COMBINED PROJECT INFORMATION DOCUMENTS / INTEGRATED SAFEGUARDS DATA SHEET (PID/ISDS) **APPRAISAL STAGE**

Report No.: PIDISDSA18228

Date Prepared/Updated: 29-Jul-2016

I. BASIC INFORMATION

A. Basic Project Data

Country:	Albania	Project ID:	P155875			
		Parent				
		Project ID				
		(if any):				
Project Name:	Project for Integrated Urban and	l Tourism Deve	lopment (PIUTD) (P155875)			
Region:	EUROPE AND CENTRAL AS	IA				
Estimated	11-Jul-2016	Estimated	15-Nov-2016			
Appraisal Date:		Board Date:				
Practice Area	Social, Urban, Rural and	Lending	Investment Project Financing			
(Lead):	Resilience Global Practice	Instrument:				
Borrower(s):	Ministry of Finance, Ministry of	f Urban Develop	oment			
Implementing	Albanian Development Fund					
Agency:						
Financing (in US	SD Million)					
Financing Sou	ancing Source Amount					
Borrower	0.00					
International Ba	ank for Reconstruction and Development 71.00					
Financing Gap	0.00					
Total Project Co	ost		71.00			
Environmental	B - Partial Assessment					
Category:						
Appraisal	The review did authorize the team to appraise and negotiate					
Review						
Decision (from						
Decision Note):						
Other Decision:						
Is this a	No					
Repeater						
project?						

B. Introduction and Context

Country Context

Public Disclosure Copy

Public Disclosure Copy

Public Disclosure Copy

Albania emerged from the collapse of communism in the early 1990s as one of the poorest countries in Europe. The country then experienced rapid growth of nearly 6 percent per annum rising into the ranks of middle income country by 2008. The rapid pace of growth helped the country narrow the per capita income gap with the rest of Europe from 18 percent of average European Union (EU) incomes in 1998 to 30 percent by 2012, and fueled aspirations to join the EU. Growth successfully halved poverty from 25.2 percent in 2002 to 12.5 percent in 2008. However, the global and Eurozone crises in 2008 brought Albania's growth to a near stand-still by 2012, and the country is struggling to recover, particularly given its historic ties to Europe's poorer performing economies. The poverty rate rose to 14.5 percent along with rising unemployment in the aftermath of the crises.

A new Government took office in 2013 and is currently implementing a multi-faceted reform program. The reform aims at accelerating growth, creating jobs, restoring trust in government, tackling corruption in public service delivery and improving the investment climate, furthering progress toward the EU accession. As outlined in the recent Systematic Country Diagnostic (SCD, 2015), economic growth in Albania has been strongly associated with both poverty reduction and increased welfare of the bottom 40 percent of the population. As such, restoring strong growth is a priority to reverse recent poverty trends and boost shared prosperity. An accelerated and inclusive growth model requires deep structural reforms to release binding constraints to growth, in combination with territorial targeting to ensure that all the areas of the country can take advantage of their endowments.

Sectoral and institutional Context

As part of its territorial targeting approach, the Government of Albania (GoA) is moving towards establishing a platform for regional development. The GoA has identified the south of Albania as a priority for regional development. This area is considered a priority given its unique natural resources and cultural heritage assets and its potential to further develop tourism as a driver of local, regional and national economic growth. The Ionian coast line and the southern hinterland offer an appealing tourism value proposition in terms of pristine coastlines, mountains, as well as the country (s three UNESCO World Heritage Sites: Butrint, an ancient Greek and Roman city; Berat and; Gjirokastra, a well-preserved Ottoman medieval city. The area also concentrates a vast number of cultural monuments of national importance (e.g. Porto Palermo, Orik archeological park), national parks with unique natural and cultural features (e.g. Blue Eye and Zvernec Island) and an emerging tourism gateway, in the city of Saranda, with easy air access via Corfu as well as a new cruise ship terminal.

However, a number of obstacles are preventing the south of Albania from realizing its full economic potential. First, basic urban infrastructure is inadequate to meet residents ►(needs and growing tourism demand, existing assets are deteriorating due to a lack of maintenance and newly created municipalities lack the capacity to deliver supporting services in a sustainable way. Second, despite the rich asset base available, tourism activities are concentrated over a short period of time, not sufficiently diversified and are dominated by high-volume & low-value local and regional markets. Third, tourism activities, both at the national and local level, are not supported or managed in a coordinated way.

Within this context, the GoA has requested the Bank to support its efforts to foster the regional development of the south of Albania. To address the above mentioned obstacles, a holistic, integrated and multi-sectoral approach is needed. As such, the project will support a package of activities aimed at (i) improving urban infrastructure with catalytic urban upgrading efforts, aimed

at enhancing the attractiveness and livability of key primary and specialized urban centers, (ii) enhancing the touristic appeal and sustainable management of cultural heritage assets, and (iii) investing in municipal capacity to deliver services and carry out, in partnership with the national government and the private sector, tourism destination management. The proposed project is expected to play an important role in piloting an integrated regional development approach and provide a model for replication across other economic regions in the country. Learning from previous experience, the project will concentrate investments in and around the most important touristic centers in the south of Albania. In order to avoid fragmentation and assure value for money, the project will focus on urban upgrading and infrastructure improvement investments of limited environmental and social impacts in four tourism centers in the south of Albania: Berat, Gjirokastra, Saranda and Permet.

C. Proposed Development Objective(s)

Development Objective(s)

The PDO of the proposed project is to improve urban infrastructure, enhance tourism assets, and strengthen institutional capacity to support tourism related local economic development in selected areas in the south of Albania.

Key Results

- a. New or rehabilitated urban public spaces in selected municipalities (sq.mt)
- b. Increased number of tourists satisfied by selected touristic sites (percentage)
- c. Increased number of tourists visiting selected touristic sites (percentage)

d. Number of municipalities with functioning destination management partnerships in the project area (number)

e. Number of project beneficiaries - gender disaggregated (core indicator, Number)

D. Project Description

The proposed project would comprise of four components:

Component 1: Urban upgrading and infrastructure improvement

This component will finance design and implementation of urban upgrading and municipal infrastructure improvements in urban centers in four urban centers: Saranda, Gjirokastra, Berat and Permet. Investments in these selected municipalities would include the upgrading of public spaces (e.g. parks, city squares, pedestrian walkways, promenades), street networks, inter-modal nodes and associated infrastructure (e.g, sidewalks, street crossings, streetlights, bicycle paths, bus stations); restoration of selected heritage buildings and facade improvement of selected buildings and touristic sites enhancement (e.g. access roads, visitors ► (centers, parking, signage). Water supply and sewage network rehabilitation will be supported on a case-by-case basis. This Component will also finance the preparation of required urban-scale designs, feasibility studies, engineering designs, and construction supervision.

Component 2: Touristic site upgrading

This Component will finance investments aimed at improving selected touristic sites along the south of Albania touristic corridor. Investments would include restoration of selected heritage and cultural assets, improving supporting infrastructure such as last mile access (mostly roads),

pedestrian pathways, visitors (centers and signage in selected touristic sites and the creation of rest stops or viewpoints along the touristic corridor. This Component will also finance the preparation of required feasibility studies, site management plans, engineering designs, and construction supervision.

Component 3: Tourism market and product development

This Component will finance capacity building activities for improved municipal management and tourism-based local economic development. This Component is divided in two complementary Subcomponents:

Subcomponent 3A: Supporting municipal service delivery. This Subcomponent will finance activities aimed at supporting municipalities in the south of Albania to improve service delivery. Activities would include investment in tools for improved municipal management (e.g. asset management systems, geographic information systems); targeted technical assistance aimed at improving service delivery (e.g. traffic management studies) and enhancing the operation of assets rehabilitated under the project, and selected equipment (e.g. solid waste collection) for improved service delivery.

Subcomponent 3B: Tourism products and value-chain development. Activities in this Subcomponent are focused on stimulating and sustaining growth in the tourism economy in the south of Albania by complementing and leveraging investments supported under Component 1 and 2 with smaller investments in developing new tourism products and adding value to existing products. This Subcomponent will finance the development of a market research strategy to guide investments in new tourism product development in the south of Albania; investments in developing new tourism products and; activities to strengthen tourism value-chains by linking tourism products to markets. Activities will also involve the establishment of institutional partnerships to drive destination management activities at the municipal and regional level. This Subcomponent will also finance the design and implementation of improved national tourism statistics in Albania.

Component 4: Implementation support

This component will support project implementation including: (i) core project staff and consultants to assist the project implementing agency (ADF) and the Project Coordination Unit (MoUD) in the implementation of project activities; (ii) the maintenance of the project Monitoring and Evaluation (M&E) system; (iii) the project related operating costs of both the PCU and the ADF including consulting fees and in-country travel expenditure; (iv) the project operating costs including contributions towards the cost of backstopping assistance by the ADF staff and other eligible expenditures as agreed with the Bank; and (v) training of staff and other persons associated with project implementation activities including management of environmental and social risks in line with the project safeguard documentation.

Component Name

Component 1: Urban upgrading and infrastructure improvement **Comments (optional)**

Component Name Component 2: Touristic site upgrading **Comments (optional)**

Component Name Component 3: Tourism market and product development **Comments (optional)**

Component Name Component 4: Implementation support **Comments (optional)**

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

F. Environmental and Social Safeguards Specialists

Frederick Edmund Brusberg (GSU02) Jorge E. Villegas (GSU03)

Ruxandra Maria Floroiu (GEN03)

II. Implementation

Institutional and Implementation Arrangements

The Project for Integrated Urban and Tourism Development (PIUTD - formerly referred to as the Project for Integrated Economic Development - PIUED) will be implemented over a period of five years commencing in February 2017, the planned date of effectiveness of the IBRD loan. The Mid-Term Review (MTR) will be conducted no later than June, 2019. The key project partners for the proposed project are the MoUD, the Albanian Development Fund (ADF) and selected municipalities in the south of Albania. The MoUD will be the focal Ministry for the overall project while the ADF will be the project implementing agency. The Ministry of Economic Development, Tourism, Trade and Entrepreneurship (MEDTTE), The Ministry of Culture (MoC) and the Ministry of Environment (MoE) are also project partners with key roles and responsibilities linked to their respective areas of action. All partied have agreed that the ADF will be responsible for day-to-day project implementation given its long experience with Bank-financed operations and capacity in following Bank procurement, financial management and safeguard procedures.

III. Safeguard Policies that might apply

Safeguard Policies	Triggered?	Explanation (Optional)
Environmental Assessment	Yes	The project is classified as environmental category
OP/BP 4.01		

Copy
osure
Discl
Public

 ► (B► (. Civil works anticipated for project supported activities will focus on the rehabilitation or improvement of existing infrastructure, restoration of, or access enhancements to historically important cultural properties. Works will take place within the footprints of existing public infrastructure or facilities. The project could involve limited construction of new facilities such as small visitors ► (centers or expansion of parking areas near touristic sites.
A draft Environmental and Social Management Framework (ESMF) has been prepared to facilitate screening, assessment, and management of environmental and social issues for activities to be taken up by the project in subsequent years. The ESMF will ensure preparation of appropriate and World Bank safeguard policy-compliant safeguard instruments during project implementation.
Under Component 1 and 2, the project intends to finance physical works linked to revitalization of urban areas along the southern coast including rehabilitation and upgrading of municipal infrastructure (streets and public places water supply and sanitation networks, etc.) as well as restoration of known historical buildings. The physical rehabilitation of the existing infrastructure will not involve significant structural modifications or change their operational scope. The envisaged activities are not expected to have irreversible adverse and unprecedented environmental or social impacts and are realistically anticipated to be transitory, peripheral, and minor.
Three activities to be initiated in the first year have been identified at the time of appraisal: The first is the historic Berat Castle for which a cobblestone road will be refurbished and repurposed for pedestrian access only, existing parking areas will be expanded, an existing paved access road will be widened and improved for vehicular access, and minor enhancements on the castle grounds will be made. Detailed design and construction plans are ready only for refurbishment of the cobblestone road at appraisal. However, plans for the vehicular access road and parking areas are not yet finalized. Minor

impacts on land and properties along the vehicular road and parking areas may require RAPs, if the designs cannot ensure full avoidance. After construction plans are ready, the ESMP will be updated and RAPS will be prepared in compliance with the ESMF / RPF. An ESMP, which is in compliance with the PIUED (s ESMF has been prepared for refurbishment of the cobblestone road and it will be disclosed in local language and discussed during one public consultation before project appraisal. The second identified activity is the rehabilitation of stairways and extension of a seaside promenade in the city of Saranda. Detailed design and rehabilitation plans are in place for the city stairways, but technical details are not yet ready for the promenade extension. Environmental and social impacts associated with the stairways are minor and relate to minor rehabilitation works, access issues and business continuance. Extension of the promenade may affect land use and economic activities on this seaside location. As specified in the ESMF, environmental and social impact avoidance, minimization, and mitigation will be fully taken into account in preparation of construction plans for the promenade, for which the current ESMP (on rehabilitation of stairways) will be up-dated to address any new impacts, social or environmental. The third activity will provide upgrading of street lighting in the historic World Heritage city of Gjirokastra. The feasibility study for this activity is in the process to be tendered but the technical details will not be ready before the project appraisal. An ESMP will be prepared once these details are known during project implementation. Component 3 supports a diverse set of capacitybuilding activities related to sustainable tourism development in the targeted project areas, including support to local government on destination management. The Terms of References (TORs) for these institutional capacity building activities as well as all technical studies, including the feasibility studies and detailed design of investments, will incorporate screening of environmental and social

		 safeguard risks, assessment of impacts (including cumulative aspects as necessary), in line with relevant World Bank Group operational policies. This will ensure that safeguard issues and management measures are mainstreamed into these studies and the relevant TA. The draft ESMF and site and activity- specific safeguard instruments will be disclosed in local language in country as well as in English at the Infoshop and will be subject to a minimum of one public consultation at locations relevant to project affected people/stakeholders before project appraisal.
Natural Habitats OP/BP 4.04	Yes	This policy is triggered because of potential impacts that are anticipated as a consequence of touristic satellite site upgrading activities (Component 2) linked to the southern coastal areas planned for enhancing tourism development. Specifically, small scale rehabilitation works are envisaged in Zvernec Island and Narta Lagoon or at the Blue Eye (water spring) which are protected areas in line with national legislation. However, these rehabilitation physical interventions will not lead to conversion or degradation of critical or other natural habitats. The ESMF assessment provides screening to identify any impacts on known endangered or critical fauna or flora in all project areas. Feasibility studies and detailed designs to be conducted during project implementation will assess subproject impacts on natural habitats and corresponding measures will be included in site-specific ESMPs.
Forests OP/BP 4.36	No	The project will not finance activities that will affect forest, forest health and forest-dependent communities. The draft ESMF findings concluded that there is no forest or any protected vegetation in the proposed project areas.
Pest Management OP 4.09	No	Not applicable as the project does not include promotion of integrated pest management or procurement of chemical pesticides.
Physical Cultural Resources OP/BP 4.11	Yes	The project will finance rehabilitation works in cities known for their cultural heritage importance. The policy is triggered, and the ESMF includes guidelines for addressing OP 4.11, including Chance Finds Procedures. Also, detailed assessment of the subproject impacts on PCRs will be undertaken during site specific ESMPs. The ESMF findings

Public Disclosure Copy

Indigenous Peoples OP/BP 4.10	No	 concluded that there is no major gap between the national law on cultural resources and the OP 4.11 requirements. Implementation of PCRs mitigation measures will be overseen by specialists of the Institute of Cultural Monuments in line with national provisions and the site specific ESMPs. Not applicable
Involuntary Resettlement OP/ BP 4.12	Yes	Project-supported civil works activities interventions will be undertaken on public land and designed to avoid or minimize any impacts on private property. Nevertheless, it is possible that the project could necessitate permanent or temporary land acquisition or induce changes in land use or land access in the areas of influence of some activities. As examples: public roads may need widening or parking areas may need to be expanded to serve a greater number of visitors; changes in the use and physical characteristics of public spaces may have collateral effects on neighboring areas; income-generating activities, (many of which could be informal) in public spaces could be affected. It is clear from the types of interventions proposed that significant economic or physical displacement of people is not anticipated. However impacts on private land and property, the use of public spaces for income-earning activities, impacts on existing encroachments, or changes in access to land-based resources cannot be completely precluded. To this end the project is supported by an Environmental and Social Management Framework (ESMF) and a Resettlement Policy Framework (RPF) to ensure that Resettlement Action Plans (RAPs) in line with the requirements of OP 4.12 are prepared and implemented to address any physical or economic displacement of people associated with project interventions. Social impacts are realistically anticipated to be transitory, peripheral, and minor.
Safety of Dams OP/BP 4.37	No	The Project will not finance any activities related to the construction of dams nor affect operations of existing dams or affiliated reservoirs.
Projects on International Waterways OP/BP 7.50	Yes	The project location is along the so-called Albanian Riviera (including the coastline of Adriatic and Ionian Seas) and may have potential impacts on coastal zone resources. The project will not finance any investments which would lead to enhancement

		of original water abstraction rates. However, the
		policy is triggered since it will finance the
		rehabilitation and upgrading of urban infrastructure
		such as existing water supply, drainage and sewage
		systems, including related feasibility studies and
		engineering designs. The project is not expected to
		adversely affect the quality or quantity of water
		flows to other riparians and will not be adversely
		affected by other riparians possible water use. The
		team has consulted LEGEN and the proposed project
		will be granted an exception to riparian notification
		given the rehabilitation nature of the investments as
		part of an existing ongoing scheme. A memo is under
		preparation for review and clearance by RVP.
Projects in Disputed Areas OP/	No	The project is not located in disputed areas.
BP 7.60		

IV. 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:

The project is classified as category B in line with the WB OP/BP 4.01, on Environmental Assessment. The project is not expected to have significant or irreversible social impacts given the rehabilitative nature of works to be financed. Anticipated civil works will primarily entail rehabilitation of infrastructure within existing footprints on public land. Potential negative environmental impacts may include: (i) temporary construction -related effects on noise, dust, and air quality; (ii) temporary localized water quality impacts resulting from possible drainage and sewage pollution; and (iii) temporary changes in access to, and the use of, public spaces during construction. Land acquisition is anticipated to be minor and peripheral given that works will take place on existing infrastructure on public land. Nevertheless, road widening, expansion of parking areas, and construction access requirements may affect private properties such as businesses, residences, or agricultural land. All activities will be screened for such impacts, and construction plans will ensure such impacts are avoided or minimized to the extent feasible. If needed RAPs will be prepared in compliance with the RPF / ESMF to ensure effective mitigation of loss of access or loss of land and any fixed assets.

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

No irreversible or long term adverse indirect impacts are anticipated from project-supported activities. The ESMF will screen all activities to be considered for project support. ESMPs, and if needed, RAPs will be prepared to manage and mitigate environmental impacts or minor needs for land acquisition.

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

Feasibility studies for all future PIUED-supported activities not identified by appraisal will be undertaken during implementation. As is the case for those activities already identified, these studies will include all relevant technical, economic, social and environmental factors. In line with the ESMF, all PIUED-supported activities will aim to avoid of minimize environmental and social impacts in the design and implementation.

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 Albanian Development Fund (ADF) has past experience in managing environmental and social impacts of World Bank-financed infrastructure investments. The ADF project team includes environmental and social specialists dedicated to application of the ESMF and implementation of activity-specific environmental and social impact management plans. The project will finance additional capacity-building to enhance and further guide the Borrower with the implementation of the provisions of the ESMF and other relevant safeguard instruments. Capacity-building on safeguards will be undertaken as part of Component 4 and includes funds for consultant and advisory services for safeguards.

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

Consultations will be undertaken with key Ministries, relevant project affected people, and a broad group of NGOs and CSOs with interests in urban regeneration, water, environment, natural resources management and disaster risk management; public disclosure of the draft ESMF and 2 ESMPs relevant investments has been done in-country and Info-Shop on June 21st and June 22nd respectively. Public consultations will take place in Tirana, Berat and Saranda between July 6 and 8, prior to project appraisal. The ESMF will be finalized subsequent to the public consultation to describe any issues raised and how they will be reflected in the project design.

03 Jun 2016	
03-Jun-2016	
22-Jun-2016	
21-Jun-2016	
sed in-country on the MoUD and	
03-Jun-2016	
22-Jun-2016	
!	
21-Jul-2016	
-country on the MoUD and ADF	

B. Disclosure Requirements

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

C. Compliance Monitoring Indicators at the Corporate Level

OP/BP/GP 4.01 - Environment Assessment				
Does the project require a stand-alone EA (including EMP) report?	Yes [×]	No []	NA []
If yes, then did the Regional Environment Unit or Practice Manager (PM) review and approve the EA report?	Yes [×]	No []	NA []
Are the cost and the accountabilities for the EMP incorporated in the credit/loan?	Yes [×]	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 4.12 - Involuntary Resettlement				
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?	Yes []	No [×]	TBD []
Provided estimated number of people to be affected				
Is economic displacement expected? (loss of assets or access to assets that leads to loss of income sources or other means of livelihoods)	Yes [×]	No []	TBD []
100 Provided estimated number of people to be affected				
OP 7.50 - Projects on International Waterways				
Have the other riparians been notified of the project?	Yes []	No [×]	NA []
If the project falls under one of the exceptions to the notification requirement, has this been cleared with the Legal Department, and the memo to the RVP prepared and sent?	Yes []	No [×]	NA []
Has the RVP approved such an exception?	Yes []	No [×]	NA []
The World Bank Policy on Disclosure of Information				
Have relevant safeguard policies documents been sent to the	Yes [×]	No []	NA []	

World Bank's Infoshop?				-	
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?		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 []

V. Contact point

World Bank

Contact:	Paula Restrepo Cadavid
Title:	Urban Economist

Contact: Shaun Mann Title: Senior Private Sector Speciali

Borrower/Client/Recipient Name: Ministry of Finance Contact: Erjon Luci Title: Deputy Minister Email: Erjon.Luci@financa.gov.al Ministry of Urban Development Name: Contact: Nertil Jole Director Reg. Department Title: Nertil.Jole@zhvillimiurban.gov.al Email:

Implementing Agencies

Name: Albanian Development Fund Contact: Benet Beci Title: **Executive Director** bbeci@albaniandf.org Email:

VI. For more information contact:

The InfoShop The World Bank 1818 H Street, NW Washington, D.C. 20433 Telephone: (202) 458-4500 Fax: (202) 522-1500 Web: http://www.worldbank.org/infoshop

VII. Approval

Task Team Leader(s):	Name: Paula Restrepo Cadavid,Shaun Mann			
Approved By				
Safeguards Advisor:	Name: Nina Chee (SA)	Date: 08-Jul-2016		
Practice Manager/	Name: Bernice K. Van Bronkhorst (PMGR)	Date: 08-Jul-2016		
Manager:				
Country Director:	Name: Tahseen Sayed Khan (CD)	Date: 29-Jul-2016		