommendations integrated into the Stakeholder Engagement Plan)</i>
<b>NEXT STEPS</b>	<i>(Describe finalization/disclosure process of the SEP/ Environmental and Social Management Framework)</i>
<b>CONSULTATION MATERIALS</b>	<i>(Photos, links to video recordings, materials shared during meeting)</i>
<b>ATTENDANCE LOG</b>	<i>(List of participants/organizations invited and in attendance)</i>

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1 **Annex 3: Site Specific Consultation Agenda**

2 **Project Presentation:**

- 3 • Context (why the need for the project)
- 4 • Project objectives
- 5 • Project activities

7 **Specific project interventions at the building/site**

8 **Positive/negative impacts for sub-project site stakeholders**

9 **GRM process:**

- 10 • GRM objectives
- 11 • Channels for filing grievances/feedback
- 12 • GR process/timeline

14 **Q&A/Discussion:**

- 15 • Do these interventions align with your needs?
- 16 • What other interventions can be added?
- 17 • How can incentives be integrated to reduce energy costs and support the project objectives generally?

19 **Template to Capture Consultation Minutes**

Stakeholder (Group or Individual)	Summary of Feedback	Response of Project Implementation Team	Follow-up Action/Next Steps

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1 **Annex 4: Grievance submission form**

<b>Date received:</b>	<b>Date: (dd-mm-yyyy)</b>	
<b>Grievant Name</b>		<input type="checkbox"/> Please keep my name confidential
<b>Other Information:</b>		
<b>Contact Information:</b>	<b>Phone:</b> <b>Email address:</b> <b>Address:</b> (Please indicate the preferred method of communication)	
<b>Details of grievance:</b> (Who, what, when, where)	<input type="checkbox"/> One-time incident/complaint <input type="checkbox"/> Happened more than once (indicate how many times): _____ <input type="checkbox"/> Ongoing (a currently existing problem)	
<b>How would you like to see issue resolved?</b>		
<b>Attachments to the grievance:</b> (e.g., pictures, reports etc.)	List here:	

2 \_\_\_\_\_  
 3 \_\_\_\_\_

4 **Grievant Signature (if applicable)** **Date (DD/MM/YYYY)**

5 \_\_\_\_\_

6 **Signature-Project personnel (to confirm receipt only)** **Date (DD/MM/YYYY)**

**For PIU use only:**

**Grievance Category:**

Power outages

Waste Management

Construction Quality/Equipment

Traffic/Road Access

Problem with staff (Project/Contractor/Sub-project site)

Consultations

Trainings

Other (specify) \_\_\_\_\_

**Grievance No:** \_\_\_\_\_

**Priority Level: Low/Medium/High** \_\_\_\_\_

**Grievance Owner/ Department:** \_\_\_\_\_

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### Annex 5: Grievance Management Registration and Monitoring Sheet

No.	Name of Grievant	Date Received	Grievance uptake channel used	Location/ sub-project site, if applicable	Gender of grievant/	Grievance category	Grievance Description	Further Intervention?	Action(s) taken by PIU	Resolution Accepted/ Not Accepted Y/N	Date	Grievant Satisfaction score (1: Highly Unsatisfied-5: Highly Satisfied)

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1 **Annex 6: Grievance Disclosure/Release Form**

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3 **Result of Grievance Management**

Grievance No:	
Name of Grievant:	
Date Filed:	
Summary of Grievance:	
Summary of Resolution:	
Satisfaction Score of Grievant (1: highly unsatisfied – 5: highly satisfied)	
Date of grievance resolution (DD/MM/YYYY):	

4

Signature of Grievant in acceptance of the suggested grievance resolution:	Name:
ID type and number:	Date (DD/MM/YYYY):

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Signature of Social Development Specialist	Signature of PIU Head:
Name:	Name:
Place:	Place:
Date (DD/MM/YYYY):	Date (DD/MM/YYYY):

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10 END.