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REPUBLIC OF ALBANIA

National Agency for Information Society

STAKEHOLDER ENGAGEMENT PLAN

IPF sub-Component of the Program for Results (PforR) on Improving Equitable Access to High Standard Public Services through GovTech (P177845)

Draft version

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Acronyms and Abbreviations

AADF	Albanian-American Development Foundation
ADA	Austrian Development Agency
ADISA	Agency for the Delivery of Integrated Services Albania
ASPA	Albanian School of Public Administration
CEM	Country Economic Memorandum
CPF	Country Partnership Framework
CSO	Civil Society Organization
DoPA	Department of Public Administration
EBRD	European Bank for Reconstruction and Development
EDRMS	Electronic Document Record Management System
ESCPs	Environmental and Social Commitment Plan
ESMP	Environmental and Social Management Plans
EIB	European Investment Bank
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESS	Environmental and Social Standard
ESSA	Environmental and Social System Assessment
EU	European Commission
GDP	Gross Domestic Product
GoA	Government of Albania
GIZ	German Agency for International Cooperation
GRM	Grievance Redress Mechanism
ICT	Information and Communication Technology
IPF	Investment Project Facility
IOM	International Organization for Migration
LMP	Labor Management Procedure
MES	Ministry of Education and Sports
MFE	Ministry of Finance and Economy
MHSP	Ministry of Health and Social Protection
MI	Ministry of Interior
MSSS	Ministry of State for Standards and Services
MSYCH	Ministry of State for Youth and Children
MTE	Ministry of Tourism and Environment
NAIS	National Agency for Information Society
OECD	Organization for Economic Cooperation and Development
OGP	Open Government Partnership
OIP	Other Interested Parties
PAD	Program Appraisal Document
PAP	Project affected people
PDO	Program Development Objective
PIU	Project Implementation Unit
POM	Program Operational Manual
IPF	Investment Project Financing
PforR	Program for Results

RMU	Result Monitoring Unit
PwD	People with Disabilities
RAs	Result Areas
SASPAC	State Agency for Strategic Planning and Aid Coordination
SC	Steering Committee
SCD	Systematic Country Diagnostic
SEP	Stakeholder Engagement Plan
SLE	Smart Learning Environment
SQDNE	The centralized system for electronic documents with electronic signature
TA	Technical Assistance
TC	Technical Committee
TWG	Technical Working Group
UNDP	United Nation Development Program
UNICEF	United Nations International Children's Emergency Fund
USAID	United States Agency for International Development
VA	Virtual Assistant
YIC	Youth Innovation Center
WB	World Bank
WBIF	Western Balkans Investment Framework

1. INTRODUCTION

This document is the Stakeholder Engagement Plan (SEP) for Republic of Albania on an Investment Project Financing (IPF) subcomponent **'Technical Assistance, Capacity building and Change Management'** under Component 3 of the **Program for Results (PforR) on 'Improving Equitable Access to High Standard Public Services through GovTech'.** The IPF sub-component will provide the necessary technical assistance and capacity building to achieve PforR Result Areas (RAs).

The purpose of the SEP is to ensure appropriate stakeholder consultation and information disclosure by establishing the timing and methods of engagement throughout the lifecycle of the Program. It will contribute to successful implementation of the IPF activities and support improving the environmental and social sustainability of the Program.

This SEP is prepared in accordance with the World Bank's Environmental and Social Standard (ESS10) on Stakeholder Engagement and Information Disclosure, as well as Albanian legal Framework. It provides identification of stakeholders and the proposals for future engagement with stakeholders throughout the life cycle of the Program, distinguishing between project-affected parties and other interested parties. The SEP include differentiated measures to allow effective participation of those identified as disadvantaged or vulnerable. 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. The SEP will be updated as necessary throughout the project's life cycle.

1.1. Stakeholder Engagement Plan Objectives

The specific objectives of the stakeholder engagement plan are as follows:

1. To establish a systematic approach to stakeholder engagement that will help Borrower 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 and support for the project and to enable stakeholders' views to be taken into account in project design and environmental and social performance.
3. To promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle on issues that could potentially affect them.
4. To ensure that appropriate project information on environmental and social risks and impacts is 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 to respond to and manage such grievances

2. DESCRIPTION OF IPF COMPONENT AND THE PROGRAM

The IPF sub-component (under RA 3.3) will provide financing for key capacity building and institutional strengthening efforts required to achieve the PforR objectives, such as: (i) implementation support, including M&E; (ii) targeted technical assistance to enable the implementation of activities; (iii) capacity building and

digital skills upgrading to enable the uptake of the reforms; and (iv) change management and behavioral change interventions.

Furthermore, The Program (PforR) builds on the GoA's reform efforts to achieve an ambitious digital transformation. It will have a critical contribution to achieve the vision for a fully digitalized Albania by 2030 of the Government Program. The PforR will contribute to achieve WB priorities in Albania as reflected in the most recent Country Partnership Framework (CPF) CPF FY23-27. The Program supports all five objectives of the CPF, either directly or indirectly, as well as Albania's response to, and recovery from, the COVID-19 pandemic, by contributing particularly to Pillar 2 (protecting poor and vulnerable people), Pillar 3 (ensuring sustainable business growth and job creation), and Pillar 4 (strengthening policies, institutions, and investments for resilient, inclusive, and sustainable recovery by rebuilding better) of the World Bank Group's strategy.

2.1. Objective

The objective of the IPF sub-Component is to provide technical assistance, capacity building and change management activities in support to implementation of the Program (PforR) **on Improving Equitable Access to High Standard Public Services through GovTech**. TA and capacity building to be funded by the IPF are additional and complementary to the activities to be undertaken by the implementing agencies under the PforR. Activities will support and strengthen the achievement of the Program's objectives and their sustainability, as well as support PforR in achievement of selected results under the GoA digitalization program as articulated in the newly approved strategy "Albania Digital Agenda 2022-2026". The following agreed result indicators will be used to track progress towards the achievement of the Program Development Objective (PDO);

- Increase in the usage of digital services in percentage (In terms of access)
- Improvement in access to digital services by selected target vulnerable groups (Percentage) (equitable access)
- Decrease in average time taken to deliver selected digital services in Percentage (in terms of quality)
- Increase in digital skills by early grade children in schools with functioning SmartLabs (in terms of quality)

2.2. IPF sub-Component Activities

Technical assistance and Change Management activities, part of proposed PforR **(under RA 3.3)** will provide the required technical assistance (diagnostic, expertise and trainings) for the Program, strengthening of capacities for the Program's implementation, capacity building and change management needed for the effective uptake of these GovTech innovations. It will provide support to three Results Areas of the PforR:

- **RA 1: Enhancing E-Service Quality and User Experience**
- **RA 2: Improving Skills and Digital Inclusion**
- **RA 3: Strengthening Priority GovTech Enablers**

The following activities will be supported through the IPF sub-component under the **Result Area 3:**

- **Establishing a Result Monitoring Unit (RMU)**

RMU will be established within AKSHI to support the overall implementation and strengthen the achievement of the Program's objectives. Specific responsibilities of the RMU will comprise, but will not be limited to: liaise with the beneficiary to promptly react in support of all issues connected to technical assistance, training and capacity building, communication and outreach; monitor progress of results and collect and disaggregate data for multipurpose analysis (baseline data, data for the economic analysis, data for M&E disaggregated by gender and vulnerable groups, and so forth); support NAIS in setting up a strong M&E system; facilitate internal audit procedures and manage DLI verification; support NAIS in strengthening its ability to develop robust fiduciary systems; assist NAIS in preparing FM reports; prepare the Program's Operations Manual; manage the TA/IPF component, preparing and updating the procurement plan, preparing terms of reference and bidding documents, publishing procurement notices and contract awards, and negotiating contracts with consultants; prepare contract amendments; work closely with the Task Team to support successful missions, prepare ad-hoc and interim reports, and so forth. Specific expertise in the RMU will include: a procurement expert, an FM expert, an M&E expert, an ICT, a business analyst expert, and a project manager.

- **Technical Assistance**

The IPF component will provide "on demand" targeted technical assistance (both local and international experts), including policy development support, such as diagnostics and feasibility studies for design aspects and experts to hand-hold Program implementation. A list of tentative areas for TA to be financed from the IPF component are presented in ANNEX 2 and will be further detailed in the POM.

- **Capacity Building and Digital Skills Upgrading**

Training activities to strengthen implementation capacity of key stakeholder institutions are proposed and these includes: training on BPR and standardization of processes in NAIS and relevant service providers; implementing and monitoring the new Digital Service Standards; using AI for public services, including both data analytics, and legal training on AI's regulatory implications; data protection (GDPR), including formal certification of Data Protection Officers in NAIS; information security policies and practices focused towards cybersecurity, risk and vulnerability analysis, transposing the relevant *Acquis Communautaire* in the context of the EU accession negotiations (particularly Chapter 10); training for ICT and class teachers and school leaders on the digital-driven data protection aware pedagogy, and MoES, Regional and Local Education Offices on implementation and M&E of the SmartLabs; training for the staff of the multi-functional Youth Innovation Centers; training to IT departments on the upgraded SQDNE and EDRMS; collaborative leadership training, and so forth.

Trainings will be also provided for selected civil servants across the public administration directly working on digital service delivery to support the uptake of the new digital solutions. Particular attention will be dedicated to up skilling public officials directly involved in the delivery of the selected life-events services.

Training activities are also foreseen for the population at large (with a special emphasis on the target vulnerable groups) to foster the uptake of the upgraded digital services, to provide benefit from basic digital skills training and targeted training on the use of the upgraded e-Albania. This will be achieved through: development of video tutorials on how to use e-Albania; development of Massive Open Online Courses (MOOCs), which could be attended at the Youth Innovation Centers for persons who do not have access to the internet or to electronic devices; existing free ICT courses offered from VET public school for vulnerable groups (for example, Roma community, unemployed, and so forth).

- **Change Management and Incentivizing Behavioral Change**

Change management interventions under this Program will primarily aim to (i) foster buy-in from line ministries, by strengthening capacities and incentives to motivate staff and reduce resistance, (ii) promote more collaborative approaches between AKSHI and other agencies to create an environment conducive to policy and technical coordination, (iii) endorse institutions to make the most use of the new data dashboards and refer to them for decision making; (iv) adopt more and more a working approach based on a citizen-centric model. The IPF component will finance the following potential change management and behavioral change interventions;

Change management strategy and action plan to ease the development, piloting and implementation of planned reforms including adaptation and ownership by all actors concerned with the digital services. Learning materials and tutorials for training will be developed and made available online. The implementation of the change management action plan will draw on but not be limited to, the following two toolkits:
  - Stakeholder engagement and collaborative leadership tools to foster inter-institutional collaboration and coordination across the implementing agencies and key stakeholders. Activities can include: regular coordination meetings; multi-stakeholder policy consultations to build awareness and buy-in of stakeholders across the political spectrum; multi-stakeholder workshops (involving NAIS and other key stakeholders); and collaborative leadership tools, such as collaborative planning retreats or leadership development workshops, to coordinate and cooperate between the RMU and the administration, strengthen reform coalitions, and accelerate progress towards the achievement of the Program results.
  - Strategic outreach/communications and public relations campaigns to foster awareness and uptake of the GovTech innovations by both public service users and public sector employees to understand the benefits of digitalization through: (a) the development of a user-centered Information, Education and Communications (IEC) Strategy; b) technical assistance to implement the IEC Strategy; c) IEC campaigns through both traditional channels (field campaigns, information brochures, newspapers, radio) and digital tools (websites, SMS, chatbots). The CSOs and municipalities in remote areas could help the campaigns reach vulnerable groups.

2.3. Program Implementation

NAIS is the key primary GoA agency responsible for the implementation and achievement of the main PforR across three RAs.

The IPF Component (including the management of TA and capacity building) will be managed within the Results Monitoring Unit (RMU) in NAIS.

The RMU set up within NAIS will support the overall monitoring of the proposed Program, including data collection, implementation of the M&E plan, verification of DLIs and fiduciary responsibilities for the IPF. The RMU will also be in charge of procurement and financial management for 95% of the Program for Results Portion of the loan (the remaining 5% will be managed by the MoES), as well as procurement and financial management for the IPF component, even though other institutions can be beneficiaries of the TA and capacity building. The RMU will be composed of assigned NAIS staff and may be supported on fiduciary aspects by dedicated expertise (through the TA sub-component), as and when needed to fill any capacity gaps.

Other contributing implementing agencies on specific sub-RAs of the Program includes: The Ministry of Finance and Economy (MFE), Ministry of Health and Social Protection (MHSP), and Ministry of Interior (MI) that will implement specific activities under RA 1.2 and the Ministry of Education and Sports (MES) that will implement activities under RA2.1. **Strategic partner agencies** such as; the Minister of State for Youth and Children (MSYCH), EU Chief Negotiator, Minister of State for Service Standards (MSSS), The Co-Governance Department, The Data Protection Commissioner's Office will closely collaborate in implementation to support NAIS in the achievement of the results.

A Steering Committee will ensure strategic implementation overview, high-level interinstitutional coordination and political ownership of the Program. The Inter-ministerial Committee on Innovation and Information Technology established in February 2022, chaired by the Prime Minister and composed of the General Directors of SASPAC, AKSHI and all ministers, will act as the program's Steering Committee. The SC will overview Program implementation from a strategic and policy perspective, monitor potential synergies with other strategic projects and facilitate interinstitutional co-operation and coordination. The SC may periodically invite key partners from government and donors.

A Technical Committee (TC) will oversee Program implementation. The TC will be led by NAIS and will consist of high-level representatives of the contributing implementing agencies. Meeting monthly, the TC will oversee Program implementation at the technical level, report on progress to the SC, and solve implementation bottlenecks. NAIS will lead and support interinstitutional coordination and stakeholder engagement among all contributing implementing agencies. Communication and stakeholder engagement activities will be supported from the IPF component.

Technical Implementation Groups (TIGs) will coordinate the day-to-day implementation of sub-RAs and be responsible for the achievement of related results. These interinstitutional TIGs will: ensure the deployment of the necessary know-how; provide technical inputs to the procurement documents; and provide day-to-day oversight of the sub-RA's implementation.

International and local experts will support NAIS throughout the Program's implementation cycle providing necessary expertise for the achievement of the Program's results.

The Program Component include also implementation of training programs to promote the use of digitally enabled services and increase digital inclusion of vulnerable populations, training for public civil servants and teachers that will use and run Smart lab, training for youths in the Youth Innovation Center (YIC). Implementation of these activities will entail the establishment of local level presence (municipalities in remote areas) to coordinate the various training programs and partnerships with other institutions and organizations (CSOs and NGOs) in Albania.

The DoPA (Department of Public Administration) and **ASPA** (Albanian School of Public Administration, the institution responsible for organizing training courses benefitting public administration) will be involved to incorporate in training modules subjects related to e-Albania, open data, etc. to reach out all targeted groups.

The VET public schools (under the National Agency of Employment and Capacities) may assist updating the ICT courses they already offer for free for certain categories of beneficiaries (e.g. Roma community, unemployed, etc.).

The WB will support NAIS with results monitoring, TA, capacity building and change management through the IPF Component. The proposed IPF diagnostic and feasibility studies and capacity building activities will ensure integration of the Environmental and Social Framework (ESF) requirements by reviewing the ToRs by a dedicated social and environmental specialist in the PIU, which will receive on-the-job training from the WB. A procurement expert will be outsourced under the PIU structure to cover the fiduciary aspects of IPF implementation.

The scheme for the Program implementation arrangement is shown in ANNEX 1.

3. POLICY AND REGULATORY FRAMEWORK FOR STAKEHOLDER ENGAGEMENT
3.1. Policy and Regulatory Framework in Albania

The main principles for public participation are stipulated in the Article 23 of the Constitution of the Republic of Albania, which quotes that every person enjoys the guarantee of the right for information.

Law No 119/2014, dated 18.09.2014, "On the right of information" defines the rules for ensuring public access to information produced or held by public authorities. This law also aims to promote the integrity, transparency and accountability of public authorities. The law also defines the procedures and competences for proceeding complaints for persons whose rights have been violated under this law.

Law No 146/2014 – On Notification and Public Consultation" – regulates the process of notifying the public on drafting legislative work and other national and local strategic documents and policies of high public interest. Furthermore it; defines the Commissioner for the right of Information and Data protection competencies to address all complaints if public right to information and consultation has been infringed by the public authority; Transparency Programs for all public institutions made obligatory; establishment of electronic register to ensures and strengthens equality in terms of access to information and services, taking into account the specific needs of certain persons or groups; yearly public reports on all planned acts, number of planned public hearings.

Republic of Albania also ratified the Aarhus Convention in 2000 (Law No. 8672, dated 26.10.2000, "On the Aarhus Convention Ratification on public right to information, to participate in decision-making and to have access to justice in environmental matters"), which stipulates the public rights on information related to environment, the public rights to participate in environmental decision-making and the right to file complaints when the public perceives that considerations of environmental issues are insufficient.

Law No.10440 'On Environmental Impact Assessment', aim to ensure high level of environmental protection through prevention, minimization and compensation of damage on environment from proposed projects, prior to their approval for development; It guarantee an open decision-making process, in identifying, describing and evaluating adverse environmental impacts, in a timely manner; as well as the involvement of all interest stakeholders.

LAW No. 107/2021 on 'Co-Government' aims to create conditions and encourage interaction between the state administration and individuals, natural and legal persons and interest groups, in this way to increase their role in improving the quality of public service provision, as well as the enterprise of joint initiatives, projects or programs aimed at involving citizens in co-governance through the platform "Shqiperia qe duam". According to Article 5 of this law, state administration institutions, as well as any public official involved in the implementation of this law, must exercise administrative activity by promoting effective

citizen interaction and participation, especially during the conception, drafting and approval of initiatives which aim improving the provision of public services, de bureaucratization, as well as increasing the efficiency of the operation of the state administration and public service.

According to Article 51 of the draft law on 'Electronic Government', Public authorities have the obligation to create and maintain their official website, easily accessible for providing information in accordance with this law and the legislation in force on the right to information.

3.2. World Bank Policies and Requirements

In addition to the requirements of the Albanian 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 are commenced as early as possible in the project development process and continued throughout the lifecycle of the project. This allows for stakeholders' views to be considered in the project design and environmental and social performance. The Borrower is also expected to 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 as part of the environmental and social assessment, 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.

4. BRIEF SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

Stakeholder engagement activities undertaken to-date included high level engagement with the World Bank Team, Implementing Agencies (NAIS and other implementing key agencies), Line Ministries and other agencies, Development Partners, public service providers (primary and secondary schools) and other relevant stakeholders etc. The activities included numerous missions, dialogues, meetings and consultations (in virtual and in person) and a webinar to precede the program.

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

Table 4.1: Summary of previous stakeholder engagement activities

Place and type of engagement	Date	Participants	Key issues discussed
Pre-identification mission	November 15-23, 2021	NAIS and the WB team	Preliminary agreements on the scope of the operation and high priority activities for the GoA, the WB and NAIS
Preparation mission	Between March 7 and 11, 2022	33 participants World Bank team, officials from NAIS, PM's Office, Council of Minister, Department of Co-Governance, Directory of Healthcare Progress, Quality Management and Delivery Unit, Ministry of Health, Departments of the Ministry of Finance and Economy, Ministry of Education and Sports Development Partners - ADA, Embassy of Switzerland, UNDP, Program Manager EU, Policy Officer EU, GIZ, AADF	The mission objectives were to: (i) identify the priority activities and sectorial investments; (ii) provide a detailed outline of each component and sub-component, including the specific information and communication technology (ICT) investments; (iii) discuss the budget and expenditure framework; (iv) discuss the most appropriate lending instrument between an IPF with Performance-Based Conditions (PBCs) or a Program for Results (PforR); and (vi) identify next steps.
World Bank Mission In person and virtual meeting	Between June 22-24, 2022	33 participants World Bank team, Minister of Education, Sports and Youth, Minister of State for Youth and Children, Officials from NAIS departments, Center for Education Services, Agency for Quality Assurance of Pre-University Education; General Directorate of Pre-University Education, Ministry of Education and Sports, Advisor of Ministry of Education and Sports, Department for Citizen Information, e-Albania Portal, Principals of primary and secondary schools	The mission objectives were to: (i)Finalize the second version of the results framework; (ii) Advance the design of the model for: (a) Education SmartLabs, (b) Albania Virtual Assistant building from the Estonia model, (c) youth creational centers; (iii) Further detail the technical scope of selected ICT investments and; (iv) Advance on the fiduciary assessment. NAIS informed the WB team that is a high priority to create a voice-controlled Virtual Assistant (VA) The mission identified and discussed a short-list of life events. Discussions were held with the MoES senior officials exploring various facets such as system readiness, e-content development,

		-Development Partners (Albanian-American Development Foundation (AADF))	teachers' continuous professional development through structured in-service training, coaching, and tutoring, formative, and summative assessments, and monitoring and evaluation. Inclusion of a procurement indicator that tackles application of Green Public Procurement was discussed.
Hybrid webinar	June 22, 2022	NAIS working group and the MoES senior officials	The webinar was conducted to share global lessons on Smartlabs, various typologies of Smartlabs as being used in other countries, rationale for investing in Smartlabs, key dimensions of Smartlabs and possible trade-offs and opportunity costs. During the webinar was agreed that the proposed Smartlab would be designed and implemented to create enabling Smart Learning Environment (SLE).
Meeting and discussions	May 17, 2022	8 participants World Bank Local ICT Consultant and Environmental and Social Consultant, NAIS officials	Discussions on the Checklist prepared for Implementing Agency Assessment (the state of applicable systems, with respect to both system requirements and system performance), to be addressed in ESSA
Virtual Meeting	August 4, 2022	Director of Innovation and E-gov Promotion (NAIS), WB Senior Social Development Specialist and Local Social Consultant	Discussions on inclusion and data privacy protection issues to be addressed. Other update information on activities related to smart labs
Face to face meeting	15 May	Specialist on waste management in MTE and Local Environmental Consultant	Consultation regarding legislative and management framework on e-wastes in Albania
Face to face meeting	16 May	Law expert in National Environmental Agency and Local Environmental Consultant	Information on monitoring and administration of electronic waste in Albania, licensed subjects for e waste management and import of e-waste

5. 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 IPF sub component activities for the PforR and to bring them forward to the first line of information. The proposed technical assistance, diagnostic and feasibility studies and capacity building activities to be financed by the IPF Component will ensure integration of the Environmental and Social Framework (ESF) requirements.

In accordance with ESS10, stakeholders who need to be informed and consulted about the activities of the IPF subcomponent 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 or individuals with vulnerable, which may need to be informed and consulted in a specific manner and suited to their needs.

For the purposes of effective and tailored engagement, detail analysis of the stakeholders for IPF sub component on Govtech Program in Albania has been undertaken. The stakeholder categories are given in the following separate sub-chapters.

5.1. Primary Stakeholders/Affected Parties

Affected parties are persons, groups and other entities that are directly influenced (actually or potentially) by the project/program and/or have been identified as most susceptible to changes 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. Affected parties for the Program and the IPF subcomponent includes users of E-services (Individuals, groups or local communities around Albania, businesses owners and their employers, public officials who are involved with e-services, Youths/students in Albania ICT teachers, primary and secondary schools and ICT teachers), key implementing agencies, particularly those who will be involved in the program development and implementation and other the World Bank. These are presented in the following table:

Table 5.1: Affected Parties

Stakeholders	Main roles in the Program	Main interests in the on-demand TA for Program
Implementing Agencies:		
NAIS	Responsible for the implementation and achievement of the Program results	Successful implementation of the Program. Increase capacities of NAIS employees on data privacy. Setting up a strong monitoring and evaluation system; benefit assistance in preparing FM reports. Support in monitoring results for implementation. Strengthen implementation capacity through trainings
Ministry of Education and Sports (MES)	In Charge of diagnostic, learning content development and deployment, teachers' capacity building and curriculum upgrading, as well as the learning monitoring and accountability system	Benefit assistance in; Identification and baseline assessment of all participating schools, Design and development of Continuous Professional Development and Selection/development of digital content solutions
To ensure Successful implementation and fully functional of Education Smartlab. Strengthen implementation capacity through trainings
Ministry of Health and Social Protection	In charge of reorganization and rationalization of services around	To provide Expertise to successfully transform life-events services into

Stakeholders	Main roles in the Program	Main interests in the on-demand TA for Program
	the six life-events (on behalf of relevant service providers mapped to them)	proactive services. Support and design for successfully publishing Datasets accordance with Open Data standards. Institution transparency and accountability strengthen. Trainings
Ministry of Finance and Economy	In charge of reorganization and rationalization of services around the six life-events (on behalf of relevant service providers mapped to them)	To provide Expertise to successfully transform life-events services into proactive services. Support and design for successfully publishing Datasets accordance with Open Data standards. Institution transparency and accountability strengthen. Benefit from trainings
Ministry of Interior	In charge of reorganization and rationalization of services around the six life-events (on behalf of relevant service providers mapped to them)	To provide Expertise to successfully transform life-events services into proactive services. Support and design for successfully publishing Datasets accordance with Open Data standards. Institution transparency and accountability strengthen. Trainings
Other Strategic Partner Agencies that will collaborate in implementation		
Minister of State for Youth and Children (MSYC)	Contribute to the roll out of the further 200 SmartLabs, in the framework of this Program	Successful implementation of the SmartLabs (RA 2.1).Strengthen implementation capacity through trainings
Minister of State for Service Standards (MSSS)	To ensure standards in the provision of public services	Successful development and monitoring of the Service Standards in public service delivery
EU Chief Negotiator	To ensure achieving the policy triggers related to the EU accession process (Chapter 10)	Successful achieving of the policy triggers (RA 3.2)
The Co-Governance Agency	Notifying relevant institutions on service delivery delays, as per the new monitoring functionality of the SQDNE. Ensure the five selected institutions to publish data in accordance with the OD standards	Diagnostics of current grievance mechanisms. Strengthen GRM and provided with more information.
The Data Protection Commissioner's Office	Ensure alignment with the data protection obligations for the relevant institutions	Support on transposing relevant EU *Acquis Communautaire* (GDPR)
E-services users		
All Residents/ Community members,	Beneficiaries of the program, access e- services	Enhanced digital literacy through trainings, Increase awareness on benefits of e-services digitalization and the use of the upgraded e-Albania, open data portal usage and the importance of data privacy. Easier access to digital services through multi-channel contact center and a re-trained HelpDesk, the Albanian Virtual Assistant; InfoPoint in the Youth

Stakeholders	Main roles in the Program	Main interests in the on-demand TA for Program
		Innovation Center (YIC). Strengthen public integrity.
Businesses owners and their employers	Beneficiaries of the program, improved accessibility of e- services	Improved services accessibility. Receive related capacity building, improved data privacy
Line ministries and other public agencies and Employees/ officials/civil servants in all state administration institutions	Provide services that might be accessed through e-Albania	Inter and intra institutional coordination and citizens engagement activities improved by strengthening capacities and promotion for more collaborative approaches between agencies Benefit support to uptake the new digital solutions through training, awareness sessions. Successfully adoption and supporting of selected GovTech methods. Improved capacities on the usage of upgraded versions of SQDNE and EDRMS;
ICT teachers	Beneficiaries of the program, knowledge on the use and run education Smartlab	Improved competencies on digital-driven data protection aware pedagogy
Primary and Secondary Schools (remote/collective; peri-urban; urban/affluent and pupils	Beneficiaries of the program, provide education through establishment of education smart lab	Strengthen implementation capacity through trainings. Successful implementation of 200 Smartlabs that cover entire territory. Capacity building & Improved digital and foundational skills through the establishment of Education SmartLabs
World Bank	Achieving WB priorities in Albania according to the forthcoming CPF Advice/support the Program as one of the main investors	Successful implementation and functionality of the program with visible and measurable results and outputs

5.2. Secondary Stakeholders/Other Interested Parties

Other interested parties 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 program and the IPF component. They could affect the program/Project and the process of its implementation in some way through their mandate, relationship and knowledge about the affected communities or political influence. These group of stakeholders includes: DoPA, ASPA and VET, media, academia and civil society organizations, project contracted private and public companies including, consulting firms/technical expertise to implement IPF component activities. Project supporters and donors are also project interested parties. All above mentioned are presented in Table 5.2 below.

Table 5.2: Other Interested Parties

Stakeholders	Main roles in relation to the Program	Main interests in the on-demand TA for Program
Department of Public Administration (DoPA)	Responsible for organizing training courses	Efficient training modules are prepared to target all groups within the PA

		Improved skills of public officials directly involved in the delivery of the selected life-events services
Albanian School of Public Administration (ASPA)	Responsible for organizing training courses	Training courses are organized efficiently and all target groups are reached. Improved skills of public officials directly involved in the delivery of the selected life-events services
VET public schools (under the National Agency of Employment and Capacities	Update ICT courses	Certain categories of beneficiaries (e.g.Roma community, unemployed) etc benefit from free ICT courses
Academic users	Beneficiaries of the program, improved access to open data portal	Improved ability to build upon and create new research from publicly accessible data.
Civil society organizations and NGOs working on; Environmental issues; human rights; Rights and integration of Persons with Disabilities; Gender inclusion; Youth support Integration of the Roma Minority; Education development; Citizen participation in decision-making and the promotion of citizens government cooperation; digital transformation	Can facilitate encounters with vulnerable groups, support awareness sessions and outreach, can advise the project	Increase and Support Equity and Inclusion for vulnerable, affordability of services, open data and access to information, public awareness on ICT, ethical issues in use of ICT, fraud and cyber security, accessibility of services to persons with disability, digital skill gaps
International organizations and donors; EU-IPA III, WBIF, EIB, EBRD, OGP AADF, UNDP, ADA, Embassy of Switzerland, GIZ, IOM, USAID etc, and other Donors	Can advise and support the program	Successful implementation of the Program
Private service providers (of education, health, financial services, etc);	Provide services that might be enhanced by ICTs	Increased awareness and information. Improved access, improved ICT skills. Capacity building & Sensitize on the benefits of the program, Access to educational content Education on the dangers of going online
Local and International Consultants/Experts, Contracted companies	Provide technical assistance, feasibility studies, Surveys and focus groups	Successful delivery of Services and outputs for the Program
Media and communication	Promote inclusive Participation. Support awareness and of information dissemination	Project information awareness, transparency

5.3. 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 the following table are identified and assessed the needs of some disadvantaged or vulnerable individuals or groups, who may have limitations in participating and/or in understanding the project information.

Table 5.3: Summary of Disadvantaged and vulnerable groups interests/specific needs

Stakeholders	Key Characteristics	Needs/resources required in the Program	Preferred means of notification/ consultation	Main Interest
Vulnerable groups				
Elderly	Low mobility Lack of digital skills	Address special needs to elderly, support them to understand the project impacts and benefits	Community Announcement Focused groups Meetings, Local media, TV, Radio etc.	Beneficiaries of the project. Interest on equal chances for accessibility of services affordability, Geographic targeting, digital skills training, information outreach. Interest their voice to be heard and their needs to be taken into account
Persons with Disabilities	Hearing and visual impairment, physical and speech impairment	Assistance for mobility, use of Braille, audio, sign language	Written information, community announcement, focused groups meeting, TV, radio	
Women	May require additional support and resources and child care	Local language Gender sensitive teaching and learning environments Child care for meetings	Community announcement, focused groups meeting, TV, radio	
People living below the poverty line	Limited voice, limited resources,	Distance to meeting venue, travel costs (when contact and physical meetings are possible and planned),	Community announcement, focused groups meeting, TV, radio	
Rural communities, especially those living in remote areas	Limited infrastructure	Meetings in close-by locations within communities	Community announcement, Focused groups meeting, TV, radio Local community leaders Marketplaces	
Roma Community Illiterate Population	Limited voice Lack of knowledge in writing and reading	Translated messages into Roma language Accessible grievance redress system, Education on process, Graphics	Focused groups meeting, Local community leaders TV, radio	

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5.4. Summary of Project Stakeholder Needs

According 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
Medium	Inform	Consult	Consult
Low	Inform	Inform	Consult
	Low	**Medium**	**High**	**Level of Interest**

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 for each of the above identified categories:

Stakeholder groups	Stakeholders sub-Groups	Role and Interest in the Program	Interest	Influence
Project affected Parties				
Key Implementing Agency and other agencies involved in implementation	NAIS	Successful implementation of the Program. Increase capacities of NAIS employees on data privacy. Setting up a strong monitoring and evaluation system; benefit assistance in preparing FM reports. Support in monitoring results for implementation	**High**	**High**
	Ministry of Education and Sports (MES)	In Charge of diagnostic, learning content development and deployment, teachers' capacity building and curriculum upgrading. Benefit assistance in assessment of all participating schools, development of digital content solutions. Ensure Successful	**High**	**High**

Stakeholder groups	Stakeholders sub-Groups	Role and Interest in the Program	Interest	Influence
		implementation and fully functional of Education Smartlab. Strengthen implementation capacity through trainings		
	Ministry of Health and Social Protection	In charge of reorganization and rationalization of services around life-events. To provide Expertise to successfully transform life-events services into proactive services. Support and design for successfully publishing Datasets accordance with Open Data standards. Institution transparency and accountability strengthen. Increased capacities through trainings	**High**	**High**
	Ministry of Finance and Economy	In charge of reorganization and rationalization of services around life-events. To provide Expertise to successfully transform life-events services into proactive services. Support and design for successfully publishing Datasets accordance with Open Data standards. Institution transparency and accountability strengthen. Increased capacities through trainings	**High**	**High**
	Ministry of Interior	In charge of reorganization and rationalization of services around life-events. To provide Expertise to successfully transform life-events services into proactive services. Support and design for successfully publishing Datasets accordance with Open Data standards. Institution transparency and accountability strengthen. Increased capacities through trainings	**High**	**High**
Other Strategic Partner Agencies that will collaborate in implementation	Minister of State for Youth and Children (MSYC)	Successful implementation of the SmartLabs (RA 2.1), as well as the Youth Innovation Centers. Strengthen implementation capacity through trainings	**High**	**High**
	Minister of State for Service Standards (MSSS)	Successful development and monitoring of the Service Delivery Standards. Increased capacities through training.	**High**	**High**
	EU Chief Negotiator	Successful achieve of the policy triggers (RA 3.2) related to the EU accession process (Chapter 10). Increased capacities through trainings	**High**	**High**
	The Co-Governance Agency	Monitoring functionality of the SQDNE. Ensure the publish of data in accordance with the OD standards from selected institutions Benefit from Support on conducting analysis/reports on Open data usage and Assessment on SQDNE.	**High**	**High**

Stakeholder groups	Stakeholders sub-Groups	Role and Interest in the Program	Interest	Influence
	The Data Protection Commissioner's Office	Ensure alignment with the data protection obligations for the relevant institutions	High	High
E-services and data portal users	All Residents/ Community members,	Enhanced digital literacy through trainings, Increase awareness on benefits of e-services digitalization and the use of the upgraded e-Albania, open data portal usage and the importance of data privacy. Easier access to digital services through multi-channel contact center and a re-trained HelpDesk, the Albanian Virtual Assistant; InfoPoint in the Youth Innovation Center (YIC). Strengthen public integrity.	High	High
	Businesses owners and their employers	Improved services accessibility. Receive related capacity building, improved data privacy	High	High
ICT teachers	ICT teachers	Improved competencies on digital-driven data protection aware pedagogy	High	High
Pupils and Primary and Secondary Schools	Primary and Secondary School (remote/collective; peri-urban; urban/affluent)	Successful implementation of 200 Smartlabs that cover entire territory. Sensitize on the benefits of the project. Benefit from Digital Skills Programs and Curricula	High	Medium
Line Ministries, public agencies, and their regional offices, providing public services, such as Education, Health, Social Protection/Social Service Agency, Police, Justice, etc.; and local government etc.	Line Ministries, public agencies, and their regional offices, providing public services, such as Education, Health, Social Protection/Social Service Agency, Police, Justice, etc.; and local government	Inter and intra institutional coordination and citizens engagement activities improved by strengthening capacities and promotion for more collaborative approaches between agencies Benefit support to uptake the new digital solutions through training, awareness sessions. Successfully adoption and supporting of selected GovTech methods. Improved capacities on the usage of upgraded versions of SQDNE and EDRMS.	High	High
World Bank	World Bank	Successful implementation and functionality of the program with visible and measurable results and outputs	High	High
Other Interest parties				
Department of Public Administration (DoPA)	Department of Public Administration (DoPA)	Efficient training modules are prepared to target all groups within the PA	High	Medium

Stakeholder groups	Stakeholders sub-Groups	Role and Interest in the Program	Interest	Influence
		Improved skills of public officials directly involved in the delivery of the selected life-events services		
Albanian School of Public Administration (ASPA)	Albanian School of Public Administration (ASPA)	Training courses are organized efficiently and all target groups are reached. Improved skills of public officials directly involved in the delivery of the selected life-events services	**Medium**	**Medium**
VET public schools (under the National Agency of Employment and Capacities	VET public schools (under the National Agency of Employment and Capacities	Update ICT courses Certain categories of beneficiaries (e.g.Roma community, unemployed) etc benefit from free ICT courses	**Medium**	Low
Academic users	Academic users	Improved ability to build upon and create new research from publicly accessible data.	**Medium**	Low
International organizations and donors;	EU-IPA III, WBIF, EIB, EBRD, OGP AADF, UNDP, ADA, Embassy of Switzerland, GIZ, IOM, USAID etc, and other Donors	Successful implementation of the Program without interferences, disruptions and conflicts with their ongoing activities	Low	High
Civil society organizations working on;	Environmental issues; human rights; Rights and integration of Persons with Disabilities; Gender inclusion; Youth support Integration of the Roma Minority; Education development; Citizen participation in decision-making and the promotion of citizens government cooperation; digital transformation	Increase and Support Equity and Inclusion for vulnerable, affordability of services, open data and access to information, public awareness on ICT, ethical issues in use of ICT, fraud and cyber security, accessibility of services to persons with disability, digital skill gaps	**High**	**Medium**
Private service providers	Private service providers (of education,	Increased awareness and information. Improved access, improved ICT skills. Capacity building & Sensitize on the benefits of the	**High**	Low

Stakeholder groups	Stakeholders sub-Groups	Role and Interest in the Program	Interest	Influence
	health, financial services, etc);	program, Access to educational content Education on the dangers of going online		
Local and International Consultants/Experts, Contracted companies	Local and International Consultants/Experts	Successful delivery of Services and outputs for the TA of the Program	**High**	**Medium**
Media and Communication	Media and Communication	Project information awareness, transparency	**Low**	**Medium**
Vulnerable/ Disadvantaged Groups				
Vulnerable/ Disadvantaged Groups	Elderly; PwD; Women; People living below the poverty line; Rural communities; Roma Community; Illiterate		**High**	**High**

6. STAKEHOLDER ENGAGEMENT PROGRAM
6.1. Purpose and Timing of Stakeholder Engagement Program

This Stakeholder Engagement Plan (SEP) is designed to establish an effective communication channel for interaction with the potentially affected parties, others interested parties and vulnerable groups during implementation outcome of IPF subcomponent for the Gov Tech Program (PforR) in Albania. The SEP should ensure meaningful engagement with citizen, disseminate project information and include all stakeholders' categories in the strategy for communication and information disclosure of the program. Meaningful stakeholder engagement throughout the project cycle will:

- Inform stakeholders about program 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

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 the RMU, and in collaboration with Program key primary implementing agency (NAIS) and other agencies involved in implementation of the TA activities for the Program and other Strategic Partner Agency will adopt different methods and techniques based on the assessment of stakeholder needs. Consultation meetings with relevant interested parties have already

included a series of engagement and other meetings are envisaged to take place prior to the commencement of the Project as well as during the implementation and on an 'as-needed' basis. Stakeholder engagement may be divided into three phases:

- 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; improve project design; create synergies; and include the perspective of vulnerable groups
- Phase II (Project Implementation): Extensive stakeholder engagement will continue to be carried out during this phase with institutional stakeholders, disadvantaged/vulnerable groups and other interested parties.
- Completion phase; sharing Project Reports, results and outcomes.

6.2. 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 strategy for information disclosure will be tailored to the different stakeholders. Disclosed information will allow stakeholders to understand the risks and impacts of the project, benefits and potential opportunities. They will also provide stakeholders with access to information. Appropriate formats and methods of disclosure and information sharing will be used. Information on the different project activities will be disclosed on the website of the project implementing agency and local offices, 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 including print media, radio, television, public events, brochures, fliers, and social media will be used. The following table present various methods for stakeholder engagement for the IPF component.

Table 6.1: Information disclosure strategy

Projec t stage	Type of information to be disclosed	Methods proposed	Target Stakeholders	Timetable/ Locations	Responsibilitie s
Project preparation	Draft ESSA, Draft LMP, POM (list of pre-identified technical assistance needs) Environmental and Social Commitment Plan (ESCP) Environmental and Social Management Plans (ESMP) Checklist	NAIS and other implementing agencies websites, Consultation meeting; Workshop; Public meetings; Direct email communication Focus group discussions with affected parties	All stakeholders	Before program implementation	RMU/NAIS
	SEP with Grievance Mechanisms	NAIS and other implementing agencies websites; Public meeting; Community Bulletin Board;	All stakeholders	Before program implementation	RMU/NAIS

	Information	Method	Target	Timing	Responsibility
	Project preparation progress information	Online social media Media press release Direct email communication Individual or group meeting	All	Regular and as needed	PIU, RMU and NAIS
Project Launch	PAD -Executive summary of PAD translated into local	World Bank Website NAIS website, Direct email communication Meetings Workshops	Key implementing agencies Line ministries and agencies International donors/ organization Universities and schools, CSOs	Program Launch	NAIS/RMU and WB
Project implementation	Quarterly progress reports Annual reports	Copies of reports, Summary reports	Implementing agencies, Government Other line ministries and agencies, World Bank	Program duration	PIU/RMU/NAIS
	Information and communication on Open Data	Implementing Agencies websites Radio, Tv, Social media; Direct email	E services users academic users	Program duration	PIU, RMU and NAIS
	Change Management Strategy And Action Plan	Website Online social media Direct email Consultations and technical workshops	Implementing agencies Strategic donors agencies Other line ministries and agencies Public servants	Regular for Program duration	PIU/RMU/NAIS
	Regular updates on project activities and specific for vulnerable groups on SEP and GRM	Outreach through local community organizations Public notices	General public and vulnerable communities Businesses owners and their employees	Program duration	PIU/RMU/NAIS
	IEC Strategy and Campaigns	Field campaigns, information brochures, newspapers, radio and digital tools (websites, SMS, chatbots)	E-service users and public sector employees	Upon request or need, otherwise, annually.	PIU/RMU/NAIS In collaboration with CSOs and municipalities in remote

Feasibility studies, assessments, diagnostics, regulations, Evaluation reports	Websites National TV/Radio Newspaper Outreach via emails; Notice board; Social edia; specific focus groups tailored for the vulnerable groups; Information meetings	All	During implementation Press briefing, Press releases, Webinars and video-conferencing as needed	NAIS/RMU Key implementing agencies
Procurement plan, bidding documents, publishing procurement notices Knowledge share	Information through tender procedure and contracts Monthly reports on progress of works Trainings Meetings in person/online Email communication	Bidding and contracting companies Consultancy and advisory	Upon request or need	PIU/RMU/NAIS
Capacity building and training on the use of E-Albania Awareness and dissemination on available services and channels	Online social media Individual and/or group meetings online, or with physical presence Field campaigns Information brochures Newspapers/radio Official websites	E-services users	Upon request or need, Otherwise, bi-annually	PIU/RMU/NAIS In collaboration with CSOs and relevant government institutions
Share and exchange of relevant Project information Discussions on security policies and practices towards cybersecurity, risk and vulnerability analysis, trainings	Individual and/or group meetings online, or with physical presence Direct email communication	NAIS Relevant service providers and other line ministries and public agencies	During implementation of planned task	PIU/RMU/NAIS
Performance reports (performance of training service providers, GRM, dashboards report. Information collected disaggregated by target user (e.g. poorest, women/girls, people with disabilities, Roma), geography etc	Notice board Websites of implementing agencies Online social media Individual or group meeting	All	TC will meet and report monthly Steering committee meetings with relevant stakeholders quarterly to review the reports and follow-up on their resolution. Annually for sector performance	PIU/RMU/NAIS Technical Committee/SC

	Employees trained on data privacy, integrity, code of conduct	Focus groups discussions Individual and group meetings Direct email communication Workshops	Key implementing agencies Other line ministries and agencies ICT teachers Public servants Youths	Program duration	PIU/RMU/NAIS
Project closure	Project achievements, Lessons learnt Follow up	Websites National Radio/TV Soft copies of reports social media	All	End of Program implementation Year 2027	RMU/ NAIS Other key implementing agencies

6.3. Proposed strategy for Consultation

Each of the identified stakeholder groups will be consulted on about various aspects of the project throughout the project life cycle. 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. Detailed records of all public consultations will be kept. A record of Consultations and Meetings Form is found in ANNEX 3. Minutes should be supported with photo material taken during consultation and lists of attendees with their contact information and original signatures. The following table outlines the proposed consultation strategy.

Table 6.2: Proposed Consultation strategy

Project stage	Topic of consultation	Method used	Timetable: Location and dates	Target stakeholders	Responsibilities
Preparation	Consult ESS instruments: ESSA, SEP, LMP, GRMs, ESMP, ESCP	Public consultations and availability on the website of NAIS and other implementing agencies	Before appraisal	All	RMU/NAIS and other implementing agencies
Implementation	Feasibility studies, Change management strategy and action plans	Public consultations and availability on the website of NAIS and other implementing agencies Individual and focus groups meeting Workshop	During development And implementation of planned Tasks	All stakeholders	PIU/ RMU/NAIS and international experts

Develop and consult Information, Education and Communication strategy Implement communications and outreach for the wider population.	Field campaigns, information brochures, newspapers, radio) and digital tools (websites, SMS, chatbots)	During implementation of planned Tasks	All stakeholders	RMU/PIU, NAIS and consulting firms CSOs and municipalities
Promoting and developing Collaborative Leadership between RMU and administration, share objectives, roles and responsibilities Digital literacy, outreach and communications for public sector	Consultations and technical workshops Regular meeting Online social media Official website, Direct email communication Individual and/or group meetings online, or with physical presence	Regular throughout implementation	Key implementing agencies Line ministries/ Agencies national/local government in Albania public servants	PIU/ RMU/NAIS Collaboration with DoPA and ASPA
Advance announcements of commencement of major project activities, project Grievance Redress Mechanism,	Media announcement Direct emails	Before development and implementation of planned Tasks	All	PIU/RMU/NAIS, other key implementing agencies and contracted experts
Consult new e-gov law and by-laws, alignment with GDPR and adoption of the future Digital Strategy for 2027-2031.	Individual and/or group meetings online, or with physical presence Direct email Communication Availability on the website of NAIS and other implementing agencies and public consulting platform; https://konsultimipublik.gov.al/	Before approval	All	RMU/NAIS
Consult Procurement Plan	Consultation meetings	Before implementation procurement	Key implementing agency and other implementing institutions	RMU/NAIS
ToRs and Bidding documentation and Implementation reports. Knowledge share. Trainings,	Information through tender procedure and contracts. Direct email communication	Upon request or need.	Bidding and Contracting companies Consultancy &Advisory;	RMU/NAIS

Promotions, Awareness raising and communication activities to inform targeted citizens on available services entitlements and channels and on the use and data privacy Inform about the training, with a special focus on elderly women and women from rural areas Implementation of digital citizen engagement (CivicTech) solutions	Field campaigns, Media/press releases. Official website, Information brochures, newspapers, radio SMS, chatbots	Throughout Albania Every six months to evaluate and get feedback.	General public Private Businesses and employees Vulnerable groups	RMU/NAIS SCOs and NGOs
Consultation on challenges and achievements on utilization of e-services	Online social media Direct email communication Field campaigns Individual and/or group meetings online, or with physical presence	Upon request or need.	E services users Employers of service providers	RMU/NAIS, other implementing agencies and in collaboration with CSOs, NGOs
Survey with teachers and students on trainings on the use of smart lab and benefits on digital skills from smartlab	Online surveys Direct email communication	First year of Program implementation Each year	ICT teachers students	RMU/NAIS and survey firms
Surveys and performance evaluation on user satisfaction with e-services disaggregating by gender, vulnerable groups	Online Questionnaires social media, Viber & WhatsApp, Direct email communication Face to face meetings	Each year	E-services users Vulnerable groups	RMU/NAIS and other contracted firms
Monitoring the implementation of Citizen Engagement and Gender Approach, GRM	In-situ visit, meetings, and face to face visit.	Throughout Albania	All	RMU/NAIS, key implementing agencies and CSOS NGOs

6.4. 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 program will include methods to remove obstacles to their participation. It will make reasonable provisions to cater for representation from remote areas, 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.

The PIU and RMU within NAIS 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.

Table 6.3: Strategies to engage vulnerable groups

IPF Component	Target group	Strategy
Implementation phase		
Technical Assistance, capacity building and Change Management	Vulnerable groups as; Elderly; Persons with Disabilities; Women; People living below the poverty line; Rural communities especially those living in remote areas Roma Community Illiterate Population	- Develop separate strategy for communication and engagement with vulnerable groups. - 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) - Young married women may need child care for meetings. -Demonstrations and visual aids should be used where necessary and separate meetings could be held with women and girls depending on local norms. -Ensuring easy and safe access to subproject sites and training venues - 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 survey/questionnaires

The project will ensure that studies and assessments conducted by consulting firms include clear methodologies for integration of the views of vulnerable and disadvantaged groups.

6.5. Timelines

Activities described in this SEP are planned to be performed in the period of 2023-2027.

6.6. Review of Stakeholder Comments

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. The Environmental and Social Specialist of PIU under RMU will be responsible for receiving and recording any queries, concerns or complaints against the activities of the IPF component. A report with the information regarding conducted stakeholder engagement activities, stakeholder views and concerns, as well as section on grievance accepted and solved will be prepared and published on annual base.

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 NAIS website and website of the WB.

In addition, stakeholders will be allowed to file complaints against the program through the Grievance Redress Mechanism detailed in Chapter 8 of the SEP. All records relating to this mechanism including, grievance forms, grievance log, notes, interviews, meeting minutes, release forms etc. will be also be stored.

The project will conduct a survey at least annually and receive feedback on various aspects of the project from the targeted project stakeholders, vulnerable and disadvantaged groups and the general public and the results of the surveys will be disclosed through the websites of implementing agencies.

6.7. Future Phases of the Project

PIU and RMU/NAIS will continue informing and engage with stakeholders about the Project and Program progresses throughout the life of the Project. This information includes disclosure of the program/project results, the program's environmental and social performance, the implementation of the stakeholder engagement plan and the status of the grievance redress mechanism. These reports will be completed on at least an annual basis.

This Stakeholder Engagement Plan will be updated to reflect Project progress. All reports, as well as relevant project documentation, will be available on the websites of NAIS (https://akshi.gov.al/) during the lifetime of the project.

7. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES

7.1. Resources

The budget for the implementation of the SEP will be part of the IPF budget - Sub-Component on Technical Assistance, Capacity building and Change Management (total cost of the sub-component will be around 5 mil USD). The budget for the implementation of the SEP will be defined at a later stage.

Table 7.1: 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:					

7.2. Management/staff functions and responsibilities

The overall responsibility for implementation of SEP lies within PIU and RMU housed in NAIS. Environmental and Social Specialist within the project implementation unit and other designated staff in RMU will oversee implementation of SEP and manage the grievance redress mechanism and all related outreach, communication and training activities, collecting and disaggregating data for multipurpose analysis citizens' engagement. The RMU will collaborate with other key implementers.

Environmental and Social specialist working responsibilities in relation to Stakeholder engagement will include among others;

Table 7.2: Key Institutions, focal persons and their responsibilities

Actor	Stakeholder engagement responsibilities
Environmental and Social Specialist	Develop a communications strategy covering the lifetime of the project
	Liaise with and manage the relationship with any contracted companies producing communication materials (posters, flyers, video/TV spots…)
	Plan and manage the project's communications via all media channels (social media, TV, radio, written press)
	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 program 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 in RMU
	Receive and register any grievance voiced by project-affected parties or other interested parties and communicate them immediately to the PIU in RMU
	Coordinating public meetings, workshops, focus groups etc.
	Deliver information to stakeholders on complaint mechanism and procedures of the SEP
	Support the planning and logistics for capacity-building and communication events at the village level
Change management specialist	Apply a structured methodology and lead change management activities
	Assess the change impact and complete change management assessments
	Identify and manage anticipated resistance
	Consult and coach project teams
	Support communication and training efforts
	Support and engage senior leaders, and coach managers and supervisors
	Coordinate efforts with other specialists and other departments
	Manage stakeholders while tracking and reporting issues

The overall institutional arrangements for coordinating, overseeing, and managing project activities are described in sub-chapter 2.3.

8. GRIEVANCE MECHANISM (GM)

There is a General National Complaint System, the co-governance platform 'https://www.shqiperiaqeduam.al/' under the Prime Minster office which ensure control on the administrative activity of state administration institutions. In the platform, citizens can file complaints regarding corruption, low violation, bad or lack of services or other grievances related to public institutions, including the grievances relating to services provided from e-Albania. There is a good progress on handling complaint mechanism. As regards to e-services, the E-Albania portal also has a complaint form on the website that references Law no. 119/2014 "On the Right to Information, where complaints can be directed from each citizen to the Commissioner for the Right to Information and Protection of Personal Data, in accordance with this law and the Code of Administrative Procedures. However, these systems need improvement and will not be supported by the Program but it will help provide the GRM with more information. The e-Albania platform and multi-channel contact center will include an accessible link for users to be re-directed to the co-Governance agency's GRM. Under Component 3 Technical Assistance is included Diagnostics and developing the model and technical specifications for the IT service management system (including the design of workflow for unsolved cases between different channels – contact center, AVA.

The key implementing agency (NAIS) has a dedicated staff and budget to respond to complaints/comments or evaluation, but there is no sector that deals only with the analysis of complaints.

GRM for the Program sub-component (IPF)

The RMU will establish a grievance procedure for the IPF sub component activities that supports the PforR. The GRM will be part and visible on NAIS website. It also should be integrated with existing GR structures in the respective main contributing agencies and maintained and strengthened throughout the project lifecycle. The grievance mechanism should be appropriate to the scale of impacts of the Project. It will provide all affected parties and other interested parties to raise their concerns and/or ask for information and will enable addressing any grievances against the Project activities that support Program. All stakeholders, will be informed on the existence and availability of the grievance mechanism, the RMU's appointed contact persons responsible for implementation of grievance mechanism, as well as the forms of submitting complaints. A template of the Grievance Form is shown in ANNEX 4. The Grievance Form will be available in Albanian and English. The confidentiality of complainants, must be respected at all times.

Contact information for enquiries and grievances:

Description	Contact Details
Implementing Agencies	National Agency for Information and Society
Main Contact	Mr/Ms to be defined
Address	Rr. Papa Gjon Pali i II, Nr 3, Tirane
Postal code	1003 Tirane
Email	info@akshi.gov.al
Website	https://akshi.gov.al/
Telephone	04 227 7750

GRM System in the RMU will include record and address any complaints that may arise during the implementation phase of the project and/or any future operational issues that have the potential to be designed out during implementation phase. The following indicators will be used for monitoring of the GRM: Number of active project complaints and appeals recorded and reported; Percentage of grievance redressed within the specified period; Percentage of unresolved complaints; Comments received by government authorities, women, youth, family, community leaders and other parties.

The key stages by levels involved in the grievance redress process are summarized in Table 8.1 and paragraphs below.

Table 8.1: Summarized Grievance Redress Process Level 1

Stages GRM level 1	Description of Process	Timeframe	Responsibility
Grievance uptake	Grievances can be submitted via the following channels: Online, Mail, In person, Telephone, email		Appointed specialist

Registering and processing	Any complaint received is forwarded to the appointed responsible person. Registered in the Log Grievance for review.	Upon receipt of complaint and registered	Appointed specialist
Acknowledgement and follow-up	Receipt of the grievance is acknowledged to the complainant by email	Within 2 days of receipt	Appointed specialist
Preliminary Verification	Verification whether or not the complaint is in line with the provisions of the law and whether it is within the competences of the complaints' unit in RMU	After two days	Appointed specialist RMU
Screening /proceeding/ Investigation	Screening of the procedure by the Communication expert or social specialist. The complaint will be forwarded to the grievance structure responsible. If the case requires the complainant's legal advice the grievance structure in RMU holds a public hearing to resolve the matter if appropriate. Record the completion of the review of the complaint	Within 10 working day. If the performance of the administrative action or the provision of the service cannot be carried out within the period of 10 working days and in the absence of a deadline for the the provision of the service, is applied the 60-day deadline	Responsible grievance structure in RMU
Resolution	A proposed resolution is formulated by grievance unit in RMU and communicated to the complainant by the appointed specialist	/	RMU
Monitoring and evaluation	Data on complaints are collected in RMU within NAIS and reported to TC every month. Reported quarterly to Steering Committee. Quarterly reports will also be generated and reported from NAIS as part of the Project's Progress Reporting to the World Bank	Monthly Quarterly	RMU
Provision of feedback	Feedback from complainants regarding their satisfaction with complaint resolution is collected by email	Upon demand	Appointed specialist inRMU
Training	Training needs for staff/consultants in the RMU, Contractors, Consultants	Two months upon engagement	RMU

If the proposed resolution is not accepted from the complainant, the grievance will be escalated to level 2, as below.

Grievance structure (GS) under the RMU may act as a mediator between interested parties, private natural or legal persons and the state administration institution responsible for examining their complaints if, after their examination, the complainant is not satisfied with the solution offered. GS performs the function of mediator through its employees which must have legal background and professional experience.

The mediation procedure must not exceed the 10-day deadline from the complainant's expression of interest to use this legal tool, which deadline can be repeated for objective reasons for another 10 working days. RMU GS must take care to ensure a free mediation procedure, equal, fair and impartial treatment of the parties, taking into account all the circumstances of the case and can propose a friendly resolution of the dispute if the parties will agree. RMU GS carries out meetings or communications with the parties together or separately with each of them. If the parties agree, they sign the agreement for the acceptable resolution of the dispute between them.

If the complainants don't agree with the resolution of the grievance in the RMU level or there is a time delay of more than 60 working days in resolving the issue, the complainant has the right to seek other legal remedies in accordance with the legal framework of Albania[1], including to complain to courts.

Also, any interested party, which consider that the right to public notification and consultation and deadlines for submitting recommendations/comments has not been respected or when the requested information has not been provided, may complain to the Commissioner for the Right to Information and Protection of Personal Data.

Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported Program may submit complaints to existing Program-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 Program -related concerns. Program affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

Grievances that relate to project workers will be handled by a separate mechanism.

9. MONITORING AND REPORTING
9.1. Involvement of Stakeholders in Monitoring Activities

The implementation of the SEP will be overseen by the RMU and NAIS. The environmental and social specialist in RMU 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 competition of planned activities. The report will include summarized information for stakeholder engagement activities. Monitoring reports should contain

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[1] Law. 107/2021 on Co-Governance, Law Nr. 146/2014 on Public Notification and Consultation and Law No. Nr. 119/2014 on The Right to Information

information about: Consultation meetings with stakeholders (place, time, issues discussed and results, mitigation measures provided by RMU); level of involvement of affected people among others; level of understanding of the program stakeholders; Grievances identified in the reporting period (and all detailed information about it); and RMU will also report on stakeholder engagement activities (on annual basis), to the WB.

9.2. Reporting Back to Stakeholder Groups

Each Stakeholder Engagement Activities Report for this Project will be published on NAIS and other key implementing agencies web sites for public review and further comments. RMU through its Environmental and Social Specialist or a dedicated staff will provide the opportunity to report back to the communities. This will be achieved primarily through public meetings at local level. RMU 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 (template grievance form ANNEX 5)
- Percentage of grievances resolved within prescribed timelines; and
- Number of repeated grievances.

ANNEX 1. Program Implementation Arrangements
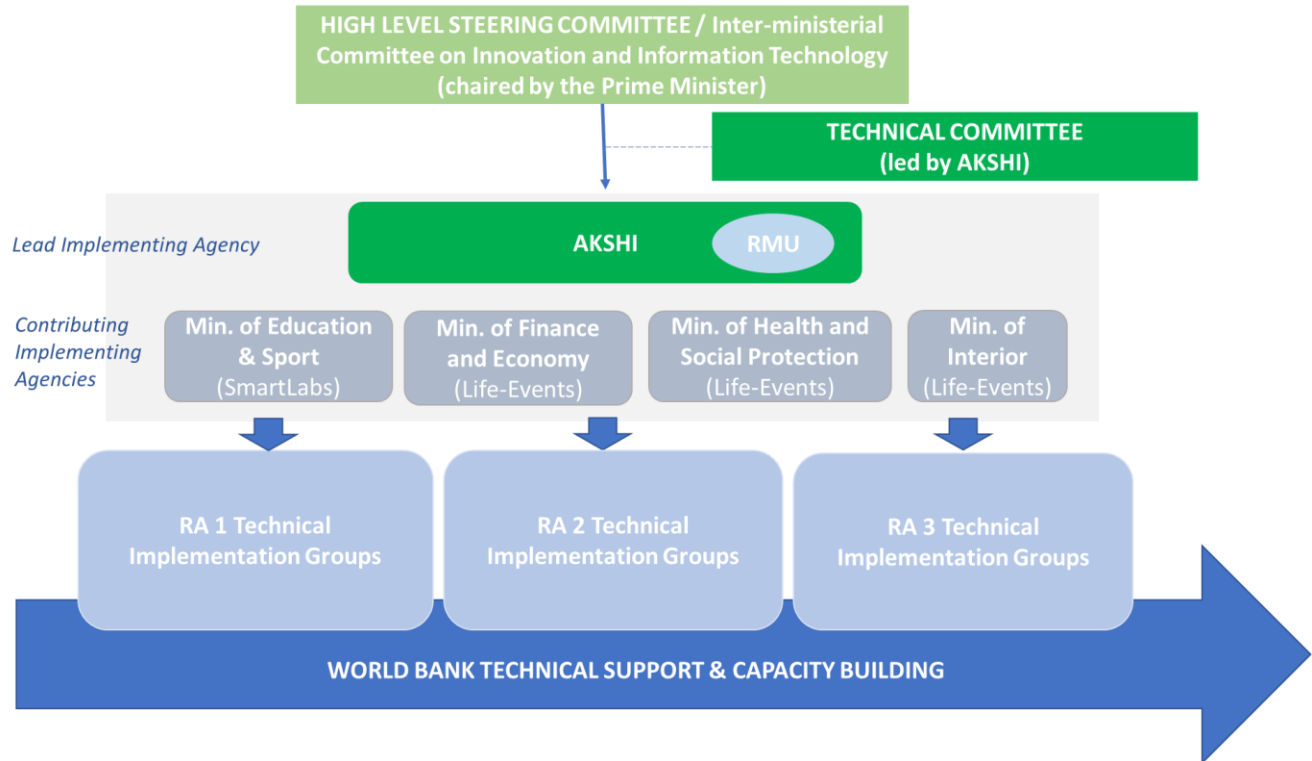
ANNEX 2.   Technical Assistance Activities by RAs

	Sub-Results Area	Expertise, Diagnostics and Feasibility Studies Needed
RA1	1.1. Re-Engineering of E-Albania Portal based on User Experience (UX)	• Diagnostics of e-Albania from a UX perspective and support in identifying/formulating technical specifications for improvements • Expertise in identifying and addressing usability issues for the target vulnerable groups • Expertise and support in building in-house user experience competence center focusing on the key competences of the accessibility specialist, content designer, content strategist, graphic designer, Interaction designer, service designer, technical writer, user researcher. • State of art of the e-Albania app and support in the definition of technical specifications (for both, browser, and native app) • Provide expertise and support building in-house capacity and manage cultural change required to implement projects following agile approach. • Support in application of agile methodologies: Scrum, Kanban • Support in setup and implementation of agile procurement process
	1.2. High standard, Personalized and Pro-Active Event-based E-Service Re-organization	• Expertise for preparing the As-is-to-be assessments, cataloguing and re-design plan for all eligible services to reach Level 2 (Specification Level) and for the priority life events to reach Level 4 (Transactional Pro-Active Level) • Expertise in implementing and monitoring compliance with the new Digital Service Standards • Diagnostics for specific groups of digital services, for which the level of automation will be increased
	1.3. E-Services Backbone Upgrade: E-Albania and Government Gateway ICT Infrastructure, Business Continuity and Micro-Service Architecture	• Diagnostic of the status of e-Albania and GG infrastructure and identification of the required changes for upgrade and business continuity • Support in planning cloud migration of e-Albania and GG backbone components • Support in identifying the salient features of the shift towards a microservices architecture
RA 2	2.1. Improved Digital and Foundational Skills	• Identification and baseline assessment of all participating schools, using agreed monitoring instrument integrated into SMIP, organized into network clusters • Design and development of Continuous Professional Development (CPD) strategies and interventions for all key role players (Ministry officials, regional and local office personnel, principals, and teachers) • **Selection/development of digital content solutions, including digital platforms, adaptive learning tools and learning management system**
	2.2. Improved Customer Service and Digital Inclusion	• Diagnostics and developing the model and technical specifications for the IT service management system (including the design of workflow for unsolved cases between different channels – contact center, AVA) • Support in assessment and selection of optimal licensing and implementation model and architecture of the multi-channel contact center • Support in designing the architecture and defining technical specifications for the AVA

		• Designing the model for the multi-functional Youth Innovation Centers, including incorporating and tailoring to the local needs the TOM, the ICT training and career centers, and the small kiosk/helpdesk linked to new IT service management system
	2.3. Strengthened Data Governance	• Support in conducting the ODRA and designing the upgrades for the Open Data Portal with a user perspective • Support on conducting analysis/reports on Open data usage for research and citizens engagement • Support in performing assessments, in the form of gap analysis, to identify current status and the main barriers (legal, policy, technological, political and security), for state-of the-art data governance with focus on *interoperability*, *data analytics* and *information security* aspects. Topics of particular interest for each of those areas are *mapping to life-events*, *creation and use of data lakes for data analytics* and *risk and vulnerability assessments*
RA 3	3.1. Selected Whole-of-Government GovTech Enablers	• Diagnostic on scaling up EDRMS to all central government agencies • Assessment of security, modernization, refactoring requirements to undertake EDRMS and SQDNE cloud migration
	3.2. Selected GovTech Policy Enablers	• Support in the policy and legislative reforms by drafting the e-Government Law's by-laws and transposing relevant EU *Acquis Communautaire* (for example, GDPR, accessibility and interoperability)
	3.3. Selected GovTech Capacity Enablers	• Support in developing and implementing a change management plan (including communications and outreach) to support the comprehensive reforms supported by the Program • Support to AKSHI in the activities of the pre-accession process (along the following dimensions: legal, reporting skills, meetings' preparation with the EU counterpart team, etc.)

ANNEX 3.   Records of Meetings or Consultations Form

Number: _____	Date and location of meeting: _____
The purpose of the engagement: *(for example, to inform stakeholders of an intended project or to gather their views on potential environmental and social impacts of an intended project)*	
The form of engagement and consultation: *(for example, face-to-face meetings such as town halls or workshops, focus groups, written consultations, online consultations)*	
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 4.   Grievance Submission Form

Reference Number	
Date of Incident **Grievance ID #** **Time:**	(dd-mm-yyyy) ☐ am ☐ pm
Full name (optional) ☐ I wish to raise my grievance anonymously. ☐ I request not to disclose my identity without my consent**.**	
Contact information **Please mark how you wish to be contacted (mail, telephone, e-mail).**	☐ By Post: *Please provide mailing address:* _____ _____ ☐ By telephone:_____ ☐ By E-mail_____
Preferred language of communication	☐ Albanian ☐ English ☐ 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	☐ One-time incident/grievance (date _____) ☐ Happened more than once (how many times? _____) ☐ On-going (currently experiencing problem)
What would you like to see happen?	
Contact information for enquiries and grievances: Attention: **Name & Surname** Address: **Rr. City/village, Albania** Tel: **+ 355 XX XX XXX** E-mail: email@email.com	Signature: _____ Date: _____

**ANNEX 5.	Grievance Register Form**

No	Grievance ID #	Reception date	Communication Channel (how)	Name of Complainant	Grievance Description	Component	Actions taken	Result(s) of Intervention	Date of resolution

ANNEX 6.   Meeting Record Form

Date of the Meeting: …………………………………………………………………………..Grievance No: ……………….

Venue of meeting: …….

Details of Participants:

Complainant	Subproject

Summary of Grievance:………………………………………………………………………………………………………..

Meeting   Notes:
……
……
……

Decisions   taken   in   the   meeting/Recommendations   of   GRC:
……
……
……

Issue Resolved / Unresolved: …………………………………………………………………………………………..

Signature of Chairperson of the meeting: ……………………………………………………………………………

Name of Chairperson:……………………………………………………….   Date (DD/MM/YYYY):………………

ANNEX 7.   Active CSO's in the relevant domain in the country

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

Name of the Organization	Contact Information
Albania Community Assist (ACA)	acaalbania@gmail.com
Community Development Center "Today for the Future"	info@cdc-tff.org
Amaro-Drom (Union for Development and Integration of the Roma Minority in Albania)	Rruga Sulejman Pasha, P. Mbrapa Benetton, K. III 1000 - Tiranë denikapaj@gmail.com
ARSIS (Social organization on youth support)	initiative.arsis@gmail.com
Ekolevizja Association	ekolevizja@yahoo.com.
Regional Environmental Center, REC Albania	info@recshqiperi.org
PPNEA (Protection and Preservation of Natural Environment in Albania)	contact@ppnea.org
Institute for Nature Conservation in Albania	https://inca-al.org/sq/
Albanian Foundation for the Rights of Persons with Disabilities	(FSHDPAK - ARDF) adrf@albmail.com
Albanian Social Economic Forum (ASET) Think tank	www.aset-al.com info@aset-al.com
IPSED – Institute For The Promotion Of Social And Economic Development	info@ipsed.al
Evolution of Youth Albania	
Gender Studies Research Institute	
The Women's Empowerment Network in Albania - AWEN	info@awenetwork.org
Albanian Network for Rural Development (ANRD)	info@anrd.al
The Albanian Disability Rights Foundation	https://adrf.al/index.php/en/ adrf@albmail.com
Institute for Public Policy and Good Governance	(IPPM-secretary@ippm.al)
Observatory for children and Youth rights	https://observator.org.al/
Albanian Blind People Association	https://www.shvsh.org.al/ shvsh@shvsh.org.al
Protection of the Rights of Persons with Disabilities Organization (MEDPAK)	Tel:+35551423496 Email: zkoka@medpak.org
Albanian Labor Invalids Association (ALIA)	abdulla.omuri@gmail.com
Association for the Integration of Pensioners of Albania	osman.terziu@hotmail.com
Albanian National Association of Deaf People (ANAD)	anad.organisation@gmail.com;
National Association for Integration, Development and Assistance for the people in need	
EuroPartners Development Center	https://www.europartners.al europartners@europartners.al
UNICEF Albania	

OECD	
AADF	https://aadf.org/