# Varaždin Judicial Buidling STAKEHOLDER ENGAGEMENT PLAN

Croatia: JUSTICE FOR BUSINESS PROJECT

#### October 2023

#### 1. Objectives of the Stakeholder Engagement Plan (SEP)

- Build ownership over the project outcomes among key stakeholders to promote collaboration,
   enhance probability of successful outcomes through ensuring key stakeholder participation
- Start early in the project planning process in order for the initial feedback to be gathered from the participants and to enable modifications in the project design, as needed
- Reduce social risks that can negatively affect and/or jeopardize the improvement in access and
  efficiency of the court's infrastructure and expanding the use of electronic services in the justice
  sector through proactively identifying risks and concerns with stakeholders and preventing or
  mitigating these risks through transparent and agile communication channels.
- Provide guidance for stakeholder engagement.
- Identify key stakeholders that are affected, and/or able to influence the Project and its activities.
- Identify the most effective methods, timing and structures through which to share project information, and to ensure regular, accessible, transparent and appropriate consultation.
- Develop a stakeholders engagement process that provides stakeholders with an opportunity to influence project planning, design and implementation by generating structured channels for ongoing feedback from all project beneficiaries and partners (judicial staff, court users, court users that are persons with disabilities, etc.)
- Establish formal grievance/resolution mechanisms;
- Define roles and responsibilities for the implementation of the SEP;
   Define reporting and monitoring measures to ensure the effectiveness of the SEP and periodical reviews of the SEP based on findings.

#### 2. Principles of the SEP

Meaningful stakeholder engagement under this SEP is based on the following principles:

- Recognition that stakeholders are critical partners in project design and implementation and not just "beneficiaries"
- Communication is based on a two-way flow that goes beyond a "public-relations" or information dissemination campaigns (one-way flow)
- Adoption of transparent, agile and accessible means for informed participation by diverse stakeholders with varying means and capacities
- Is based on a structured process (instead of a sole event), allowing for stakeholders to become informed, process and analyse information, provide feedback, and receive reports back on whether and how their feedback was taken into account.

#### 3. Key Content for Messaging

#### > Objectives of the Justice to Business project

The Justice for Business Project (J4B) aims to contribute to the establishment of a judicial system that will meet the highest European standards in terms of independence, impartiality, expertise and efficiency, thereby justifying the confidence of citizens and contributing to the progress of society.

#### Merits

The Project hast two components:

- Component 1 is a results-based component that supports implementation of interventions which are expected to reduce the administrative burden for businesses in their interaction with government.
- Component 2 includes direct investment supporting the refurbishment and/or reconstruction of court facilities in four selected locations: Judicial building in Varaždin, Municipal Civil Court in Zagreb and Municipal Courts in Kutina and Vinkovci. The component includes the preparation of detailed design for the selected court facilities, civil work supervision, and technical building audits.

Component 1 supports improvements in business regulatory services and market functioning in the construction sector. It comprises two subcomponents focused on: (a) removing regulatory barriers for market entry and operation, and (b) simplifying construction permitting and improving market functioning in the construction sector.

The objective of the Component 2 is to refurbish and/or reconstruct selected courts facilities to meet international standards of service allowing for better court performance and user experience. Furthermore, the aim is to improve the working conditions of the judicial bodies (courts and state attorney) located in buildings that will be refurbished and/or reconstructed by making them more energy efficient and functional in line with the Ministry of Justice and Public Administration (MoJPA) vision of a modern and efficient judiciary system.

➤ The process how stakeholders will be engaged to inform design and adaptations throughout project life cycle (i.e., SEP processes)

Consultations with robust feedback mechanisms will be carried out consistently throughout project implementation, both for the results-based component as well as for the component on rehabilitation and renovation of selected court facilities.

For the component on rehabilitation and renovation of selected court stakeholders are slightly different based on the stage of project implementation (prior to the commencement of the works, during construction, post-construction). Key activity of the engagement program is performing regular consultations with the management and staff of the judicial bodies in order to present the project, its objectives, activities, and related timeframe as well as the E&S framework, the Grievance redress mechanisms and to collect the level of satisfaction regarding grievance resolution. In addition, surveys conducted by professionals' services, will assess user satisfaction in the preparation phase (prior to the commencement of works) and during post-construction phase. Surveys will target management and staff of judicial bodies lawyers and bar

association, citizens and businesses, victims and witnesses, neighbouring buildings inhabitants, general public - all of the above including persons with disabilities. The same groups are the target to be reached during "court open days" that will be organised in each of the 4 facilities undergoing rehabilitation and/or upgrading. Surveys and open days are foreseen in the preparation phase and in post-construction phase per each location except for Zagreb where they will be implemented during preparation of phase II (and implementation/construction of Phase I) and in post-construction.

➤ Key areas where the project can be influenced by stakeholder engagement and related questions to spark feedback is the phase of developing designs for courts that will be refurbished and/or reconstructed (preparation of conceptual/main/detailed design for 4 selected court facilities)

#### 4. Key Risks & Mitigation Measures

## **Key Risks**

- Court staff will not support project activities and will attempt to undermine its implementation
- Court staff work environment and service for users will be negatively affected by construction works (e.g. interruptions in water supply, electricity, heat, air conditioning, exposure to dust, noise, dislocation of work offices, etc..)
- Weak security organization of entrance into court during construction works
- Labour management and OHS procedures are not implemented properly
- Land issues are not resolved properly and on time
- Lack of communication with nearby community (nearby community is not sufficiently informed about the project and is not aware of the grievance channels which leads to potential social tensions with local community and potential community health and safety risks
- Lack of knowledge and thus awareness of key stakeholders on WPs ESF and related

## **Mitigation Measures**

- Prepare the ground well by designing a structured and proactive stakeholder engagement process and communicate all phases of the process and opportunities for participation & feedback
- Design accessible channels for information requests & grievances
- Conduct constructive and meaningful consultation process that will ensure stakeholders to provide feedback, and contribute to the design of courts
- Report back on how feedback has been incorporated & grievances resolved
- Present regularly project information and progress updates for different stakeholder groups using adequate stakeholder engagement and communication channels and tools
- Conduct Intensive and transparent communication with relevant stakeholder on land issue and explore project design alternatives
- Include ESF requirements in ToR and contract obligation of designers, contractors, supervising engineer,

- requirements
- Lack of knowledge and awareness on guidelines to design justice and court facilities
- construction project manager and OHS specialist, inform them on ESF and requirements during the phase, monitor implementation
- Include relevant guidelines on design in ToR and contract obligation

## 5. Summary of previous stakeholder engagement activities

The judicial building in Varaždin is the fourth largest court in the Republic of Croatia and will host the County Court, the Municipal Court in Varaždin, the Commerical Court in Varaždin, the County State Attorney Office Varaždin and the Municipal State Attorney office Varaždin. The court building was built in 1963 and as such it does not meet the increased needs for the working space and is technologically outdated. Since the Court building is in the historic city centre, the MoJPA – in cooperation with the architect who designed the building – initiated the procedure of changing Urban Design Plan of the historic centre of the city of Varaždin to allow a new building extension of the County Court. The procedure has been satisfactorily completed and the Conservation Office (CO) approved the proposed design solution. The approved design is related to the construction of an additional floor of the existing judicial building. The new additional design would also increase the accessibility of the building to people with disabilities, increase the energy efficiency of the building, enable basic security measures with the system of technical protection of the building, adjusted the working spaces which will increase the efficiency of the work processes of the court and finally equip the building with new furniture.

The contract with the designer team that will develop the design (technical documentation) for the refurbishment of the building and the construction of the 3rd floor has been signed in November 2022 and it is foreseen that the design phase will last until December 2023. After the contract for design has been signed stakeholder activities included as follows:

- Meetings with management staff of the judicial bodies (court presidents), to present and discuss sub-project initial design and solicit initial feedback, clarify doubts, present project GRM mechanisms and means of communications. The management staff of the Court has been solicited to collects needs from the staff of the judicial bodies that will be hosted in the building with focus on vulnerable groups (particularly persons with disabilities, victims and witnesses).
- Meetings with local authorities in order to assure their timely feedback on initial design and obtain their conditions for further development of the technical documentation.

#### 6. SEP Action Plan

#### STAKEHOLDER ENGAGEMENT PLAN

#### Pre-construction phase/design preparation phase

Timeframe: November 2022 - March 2024

## Objective:

- 1. Consult & inform key stakeholders to provide meaningful & constructive feedback
- 2. Gather information relevant to adequately inform sub-project design (identification of needs, potential risks and impacts, suggestions for improvement)

## Activities of Pre-construction phase/design preparation phase:

- 1. Identification and mobilization of key stakeholders
- 2. Conducting stakeholder engagement (meetings, surveys, open days etc)
- 3. Preparation of comms Tools (PPTs of sub-projects design, press releases, information on Ministry's web-site, etc)
- 4. Raising awareness and ensuring functioning of project GRM

## Inputs for Pre-construction phase/design preparation phase:

- 1. Program of outreach for the sub-project level
- 2. Comms Tools: Summary on sub-project ,PPTs on sub-project design, surveys
- 3. Articulation of key stakeholders, benefits & risks of sub-project implementation
- 4. Incident and accidents procedure
- 5. Project GRM

# Outputs/ Pre-construction phase/design preparation phase:

- 1. Summary of feedback received during stakeholder engagement
- 2. Identification of critical risks and benefits of sub-project implementation based on stakeholder feedback
- 3. Identification of Recommendations/Revisions to incorporate into sub-project design when feasible
- 4. Informed Stakeholder Groups to Provide Meaningful Feedback during Construction phase
- 5. Revised Comms Tools based on feedback received during pre-construction phase
- 6. Incidents and accidents procedures developed

Stakeholder Analysis for Pre-construction phase/design preparation phase											
Benefits	Risks	Key Messages	Areas where Feedback is Sought	Methods for Engagement							
<ul> <li>Manage a higher quality/modern court.</li> <li>Satisfied judicial staff due to the enhanced working environment.</li> <li>Improvement in judicial access and efficiency of the court's infrastructure reflects in better service delivery.</li> </ul>	- Resistance from court employees due to potential impact of construction work on their working conditions (noise, dust, interruptions in heating, possible relocation, etc) - Additional workload as a focal point for communication sub-project activities with judicial staff, PIU and Ministry	- Will be actively Involved in design of refurbishmen t and/or reconstruction Efforts will be made during design and construction phase to avoid relocation and limit the impact of construction work on work environment (dust, noise etc.) - Improved judiciary	<ul> <li>Risks</li> <li>Benefits</li> <li>Technical documentation / design</li> <li>Critical Info Needs</li> <li>Interest/Conce rns and conditions to participate in sub-project implementatio n.</li> <li>Grievances and level of satisfaction regarding grievance resolution or non-resolution</li> </ul>	<ul> <li>Meetings with management staff of the judicial bodies (court presidents), to present and discuss subprojects design and solicit initial feedback, clarify doubt.</li> <li>Preparation of materials with main information on sub-projects to support court presidents in implementation of the subproject within their court.</li> <li>phone, and e-mail communication</li> <li>surveys</li> </ul>							
	Benefits  - Manage a higher quality/modern court.  - Satisfied judicial staff due to the enhanced working environment.  - Improvement in judicial access and efficiency of the court's infrastructure reflects in better	Benefits  - Manage a higher quality/modern court Satisfied judicial staff due to the enhanced working environment Improvement in judicial access and efficiency of the court's infrastructure reflects in better service delivery.  - Manage a higher court employees due to potential impact of construction work on their working conditions (noise, dust, interruptions in heating, possible relocation, etc) - Additional workload as a focal point for communication sub-project activities with judicial staff, PIU	Benefits  Risks  Key Messages  - Manage a higher quality/modern court Satisfied judicial staff due to the enhanced working environment Improvement in judicial access and efficiency of the court's infrastructure reflects in better service delivery.  - Additional workload as a focal point for communication sub-project activities with judicial staff, PIU and Ministry  - Resistance from court employees due to potential impact of construction work on design of refurbishmen tand/or reconstructio n.  - Efforts will be actively involved in design of refurbishmen tand/or reconstruction n.  - Efforts will be made during design and construction phase to avoid relocation and limit the impact of construction work on work environment (dust, noise etc.)  - Improved	Benefits  Risks  Risks  Rey Messages  Areas where Feedback is Sought  - Manage a higher quality/modern court Satisfied judicial staff due to the enhanced working environment Improvement in judicial access and efficiency of the court's infrastructure reflects in better service delivery.  - Additional workload as a communication sub-project activities with judicial staff, PIU and Ministry  - Resistance from court employees due to potential impact of construction work on work environment.  - Risks  - Will be actively Involved in design of recurbishmen t and/or reconstructio negretorishmen to design of reconstruction negretorishmen to design of refurbishmen to design of reconstruction negretorishmen to design of reconstruction negretorishmen to design of refurbishmen to design of reconstruction negretorishmen to design of refurbishmen to and/or reconstruction in neating possible relocation and in the possible relocation and limit the impact of communication sub-project activities with judicial staff, PIU and Ministry  - Manage a higher court employees actively linvolved in design of refurbishmen to and/or reconstruction in neation negretorishmen to activities with impact of construction work on work							

			delivery and efficiency		
Judicial staff (judges, court advisors, clerks, other court staff, personnel of the state attorney office)	- Opportunity to influence and contribute to court design improvement - Enhanced wo environment - Improvement judicial access efficiency of to court's infrastructure enable better service delive and more satic court users	with the final design (when meeting all the needs is not feasible)  Dissatisfaction due to the potential impacts that may be caused by construction works	- Will be informed on design of refurbishmen t and/or reconstructio n - Sub-project level GRM established to submit complaints, feedback, queries, suggestions or compliments during design	<ol> <li>Technical documentation / design</li> <li>Needs</li> <li>Grievances and level of satisfaction regarding grievance resolution or non-resolution</li> </ol>	<ul> <li>Meetings and consultations with court staff, to present and discuss sub-project design and solicit initial feedback, clarify doubts</li> <li>Presentation of conceptual/main/detailed design</li> <li>Surveys</li> <li>open days</li> </ul>

			and construction phase - Measures		
			undertaken to toward grievance resolution and complaint		
Judicial police staff	- Enhanced working environment including through improvement of safety and security measures	<ul> <li>Dissatisfaction         with the final         design (when         meeting all the         needs is not         feasible)</li> <li>Dissatisfaction         due to the         potential impacts         that may be         caused by         construction         works (i.e. cold /         hot weather,         complications in         providing security)</li> </ul>	feedback  - Will be informed on design of refurbishmen t and/or reconstructio n  - Sub-project level GRM established to submit complaints, feedback, queries, suggestions or compliments during design and	- Technical documentation / design - Needs - Grievances and level of satisfaction regarding grievance resolution or non-resolution	<ul> <li>Meetings and consultations to present and discuss subproject design and solicit initial feedback, clarify doubts</li> <li>Presentation of conceptual/main/detailed design</li> <li>Surveys</li> <li>Open days</li> </ul>

					1
			construction		
			phase		
			- Measures		
			undertaken		
			to toward		
			grievance		
			resolution		
			and		
			complaint		
			feedback		
Persons with	- Court buildings	- Dissatisfaction	- Sub-project	- Grievances and	- Meetings
disabilities	designed to	with the final	level GRM	level of	- Surveys
	minimize barriers	design (when	established	satisfaction	- Open days
	for persons with	meeting all the	to submit	regarding	- Web site (MoJPA, Court)
	disabilities	needs is not	complaints,	grievance	
		feasible)	feedback,	resolution or	
		,	queries,	non-resolution	
			suggestions	_	
			or		
			compliments		
			during design		
			and		
			construction		
			phase		
Victims and	- Court buildings	- Dissatisfaction	- Sub-project	- Grievances and	- Meetings
witnesses	designed to	with the final	level GRM	level of	- Surveys
withesses	minimize contact		established	satisfaction	
		design (when			, ,
	with offender,	meeting all the	to submit	regarding	- Web site (MoJPA, Court)
	improve safety	needs is not	complaints,	grievance	
	and privacy	feasible)	feedback,	resolution or	

			queries,	non-resolution	
			suggestions	Hon-resolution	
				-	
			or		
			compliments		
			during design		
			and		
			construction		
			phase		
Local	- Greater efficiency	- Complaints from	- Improved	- Grievances and	- Meetings and consultations
authorities	of the courts and	project	judiciary	level of	with local authorities, to
	modernized	stakeholder on	service	satisfaction	present and discuss sub-
	facilities	project design and	delivery and	regarding	project design and solicit
	- Enhanced of	of nearby	efficiency	grievance	initial feedback, clarify
	attractiveness	community due	enhancing	resolution or	doubts
	potentially	the construction	attractivenes	non-resolution	- Presentation of
	contributing to	works impacts and	s of the	-	conceptual/main/detailed
	positive economic	interruptions (e.g.	region		design
	and/or	increased traffic,	- Sub-project		- Preparing materials with
	demographic	noise, dust, etc)	level GRM		main information on sub-
		noise, dust, etc)			
	trends.	-	established		projects to support local
			to submit		authorities in
			complaints,		implementation of the sub-
			feedback,		project within their
			queries,		community
			suggestions		
			or		
			compliments		
			during design		
			and		
			construction		

			phase - Measures undertaken to toward grievance		
			resolution and complaint		
			feedback		
Ministry of Culture and Media	- Preservation of court facilities that are under a form of protection as cultural heritage	- Noncompliance with measures for correct preservation of court facilities that are under protection as cultural heritage	- Technical designs of court facilities that are under protection as cultural heritage will be developed in line with measures prescribed by relevant conservation departments	- Findings after supervision / inspection of the conservator	<ul> <li>Meetings and consultations with relevant conservation departments</li> <li>Presentation of conceptual/main/detailed design</li> <li>Preparing materials with main information on subprojects to support local authorities in implementation of the subproject within their community</li> </ul>
Designer	- gaining knowledge and experience on how to design facilities that support improvement of	<ul> <li>low engagement or resistance from the staff of judicial bodies due to potential impact of construction</li> </ul>	- PIU staff supporting engagement and feedback from management	- Phases of sub- projects design	<ul><li>Regular meetings</li><li>E-mail and phone communication</li></ul>

	the efficiency and	work on their	and staff of		
	the quality of the	working	judicial		
	public service	conditions and	bodies		
	delivered by the	due to additional			
	justice system and	workload			
	that take into				
	consideration				
	environmental				
	and social				
	principles				
Occupational	- WB EES	- Low attention of	- Sub-project	- Grievances and	- Regular meetings
health and	framework as	contractors to the	level GRM	level of	- E-mail and phone
safety (OHS)	additional support	occupational	established	satisfaction	communication
specialist	to the	health and safety	to submit	regarding	
	occupational	during execution	complaints,	grievance	
	health and safety	of works	feedback,	resolution or	
	specialist		queries,	non-resolution	
			suggestions	- Findings after	
			or	supervision /	
			compliments	inspection	
			during design		
			and		
			construction		
			phase		

#### STAKEHOLDER ENGAGEMENT PLAN

#### **Construction phase**

Timeframe: March 2024 - May 2025

## **Objectives for Construction phase:**

- 1. Collect productive and meaningful feedback from key stakeholders on the sub-projects implementation
- 2. Activate coordination mechanisms to assure functioning of project GRM

#### **Activities for Construction phase:**

- 1. Mobilize/implement Construction phase communications activities
- 2. Collect, systematize and prepare responses on feedback received
- 3. Supervise adequate implementation and support for each sub-project and grievance redress mechanisms

#### Inputs for Construction phase:

- 1. Comms Tools: PPTs, leaflets, Information notices on construction sites, bulletin boards of judicial buildings Survey
- 2. Construction workers GRM tools
- 3. Summary of Feedback received during construction phase

## **Outputs:**

- 1. Stakeholders informed and engaged in sub-project implementation
- 2. Updating/revision of the rehabilitation/construction works course due to possible problems or modifications of plans
- 3. GRM tools for construction workers is functional
- 4. Monthly reports from construction companies inform semi-annual project reports

## **Stakeholder Analysis for construction phase**

	Stakeholders	Benefits	Risks	Key Messages	Areas where Feedback is Sought	Methods for Engagement
--	--------------	----------	-------	--------------	--------------------------------	------------------------

Management	-	Manage a	-	Resistance from	-	Efforts will	-	Risks	-	Meetings with management
staff of the		higher		court employees		be made	-	Benefits		staff of the judicial bodies
judicial bodies		quality/modern		due to potential		during design	-	Technical		(court presidents)
(court		court		impact of		and		documentation	-	Preparation of materials
presidents,	-	Satisfied judicial		construction work		construction		/ design		with main information on
chief of the		staff due to the		on their working		phase to	-	Critical Info		sub-projects to support
state attorney		enhanced		conditions (noise,		avoid		Needs		court presidents in
office)		working		dust, interruptions		relocation	-	Interest/Conce		implementation of the sub-
		environment		in heating,		and limit the		rns and		project within their court
	-	Improvement in		possible re-		impact of		conditions to		(i.e. construction plan)
		judicial access		location, etc)		construction		participate in	-	phone, and e-mail
		and efficiency of	-	Additional		work on		sub-project		communication
		the court's		workload as a		work		implementatio		
		infrastructure		focal point for		environment		n		
		reflects in better		communication		(dust, noise	-	Grievances and		
		service delivery		sub-project		etc.)		level of		
				activities with	-	Improved		satisfaction		
				judicial staff, PIU		judiciary		regarding		
				and Ministry		service		grievance		
						delivery and		resolution or		
						efficiency		non-resolution		
Judicial staff	-	Enhanced	-	Dissatisfaction	-	Efforts will	-	Technical	-	Meetings and consultations
(judges, court		working		due to the		be made		documentation		with court staff
advisors,		environment		potential impacts		during design		/ design	-	Presentation of prepared
clerks, other	-	Improvement in		that may be		and	-	Needs		materials construction
court staff,		judicial access		caused by		construction	-	Grievances and		region plan
personnel of		and efficiency of		construction		phase to		level of		
the state		the court's		works (excessive		avoid		satisfaction		
attorney office)		infrastructure		noise, reduced		relocation		regarding		
		will enable		access to the		and limit the		grievance		

	better service	elevator,	impact of	resolution or	
	delivery and	interruptions in	construction	non-resolution	
	more satisfied	the supply of	work on		
	court users	water, electricity,	work		
	- Opportunity to	noise, etc.)	environment		
	influence and	- Possible	(dust, noise		
	contribute to	temporary	etc.)		
	court design	relocation of the	- Sub-project		
	improvement	workplace (e.g., to	level GRM		
		another building,	established		
		another office,	to submit		
		mobile unit)	complaints,		
		- Dissatisfaction	feedback,		
		from the court	queries,		
		users due to	suggestions		
		construction	or		
		works	compliments		
		disturbances is	during design		
		transferred to	and		
		court staff	construction		
			phase		
			- Measures		
			undertaken		
			to toward		
			grievance		
			resolution		
			and		
			complaint		
			feedback		
Judicial police	- Enhanced	- Dissatisfaction	- Improved	- Technical	- Meetings and consultations

staff		working		due to the		security and		documentation		with court staff
		environment		potential impacts		safety		/ design	_	Presentation of
		including		that may be		conditions	_	Needs		conceptual/main/detailed
		through		caused by		after	_	Grievances and		design
		improvement of		construction		implementati		level of	_	
		safety and		works (i.e. cold /		on of work		satisfaction		
		security		hot weather,				regarding		
		measures		complications in				grievance		
				providing security)				resolution or		
			_					non-resolution		
Lawyers and	-	greater	-	Potential impacts	-	Efforts will	-	Grievances and	-	Web site (MoJPA, Court)
bar association		efficiency of the		that may be		be made		level of	-	Information notices on
		courts and		caused by		during design		satisfaction		construction sites
		modernized		construction		and		regarding	_	bulletin boards of judicial
		facilities which		works (loss in		construction		grievance		buildings
		provide greater		efficiency,		phase to		resolution or		
		comfort and		relocation of court		avoid losses		non-resolution		
		better		and excessive		in efficiency				
		accessibility		noise, reduced		of court,				
				access to the		relocation				
				elevator, traffic		and to limit				
				disturbances)		the impact of				
			-			construction				
						work on				
						work				
						environment				
						(dust, noise,				
						traffic				
						disturbances,				
						reduced				

							_			
						access to				
						elevator etc.)				
					-	Improved				
						efficiency of				
						the courts				
						and				
						modernized				
						facilities				
						which				
						provide				
						greater				
						comfort and				
						better				
						accessibility				
Citizens and	-	greater	-	Concerns	-	Efforts will	-	Grievances and	-	Web site (MoJPA, Court)
businesses,		efficiency of the		regarding		be made		level of	-	Information notices on
general public		courts and		temporary traffic		during design		satisfaction		construction sites
		modernized		disturbances		and		regarding	-	bulletin boards of judicial
		facilities which		linked to the		construction		grievance		buildings
		provide greater		reconstruction		phase to		resolution or		
		comfort and		works and other		avoid losses		non-resolution		
		better		negative impacts		in efficiency				
		accessibility		(i.e. noise, dust,		of court,				
				temporary court		relocation				
				inefficiencies due		and to limit				
				to construction		the impact of				
				work)		construction				
						work on				
						work				
						environment				

Neighbouring buildings inhabitants	- Enhanced of attractiveness of the neighbourhood due to building refurbishment / reconstructions	- Concerns as potential affected by construction work (traffic disturbances linked to the reconstruction works and other negative impacts i.e. dust, noise, temporary court efficiency)	(dust, noise, traffic disturbances, reduced access to elevator etc.  - Efforts will be made during design and construction phase to avoid losses in efficiency of court, relocation and to limit the impact of construction work on work environment (dust, noise, traffic disturbances, reduced access to elevator etc.)	- Grievances and level of satisfaction regarding grievance resolution or non-resolution	<ul> <li>Web site (MoJPA, Court)</li> <li>Information notices on construction sites</li> <li>bulletin boards of judicial buildings</li> </ul>
Persons with	<ul> <li>Court buildings</li> </ul>	<ul> <li>Dissatisfaction</li> </ul>	- Sub-project	<ul> <li>Grievances and</li> </ul>	- Meetings

disabilities	designed to minimize barriers for persons with disabilities	due to the potential impacts that may be caused by construction works that might worsen the accessibility of the building to persons with disabilities (i.e. reduced access to the elevator)	level GRM established to submit complaints, feedback, queries, suggestions or compliments during design and construction phase	level of satisfaction regarding grievance resolution or non-resolution	<ul> <li>Web site (MoJPA, Court)</li> <li>Information notices on construction sites</li> <li>bulletin boards of judicial buildings</li> </ul>
Victims and witnesses	- Court buildings designed to minimize contact with offender, improve safety and privacy	- Dissatisfaction due to the potential impacts that may be caused by construction works (less spaces for safety and privacy)	- Sub-project level GRM established to submit complaints, feedback, queries, suggestions or compliments during design and construction phase	- Grievances and level of satisfaction regarding grievance resolution or non-resolution	<ul> <li>Meetings</li> <li>Web site (MoJPA, Court)</li> <li>Information notices on construction sites</li> <li>bulletin boards of judicial buildings</li> </ul>

Local	- Greater	- 1. Complaints	_	Improved	-	Grievances and	-	Meetings and consultations
authorities	efficiency of the	from nearby		judiciary		level of		with local authorities
	courts and	community due		service		satisfaction	-	Preparing materials with
	modernized	the construction		delivery and		regarding		main information on sub-
	facilities	works impacts and		efficiency		grievance		projects to support local
	- Enhanced of	interruptions (e.g.		enhancing		resolution or		authorities in
	attractiveness	increased traffic,		attractivenes		non-resolution		implementation of the sub-
	potentially	noise, dust, etc)		s of the				project within their
	contributing to	-		region				community
	positive		-	Sub-project				·
	economic			level GRM				
	and/or			established				
	demographic			to submit				
	trends.			complaints,				
	-			feedback,				
				queries,				
				suggestions				
				or				
				compliments				
				during design				
				and				
				construction				
				phase				
			-	Measures				
				undertaken				
				to toward				
				grievance				
				resolution				
				and				
				complaint				

			feedback		
Ministry of Culture and Media	- Preservation of court facilities that are under a form of protection as cultural heritage	- Noncompliance with measures for correct preservation of court facilities that are under protection as cultural heritage	- Execution of construction work in line with measures prescribed by relevant conservation department	- Findings after supervision / inspection of the conservator	- Meetings and consultations with relevant conservation departments
Local and national media	To inform general public about project activities	Correct and clear information on project activities not available	- To provide correct and clear information on project activities if requested	- Quality of material and Information provided	<ul> <li>MoJPA Press Service</li> <li>Preparing materials with main information on subprojects to provide correct and clear information</li> </ul>
MoJPA – project implementatio n unit	- Independent Sector for Strategic Development and projects responsible for all stakeholder engagement activities and ultimately the improvement of court	- External risks influencing timely implementation of project activities	- To continuously monitor and report on project activities	- Reports on project activities	<ul> <li>Regular meetings</li> <li>Information through e-mail and phone</li> <li>Reporting</li> <li>preparation of materials with main information on sub-projects to provide correct and clear information</li> </ul>

	infrastructure, equipment, and operations				
Contractors	- gaining experience on how to execute construction that support improvement of the efficiency and the quality of the public service delivered by the justice system and that take into consideration environmental and social principles	- low engagement or resistance from the staff of judicial bodies due to potential impact of construction work on their working conditions and due to additional workload	- PIU staff supporting communicati on and feedback from management and staff of judicial bodies - Organization of regular meetings for coordination among internal stakeholders	- Grievances and level of satisfaction regarding grievance resolution or non-resolution	<ul> <li>Regular meetings among internal stakeholders</li> <li>E-mail and phone communication</li> </ul>
Supervision engineer	- gaining experience on supervision of construction that support improvement of the efficiency and the quality of the public	<ul> <li>Low quality of design documentation and/or of contractors executing works</li> <li>low engagement or resistance from the staff of judicial</li> </ul>	- PIU staff supporting communicati on and feedback from management and staff of judicial	- Grievances and level of satisfaction regarding grievance resolution or non-resolution	<ul> <li>Regular meetings among internal stakeholders</li> <li>E-mail and phone communication</li> </ul>

	service delivered by the justice system and that take into consideration environmental and social principles	bodies due to potential impact of construction work on their working conditions and due to additional workload	bodies - Organization of regular meetings for coordination among internal stakeholders		
Construction project manager (where relevant)	- gaining knowledge and experience on how to manage construction facilities that support improvement of the efficiency and the quality of the public service delivered by the justice system and that take into consideration environmental and social principles	- Low quality of design documentation and/or of contractors executing works - low engagement or resistance from the staff of judicial bodies due to potential impact of construction work on their working conditions and due to additional workload	- PIU staff supporting communicati on and feedback from management and staff of judicial bodies - Organization of regular meetings for coordination among internal stakeholders	- Grievances and level of satisfaction regarding grievance resolution or non-resolution	<ul> <li>Regular meetings among internal stakeholders</li> <li>E-mail and phone communication</li> </ul>

Occupational	- WB EES	- Low attention of	- Sub-project	- Grievances and	- Regular meetings
health and	framework as	contractors to the	level GRM	level of	- E-mail and phone
safety (OHS)	additional	occupational	established	satisfaction	communication
specialist	support to the	health and safety	to submit	regarding	
	occupational	during execution	complaints,	grievance	
	health and	of works	feedback,	resolution or	
	safety specialist		queries,	non-resolution	
			suggestions	<ul> <li>Findings after</li> </ul>	
			or	supervision /	
			compliments	inspection	
			during design		
			and		
			construction		
			phase		

#### STAKEHOLDER ENGAGEMENT PLAN

## **Post-construction phase**

*Timeframe: starting with May 2025* 

## **Objective of Post-construction phase:**

- 1. Collect productive and meaningful feedback from key stakeholders on the satisfaction of completed refurbishment and/or reconstruction and the level of improvement of judicial services
- 2. Collect productive and meaningful feedback from key stakeholders on the sub-projects implementation (i.e. the way sub-project design and construction phase were implemented)
- 3. Collect productive and meaningful feedback from key stakeholders on the level of satisfaction on grievance resolution during construction phase

## **Activities of Post-construction phase**

- 1. Mobilize/implement post construction phase communications activities
- 2. Conducting stakeholder engagement (surveys, open days)
- 3. Collect, systematize, analyse and prepare responses on feedback received

## Inputs for Post-construction phase:

- 1. Program of outreach for the sub-project level (i.e. open days program)
- ${\it 2. Comms Tools: Summary on sub-project , PPTs, surveys, press \ releases}$

## **Outputs/Outcomes of Post-construction phase:**

- 1. Summary of feedback received during stakeholder engagement
- 2. Identification of Recommendations/Revisions to incorporate into sub-project design in future project

Stakeholder Ana	Stakeholder Analysis for Post-construction phase									
Stakeholders Benefits		Risks	Key Messages	Areas where	Methods for Engagement					
Stakeriolders	Deficits	NISKS	Rey Messages	Feedback is Sought	Wiethous for Engagement					
Management	<ul> <li>Manage a</li> </ul>	<ul> <li>Resistance from</li> </ul>	<ul><li>Improved</li></ul>	<ul> <li>Grievances and</li> </ul>	<ul> <li>Meetings with management</li> </ul>					
staff of the	higher	court employees	judiciary	level of	staff of the judicial bodies					
judicial bodies	quality/modern	due to potential	service	satisfaction	<ul><li>phone, and e-mail</li></ul>					

(court		court		lack of satisfaction		delivery and		regarding		communication
presidents,	_	Satisfied judicial		of works		efficiency		grievance	_	surveys
chief of the		staff due to the		conducted				resolution or		
state attorney		enhanced		(refurbishment				non-resolution		
office)		working		and/or			_			
		environment		renovation)						
	_	Improvement in								
		judicial access								
		and efficiency of								
		the court's								
		infrastructure								
		reflects in better								
		service delivery								
Judicial staff	_	Enhanced	_	Resistance from	_	Sub-project	_	Grievances and	_	Meetings and consultations
(judges, court		working		court employees		level GRM		level of		with court staff,
advisors,		environment		due to potential		established		satisfaction	_	Surveys
clerks, other	_	Improvement in		lack of satisfaction		to submit		regarding	_	open days
court staff,		judicial access		of works		complaints,		grievance		
personnel of		and efficiency of		conducted		feedback,		resolution or		
the state		the court's		(refurbishment		queries,		non-resolution		
attorney office)		infrastructure		and/or		suggestions				
		will enable		renovation)		or				
		better service				compliments				
		delivery and				during design				
		more satisfied				and				
		court users				construction				
	-	Opportunity to				phase				
		influence and			_	Measures				
		contribute to				undertaken				
		court design				to toward				

		improvement				grievance resolution				
						and				
						complaint				
						feedback				
Judicial police staff	_	Enhanced working	-	Resistance from court employees	_	Improved security and	_	Grievances and level of	_	Meetings and consultations with court staff,
		environment		due to potential		safety		satisfaction	_	Surveys
		including		lack of satisfaction		conditions		regarding	_	open days
		through		of works		after		grievance		
		improvement of		conducted		implementati		resolution or		
		safety and		(refurbishment		on of work		non-resolution		
		security		and/or						
		measures		renovation)						
Lawyers and	_	greater		Lack of	_	Improved	_	Grievances and	_	Survey
bar association		efficiency of the		satisfaction of		efficiency of		level of	_	Open days
		courts and		works conducted		the courts		satisfaction		
		modernized		(refurbishment		and		regarding		
		facilities which		and/or		modernized		grievance		
		provide greater		renovation) and /		facilities		resolution or		
		comfort and		or on		which		non-resolution		
		better		improvement of		provide				
		accessibility		services		greater				
	_					comfort and				
						better				
						accessibility				
Citizens and	_	greater	_	Lack of	_	Improved	_	Grievances and	_	Survey
businesses,		efficiency of the		satisfaction of		efficiency of		level of	_	Open days
general public		courts and		works conducted		the courts		satisfaction		
		modernized		(refurbishment		and		regarding		

	facilities which provide greater comfort and better accessibility	and/or renovation) and / or on improvement of services	modernized facilities which provide greater comfort and better accessibility	grievance resolution or non-resolution	
Persons with disabilities	- Court buildings designed to minimize barriers for persons with disabilities	- Lack of satisfaction of works conducted (refurbishment and/or renovation) and / or on improvement of services	- Improved efficiency of the courts and modernized facilities which provide greater comfort and better accessibility	- Grievances and level of satisfaction regarding grievance resolution or non-resolution	- Survey - Open days
Victims and witnesses	- Court buildings designed to minimize contact with offender, improve safety and privacy	- Lack of satisfaction of works conducted (refurbishment and/or renovation) and / or on improvement of services	- Improved efficiency of the courts and modernized facilities which provide greater comfort and	- Grievances and level of satisfaction regarding grievance resolution or non-resolution	- Survey - Open days

			better		
			accessibility		
Local and	- To inform	- Correct and clear	- To provide	- Quality of	- MoJPA Press Service
national media	general public	information on	correct and	material and	- Preparing materials with
	about project	project activities	clear	Information	main information on sub-
	activities	not available	information	provided	projects to provide correct
			on project		and clear information
			activities if		
			requested		

# 7. Detailed timeline of stakeholder engagement activities

						2	023	3											20	24												20	025	;				
		Q1			Q2			Q3			Q4	•		Q:	1		Q	(2		(	Q3			Q4			Q1	L		C	Ղ2			Q3			Q4	
										1	1	1											1	1	1											1	1	1
Court building Varaždin	1	2	3	4	5	6	7	8	9	0	1	2	1	. 2	3	3 4	1 !	5	6	7	8	9	0	1	2	1	2	3	3 4	4	5	6	7	8	9	0	1	2
Implementation of the																																						
Contract for Design -																																						
Varaždin																																						
Development of SEP –																																						
Varaždin																																						
- Defining subproject																																						
stakeholders engagement																																						
process																																						
Consultation with																																						
stakeholders for feedback			Х																																			
Development of ESMP																																						
Check list – Varaždin																																						
- Stakeholder identification																																						
and consultation on																																						
environmental and social																																						
screening, mitigation																																						
measures and monitoring																																						
plan																																						
Consultation on																																						
environmental and social																																						
screening, mitigation																																						
measures and monitoring																																						
plan					Х																																	

Implementation of SEP –																							ĺ		
design phase Varaždin																									
- Consult & inform																									
stakeholders on project and																									
sub-project and collect																									
meaningful & constructive																									
feedback.																									
- Gather information																									
relevant to adequately																									
inform sub-project design																									
(identification of needs,																									
potential risks and impacts,																									
suggestions for																									
improvement)																									
Meetings and consultation																									
with judicialy body staff																									
(primarly management																									
staff)	х			х			х			Х			Х												
Meetings and consultation																									
with other stakeholders																									
(i.e. lawyers, victims,																									
witnesses, local authorities)			Х																						
Regular contacts / meetings																									
with designers	х	х	Х	Х	Х	х	Х	х	х	х	х	х	х	х											
Survey - preconstruction /																									
design phase													Х												
Open Day - preconstruction																									
/ desing phase														х											

Revision of SEP and ESMP		ĺ				ĺ	ĺ	ĺ		ĺ	ĺ	ĺ				ĺ	ĺ	ĺ	ĺ		
Check list - Varaždin																					
- Defining subproject																					
stakeholders engagement																					
process																					
- Stakeholder identification																					
and consultation on																					
environmental and social																					
screening, mitigation																					
measures and monitoring																					
plan																					
Consultation on																					
environmental and social																					
screening, mitigation																					
measures, monitoring plan,																					
feedback on SEP				Х																	
Procurement of Works -																					
Varaždin																					
Evaluation of the Bids -																					
Varaždin																					
Works - Varaždin																					
Implementation of SEP –																					
Construction phase																					
Varaždin																					
- Collect feedback on the																					
sub-projects																					
implementation of																					
construction phase																					
- Activate coordination																					
mechanisms to assure																					

functioning of GRM																									
Information notices on																									
construction site to stakeholders							х																		
Presentations of																									
construction plans to stakeholders							х																		
Regular meetings with							^																		
internal stakeholders																									
(constructor, supervising																									
engineer etc)							х	X	x	х	х	х	х	Х	Х	Х	х	х	х	х	х				
Meetings with judicialy																									
body staff (primarly																									
management staff)							Х		Х		Х		Х		X		Х		Х		Х				
Implementation of SEP – post. con. Phase Varaždin																									
- Collect feedback on the																									
satisfaction of completed																									
works, level of																									
improvement of judicial																									
services, and grievance																									
resolution during																									
construction phase																									
Meetings with judicialy																									
body staff (primarly																							Χ		

management staff)																			
Survey - Varaždin post construction															х				
Open Day - Varaždin post constuction																х			

#### 9. Grievance Redress Mechanism (GRM)

A Grievance Redress Mechanism (GRM) is a process for receiving, evaluating, and addressing project-related complaints, feedback, questions and suggestions from citizens and affected communities at the level of the project. The mechanism focuses not only on receiving and recording complaints but also on resolving them. While feedback should be handled at the level closest to the complaint, all complaints should be registered and will follow the required procedures.

Key definitions of grievance and complaint are as follows:

- Complaint: an expression of dissatisfaction that is related to an impact caused by a project activity, which has affected an individual or group. Adversely, the interests of an individual or group and the individual or group want a proponent or operator (or contractor) to address and resolve it (e. g. problems related to dust deposition, noise or vibration). A complaint is normally of a less serious nature than a grievance;
- Grievance: a claim raised by an individual or group whose livelihood, health and safety, cultural norms and heritage are considered to have been adversely affected by a project activity which, if not addressed effectively, may pose a risk to operations (through stakeholder actions such as access road blockages) and the livelihood, well-being or quality of life of the claimant(s). The grievance mechanism described in this section includes both complaints and grievances.

GRM mechanisms will be presented during regular meetings held with Management staff of the judicial bodies during design and during surveys and open days that will be held during preparation and post-construction phases. GRM related obligations are included in procurement / bidding procedures for acquiring services of technical design, supervising engineer, construction project management, occupational health and safety (OHS) specialist and every other relevant service as well as during construction (contractor and subcontractor obligations).

# The point of contact regarding grievance management is the PIU Social Specialist: Marija Herceg Selandari

Marija.HercegSelandari.ext@mpu.hr

The point of contact for submitting initial grievance at the level of the subproject during construction phase is the contracted supervising engineer that has the obligation to register, report, and track grievances in the location specific grievance log. The PIU Social Specialist, PIU members, if relevant, MoJPA staff, will determine whether the complaints warrant further consideration as a relevant grievance. If the matter has standing, grievance information will be registered, reported, and tracked in the project grievance log by the PIU Social Specialist.

CROSS CU	TTING: Project Level Grievance Redress Mechanism (GRM)		
Types of potential grievances:	Process to Record, Process, Resolve, and Report:	Responsible	Tools:
		Party:	<ul><li>Meetings</li></ul>
- Dissatisfaction on the choice of the	Once a grievance is received, the PIU Social Specialist, PIU		<ul><li>phone, and</li></ul>
facilities	members and, if relevant, MoJPA staff, will determine	MoJPA, PIU	e-mail
- Dissatisfaction on the timeline of the	whether the complaints warrant further consideration as		communicati
implementation of project activites (they	a relevant grievance. If the matter has standing, grievance		on
are not implemented in timely manner)	information will be registered, reported, and tracked in a		<ul><li>materials</li></ul>
- Dissatisfaction with the final design of	grievance log by the PIU Social Specialist. The information		with main
refurbishment / reconstruction of	recorded in the Grievance log include: name of		information
selected facilities in terms of including	complainant (if treated as non-confidential), location and		on sub-
ESF requirements and relevant guidelines	address of Complainant (if available), grievance		projects to
for judicial infrastructure	description, level of impact, person responsible for		provide
	managing the grievance, findings of grievance		correct and
	investigation, description of measures undertaken to		clear
	settle the grievance, feedback from Complainant on level		information
	of satisfaction regarding grievance resolution or non-		
	resolution, date of acknowledgement of receipt and of		
	settlement response, status.		
	All grievances will be acknowledged within 7 days; and		
	responded to no later than 30 days. If the grievance is		
	deemed as non-relevant (not occurred as a result of		
	project related activities), the PIU Social Specialist will		
	record the reason and inform the complainant with		
	explanation.		
Sub-project (	construction site) Level Grievance Redress Mechanism (GRM	1)	
Types of potential grievances:	Process to Record, Process, Resolve, and Report:	Responsible	Tools:
		Party:	<ul><li>Meetings</li></ul>

- Resistance due to potential impact of construction work on court staff working conditions (noise, dust, interruptions in heating, possible re-location, etc)
- Additional workload as a focal point for communication sub-project activities with judicial staff, PIU and Ministry (for management staff)
- Dissatisfaction with the final design (when meeting all the needs is not feasible)
- Dissatisfaction from the court users due to construction works disturbances
- Concerns regarding temporary traffic disturbances linked to the reconstruction works and other negative impacts

Once a grievance is received, the PIU Social Specialist, PIU members and, if relevant, MoJPA staff, will determine whether the complaints warrant further consideration as a relevant grievance. If the matter has standing, grievance information will be registered, reported, and tracked in a grievance log by the PIU Social Specialist. The information recorded in the Grievance log include: name of complainant (if treated as non-confidential), location and address of Complainant (if available), grievance description, level of impact, person responsible for managing the grievance, findings of grievance investigation, description of measures undertaken to settle the grievance, feedback from Complainant on level of satisfaction regarding grievance resolution or nonresolution, date of acknowledgement of receipt and of settlement response, status.

All grievances will be acknowledged within 7 days; and responded to no later than 30 days.

In line with the bidding procedures for acquiring services of technical design, supervising engineer, construction project management, occupational health and safety (OHS) specialist and every other relevant service as well as during construction (contractor and subcontractor obligations) the concrete actions to be implemented in order to resolve the grievance will be undertaken by the Contractor and/or Supervising engineer, and/or Construction project manager and/or OHS specialist that will inform the MoJPA / PIU. This is not the case if If the grievance is deemed as non-relevant (not occurred as a

- MoJPA, PIU, Contractor. Supervising engineer, Consturcito n project manager; OHS specialist
- communicati
  on

   materials
  with main
  information
  on subprojects to
  provide
  correct and
  clear

phone, and

e-mail

- Survey
- Open day

information

result of project related activities). In this case the PIU	
Social Specialist will record the reason and inform the	
complainant with explanation.	

#### Annex – Project description and project components

The Justice for Business Project (J4B) aims to contribute to the establishment of a judicial syste that will meet the highest European standards in terms of independence, impartiality, expertise and efficiency, thereby justifying the confidence of citizens and contributing to the progress of society.

The Project hast two components:

- Component 1 is a results-based component that supports implementation of interventions which are expected to reduce the administrative burden for businesses in their interaction with government.
- Component 2 includes direct investment supporting the refurbishment and/or reconstruction of court facilities in four selected locations: County Court in Varaždin, Municipal Civil Court in Zagreb and Municipal Court in Kutina and Vinkovci. The component includes the preparation of detailed technical documentation - design for the selected court facilities, civil work supervision, and technical building audits.

The Component 1 supports improvements in business regulatory services and market functioning in the construction sector. It comprises two subcomponents focused on: (a) removing regulatory barriers for market entry and operation, and (b) simplifying construction permitting and improving market functioning in the construction sector.

The objective of the Component 2 is to refurbish and/or reconstruct selected courts facilities to meet international standards of service allowing for better court performance and user experience. Furthermore, the aim is to improve the working conditions of the judicial bodies (courts and state attorney) located in buildings that will be refurbished and/or reconstructed by making them more energy efficient and functional in line with the Ministry of Justice and Public Administration (MoJPA) strategy of a modern and efficient judiciary system.

**Table: J4B Project Components** 

Component 1: Reducing the administr	ative burden for businesses to interact with Government								
Subcomponent 1.1.	Removing regulatory barriers for market entry and								
	operation								
Subcomponent 1.2.	Simplifying construction permitting and improving market								
	functioning in the construction sector								
Component 2: Improving justice service	es for businesses								
Subcomponent 2.1.	Expanding the use of electronic services in the justice sector								
Subcomponent 2.2.	Improving efficiency of dispute resolution in municipal and								
Subcomponent 2.2.	commercial courts (including second instance courts)								
Subcomponent 2.3.	Rehabilitation and upgrading of selected court facilities								
Subcomponent 2.4.	Strengthening Public Investment Management practices in								
Subcomponent 2.4.	the judiciary								
Component 3. Project Management									