



REPUBLIC OF KOSOVO

Strengthening Digital Governance for Service Delivery Project (P178162)

STAKEHOLDER ENGAGEMENT PLAN

Draft version

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Acronyms and Abbreviations

AIS	Agency for Information Society
CSO	Civil Society Organization
DTU	Digital Transformation Unit
DRC	Disaster Recovery Center
EIA	Environmental Impact Assessment
E&S	Environmental and Social
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESMP	Environmental and Social Management Plans
ESS	Environmental and Social Standard
EU	European Commission
FCDO	Foreign Commonwealth & Development Office
GIZ	German Agency for International Cooperation
GRM	Grievance Redress Mechanism
IDA	International Development Association
ICT	Information and Communication Technology
IEC	Information, education and communications
ISC	Integrated Service Center
LMP	Labor Management Procedure
MED	Ministry of Economic Development
MIA	Ministry of Internal Affairs
MIET	Ministry of Industry, Entrepreneurship and Trade
MFLT	Ministry of Finance, Labor and Transfer
NGOs	Non Governmental Organizations
OECD	Organization for Economic Cooperation and Development
OIP	Other Interested Parties
OPM	Office of the Prime Minister
PAD	Project Appraisal Document
PAP	Project affected people
PDO	Project Development Objective
PMC	Project Management Committee
POM	Project Operational Manual
PIU	Project Implementation Unit
RK	Republic of Kosovo
DTC	Digital Transformation Commission
SDC	State Data Center
SEP	Stakeholder Engagement Plan
SIDA	Sweden's government agency for development cooperation
Swiss SDC	Swiss Agency for Development and Cooperation
UNDP	United Nation Development Program
UNICEF	United Nations International Children's Emergency Fund
USAID	United States Agency for International Development
WB	World Bank

1. INTRODUCTION

This document is a Stakeholder Engagement Plan (SEP) on the Project ‘Strengthening Digital Governance for Service Delivery Project’ in Republic of Kosovo. The SEP is prepared in accordance with the World Bank’s Environmental and Social Standard (ESS10) on Stakeholder Engagement and Information Disclosure, as well as Kosovo legal Framework. It provides identification of stakeholders and the proposals for future engagement with stakeholders throughout the life cycle of the World Bank Group’s International Development Association (IDA) – financed project.

Previous engagement activities carried out by the World Bank and government of Kosovo for the proposed project and the roles and responsibilities of implementing Agency (AIS) in engaging with stakeholders during Project implementation are summarized in this Plan.

This SEP is prepared to ensure appropriate stakeholder consultation and information disclosure, by establishing the timing and methods of engagement with affected or interested stakeholders by the Project. It includes differentiated measures to allow the effective participation of those identified as disadvantaged or vulnerable.

Finally, this plan describes a grievance mechanism; outline the process that stakeholders may use to raise any concerns about the Project and providing their opinions that may influence the Project implementation and its results. The SEP will be updated as necessary throughout the project’s life cycle.

1.1. Project Description

The Government of Kosovo is planning to implement the Project on ‘Strengthening Digital Governance For Service Delivery’ with the support of the World Bank Group’s -IDA and implemented through the Agency for Information Society (AIS) under the Ministry of Internal Affairs (MIA). The proposed Project aims to improve the quality of and user access to selected public administrative services in Kosovo by reflecting in this way the objectives of the 2021-2025 Government Program and its ongoing work on the development of a comprehensive digital governance strategy. Digitalization of services and their up take will have important implications for the Government’s efforts to combat corruption, which is one of the other focus areas of the Government Program. Digitalization is also expected to contribute to the Government’s achievement of priorities related to gender and climate change. The Project will support Focus Area 2 of the Country Partnership Framework (CPF) FY17-21 for the Republic of Kosovo (RK) on *Strengthening Public Service Delivery and Macro Fiscal Management*.

1.1.1. Objectives and Components of Project

The Project Development Objective is to improve the quality of and user access to selected public administrative services in Kosovo. It will support the achievement of the following agreed result indicators of the Project Development Objective (PDO);

- Number of transactions completed through e-Kosova per month (access)
- Percentage of women accessing public services through e-Kosova (access)

- Percentage of targeted vulnerable groups accessing public services through e-Kosova (i.e., poor, RAE, individuals with disabilities) (access)
- Compliance with “service standards” for services under pilot life event categories (quality)
- Number of web services automating secure and reliable data exchange via the Government Gateway (GG) (or Government Service Bus) (quality)

The total cost of the ‘Strengthening Digital Governance for Service Delivery Project (P178162) will be around USD 20 mill. The project will be implemented with the support of the Project Implementation Unit (PIU) within AIS. The Project consists of three main components organized in sub-components (as described in the following paragraphs) which are interlinked and contribute towards the achievement of the PDO.

- **Component 1: Digital transformation of government**

This component will support initiatives to establish the “whole of government”¹ architecture and shared platforms necessary for the digital transformation of the government and the facilitation of citizen centric public service delivery. This includes improving the interoperability of government systems, disaster recovery/business continuity solutions, and shared platforms (e.g., Government Gateway, SDC/DRC arrangements, Whole of Government platform). In particular, the component will support the following areas:

Subcomponent 1.1: Developing interoperability standards and protocols, and appropriate infrastructure.

This subcomponent aims to strengthen the foundation for digital service provision through the development of interoperability standards and appropriate associated infrastructure. It will include:

- (i) Development and implementation of a National Interoperability Framework in line with the new European Interoperability Framework (EIF); (ii) enhancement of the National Open Data Portal² through the development of processes to enable more frequent updates and of additional Application Programming Interface (API) capabilities, (iii) assessment and enhancement of the Government Gateway (GG) to automate secure data exchange for key government systems as well as the G2G and G2C/G2B services provided through e-Kosova portal, and expand its use, including energy efficient hardware as needed; (iv) improvements to the interoperability of base registries and selected core public entities; and (v) associated capacity building and change management activities.

Subcomponent 1.2: Strengthening the SDC/DRC arrangements and transition towards a government cloud platform.

The objective of this subcomponent is to strengthen the state data center (SDC) and disaster recovery center (DRC) arrangements and support a transition to cloud computing, in order to enhance the resilience of

¹The *whole-of-government* approach emphasizes integration in terms of joint activities, plans, and platforms across government units instead of fragmentation and departmentalism. GovTech envisions a whole-of-government approach with interoperable government systems, seamlessly connected e-service solutions, and citizen service centers providing access to all public services and fostering easily accessible, efficient, and transparent government with citizens at the center of reforms.

²[Open Data Republic of Kosovo](#)

government business operations to disruptions from, inter alia, climate change natural disasters and other events, in Kosovo. It will include:

(i) Support for the establishment of a shared DRC for short-term needs to host selected government critical information systems requiring near zero downtime or data loss in the event of primary data center disruption; (ii) development of a Cloud Computing Transition Plan providing a roadmap for transitioning to a hybrid government cloud platform and ensuring data and information systems confidentiality, integrity, and availability, in addition to ensuring security and portability; a migration plan for the public sector; and support to the preparation of associated policies aimed at ensuring the cloud readiness and cloud awareness of all new information systems; and (iii) acquisition of energy efficient critical equipment for the SDC/DRC, as needed, to safeguard the information stored and maintained in the Government's registries.

Subcomponent 1.3: Developing a "Whole of government" platform.

The objective of this subcomponent is to develop a whole-of-government platform that will serve as a go-to hub for public servants and improve internal processes, communication, and collaboration. It will include:

(a) Design, development and phased deployment of a whole-of-government platform aimed at improving communication, collaboration, and engagement between public servants, as well as monitoring the implementation of the National Development Strategy 2030 and other government policies, including inter alia, functional areas related to organization and human resources, collaboration, resource management, news, workflow/case management (including linkages with the document management system and national electronic signature tools), e-archiving, and monitoring and performance management tools; and associated capacity building and change management activities.

(b) Assessment of government network (GovNet) infrastructure needs and support for the expansion of GovNet infrastructure, including energy efficient equipment as needed.

- **Component 2: Digital transformation of public service delivery**

This component will support the expansion of government e-services through an upgraded e-Kosova and pilot an innovative approach to proactive citizen-centric service delivery organized around life events. In parallel to supporting enhancements to the e-Kosova platform and an expanded number of services available, the Project will support activities that help Kosovo to transition to citizen-centric services through adopting a multichannel approach to delivering services and advancing an innovative approach of clustering services around life events to proactively engage with citizens/users. Project support will be structured around four subcomponents.

Subcomponent 2.1. Enhancement and upgrade of the e-Kosova platform and base registries

The objective of this subcomponent is to support the expansion of government digital services in an upgraded e-Kosova portal and support the interconnection of base registries, especially the civil registry. In particular, it will include:

- (a) Technical enhancements to the e-Kosova platform that improve availability, scalability, performance, security and accessibility, and the inclusion of services already available as e-services or in the process of being digitalized³.
- (b) Improvements in accessibility through an upgraded e-Kosova application design to improve the user interface including for users with special needs, meeting WCAG 2.0 or later standards for individuals with disabilities; and development of an upgraded e-Kosova mobile application;
- (c) Further interconnection of key base registries, particularly of the Kosovo Civil Registration Agency (CRA) database, with e-Kosova and use by other organizations to promote integrated services through, inter alia: (i) creation of an electronic file archive of all key individual identification documents issued in Kosovo during the former Yugoslavia and later during the occupation of Kosovo that allows links to other relevant registers of CRA and interconnection with other base registries, databases; (ii) development of a centralized, electronic open data platform for the CRA that helps other interested organizations and citizens link to updated, real time data from the CRA system; (iii) the advancement and maintenance of the driver's license system; (d) support the interconnection of CRA databases and other government electronic systems; and (e) acquisition of energy efficient equipment as needed.
- (d) Strengthening of the dedicated AIS teams that are responsible for managing the e-Kosova platform as well an increased focus on data analytics and user research, including setting up key performance indicators (KPIs) and service-level agreements (SLAs) for any selected service that is accessed on e-Kosova, developing a performance dashboard, monitoring reports, and quality enhancement recommendations based on the information generated.

Subcomponent 2.2. Increasing Multichannel Access to Citizen-Centric Digital Services

The objective of this subcomponent is to operationalize multichannel access to services, including a communications campaign to mobilize citizens as service users and a modernized customer service architecture. In particular, it will include:

- (a) Design and upgrading of a new, multi-channel, digitalized e-Kosova Contact Center within AIS, including, inter alia: (i) development of integrated Help-Line software which is connected to e-Kosova and other relevant systems; (ii) deployment of customer relationship management (CRM) software to support troubleshooting of digital service use, including ticket management, real-time monitoring, a text and voice virtual assistant to filter user service queries; and collection of user feedback through text messaging; (iii) acquisition of associated energy efficient hardware and network equipment, as well as furnishing needed for the e-Kosova Contact Center; (iv) analysis of user data, including data drawing upon new exit surveys for individual users who have accessed an e-service; and (v) additional identified training needs of the Contact Center workforce.

³Although the project's main focus for the digitalization of services would be on the identified life event categories under subcomponent 2.3, if feasible the project will also support the necessary software enhancements for services that are in the process of being digitalized or available as e-services to become available in e-Kosova. For example, e-procurement services with the national procurement agency, planned services related to the judiciary, licenses and permits provided by the Ministry of Environment and services by the Ministry of Agriculture in addition to the few services (information and grant-related) already on e-Kosova.

(b) Establishment of a pilot Integrated Service Center (ISC) in Pristina within an existing government location, including, inter alia, (i) financing for a feasibility study, and a competition for the design and area master plan; (ii) support minor refurbishment needs and additional investments in energy efficient hardware and software to make the new ISC operational and maximize its energy efficiency; and (iii) a communication campaign to raise awareness about the Pristina ISC, and linked to activity 2.2(c).

(c) Development and deployment of an active information, education and communications (IEC) outreach communications campaign to increase awareness and mobilize citizens on the multi-channels of access to e-services, including, inter alia, (i) a survey in the first year that targets the vulnerable groups (senior citizens, women, RAE communities) to better design an IEC-outreach program; (ii) additional surveys designed and implemented at project mid-term and subsequently (Y4, Y5) to monitor and improve the impact of the IEC-outreach program and targeted mobilization efforts to especially reach the identified vulnerable groups.

Subcomponent 2.3. Piloting Citizen-Centric Digital Services with a life event approach

This subcomponent aims to support the development of citizen-centric service delivery by piloting a life event approach⁴ as an important demonstration effect of innovations to providing proactive integrated services that are resilient to disruptions in physical access to government buildings. In particular, it will include:

(a) Analysis of global experience in using a life event approach and the finalization of the services to be selected for support under the Project; clustering of existing digital services associated with the selected life event on the e-Kosova portal

(b) Reengineering of services around two priority life event related category of services (based on agreed criteria with the Government, including readiness of the e-service; service importance and user demand for impact; and gender and overall inclusion considerations⁵), such that the package of services clustered around the life event is delivered in a proactive manner once the triggering event is verified. For each life event category, selected associated services will undergo, where needed: (i) ICT and automation upgrades to increase proactivity, including where relevant integration of machine-learning methods and artificial intelligence to improve user pathways, provide user-context suggestions, detect user behavior anomalies, and predict high-loads; (ii) administrative rationalization and simplification; and (iii) support to necessary regulatory and legal amendments.

Subcomponent 2.4. Innovation.

⁴The most advanced digital governments (incl., Estonia, Denmark, UK, Singapore, Australia, New Zealand) have, in recent years, transitioned to delivering services that are proactive and integrated around a citizen or user reporting a life event, such as getting married, becoming a new parent, buying a new home etc.

⁵Criteria for selection: (i) those life events that are most “ready” in terms of e-service organization, institutional ownership, level of automation and policy/legal readiness, (ii) those life events that touch a significant number of users and, (iii) those life events that impact the project’s target vulnerable groups, such as women and the disabled.

The subcomponent will support the Government's aim to establish an innovation cell within AIS to leverage innovative digital transformation solutions for improving access to and the quality of public services. In particular it will provide support to:

(a) the establishment of an innovation cell within Government as the responsible authority to engage with interested developers and to harness additional donor financing for innovative solutions that currently exist. Possible areas could include: climate resilience, innovation in procurement of digital goods and services, innovations in citizen engagement and service delivery tools; and

(b) Selected activities that will contribute to strengthening the innovation ecosystem by tapping into the capacity of the private sector and the diaspora, and promote a culture of innovation within Government, such as, inter alia, (i) use of frontier technologies (satellite-based technology, AI, machine learning, big data); (ii) crowdsourcing of ideas about public policies and strategies, and (iii) private sector involvement to address public sector challenges (start-ups).

- **Component 3: Institutional strengthening, change management, and project management**

This component aims to provide targeted technical assistance to support institutional strengthening and change management activities required for the successful implementation of the Project and achievement of results. It includes three subcomponents:

Subcomponent 3.1. Institutional strengthening. This subcomponent aims to provide specialized technical assistance to strengthen the data governance policy and institutional framework necessary for driving the digital transformation of government and services and foster a culture of trust and collaboration among public entities. This will include, inter alia:

(a) Strengthening of the data governance institutional and legal framework through, inter alia, (i) the establishment of a data governance body⁶ responsible for the development and implementation of a data governance strategy; (ii) development of a data-classification methodology, standards, and protocols as well as improvements in the legal and organizational framework, (iii) revisions to the legal framework to enhance compliance with relevant EU regulations; (iv) devising privacy and security measures, and other legal safeguards and enablers; (v) strengthening the Information and Privacy Agency; and (vi) designing and implementing incentives for better ICT investment management such as spending controls policy; and

(b) Strengthening of the institutional and coordination structure envisioned in the e-Government strategy 2023-2027 (including the establishment of a Digital Transformation Unit within the Prime Minister's Office).

Subcomponent 3.2. Change management. This subcomponent aims to support the change management and capacity building processes important for ensuring the success of digital government reforms. In particular, it will:

(a) Identify targeted change management and capacity building support related to (i) leadership level skills to plan and implement reforms in a timebound manner (e.g., applicability of rapid results approaches); (ii) managerial skills (non-IT or non-specialized) to support prioritization of reforms and

⁶ The data governance body could be a new institution or an existing one that undertakes such responsibility.

selection of services to be digitized being primarily responsive to user needs; and (iii) broader technical (including IT-related) skills that need to be in place within key ministries, departments and agencies to provide a catalyst for wider adoption of the new IT-systems and whole of government platform supported through the project.

Subcomponent 3.3 Project management. This subcomponent aims to strengthen the capacity of the Agency for Information Society to manage the Project. In particular, it will include: staffing of the PIU (including, inter alia, expertise on M&E, technical coordination, project planning, procurement and contracts management, and financial management).

1.1.2. Project Implementation

The key implementing agency for the Project is the Agency for Information Society (AIS). The PIU, which will be established within AIS will be responsible for overseeing day-to-day project management, including the timely preparation and execution of annual work plans and budgets; preparation, execution, and updating of procurement and implementation plans; performance of fiduciary functions; and preparation of financial and performance reports. The PIU will be responsible for monitoring and reporting on Project results in coordination with the AIS teams managing the eKosova platform and for the preparation of semi-annual progress reports.

The Project Management Committee (PMC) headed by the Chief Technology Officer at the Office of the Prime Minister (OPM) and comprised of institutional representation from the different agencies responsible for both coordination and technical implementation will be responsible for overall coordination and oversight of project implementation.

The Digital Transformation Unit (DTU) to be established within the OPM will work in coordination with PIU and will be responsible for providing technical support, fostering technical coordination, and overseeing the implementation of Government's broader eGovernment Strategy 2023-2027. It will support and coordinate across programs aimed at digital transformation.

The Digital Transformation Commission (recently established, more broadly than for the Project itself) will provide high level strategic advice to whole-of-government efforts on digitalization and bring together high level decision makers from multiple agencies involved in the the Government's implementation of the digital government agenda (and as such, the Project). It is headed by the Prime Minister and includes Heads of the Ministry of Finance, Ministry of Interior, and others selected ministries.

Qualified and experienced staff will be engaged in PIU to fill specific operational and advisory roles related to; financial management (FM), environmental and social, monitoring and evaluation, and communications. Experts from both public and private sector including core staff with technical responsibilities related to digital infrastructure, business process reengineering, change management and coordination would be engaged in the DTU during the project implementation.

1.2. Stakeholder Engagement Plan Objectives

The objective of this SEP is to improve and facilitate Project-related decision-making and create opportunities for active involvement of all stakeholders in a timely manner, provide possibilities for all stakeholders to voice their opinions and concerns that may influence Project decisions. The scope of this

Stakeholder Engagement Plan seeks to be proportionate to the nature and scale of the project and its potential risks and impacts. It will contribute to successful Project implementation and support improving the environmental and social sustainability of the Program. The specific objectives of the stakeholder engagement plan are as follows:

1. To establish a systematic approach to stakeholder engagement that will help AIS to identify stakeholders and build and maintain a constructive relationship with them, in particular project affected parties.
2. To assess the level of stakeholder interest for the project and to enable stakeholders' views to be taken into account in project design and environmental and social performance.
3. To provide means for effective and inclusive engagement with project-affected parties and interested parties throughout the project life cycle on issues that could potentially affect them. Hence, the plan on how AIS and the Project Implementation Unit (PIU) will communicate with the Project stakeholders will be presented in this SEP document.
4. To ensure appropriate project environmental and social risks disclosed to stakeholders in a timely, understandable, accessible, and appropriate manner and format.
5. To provide project-affected parties with accessible and inclusive means to raise issues and grievances, and allow Borrowers (AIS) to respond to and manage such grievances.

1.3. Regulatory Requirements for Stakeholder Engagement

Stakeholder engagement for the Project will follow the national legislative requirements in Kosovo as well as World Bank's ESS10 on Stakeholder Engagement and Information Disclosure.

1.3.1. Kosovo National Legal Framework for Stakeholder Engagement

The main principles for right to access public documents in Kosovo are defined in Article 41 of the **Constitution of the Republic of Kosovo**, which stipulates that every person enjoys the right to access public documents, except for the information that is restricted by law, due to the privacy, business secrets or those classified security information.

Environmental legal framework (Environmental Protection law and EIA law and administrative instruction for EIA process) also stipulates the need for public disclosure and consultation activities. The **Law on Environmental Protection No. 03/L-025** provides the obligation of the central and local institutions and all other authorized organizations to regularly, timely and objectively inform the public on the environmental status, environmental quality and emission, warning measures, and pollution, which may pose threat to human life and health. It also ensures the participation of the public in the decision-making processes. Kosovo is not party to the Aarhus Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters (1998). However, most of principles of the Convention are implemented in the national legislation.

Other laws, regulations and guidelines which foresee disclosure of project information or support access to information, encompassing processes for raising grievances and appeals, and promote and ensure the consultation process includes:

Law on Access to Public Documents⁷ (LAPD) guarantees the right of every natural and legal person to have access, without discrimination on any grounds. Access to public documents is provided through proactive publication of public documents by public institutions and through a written, electronic or verbal request of any person for access to public documents. The law also defines the procedures for proceeding complaints to the Information and Privacy Agency, Ombudsman and competent Court in case of rejection or non-response for access to public documents from public institution.

According to article 30 of the law no. 06/L – 114, 2019 the public official has the obligation to exercise his/her duty with transparency and to provide the public with any necessary information, except in cases the information is classified according to the law.

As regards to consultation process, article 7 of the Regulation No. 09/2011 of Work for Kosovo Government stipulates that a preliminary consultation by the proposing body or governmental body should be carried out with ministries, state administration and other relevant bodies for concept documents, explanatory memoranda, or draft legal and by-law acts, strategic plans of ministries or sectoral strategies. Except for the consultation with ministries and administration bodies defined in article 7, the proposing agency which prepared proposals for which a concept document is required, shall publish the content of its proposal for public comment and shall specifically solicit comments from non-governmental organizations that are significantly affected by the proposal.

Guideline No. 062/2011 on public consultations process issued in support of Article 32 and Article 76 of the above Regulation aims to standardize the process of public consultations, and is implemented by civil servants involved in drafting of official documents (policies, strategies, draft laws, etc.), and by civil society organizations. In this guidance are defined the stages when the consultation should be carried out, and who should be consulted. According to this guideline, the consultation should provide opportunities for inclusion in the consultation process of groups excluded from decision-making processes.

Regulation No.27/2018 on the Government Public Communication Service sets out the functioning of a coherent and coordinated system for government public communication. The provisions of this Regulation are binding on all Government institutions at central and local level. Chapter II of the regulation describes the functions of the government public communication service. According to Article 15, central and local level government institutions shall use social networks for public communication, in accordance with the Guideline for Social Networks.

Regulation No. 05/2016 on the ‘Minimum Standards For The Public Consultation Process’ aims to encourage and ensure a public consultation process between public bodies, interested parties and the public, for a comprehensive participation in the policy-making and decision-making process with public interest and to increase transparency and responsibility of public bodies towards interested parties and the public. It defines the forms and techniques of public consultations. The minimum standards for public consultations defined in this Regulation apply to all documents, the drafting process of which requires public consultation. According to the regulation, the OPM for Good Governance is obliged to maintain the online platform (<https://konsultimet.rks-gov.net/>) which is used by all public bodies to identify stakeholders for the development of public consultation.

⁷ Law no. 06/L-081 on Access to Public Documents, 2019

1.2. World Bank Policies and Requirements

In addition to the requirements of Kosovo legal framework described above, the Project must also meet the requirements for the engagement of stakeholders and environmental and social standards of the World Bank. The World Bank's Environmental and Social Framework (ESF)'s Environmental and Social Standard 10 (ESS10) under the "Stakeholder Engagement and Information Disclosure", identifies the importance of open and transparent engagement between the Borrower and Project Stakeholders as an essential element of good international practice. The ESS10 establishes a systematic approach to stakeholder engagement that potentially helps the Borrower to identify stakeholders and build and maintain a constructive relationship with them, as well as disclose information on the environmental and social risks and impacts to stakeholders in a timely, understandable, accessible and appropriate manner and format. It recommends that stakeholder engagements commence as early as possible during the project development process and continue throughout the lifecycle of the project. This allows consideration of stakeholders' views in the project design and environmental and social performance. The Borrower will also implement a grievance mechanism to receive and facilitate resolution of concerns and grievances. The following are the requirements set out by ESS10:

- Borrowers will engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design. The nature, scope and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts. Borrowers will engage in meaningful consultations with all stakeholders.
- Borrowers will provide stakeholders with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination, and intimidation.
- The process of stakeholder engagement will involve the following, as set out in further detail in this ESS: (i) stakeholder identification and analysis; (ii) planning how the engagement with stakeholders will take place; (iii) disclosure of information; (iv) consultation with stakeholders; (v) addressing and responding grievances; and (vi) reporting to stakeholders.
- The Borrower will maintain and disclose a documented record of stakeholder engagement, including a description of the stakeholders consulted, a summary of the feedback received and a brief explanation of how the feedback was considered, or the reasons why it was not.

The Stakeholder Engagement Plan must be disclosed as early as possible, and before project appraisal. If significant changes are made to the SEP, the Borrower must disclose the updated SEP. According to ESS10, the Borrower should also propose and implement a grievance mechanism to receive and facilitate the resolution of concerns and grievances of project-affected parties.

2. BRIEF SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

Stakeholder engagement activities undertaken to date included high level engagement with the World Bank Team, Implementing Agency (AIS), other key agencies involved in certain activities of the Project, Line Ministries and other agencies, Donors, NGOs and other relevant stakeholders etc. The activities included missions, dialogues, meetings and consultations (in virtual and in person).

The following table presents the stakeholder engagement activities held so far with reference to the overall Program.

Table 2.1: Summary of previous stakeholder engagement activities (to be updated according to other missions and consultations)

Place and type of engagement	Date	Participants	Key issues discussed
World Bank Mission in Pristina	June 20-24 2022		Present the GTMI and meet with relevant government counterparts to discuss critical aspects related to the project
Technical Workshop		Workshop (20 participants) World Bank team, Office of the Prime Minister, Ministry for Economy, Agency of Information Society (AIS), Public Procurement Regulatory Commission (PPRC), Ministry Internal Affairs, Ministry of Finance, Labor and Transfer, Customs Administration of Kosovo, Kosovo Cadastral Agency (KCA)	Presentation the GovTech Maturity Index (GTMI) 2022 update for Kosovo based on the online survey responses submitted by the relevant government officials. Discussion on how to support the NDS & Digital agenda. Presentation of options were of the potential areas of support for the proposed project. Share of participants view on GTMI results and the proposed project support. Sharing of comments and suggestions in relation to Kosova (e-Procurement), urgency of establishing a DRA, needs for training new and existing employees, needs awareness and training of citizens etc.
Consultative meetings with relevant government counterparts		Prime minister meeting	Sharing of expectations about the service delivery improvements and the digital transformation of government and suggestion on establishment of an executive committee for the implementation arrangements.
		Meeting with Chief Technology Officer (CTO)	Discussions on preliminary findings of the feasibility study for the DRC and findings of the technical assessment of the government shared platforms, on citizen centric, discussions and suggestions on life cycle approach to public services and for consideration of innovation hub within AIS
		World Bank team, financial management and procurement specialists in the Ministry of Finance, representatives from Ministry for Economic Development, Ministry of Internal Affairs, Ministry of Public Administration, Ministry of Environment, Spatial, Planning and	Discussion on the budgetary arrangements for the project and institutional arrangements for the implementation of the e-Governance strategy. Agreement on initiating respective fiduciary assessments after the clarification of implementation arrangements.

		Infrastructure; Cadastral Agency Planning and Infrastructure and the CTO	
		World Bank, CTO and donors	Agreement on establishing a donor coordination mechanism to facilitate alignment of the various ongoing initiatives.
Virtual meetings	July to September	PMO, World Bank, CTO	Discussions on DRC solutions, Draft TORs for the preparation of technical requirements for the new government intranet, Draft TORs DRC/Cloud readiness, for the establishment of the DTU, Decision on implementation arrangements, etc
Meeting and discussions	September 12-14, 2022	World Bank team, Ministry of Finance representative and AIS general director and CTO	Project layout planning (component 2: e-kosova, life events, project implementation arrangements)
Meeting and discussions	October 3-4, 2022	World Bank team, AIS general director, Administrator of e-Kosova Platform and CTO	Kick start Social & environmental, Discussions on fiduciary, financial assessments
Meeting and discussions	October 17-18, 2022	World Bank team, CTO, Manager for e-Kosova, representatives of Nevo Koncepti, Romani Iniciativa HAK NGOs	Information on barriers to services for the poor and vulnerable in Kosovo

3. STAKEHOLDER IDENTIFICATION AND ANALYSIS

The objective of stakeholder identification is to establish which individuals and organizations may be directly or indirectly, positively, or negatively impacted by the project and to bring them forward to the first line of information.

In accordance with ESS10, stakeholders who need to be informed and consulted about the Project includes individuals and groups who;

- i. are affected or likely to be affected (directly or indirectly) by the Project (affected parties), or
- ii. may have an interest in the Project (other interested parties), and
- iii. persons who may be disproportionately impacted or further disadvantaged by the project as compared with any other groups

These stakeholders need to be informed and consulted throughout the entire Project cycle. Particular attention will be paid to disadvantaged/vulnerable groups or individuals, which may need to be informed and consulted in a specific manner and suited to their needs.

A detail analysis of the stakeholders in relation to separate Project's components has been undertaken and the results are presented in the separate sub-chapters (3.1, 3.2, 3.3).

3.1. Project Affected Parties

Project Affected Parties (PAP) are persons, groups and other entities that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures. PAPs include among others: key implementing agencies and other institutions involved in implementation of certain activities; E-services users (Individuals, groups or local communities and private companies with their employers around Kosovo); Government of Kosovo, public institutions and their officials who Provide services that might be enhanced through ITC and are targeted by capacity building activities; other public/private service providers; and the World Bank. These are presented in the following table:

Table 3.1: Project Affected Parties

Stakeholders	Appearance within Project Components										Main interests in the Project
	1.1	1.2	1.3	2.1	2.2	2.3	2.4	3.1	3.2	3.3	
Implementing Agency											
Agency for Information Society (AIS)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Overall successful implementation and management of the Project. Increased institutional capacities of AIS. Improved management of e-Kosova platform. Successful implementation of innovative digital solutions, etc
Other institutions involved in implementation of certain project activities											
State data center (SDC) and disaster recovery center (DRC) Ministry of Industry, Entrepreneurship and Trade (MIET) Ministry of Economic Development (MED) Ministry of Finance, Labor and Transfer (MFLT) Cadastral Registry Agency Civil Registry Agency Business Registration Agency Department of Public Administration Central Bank	✓	✓		✓		✓		✓			Strengthening arrangements between SDC and DRC to enhance data backup and recovery and resilience of government business operations to disruptions from, climate change natural disasters and other events. Improved interoperability Successful optimization of the cadaster. Successful integration of key base registries and Business registration agency with e-Kosova platform. Successful maintenance of FMIS
Government of the Republic of Kosovo with its line Ministries and other public Agencies/Entities											
Government of the Republic of	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Successful implementation of the Project. Increase capacities of the new DTU. Save of costs

Kosovo/Office of the Prime Minister/MIA											on infrastructure and improve trust in government.
Other Line Ministries and other public Agencies/Entities with its employees/officials/civil servants	✓	✓	✓					✓	✓		Successful implementation of the project. Improved effectiveness in internal public servant communication, collaboration, and engagement in a digital age. Improved technical Skills
Service providers such as; Kosovo Electric Distribution; Telecom providers; Notary	✓	✓				✓					Successful digitalization of priority services through life event approach
E-services users											
General Public	✓			✓	✓	✓	✓			✓	Successful implementation of project activities improved quality and access (multichannel access) to the selected public administrative services (including, for service users with special needs), trust improved
Private Companies (businesses) and its employees	✓			✓	✓	✓	✓			✓	Facilitation and Improved registration of new employees, verification of payroll records, salary payments, improved quality and access
Residents who may be inconvenienced by small-scale civil works for the ISC, contact center and DRC		✓			✓						May be negatively impacted from typical renovation-related disturbances such as dust, air pollution, waste generation, and health and safety risks
World Bank/IDA	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Successful implementation and functionality of the project with visible and measurable results and outputs

3.2. Other Interested Parties

Other interested parties (OIP) are individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project. They could affect the project and its implementation process in some way, may influence the outcome of the project through their mandate, relationship and knowledge about the affected communities or political influence. This group of stakeholders includes media, academia and civil society organizations; project contracted private and public companies (consulting firms/technical expertise to implement project activities). Project supporters and donors are also project-interested parties. All above mentioned are presented in the following table.

Table 3.2: Other Interested Parties

Stakeholders	Appearance within Project Components										Main interests in the Project
	1.1	1.2	1.3	2.1	2.2	2.3	2.4	3.1	3.2	3.3	
CSOs working on environmental and social policy issues, gender inclusion, disability, elderly, ethnic minorities, transparency etc.	✓	✓		✓	✓	✓		✓	✓		Successful implementation of engagement activities Increased awareness and accessibility of services for vulnerable groups
International organizations/donors who implement projects in the targeted areas, such as; USAID, FCDO, SIDA, Swiss SDC, UNDP, GIZ, EU.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Successful implementation of the Project, without interferences, disruptions and conflicts with their ongoing activities. Can advise and support the program
Private Sector Companies											
Consultancy & Advisory	✓	✓			✓		✓	✓	✓	✓	Successful delivery of services and outputs of the Project; policy reform, development of strategies (such as; transition to hybrid cloud), NIF etc
Software Development companies Private cloud service provider	✓	✓	✓	✓	✓	✓	✓				Design and Development of Government Intranet and related shared platforms. cloud readiness plan and cloud awareness etc.
Campaign and survey development companies					✓						Successful implementation of citizens outreach campaign on e-services
Equipment, Hardware, software suppliers	✓	✓	✓	✓	✓		✓	✓			Successful delivery of equipment's for the Project (hardware, software, network equipment)
Media & communication		✓			✓					✓	Promote inclusive participation. Support to increase awareness and information dissemination.
Academia	✓			✓							Improved ability to build upon and create new research from improved usage of publicly accessible open data.

3.3. Vulnerable Individuals or Groups

Disadvantaged or vulnerable refers to those who may be more likely to be adversely affected by the project and/or more limited than others in their ability to take advantage on its benefits. They often do not have a voice to express their concerns or understand the impacts of a project due to their vulnerable status and

that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project.

In Kosovo, there are several Vulnerable groups which face with the risk of poverty and exclusion and are often excluded from decision-making processes⁸ such as: persons with disabilities, women, Roma, Ashkali and Egyptian communities, elderly, People in rural/peripheral areas; and people with low income. Lack of education and unemployment are over-arching themes that affect all these groups. These groups face also the risk of being excluded from the benefits of this project if not adequately engaged. The main vulnerability factor and barrier for the above-mentioned segments of the population to benefit from digitalized government services is their lack or low digital skills and tools (ICT tools, internet connection etc) due to limited resources. Considering the characteristics of vulnerable groups, special measures will be taken to ensure vulnerable groups benefit from the project activities, and their vulnerability is not increased because of inability to access the proposed digital systems and processes.

The needs and preferred means of notification/ consultation for disadvantaged or vulnerable individuals or groups, to participate and/or in understand the project information are identified in the following table.

Table 3.3: Summary of Disadvantaged and vulnerable groups interests/specific needs

Appearance with Project Component	Stakeholders (Vulnerable groups)	Key Characteristics	Specific Needs/resources required	Preferred means of notification/ consultation	Main Interest
Component 2.1	Elderly	Lack of digital skills and/or digital tools Low mobility Limited voice	Address special needs to support them to understand the project impacts and benefits Local language	Community Announcement Focus group Meetings , Local media, TV, Radio etc.	Interest on equal chances for accessibility of services affordability, Geographic targeting, increase digital skills through training, information outreach, awareness raised. Interest their voice to be heard and their needs to be taken into account
	Persons with Disabilities	Lack of digital skills and/or digital tools Hearing and visual impairment, physical and speech impairment	Assistance for mobility, Accessibility of venues (when physical meetings are possible and planned) Access to technologies used (use of Braille, audio) Sign language	Local government, focused groups meeting, Local media (TV, radio) NGOs	
Component 2.2	People living below the poverty line	Lack of digital skills and/or digital tools Limited voice, limited resources due to high poverty level	Distance to meeting venue, travel costs (when contact and physical meetings are possible and planned),	Community announcement, focused groups meeting, TV, radio	
Component 3.2	Roma, Ashkali and Egyptian Communities	Lack of digital skills and/or digital tools Limited voice High poverty level Low level of income	Translated messages into Roma language for Roma community Local language Accessible grievance	Focused groups meeting, Local community leaders TV, radio	

⁸ According to Guidance for the public consultation process, Republic of Kosovo 2011

	Illiterate population	Lack or low level in writing and reading ⁹	redress system, Education on process, Graphics		
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Where other affected parties, interested parties and vulnerable groups are identified during the course of the project implementation, their needs will also be taken into consideration and reflected in the SEP document.

3.4. Summary of Project Stakeholder Needs

According to the assessment on the level of interest/needs of stakeholders identified above will be defined the type and frequency of engagement activities necessary for each group on technical assistance and change management activities.

The following table presents Matrix that will facilitate in determination where to concentrate stakeholder engagement efforts during project implementation.

Level of Influence	High	Involve/engage	Involve/Engage	Partner	Level of Interest
	Medium	Inform	Consult	Consult	
	Low	Inform	Inform	Consult	
		Low	Medium	High	

Color-coding	Engage closely and influence actively: require regular and frequent engagement, typically face-to-face and several times per year, including written and verbal information
	Keep informed and satisfied: require regular engagement (e.g. every half-a-year), typically through written information
	Monitor: require infrequent engagement (e.g. once a year), typically through indirect written information (e.g. mass media).

The following table shows PAP and OIP needs and their level of interest and influence of each of the above-identified categories:

Table 3.4: Level of Interest and influence of PAP and OIP

Stakeholder groups	Stakeholders sub-Groups	Role and Interest in the Project	Interest	Influence
Project affected Parties				

⁹ STRATEGY FOR INCLUSION OF ROMA AND ASHKALI COMMUNITIES IN THE KOSOVO SOCIETY 2017-2021, page 17 and Overview of Roma, Ashkali and Egyptian Community in Kosovo, OSCE, January 2020

Implementing Agency	AIS	Main driver and implementer of the project. Successful implementation and management of the Project. Increased capacity of AIS team. Improved management of e-Kosova platform successful implementation of innovative digital solutions	High	High
Other institutions involved in implementation of certain activities	SDC and DRC Central Bank Ministry of Finance, Labor and Transfers Ministry of Economic Development Cadastral Registry Agency Civil Registration Agency Business Registration agency Department of Public Administration under MIA, Ministry of Industry, Entrepreneurship and Trade (MIET) Central Bank	Strengthening arrangements between SDC and DRC to enhance data backup and recovery and resilience of government business operations to disruptions from, climate change natural disasters and other events. Improved interoperability Successful optimization of the cadaster. Successful integration of key base registries and Business registration	High	High
Government of Kosovo / Prime Minister office	Government of Kosovo / Office of the Prime Minister/Ministry of Internal Affairs	Support and coordinate across programs aimed at digital transformation through the new DTU Successful implementation of the Project Save of costs on infrastructure and improve trust in government	High	High
Line Ministries and other public Agencies/Entities and its Employees/officials/civil servant	Ministry of Justice Ministry of Environment, Spatial Planning and Infrastructure, Ministry of Regional Development The Information and Privacy Agency Kosovo Kosovo Agency for Environmental Protection Institute for Public Administration Tax Administration of Kosovo Public Procurement Regulatory Commission, Customs Administration of	Successful implementation of the project. Provide strategic direction and facilitate inter-entity coordination and convergence through line ministries representatives Beneficiaries of the Project Receive capacity building, improve ICT services to end users, benefit from improved effectiveness in internal communication, collaboration, and engagement in a digital age between institutions. Improved technical skills and performance	High	High

	Kosovo, State Agency for Waste Management in Kosovo, and other line ministries/agencies			
Service providers	Service providers such as; Kosovo Electric Distribution; Telecom providers; Notary	Provide services that might be enhanced by ICTs Successful digitalization of priority services through life event approach	High	Medium
E-services users	General Public All Residents/ Community members	Beneficiaries of the Project Benefit from improved quality and access (multichannel access) of selected public administrative services (including, for service users with special needs), trust improved	High	Medium
	Private Companies (businesses) and its employees	Beneficiaries of the Project Facilitation and Improved registration of new employees, verification of payroll records, salary payments, improved quality and access	High	Medium
Residents who may be inconvenienced by small-scale civil works	Residents who may be inconvenienced by small-scale civil works for the ISC, contact center and DRC	May be negatively impacted from typical renovation-related disturbances such as dust, air pollution, waste generation, and health and safety risks	Medium	Low
World Bank	World Bank	Support/finance the project. Successful implementation and functionality of the project with visible and measurable results and outputs	High	High
World Bank-IDA	World Bank	Support/finance the project. Successful implementation and functionality of the project with visible and measurable results and outputs	High	High
Other Interest parties				
CSOs	CSOs working on environmental and social policy issues, gender inclusion, disability, elderly, ethnic minorities, transparency etc	Can facilitate encounters with other stakeholders, important in social mobilization and awareness raising Interest in successful implementation of engagement activities, increased awareness and accessibility of services for vulnerable groups	High	Medium
Media and Communication	Media and Communication	Promote inclusive participation. Support to increase awareness and information dissemination, policy and regulatory issues, transparency	High	Low
International organizations /donors	International organizations/donors who implement projects in the targeted areas, such as; USAID, FCDO,	Can advise the project Interest on successful implementation of the Project, without interferences, disruptions and conflicts with their ongoing activities Interest on providing financing for innovative digital solutions	Medium	High

	SIDA, Swiss SDC, UNDP, GIZ, EU.			
Private sector companies	Consultancy & Advisory	Successful delivery of services and outputs of the Project; policy reform, development of strategies (such as; transition to hybrid cloud), NIF, support to the preparation of associated policies, plan on cloud readiness and cloud awareness etc.	High	Medium
	Software Development companies. Private cloud service provider	Design and Development of Government Intranet and related shared platforms	High	Medium
	Campaign and survey development companies	Successful implementation of citizens outreach campaign on e-services	High	Low
	Network Equipment, Hardware, software suppliers	Successful delivery of equipment to the Project (hardware, software, network equipment) Successful delivery of equipment to the Project DRC in Decan, ISD in Pristina and Contact Center	High	Low
Academic Users	Academic Users	Improved ability to build upon and create new research from improved usage of publicly accessible open data	High	Low
Vulnerable/ Disadvantaged Groups	Elderly; Persons with Disabilities; People living below the poverty line; Roma, Ashkali and Egyptian Communities; Illiterate population	Beneficiaries of the project, accessibility of services, Their voice be heard and their needs to be taken into account.	High	Low

The stakeholder list above will be updated regularly throughout the project life cycle as appropriate.

4. STAKEHOLDER ENGAGEMENT PROGRAM

4.1. Purpose and Timing of Stakeholder Engagement Program

The SEP is designed to establish an effective communication channel for interaction with the potentially affected parties, others interested parties and vulnerable groups during implementation of the Kosovo Project on Strengthening Digital Governance for Service Delivery. The SEP should include all stakeholders' categories in the strategy for communication and information disclosure of the project.

Meaningful stakeholder engagement throughout the project cycle will:

- Inform stakeholders about project objectives, scope and manage expectations
- Solicit feedback to inform implementation, monitoring and evaluation
- Receive and address project-related grievances
- Assess and mitigate project environmental and social risks
- Build constituencies and collaboration
- Enhance project outcomes and benefits
- Disseminate project information/ materials

Adequate stakeholder consultations will require effective timing and advanced planning. To ensure information is readily accessible to affected stakeholders, and adequate representation and participation of the different groups in the process, the PIU and in collaboration with Project key primary implementing agency (AIS) and other agencies/institutions involved in the Project will adopt different methods and techniques based on the assessment of stakeholder needs. Consultation meetings with relevant PAP and OIP have already included a series of engagement. Other consultation meetings are envisaged to take place prior to the commencement of the Project as well as during the project implementation and on an 'as-needed' basis. Stakeholder consultation and engagement activities that should be carried out during three phases of Project lifecycle:

- Phase I (Project Preparation): The purpose of stakeholder engagement during this phase will be to ascertain institutional needs; apprise all stakeholders about planned activities/reforms; and improve project design; create synergies;
- Phase II (Project Implementation): Extensive stakeholder engagement will continue to be carried out during this phase with all relevant affected parties (institutional stakeholders, disadvantaged/vulnerable groups, etc) and other interested parties.
- Completion phase; sharing Project Reports, results and outcomes.

Consultation activities will take place as much as possible in face-to-face interactions with the affected parties and beneficiaries in order to address current stakeholder suggestions, ideas or concerns. In addition, stakeholders will be able to use several channels (phones, e-mail, social media and project website) in order to receive more details about the project or provide/receive comments, ideas throughout the project life cycle.

Records of environmental and social issues raised, complaints received during consultations, field visits, informal discussions, formal letters, etc., will be followed up. Project will ensure that the different activities for stakeholder engagement, including information disclosure, are inclusive and culturally sensitive. Measures will also be taken to ensure that the vulnerable groups outlined above have the chance to participate and benefit from project activities. Further, while countrywide outreach communication campaigns will be established, specific communications in every place will be timed according to the need, and adjusted to the specific local circumstances of the place and local language.

4.2. Proposed strategy for information disclosure

This section describes what information will be disclosed, in what formats and the types of methods that will be used to communicate this information to each of the stakeholder groups. The project strategies for information disclosure will be tailored to the different stakeholders. The information will be disclosed on the

website of the implementing agency (once it becomes available; in the meantime on the OPM website), in a manner that is accessible and culturally appropriate, taking into account any specific needs of groups that may be differentially or disproportionately affected by the project or groups of the population with specific information needs (such as, disability, literacy, gender, mobility, differences in language or accessibility. Other means of communication will be used, such as; print media, radio, television, public events, brochures, fliers, and social media.

Table 4.1: Information disclosure strategy

Project stage	Type of information to be disclosed	Target Stakeholders	Methods proposed	Timing/ Locations	Responsibilities
Project preparation phase	Project information, E&S instruments (Draft LMP, draft Environmental and Social Commitment Plan (ESCPs) Draft Generic Environmental and Social Management Plans (ESMP), environmental and SEP) Benefits of the Program, GR Mechanism	Government of Republic of Kosovo, institutions involved in implementation of certain activities, line ministries and agencies/public institutions, other public/private service providers International donors/organizations	Implementing agency website (once its available; in the meantime, at the OPM website) Information meeting; Direct email communication, Consultation Workshop;	Before appraisal and project implementation At AIS offices or direct outreach as often as possible throughout the Project preparation	PIU/AIS
	Project information, E&S instruments (Draft LMP, Environmental and Social Commitment Plan (ESCP) Environmental and Social Management Plans (ESMP) Draft SEP Benefits of the Project GR Mechanism	E-services users (general public and private businesses) Academics Vulnerable groups	Implementing agency website (once its available; in the meantime, on the OPM website) Public consultation	Within the Project area by the end of Project preparation. Channels for continuous feedback will also be in place (information desks, phone, email, web platform)	PIU/AIS
	Share and exchange of relevant Project information, such as progress reports, exchange of ideas	World Bank	Direct email communication Individual and/or group meetings online, or with physical presence	Regularly	PIU/AIS
	Project information, E&S instruments Project progress, Project information benefits of the project, partnerships and joint programs Feedback	Civil Society organizations	Periodic project consultations,	At Project offices or direct outreach at least once during Project preparation Channels for continuous feedback will also be in place (information desks, phone, email, web platform)	PIU/AIS

Project stage	Type of information to be disclosed	Target Stakeholders	Methods proposed	Timing/ Locations	Responsibilities
				Webinar and videoconferencing as needed	
	Project information, E&S instruments Project progress, Project information benefits of the project, GR Mechanism, Feedback	International donors/organizations	Information meeting, presentation	Project offices in AIS as needed during the project preparation	PIU/AIS
	Project progress information, benefits of the project	Media and communication to inform wider public about Project activities	Press briefing, press release, webinars and video conferencing	Press briefing, press release, webinars and videoconferencing as needed	PIU/AIS
	Included in all consultation activities	Vulnerable groups	Information meeting, presentation,	Within the respective localities Channels for continuous feedback in place	PIU/AIS
Project Launch	PAD -Executive summary of PAD translated into local language Community	Agencies engaged on implementation of certain activities of the project Other Line ministries and agencies, service providers International donors/ organization, CSOs eservices users private companies	World Bank and Implementing agency website (once its available; in the meantime, on the OPM website) Workshops Information Meetings	Project Launch	PIU/AIS and WB
Project implementation	Coordination, share and exchange of relevant Project Information (design and implementation), such as progress reports, exchange of ideas	Implementing agency and other agencies involved in implementation of certain activities, World Bank	Online presentation materials. Social media Implementing agency website (once its available; in the meantime, at the OPM website) Individual and/or group meetings online, or with physical presence Direct email communication Copies of reports, Summary reports	Monthly/quarterly or/and annually	PIU/AIS
	E&S principles and obligations, Consultation process/SEP, ESCP, LMP,	AIS and other ministries and relevant public agencies	Implementing agency website (once its available; in the	During implementation	PIU/AIS

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Project stage	Type of information to be disclosed	Target Stakeholders	Methods proposed	Timing/ Locations	Responsibilities
	project information and GRM		meantime, at the OPM website) One to one meetings Consultation meetings		
	Data governance strategy, methodology, interoperability standards, and protocols, Cloud Computing Transition Plan, feasibility studies, design and area master plan	Agencies involved in implementation of certain activities, other relevant ministries and public agencies	Website E mails Notice board Newspaper Social media	During implementation	PIU/AIS
	Information on new policies on cloud readiness and awareness and data governance policy changes	Line ministries, agencies, departments public and Private service providers E service users Other interested parties	Public consultation workshops Focus groups Meetings with institutions	During implementation, before approval of new policies and amendments	PIU/AIS
	Implementation of Stakeholder Engagement Strategy, Information related to IEC-outreach program and awareness raising campaign to mobilize service users and to spread information about Pristina ISC and Contact Center, National Open Data Portal Regular updates on GRM	All	One-on-one meetings Focus groups Outreach through local community organization Public notices Press releases in the local media and on the project website	Various places and settlement level during implementation	PIU/AIS
	Performing surveys with e services users (citizens), including vulnerable groups in order to determine efficiency and improve the impact of IEC-outreach program and targeted mobilization efforts to especially reach the identified vulnerable groups	E services users Vulnerable groups	Direct email communication Individual and/or group meetings online, or with physical presence. Media/press releases. Online social media Field campaign Performing questionnaires'	Various places during implementation. Survey- first year of the Project, further surveys at project mid-term and Y4,Y5	PIU/AIS
	Scope of Project, E&S protection interventions, opportunities for collaboration, updated	NGOs, Academics, Private companies working on ICT,	Project website Workshop Social media	Project website Bi-Annual Project Dissemination Workshops	

Project stage	Type of information to be disclosed	Target Stakeholders	Methods proposed	Timing/ Locations	Responsibilities
	SEP and GRM procedures	Digitization, Software development, service providers, communication and surveying etc			
	Share and exchange of relevant Project information and implementation progress	International donors/organizations	Media/press releases. Online social media Official website Direct email communication	Upon request or need, otherwise, annually.	PIU/AIS
	Bidding documentation and Implementation reports. Publishing procurement notices Knowledge share Project preparation's progress information	Private Sector Companies (Bidding and Contracting companies)	Information through tender procedure and contracts. Monthly reports on progress of works to be submitted by contractors. Individual and/or group meetings online, or with physical presence Email communication.	Upon request or need.	PIU/AIS
	Share and exchange of relevant Project information, such as timetable for intervention in the existing facilities, impacts from refurbishment works,	Residents in Pristina and Decan living close to ISC, Contact Center and DRC	Individual and/or group meetings	Before implementation of certain activities	E&S specialists in PIU/AIS
	Performance reports (GRM, dashboards report. Information collected disaggregated by target user (e.g. poorest, women/girls, people with disabilities, Roma), geography etc	All	Notice board Implementing agency website (once its available; in the meantime, at the OPM website) Online social media Individual or group meeting	Annually for sector performance	PIU/AIS
Project closure	Project achievements, Lessons learnt Follow up	All	Official Websites National Radio/TV Soft copies of reports Social media	End of Project Year 2028	PIU/AIS

4.3. Proposed strategy for Consultation

The stakeholder consultation for the project aims to create awareness and increase understanding, improve project decisions making, mobilize support and forge collaboration and clarify roles and responsibilities.

Stakeholder consultations will serve as a platform for the dissemination of project information and receive feedback. Each of the identified stakeholder groups will be consulted on about various aspects of the project throughout the project life cycle. Methods of consultation will vary depending on the target audience and may include public meetings other and participatory methods. Detailed records of all public consultations will be kept. A record of Consultations and Meetings Form is found in ANNEX 1. Minutes should be supported with photo material taken during consultation and lists of attendees with their contact information and original signatures. AIS will carry out consultations and that will reflect main issues of relevance to the Project and each separate sub-component’s activity. A public disclosure package for the Project will contain:

- This Stakeholder Management Plan
- Labor Management Plan
- Environmental and Social Commitment Plan
- Generic Environmental and Social Management Plan

All these documents will be published on the Implementing agency website (once its available; in the meantime, on the OPM website <https://kryeministri.rks-gov.net/>). Documents will be prepared in Albanian, English and Serbian language and made publicly available, upon their official approval. The aforementioned documents will remain publicly available throughout the life of the Project. The following table outlines the proposed consultation strategy.

Table 4.2: Proposed Consultation strategy

Project stage	Topic of consultation	Method used	Timetable: Location and dates	Target stakeholders	Responsibilities	Proposed Time Schedule
Preparation	Consult ESF instruments: ESCP, SEP, LMP, GRM, generic ESMP	Public consultations and availability on the website of the Implementing agency (once its available; in the meantime, on the OPM website) and World Bank, Newspaper publication	Once	All	PIU/AIS	December 2022- June 2023
	Project Appraisal Document (PAD), project design, benefits and impact	Official Websites of the Implementing agency website (once its available; in the meantime, on the OPM website)and World Bank	Project Duration AIS	All Stakeholders	PIU/AIS WB	

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Project stage	Topic of consultation	Method used	Timetable: Location and dates	Target stakeholders	Responsibilities	Proposed Time Schedule
	Needs for the project Planned activities E&S principles, risk and impact, and management Grievance Redress mechanisms (GRM)	Virtual meetings providing background information Consultation meeting Phone Emails	Before implementation AIS office Virtual meeting	Officials from AIS, SDC and DRC, Central Bank Ministry of Internal Affairs Ministry of Finance, Labor and Transfers Cadastral Registry Agency Civil Registration Agency Business Registration agency Department of Public Administration, other line Ministries and Agencies	PIU/AIS	
	Proposed project components Environmental and Social related Risks and any other concerns Advance announcements of commencement of major project activities	Phone Emails, social media Media and Communication Public consultation Use of audio-visual materials, technologies such as telephone calls, WebEx, Microsoft Meetings, SMS, emails, etc.) to incorporate the needs of vulnerable group	Before implementation Within all communes	All stakeholders	PIU/AIS	
Implementation	Project progress on ongoing activities /targets and outputs, exchange of ideas Updated ESF instruments and monitoring of their implementation (SEP, LMP, ESCP & generic ESMP GRM Processes Environmental and social concerns Monitoring and Evaluation of Project results	Project progress Reports Direct email communication Individual and/or group meetings Official website publications of updated E&S documents In situ visit	Regularly and throughout Project duration	AIS PMC Digital Transformation Commission DTU	PIU/AIS	June 2023 – June 2028

Project stage	Topic of consultation	Method used	Timetable: Location and dates	Target stakeholders	Responsibilities	Proposed Time Schedule
	Participate in design and oversee implementation Project progress on activities Updated E&S instruments (the LMP, ESCP, SEP, generic ESMP and their implementation; GRM procedure, Environmental and social concerns Announcements of commencement of other outreach needs of the project e.g. capacity building and training	Updated E&S instruments published on official websites of implementing agency and the World Bank Information consultative meetings, Outreach via email Social media Workshops for information, training and capacity building	Annual/midyear Project stakeholder meetings At AIS offices Outreach at least three times, at the beginning, mid-term and end of Project Channels for continuous feedback will also be in place (information desks, phone, email, web platform	All Ministries and other public Agencies/Entities and public and private service providers	PIU/AIS	
	National Interoperability Framework (NIF) developed for Kosovo, the data governance strategy and methodology, interoperability standards, and protocols, capacity building	Individual and/or group meetings online, or with physical presence Direct email communication	Project operation At AIS offices	AIS Government of the Republic of Kosovo with its Ministries and other Agencies	PIU/AIS	
	Progress reports on project implementation, output and performance indicators	Project progress Reports Direct email communication Individual and/or group meetings	Semi annual reports	World Bank	PIU/AIS	
	Development of government intranet platform	Meetings online, or with physical presence Direct email communication	During Project operation	Government of the Republic of Kosovo with its Ministries and other Agencies and its employees	PIU/AIS	

Project stage	Topic of consultation	Method used	Timetable: Location and dates	Target stakeholders	Responsibilities	Proposed Time Schedule
	Strategy for transitioning to a hybrid government cloud platform and migration plan for the public sector, new policies aimed at ensuring the cloud readiness and cloud awareness of all new information systems, establishment of a shared DRC;	Individual and/or group meetings online, or with physical presence Direct email communication Availability on the official website of the Implementing agency (once its available; in the meantime, on the OPM website)	During Project operation	Government of the Republic of Kosovo with its Ministries and other Agencies	PIU/AIS	
	Bidding documentation and Implementation reports. Knowledge share. Trainings	Information through tender procedure and contracts. Direct email communication	To be defined	Bidding and Contracting companies Consultancy & Advisory;	PIU/AIS	
	Project progress on activities Updated E&S instruments (the LMP, ESCP, SEP, generic ESMP and their implementation; GRM procedure, Environmental and social concerns Opportunities for Collaboration, partnerships and joint programs	Information meeting, Presentation workshop Information by email, web, social media Work meetings Video conferencing Presentation workshop	Various places (centrally and within district) throughout Project duration ongoing and on a need basis	NGOs and CSOs in each district/area International Organizations Media and Communication Universities and research organizations Private Companies (consulting firms, software development companies, surveying firms, equipment suppliers)	PIU/AIS	
	Project progress on activities Updated E&S instruments (the LMP, ESCP, SEP, generic ESMP and their implementation; GRM procedure, Environmental and social concerns	Information/public meetings, Focus group discussions, Radio and TV, social media	At least three times, at the beginning, mid term and end of Project and/or on need basis	E-users services Vulnerable groups	E&S specialists within PIU/AIS	

Project stage	Topic of consultation	Method used	Timetable: Location and dates	Target stakeholders	Responsibilities	Proposed Time Schedule
	Promote access to e-services and other outreach needs of the project e.g. IEC Citizens outreach program and action plan for vulnerable groups Awareness campaign for multichannel access of e-service, sensitization on the new Integrated Help-line, the new e-Kosovo Contact Center, Integrated Service Center (ISC) in Pristina, Feedback mechanism	Information/public meetings, Focus group discussions, Radio and TV, social media Project information leaflets, brochures, Integrated Contact Center in Pristina Help-Line Collection of user feedback through text messaging	Through out Kosovo during project operation Channels for continuous feedback will also be in place	E-users services Vulnerable groups	E&S and communication specialists within PIU/AIS with support of CSOs/ NGOs and communication/surveys companies	
	Performing surveys with citizens and different vulnerable groups	Collection of user feedback through Questionnaires	Surveys on first year, project mid-term and Y4 and Y5	E-users services Vulnerable groups	PIU/AIS with support of CSOs/ NGOs and communication/surveys companies	
	Promoting collaboration among public entities and adoption of the new IT systems and intranet supported through the project and strengthening of the data governance policy and institutional framework	Workshops Training	Project duration	Key implementing agencies Line ministries/ Agencies	PIU/AIS	

Project stage	Topic of consultation	Method used	Timetable: Location and dates	Target stakeholders	Responsibilities	Proposed Time Schedule
Completion phase	Project Completion Report Project Results	Institutional Completion reports	AIS office PMC Digital Transformation Commission- Prime minister office	All Stakeholders	PIU/AIS	2028

4.4. Proposed Strategy to Incorporate the Views of Vulnerable Groups

The Project recognizes that vulnerable people require particular consideration, as they might be unable to participate, to the full extent in the consultation activities, and may also be disproportionately affected by some impacts. Therefore, the project will include methods to remove obstacles to their participation. It will make reasonable provisions to cater representative from persons with limited physical abilities, vision, hearing and speech impairment amongst others, those with low education level and those with insufficient financial resources and transportation means to attend public meetings scheduled by the Project. In cases where vulnerable status may lead to people’s reluctance or physical incapacity to participate in large-scale community meetings, the project will hold separate small group discussions with them at an easily accessible venue.

The Project itself under sub component 2.2 includes activities to incorporate the views of vulnerable groups by conduction surveys to monitor the impact of IEC-outreach program. The first survey will be conducted during the first year by targeting the vulnerable groups (senior citizens, women, RAE communities) and will help to better design an IEC-outreach program. Additional surveys designed and implemented at project mid-term and subsequently (Y4, Y5) will serve to monitor and improve the impact of the IEC-outreach program and targeted mobilization efforts to especially reach the identified vulnerable groups.

Environmental and Social specialists in PIU within AIS will closely monitor the consultation process to ensure entree and equal access to the consultation process and to guarantee that their voice is taken into account in order to find and implement solutions to some specific situations or issues.

The project will ensure that studies and assessments, plans and strategies, etc, conducted by consulting firms include clear methodologies for integration of the views of vulnerable and disadvantaged groups. Some strategies to be adopted to reach out to these groups include the following:

Table 4.3: Strategies to engage vulnerable groups

Target group	Strategy
Vulnerable groups	

<p>Elderly; Persons with Disabilities; Women; People living below the poverty line; Roma, Ashkali and Egyptian Community Illiterate Population</p>	<ul style="list-style-type: none"> • Develop separate strategy for communication and engagement each with vulnerable group, as needed. • Engaging community leaders, CSOs and NGOs working with vulnerable groups • Organizing face-to-face focus group discussions with these populations (Meeting places should consider) mobility and other physical constraints for participants) • . • Demonstrations and visual aids should be used where necessary and separate meetings could be held with women and girls depending on local norms • Information on consultation should be provided in advance • Appropriate venues and times for the consultation process and IEC outreach Project should be selected in consultation with local community leaders who have local knowledge • Providing disability friendly training material • Employ adequate communication channels tailored to the needs of vulnerable groups (e.g. TV, Radio). • Person to person interviews at convenient locations including door to door interviews should be considered • The use of local language and translation in Roma language is critical. Sign language might also be needed for visually impaired people and hearing impairment • Conducting surveys in the first year and at project mid-term and subsequently (Y4, Y5) by targeting the vulnerable groups
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4.5. Timelines

Activities described in this SEP are planned to be implemented between June 2023 and June 2028.

4.6. Review of Stakeholder Comments

This stakeholder engagement report will be delivered to all registered and consulted stakeholders, including vulnerable groups, to voice their views, comments and opinions, prior to its approval. The Report will be published on the website of the Implementing agency (once its available; in the meantime, on the OPM website) and it will be delivered to vulnerable groups who participated in stakeholder engagement activities and the WB.

The Project will gather all comments during consultations held as well as during performance of planned surveys, and a Report will be published on annual base. Comments from stakeholders will be solicited at every stage of the project life cycle. For public meetings, workshops, focus groups, comments will be recorded through detailed minutes of meeting. Environmental and Social Specialist at PIU will be responsible for receiving and recording any queries, concerns or complaints against the project components. The report will held information regarding conducted stakeholder engagement activities, stakeholder views and concerns, as well as section on grievance accepted and solved.

In addition, stakeholders will be allowed to file complaints against the project through the Grievance Redress Mechanism detailed in Chapter 6 of the SEP. All records relating to this mechanism including, grievance forms, grievance log, notes, interviews, meeting minutes, release forms etc. will also be stored.

The project will conduct a survey at first year of the Project and Project mid-term and during Y4, Y5 to receive feedback on various aspects of the project from the targeted project stakeholders, vulnerable and disadvantaged groups and the public and the results of the surveys will be disclosed through the website of implementing agency.

4.7. Future Phases of the Project

PIU and AIS will be kept engaged with stakeholders throughout the life of the Project, including reporting on the project environmental and social performance, the implementation of the stakeholder engagement plan and the status of the grievance redress mechanism. This Stakeholder Engagement Plan will be updated to reflect Project progress. It will include a list of all comments/inputs received during the activity and how comments are addressed and incorporated into respective Project activities. The report will be delivered to relevant stakeholders after each respective activity by e-mail or post and will be published on the Project webpage biannually. Also, all presentation materials, as well as relevant project documentation will be available on the website of the Implementing agency (once its available; in the meantime, on the OPM website) throughout the lifetime of the project.

5. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES

5.1. Resources

The budget for the implementation of the SEP will be defined before project effectiveness.

Table 5.1: SEP Budget

Budget categories	Quantity	Unit costs	Times/Years	Total costs	Remarks
1. Staff salaries and related expenses					
1a. E.g. Communications consultant					
1b. E.g. Travel costs for staff					
1c. E.g. Salaries for Community Liaison Officers					
2. Events					
2a. E.g. Project launch meetings					
2b. E.g. Organization of focus groups					
3. Communication campaigns					
3a. E.g. Posters, flyers					
3b. E.g. Social media campaign					
4. Trainings					

4a. E.g. Training on social/environmental issues for PIU and contractor staff					
4b. E.g. Training on GBV for PIU and contractor staff					
5. Beneficiary surveys					
5a. E.g. Mid-project perception survey					
5b. E.g. End-of-project perception survey					
6. Grievance Mechanism					
6a. E.g. Training of GM committees					
6b. E.g. Suggestion boxes in villages					
6c. E.g. GM communication materials					
7. Other expenses					
7a. ...					
TOTAL STAKEHOLDER ENGAGEMENT BUDGET:					

5.2. Management/staff functions and responsibilities

PIU within AIS will be responsible for overseeing day-to-day project management, including the timely preparation and execution of annual work plans and budgets; preparation, execution, and updating of procurement and implementation plans; performance of fiduciary functions; and preparation of financial and performance reports, including semi-annual progress reports. The PIU will be responsible for monitoring and reporting on Project results in coordination with the AIS teams managing the e-Kosova platform and conducting data analytics.

The overall responsibility for implementation of SEP lies within PIU/AIS. PIU will hire full time Environmental and Social specialist whose primary working responsibilities among others will be related to Stakeholder outreach, implementation of the prepared SEP and monitoring of the GRM. More detailed responsibilities include the following;

- Develop a communications strategy covering the lifetime of the project
- Build and maintain constructive relationships with all stakeholder groups, particularly with the vulnerable groups
- Interface with stakeholders and respond to comments or questions about the project or consultation process.
- Identify any issue that may result in heightened concern to provide an early warning system on community issues and communicate these to the PIU
- Receive and register any grievance voiced by project-affected parties or other interested parties and communicate them immediately to the PIU
- Coordinating public meetings, workshops, focus groups etc.

- Raise awareness of the SEP among project implementation unit, employees contracted firms and relevant external Stakeholders
- Plan and manage the project's communications via all media channels (social media, TV, radio, written press...)
- Support the planning and logistics for capacity-building and communication events
- Provide contact information if stakeholders have questions or comments about the project or consultation process.
- Deliver information to stakeholders on complaint mechanism and procedures of the SEP and communicate them immediately to the PIU

The PIU will also hire, using Credit proceeds, qualified and experienced staff to fill specific operational and advisory roles related to environmental and social, and communications. Communication expert will lead all communication activities related to the project and ensure information reaches all stakeholders and affected groups in a timely and accurate manner.

All contractors and consultants implementing project activities will also share some of the responsibilities in the SEP and in the GRM process. Contractors should follow and comply with all E&S guidelines and keep records of all E&S issues.

Environmental and social specialists within the World Bank task team will monitor the SEP.

6. GRIEVANCE MECHANISM (GM)

PIU/AIS will establish a grievance procedure for the overall project, including sub-component's activities. Project Beneficiaries and stakeholders will be informed on the existence and availability of the grievance mechanism and their rights as well as the PIU's appointed contact persons responsible for implementation of grievance mechanism and the forms of submitting complaints.

Project Grievance Form (**ANNEX 2**), used for the Project will be available on the websites of the implementing agency (once its available; in the meantime, on the OPM website) Digital Governance project. GRM procedure should be maintained and strengthened throughout the project lifecycle and it will be available in Albanian, Serbian and English. Grievance received on behalf of any activity shall be forwarded to the responsible person for grievances within the Project. The confidentiality of complainants must be respected at all times.

This Project will have the Grievance Mechanism part of its public awareness campaign and communication program. Grievance Leaflet and Form will be available during campaign activities in Albanian and Serbian language, in printed forms. Contractor is obliged to forward all fulfilled grievances to the project's contact person in PIU.

The PIU Environmental and Social Specialists will initially brief all staff of the project office, the DTC, PMC, the DTU and consultants and contractors on the Grievance Redress Mechanism of the Project and explain to them the procedures and formats to be used including the reporting procedures.

Contact information for enquiries and grievances:

Description	Contact Details
Implementing Agencies	Agency for Information Society
Main Contact	Mr/Ms to be defined
Address	Street "Luan Haradinaj" n.n. 10000 Pristina, Republic of Kosovo
Email	zip-mpb@rks-gov.net
Website	https://mpb.rks-gov.net/ap/page.aspx?id=1,14
Telephone	+383 (0)38 521 033

All grievances will be recorded in a Project's Grievance Registry (**ANNEX 3**) and acknowledged in 7 calendar day period. The stakeholder-complainant will be informed by GM focal point about proposed corrective measures and actions taken within 15 calendar days upon the acknowledgement of grievance. In case if PIU is not able to solve the issue or in case where action is not required GM focal point will provide explanation and justification to the complainant how to further proceed with the grievance in case if complainant is not satisfied with the outcome. Complaints can address other legal remedies in accordance to Kosovo laws and regulations.

The following steps will be followed to address grievance:

1. **Receiving of grievance and logging into the Grievance Register:** A Grievance complaint can be submitted in writing or orally, anonymously or including personal information through the Project communication channel (email, phone number, postal code or in person). The contact numbers and project email will be set within 30 days of the PIU establishment. Grievance Mechanism (GM) focal point will collect the complaints and log them in the Project Grievance Register which will be established for the purposes of this Project.
2. **Investigation:** Investigation, proportionate to the grievance, will be carried out. GM focal Point will coordinate and work with other Project relevant team members to investigate and assess the grievance and all needed evidence will be gathered. After assessments of the grievance, the GM focal point will formulate the proposed resolution, concluding: a) No further action is required; b) A certain action is required to redress the grievance; or c) The grievance is outside of the scope of the GM and the Project in which case the complainant will be advised to seek as appropriate other legal remedies in accordance with the legal framework of Kosovo. . In cases of anonymity, grievances would be made public, findings and solutions will be made available online and or communicated at stakeholder consultations.
3. **Timeframe:** The grievance matter will be addressed within twenty two (22) days from the day the complaint was received. The deadline can be postponed when additional investigations are needed
4. **Decision:** The aggrieved party will be informed by GM Focal Point in writing on the proposed resolution, using the channels initially used by them.
5. **Referral:** Once all possible avenues of redress have been proposed and if the complainant is still not satisfied then she/he would be advised of their right to legal recourse.
6. **Appeal:** The aggrieved party will be notified on its right to appeal against the outcome of the grievance procedure. If either party is not satisfied with the outcome they may seek redress in the courts of the Country.
7. **Documentation:** Documents and records will be kept on all grievance matters including the outcomes and at every stage of the grievance process.
8. **Monitoring:** Data on complaints will be collected in Grievance Report and the GM focal point will report to PIU on a monthly basis..

9. **Reporting:** Quarterly reports in the form of a summary of grievances, types, actions taken, and progress made in terms of resolving of pending issues will be generated from PIU. The reports will be delivered by PIU to the PMC for review and to the World Bank as part of regular monitoring arrangements. PIU will also monitor grievances delivered by the Contractor/Consulting firms and those will be handled and keep recording in Grievance Registry.

PIU will publish and regularly update all relevant documents and grievance procedures on Strengthening Digital Governance project's website and provide feedback to all stakeholders who fulfilled Grievance form by e-mail or mail.

At all times, complainants may seek other legal remedies in accordance with the legal framework of Kosovo, including formal judicial appeal.

Although the Project's Sexual Exploitation and Abuse (SEA)/Sexual Harassment (SH) and Sexual Exploitation and Abuse/Sexual Harassment risk was assessed as low the GM will, on a precautionary base, be enabled to recognize SEA/SH grievances. Such grievances will be managed separately by a trained expert, but will use the same process value chain and timeframes described above. The necessary training for the appointed staff member who is to deal with such grievances will be provided.

Also, any interested party, who consider that the right to access public documents related to the project has not been respected or in case of non-response by PIU/AIS can file a complaint to the Agency for Information and Privacy within the deadline of fifteen (15) days from the acceptance of the decision for rejection or the decision for partial approval of the request for access to public documents.

Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported Project may submit complaints to existing Project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address Project -related concerns. Project affected communities and individuals may submit their complaint to the Bank's independent Accountability Mechanism (AM). The AM houses the Inspection Panel, which determines whether harm occurred, or could occur, as a result of Bank non-compliance with its policies and procedures, and the Dispute Resolution Service, which provides communities and borrowers with the opportunity to address complaints through dispute resolution. Complaints may be submitted to the AM at any time after concerns have been brought directly to the attention of Bank Management and after Management has been given an opportunity to respond. For information on how to submit complaints to the Bank's Grievance Redress Service (GRS), please visit <http://www.worldbank.org/GRS>. For information on how to submit complaints to the Bank's Accountability Mechanism, please visit <https://accountability.worldbank.org>.

Grievances that relate to project workers will be handled by a separate mechanism which is included as part of the project's LMP.

7. MONITORING AND REPORTING

7.1. Involvement of Stakeholders in Monitoring Activities

PIU will be responsible for monitoring the implementation of activities in the sphere of Project's Stakeholder Engagement. PIU Coordinator will be responsible for monitoring project stakeholder engagement activities, as well as work of PIU. E&S Expert in the PIU will prepare separate monitoring report (Stakeholder

Engagement Activities Report) whereas the first report should be produced three months upon start of the Project implementation activities and will be continued on an annual basis until completion of planned activities. The report will include summarized information for stakeholder engagement activities. Monitoring reports should contain information about: Consultation meetings with stakeholders (place, time, issues discussed and results, mitigation measures provided by PMU); level of involvement of affected people among others; level of understanding of the project stakeholders; and Grievances identified in the reporting period (and all detailed information about it). PIU will also report on stakeholder engagement activities (on annual basis), to the WB. PIU will invite external monitoring by interested NGO/CSO to monitor implementation of SEP activities.

Indicators to be monitored during SEP implementation are:

- All stakeholders are communicated prior project activity starts.
- Number of vulnerable groups identified and engaged;
- Realization of planned engagement activities – the number and level of participation by specific stakeholder groups;
- Dissemination of information – availability and accessibility of Project documents; frequency of distribution of information, reached stakeholders;
- Minutes of meetings created;
- Correction actions delivered
- Numbers and type of grievances;
- Compliance with the grievance mechanism – Completed records in grievance log
- Percentage of grievances resolved within prescribed timelines; and
- Number of repeated grievance

7.2. Reporting Back to Stakeholder Groups

Each Stakeholder Engagement Activities Report for this Project will be published on the implementing agency website (once it becomes available; in the meantime on the OPM website) for public review and further comments. PIU through its Environmental and Social Specialists will provide the opportunity to report back to the communities. This will be achieved primarily through public meetings at local level.

ANNEX 1. Records of Meetings or Consultations Form

Number: _____	Date and location of meeting: _____
The purpose of the engagement: <i>(for example, to inform stakeholders of an intended project or to gather their views on potential environmental and social impacts of an intended project)</i>	
The form of engagement and consultation: <i>(for example, face-to-face meetings such as town halls or workshops, focus groups, written consultations, online consultations)</i>	
Number of participants and categories of participants:	
List of relevant documentation disclosed to participants:	
Summary of main points and concerns raised by stakeholders:	
Summary of how stakeholder concerns were responded to and taken into account:	
Issues and activities that require follow-up actions, including clarifying how stakeholders are informed of decisions:	

ANNEX 2. Grievance Submission Form

Reference Number	
Date of Incident Grievance ID #	(dd-mm-yyyy)
Time:	<input type="checkbox"/> am <input type="checkbox"/> pm
Full name (optional)	
<input type="checkbox"/> I wish to raise my grievance anonymously. <input type="checkbox"/> I request not to disclose my identity without my consent.	
Contact information	<input type="checkbox"/> By Post: <i>Please provide mailing address:</i> _____ <input type="checkbox"/> By telephone: _____ <input type="checkbox"/> By E-mail: _____
Please mark how you wish to be contacted (mail, telephone, e-mail).	
Preferred language of communication	<input type="checkbox"/> Albanian <input type="checkbox"/> English <input type="checkbox"/> Other: _____
Description of Incident for Grievance	
	What happened? Where did it happen? Who did it happen to? What is the result of the problem?
Status of occurrence	
	<input type="checkbox"/> One-time incident/grievance (date _____) <input type="checkbox"/> Happened more than once (how many times? _____) <input type="checkbox"/> On-going (currently experiencing problem)
What would you like to see happen?	
Contact information for enquiries and grievances: Attention: Name & Surname Agency for Information Society Address: Street "Luan Haradinaj" n.n. 10000 Pristina, Republic of Kosovo Tel: +383 38 521 033 E-mail: zip-mpb@rks-gov.net	Signature: _____ Date: _____

ANNEX 4. Active CSO's in the relevant domain in the country

Relevant civil society organizations (CSOs) in Kosovo who has their focus on Social Inclusion Issues, Protection and the Rights of Vulnerable Groups, Gender Inclusion, Policy, Transparency and Environmental Protection are shown in the table below.

Name of the Organization	Contact Information
NGO Democratic Hope in Kosovo	+383 44 145 959
Initiative for Kosova Community	main@ngoikc.org
GLPS Kosovo	http://www.legalpoliticalstudies.org/
NGO "Toka" – youth development and citizen participation organization	+383 (0)38 704 560 https://toka-ks.org/
NGO "Women 4 Women"	https://www.k-w4w.org/en/info@k-w4w.org +383 (0)49 555 451
Women's Business Association "SHE-ERA"	wsheera@gmail.com
NGO "Let's Do It Kosova" - environmental protection NGO	https://www.letsdoitkosova.org/
Network of Organizations for Rural Development of Kosovo	https://ngoikc.org/about-us/main@ngoikc.org
NGO "ZANA" KLINA	info@ngo-zana.org
HANDIKOS Kosovo	handikosprishtine-038@hotmail.com ; +383 (0) 44 198 688
The Civil Rights Program Kosovo (CRP/K)	+383 38 243 610
Democracy for Development	https://d4d-ks.org/ info@d4d-ks.org
Institute for Development Policy	https://indep.info/ office@indep.info
Caritas Kosovo	info@caritaskosova.org https://www.caritaskosova.org/sq/ballina
Committee of Blind Women of Kosova	kgvk_b@hotmail.com +383 (0) 49 185 298
Association of Roma in Kosovo Romani Initiative HAK Kosovo	romaniniciyativa@gmail.com
New Concept Kosovo	http://www.nevokoncepti.org/
The Institute of Kosova for Development Policy	https://ikpzh.weebly.com/ +381(0)38239010 Email: institute_politik@yahoo.com
GAP Institute	https://www.institutigap.org/ballina +383 38 609 339 info@institutigap.org
Forum for Civic Initiatives	https://fiq-fci.org/ Tel: +383 (0) 38 610 677
Center for the Protection of Women and Children	https://womensnetwork.org/ 383 (0) 44 425 111 zana.asllani1@gmail.com
Transparency International Kosovo	http://www.kdi-kosova.org +383 (0) 38 248 038

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UNICEF in Kosovo	+383 (0) 38 410 243 prishtina@unicef.org
NGO "Network of Peace Movement"	ngo.nopm@gmail.com
Balkan Sunflowers	https://www.balkansunflowers.org/ https://www.balkansunflowers.org/
Down Syndrome Kosova	http://www.downsyndromekosova.org/ info@downsyndromekosova.org
OECD Kosovo	
Local Action Council (NGO working solely on basis of project grants)	
NGO "Center for Kosovo Society De-politization	
NGO "Fortesa'	