

Zagreb Municipal Civil Court
STAKEHOLDER ENGAGEMENT PLAN
Croatia: JUSTICE FOR BUSINESS PROJECT
October 2022

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 has 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 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.

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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	Mitigation Measures
<ul style="list-style-type: none"> - 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 requirements 	<ul style="list-style-type: none"> - 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, construction project manager and OHS

<ul style="list-style-type: none"> - Lack of knowledge and awareness on guidelines to design justice and court facilities 	<ul style="list-style-type: none"> specialist, inform them on ESF and requirements during the phase, monitor implementation - Include relevant guidelines on design in ToR and contract obligation
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5. Summary of previous stakeholder engagement activities

The building of the “Palace of Justice” in Zagreb is in a wider city area and it is a protected cultural heritage monument. Given the poor condition of the building, a complete renovation is planned to be implemented in two phases. The first phase envisages works on changing the facade system, heating, and cooling system and that will increase the energy efficiency of the building. Also, in the first phase (in implementation), it is planned to carry out adaptation works of the seventh floor. In the second phase of the renovation, all remaining areas of the building would be adapted.

The technical documentation for the design of the first phase was completed and developed before the start of the Justice for Business Project (J4B) and without a structured stakeholder engagement process. But prior to the contracting of works within the project the following stakeholder engagement activities were implemented:

- Presentation of project (technical documentation) to court users (primarily management staff of judicial body) through meetings, phone and e-mail communications
- Presentation of the project to local authorities and the ministry of culture in order to assure all relevant permits for the commencement of construction works.

Furthermore, prior to the start of the contracting of works the Environmental and Social Management Plan (ESMP) Checklist for Phase I Renovation and adaptation of the Municipal Court in Zagreb was disclosed and published in English and Croatian for 14 days on the Project’s site accompanied by an informative call for comments to public containing fax number, email and postal address to which comments and questions can be sent. During the consultation period there were no comments received on the published version of the ESMP Checklist. Public consultations on the ESMP Checklist for the Phase 1 were held in the period from 17 January 2020 to 31 January 2021. Other than on the MoJPA website, the ESMP Checklist was also accessible at the premises of MoJPA at the following address: Ulica grada Vukovara 49, 10000 Zagreb, in a paper (analogue) format. The comments could have been submitted by electronic or regular post to: e-mail: strateski.razvoj@pravosudje.hr address: Ulica grada Vukovara 49, 10000 Zagreb or by fax to: +385 (1) 3714 541. During the public consultations, no comments, proposals or written opinions were noted. The Minutes of the consultations held were produced after 31 January 2020, when the public consultations period had expired.

Currently the construction works foreseen within the Phase I are underway and the related stakeholder engagement activities are being implemented in line with what is foreseen in table 5.1.

6. Action plan

Table 6.1. Zagreb Municipal Civil Court – Construction Phase I

STAKEHOLDER ENGAGEMENT PLAN	
Construction phase - Phase I <i>Timeframe: December 2021 / August 2023</i>	
Objectives for Construction phase:	
<ol style="list-style-type: none"> 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:	
<ol style="list-style-type: none"> 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:	
<ol style="list-style-type: none"> 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:	
<ol style="list-style-type: none"> 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

<p>Management staff of the judicial bodies (court presidents, chief of the state attorney office)</p>	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - Resistance from court employees due to potential impact of construction work on their 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 	<ul style="list-style-type: none"> - 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 service delivery and efficiency 	<ul style="list-style-type: none"> - Risks - Benefits - Technical documentation / design - Critical Info Needs - Interest/Concerns and conditions to participate in sub-project implementation - Grievances and level of satisfaction regarding grievance resolution or non-resolution 	<ul style="list-style-type: none"> - Meetings with management staff of the judicial bodies (court presidents) - Preparation of materials with main information on sub-projects to support court presidents in implementation of the sub-project within their court (i.e. construction plan) - phone, and e-mail communication
<p>Judicial staff (judges, court advisors, clerks, other court staff, personnel of the state attorney office)</p>	<ul style="list-style-type: none"> - Enhanced working environment - Improvement in judicial access and efficiency of the court's infrastructure 	<ul style="list-style-type: none"> - Dissatisfaction due to the potential impacts that may be caused by construction works (excessive noise, reduced 	<ul style="list-style-type: none"> - Efforts will be made during design and construction phase to avoid relocation 	<ul style="list-style-type: none"> - Technical documentation / design - Needs - Grievances and level of satisfaction regarding 	<ul style="list-style-type: none"> - Meetings and consultations with court staff - Presentation of prepared materials construction region plan

	<p>will enable better service delivery and more satisfied court users</p> <ul style="list-style-type: none"> - Opportunity to influence and contribute to court design improvement 	<p>access to the elevator, interruptions in the supply of water, electricity, noise, etc.)</p> <ul style="list-style-type: none"> - Possible temporary relocation of the workplace (e.g., to another building, another office, mobile unit) - Dissatisfaction from the court users due to construction works disturbances is transferred to court staff 	<p>and limit the impact of construction work on work environment (dust, noise etc.)</p> <ul style="list-style-type: none"> - Sub-project level GRM established to submit complaints, feedback, queries, suggestions or compliments during design and construction phase - Measures undertaken to toward grievance resolution and complaint feedback 	<p>grievance resolution or non-resolution</p>	
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Judicial police staff	<ul style="list-style-type: none"> - Enhanced working environment including through improvement of safety and security measures 	<ul style="list-style-type: none"> - Dissatisfaction due to the potential impacts that may be caused by construction works (i.e. cold / hot weather, complications in providing security) - 	<ul style="list-style-type: none"> - Improved security and safety conditions after implementation of work 	<ul style="list-style-type: none"> - Technical documentation / design - Needs - Grievances and level of satisfaction regarding grievance resolution or non-resolution 	<ul style="list-style-type: none"> - Meetings and consultations with court staff - Presentation of conceptual/main/detailed design -
Lawyers and bar association	<ul style="list-style-type: none"> - greater efficiency of the courts and modernized facilities which provide greater comfort and better accessibility 	<ul style="list-style-type: none"> - Potential impacts that may be caused by construction works (loss in efficiency, relocation of court and excessive noise, reduced access to the elevator, traffic disturbances) - 	<ul style="list-style-type: none"> - 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, 	<ul style="list-style-type: none"> - Grievances and level of satisfaction regarding grievance resolution or non-resolution 	<ul style="list-style-type: none"> - Web site (MoJPA, Court) - Information notices on construction sites - bulletin boards of judicial buildings

			<p>reduced access to elevator etc.)</p> <ul style="list-style-type: none"> - Improved efficiency of the courts and modernized facilities which provide greater comfort and better accessibility 		
<p>Citizens and businesses, general public</p>	<ul style="list-style-type: none"> - greater efficiency of the courts and modernized facilities which provide greater comfort and better accessibility 	<ul style="list-style-type: none"> - Concerns regarding temporary traffic disturbances linked to the reconstruction works and other negative impacts (i.e. noise, dust, temporary court inefficiencies due to construction work) 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - Grievances and level of satisfaction regarding grievance resolution or non-resolution 	<ul style="list-style-type: none"> - Web site (MoJPA, Court) - Information notices on construction sites - bulletin boards of judicial buildings

			environment (dust, noise, traffic disturbances, reduced access to elevator etc.		
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)	- 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	- Web site (MoJPA, Court) - Information notices on construction sites - bulletin boards of judicial buildings

Persons with disabilities	<ul style="list-style-type: none"> - Court buildings designed to minimize barriers for persons with disabilities 	<ul style="list-style-type: none"> - Dissatisfaction 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) 	<ul style="list-style-type: none"> - Sub-project level GRM established to submit complaints, feedback, queries, suggestions or compliments during design and construction phase 	<ul style="list-style-type: none"> - Grievances and level of satisfaction regarding grievance resolution or non-resolution 	<ul style="list-style-type: none"> - Meetings - Web site (MoJPA, Court) - Information notices on construction sites - bulletin boards of judicial buildings
Victims and witnesses	<ul style="list-style-type: none"> - Court buildings designed to minimize contact with offender, improve safety and privacy 	<ul style="list-style-type: none"> - Dissatisfaction due to the potential impacts that may be caused by construction works (less spaces for safety and privacy) 	<ul style="list-style-type: none"> - Sub-project level GRM established to submit complaints, feedback, queries, suggestions or compliments during design and construction phase 	<ul style="list-style-type: none"> - Grievances and level of satisfaction regarding grievance resolution or non-resolution 	<ul style="list-style-type: none"> - Meetings - Web site (MoJPA, Court) - Information notices on construction sites - bulletin boards of judicial buildings

Local authorities	<ul style="list-style-type: none"> - Greater efficiency of the courts and modernized facilities - Enhanced of attractiveness potentially contributing to positive economic and/or demographic trends. - 	<ul style="list-style-type: none"> - 1. Complaints from nearby community due the construction works impacts and interruptions (e.g. increased traffic, noise, dust, etc) - 	<ul style="list-style-type: none"> - Improved judiciary service delivery and efficiency enhancing attractiveness of the region - Sub-project level GRM established to submit complaints, feedback, queries, suggestions or compliments during design and construction phase - Measures undertaken to toward grievance resolution and complaint 	<ul style="list-style-type: none"> - Grievances and level of satisfaction regarding grievance resolution or non-resolution 	<ul style="list-style-type: none"> - Meetings and consultations with local authorities - Preparing materials with main information on sub-projects to support local authorities in implementation of the sub-project within their community
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			feedback		
Ministry of Culture and Media	<ul style="list-style-type: none"> - Preservation of court facilities that are under a form of protection as cultural heritage 	<ul style="list-style-type: none"> - Noncompliance with measures for correct preservation of court facilities that are under protection as cultural heritage 	<ul style="list-style-type: none"> - Execution of construction work in line with measures prescribed by relevant conservation department 	<ul style="list-style-type: none"> - Findings after supervision / inspection of the conservator 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - To provide correct and clear information on project activities if requested 	<ul style="list-style-type: none"> - Quality of material and Information provided 	<ul style="list-style-type: none"> - MoJPA Press Service - Preparing materials with main information on sub-projects to provide correct and clear information
MoJPA – project implementation unit	<ul style="list-style-type: none"> - Independent Sector for Strategic Development and projects responsible for all stakeholder engagement activities and ultimately the improvement of court 	<ul style="list-style-type: none"> - External risks influencing timely implementation of project activities 	<ul style="list-style-type: none"> - To continuously monitor and report on project activities 	<ul style="list-style-type: none"> - Reports on project activities 	<ul style="list-style-type: none"> - Regular meetings - Information through e-mail and phone - Reporting - preparation of materials with main information on sub-projects to provide correct and clear information

	infrastructure, equipment, and operations				
Contractors	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - PIU staff supporting communication and feedback from management and staff of judicial bodies - Organization of regular meetings for coordination among internal stakeholders 	<ul style="list-style-type: none"> - Grievances and level of satisfaction regarding grievance resolution or non-resolution 	<ul style="list-style-type: none"> - Regular meetings among internal stakeholders - E-mail and phone communication
Supervision engineer	<ul style="list-style-type: none"> - gaining experience on supervision of construction that support improvement of the efficiency and the quality of the public 	<ul style="list-style-type: none"> - Low quality of design documentation and/or of contractors executing works - low engagement or resistance from the staff of judicial 	<ul style="list-style-type: none"> - PIU staff supporting communication and feedback from management and staff of judicial 	<ul style="list-style-type: none"> - Grievances and level of satisfaction regarding grievance resolution or non-resolution 	<ul style="list-style-type: none"> - Regular meetings among internal stakeholders - E-mail and phone communication

	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 communication 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	- Regular meetings among internal stakeholders - E-mail and phone communication

Occupational health and safety (OHS) specialist	<ul style="list-style-type: none"> - WB EES framework as additional support to the occupational health and safety specialist 	<ul style="list-style-type: none"> - Low attention of contractors to the occupational health and safety during execution of works 	<ul style="list-style-type: none"> - Sub-project level GRM established to submit complaints, feedback, queries, suggestions or compliments during design and construction phase 	<ul style="list-style-type: none"> - Grievances and level of satisfaction regarding grievance resolution or non-resolution - Findings after supervision / inspection 	<ul style="list-style-type: none"> - Regular meetings - E-mail and phone communication
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Table 6.2. - Zagreb Municipal Civil Court – Post construction phase I

STAKEHOLDER ENGAGEMENT PLAN					
Post-construction phase <i>Timeframe: September 2023</i>					
Objective of Post-construction phase: <ol style="list-style-type: none"> 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 <ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> 1. Program of outreach for the sub-project level (i.e. open days program) 2. Comms Tools: Summary on sub-project ,PPTs, surveys, press releases 					
Outputs/Outcomes of Post-construction phase: <ol style="list-style-type: none"> 1. Summary of feedback received during stakeholder engagement 2. Identification of Recommendations/Revisions to incorporate into sub-project design in future project 					

Stakeholder Analysis for Post-construction phase					
Stakeholders	Benefits	Risks	Key Messages	Areas where Feedback is Sought	Methods for Engagement

<p>Management staff of the judicial bodies (court presidents, chief of the state attorney office)</p>	<ul style="list-style-type: none"> – 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 – 	<ul style="list-style-type: none"> – Resistance from court employees due to potential lack of satisfaction of works conducted (refurbishment and/or renovation) 	<ul style="list-style-type: none"> – Improved judiciary service delivery and efficiency 	<ul style="list-style-type: none"> – Grievances and level of satisfaction regarding grievance resolution or non-resolution – 	<ul style="list-style-type: none"> – Meetings with management staff of the judicial bodies – phone, and e-mail communication – surveys
<p>Judicial staff (judges, court advisors, clerks, other court staff, personnel of the state attorney office)</p>	<ul style="list-style-type: none"> – Enhanced working environment – Improvement in judicial access and efficiency of the court’s infrastructure will enable better service delivery and more satisfied court users 	<ul style="list-style-type: none"> – Resistance from court employees due to potential lack of satisfaction of works conducted (refurbishment and/or renovation) 	<ul style="list-style-type: none"> – Sub-project level GRM established to submit complaints, feedback, queries, suggestions or compliments during design and construction 	<ul style="list-style-type: none"> – Grievances and level of satisfaction regarding grievance resolution or non-resolution 	<ul style="list-style-type: none"> – Meetings and consultations with court staff, – Surveys – open days

	<ul style="list-style-type: none"> – Opportunity to influence and contribute to court design improvement 		<ul style="list-style-type: none"> – phase – Measures undertaken to toward grievance resolution and complaint feedback 		
Judicial police staff	<ul style="list-style-type: none"> – Enhanced working environment including through improvement of safety and security measures 	<ul style="list-style-type: none"> – Resistance from court employees due to potential lack of satisfaction of works conducted (refurbishment and/or renovation) 	<ul style="list-style-type: none"> – Improved security and safety conditions after implementation of work 	<ul style="list-style-type: none"> – Grievances and level of satisfaction regarding grievance resolution or non-resolution 	<ul style="list-style-type: none"> – Meetings and consultations with court staff, – Surveys – open days
Lawyers and bar association	<ul style="list-style-type: none"> – greater efficiency of the courts and modernized facilities which provide greater comfort and better accessibility – 	<ul style="list-style-type: none"> – Lack of satisfaction of works conducted (refurbishment and/or renovation) and / or on improvement of services 	<ul style="list-style-type: none"> – Improved efficiency of the courts and modernized facilities which provide greater comfort and better accessibility 	<ul style="list-style-type: none"> – Grievances and level of satisfaction regarding grievance resolution or non-resolution 	<ul style="list-style-type: none"> – Survey – Open days

Citizens and businesses, general public	<ul style="list-style-type: none"> - greater efficiency of the courts and modernized facilities which provide greater comfort and better accessibility 	<ul style="list-style-type: none"> - Lack of satisfaction of works conducted (refurbishment and/or renovation) and / or on improvement of services 	<ul style="list-style-type: none"> - Improved efficiency of the courts and modernized facilities which provide greater comfort and better accessibility 	<ul style="list-style-type: none"> - Grievances and level of satisfaction regarding grievance resolution or non-resolution 	<ul style="list-style-type: none"> - Survey - Open days
Persons with disabilities	<ul style="list-style-type: none"> - Court buildings designed to minimize barriers for persons with disabilities 	<ul style="list-style-type: none"> - Lack of satisfaction of works conducted (refurbishment and/or renovation) and / or on improvement of services 	<ul style="list-style-type: none"> - Improved efficiency of the courts and modernized facilities which provide greater comfort and better accessibility 	<ul style="list-style-type: none"> - Grievances and level of satisfaction regarding grievance resolution or non-resolution 	<ul style="list-style-type: none"> - Survey - Open days
Victims and witnesses	<ul style="list-style-type: none"> - Court buildings designed to minimize contact with offender, improve safety 	<ul style="list-style-type: none"> - Lack of satisfaction of works conducted (refurbishment and/or renovation) and / 	<ul style="list-style-type: none"> - Improved efficiency of the courts and modernized facilities 	<ul style="list-style-type: none"> - Grievances and level of satisfaction regarding grievance resolution or 	<ul style="list-style-type: none"> - Survey - Open days

	and privacy	or on improvement of services	which provide greater comfort and better accessibility	non-resolution	
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	- MoJPA Press Service - Preparing materials with main information on sub-projects to provide correct and clear information

Table 6.3. Zagreb Municipal Civil Court Design for Phase II

STAKEHOLDER ENGAGEMENT PLAN	
Pre-construction phase/design preparation phase – Phase II	
Timeframe: 2023/2024	
Objective:	
<ol style="list-style-type: none"> 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:	
<ol style="list-style-type: none"> 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:	
<ol style="list-style-type: none"> 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					
Stakeholders	Benefits	Risks	Key Messages	Areas where	Methods for Engagement

				Feedback is Sought	
Management staff of the judicial bodies (court presidents, chief of the state attorney office)	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - Resistance from court employees due to potential impact of construction work on their 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 	<ul style="list-style-type: none"> - Will be actively Involved in design of refurbishment 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 service delivery and efficiency 	<ul style="list-style-type: none"> - Risks - Benefits - Technical documentation / design - Critical Info Needs - Interest/Concerns and conditions to participate in sub-project implementation - Grievances and level of satisfaction regarding grievance resolution or non-resolution 	<ul style="list-style-type: none"> - Meetings with management staff of the judicial bodies (court presidents), to present and discuss sub-projects design and solicit initial feedback, clarify doubt - Preparation of materials with main information on sub-projects to support court presidents in implementation of the sub-project within their court - phone, and e-mail communication - surveys
Judicial staff (judges, court	<ul style="list-style-type: none"> - Opportunity to influence and 	<ul style="list-style-type: none"> - Dissatisfaction with the final 	<ul style="list-style-type: none"> - Will be informed on 	<ol style="list-style-type: none"> 1. Technical documentation 	<ul style="list-style-type: none"> - Meetings and consultations with court staff, to present

advisors, clerks, other court staff, personnel of the state attorney office)	contribute to court design improvement - Enhanced working environment - Improvement in judicial access and efficiency of the court's infrastructure will enable better service delivery and more satisfied court users	design (when meeting all the needs is not feasible) - Dissatisfaction due to the potential impacts that may be caused by construction works	design of refurbishment and/or reconstruction - Sub-project level GRM established to submit complaints, feedback, queries, suggestions or compliments during design and construction phase - Measures undertaken to toward grievance resolution and complaint feedback	/ design 2. Needs 3. Grievances and level of satisfaction regarding grievance resolution or non-resolution	and discuss sub-project design and solicit initial feedback, clarify doubts - Presentation of conceptual/main/detailed design - Surveys - open days
Judicial police staff	- Enhanced working environment	- Dissatisfaction with the final design (when	- Will be informed on design of	- Technical documentation / design	- Meetings and consultations to present and discuss sub-project design and solicit

	including through improvement of safety and security measures	meeting all the needs is not feasible) - Dissatisfaction due to the potential impacts that may be caused by construction works (i.e. cold / hot weather, complications in providing security)	refurbishment and/or reconstruction - Sub-project level GRM established to submit complaints, feedback, queries, suggestions or compliments during design and construction phase - Measures undertaken to toward grievance resolution and complaint feedback	- Needs - Grievances and level of satisfaction regarding grievance resolution or non-resolution	initial feedback, clarify doubts - Presentation of conceptual/main/detailed design - Surveys - Open days
Persons with disabilities	- Court buildings designed to minimize barriers for	- Dissatisfaction with the final design (when meeting all the	- Sub-project level GRM established to submit	- Grievances and level of satisfaction regarding	- Meetings - Surveys - Open days - Web site (MoJPA, Court)

	persons with disabilities	needs is not feasible)	complaints, feedback, queries, suggestions or compliments during design and construction phase	grievance resolution or non-resolution	
Victims and witnesses	<ul style="list-style-type: none"> - Court buildings designed to minimize contact with offender, improve safety and privacy 	<ul style="list-style-type: none"> - Dissatisfaction with the final design (when meeting all the needs is not feasible) 	<ul style="list-style-type: none"> - Sub-project level GRM established to submit complaints, feedback, queries, suggestions or compliments during design and construction phase 	<ul style="list-style-type: none"> - Grievances and level of satisfaction regarding grievance resolution or non-resolution 	<ul style="list-style-type: none"> - Meetings - Surveys - Open days - Web site (MoJPA, Court)
Local authorities	<ul style="list-style-type: none"> - Greater efficiency of the courts and modernized facilities - Enhanced of 	<ul style="list-style-type: none"> - Complaints from project stakeholder on project design and of nearby community due 	<ul style="list-style-type: none"> - Improved judiciary service delivery and efficiency enhancing 	<ul style="list-style-type: none"> - Grievances and level of satisfaction regarding grievance resolution or 	<ul style="list-style-type: none"> - Meetings and consultations with local authorities, to present and discuss sub-project design and solicit initial feedback, clarify doubts

	<p>attractiveness potentially contributing to positive economic and/or demographic trends.</p>	<p>the construction works impacts and interruptions (e.g. increased traffic, noise, dust, etc)</p>	<p>attractiveness of the region</p> <ul style="list-style-type: none"> - Sub-project level GRM established to submit complaints, feedback, queries, suggestions or compliments during design and construction phase - Measures undertaken to toward grievance resolution and complaint feedback 	<p>non-resolution</p>	<ul style="list-style-type: none"> - Presentation of conceptual/main/detailed design - Preparing materials with main information on sub-projects to support local authorities in implementation of the sub-project within their community
<p>Ministry of Culture and Media</p>	<ul style="list-style-type: none"> - Preservation of court facilities that are under a form of protection as 	<ul style="list-style-type: none"> - Noncompliance with measures for correct preservation of court facilities 	<ul style="list-style-type: none"> - Technical designs of court facilities that are under 	<ul style="list-style-type: none"> - Findings after supervision / inspection of the conservator 	<ul style="list-style-type: none"> - Meetings and consultations with relevant conservation departments - Presentation of conceptual/main/detailed

	cultural heritage	that are under protection as cultural heritage	protection as cultural heritage will be developed in line with measures prescribed by relevant conservation departments		design - Preparing materials with main information on sub-projects to support local authorities in implementation of the sub-project within their community
Designer	- gaining knowledge and experience on how to design 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 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 engagement and feedback from management and staff of judicial bodies	- Phases of sub-projects design	- Regular meetings - E-mail and phone communication
Occupational	- WB EES	- Low attention of	- Sub-project	- Grievances and	- Regular meetings

health and safety (OHS) specialist	framework as additional support to the occupational health and safety specialist	contractors to the occupational health and safety during execution of works	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 - Findings after supervision / inspection	- E-mail and phone communication
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8. Grievance Redress Mechanism

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:

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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 CUTTING: Project Level Grievance Redress Mechanism (GRM)			
<p>Types of potential grievances:</p> <ul style="list-style-type: none"> - Dissatisfaction on the choice of the facilities - Dissatisfaction on the timeline of the implementation of project activities (they are not implemented in timely manner) - Dissatisfaction with the final design of refurbishment / reconstruction of selected facilities in terms of including ESF requirements and relevant guidelines for judicial infrastructure 	<p>Process to Record, Process, Resolve, and Report:</p> <p>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 non-resolution, date of acknowledgement of receipt and of settlement response, status.</p> <p>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</p>	<p>Responsible Party:</p> <p>MoJPA, PIU</p>	<p>Tools:</p> <ul style="list-style-type: none"> - Meetings - phone, and e-mail communication - materials with main information on sub-projects to provide correct and clear information

	reason and inform the complainant with explanation.		
Sub-project (construction site) Level Grievance Redress Mechanism (GRM)			
<p>Types of potential grievances:</p> <ul style="list-style-type: none"> - 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 	<p>Process to Record, Process, Resolve, and Report:</p> <p>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 non-resolution, date of acknowledgement of receipt and of settlement response, status.</p> <p>All grievances will be acknowledged within 7 days; and responded to no later than 30 days.</p> <p>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</p>	<p>Responsible Party:</p> <p>MoJPA, PIU, Contractor. Supervising engineer, Consturciton project manager; OHS specialist</p>	<p>Tools:</p> <ul style="list-style-type: none"> - Meetings - phone, and e-mail communication - materials with main information on sub-projects to provide correct and clear information - Survey - Open day

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

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.

The Project has 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.

Project Components

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