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REPORT

Stakeholder Engagement Plan of the RWMC Duboko, Užice

Client: EBRD and AFD

Prepared by: ENVICO d.o.o. Belgrade, Serbia

Title: **Stakeholder Engagement Plan of the RWMC Duboko, Užice**

Client: EBRD and AFD

Developed by: dr Slobodan Cvejić, Olivera Vuković, Tijana Veljković

Quality assurance and quality control QA/QC: Dušan Nedeljković

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Abbreviations and acronyms

A&A	Description
AFD	The French Development Agency
EBRD	The European Bank for Reconstruction and Development
ESIA	Environmental and Social Impact Assessment
MoEP	Ministry of Environmental Protection
MoF	Ministry of Finance of Republic of Serbia
PIU	Project Implementation Unit
PUC	Public utility company
RS	Republic of Serbia
RWMC	Regional Waste Management Center
RWMP	Regional Waste Management Plan
SEP	Stakeholder Engagement Plan

1 INTRODUCTION

The Duboko Regional Solid Waste Management Project involved the construction of a regional solid waste management centre (RWMC) to serve nine municipalities: Arilje, Čačak, Ivanjica, Požega, Kosjerić, Čajetina, Bajina Bašta, Užice and Lučani (Figure 1).

According to TOR, this site is one of several sites that are part of the solid waste management system across the country that will be supported by Banks. The European Bank for Reconstruction and Development ("EBRD") and the French Development Agency (AFD) "the Banks" are each considering providing a free loan in a cumulative amount of up to EUR 100 million (EUR 50 million per Bank, hereinafter the "Loans") to the Republic of Serbia (the "Borrower").

The borrower on the investment component will be the Republic of Serbia (RS), represented by its Ministry of Finance (MoF) as a signatory to the AFD and EBRD's Loan agreements. The MoF will then allocate the funding to the Ministry of Environmental Protection (MoEP), the ministry in charge of building waste collection and treatment systems. As such, **MoEP will be the project owner of the program**, via a PIU housed within the ministry.

In order to support appraisal of the Program, AFD has committed a EUR 500,000 grant (framework contract with SEURECA/ENVICO) to conduct the detailed assessment of several sub-projects under the Program with an integrated approach encompassing all the components of the waste management system.

For stabilization and extension of RWMC **Duboko** estimated costs are up to 13 MEUR. Beside stabilization and extension at this location it is planned construction of 8 household waste recycling sites and a transfer station in Požega, as well as construction of a leachate treatment plant.

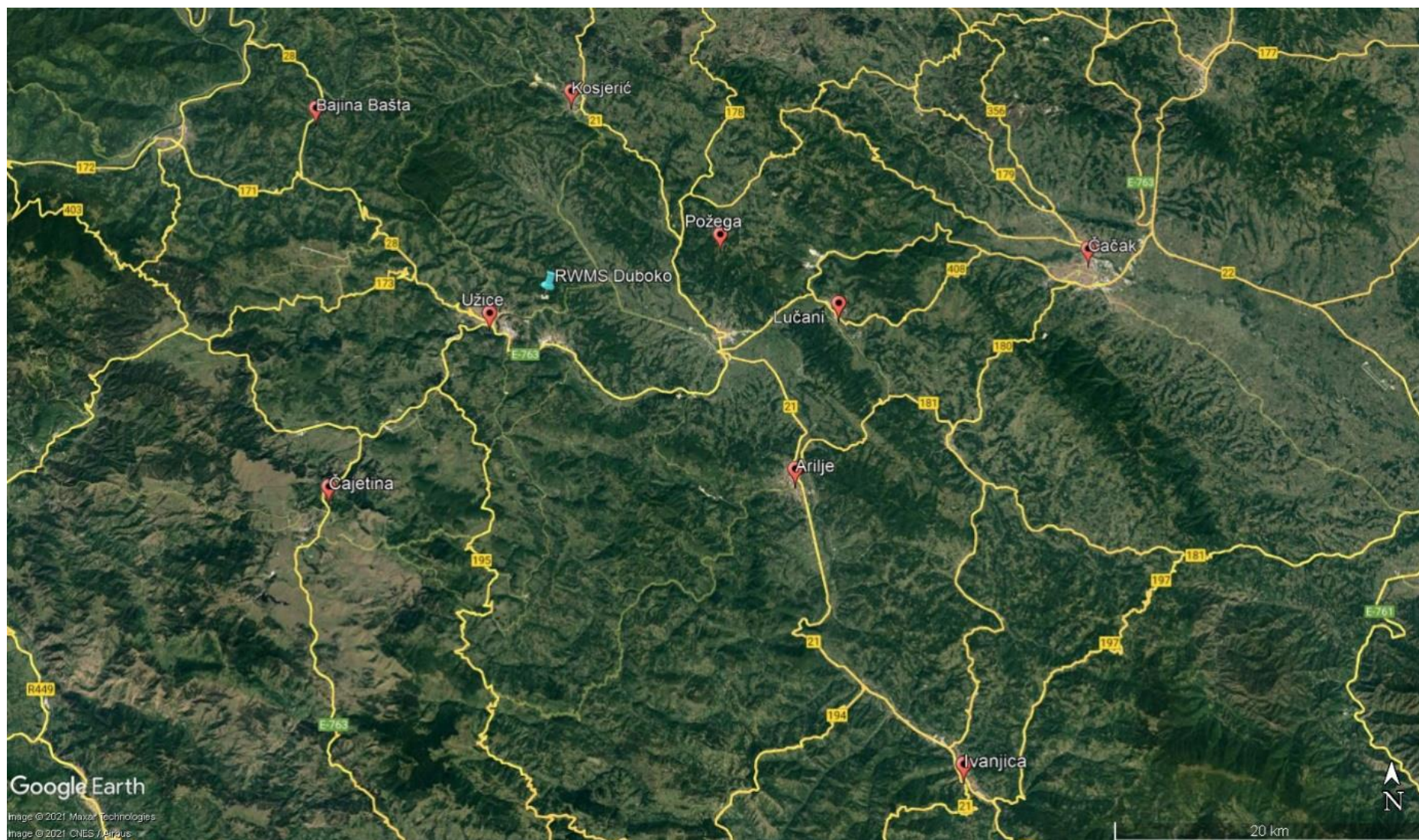


Figure 1 Location of RWMC Duboko
(Source: Google Earth)

According to national plan "Duboko" location is one of 4 location that is part of this intervention. The RWMC of Duboko is located in the southwest part of Serbia and includes 9 municipalities from 2 Districts (Table 1).

Table 1 District of Zlatibor and Moravica

District of Zlatibor (Zlatiborski okrug)	District of Moravica (Moravički okrug)
Kosjerić	Čačak
Požega	Ivanjica
Arilje	Lučani
Bajina Bašta	
Čajetina	
Užice	

This RWMC already has sanitary landfill that has been operating since 2011. In October 2005 nine municipalities of the RWMC signed an agreement whereby they commit themselves to be an integrated part of PUC-Duboko. The agreement covers founding, constructing and exploitation of the Regional Sanitary Landfill Area Duboko (RWMC). Before the construction of the Duboko RWMC, the municipalities were using unsanitary dumpsites. The landfill is designed for an operational period of 20 years, but with by implementing the new waste management strategy 2020-2025 its life will be extended.

In 2016 for International Management Group (IMG) Eviroplan developed Stakeholder Engagement Plan (SEP) in order to identify and present main activities that should be implemented within this project.¹ Having in mind that there is no evidence about progress regarding SEP, as well continuation of RWMP Consultant will within this assessment develop new SEP. This SEP will use as a basis SEP that was developed in 2016. Main aim of SEP is to provide detailed involvement of different stakeholders at local, regional and national level in different phases of the project cycle (pre-construction, construction activities and operation) (Table 2).

Table 2 Project Phases

Phase	Status of each phase
Phase 1: Pre-construction Phase	Planned
Phase 2: Construction Phase	Planned
Phase 3: Operation	Planned

In addition, it is necessary to define mechanisms of participation and identification of needs of particularly vulnerable groups. The document also includes a grievance mechanism for stakeholders to raise any concerns about the Project.

The main objectives of stakeholder engagements in different phases of the project implementation can be described as follows:

- To provide necessary information to persons affected or likely to be affected by the Intervention as well as opportunities to participate in decision making and commenting
- To establish effective channels of communication
- To develop and put in place an effective grievance and mediation mechanisms.

¹ <https://www.ebrd.com/documents/environment/37033-2016-sep-serbian.pdf>

2 STAKEHOLDER ENGAGEMENT PLAN

2.1 The Project location and areas subject to impact

The RWMC is located in the southwest part of Serbia and consist of flat land in the Arilje, Čačak, Ivanjica, Lučani and Požega areas, whereas Bajina Bašta, Čajetina, Kosjerić and Užice are mainly hilly and mountainous.

In total the region comprises an area of 5,301 km² and a population of 347,524 inhabitants. Within the region there are large variations within economic and commercial activity. Čačak and Užice are the most economically developed cities in the region and have numerous companies dealing with manufacturing, construction and trade. Arilje, Čajetina, Požega, Kosjerić, and Ivanjica are less developed and mainly deal with agriculture activities and services such a diaries and tourism.

The region is well known for the many historical sites especially the large concentration of monasteries in the Ovčar-Kablar canyon and the medieval fortress "Stari grad" in Užice. Zlatibor and Tara are the main touristic sites attracting visitors for winter sports during winter and recreation during summer. The river Drina offer rafting and fishing opportunities and Eco-tourism is in general developing within the region.

The total surface area of Duboko sanitary landfill is 15,08 ha. The landfill has 4 cells with a total capacity of 580.000 m³. The three first cells are full and the fourth is currently in operation. There are 28 bio-wells for biogas but no additional treatment of the biogas. There is a plant for pre-treatment of the leachate. The RWMC Duboko receives all waste from the 9 municipalities and the RWMC consists of 2 main infrastructures: a sanitary landfill and a sorting line ("dirty MRF").



Figure 2 Location of landfill Duboko
(Source: Google Earth)

2.2 Record what the Project is legally required to do regarding disclosure and consultation

Public disclosure and consultation procedures for project like this are organised in accordance to Serbian legislation that regulates development and adoption of spatial and regulation plans for cities, municipalities, neighborhoods. The Serbian law which regulates these issues is the Law on Planning and Construction ("Official Gazette of the RS", No. 72/2009, 81/2009 - correction, 64/2010 - decision of the CC, 24/2011, 121/2012, 42/2013 - decision of the CC, 50/2013 - decision of the CC, 98/2013 - decision of the CC, 132/2014, 145/2014, 83/2018, 31/2019, 37/2019 - other act, 9/2020 and 52/2021).

There are some obligatory steps to be conducted:

- Informing the public through the media about details of disclosure of the draft plan/document to secure transparency of the process
- Organization of public hearing to present the draft plan/document
- organize collection of comments from different actors
- preparation of adjusted plan or document in accordance to received comments
- Submitting the revised plan/document and report to relevant authorities whose task is to determine whether the comments have been meaningfully considered and addressed.

National legislation also requires public participation to be ensured in connection to the development of strategic environmental impact assessments, regulated by the Law on Strategic Environmental Impact Assessment ("Official Gazette of the RS" No. 135/2004 and 88/2010).

The EBRD developed Environmental and Social Policy which defines 10 Performance Requirements (PRs) for key areas of environmental and social sustainability that projects and documents are obliged to meet, including PR10 Information Disclosure and Stakeholder Engagement. PR10 principles are focused on of strong stakeholder engagement as a focal points in order to achieve strong, constructive and responsible relationship necessary for the successful management of environmental and social impacts and issues

In addition, EBRD's Independent Project Accountability Mechanism (IPAM), as an independent last resort tool, aims to facilitate the resolution of social, environmental and public disclosure issues raised by Project-affected people and civil society organisations about EBRD financed projects among Project stakeholders or to determine whether the Bank has complied with its ESP and the Project-specific provisions of its Access to Information Policy; and where applicable to address any existing non-compliance with these policies, while preventing future non-compliance by the Bank.

All projects should establish a formalised procedure or process for dealing with both workers' and communities' grievances². Each should include as a minimum:

- assigning a responsible person, team or function to organise the resolution of grievances
- defined timeframes for acknowledgement of the receipt of complaints and subsequent resolution

² Grievance Management, guide note

- practical arrangements for maintaining confidentiality, reviewing and resolving grievances, including resources and organizational arrangements
- information on the grievance mechanism that is readily retrievable from respected web site, locations where project information in hard copy has been placed, and/or from leading part representatives.

The EBRD PR10 requires permanent activities and engagement during project implementation in all phases of the project activities to secure presence of all elements of grievance mechanism in order to receive and facilitate resolution of stakeholders' concerns and complains.

There are some gaps between national requirements and requirements defined by Banks in the area of public consultations and stakeholder engagement. National regulations define certain procedures that are not systematized and do not provide sufficient details of how it should look in practice and be applied in different sectors. In that case, the requirements defined by the Banks must be applied and procedures presented in this document tries to define the process of providing the whole grievance mechanism adequate stakeholder participation.

2.3 Identification of stakeholders

Stakeholders will be presented in the table and assessed their potential level of interest (Table 3). This list of stakeholders can be modified, as well as level of interference from internal or external factor during the implementation of project phases. It is good to emphasize that level of impact is not the same for all groups in all municipalities.

Table 3 Identification od stakeholder

Stakeholder group	Level of interest	Level of influence	Level of power
<ul style="list-style-type: none"> ▪ The Government of Republic of Serbia ▪ Ministry of Environmental Protection (MoEP) - Department for Project Management 	High	High	High
<ul style="list-style-type: none"> ▪ Municipalities of Užice, Čačak, Arilje, Bajina Bašta, Čajetina, Ivanjica, Kosjerić, Lučani, Požega³ ▪ PUC from all 9 municipalities ▪ Regional PUC Duboko 	High	High	High
Affected Population: ⁴ <ul style="list-style-type: none"> ▪ Inhabitants of the selected 9 municipalities 	High	Medium	Low

³ Special focus should be put on stakeholders in Požega municipality.

⁴ According questionnaires received from the representatives of the landfill Požega small number of PAPs was identified which is why they have to be displaced from the location.

Stakeholder group	Level of interest	Level of influence	Level of power
<ul style="list-style-type: none"> ▪ Enterprises as a part of chain in waste management system 			
External Stakeholders like <ul style="list-style-type: none"> ▪ CSOs dealing with ecology ▪ Touristic organization especially in Cajetina, Ivanjica, Bajina Basta ▪ Media (regional one like RTV Cacak or Lav Uzice or national one) 	High	Medium	Medium

Currently PUC "Duboko" is in charge for transporting municipal waste with its own trucks from transfer and reloading stations, while Užice and Kosjerić bring municipal waste directly to Duboko with their own trucks. Municipal waste that is generated and collected in each of the local governments is exclusively under the jurisdiction of the local PUC and only Čačak transfer station is managed by PUC "Duboko". All of the PUCs (with no exception) are registered in the Republic of Serbia Register of the Commercial Companies for performance of the wide range of non-utility activities.

In addition, the PUC is registered as a public utility company which means that all important decisions must be adopted by Municipal Assemblies. In 2020 management structure was harmonized with the Law on Public Companies. Management bodies are Supervisory Board (with responsibilities of the Management Board) and Director. Supervisory board consist of representatives of cities Užice and Čačak and one representative of the employees in the RUC. It practically means that decision making power lies in the hands of the two Founders (shareholders) with over 50% of shares - Čačak and Užice. Main responsibility of the other participating municipalities is to finance the operation of the RUC in proportion with its shares.

Also, Coordination Body is established as a mechanism for coordination of the decision-making process between Founders/municipalities. Members of the Coordination Board are municipal mayors.

The continuation of the RWMP envisage construction of transfer station with a recycling center Požega for the use of Požega, Arilje and Lučane, as well as construction of a leachate treatment plant, a biogas treatment plant, a composting plant (Figure 3).

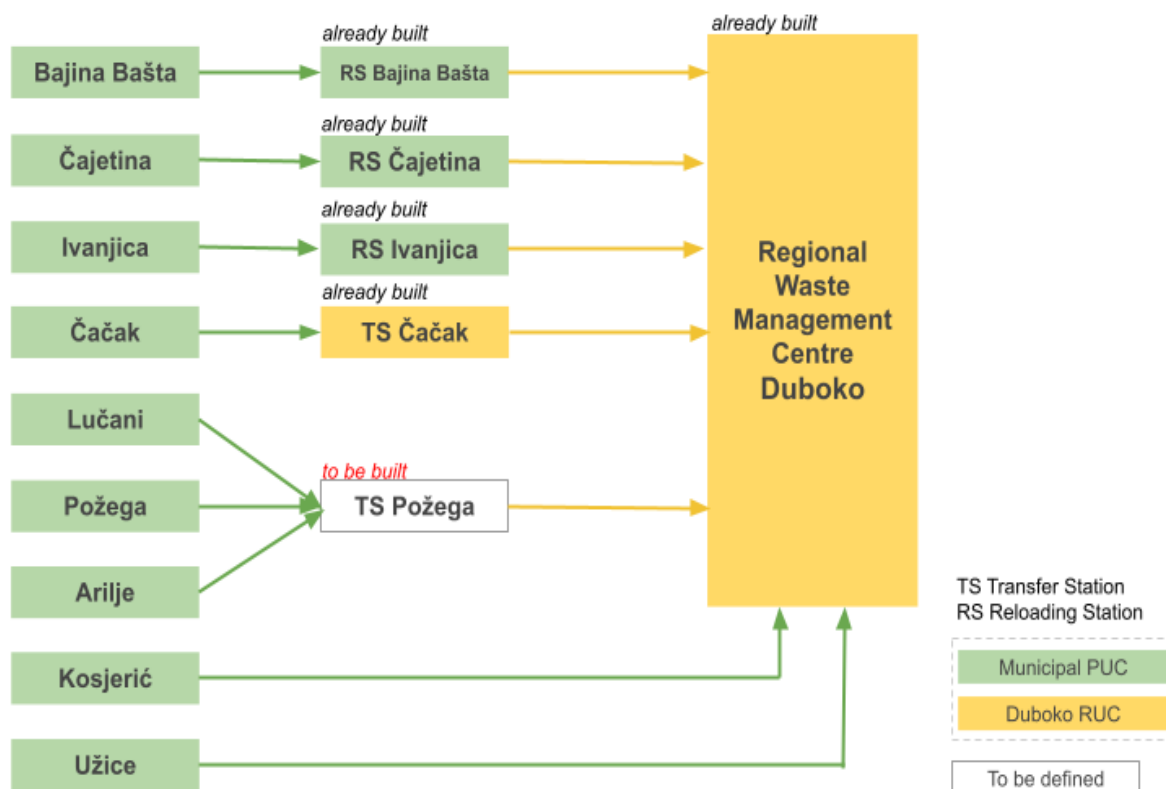


Figure 3 Summary of planned infrastructure and stakeholders' roles
(Source: Inception Report Seureca/Envico 2021)

2.4 Report on any previous consultation and disclosure activities

The municipalities of Uzice, Bajina Basta, Pozega, Arilje, Cajetina, Kosjeric, Lucani and Ivanjica on 13.10.2005. concluded Agreement 10 No. 352-55 / 2005 on the establishment, construction and use of the Regional Sanitary Landfill "Duboko", which, as founders, regulated mutual rights and obligations related to the establishment, construction, financing and operation of the Regional Sanitary Landfill Duboko.

On 24.10.2005. The Municipality of Čačak joined the project "Regional Sanitary Landfill Duboko" as a founder, which is legally regulated in Annex 1 of the Agreement 10 No. 352-55 / 2005 on the establishment, construction and use of the "Regional Sanitary Landfill Duboko", which was signed by all nine founders of JKP Duboko" Uzice.

With the mentioned legal act, the municipalities regulated in a very general way the mutual rights and obligations regarding the establishment, financing of work and construction and exploitation of the "Regional Sanitary Landfill Duboko".

Based on the founding agreement and the decisions of the Founders' Assembly, and in accordance with Article 6 of the Agreement 10, the Public Utility Company "Regional Sanitary Landfill Duboko" was established with its headquarters in Uzice, which was registered with the Business Registers Agency. The Board of Directors at its 62nd session, held on 13.09.2012. year, passed Decision No. 62/9 on changing the name of the Company "Regional Sanitary Landfill Duboko" to "Regional Center for Waste Management Duboko".

The main activity of the Public Utility Company of the Regional Center for Waste Management "Duboko" Uzice is the disposal of non-hazardous municipal waste in accordance with the Law on Environmental Protection, the Law on Waste Management.

Decree on landfilling of waste, national waste management strategy and regional plan. In the previous period, a system for transfer and transport was established, by which all municipal waste, which is collected by municipal companies in the local self-governments to the founders, is delivered to the regional center for waste management Duboko.

According to the SEP developed in 2016 the communication and consultation process with individuals and groups at local, regional and state level has started during the Environmental and Social Impact Assessment (ESIA), but there is no evidence on progress that has been made. In addition, Coordination Body (CB) was established but there no evidence if this CB includes PAPs as well as local NGOs.

When it comes to external communication channels, EISA and SEP, as indicated in SEP form 2016 has been published at EBRD website⁵. Also, at official website of PUC Duboko, some brief information about project and its progress have been published.

2.5. Stakeholder engagement plan

All phases of the project cycle will have own sub-plans for activation and participation of different stakeholders. Roles and responsibilities will be fine-tuned according to current situation and circumstances. Since COVID -19 pandemic is ongoing and different measures depend on number of infected, all consultations and public event need to be adopted. In addition, it is necessary to develop protocol as part of stakeholder plan where will be described all necessary steps in organizing public events during pandemic.

In precreation phase it is necessary to identify key messages for communication with general public like those that will emphasize that reducing waste in the environment will directly improve the public community health. All messages should be announced through various communication channels (such as websites, media, brochures etc.). In addition, PUC Duboko should share more detailed information about the project through their official website.

Membership in Coordination Body shouldn't be limited to representatives of municipalities. CB should include representatives of local NGOs as well as representatives of tourist organization and in case of Požega municipality representative of PAPs. In line with the construction timeline, PUC Duboko should organize regular meetings of CB in order to present the planned construction works, safety risks (during construction and operation) and expected construction nuisances, as well as foreseen mitigation measures and the grievance mechanism.

In all nine municipalities public presentation of RMWP should be organized. It should encourage inhabitants of each municipality as well as other interested actors to attend public presentation. These meetings will also serve as platforms for potentially affected people to ask questions and provide suggestions for further mitigation measures.

⁵ <https://www.ebrd.com/work-with-us/projects/esia/duboko-solid-waste.html>

Workers engaged in all phases will have opportunity to communicate working conditions and safety measures with the Company and Contractor.

All meetings need to be announced through the local media, on websites of main stakeholder Company and municipalities and in hard copies, as well as using social media. All materials related to stakeholder engagement need to be delivered in Serbian language.

The contractor will secure the construction site prior to any construction activities taking place and will ensure appropriate construction and warning signs are in place.

2.6. Pre-Construction Phase

Table 4 Stakeholder Engagement Plan for Pre-Construction Phase

Activity	Stakeholders	Timing and Frequency	Responsibility	Communication/ Media tool	Opportunity for Stakeholder Comment	Records
Sensibilization of general public on waste separation, fees and future plans in the region a	All municipalities Local NGOs	At the beginning of preconstruction phase	PUC Duboko 9 municipalities	Leaflets Public debates Public campaign	Discussion during public debates	Notes
Regular meetings of Coordination body	9 Municipality majors Representatives of PUC Duboko Representatives of NGOs Representatives of tourist organization Affected people	At the beginning of preconstruction phase	PUC Duboko	Announcement on website of all municipalities and respected web sites, at premises and main public places of the affected municipality. Local liaison officer in behalf of company Local newspapers, TV channels, radio, social media)	Discussion during meetings	Press clippings Notifications as published in the affected municipalities and websites Records on complains

2.7. Construction

During construction the most important pointer is to notify local stakeholders of construction activities and changes to schedules. Aim for short response times in resolving grievances (Table 5).

Table 5 Stakeholder Engagement Plan for the Construction Phase

Activity	Stakeholders	Timing and Frequency	Responsibility	Communication/ Media tool	Opportunity for Stakeholder Comment	Records
To inform all municipalities and stakeholders about anticipated construction activities	Projectaffected persons from 9 municipalities, general public, all other relevant stakeholders	At least startingfrom 30 days prior to construction.	Contractor(s) PUC Duboko Coordination Body	Websites of company, contractor and municipalities, official correspondence, mass media, local noticeboards and premises of municipalities, project leaflets Liaison Officer	Grievance mechanism Liaison officer (LO)	Comments on posts on the websites Press clippings Written correspondence with relevant authorities and organizations from different level of authority
Share information on employment opportunities in all 9 municipalities with special focus on Požega municipality	Affected communities, public and private sector enterprises affected by the Project footprint etc., relevant local/regional/national authorities, General public	In the final part of the previous phase	Contractor Local branches of National employment office PUC Duboko	Contractor's website, official correspondence, mass media, local noticeboards, and premises of municipalities Employers' website 9 local NES branches	Via Contractors website Via Contractors LO	Notifications as published in affected municipalities and websites

Activity	Stakeholders	Timing and Frequency	Responsibility	Communication/ Media tool	Opportunity for Stakeholder Comment	Records
Share the information on project Environmental and Social construction performance.	General Public NGOs dealing with ecology and Touristic organizations	Semi-annually	PUC Duboko Contractor	Local presentations with quest speakers Websites	E-mail address of PUC Duboko	Comments on the websites
Direct communication with NGOs representing vulnerable groups as well as identified PAPs	Vulnerable groups/ PAPs	Semi - annually	PUC Duboko with local NGOs	All channels of communication will be defined with local NGOs taking into account needs and specificities of vulnerable groups and PAPs Assistance will be provided in transportation to and from the venues. Simplified easy understandable brochures, using non- technical language will be prepared for information to be disseminated and disclosed.	During the meeting, home visits, telephone calls	Systematized comments and suggestions from different meanings of communication

2.8. Operation

Table 6 Stakeholder Engagement Plan for the Operation Phase

Activity	Stakeholders	Timing and Frequency	Responsibility	Communication/ Mediatool	Opportunity for Stakeholder Comment
Clear announcement of transition of responsibilities and liabilities from Contractor(s) to PUC Duboko	Affected communities, other public utility companies, Project affected persons General public.	At least starting from three months prior to termination of works	Contractor with PUC Duboko	Contractors' grievance / liaison officer PUC Duboko official website correspondence, massmedia, local noticeboards and premises of 4 municipalities	Contractors' grievance / liaison officer PUC Duboko official website
Keep stakeholders informed on any operation -related activities that might affect them (e.g. notify stakeholders changes in the fee amounts for wastecollection and disposal)	General public Local /regional/ national authorities	From commencement of operation phase and on going	PUC Duboko	Mass media PUC Duboko official website Municipalities websites	As envisaged by national law

3 GRIEVANCE REDRESS MECHANISM

Since in SEP there is already developed grievance mechanism, during the continuation of RMWP same mechanism should be used. Special focus should be put on informing general public of existence of this mechanism through PUC Duboko official website, as well as websites of other 9 municipalities.

During the construction and operation anyone can raise a grievance with PUC Duboko. All grievances should be based on written forms (Annex I), which can be filled in by any affected person or organization and submitted to PUC Duboko. The PUC Duboko will look into all grievances officially received and within 15 days inform the author about taken actions. The acknowledgement will specify a contact person, their reference indicator and an anticipated target date for resolution.

In case when grievance is not connected to the PUCs activity, grievant will receive explanation in written form and grievance will not be further processed.

In all other cases the PUC will investigate whether they have failed to work to the intended standard and, if they have, identify measures which may be taken to prevent further occurrences. Upon resolution if the grievant considers the grievance to be satisfactorily resolved the PUC would appreciate sharing that with him/her by signing a Statement of Satisfaction.

The grievance mechanism will be made public throughout the public consultation process, and will be maintained during preparation, construction and operation activities. Grievances will be monitored by Director of PUC Duboko Momir Milovanović.

The PUC Duboko may contact the grievant at a later stage to ensure that its activities continue to pose no further problems.

Grievance can be submitted in several ways:

- Send a completed Grievance Form (see appendix) to the address on the back of the form
- Contact the PUC Director Momir Milovanović
- Send an email to the indicated address: office@duboko.rs
- Call the PUC Duboko directly, on a confidential phone line at 064/8387367 and/or 064/8387358
- It is also possible to leave a completed Grievance Form in the PUC Mailbox.

As described above grievance process has several steps:

1. Receive a complaint
2. Grievance acknowledgement
3. Investigation of cause of grievance
4. Resolution of grievance
5. Follow up, if needed

PUC Duboko will put special focus on confidentiality and anonymity of the grievant and will not disclose it without consent. Exception will be only situations when it's not possible to approach the matter without revealing the grievant identity. However, even in those cases persons responsible for resolving the problem, will in cooperation with grievant will discuss how that should be proceed.

PUC Duboko doesn't encourage anonymous grievance, because it makes it more difficult to look into the matter, to protect the grievant position or to give feedback. In case when grievant insists on raising a concern anonymously, he will need to provide sufficient facts and data to enable the investigative team to look into the matter without his assistance.

4 MONITORING AND REPORTING ACTIVITIES FOR THE STAKEHOLDER ENGAGEMENT PROCESS

Monitoring and reporting activities of implementation of stakeholder engagement plan need to be developed in annual plan of PUC Duboko as well as report for previous year. Monitoring and report matrix need to have indicators that will allow accurate and easy monitoring and reporting. Main purpose of the reporting material is to know level of implementation of the project activities and level of influence and participation of different stakeholders.

- SEP should be presented and available for the public to comment at official website of PUC Duboko
- All activities foreseen in the plan need to be scheduled and communicated.
- The minutes of consultation meetings are collected and registered in the official evidence
- Grievances are logged and tracked through to resolution within a timeframe of 15 working days from confirmation of receipt (noted in updated Grievance Logbook).
- Semi-annual Grievance Report to be prepared and made publicly available
- Contractors and subcontractors and associate's include parts obliging them to adopt SEP requirements, as appropriate.

5 ANNEX I - PUC DUBOKO PUBLIC GRIEVANCE FORM

Table 7 Public grievance form (Source: SEP 2016)

Duboko Reference No:	
Full Name	
Contact Information	By Post: Please provide mailing address:
Please mark how you wish to be contacted (mail, telephone, e-mail).	By Telephone:
Preferred Language for communication	By E-mail: Serbian English
Description of Incident or Grievance: What happened? Where did it happen? Who did it happen to? What is the result of the problem?	
Date of Incident/Grievance	One time incident/grievance (date) Happened more than once (how many times?) On-going (currently experiencing problem)
What would you like to see happen to resolve the problem?	

Signature:

Date:



Consultant:

ENVICO d.o.o. Beograd
Vardarska 19/IV
11000 Belgrade, Serbia
Tel: +381 11 64 17 257

Client:

EBRD and AFD