### INTEGRATED SAFEGUARDS DATA SHEET APPRAISAL STAGE

Report No.: ISDSA15314

#### Date ISDS Prepared/Updated: 08-Jun-2016

#### Date ISDS Approved/Disclosed: 08-Jun-2016

#### I. BASIC INFORMATION

#### 1. Basic Project Data

Country:	Nicar	agua	Project ID:	P155235	5		
Project Name:	Carib (P155	bean Regional Communi 5235)	cations Infrastruc	ture Prog	ram (CARCIP)		
Task Team	Artur	Arturo Muente Kunigami, Elena Gasol Ramos					
Leader(s):							
Estimated	06-Jun-2016 Estimated			11-Jul-2016			
Appraisal Date:			<b>Board Date:</b>				
Managing Unit:	GTI0	9	Lending	Investme	ent Project Financing		
			Instrument:				
Sector(s):	Infor	Information technology (65%), Telecommunications (35%)					
Theme(s):	Regio	Regional integration (50%), Technology diffusion (50%)					
		sed under OP 8.50 (En to Crises and Emerge	•	very) or	OP No		
Financing (In U	SD M	(illion)					
Total Project Cos	t: 22.20 Total Bank Financing: 19.60				19.60		
Financing Gap:		0.00					
Financing Sou	rce				Amount		
BORROWER/	RECIP	IENT			2.60		
International De	evelop	ment Association (IDA)			19.60		
Total	22.20				22.20		
Environmental	B - P	artial Assessment	L				
Category:							
Is this a	No						
Repeater							
project?							

### 2. Project Development Objective(s)

Increase access to regional broadband networks and advance the development of an IT and IT enabled services (IT-ITES) industry in Nicaragua and in the Caribbean Region.

### 3. Project Description

The proposed CARCIP Nicaragua Project is structured in line with the broader CARCIP, taking into

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consideration the country  $\succ$  (s specific needs, while prioritizing regional actions. The proposed Project will finance the following three Components:

Component 1: Regional Connectivity Infrastructure (US\$7.8 million). The objectives of this Component is to fill key gaps in broadband connectivity on the Caribbean Coast of Nicaragua, so as to contribute to improved regional telecommunications linkages. This component will support bridging priority gaps in the regional broadband communications infrastructure, which will be deployed in Nicaragua → ( s Caribbean Coast, an area with one of the lowest Internet penetration rates and one of the highest poverty rates in LAC. It will provide connectivity for at least 44 locations, including schools and health centers, several universities, and public entities and cooperatives. The new infrastructure will benefit about 110,000 people on the Caribbean Coast, increasing the broadband penetration in the area by 14 percent, with regional spillovers in the Caribbean region by strengthening the regional broadband network.

Component 2: ICT-enabled Innovation (US\$ 11.8 million). The objective of this Component is to boost human capacity and business development under a regionally harmonized framework and approach, so as to generate employment and position the region and Nicaragua in particular, as a destination of choice for IT/ITES businesses. This Component finances three subcomponents aimed at: (i) enhancing the enabling environment for fostering a productive use of the broadband infrastructure, including the IT/ITES industry, (ii) creating an IT/ITES skills development and certification program; and (iii) fostering an ICT innovation ecosystem.

Subcomponent 2A: Enabling Environment Program (US\$1.2 million). This subcomponent seeks to establish a harmonized framework at the Regional level that ensures and promotes the productive use of the broadband infrastructure. To do so, policy, regulatory, institutional and advisory support will be provided to main stakeholders in the country, such as TELCOR or ProNicaragua, to foster the productive use of the connectivity infrastructure (component 1), and of the ICT- enabled innovation (Component 2).

Subcomponent 2B: IT/ITES Skills Development and Certification Program (US\$9.4 million). This subcomponent will help the IT/ITES industry from Nicaragua and the Caribbean Region to compete globally by increasing the quantity, and improving the quality of skilled manpower. This subcomponent will finance a skills development and certification program for areas with significant market potential, and in line with the industry (s needs and requirements.

Subcomponent 2B will establish and implement a program to support critical IT/ITES skills development in both Nicaragua and the wider Caribbean region. The skills development program will aggregate demand for training from companies and individuals to ensure lower training and certification program costs, and thus increase the availability of high quality training. This program is intended to create middle income IT/ITES jobs in the long term, including those that require a medium level of education (i.e. Micro Task, Online Freelance, Business Process Outsourcing, and Animation), and more complex profile jobs in Information Technology and Knowledge Processes. Skills development and certification will include four sets of competencies: (i) technical; (ii) soft skills, such as communication, negotiation, and innovation; (iii) English skills; and (iv) freelancing and online talent platform use.

The estimated number of beneficiaries under this subcomponent is more than 5,500 people (of which 70% are estimated to obtain an internationally recognized certification), and the expected number of

training courses is more than 200. Trainees may include current IT/ITES employees who want to upgrade their skills, students, professors, or potential candidates to join the IT/ITES industry. The number of internationally recognized certified manpower is the way the IT/ITES industry globally, measures the quality of the manpower. Special emphasis will be put on making training and certification accessible to women by ensuring that by the end Project, 50 percent of beneficiaries of the training are women.

Subcomponent 2C: ICT Innovation Ecosystem (US\$1.2 million). This subcomponent will support the overall CARCIP strategy to increase the region ►( s potential for innovation. The Caribbean region lacks a competitive and vibrant environment for technology innovation. There is limited capacity for and scale of research and development (both physical and human), entrepreneurship is low, and national markets are generally too small to attract significant investment and establish sustainable ICT-based value chains. A regional approach is required to generate the scale needed to address these challenges. Some CARCIP countries are already investing in business incubators.

The subcomponent will finance the creation and operation of a university-industry collaboration platform for regional innovation. This  $\succ$  ( platform $\succ$  ( will consist of physical facilities and human resources that will link young talent to the private sector and universities. The specific activities to be financed are (i) small works contracts to rehabilitate two sets of office facilities, one in Managua and the other in Bluefields (which will be provided by universities), including supplying them with telecommunications links; (ii) small goods contracts to equip these facilities with furniture, computers, and other equipment; (iii) consultancy contracts for training and technical assistance, including facilitators for these centers and other skills for users; and (iv) contracts with specialized providers to adapt and operate successful models from other countries of open innovation systems.

To broaden the scope of the intervention beyond university students participating in the platform, this subcomponent will also finance the creation of two open collaboration spaces. These would aim to stimulate communities of entrepreneurs through a series of open innovation events, such as hackathons and community building activities. For these, the subcomponent will finance: (i) repurposing of existing physical spaces into open collaboration spaces for connecting key stakeholders; (ii) consultancy contracts for training and technical assistance, including facilitators for these centers and other skills for users; and (iii) consultant contracts for specialized open innovation events. Entrepreneur communities from different CARCIP countries will be involved in the process, including through joint events.

Component 3: Project Implementation Support (US\$2.60 million). The objective of this Component is to provide resources for Project implementation through a Project Coordination Unit (PCU). It will also finance oversight arrangements and capacity building for key policy and regulatory institutions, and in particular, Nicaragua (s participation in: i) quarterly CARCIP Steering Committee Meetings; and ii) up to twelve regional training sessions for the harmonization of ICT policies among CARCIP countries.

# 4. Project location and salient physical characteristics relevant to the safeguard analysis (if known)

The connectivity infrastructure will be deployed in the Caribbean Coast of Nicaragua. There exist several areas within this Region that could be categorized as environmental sensitive areas. There also exists several indigenous communities in the Departments of the Caribbean Coast that could be affected by the deployment of infrastructure, and includes the following departments: RACCS (RegiÃ<sup>3</sup>n AutÃ<sup>3</sup>noma de la Costa Caribe Sur), RACCN (RegiÃ<sup>3</sup>n AutÃ<sup>3</sup>noma de la Costa Caribe

Norte), and five municipalities of Rio San Juan.

The project area is a vast territory with lack of roads, infrastructure and limited access to basic services (water, sewer, electricity, and telephone) and mainly collective transport. In many areas, the only available routes, used by communities for generations, have been the rivers, as most of them sit on the banks of rivers or coastal areas.

The project plans to deploy two different types of telecommunications infrastructure depending on the necessities of the areas. The deployment of infrastructure could have very specific impacts, which are expected to be low to moderate, on the environment, areas of natural reserves or forests, are, low to moderate intensity. The team is studying all the possible situations for mitigating the possible negative effects in these areas from the deployment of the infrastructure.

Infrastructure 1. Tower: The towers include shelter telecommunications equipment and there exists two types, self-supported and braced. The team has estimated that for being able to cover the population estimated the operator should install 14 towers.

Infrastructure 2. Deployment of Fiber Optic. There exists two methods for the deployment of the infrastructure, aerially through existing electric posts, using the existing power lines of the country wherever is possible; and through the deployment of underground cable. The team has estimated that a total length of 255 km of fiber optic would be needed for covering the communities expected in the project.

The exact location of the works that are going to be done have not been determined due to the fact that the only requirement that will be specify in the bid documents is the communities that need to be covered and have service. The specific technology to be used and the location of the infrastructure will depend on the contractors choice.

The construction of the planned infrastructure could involve sensitive or critical environmental areas (eg national parks, forests, wetlands, etc). The deployment of the infrastructure could also affect some properties of the soil (eg, crops) and private infrastructure (fences, houses, etc.). Environmental measures to prevent, mitigate and/or compensate potential negative impacts should be included in the Environmental Management Plan (EMPs) of each subproject. Also, measures to mitigate possible effects on resettlement should be included in the Resettlement Action Plans (RAPs).

Due that the specific location of the subprojects is not known, an environmental and social frameworks were developed during the project preparation stage: 1) Environmental Management Framework (EMF), 2) Indigenous and Afro-descendent People Framework (IAPF), and 3) Involuntary Resettlement Framework (IRF); according with the Bank  $\succ$  (s safeguards requirements. Additionally, the subprojects should comply with the national and regional environmental and social law and regulations, and the Bank  $\succ$  (s safeguards policies.

#### 5. Environmental and Social Safeguards Specialists

Marco Antonio Zambrano Chavez (GEN04)

Ricardo Jose Castellon Zamora (GSU04)

6. Safeguard Policies	Triggered?	Explanation (Optional)
Environmental	Yes	This policy was triggered regarding the deployment of

Assessment OP/BP 4.01		physical infrastructure that potentially could affect the natural environment, especially sensitive areas in the Caribbean Coast of Nicaragua. These potential negative impacts are not significant due the magnitud of the works and the mitigation measures are easy to know and to implement. The project has been classified as Category B according with this Policy.
		The geographical scope of the intervention is known, but the exact location of the deployment of the infrastructure is not known. In this regard, TELCOR prepared, disclosed, and consulted an Environmental and Social Management Manual (ESMM), required by the Bank ► (s Safeguard Policies. The ESMM includes 3 specific instruments: 1) Environmental Management Framework (EMF); 2) Indigenous and Afro-descendent People Framework (IAPF); and 3) Involuntary Resettlement Framework (IRF).
Natural Habitats OP/BP 4.04	Yes	This policy was triggered in the project because the construction of fiber optic or transmission towers in the Caribbean Coast Region potentially will cross sensitive or critical areas (national parks, protected areas, and others) that could be affected. The EMF include specific actions that should be taken into account in the specific ESMPs, if a specific subproject affects natural habitats areas.
Forests OP/BP 4.36	No	This policy wasn ► (t triggered since the project activities are not expected to impact forested areas, forest dependent communities or involve changes in management of forests.
Pest Management OP 4.09	No	This policy wasn $\succ$ ( t triggered given that the project $\succ$ ( s activities do not include the use of pesticide.
Physical Cultural Resources OP/BP 4.11	Yes	This policy was triggered as the construction of fiber optic requires movement of material during the construction. In this regard, potentially during the excavation the project will affect physical, cultural, and/or archeological sites. The ESMP should include >( Chance Finds Procedures>( to be applied in the subprojects, especially during the deployment of fiber optic.
Indigenous Peoples OP/ BP 4.10	Yes	Some indigenous groups (misquitos, mayagnas, others) live in the Caribbean Cost of Nicaragua, who will be beneficiaries of the Project. In this regard, the OP/BP 4.10 is triggered.
		The project is not directed exclusively to an indigenous target population, which has seen fit to strengthen the project design to the preparation of a planning framework

		for indigenous peoples to ensure that all project activities are implemented in compliance with the principles and procedures set out in BP / OP 4.10; with a prior, free and informed consultation of culturally appropriate indigenou communities and to stay throughout project execution. When infrastructure projects are identified, if necessary, compensation plan by right of use must be agreed with each family affected their land rights. TELCOR should ensure that the contractor pays the compensation. The PCU within TELCOR has experience working with indigenous peoples and Afro-descendants in recent projects. The team has shown good ability to communicate with them and coordinate with their
		authorities. The operators that will execute the works (installation of towers and laying of fiber optic networks), as well as other organizations including government agencies contractors will be informed about the requirement of the Law in these Regions regarding the use of indigenous lands among other issues.
		An Indigenous and Afro-descendent People Framework (IAPF) was prepared, disclosed, and consulted by TELCOR in the RegiÃ <sup>3</sup> n AutÃ <sup>3</sup> noma del Caribe Sur (RACCS) and in RegiÃ <sup>3</sup> n AutÃ <sup>3</sup> noma del Caribe Norte (RACCN). No consultation has been done in Rio San Juan as there are no indigenous communities. The IAPF included in the ESMM.
		The Indigenous people framework has defined the specific process for consultation and information with indigenous peoples and local and regional authorities as there could be throughout the project cycle from site selection, construction works and delivery mitigation of potential environmental effects or involuntary resettlement. The project will maintain an existing complaint system to accommodate problems caused by the works, with emphasis on vulnerable groups such as, youth, women, elderly people among others.
Involuntary Resettlement OP/BP 4.12	Yes	The construction of Fiber Optic included in the project, potentially will affect land, house, crops, others, during the project construction. In this regard, the OP/BP 4.12 was triggered.

		<ul> <li>Among the potential adverse impacts arising from Component 1 are: Infrastructure Connectivity; by way of displacement, resettlement or involuntary deprivation of lands, which could result in the following: loss of housing, loss of assets or access to assets, loss of income sources or means of subsistence (croplands) whether the affected persons must move to another location or not, the effect on the social and economic conditions of affected households.</li> <li>In order to comply with the Bank ►( s OP/BP 4.12 an Involuntary Resettlement Framework (IRF) was prepared, disclosed, and consulted by TELCOR. This framework is included in the ESMM.</li> <li>TELCOR should consider formulating differentiated rules for involuntary resettlement of indigenous lands and private land owners , considering the differentiated rules for both cases.</li> </ul>
Safety of Dams OP/BP 4.37	No	This policy wasn⊳( t triggered given that the project will not support the construction or rehabilitation of dams.
Projects on International Waterways OP/BP 7.50	No	This policy wasn ► (t triggered given that the project will not affect international waterways as defined under the policy.
Projects in Disputed Areas OP/BP 7.60	No	This policy wasn≻( t triggered given that the project will not affect disputed areas as defined under the policy.

# **II. Key Safeguard Policy Issues and Their Management**

# A. Summary of Key Safeguard Issues

# **1.** Describe any safeguard issues and impacts associated with the proposed project. Identify and describe any potential large scale, significant and/or irreversible impacts:

Regarding the construction of towers under the project, possible negative environmental impacts are identified, temporal, and reversible (most of them are Category C). ,Moreover, the appropriate mitigation measures will be put in place through an specific Environmental and Social Management Plan (ESMP) that each subproject must prepare in order to comply with Nicaraguan and the Bank ( s Environmental Assessment Policy (OP/BP 4.01) requirements.

Regarding the deployment of fiber optic, if the deployment is through underground construction or the use of new poles significant environmental and social effects may occurred, especially if sensitive or critical areas (protected areas, wetlands, others) are included .

If the deployment of fiber optic is through existing  $\succ$  ( communication space $\succ$ ( or in conduits in transportation ROWs environmental negative effects will not be significant.

The main possible negative environmental and social impacts will be during the construction of the telecommunications infrastructure. The main negative effect when using aerial fiber optic

infrastructure is the visual impact during the implementation of the project . When deploying new under-ground or aerial fiber optic the project should be classified as A or B+, according with the EMF classification. In these cases the project will need an Environmental Impact Assessment (EIA) or an Environmental Valuation (EV), as required in the Nicaraguan national law and the CARCIP ( s ESMM. No large scale or irreversible impacts under CARCIP are expected.

Regarding people affected under the project (PAPs), the construction of new communication tower and optical fiber (under ground or aerial), potentially will affect people along the line and the places where the towers will be constructed. People could be affected physically or economically (in the case of crops affectation). In these cases the specific subproject will trigger the OP/BP 4.12 and there will be required a Resettlement Action Plan (RAP) according with the specific Framework included in the ESMM called Involuntary Resettlement Framework (IRF). Specific location of the towers and fiber optic lines are not known during the project preparation. When a specific subproject requires a RAP, this instrument should be implemented before the construction starts. No large scale or significant resettlement impacts are expected under CARCIP.

Finally, regarding indigenous group, some of the direct beneficiaries of the project will be indigenous and afro-descendants communities located in the Caribbean Coast Region of Nicaragua. Most of them are  $\succ$  (Misquitos $\succ$  ( and  $\succ$  (Mayagnas $\succ$  (, which preserve their own traditions and legal structures. No significant negative impacts are expected for these communities but these groups could be potentially affected f by the towers and fiber optic construction. In order to assure the proper participation of these groups an Indigenous and Afro-descendent People Framework (IAPF) was prepared for the CARCIP-Nicaragua. When the specific subproject triggers this safeguard, a specific Indigenous and Afro-descendent Plan (IAP) should be developed during the subproject design.

# 2. Describe any potential indirect and/or long term impacts due to anticipated future activities in the project area:

Given the characteristic and physical footprint of the subprojects, there are no significant indirect or long-term impacts.

# **3.** Describe any project alternatives (if relevant) considered to help avoid or minimize adverse impacts.

Project alternatives will be considered during the evaluation of subprojects at implementation stage, especially in the definition of the right of way of the fiber optic and the location of the telecommunication towers.

4. Describe measures taken by the borrower to address safeguard policy issues. Provide an assessment of borrower capacity to plan and implement the measures described.

The borrower has previous experience with World Bank safeguards policies (Nicaragua Rural Telecom  $\geq$ ( P089989). After the Mid Term Review of the previous project the PCU implement some environmental and social management tools in order to comply with the Bank  $\geq$ ( ssafeguards policies. The PCU  $\geq$ ( s Technical Safeguard Team (TST) has prepared the Environmental and Social Management Manual (ESMM), which includes the specific Frameworks in order to fulfill with the Bank  $\geq$ ( s Safeguard Policies: Environmental Management Framework (EMF); Involuntary Resettlement Framework (IRF); and Indigenous and Afro-descendent People Framework (IAPF), following the Bank  $\geq$ ( s requirements for this type of projects although the exact location of the infrastructure is unknown at this stage. These Frameworks should be applied during the implementation of all the activities under CARCIP-Nicaragua project.

The TST of the PCU will support the environmental and social management during the CARCIP implementation. This team includes 3 environmental specialists, and 2 social specialists. This mentioned team has already worked in the implementation of the previous project, Rural Telecom (P089989) and has proved enough experience on Bank ► (s safeguards policies and in the application of the national and regional environmental and social regulation and policies.

As mentioned before, the ESMM, including the safeguards Frameworks, has been developed during the project preparation and has been approved and disclosed by the Bank's Infoshop and TELCOR, in compliance of the Bank $\succ$ (s information and disclosure policy.

As mentioned in the project description, Component 3, the Project also include resources to strength the capacity building of the UCP-TELCOR safeguard team, in order to assure the proper environmental and social management during the project implementation.

Before project implementation some specific training at the internal level in the use and application of the safeguard management tools included in the EMF has been planned, in order to assure a good environmental and social management during project implementation.

5. Identify the key stakeholders and describe the mechanisms for consultation and disclosure on safeguard policies, with an emphasis on potentially affected people.

The main stakeholders are: TELCOR and the PCU; the Operators (Claro, others); Contractors (empresas torreras); SERENA as the regional environmental authority in the RegiÃ<sup>3</sup>n AutÃ<sup>3</sup>noma Costa Caribe Norte (RACCN) and RegiÃ<sup>3</sup>n AutÃ<sup>3</sup>noma Costa Caribe Sur (RACCS); MARENA as the national environmental authority; the Regional Governments in the RACCN and RACCS; the Municipalities at the local level; and the Communities and the Indigenous Territories.

The mechanisms of participation, consultation, and disclosure, is included in the Environmental Management Framework (EMF) and in the Indigenous and Afro-descendent People Framework (IAF), both included in the ESMM.

### **B.** Disclosure Requirements

Environmental Assessment/Audit/Management Plan/Other			
Date of receipt by the Bank	10-Sep-2015		
Date of submission to InfoShop	15-Sep-2015		
For category A projects, date of distributing the Executive Summary of the EA to the Executive Directors			
"In country" Disclosure			
Nicaragua 25-Aug-2015			
Comments:			
Resettlement Action Plan/Framework/Policy Process			
Date of receipt by the Bank	10-Sep-2015		
Date of submission to InfoShop	15-Sep-2015		
"In country" Disclosure			
Nicaragua	27-Aug-2015		
Comments:			
Indigenous Peoples Development Plan/Framework			
Date of receipt by the Bank	10-Sep-2015		

Date of submission to InfoShop	15-Sep-2015
"In country" Disclosure	
Nicaragua	27-Aug-2015
Comments:	
If the project triggers the Pest Management and/or Phy respective issues are to be addressed and disclosed as pa Audit/or EMP.	

If in-country disclosure of any of the above documents is not expected, please explain why:

# C. Compliance Monitoring Indicators at the Corporate Level

Does the project require a stand-alone EA (including EMP)	Yes [ ]	ML EVI		
report?		No [ × ]	NA [	]
OP/BP 4.04 - Natural Habitats				
Would the project result in any significant conversion or degradation of critical natural habitats?	Yes [ ]	No [ × ]	NA [	]
If the project would result in significant conversion or degradation of other (non-critical) natural habitats, does the project include mitigation measures acceptable to the Bank?	Yes [ ]	No [ × ]	NA [	]
OP/BP 4.11 - Physical Cultural Resources				
Does the EA include adequate measures related to cultural property?	Yes [×]	No [ ]	NA [	]
Does the credit/loan incorporate mechanisms to mitigate the potential adverse impacts on cultural property?	Yes [×]	No [ ]	NA [	]
OP/BP 4.10 - Indigenous Peoples				
Has a separate Indigenous Peoples Plan/Planning Framework (as appropriate) been prepared in consultation with affected Indigenous Peoples?	Yes [ × ]	No [ ]	NA [	]
If yes, then did the Regional unit responsible for safeguards or Practice Manager review the plan?	Yes [ $\times$ ]	No [ ]	NA [	]
If the whole project is designed to benefit IP, has the design been reviewed and approved by the Regional Social Development Unit or Practice Manager?	Yes [ × ]	No [ ]	NA [	]
<b>OP/BP 4.12 - Involuntary Resettlement</b>				
Has a resettlement plan/abbreviated plan/policy framework/ process framework (as appropriate) been prepared?	Yes [×]	No [ ]	NA [	]
If yes, then did the Regional unit responsible for safeguards or Practice Manager review the plan?	Yes [×]	No [ ]	NA [	]
Is physical displacement/relocation expected? Provided estimated number of people to be affected	Yes [ ]	No [ × ]	TBD [	]

Is economic displacement expected? (loss of assets or access to	Yes [ ]	No [ × ]	TBD[]
assets that leads to loss of income sources or other means of			
livelihoods)			
Provided estimated number of people to be affected			
The World Bank Policy on Disclosure of Information			
Have relevant safeguard policies documents been sent to the World Bank's Infoshop?	Yes [ × ]	No [ ]	NA [ ]
Have relevant documents been disclosed in-country in a public place in a form and language that are understandable and accessible to project-affected groups and local NGOs?	Yes [ × ]	No [ ]	NA [ ]
All Safeguard Policies			
Have satisfactory calendar, budget and clear institutional responsibilities been prepared for the implementation of measures related to safeguard policies?	Yes [ × ]	No [ ]	NA [ ]
Have costs related to safeguard policy measures been included in the project cost?	Yes [ × ]	No [ ]	NA [ ]
Does the Monitoring and Evaluation system of the project include the monitoring of safeguard impacts and measures related to safeguard policies?	Yes [×]	No [ ]	NA [ ]
Have satisfactory implementation arrangements been agreed with the borrower and the same been adequately reflected in the project legal documents?	Yes [ × ]	No [ ]	NA [ ]

# III. APPROVALS

Task Team Leader(s):	Task Team Leader(s):       Name: Arturo Muente Kunigami, Elena Gasol Ramos				
Approved By					
Practice Manager/	Name: Boutheina Guermazi (PMGR)	Date: 08-Jun-2016			
Manager:					