



# Bajgora Wind Project Environmental and Social Impact Assessment *Stakeholder Engagement Plan*

Submitted to:

**SOWI Kosovo L.L.C.**

Submitted by:

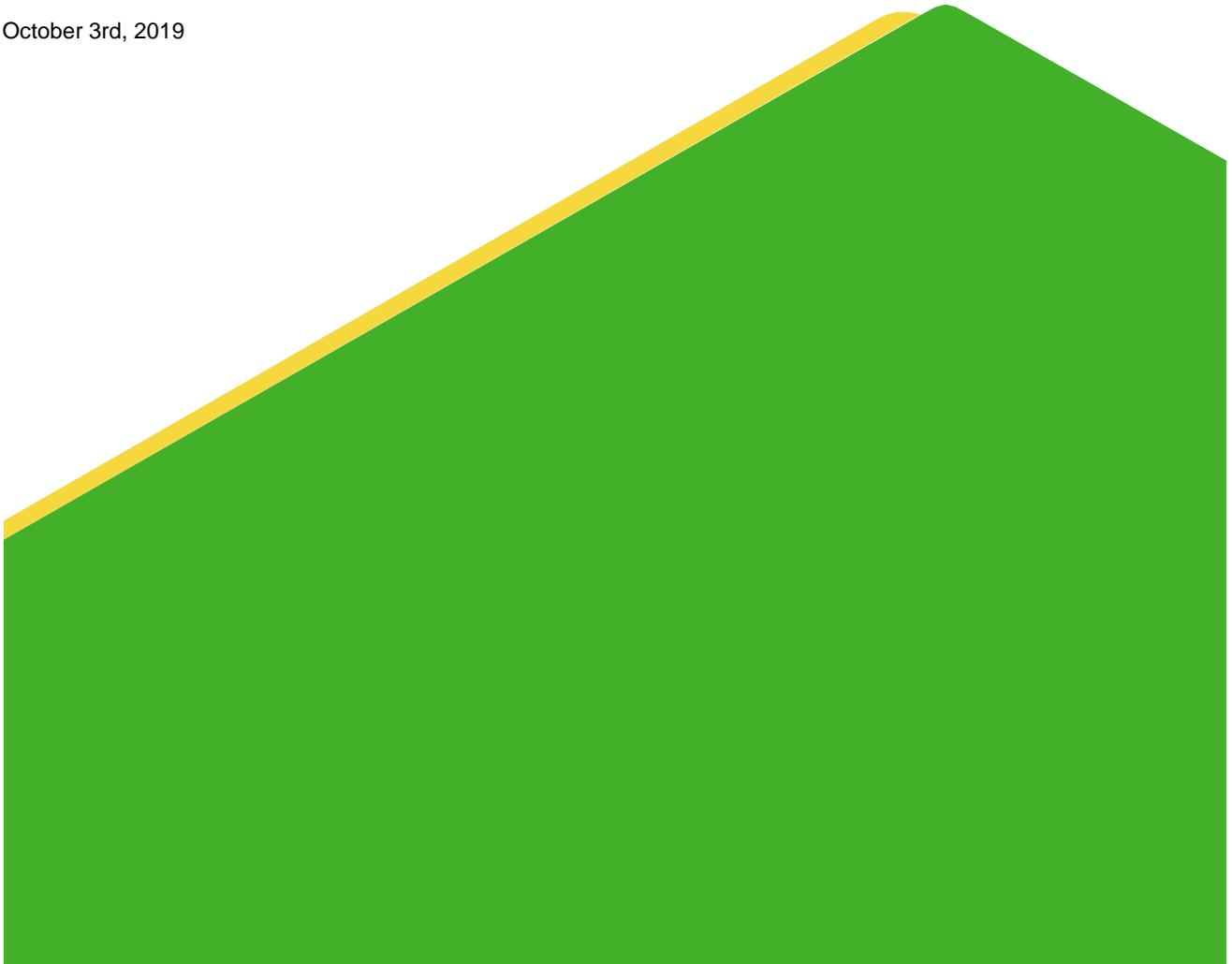
**Golder Associates S.r.l.**

Via Antonio Banfo 43, 10155 Torino, Italia

+39 011 23 44 211

1912298/12246 Final

October 3rd, 2019



## Distribution List

1 copy to EBRD

1 copy SOWI Kosovo L.L.C.

1 copy Enlight Energy

1 copy NOTUS

1 copy Golder Associates

# Table of Contents

<b>1.0 INTRODUCTION</b>	<b>1</b>
1.1 Objectives of the plan	1
1.2 Principles of engagement	2
1.3 Structure of the SEP	3
<b>2.0 PROJECT DESCRIPTION AND LOCATION</b>	<b>4</b>
<b>3.0 REGULATORY AND INSTUTIONAL FRAMEWORK</b>	<b>9</b>
3.1 Kosovo EIA legislation (environmental impact assessment)	9
3.1.1 Other legislation	9
3.1.2 Stakeholder engagement required by national legislation	10
3.2 EBRD policy requirements	10
3.2.1 EBRD's Public Information Policy-PIP (2014)	11
3.3 Other international guidelines World Bank / IFC requirements	11
<b>4.0 SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES</b>	<b>12</b>
4.1 Background	12
4.2 Outcomes of stakeholder engagement activities performed	14
4.2.1 Stakeholder engagement activities for the WF component	14
4.2.2 Stakeholder engagement activities for the OHL component	14
4.3 Lessons learnt from the previous stakeholder engagement process	15
<b>5.0 PROJECT STAKEHOLDERS</b>	<b>16</b>
5.1 Stakeholder identification	16
5.2 Stakeholder grouping	16
5.3 Engagement requirements	17
<b>6.0 VULNERABLE GROUPS</b>	<b>20</b>
<b>7.0 STAKEHOLDER ENGAGEMENT TECHNIQUES</b>	<b>21</b>
<b>8.0 STAKEHOLDER ENGAGEMENT PROGRAMME DURING PROJECT LIFECYCLE</b>	<b>23</b>
8.1 Stakeholder Engagement during ESIA preparation and disclosure	23
8.1.1 ESIA Scoping and preparation	23
8.1.2 ESIA disclosure	23
8.2 Stakeholder engagement during the construction phase	25

8.3 Stakeholder engagement during the operation phase .....25

8.4 Stakeholder engagement during decommissioning .....25

8.5 Stakeholder engagement during decommissioning .....26

**9.0 ROLES AND RESPONSIBILITIES .....26**

**10.0 PROCESS RECORD KEEPING .....27**

**11.0 EVALUATION, MONITORING AND REPORTING .....28**

11.1 Evaluation and monitoring.....28

11.2 Reporting.....32

11.2.1 Internal Reporting.....32

11.2.2 External Reporting .....33

**12.0 GRIEVANCE MECHANISM .....33**

12.1 Grievance mechanism flow .....34

**TABLES**

Table 1: Settlements included in the Project area .....4

Table 2: Stakeholder engagement requirements ..... 17

Table 3: Stakeholder engagement techniques .....21

Table 4: Evaluation and monitoring methods (EBRD, 2014b, 2014a; International Finance Corporation, 2012a)28

Table 5: Grievance time frames .....36

Table 6: Communication materials used during the stakeholder engagement activities .....38

Table 7: Stakeholder engagement for the wind farm .....52

Table 8: Stakeholder engagement schedules in the OHL component .....67

Table 9: Guidelines on levels of engagement .....86

**FIGURES**

**Figure 1: Stakeholder engagement continuum .....3**

**Figure 2: Project Area – Wind Farm.....6**

**Figure 3: Project Area - OHL .....8**

Figure 4: Grievance mechanism flowchart .....35

Figure 5: Mapping of stakeholder groupings (institutional stakeholders) .....85

Figure 6: Mapping of stakeholder groupings (other stakeholders) .....86

**APPENDICES**

**APPENDIX A Communication Material Used During Engagement Activities**

**APPENDIX B Photos of Stakeholder Engagement Activities Performed**

**APPENDIX C Summary of Stakeholder Engagement Activities Performed**

**APPENDIX D List of Stakeholders**

**APPENDIX E Stakeholder Mapping and Analysis**

**APPENDIX F Bibliography**

**ACRONYMS AND ABBREVIATIONS**

Acronym	Description
ASL	Above Sea Level
CLO	Community Liaison Officer
DP	Disclosure package
EBRD	European Bank for Reconstruction and Development
EIA	Environment Impact Assessment
ESAP	Environmental Social Action Plan
ESIA	Environment Social Impact Assessment
ERP	External Resolution Process
ESMP	Environmental Social Management Plan
FGD	Focus Group Discussion
GM	Grievance Mechanism
IFC	International Finance Cooperation
KIESA	Kosovo Investment and Enterprise Support Agency
KII	Key Informant Interview
KOSTT	Electricity Transmission, System and Market Operator
LA	Land Acquisition
LAPD	Law on Access to Public Documentation
MESP	Ministry of Environment and Spatial Planning
OHL	Overhead Line
NGO	Non Governmental Organisation
PM	Project Manager
PAP	Project Affected People
PCM	Project Complaint Mechanism
PIP	Public Information Policy
PR	Performance Requirements
SE	Stakeholder Engagement

Acronym	Description
SEP	Stakeholder Engagement Plan
SOWI	SOWI Kosovo L.L.C
SSES	Sample Socio-Economic Survey
WF	Wind Farm
WTG	Wind Turbine Generator
WB	World Bank
ZRRE	Energy Regulatory Office of Kosovo

## 1.0 INTRODUCTION

This document is the Stakeholder Engagement Plan (SEP) for the Bajgora Wind Project (hereafter the Project). The Project Proponent is SOWI Kosovo L.L.C (SOWI), a joint Kosovo, German, and Israeli venture. The present SEP is part of the disclosure package, together with the environmental and social impact assessment (ESIA) for the proposed Project.

The Project has developed a national Environmental Impact Assessments (EIA) and baseline reports documenting various biodiversity and social surveys on both the wind farm and the overhead transmission line. This document represents is part of the ESIA Disclosure Package (DP) for the project, developed to meet's EBRD E&S requirements and those of other lenders and draws on the national EIAs and various additional studies and investigations.

### 1.1 Objectives of the plan

The overall objective of the SEP is to define stakeholder engagement and public information disclosure activities for the Project and thus present the specific stakeholder engagement activities that SOWI will undertake throughout the Project's lifecycle. The SEP highlights the way in which SOWI plans to engage with local communities and other stakeholder groups who may benefit from, be affected by, and/or be interested in Project activities. It also explains the grievance mechanism, through which stakeholders can raise concerns and comments.

This process encompasses a range of activities and approaches and spans the entire life of the Project (Planning/pre-construction, construction, operation, decommissioning).

SEP objectives can be summarised as follows:

- Understand the stakeholder engagement requirements of national legislation and provide guidance to structure stakeholder engagement to meet the requirements of the European Bank for Reconstruction and Development (EBRD) as well as the International Finance Corporation's (IFC) Performance Standards.
- Compile stakeholder mapping - identification of Project stakeholders and their categorisation considering their influence of the Project and its activities.
- Identify the most effective methods of providing relevant, timely and accessible information to stakeholders in a culturally appropriate and understandable format.
- Consult stakeholders on their opinions, concerns, preferences and perceived gains and risks with respect to Project design, planning and implementation.
- Describe methods for future engagement.
- Incorporate stakeholder feedback into the impact assessment process and the development of management and mitigation measures to mitigate potential negative effects and to enhance possible benefits.
- Define internal and external reporting, as well as monitoring measures to ensure the effectiveness of the SEP and periodical reviews of the SEP based on findings.
- Establish formal grievance/resolution mechanisms.
- Build a two-way communication link between the Project and stakeholders to to communicate information, discuss and best address environmental and social impacts and issues , as well as benefits, associated with the Project

## 1.2 Principles of engagement

The following principles describe the approach with which all engagement activities will be performed throughout the Project lifecycle:

- *Proactive* - In order to avoid any potential risks that might arise in dealing with stakeholders.
- *Transparent* - To engage with stakeholders in an open process, with transparent purpose, goals, accountabilities, expectations, and constraints.
- *Timely* - To engage with stakeholders in advance of Project activities and decision-making in order to allow sufficient time for meaningful dialogue, consultation, and modifications.
- *Inclusive* – To ensure inclusiveness in engagement with stakeholders in the representation of views, including women, key informants, and focus groups. To ensure that engagement is managed so that it is culturally appropriate, adequate, and timely information and opportunities are provided to all stakeholders to be involved/contribute.
- *Accessible* - To disseminate information in ways and locations that make it easy for stakeholders to access it.
- *Free* - To ensure that engagement with stakeholders will be free of any kind of manipulation, intimidation, and coercion.
- *Two-way* - Communication so that both sides have the opportunity to exchange views and information, to listen, and to have their issues addressed.

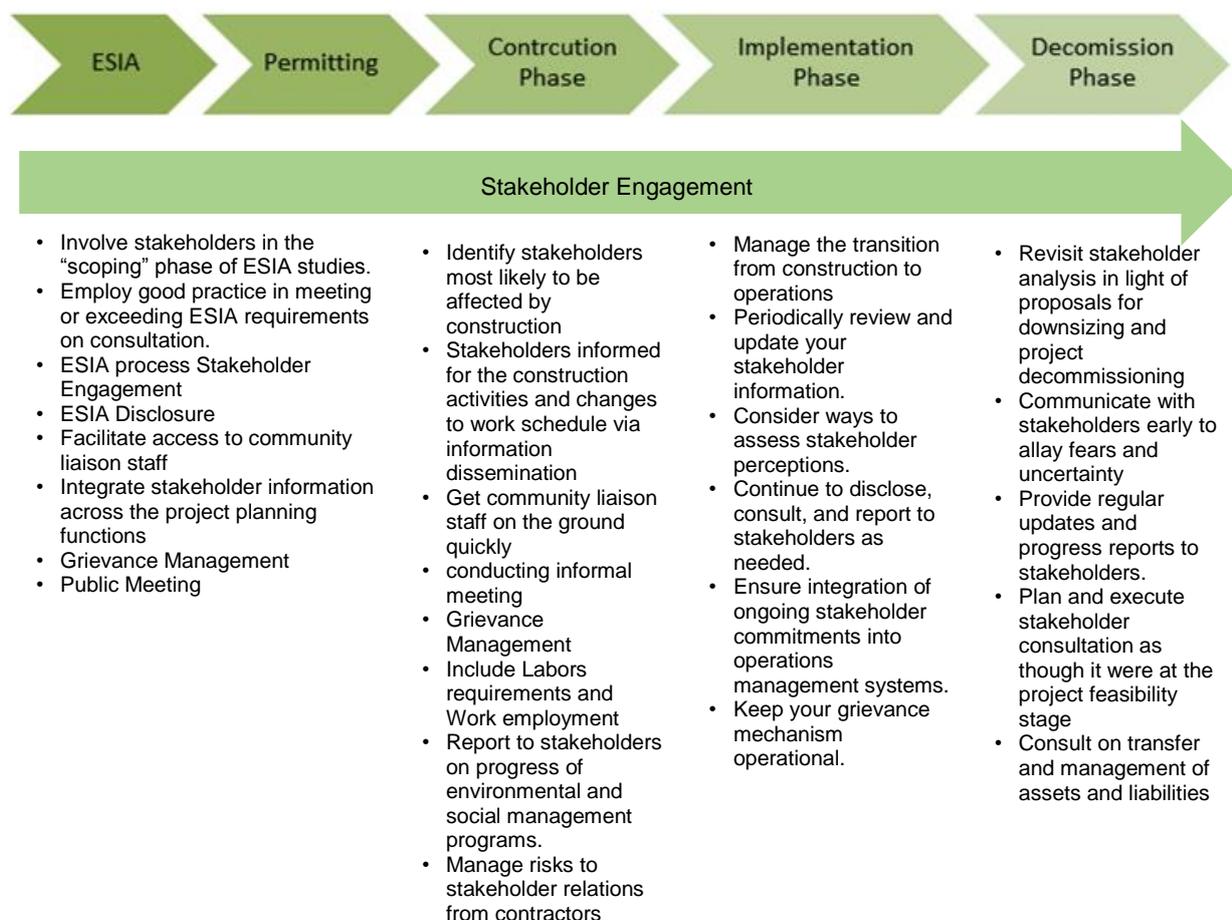
During engagement activities, stakeholders will be provided with at minimum the following information:

- Purpose, nature, and scale of the Project;
- Duration of the proposed Project activities;
- Any risks and potential impacts with regard to the environment, worker health and safety, other social impacts on communities and the planned mitigation measures and management plans;
- The envisaged engagement process and opportunities and ways in which the public can participate.

The full list of documents that will be made available to stakeholders during the ESIA disclosure phase is listed in section 8.1.2 of the present report.

In compliance with the EBRD Performance Requirements, the stakeholder engagement process should begin at the earliest stage of Project planning and continue throughout the life of the Project, as indicated in **Figure 1**. This continuum includes:

- Engagement during Project preparation/design (including disclosure of the Project ESIA);
- Engagement on the pre-construction and construction phase;
- Engagement during Project implementation and external reporting;
- Engagement during decommission and closure.



**Figure 1: Stakeholder engagement continuum**

Most stakeholder engagement will be with rural settlements, and it is known from previous engagement activities with such communities, that traditional social and cultural norms have to be respected when planning and performing the activities.

### 1.3 Structure of the SEP

This document is organised as follows:

- Chapter 1 – Introduction
- Chapter 2 – Description of the Project, its location, and key environmental and social issues
- Chapter 3 – Summary of the regulatory and institutional framework
- Chapter 4 – Summary of previous stakeholder engagement activities
- Chapter 5 – Project stakeholders
- Chapter 6 – Vulnerable groups
- Chapter 7 – Stakeholder engagement techniques
- Chapter 8 – Stakeholder engagement programme during project lifecycle
- Chapter 9 – Roles and responsibilities

- Chapter 10 – Process record keeping
- Chapter 11 – Evaluation, monitoring and reporting
- Chapter 12 – Grievance mechanism and its flow chart

## 2.0 PROJECT DESCRIPTION AND LOCATION

The Bajgora Wind Project involves the development of three adjacent wind power projects, with a total capacity of 105 MW, in a mountainous area near Mitrovicë, northern Kosovo. Electricity will be exported through a 19km 110kV transmission line to Vushtrria, to be developed by the Project and then transferred to KOSTT, the state owned transmission company. The Project, therefore, includes a wind farm (WF), consisting of 27 Wind Turbine Generators (WTG) and a 19.5 km long Overhead Transmission Line (OHL).

The WTGs of the wind park Selac are located northeast of the area of Mitrovicë. The nearest settlements to the planned WF are the settlements of Bajgorë in the south (nearly 500 m to the nearest house), Zhiti in the north east (approx. 4 km), Kaçandoll in the east (approx. 2.5 km) and Zaberrxhe in the west (approx. 5 km).

The WF is so far the biggest investment in Kosovo in renewable energy, and the OHL will make possible the connection of the energy produced to the national Kosovo grid for distribution.

The new transmission line starts from the WF substation situated in Bajgorë and is connected to the national distribution line through the substation of Vushtrri. The OHL is 19,5 km long and, starting from Bajgorë at an altitude of 1,562 metres ASL, it passes close to the settlements of Bajgorë, Gumnishtë, Rashan, Tërstenë, Pasomë, Sllatinë, Banjskë, Dobrollukë and Vushtrri finishing at an altitude of 530 metres ASL at the substation of Vushtrri. The route chosen for the OHL is mostly through mountainous and hilly areas, forest, and pasture.

Within the context of the present document, the Project area includes 15 settlements which have been identified as potentially affected by the Project (both WF and OHL).

The table below identifies the settlements included in the Project area.

Table 1: Settlements included in the Project area

Municipality	Settlement	Population <sup>1</sup>
Mitrovicë	Bajgorë	1098
	Barë	841
	Kaçandoll	119
	Rashan	364
	Stan Tërg	1042
	Tërstenë	163

<sup>1</sup> Data source – Kosovo Population and Housing Census 2011

Municipality	Settlement	Population <sup>1</sup>
Vushtri	Banjskë	891
	Dobrollukë	1629
	Gumnishtë	65
	Pasomë	744
	Sllatinë	491
	Vushtri	69,870

The following figure identifies the overall Project area.

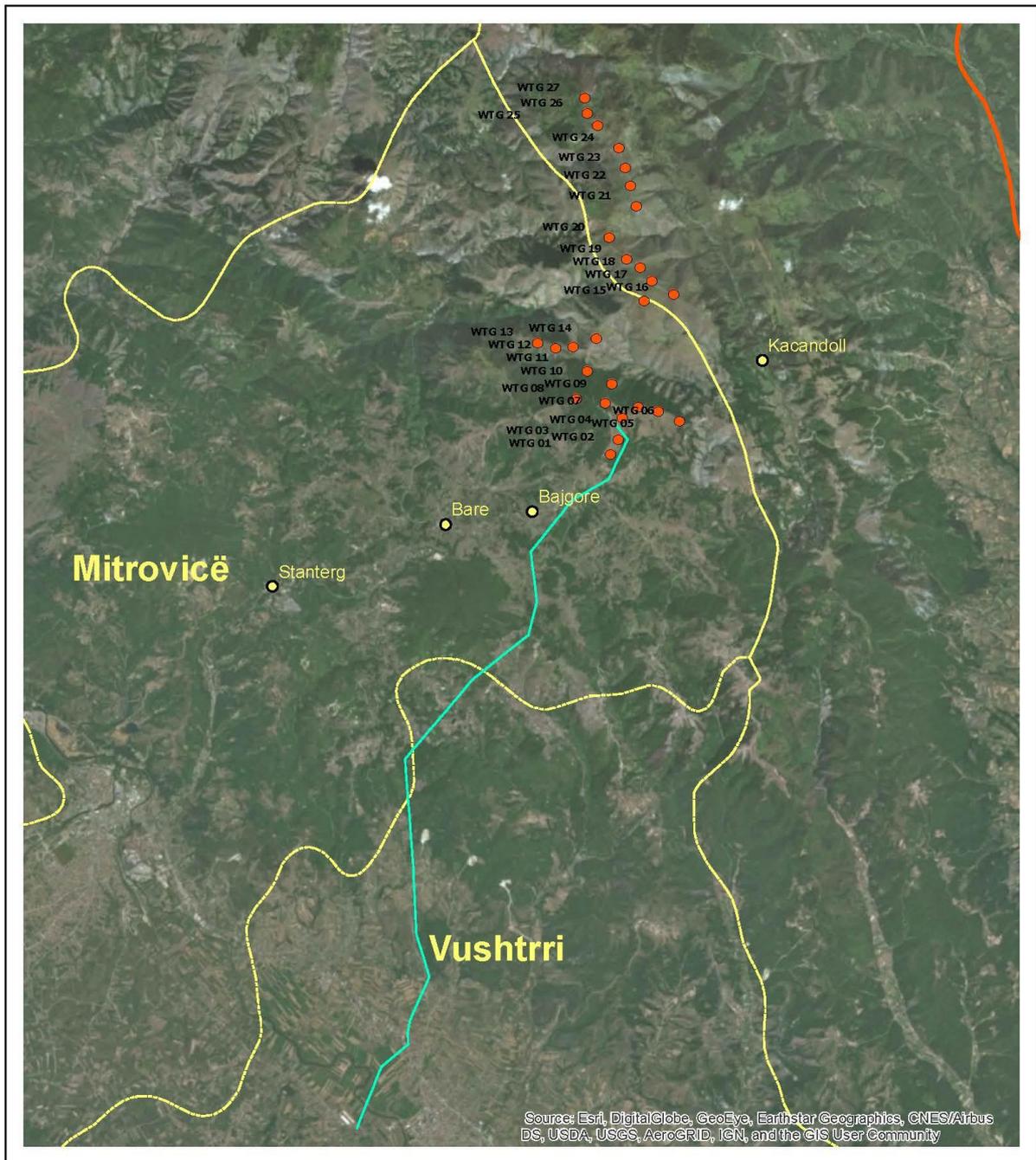


Figure 2: Project Area – Wind Farm



Title/Titulli: Date: 06/06/2019

**SOWI**  
**OHL General Maps**  
**Harta e Linjës së Transmetimit**

**Legend / Shpjegues**

- Villages / Fshatrat
- Towers Location / Vendodhja e Kullave
- OHL Axis / Aksii i Linjës

Sheet / Fleta 1

Coordinate System / Sistemi Koordinativ: ETRS 1989 Kosovo Grid  
Datum / Datum: ETRS 1989  
Units / Njësia: Meter  
0 2,500 5,000 10,000 Meters  
Scale / Shkalla 1:30,000

Address: Rr. Lidhja e Pejës, Prishtinë/Kosovë  
Email: [info@abkons.com](mailto:info@abkons.com)  
Mob: +386 49 130 123  
Web: [www.abkons.com](http://www.abkons.com)

**abkons**  
LOCAL KNOWLEDGE. GLOBAL STANDARDS

Credits: © OpenStreetMap (and) contributors, CC-BY-SA  
Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS

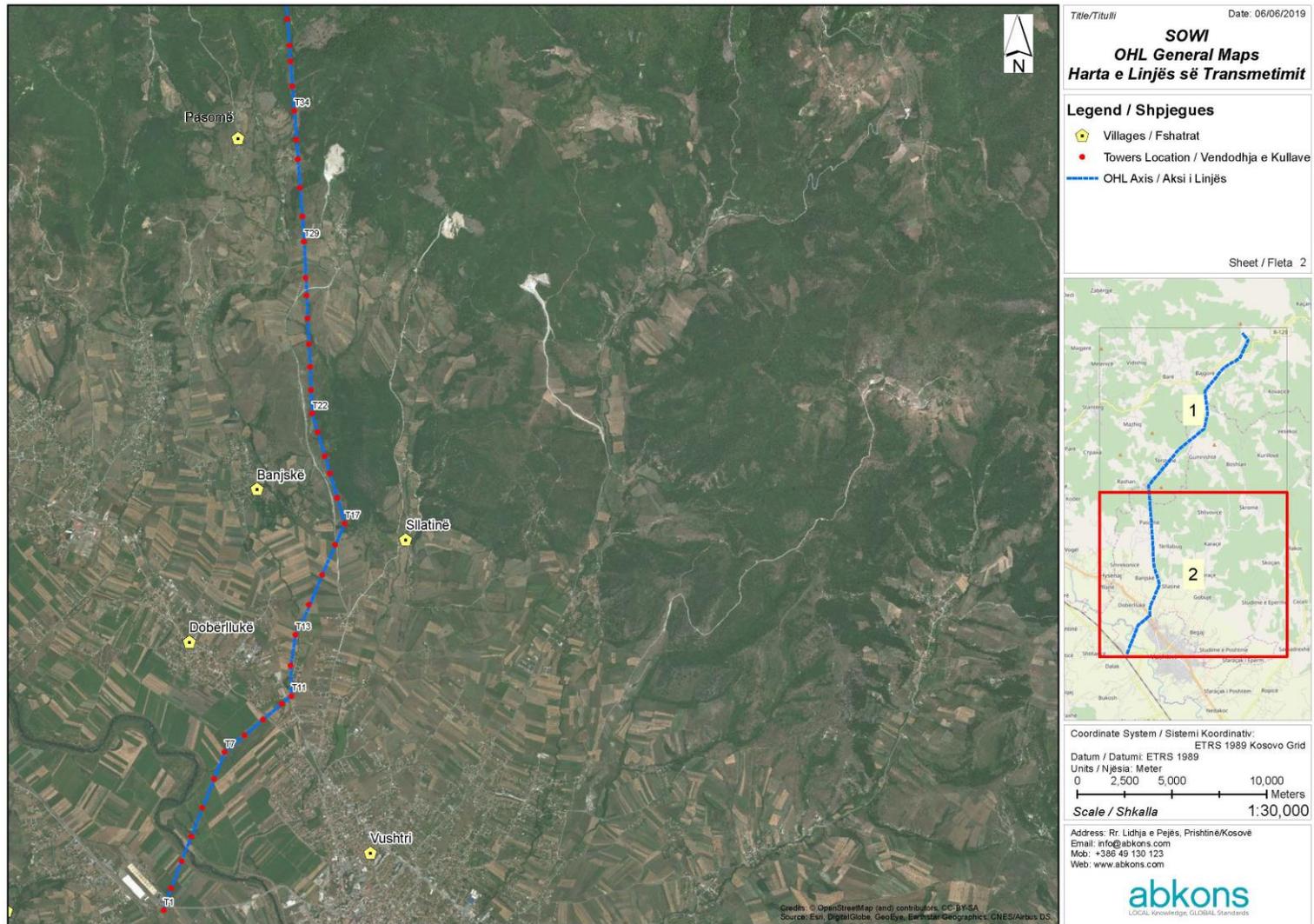


Figure 3: Project Area - OHL

## 3.0 REGULATORY AND INSTUTIONAL FRAMEWORK

In terms of the stakeholder engagement and information disclosure, SOWI will follow the national legislative framework in Kosovo, Performance Requirement (PR) 10 set out in the 2014 Environmental and Social Policy of the EBRD, EBRD's Public Information Policy and other international standards and guidelines including IFC's Performance Standard 1.

### 3.1 Kosovo EIA legislation (environmental impact assessment)

Environmental and social aspects of the operation for any implementation agency in Kosovo are regulated by the series of laws and by-laws that were brought into force mostly within the past two decades. Stakeholder engagement and public consultation are governed by the laws and administrative instructions.

The main laws that apply in Kosovo and that have to be considered throughout the preparation of the ESIA report are listed below:

- Law on Environmental Protection No. 03/L-025
- Law on Environmental Impact Assessment No. 03/L-214
- Law on Strategic Environmental Assessment No. 03/L –230
- Law No.03/L-215 on Access to Public Documents
- Law on the Inspectorate of Environment, Waters, Nature, Spatial Planning and Construction No. 04/L-175
- Administrative Instruction MESP - No. 07/2017 of Environmental Permit
- Administrative Instruction MESP - No. 16/2015 On Information, Public Participation, and Interested Parties in The Proceedings of Environmental Impact Assessment
- Law on Public Health No. 02/L-78
- Law on Irrigation of Agricultural Land No. 02/L-9
- Law of Nature Protection No.03/L –233
- Administrative Instruction No.19/2013 on Assessment of Acceptability of Plan, Programme or Intervention of Ecological Network
- Administrative Instruction GRK No. 18/2013 on Proclamation of The Ecological Network
- Administrative Instruction No. 12/2011 – For the Sources of Natural Habitat Types, Natural Habitat Map, Threatened and Rare Natural Habitat Types, As Well As Safeguard Measures for Conservation of Natural Habitat Types
- Law No.03/L –212 On Labour
- Law No. 04/L-161 On Safety and Health at Work
- Law No. 03/L-154 On Property and Other Real Rights
- Law No. 03/L-139 On Expropriation of Immovable Property, as amended

#### 3.1.1 Other legislation

In Kosovo there are other laws which foresee disclosure of Project information or support access to information, encompassing processed for raising grievances and appeals, including:

- **Article 41 of the Constitution of the Republic of Kosovo** stipulates that every person enjoys the right to access public documents; the only restriction is set for access to private information, business secrets and any protected and classified data.
- **Law on Access to Public Documents No.03/L-21519 (LAPD)** guarantees the right of every natural and legal person to have access, without discrimination on any grounds, following a prior application, to official documents maintained, drawn, or received by the public institutions. The grounds for limited access are translated from Art. 4 of the constitution.

Kosovo is not a party to the Aarhus Convention on Access to Information, Public Participation in Decision-making, and Access to Justice in Environmental Matters (1998). However, most of the principles of the Convention have been implemented in the national legislation.

### 3.1.2 Stakeholder engagement required by national legislation

The following engagement activities are required within the national EIA process:

- The organisation of a public hearing

According to article 20 of Law No. **03/L-214** on EIA, the Project Proponent has to inform the interested stakeholders about the organising of a public debate after the notification for a public hearing is received from MESP. The public event has to be held within twenty (20) to thirty (30) days after the applicant, the environmental authorities and the public concerned, have been informed.

- Amendment to the EIA study

According to article 21 of Law No. **03/L-214** on EIA, within ten (10) days from the conclusion of the public debate, MESP shall review the remarks and opinions which emerged from the public debate. The ministry may request the applicant to change or complete designated elements of the submitted EIA report. In case of non-compliance, MESP has the right to suspend the review procedure.

## 3.2 EBRD policy requirements

EBRD's PRs and other international environmental and social performance standards outline a systematic approach to stakeholder engagement that will enable the Project and SOWI to maintain a constructive relationship with their stakeholders over time, including with the locally affected communities. The process of stakeholder engagement is an essential component of the appraisal, management and monitoring of the environmental and social issues associated with these investments.

**EBRD's PR 10:** Information Disclosure and Stakeholder Engagement recognise the importance of an open and transparent engagement between the client, its workers, local communities directly affected by the Project and other stakeholders as an essential element of good international practice and corporate citizenship. Stakeholder engagement involves stakeholder identification and analysis, stakeholder engagement planning, disclosure of information, consultation and participation, grievance mechanism, and ongoing reporting to relevant stakeholders (EBRD, 2014a).

In summary, the following system of stakeholder engagement is applicable to the Project:

- Identification of Project stakeholder groups. Identification of stakeholders, including members of the public who could be affected by the Project construction and operation;
- Stakeholder engagement process and information disclosure. During this stage, it is necessary to ensure that identified stakeholders are appropriately engaged on environmental and social issues that could potentially affect them through a process of information disclosure and meaningful consultation;

- Meaningful consultation. The consultation process will be based on the disclosure of information relevant to the Project activities and operations. The consultation process will be undertaken in a manner that is inclusive and culturally appropriate for all stakeholders;
- Grievance mechanism. Maintaining a grievance process by which the general public and other stakeholders can raise concerns, and which will be handled in a prompt and consistent manner.

Under PR 10, EBRD requires that stakeholder engagement is an ongoing process which involves:

- public disclosure of appropriate information to enable meaningful consultation with stakeholders;
- meaningful consultation with potentially affected parties; and
- a procedure or policy by which people can make comments or complaints (grievance mechanism)

### 3.2.1 EBRD's Public Information Policy-PIP (2014)

This policy sets out how EBRD discloses information and consults with its stakeholders so as to promote better awareness of its strategies, policies and operations (EBRD, 2014d). The policy includes specific requirements on the disclosure of Project environmental and social information, such as ESIA's, and specifies the minimum time periods for the disclosure of project information before a Project can be considered for financing. The Project ESIA DP will be made available on EBRD's website and accessible from its office in Pristina for a minimum of 60 calendar days prior to consideration of the Project by EBRD's Board of Directors for financing. This disclosure by EBRD is in addition to disclosure by SOWI.

### 3.3 Other international guidelines World Bank / IFC requirements

In terms of social and stakeholder participation in the framework of ESIA study, references and guidelines are taken into consideration from the following standards and requirements:

- IFC Sustainability Framework, Performance Standards and Guidance Notes, 2012.

A key aspect of stakeholder engagement is viewed as "*the basis for building strong, constructive, and responsive relationships that are essential for the successful management of a Project's environmental and social impacts*" (International Finance Corporation, 2012c)

The IFC Performance Standards form part of their Sustainability Framework, where the "IFC Performance Standard 1" (International Finance Corporation, 2012b) sets out the following recommendations for stakeholder engagement:

- Stakeholder Engagement is an ongoing process that may involve stakeholder analysis and planning, disclosure and dissemination of information, consultation and participation, grievance mechanism, and ongoing reporting to affected communities. (PS1 – paragraph 25).
- A SEP will be developed and implemented that is scaled to the Project risks and impacts and development stage and be tailored to the characteristics and interests of the affected communities. (PS1 – paragraph 27).
- Affected Communities will be provided with access to relevant information on: (i) the purpose, nature, and scale of the Project; (ii) the duration of proposed Project activities; (iii) any risks to and potential impacts on such communities and relevant mitigation measures; (iv) the envisaged stakeholder engagement process; and (v) the grievance mechanism.
- When affected communities are subject to identified risks and adverse impacts from a Project, a process of consultation will be undertaken in a manner that provides the affected communities with

opportunities to express their views on Project risks, impacts and mitigation measures, and allows the client to consider and respond to them. (paragraph 30).

- The extent and degree of engagement should be commensurate with the Project's risks and adverse impacts and concerns raised by affected communities. (paragraph 30).
- The consultation process will be tailored to language preferences of affected communities, their decision-making process, and the needs of disadvantaged or vulnerable groups. (paragraph 30).
- For projects with potentially significant adverse impacts, the client will conduct an Informed Consultation and Participation process (paragraph 31).
- A grievance mechanism will be established to receive and facilitate the resolution of concerns and grievances about the client's environmental and social performance from affected communities. (Paragraph 34).

## 4.0 SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

### 4.1 Background

Since the start of the ESIA development, SOWI has undertaken engagement with relevant government authorities and agencies at the national, municipal, and local level, and with the communities within the Project Area. There was a threefold focus for the stakeholder engagement process. This focus was:

- Overall engagement with authorities and agencies regarding the Project as a whole.
- Stakeholder engagement with those stakeholders influencing or being impacted by the WF component.
- Stakeholder engagement with those stakeholders influencing or being impacted by the OHL component.

Abkons sh.p.k., an independent consultancy, was contracted by SOWI to conduct stakeholder engagement and social baseline data collection for the Project. The stakeholder engagement process was conducted based on the methodology, tools and techniques established in an initial SEP, developed in December 2017; the current SEP represents an update of the initial SEP of 2017. The SOWI Land Acquisition Community Liaison Officer participated through the stakeholder engagement process and acted as a link between the community stakeholders and SOWI. The CLO was actively involved in the community meetings and the information sharing process.

The overall stakeholder engagement process was implemented from November 2017 to April 2019 for the overall, WF and OHL components. In addition, a field survey was undertaken to gather social baseline data. The survey engaged the community through the Sample Socio-Economic Survey<sup>2</sup> (SSES) questionnaire format. The method used for the field survey and the outcomes obtained are described in the relevant social baseline section of the ESIA report. This survey took place from January 2018 to May 2019.<sup>3</sup>

The objectives of the stakeholder engagement activities were to:

<sup>2</sup> The SSES is an approach that determines all income sources and associated the data from the affected people (direct and indirect) and serves to analyse the anticipated economic impact during the construction and post-construction phases. The socioeconomic sample study is needed to collect quantitative (supported by qualitative) information from household-level income streams and livelihood status, and social data in order to analyse the social profile of the project area from a social development perspective.

<sup>3</sup> The survey for the WF component was undertaken from January to February 2018, while the survey regarding the OHL component was undertaken in the period April to May 2019.

- Engage in a scoping process with interested parties and identified stakeholders at an early stage of the ESIA process to ensure identification of key issues to be assessed as part of the ESIA;
- Identify potential stakeholders that could directly/indirectly be affected by the Project both negatively and positively;
- Introduce the proposed Project to the stakeholders with special reference to its key components;
- Seek stakeholder views on critical issues that might affect them during the different phases of the Project;
- Obtain and establish baseline data that could be used for future monitoring and control;
- Ensure stakeholder views, and concerns are considered in the social impact assessment and associated environmental management and monitoring plans;
- Establish ongoing communication mechanisms between stakeholders and SOWI;
- Ensure that a sufficient level of community sensitisation engagement occurs prior to and during surveys and the preliminary valuation of land and assets.

Stakeholders at local, municipal, provincial, and central government were consulted. The stakeholder engagement approach was a combination of:

- One-to-one meetings with national level stakeholder, in particular authorities such as government institution and ministries (Ministry of Environment and Spatial Planning, Ministry of Economic Development, Ministry of Agriculture, Forestry, and Rural Development including KOSTT, KIESA);
- Meetings at the local level, particularly with heads of settlements involved during the field survey, NGOs<sup>4</sup> and other local organisations that have significant knowledge of the communities and the aspects concerning them;
- Public meetings in the settlements to provide Project affected people with an opportunity to ask questions and give input on the proposed Project as well to gather issues of concern and to identify potential impacts;
- FGDs and interviews with specific issue-based groupings or individuals, including vulnerable stakeholders to discuss the impact of this Project on their daily life and activities;
- The social survey process with households in the respective villages and communities, as part of the collection of social baseline data.

The stakeholder engagement events were tailor-made to the target audience. As such, all the meetings were held in local premises and in the working and living environment of the respective stakeholders. This inclusive and transparent approach made it possible for stakeholders to be proactive and freely express their views and opinions.

A diverse combination of Project related information and materials were made available to the various stakeholders as part of the information sharing and disclosure process. This information included

---

<sup>4</sup> NGOs represent an important source of local knowledge and are sounding boards for Project design and mitigation; for this reason, in order to seek and to achieve a proactive and open relationship with them, a considerable list of organisations was identified and invited through electronic invitation.

- a) Official and electronic invitations to stakeholders;
- b) Poster/banners/flyer in order to make public aware of the stakeholder engagement process;
- c) Project description and presentation of the Project phases;
- d) Proposed Project timeline;
- e) The purpose of the stakeholder engagement purpose and details on the grievance mechanism;
- f) A summary of the potential environmental and social impacts and potential avoidance or mitigation measures during the Project life cycle;
- g) Information to affected stakeholders on the process of land acquisition, where applicable;
- h) Using a feedback questionnaire which is a technique to determine stakeholder perceptions regarding the process, information and approaches used during the stakeholder engagement process.

Examples of the communication material used during these activities are provided in APPENDIX A. Photos were taken at the various meetings, following permission from participants. These photos are provided in APPENDIX B.

Further information on the engagement activities focussed on the WF and OHL components of the Project is provided in the following sections.

## **4.2 Outcomes of stakeholder engagement activities performed**

### **4.2.1 Stakeholder engagement activities for the WF component**

The stakeholder engagement process for the WF component was carried out from November 2017 to March 2018. More detailed information on participants, date of the meetings, issues emerged and commitments taken is provided in APPENDIX C. A series of questions were asked and concerns were raised by stakeholders during the engagement activities. The list below provides the main issues that emerged during the activities:

- Noise disturbance to houses located in proximity to the WF;
- Land acquisition process that will be followed;
- Road route that will be used by SOWI for the transport of the turbines and other components to the Project location.
- Previous or future surveys for the flora and fauna to be undertaken and how the results will be used in the ESIA;
- Opportunities for local development in the area.

As a result of this stakeholder engagement, SOWI has committed to complete actions indicated in the table of APPENDIX C.

### **4.2.2 Stakeholder engagement activities for the OHL component**

The stakeholder engagement process for the WF component was carried out from December 2018 to April 2019. More detailed information on participants, date of the meetings, issues emerged and commitments taken is provided in APPENDIX C. A series of questions were asked and concerns were raised by stakeholders during the engagement activities. The list below provides the main issues that emerged during the activities:

- Reasons behind the choice of the OHL route and the decision to connect to the Vushtrri substation instead of the Mitrovice substation;
- Overall duration of activities;
- Overview Future engagement activities;
- Effects on local energy distribution grid and possible improvements that will be implemented;
- Opportunities for local development in the area.

As a result of this stakeholder engagement, SOWI has committed to complete actions indicated in the table of APPENDIX C.

### 4.3 Lessons learnt from the previous stakeholder engagement process.

Based on the outcomes of previous stakeholder engagement activities, the following considerations can be made and taken into account when planning and implementing future activities:

**Gender Inclusion:** even though the teams tried to have high participation of both men and women, only men attended the community meetings and women had to be met separately. Specific activities targeted at engaging with women will be planned and organised throughout the Project lifecycle.

**Minority Inclusion:** similar considerations can be made the Serbian community, where present. People from this communities, even though there is communication on everyday issues affecting the settlement, tend to avoid participating in the same meeting or sitting down together in the same room or hall. Specific activities targeted at engaging with the Serbian community will be planned and organised throughout the Project lifecycle.

**Working Hours:** the settlements located in the vicinity of urban areas prefer to have community meetings in the evening since employment in these settlements is higher than in the isolated settlements or the settlements located far from the big cities. Engagement activities will be held in evening hours, to the extent possible, to meet the needs of local communities.

**Overlap and coordination between stakeholders:** lack of presence in community meetings during Project presentation in the areas of Vushtrri and Banjskë due to the fact that a week earlier (at the engagement period – Mar 2019) KOSTT held a community meeting in Vushtrri regarding the expropriation process and the residents misunderstood the scope of the meeting. Efforts will be made to avoid confusion between various parties' action within a stakeholder engagement process (SOWI, SOWI representatives, construction representatives, subcontractors, and consultants).

**Holidays and cultural rituals:** engagement activities will be organised so to avoid holding them during holidays and days of cultural rituals, especially funerals, to the extent possible. While holidays are predictable, funerals are not, but it is better to re-organise since the people in the communities are supportive of each other, and on the day of the funeral, almost everybody in the settlement participates.

**Confusion between different projects:** during community meetings, stakeholders expressed some confusion between the Bajgora Wind Project, and the Project for the construction of the new highway between Pristina and Mitrovicë; some stakeholders believed that the two projects were in some way related and both financed by the state. Clear information on the scope and perimeter of the present Project will be provided during engagement activities to ensure that there is no confusion in stakeholders on this.

**Frustration due to previous compensation activities:** it was reported by residents of Banjskë that compensations for the land acquisition necessary for the highway Project had not been paid to owners, leading to frustration and resentment. Specific information on the land acquisition and Livelihood Resettlement

process will be provided during engagement activities, particularly those in settlements affected by the OHL, to ensure that stakeholders are clear on what to expect, steps of the process, as well as role and responsibilities.

## 5.0 PROJECT STAKEHOLDERS

### 5.1 Stakeholder identification

Comprehensive stakeholder identification is a crucial component of an effective and robust stakeholder engagement process. Accurate stakeholder identification reduces the risk of flaws in the stakeholder engagement process due to a lack of stakeholder representation. A broader stakeholder base will limit the ability of a narrow stakeholder group to dominate the consultation process.

Ongoing stakeholder engagement is expected by the government at local, municipal, and national levels. While the primary Project stakeholders are those directly or indirectly affected landowners and local stakeholders, including vulnerable groups, there is a range of other potential stakeholders to be consulted.

There are currently some 28 stakeholders, groups and institutions registered in the stakeholder database for the Project. This stakeholder database is likely to change during the stakeholder engagement process, as new stakeholders emerge, and others may choose not to participate. The database will be regularly maintained and updated to reflect these changes.

### 5.2 Stakeholder grouping

Stakeholder groups within the Project area of influence (both the WF and the OHL components), as well as legislative, policy or influencing stakeholders who play a role in the Project process. Ministries are included as separate entities, as their institutional roles vary significantly. The stakeholders in the preliminary database have been collated, in alphabetical order, as follows:

- 1) Agency of Environmental and Protection of Kosovo.
- 2) Civil Society.
- 3) Electricity Transmission, System and Market Operator of the Republic of Kosovo (KOSTT).
- 4) Energy Regulatory Office (ZRRE).
- 5) International NGOs.
- 6) Media.
- 7) Ministry of Agriculture and Rural Development.
- 8) Ministry of Economic Development.
- 9) Ministry of Environment and Spatial Planning.
- 10) Ministry of Health.
- 11) Ministry of Infrastructure.
- 12) Municipalities.
- 13) National government.
- 14) NGOs.
- 15) Project affected stakeholders.

- 16) Scientific Community.
- 17) Shareholders.
- 18) Villages and communities.
- 19) Vulnerable people.

A more extensive list of stakeholders is found in APPENDIX D. Based on the stakeholders identified, a mapping has been performed to cluster the various stakeholders regarding their anticipated influence on the Project and the associated decision making process. Once the stakeholder mapping has been performed, the level of significance has been analysed. The level of significance will determine the level and focus of stakeholder engagement required. The results of the stakeholder mapping and analysis are presented in APPENDIX E.

### 5.3 Engagement requirements

Based on stakeholder mapping and analysis for the Project, the significance and the associated level of engagement are indicated in Table 2

**Table 2: Stakeholder engagement requirements**

	Stakeholder group	Impact/interest	Significance	Level of engagement
1	Agency of Environmental and Protection of Kosovo	Interested in the proposed Project and expecting information regarding the environmental aspects and detailed studies	High	Collaborate
2	Civil Society	Civil society, the community of citizens linked by common interests and collective action, often has an interest in common aspects of the Project and will typically participate in an issue-based focus group.	Low	Inform
3	Electricity Transmission, System and Market Operator of the Republic of Kosovo (KOSTT)	Being the institution that will manage the OHL section after construction its role is crucial and considered as a key stakeholder.	Very High	Collaborate
4	Energy Regulatory Office (ZRRE)	Is in charge of the overall regulatory framework of the energy sector	Low	Consult
5	International NGOs	International NGOs will have an interest in a variety of aspects throughout the Project lifetime. Their influence will reflect at an international level, often with funders and shareholders. These NGOs can also link with local NGOs for concerted action.	Medium	Consult

	Stakeholder group	Impact/interest	Significance	Level of engagement
6	Media	Media will have an interest in the Project by their interest in Project related activities in the area. Media has the potential to influence Project activities.	Medium	Inform
7	Ministry of Agriculture and Rural Development	This Ministry will have a role and interest on the use of the assets (irrigation and drainage channel, etc.) and forest assets affected by the project.	High	Involve
8	Ministry of Economic Development	This Ministry has merged with the former Ministry of Energy and will have an interest on the Project to meet the requirements of the EU for which Kosovo was committed to have at least 25% of renewable energy by 2021 and the WF is the biggest one	High	Involve
9	Ministry of Environment and Spatial Planning	The Ministry of line and responsible for all the environmental permits required for the project; licences and environmental declarations required. Responsible for reviewing and approving ESIA (EIA)	Very high	Involve
10	Ministry of Health	The Ministry may be involved during the construction phase, to facilitate the presence of any emergency health unit in the construction site	Medium	Consult
11	Ministry of Infrastructure	Responsible for permits required for the project implementation	Medium	Involve
12	Municipalities	The local municipality is a key component of the implementation by the national government. The municipalities are strategic partners and to some level, regulators. The municipalities will have a direct interest in the future of the Project.	Very High	Empower
13	National government	Especially environmental regulators. The national government has the power and mandate to regulate the Project from inception to closure.	High	Involve

	Stakeholder group	Impact/interest	Significance	Level of engagement
14	NGOs	Kosovo based, and local NGOs will often have an interest in a particular aspect of a Project related to different components of a Project lifecycle.	High	Collaborate
15	Project affected stakeholders	The Project affected stakeholders who will experience a direct impact (across many impact categories) and will be interested in participating in the engagement processes during the life of the Project. Vulnerable groups that are more sensitive to adverse impact form part of this stakeholder group.	Very high	Empower
16	Scientific Community	The scientific community will typically be interested in specific technical aspects of the Project. Note that the scientific community can act from an activist perspective if Project impacts are seen to be addressed in an obtuse manner.	Low	Inform
17	Shareholders	Shareholders are very influential and can influence the Project implementation at various levels.	Medium	Involve
18	Villages and communities	The adjacent and affected communities will experience direct and indirect impacts (across many impact categories) and will be interested in participating in engagement processes during the life of the Project.  Vulnerable groupings tend to be unduly affected by Project impacts and are less able to manage Project impacts. Vulnerable groups need special consideration throughout the consultation process and Project implementation process.	Very High	Empower

## 6.0 VULNERABLE GROUPS

Vulnerable Groups<sup>5</sup> include those who by their inherent characteristics are expected to be disproportionately affected by the Project or are less able to manage Project impacts and therefore, require special consideration throughout the consultation process (EBRD, 2014c). There must be a particular focus on vulnerable groups (including women and minorities), vulnerable families and individuals throughout the Project life cycle and the associated stakeholder engagement processes.

Social impacts are often experienced very differently by men and women. Rather than carry out a separate gender analysis, the aims of the stakeholder engagement in the framework of the social impact assessment, will be to mainstream gender, so that is considered in all stages. In a similar manner, the issues and concerns of minorities must be identified and addressed.

Within the Project Area, the following groups have been identified as vulnerable:

- Women;
- Farmers;
- Ethnic minorities (mostly Serbs);
- Economically or socially disadvantaged households.

Women have been identified as a vulnerable group for the Project, due to their economic vulnerability and inability to participate in decision-making processes within the traditional context. Women in the AoI may not always be able to attend or speak freely at open meetings and/or may have household restrictions on when they are able to attend such meetings. It should be noted that female-headed households might be underreported, as it is culturally held that a man is the head of the household even if that man is not a permanent resident or is a male member of the extended household. Only two interviewees were women, which were widowed. Nevertheless, the gender situation in terms of employment and education is reported by the men in the family.

Farmers have been identified vulnerable to Project related impacts, particularly if the land on which their livelihoods are dependent is taken and not compensated for adequately.

Ethnic minorities have been identified as vulnerable, due to their lack of opportunity to participate in decision making systems within the local cultural context. Based on outcomes of the survey, 34 people in the village of Banjske were identified as belonging to the Serbian community. The Serbian community is considered vulnerable since after the war of 1998-1999 it has been marginalized within villages and employment opportunities for its members have been reduced, leading to massive emigration and to the abandonment of their houses and properties. The small number of the people belonging to this community in the AoI and the isolation from the rest of the Serbian population are also elements that increase the vulnerability status.

Finally economically or socially disadvantaged households are identified as vulnerable, because of the risk that their livelihood status may be more adversely affected by a project than others, particularly due to land acquisition. These vulnerable households include:

- Low-income households (reporting less than 150 Euro/monthly household income and for larger households between 150 and 300 Euro/month) dependent on agriculture for their livelihood.

---

<sup>5</sup> EBRD PR 10 - Information Disclosure and Stakeholder Engagement; paragraph 10 - *Dedicated approaches and an increased level of resources may be needed to communicate effectively with such stakeholders.*

- Single parent led families.
- Widows (single member households) 65 years of age or older.
- Households who rely on social assistance for income.
- Households with a member who has a physical and/or mental disability.
- Households where the majority of adult members are unemployed.
- Households with limited access to basic services and infrastructure (i.e. roads, health services, education).

The highest number of vulnerable families were those that rely on social assistance and where the majority of adult members are unemployed. These categories might be considered vulnerable during the land acquisition and negotiation process. Households who have a member that has a physical or mental disability have been considered as vulnerable due to their mobility (reach the land plot for inventory) or comprehension issues (will they understand the process, the agreements).

Specific care will be taken when planning and implementing the engagement activities, to ensure that the above categories of stakeholders participate, keeping in mind outcomes of previous engagement activities, described in Chapter 4.0.

## 7.0 STAKEHOLDER ENGAGEMENT TECHNIQUES

In order to carry out an efficient stakeholder engagement process with stakeholders of all levels, SOWI will use an array of techniques, indicated in the table below.

**Table 3: Stakeholder engagement techniques**

Engagement Technique	Objectives and features
Information Boards	<ul style="list-style-type: none"> <li>• Provide Project information in central and publicly accessible locations in the Project area. Information will include The information will include general details in relation to the Project progress activities, access and traffic management during construction will be provided on the boards as well. The Grievance Mechanism and CLO contacts will also be included.</li> <li>• Additional information boards to inform the population of specific activities will be placed on an as-needed basis, for example, in case of planned road closures.</li> </ul>
Correspondence by electronic methods (email, social media, text message)	<ul style="list-style-type: none"> <li>• Invite stakeholders to meetings</li> <li>• Periodically inform stakeholders on the progress of activities</li> </ul>
Project website	<ul style="list-style-type: none"> <li>• Present Project information and progress updates</li> <li>• Disclose ESIA, ESMP and other relevant Project documentation</li> <li>• Provide instruction and contacts to get in touch with the SOWI</li> <li>• Provide the grievance submission form</li> </ul> <p>At the early stages of the Project, SOWI created an interactive website, in order to disseminate timely all the information about the</p>

Engagement Technique	Objectives and features
	<p>progress and/or to display alternative changes of the Project.</p> <p><a href="http://sowikosovo.com/projects/">http://sowikosovo.com/projects/</a></p> <p>All the above documents published on the website will be updated regularly as the Project progresses. SOWI will ensure that the disclosing materials will be published in the native languages Albanian, Serbian and English.</p> <p>The ESIA will also be published on ERBD's website (<a href="http://www.ebrd.com/esia.html">www.ebrd.com/esia.html</a>).</p>
Media Plan	<ul style="list-style-type: none"> <li>• Disseminate Project information to large audiences also beyond the Project area</li> <li>• Inform stakeholders about consultation and public meetings</li> </ul>
Formal Meetings	<ul style="list-style-type: none"> <li>• Present Project information to specific groups of stakeholders</li> <li>• Allow the group of stakeholders to provide their views and opinions</li> <li>• Build personal relations with high level stakeholders</li> <li>• Distribute technical documents</li> </ul>
Public meetings	<ul style="list-style-type: none"> <li>• Present Project information to a large audience of stakeholders, and in particular communities</li> <li>• Following the national legal framework and specific legal acts as given in the appropriate Administrative Instruction (MESP no.16/2015)</li> <li>• Allow the group of stakeholders to provide their views and opinions</li> <li>• Build relationships with neighbouring communities</li> <li>• Distribute non technical Project information</li> </ul>
One-to-One meetings	<ul style="list-style-type: none"> <li>• Seek views and opinions from specific stakeholders</li> <li>• Enable stakeholders to speak freely about sensitive issues</li> <li>• Build a personal relationship</li> <li>• Ensure the participation of vulnerable groups</li> <li>• Discuss mitigation measures with specific stakeholders that will be affected by long-term noise and visual impacts</li> </ul>
FGD and KII	<ul style="list-style-type: none"> <li>• Allow smaller groups to provide their views and opinions of targeted baseline information</li> <li>• Build relationships with neighbouring communities</li> <li>• Use a focus group interview guideline to facilitate discussions</li> <li>• Record responses</li> </ul>
Direct Communication with affected people including Project facilities' areas	<ul style="list-style-type: none"> <li>• Share information on Project schedule and plan of Project day to day activities</li> <li>• Continuously keep informed on the progress of activities</li> </ul>

Engagement Technique	Objectives and features
	<ul style="list-style-type: none"> <li>• Facilitate negotiation during land access</li> </ul>
Surveys	<ul style="list-style-type: none"> <li>• Gather opinions and views from individual stakeholders</li> <li>• Gather baseline data</li> <li>• Record data</li> <li>• Develop a baseline database for monitoring impacts</li> </ul>

## 8.0 STAKEHOLDER ENGAGEMENT PROGRAMME DURING PROJECT LIFECYCLE

A series of tailored engagement activities will be performed throughout the Project lifecycle, as described in the following sections.

### 8.1 Stakeholder Engagement during ESIA preparation and disclosure

The programme of engagement activities that will be implemented throughout the Project lifecycle is provided below:

#### 8.1.1 ESIA Scoping and preparation

During the ESIA preparation, a series of activities have been performed, as described in Section 4.0. As previously indicated, these activities were performed during the scoping phase of the Project, to ensure identification of key issues to be assessed as part of the ESIA. As part of the scoping process, stakeholders had the possibility of providing comments and recommendations on a draft SEP and other documents. Additional activities will be performed during ESIA disclosure.

#### 8.1.2 ESIA disclosure

Following the completion of the environmental and social assessments and associated documentation, EBRD requires that the public is provided with adequate information on the environment and social aspects of the Project to enable stakeholders to provide SOWI with feedback on the plans and measures to be taken.

Within the overarching ESIA engagement objectives, the specific objectives for the ESIA disclosure phase are as follows:

- Public disclosure of the ESIA documents in Albanian, Serbian and English for a dedicated consultation period of time not less than 60 calendar days.
- Provide feedback to the stakeholders on the findings of the ESIA and planned management and mitigation measures
- Gather stakeholder input on the ESIA and planned mitigation and enhancement measures

The disclosure and consultation activities will be designed along with some guiding principles:

- Consultation activities must be widely publicised particularly among the Project affected stakeholders/communities, preferably 10 – 15 days prior to any meeting engagements. In line with national legislation, consultations will be publicised through local media and through posters; The poster will be placed at several central locations in each affected settlement (high visible places), such as municipalities' offices, local community premises, schools, health care centres etc. Other locations could also include sport centres, central coffee shops, and mini markets.

- the Non Technical Summary of the ESIA as well as this SEP will be regularly updated and made accessible throughout the project lifecycle to ensure that people are informed of the assessment and conclusions before scheduled meetings
- Location and timing of meetings will be designed to maximise stakeholder participation and availability
- Information presented must be clear, and non technical, and presented in Albanian and Serbian, as well as in English, language
- Meetings will be facilitated in a way that allows stakeholders to raise their views and concerns
- Issues raised must be answered, at the meeting or at a later time
- Special provisions will be made to ensure the participation of vulnerable groups, such as the provision of transport services to attend meetings and one-to-one meetings with vulnerable groups to ensure that they are informed about the Project and that they can freely express their opinion;

Disclosure of the ESIA will begin on October 4<sup>th</sup> 2019, when the ESIA Disclosure Package (DP) will be made available to stakeholders. The ESIA DP will include the following documents:

- ESIA report;
- Non Technical Summary (NTS);
- Environmental and Social Management and Monitoring Plans (ESMMP);
- SEP;
- Land Acquisition and Livelihood Restoration Framework; and
- Environmental and Social Action Plan (ESAP).

The ESIA DP will be published on SOWI's website in official languages (English, Albanian and Serbian). The same documents will be made available to the public on EBRD's website.

<http://sowikosovo.com/projects/>

[www.ebrd.com/esia.html](http://www.ebrd.com/esia.html)

Hard copies will be available for consultation at SOWI's office in Prishtina at the following address:

Str. Mujo Ulqinaku No. 10

10000 Prishtina, Kosovo

In addition they will be available at the municipal halls of the Municipalities of Mitrovicë and Vushtrri, at the following locations:

Municipal hall of Mitrovicë: Rruga "Bedri Gjinaj" – Mitrovicë

Municipal hall of Vushtrri: Rruga "Isa Boletini" nr.10 42000 Vushtrri

Finally hard copies will be made available to village heads of the villages within the Project Area. Village heads do not have physical addresses, stakeholders are invited to get in touch directly with them to consult the DP.

Stakeholders will have the possibility of commenting on the ESIA for a period of 60 calendar days (until December 4<sup>th</sup> 2019) using communication channels and tools specified in this SEP in Section 7.0.

All stakeholders will be informed as to the availability of the ESIA by various means of communication including email, posters, newspaper adverts, website posts and direct communication.

During the disclosure period, at least one public meeting will be held in the Municipalities of Mitrovicë and Vushtrri and in the settlement of Bajgorë. To date, it is not known when this meeting will be organised, SOWI will, however, ensure that stakeholders are informed with due notice using the same methods described above. Special provisions, such as dedicated transport services, will be made to ensure the participation of vulnerable groups and of stakeholders from all settlements within the Project area. If attendance to these meetings from settlements within the Project area appears to be limited, SOWI will consider holding additional public meetings directly in the settlements that showed low attendance. Likewise, if attendance to meetings of vulnerable groups appears to be limited, SOWI will consider one-to-one meetings with vulnerable groups. It is expected that public meetings will be held midway during the 60 day consultation period.

During the disclosure phase, SOWI will also undertake one-to-one meetings with stakeholders that may be affected by the long-term impacts of noise and visual impacts due to the WF and OHL, to discuss the mitigation measures that will be adopted and that are included in the ESIA and in the ESMP.

## **8.2 Stakeholder engagement during the construction phase**

SOWI will ensure that it keeps stakeholders informed of the construction process using effective mechanism and tools easily reachable by the community, presenting the stages and progress of work, conducting informal meetings to gather their views and concerns and to address grievances in an appropriate way. The stakeholder engagement in this phase will include the information disclosure from third parties, specifically, contractors' subcontractors, employees and any other key stakeholders (Project site residents) on any Project' works. During the Construction works, SOWI and its contractors will periodically provide information regarding the work schedules and potential amendments for the work schedule.

Information Boards will be installed at the entrances and/or centres of all settlements within the Project area. Information in relation to access and traffic management during construction will be provided on the boards. The Grievance Mechanism and CLO contacts will also be included. SOWI will secure sites prior to any construction activities taking place and will ensure appropriate construction and warning signs are in place.

At least one public meeting will be held in the Municipalities of Mitrovicë and Vushtrri and in the settlements of Bajgorë before the beginning of construction activities and then once a year throughout Project construction. Additional meetings will be held on an as-needed basis.

## **8.3 Stakeholder engagement during the operation phase**

To facilitate effective consultation with the communities during implementation and operation, public Project meetings will be held at the beginning of the operation phase to inform stakeholders on the main activities that will be performed during this phase, on the impacts expected and on the monitoring measures that will be implemented. At least one public meeting will be held in the Municipalities of Mitrovicë and Vushtrri and in the settlement of Bajgorë before Project start-up and one after six months. Additional meetings will be held on an as-needed basis. The grievance mechanism will be operational also during this phase.

## **8.4 Stakeholder engagement during decommissioning**

Stakeholders will be kept informed about the Project and will receive advance notification about decommissioning activities that may affect them. The grievance mechanism will be operational also during this phase.

## 8.5 Stakeholder engagement during decommissioning

Stakeholders will be kept informed about the Project and will receive advance notification about decommissioning activities that may affect them. The grievance mechanism will be operational also during this phase.

## 9.0 ROLES AND RESPONSIBILITIES

In this section, the organisational structure and management functions within SOWI for the stakeholder engagement are described. While SOWI may decide to adapt this structure, it is emphasised that various components listed and decided, as below, will be represented in the organisational structure in order to successfully implement the SEP:

- Project's Project Manager (PM) is responsible for overseeing and coordinating all activities associated with stakeholder engagement. The PM is responsible for the following activities:
  - Ensure that all stakeholder engagement aspects are a permanent item on all high level management agendas, and that all actions arising from management decisions are implemented in regard to the stakeholder participation
  - Determine necessary resources for effective implementation of this SEP and submits to his line managers
  - Attend stakeholder meetings with technical team members and ensure feedback of stakeholder responses and requests to technical teams are responded to within agreed timescales
- Stakeholder Engagement Coordinator will monitor and manage all the activities during the stakeholder engagement process. More specifically:
  - Develop, coordinate, and monitor all stakeholder engagement activities included in this Plan.
  - Regularly update the SEP in collaboration with the PM and SOWI management.'
  - Ensure that all stakeholder engagement aspects are a permanent item on all high level management agendas and that all actions arising from management decisions are implemented in regard to the stakeholder participation.
  - Responsible for the Implementation of the grievance mechanism;
  - Determine necessary resources for effective implementation of this SEP and submits to his line managers.
  - Prepare periodical reports in line with indications of Chapter 11.0.'
- Community Liaison Officer (CLO) will be responsible for implementing engagement activities; this assignment plays a critical role as an internal agent for social and stakeholder related matters in the SOWI's organisation. the CLO will be based in close vicinity to the Project and its affected stakeholders.

The CLO shall participate in all planned stakeholder engagement activities. Furthermore, the responsibilities of the CLO include the following:

- Liaise with communities and stakeholders to ensure their overall engagement;
- Organise and participate in all engagement activities performed;

- Liaise with other PMs to ensure that stakeholder engagement requirements / protocols are understood;
- Proactively identify stakeholders, Project risks and opportunities and inform the PM / senior management to ensure that the necessary planning can be done to either mitigate risk or exploit opportunities.
- Stakeholder mapping and analyses of all parties interested in the Project
- Manage stakeholder mapping and prepare communications to stakeholders and respond to stakeholder enquiries
- Provide briefings and support to technical teams for meetings with stakeholders;
- Provide all necessary information to the Stakeholder Engagement Coordinator for the preparation of periodical reports.
- Oversee the practical day to day running of the grievance system.

If deemed necessary, one or more Community Liaison Assistants will be appointed to support the CLO's activities. This may be particularly necessary during the construction phase, when there will be a higher requirement of stakeholder engagement activities.

- CLO: will be responsible for managing all activities related to stakeholder database, documents, proof recordings and logistics; and integration/support, which relates to the interaction with other departments, initiatives, or projects.
- SOWI Management: management has the following responsibilities:
  - Approve the content of the draft SEP (and further revisions);
  - Approve prior to release, all materials used to provide information associated with SOWI and the preparation of ESIA (such as introductory letters, question and answer sheets, PowerPoint materials, posters, leaflets, and brochures explaining the Project and ESIA process);
  - Approve and facilitate all stakeholder engagement events and disclosure of material to support stakeholder engagement events;
  - Participate directly, or identify a suitable representative, during all face-to-face stakeholder meetings; and
  - Review of the stakeholder engagement outcomes and meetings.

All staff appointed for stakeholder engagement activities will have to be qualified for the tasks they are undertaking. If necessary, staff will be provided with appropriate training to ensure they are fit for the job.

## 10.0 PROCESS RECORD KEEPING

It is vital to keep meticulous records of the stakeholder engagement activities and associated communications throughout the lifecycle of the Project. Solid record keeping not only provides a robust reflection of the process followed but also serves as an indicator of the stakeholder engagement process compliance with the required regulatory framework, policies, and principles.

The record keeping process will include the following aspects:

- Maintaining an electronic and hard copy filing system for all external relations activities. This would typically form part of the environmental management system protocols.
- Recording issues and aspects raised at meetings on an available datasheet. The issues and aspects are compiled into a Comments and Response Report. This report will be distributed to attendees for verification at regular intervals (an IFC requirement as well as a good practice principle).
- Attendance registers completed at all meetings.
- Recording the times and content of media advertisements, radio broadcasts and interactive talk shows, and the issues raised during these consultation processes.

In this regard, the Stakeholder Engagement Coordinator will maintain:

- **Stakeholder briefs:** A short briefing document will precede stakeholder engagement events and interactions. Such a brief will outline the context, objectives, participants, and key messages for the engagement. This approach will ensure process continuity and consistency in Project messaging. Briefs will be drafted by the Stakeholder Engagement Coordinator and reviewed by SOWI. The stakeholder engagement requirements indicated in 5.3 will be considered in the preparation of the brief.
- **Stakeholder Register:** the Stakeholder Engagement Coordinator shall prepare and maintain a stakeholder register for all stakeholders and stakeholder groupings.
- **Stakeholder Engagement Records:** All stakeholder interactions must be recorded. Minutes for engagements should be prepared as part of the records. Records of engagement must be submitted to SOWI by the Stakeholder Engagement Coordinator within seven days of the engagement unless agreed otherwise by SOWI.
- **Stakeholder Comments and Response Report.** Issues and aspects recorded during the stakeholder engagement processes will be recorded on an ongoing basis. Details on who raised the issue or aspect, where it was raised, the date, as well as the respondent provided by the ESIA will also be logged.

## 11.0 EVALUATION, MONITORING AND REPORTING

### 11.1 Evaluation and monitoring

To assess the stakeholder engagement process, a variety of indicators and validation methods are specified. The measures indicated in Table 4 below, is largely based on the IFC and EBRD standards. Some of the validation methods require integration with SOWI systems.

**Table 4: Evaluation and monitoring methods<sup>6</sup>** (EBRD, 2014b, 2014a; International Finance Corporation, 2012a)

<p>SOWI strategy, policy, or principles of engagement:</p> <p>This suite of documentation includes all strategy, policy, or principles with clear mention of applicable stakeholders and stakeholder groupings. The appropriate standards and requirements are included. This aspect is applicable to the Project life cycle.</p>	<p>SOWI strategy, policy or principles and other supporting documents.</p>
---	--

<sup>6</sup> The information in Table 4 is substantively based on Annex C (of the IFC Guidance Note 1 - Assessment and Management of Environmental and Social Risks and Impacts) contained in the International Finance Corporation's Guidance Notes: Performance Standards on Environmental and Social Sustainability (2012)

<p><b>Stakeholder identification and analysis:</b></p> <p>Stakeholder related details, including the identification of applicable stakeholders and stakeholder groupings and associated information must be determined. This information will include the number of stakeholders, locations and specific risky. The levels of vulnerability to adverse Project impacts or benefits that may accrue, must be determined, and specified in terms of the various stakeholder categories, groups, or individuals. Vulnerable groups should be a key focus.</p>	<ul style="list-style-type: none"> <li>■ Stakeholder analysis documentation.</li> <li>■ Project Team’s planning documentation for stakeholder engagement, e.g., communications strategy, consultation plan, stakeholder engagement and disclosure plans, and SEP.</li> <li>■ Adherence to the social and environmental management plans.</li> </ul>
<p><b>Stakeholder engagement:</b></p> <p>Ensure that the relevant stakeholders and stakeholder groupings have been engaged in the ongoing stakeholder engagement process during the Project life cycle. Assurance is needed that stakeholders have taken part in identifying potential impacts and risks (including new issues that may emerge during the Project process), assessing the implications of these impacts and risks in their lives and provision of input into the proposed mitigation measures. Stakeholders must share in development benefits and opportunities and be consulted on implementation and operational issues.</p>	<ul style="list-style-type: none"> <li>■ Schedule and record of stakeholder engagement.</li> <li>■ Record of discussions with recognised stakeholder representatives, respected key informants, and legitimate representatives of subgroups (e.g., women, minorities).</li> <li>■ Comments and responses register.</li> </ul>
<p><b>Information disclosure:</b></p> <p>SOWI must disclose Project information to relevant stakeholders and stakeholder groupings. This disclosure must include detailed Project information over the Project life cycle. This disclosure must include details on the nature and scope of the Project, Project and process timeframes, the stakeholder engagement process, the grievance mechanism, the risks and potential impacts to stakeholders and the relevant mitigation measures. Disclosure should be understandable, meaningful, and accessible to the stakeholders.</p>	<ul style="list-style-type: none"> <li>■ SOWI’s materials prepared for disclosure and consultation.</li> <li>■ SOWI’s record of discussions with recognised stakeholder representatives; respected key informants; and legitimate representatives of subgroups.</li> </ul>
<p><b>Free and prior informed consultation:</b> <sup>7</sup></p> <p>“a) Free</p> <p>Evidence from the Affected Communities that the client or its representatives have not coerced, intimidated, or unduly</p>	<ul style="list-style-type: none"> <li>■ SOWI’s record of discussions with recognised stakeholder representatives, respected key informants, and legitimate</li> </ul>

<sup>7</sup> This section is a direct quote from section 5 of Annex C of the IFC Guidance Note 1 - Assessment and Management of Environmental and Social Risks and Impacts, extracted from the International Finance Corporation’s Guidance Notes: Performance Standards on Environmental and Social Sustainability (2012)

<p>incentivised the affected population to be supportive of the Project.</p> <p>b) Prior</p> <p>Consultation with Affected Communities must be sufficiently early in the Project planning process (i) to allow time for Project information to be interpreted and comments and recommendations formulated and discussed; (ii) for the consultation to have a meaningful influence on the broad Project design options (e.g., siting, location, routing, sequencing, and scheduling); (iii) for the consultation to have a meaningful influence on the choice and design of mitigation measures, the sharing of development benefits and opportunities, and Project implementation.</p> <p>c) Informed</p> <p>Consultation with Affected Communities on Project operations and potential adverse impacts and risks, based on adequate and relevant disclosure of Project information, and using methods of communication that are inclusive (i.e., accommodating various levels of vulnerability), culturally appropriate, and adapted to the communities’ language needs and decision-making, such that members of these communities fully understand how the Project will affect their lives.”</p>	<p>representatives of subgroups.</p> <ul style="list-style-type: none"> <li>■ Comments and response register.</li> </ul>
<p>Informed participation:</p> <p>Evidence that the views of the affected stakeholders and stakeholder groupings have been incorporated into the measures to avoid or minimise adverse Project impacts as well as the sharing of Project benefits and opportunities. In a similar manner, the consideration of stakeholder views in addressing implementation and operational aspects must also be evident.</p>	<ul style="list-style-type: none"> <li>■ SOWI’s schedule and record of stakeholder engagement.</li> <li>■ SOWI’s documentation of measures taken to avoid or minimise risks to and adverse impacts on affected communities in response to stakeholders’ feedback received during the consultation.</li> <li>■ Relevant action plans.</li> </ul>
<p>Vulnerable groups</p> <p>Evidence must be provided that vulnerable groups or individuals have participated in a free, prior, and informed manner in the Project. Confirmation must be provided that the potential adverse impacts, risks, and benefits have been pointed out and will be mitigated to their satisfaction.</p>	<ul style="list-style-type: none"> <li>■ SEP.</li> <li>■ Stakeholder engagement records.</li> <li>■ Comments and response plan.</li> <li>■ Environmental and social management plans.</li> </ul>

<p>Grievance mechanism</p> <p>Confirmation that a grievance mechanism has been developed and is operational. Evidence must be provided that key stakeholders and stakeholder groupings have been involved in the development of the grievance mechanism and that they are fully informed thereof. The mechanism should be easily accessible, culturally appropriate and at no cost to stakeholders. Confidentiality and immunity to retribution are pillars of the grievance mechanism.</p>	<ul style="list-style-type: none"> <li>■ Description of the grievance mechanism.</li> <li>■ Roles and responsibilities for managing the grievance procedures.</li> <li>■ Complete records of grievances and responses, indicating solutions, and areas of dissent.</li> <li>■ Stakeholder engagement records.</li> </ul>
<p>Feedback to affected communities</p> <p>Documentation that SOWI provided feedback to the stakeholders regarding the outcomes of the consultation and how their inputs have been accommodated in the Project design, mitigation of adverse impacts and the sharing in benefits. Where such accommodation is impossible, it must be indicated to the stakeholders and motivated.</p>	<ul style="list-style-type: none"> <li>■ Stakeholder engagement records.</li> <li>■ Comments and response register.</li> <li>■ Consultation with affected stakeholders.</li> <li>■ Environmental and social management plans.</li> </ul>

SOWI will be responsible for keeping track through a specific database of all activities performed within the framework of stakeholder engagement.

In particular, the database will contain:

- Stakeholder mapping register, periodically updated;
- Stakeholder engagement activities register, with an indication for each activity performed, including the and location, participants, information disclosed and outcomes of the activity;
- Comments and response register, updated throughout the Project lifecycle;
- Previous SEP versions;
- Periodical reports prepared.

The correct implementation of this SEP will be verified through environmental and social auditing/supervision activities undertaken by SOWI and reported to EBRD. An indicative list of auditing and supervision activities shall include:

- The correct implementation of this SEP;
- The compliance to the frequency and to the planned schedule of activities indicated in the SEP;
- Timely and effective reporting.

The team shall also examine:

- Review of Stakeholder Engagement Activities register to ensure that record is filled correctly;

- Review of Stakeholder Engagement Activity forms and dossiers to ensure that information and material is filed and registered correctly;
- Review of Stakeholder mapping register to ensure that the list is continuously updated;
- Review of periodic reports prepared by the CLO to ensure that they are compiled correctly
- Levels of stakeholder participation in activities and of stakeholder satisfaction based on the information presented in the “lesson learnt” section of the Stakeholder Engagement Activities Record form.

The correct implementation of the grievance mechanism will be verified through existing biannual environmental and social monitoring arrangements during Project construction and during Project operation for at least the two-year defect liability period.

The internal auditing shall address:

- The correct implementation of the grievance mechanism methodology;
- Timely and effective responses to grievances.

During the inspections, the audit team shall address in particular:

- Review of the database, to ensure that the recording of grievances is entered correctly;
- Random review of 20% (or at least 4) grievance record forms and dossiers to ensure that information and material is filed and registered correctly;
- Review of all record forms and dossiers for grievances falling under categories 3-5 dossiers to ensure that information and material is filed and registered correctly;
- Levels of satisfaction to the grievance mechanism effectiveness based on the information presented in the “lesson learnt” section of the Grievance Record form.

SOWI management will review the outcomes of the audits and will implement corrective actions, if deemed necessary, to the grievance mechanism methodology and regarding roles and responsibilities.

## 11.2 Reporting

The outcomes of stakeholder engagement activities will be regularly reported both internally and externally.

### 11.2.1 Internal Reporting

In regard to internal reporting, the Coordinator is responsible for liaising with SOWI management on a regular and on an as-needed basis, for informing on the general progress of the Plan’s implementation and take advice when needed.

In addition, the coordinator will prepare formal periodic reports on a three-monthly basis during the construction phase and annually during the operation phase. Reports have to contain the following information:

- Overall data on number and typology of activities performed;
- Attendance and feedback from Stakeholders;
- Problems and critical issues emerged;
- Status of grievance mechanism performance and critical issues emerged;
- Corrective actions are taken within the Plan and schedule;
- Decisions to be taken in consultation with management;

Reports will be shared with SOWI management, with contractors and subcontractors, with Lenders and with any other party deemed necessary.

### 11.2.2 External Reporting

With regards to external communication, SOWI must report back to communities within the framework of periodic external communication. The following information will be reported in a suitable format:

- Progress on the Project, including statistics, description of phases completed, and milestones planned in the phase;
- Outcomes of environmental monitoring activities;
- Outcomes of Stakeholder engagement activities, with an outline of initiatives carried out and main issues that emerged;
- Information and data on grievances (in anonymous form);
- Data on local employment and local procurement (if available).

The report will be issued on a semi-annual basis during the construction phase and on an annual basis during the operation phase for the first five years of operation. The report will be sent to all stakeholders involved in previous activities, also if they are no longer active participants and to Lenders. The same version of the report should be posted on the SOWI's website.

## 12.0 GRIEVANCE MECHANISM<sup>8</sup>

The purpose of the grievance mechanism is to outline SOWI's approach to receiving, assessing, resolving, and monitoring grievances from stakeholders and stakeholder groups about Project activities and Project implementation (including contractors' and subcontractors' activities). The grievance mechanism ensures that complaints and grievances are addressed in good faith and through a transparent and impartial process, but one which is culturally acceptable. SOWI will establish a grievance mechanism to be aware of and respond to stakeholders' concerns and to facilitate a resolution for stakeholder grievances. The grievance mechanism will address concerns promptly and effectively, using an understandable and transparent process that is culturally appropriate and readily accessible to all segments of the affected parties, at no cost and without retribution.

The grievance mechanism complies with the following key principles:

- Address grievances, concerns, and complaints promptly and effectively, in a transparent manner that is culturally appropriate and readily accessible to all segments of the affected communities, considering the confidentiality and legal requirements;
- Handle grievances, concerns, and complaints discretely, objectively, sensitively, and responsively in order to address the stakeholders' needs and concerns;
- Does not prevent or impede access to judicial or administrative remedies;
- Informs the affected communities about the grievance mechanism and reports regularly to the public on its implementation;
- Publish the grievance mechanism using appropriate and easily accessible channels of communication;
- Develop training and implements procedures which will ensure that all SOWI employees and its contractors comply with the grievance mechanism.

<sup>8</sup> This grievance mechanisms are not for employees or workers of the project proponent. Such aspect will be dealt with through the company's human resources processes.

Grievances are defined as a claim raised by an individual or group whose livelihood, health and safety, cultural norms and heritage are considered to have been adversely affected (harmed) by a Project activity which, if not addressed effectively, may pose a risk to SOWI's operations (through stakeholder actions such as access road blockages) and the livelihood, well-being or quality of life of the claimant(s) (EBRD, 2014a).

As the Project is composed of two main components that will have their own facilities (as per the designs), SOWI will manage the grievance mechanism in the WF area for all the Project phases (including pre-construction, construction and operation), while in the OHL section SOWI will be responsible during the construction phase in cooperation with the OHL contractor. KOSTT will be managing all the grievances during the operational phase.

During the operation phase, SOWI and KOSTT will liaise periodically to ensure that grievances regarding the WF and the OHL are resolved efficiently. If a grievance regarding the OHL is sent to SOWI, SOWI will forward it to KOSTT and will follow-up to ensure that it is addressed in line with the principles of its grievance mechanism. Likewise, SOWI will require KOSTT to forward any grievances received that have to do with the WF operation, to ensure it is resolved properly. If during the operation phase, it is noticed that stakeholders have difficulties in understanding who to submit grievances to, additional engagement activities will be performed to ensure clarity on this issue.

As indicated in Section 9.0, the CLO will act as the operational manager for the grievance mechanism, reporting to the Stakeholder Engagement Coordinator who will be responsible for implementing and coordinating SOWI's grievance mechanism.

Contractors and subcontractors will not implement a separate grievance mechanism but will direct complainants to use the grievance mechanism set up by SOWI.

The grievance mechanism that SOWI will develop will be led by principles and guidelines of EBRD requirements to ensure grievances are managed and resolved accordingly.

In order to ensure that the grievance mechanism is inclusive and culturally appropriate, stakeholders have several methods of communication to submit a grievance:

Verbally: Stakeholders can contact the SOWI office on the following contact numbers:

Phone: +381 38 60 99 60

In writing: Stakeholders can submit by completing a grievance form which will be available at the country office, and/or local office, or more conveniently, they can be submitting their concern by email or in writing at the SOWI address:

Str. Mujo Ulqinaku No. 10

10000 Prishtina, Kosovo

**Email:** [info@sowikosovo.com](mailto:info@sowikosovo.com)

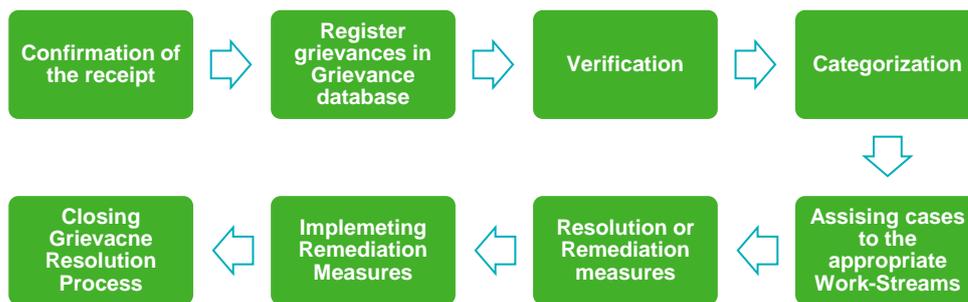
Using the available online grievance form (in English, Albanian and Serbian) that can be found at:

<http://sowikosovo.com>

The concerned person shall indicate in his/her communication if he/she wishes his/her name to be kept confidential.

## 12.1 Grievance mechanism flow

The graphic below gives a short description of the sequence of steps of the grievance mechanism:



**Figure 4: Grievance mechanism flowchart**

The grievance management will be performed according to the following steps:

**Confirmation of receipt:** For grievances received in the field, the CLO will verbally acknowledge the receipt of the grievance. For grievances received through email, post and fax, the CLO will issue an acknowledgement receipt form within 7 days of receiving a grievance. When possible, the Grievance Coordinator will make a follow-up call to the stakeholder to understand the grievance process to be followed.

**Register grievances in Grievance database:** The CLO will register all grievances. Each case will receive a unique registration number in the grievance database to enable tracking.

**Verification:** The CLO will verify if the grievance is related to the Project. If the grievance is not related to the Project or the construction activities, the Grievance Coordinator will send a rejection letter to the stakeholder indicating this point. The Grievance Coordinator will also verify the severity of the grievance or complaint and register the grievance or complaint appropriately.

**Categorising:** The CLO will categorise each grievance according to:

- the Work-Stream responsible for resolving the grievance;
- the type of aggrieved party (individual, group, Non Governmental Organisation);
- the type of grievance and indicate the frequency of the grievance;
- the severity and consequence.

**Assigning cases to the appropriate Work-Streams:** The CLO will send the grievance to the relevant Work-Stream Managers (or contractor) for investigation and resolution. The Work-Stream Managers will be informed of the applicable time frames for resolving the type of grievance and the format of the official response required.

**Resolution or Remediation measure:** When a resolution or remediation measure to a grievance has been reached by the relevant Work-Stream, the Work-stream Manager will send the details of the remediation measure to the CLO to be recorded in the database.

The CLO will alternatively:

- immediately discuss the proposed resolution/remediation with the stakeholder and agree to the timing of the remediation process;
- send a rejection letter in case the grievance has been assessed as unjustified, not related to the Project or its contractors or has been rejected for any other sound reason, explaining the grounds for rejection;
- if the case is complex and the resolution will take longer than anticipated, inform the stakeholder of the reasons for the delay, and indicate when the resolution is expected.

**Implementing Remediation Measures:** The implementation of remediation measures will start immediately after the stakeholder has been consulted about the planned remediation measure and broad agreed reached that the measures are appropriate.

**Closing Grievance Resolution Process:** When the stakeholder has accepted the proposed resolution and is satisfied with the remediation measure implemented, the CLO will have the stakeholder sign a grievance close out form. The Grievance will be marked as resolved/closed in the grievance database.

The time frames in the table below shall be followed in the administration of the grievance process. In the case that SOWI is not able to follow the timeframe indicated below, due to practical reasons, the complainant will have to be duly informed on possible delays.

**Table 5: Grievance time frames**

Action	Time frame	Responsible
Acknowledge Grievance	Within 7 days	CLO
Register grievance	7 days	CLO
Issue grievance rejection or resolution letter	10 days	CLO
Issue grievance resolution letter	On agreement of grievance remediation action	CLO
Issue grievance closure letter	On completion grievance remediation implementation	CLO

Being in compliance with international requirements, SOWI will need to implement a third party grievance mechanism which is subject to recognised national regulatory and/or cultural requirements, specific types of community and public concerns.

Where possible grievances will be addressed and resolved directly by SOWI, according to the flow described above (Tier 1).

If wider consultation is necessary or if the resolution found is not considered satisfactory by the complainant, grievances will be forwarded to a third party. The external resolution process (ERP), is known as Tier 2 grievance management process and shall be supported by SOWI with the involvement of external expert party (third party), the complainant and SOWI. The composition of the ERP is decided on a case-by-case basis depending on the nature of the grievance requiring the involvement of external advisers and endorsement of SOWI management.

This third party should be neutral, well-respected, and agreed upon by both SOWI and the affected parties. These may include public defenders, legal advisers, local or international NGOs, or technical experts. In cases where further arbitration is necessary, appropriate government involvement will be requested.

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

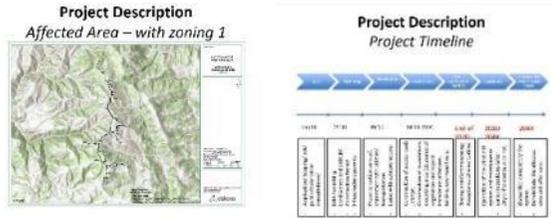
A separate grievance mechanism is available for workers.

**APPENDIX A**

**Communication Material Used  
During Engagement Activities**

**Table 6: Communication materials used during the stakeholder engagement activities**

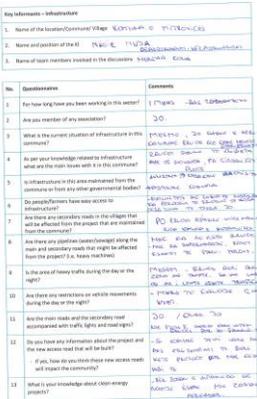
Material	Description	Purpose	Audience	Records and reports	Stakeholder's Connection to the Project and topics discussed
 <p>Official Letter (Invitation).</p>	<p>A short and concise description of the Project, giving details on the chosen route.</p> <p>Information on the importance of the stakeholder engagement process and inviting authorities to participate in the stakeholder engagement process.</p>	<p>To ensure that stakeholders are aware and notified in advance of scheduled meetings.</p>	<p>National Level</p> <p>Including Ministries and national Agencies</p> <p>Regional Level</p> <p>NGOs.</p>	<p>Communication tools reported within the Stakeholder report.</p>	<p>Ministries and Agencies that have an interest in the Project implementation and play an important role in permitting requirements which must be met by the Project.</p>

Material	Description	Purpose	Audience	Records and reports	Stakeholder's Connection to the Project and topics discussed
 <p>Posters</p>	<p>Project description and notifications for participation in consultation meetings. Informing on time, date, and location of meetings to be held in the settlement.</p>	<p>To provide a brief overview of the Project and inform residents of the Project meeting.</p>	<p>Regional and Local Community.</p>	<p>Photo recording and being reported as an annex to the Stakeholder report.</p>	<p>Local community directly impacted by the Project implementation as well as communities, which will not experience any impact but can have their decision-making role with regards to the environmental and social impact assessment.</p>
 <p>Presentation PPT</p>	<p>Presentation of the ESIA process, Project description, Project progress to date, future Project plans, time frames, expected impacts and mitigation measures.</p>	<p>Consult on impacts and disclosure of mitigation measures.</p>	<p>Stakeholders of all levels that are invited to participate in consultation meetings.</p>	<p>Understand the Project and its timeline in order to have an open communication and discussion on potential Project impacts.</p>	<p>Directly affected communities which may experience potential Project impacts; stakeholders who have an interest in the Project implementation and have their important role with permitting requirements which must be met by the Project.</p>

Material	Description	Purpose	Audience	Records and reports	Stakeholder's Connection to the Project and topics discussed																																													
 <p><b>THIRD PARTY GRIEVANCE SUBMISSION FORM</b></p> <table border="1" data-bbox="188 502 647 928"> <thead> <tr> <th colspan="2">COMPLAINT INFORMATION</th> </tr> </thead> <tbody> <tr> <td>First Name, Last Name (or First Name, Last name of the representative of the Compliant)</td> <td></td> </tr> <tr> <td>Parcel Number(if exists)</td> <td></td> </tr> <tr> <td>Address of the compliant</td> <td></td> </tr> <tr> <td>Telephone number and the e-mail address (if any)</td> <td></td> </tr> <tr> <td>Preferred language for communication</td> <td></td> </tr> <tr> <td>Complaint Confidentiality</td> <td> <input type="checkbox"/> I request not to disclose my identity without consent  <input type="checkbox"/> I wish to rise my grievance anonymously, except the SOWI Kosovo Grievance Coordinator, who follows this case  <input type="checkbox"/> I wish to rise my grievance anonymously </td> </tr> <tr> <td colspan="2">I would prefer that the person of contact from SOWI Kosovo should be: <input type="checkbox"/> male, <input type="checkbox"/> female, <input type="checkbox"/> gender not important</td> </tr> <tr> <th colspan="2">GRIEVANCE DETAILS</th> </tr> <tr> <td>Date of incident:</td> <td></td> </tr> </tbody> </table> <p style="text-align: center;"><b>Grievance Form</b></p>	COMPLAINT INFORMATION		First Name, Last Name (or First Name, Last name of the representative of the Compliant)		Parcel Number(if exists)		Address of the compliant		Telephone number and the e-mail address (if any)		Preferred language for communication		Complaint Confidentiality	<input type="checkbox"/> I request not to disclose my identity without consent <input type="checkbox"/> I wish to rise my grievance anonymously, except the SOWI Kosovo Grievance Coordinator, who follows this case <input type="checkbox"/> I wish to rise my grievance anonymously	I would prefer that the person of contact from SOWI Kosovo should be: <input type="checkbox"/> male, <input type="checkbox"/> female, <input type="checkbox"/> gender not important		GRIEVANCE DETAILS		Date of incident:		<p>Recording all the grievances raised through the mechanism developed by the Project.</p>	<p>Address all stakeholder concerns raised through this mechanism in order to maintain a two-way communication channel with interested and affected parties.</p>	<p>All stakeholders.</p>	<p>Grievance Management Mechanism Grievance Register.</p>	<p>Directly and indirectly, affected stakeholders.</p>																									
COMPLAINT INFORMATION																																																		
First Name, Last Name (or First Name, Last name of the representative of the Compliant)																																																		
Parcel Number(if exists)																																																		
Address of the compliant																																																		
Telephone number and the e-mail address (if any)																																																		
Preferred language for communication																																																		
Complaint Confidentiality	<input type="checkbox"/> I request not to disclose my identity without consent <input type="checkbox"/> I wish to rise my grievance anonymously, except the SOWI Kosovo Grievance Coordinator, who follows this case <input type="checkbox"/> I wish to rise my grievance anonymously																																																	
I would prefer that the person of contact from SOWI Kosovo should be: <input type="checkbox"/> male, <input type="checkbox"/> female, <input type="checkbox"/> gender not important																																																		
GRIEVANCE DETAILS																																																		
Date of incident:																																																		
<table border="1" data-bbox="154 1050 685 1359"> <thead> <tr> <th>Questions</th> <th>YES</th> <th>NO</th> </tr> </thead> <tbody> <tr> <td>In general terms, was the process of the information of gathering your comments in this stage of the project adequate?</td> <td>3</td> <td>0</td> </tr> <tr> <td></td> <td>100%</td> <td>0%</td> </tr> <tr> <td>Especially: Was the information given to you before and during the meeting sufficient enough, so you could raise your comments</td> <td>3</td> <td>0</td> </tr> <tr> <td></td> <td>100%</td> <td>0%</td> </tr> <tr> <td>Was the information disclosed to you during the meeting presented in a clear and meaningful form?</td> <td>3</td> <td>0</td> </tr> <tr> <td></td> <td>100%</td> <td>0%</td> </tr> <tr> <td>Have you had the opportunity to give your comments during the meeting and in general?</td> <td>3</td> <td>0</td> </tr> <tr> <td></td> <td>100%</td> <td>0%</td> </tr> <tr> <td>Was the meeting organized in a way that you could have the opportunity to participate and to make your comments readily?</td> <td>3</td> <td>0</td> </tr> <tr> <td></td> <td>100%</td> <td>0%</td> </tr> <tr> <td>Have you been threatened or forced in any form during the consultation process?</td> <td>0</td> <td>3</td> </tr> <tr> <td></td> <td>0%</td> <td>100%</td> </tr> <tr> <td>Have you been stimulated in an incorrect way to support the project?</td> <td>0</td> <td>3</td> </tr> <tr> <td></td> <td>0%</td> <td>100%</td> </tr> </tbody> </table>	Questions	YES	NO	In general terms, was the process of the information of gathering your comments in this stage of the project adequate?	3	0		100%	0%	Especially: Was the information given to you before and during the meeting sufficient enough, so you could raise your comments	3	0		100%	0%	Was the information disclosed to you during the meeting presented in a clear and meaningful form?	3	0		100%	0%	Have you had the opportunity to give your comments during the meeting and in general?	3	0		100%	0%	Was the meeting organized in a way that you could have the opportunity to participate and to make your comments readily?	3	0		100%	0%	Have you been threatened or forced in any form during the consultation process?	0	3		0%	100%	Have you been stimulated in an incorrect way to support the project?	0	3		0%	100%	<p>Serves as an indicator displaying information and meeting scope in the framework of the SE Engagement.</p>	<p>Evaluation of effort to engage stakeholder and confirm the satisfaction of meeting expectations and outcome, to be used as lessons learnt in the phases to come.</p>	<p>National and agencies Level Regional level stakeholders.</p>	<p>An assessment of the effectiveness and achievement of broad stakeholder support.</p>	<p>Government and regional stakeholders who have an interest in the Project implementation.</p>
Questions	YES	NO																																																
In general terms, was the process of the information of gathering your comments in this stage of the project adequate?	3	0																																																
	100%	0%																																																
Especially: Was the information given to you before and during the meeting sufficient enough, so you could raise your comments	3	0																																																
	100%	0%																																																
Was the information disclosed to you during the meeting presented in a clear and meaningful form?	3	0																																																
	100%	0%																																																
Have you had the opportunity to give your comments during the meeting and in general?	3	0																																																
	100%	0%																																																
Was the meeting organized in a way that you could have the opportunity to participate and to make your comments readily?	3	0																																																
	100%	0%																																																
Have you been threatened or forced in any form during the consultation process?	0	3																																																
	0%	100%																																																
Have you been stimulated in an incorrect way to support the project?	0	3																																																
	0%	100%																																																

Material	Description	Purpose	Audience	Records and reports	Stakeholder's Connection to the Project and topics discussed																																																																																																																																																
Feedback Questionnaire																																																																																																																																																					
<b>Local Community Stakeholder Engagement Tools</b>																																																																																																																																																					
<p><b>ANKETIMI SOCIO EKONOMIK ME ZGJEDHJE</b></p> <p>SEKSIONI DEMOGRAFIK</p> <p>Referenca me parcelën e prekur: _____</p> <p>1. Pajeti: <u>64130</u></p> <p>2. Emri i punës (shprehjet) (Emri i Arit Mbrojtës): <u>Shërbimi (Waters) Shërbimi</u></p> <p>3. Adresa Residentiale: <u>Velosa G.</u></p> <p>4. Numri i telefonit: <u>047 760 - 218</u></p> <p>5. Caktimi: _____</p> <p>6. Nga cili mënyrë i Komodit përdoret? _____</p> <p>Shërbimi mënyrë (Emri i punës/Emri i punës): <u>Shërbimi</u></p> <p>7. Pse ka kësaj punë në fshatin/regionin aktual (pse i kësaj punë)? _____</p> <p>Pjesë: <u>4/2</u></p> <p>8. Sa persona jetojnë në këtë familje? <u>4</u></p> <table border="1" data-bbox="286 1161 551 1316"> <thead> <tr> <th>B. Pjesëtari i Familjës</th> <th>Intervistuar</th> <th>Personi</th> <th>Personi</th> <th>Personi</th> <th>Personi</th> <th>Personi</th> <th>Personi</th> </tr> <tr> <th>Referencat</th> <th>dytë</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> </tr> </thead> <tbody> <tr> <td>Referencat</td> <td>X</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Referencat</td> <td></td> <td>X</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Referencat</td> <td></td> <td></td> <td>X</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Referencat</td> <td></td> <td></td> <td></td> <td>X</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Referencat</td> <td></td> <td></td> <td></td> <td></td> <td>X</td> <td></td> <td></td> </tr> <tr> <td>Referencat</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> <td></td> </tr> <tr> <td>Referencat</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> </tr> </tbody> </table> <p>10. Sjellja</p> <table border="1" data-bbox="286 1279 551 1316"> <thead> <tr> <th>Intervistuar</th> <th>Personi</th> <th>Personi</th> <th>Personi</th> <th>Personi</th> <th>Personi</th> <th>Personi</th> <th>Personi</th> </tr> <tr> <th>dytë</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>7</th> </tr> </thead> <tbody> <tr> <td>X</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>X</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td>X</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td>X</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td>X</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> <td></td> </tr> </tbody> </table> <p>SSES questionnaire</p>	B. Pjesëtari i Familjës	Intervistuar	Personi	Personi	Personi	Personi	Personi	Personi	Referencat	dytë	1	2	3	4	5	6	Referencat	X							Referencat		X						Referencat			X					Referencat				X				Referencat					X			Referencat						X		Referencat							X	Intervistuar	Personi	dytë	1	2	3	4	5	6	7	X									X									X									X									X									X									X		<p>The socio - economic sample study is needed to collect quantitative (supported by qualitative) information. It also provides a baseline for evaluating the success of livelihood restoration and sustainable development measures.</p>	<p>To provide information on the personal data of the inhabitants / households, socio-economic conditions, land use, and other quantitative social data.</p>	<p>Sampling Survey on villages through household surveys/questionnaires.</p>	<p>Social baseline assessment in the framework of the ESIA report.</p>	<p>Directly affected communities and households.</p>						
B. Pjesëtari i Familjës	Intervistuar	Personi	Personi	Personi	Personi	Personi	Personi																																																																																																																																														
Referencat	dytë	1	2	3	4	5	6																																																																																																																																														
Referencat	X																																																																																																																																																				
Referencat		X																																																																																																																																																			
Referencat			X																																																																																																																																																		
Referencat				X																																																																																																																																																	
Referencat					X																																																																																																																																																
Referencat						X																																																																																																																																															
Referencat							X																																																																																																																																														
Intervistuar	Personi	Personi	Personi	Personi	Personi	Personi	Personi																																																																																																																																														
dytë	1	2	3	4	5	6	7																																																																																																																																														
X																																																																																																																																																					
	X																																																																																																																																																				
		X																																																																																																																																																			
			X																																																																																																																																																		
				X																																																																																																																																																	
					X																																																																																																																																																
						X																																																																																																																																															

Material	Description	Purpose	Audience	Records and reports	Stakeholder's Connection to the Project and topics discussed
 <p>Focus Groups</p>	<p>Interviews which target specific audiences.</p>	<p>Build an understanding of how livelihoods are organised and managed as well as an understanding of key specific topics and how they are managed in the Project area</p> <p>identify the main issues facing the communities and opportunities to tackle some of these;</p> <p>Identify barriers that women and vulnerable groups might experience in relation to overcoming impacts generated by the Project.</p>	<p>Focus Groups, including women and Minorities.</p>	<p>Provide qualitative information that can be used during the baseline assessment and Environmental studies.</p>	<p>The groups were chosen by considering their vulnerability.</p>

Material	Description	Purpose	Audience	Records and reports	Stakeholder's Connection to the Project and topics discussed
 <p style="text-align: center;">Key informant</p>	<p>Interview sheet which targets individuals who have knowledge of a specific subject or are informed members of the community.</p>	<p>Provides guidance regarding critical topics (i.e. health, ethnic groups, labour and employment, emergency services, regional development, agriculture, transportation).</p> <p>Source of gathering information from an individual who has in-depth knowledge of a specific subject or topic area.</p>	<p>Government and local employers, local leaders, health care professionals, NGO.</p>	<p>Provide qualitative information that can be used during the baseline assessment and Environmental studies.</p>	<p>Environmental and Agriculture</p> <p>Health Care Workers</p> <p>Infrastructure</p> <p>Employment.</p>

**APPENDIX B**

# Photos of Stakeholder Engagement Activities Performed

Photos from stakeholder engagement meetings

Photos from Stakeholder Engagement Meetings

MESP – Department of Energy 5.01.2018



MESP – Department of Environmental Protection 16.01.2018



MESP - Department of Spatial Planning, Construction, and Inhabitation 16.01.2018



National Agency of Environment 16.01.2018



KOSTT 16.01.2018



KIESA 16.01.2018



Ministry of Infrastructure 13.02.2018



Ministry of Agriculture and Rural Development 13.02.2018



NGOs 17.01.2018



Mitrovica Municipality 7.01.2018



Municipality of Vushtri 01.04.2019



Ministry of Infrastructure – GS 18.12.2018



Ministry of Economic Department 18.12.2018



NGOs 19.12.2018



Community Meeting in Bajgorë 02.04.2019



Community Meetings

Community Meeting in Rashan 03.04.2019

Community Meeting in Pasomë 03.04.2019

Photos from Stakeholder Engagement Meetings



Community meeting Bajgore 29.01.2018



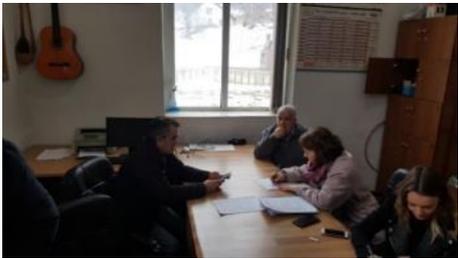
Community meeting Kacandoll 29.01.2018

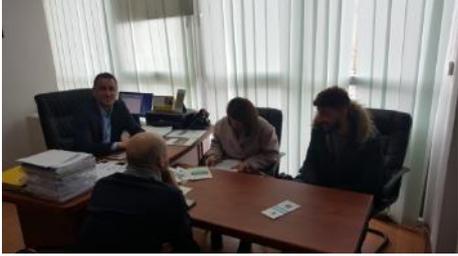


Community meeting Stan – Terg 29.01.2018



Photos from FGD and KII

Focus Groups / KI	Village	Photos	
Women	Bajgorë, Kaçandoll		
Elderly	Barë, Bajgorë		

Focus Groups / KI	Village	Photos	
Farmers	Bajgorë Gumnishtë		
	Bansjë		
<i>KI – Employment</i> <i>KI – Infrastructure</i> <i>KI – Environment and Agriculture</i> <i>KI – Health Care</i>	Bajgorë, Kaçandoll		
	Barë Pasomë		

Focus Groups / KI	Village	Photos	
			
Field Survey – SSES	Bajgorë, Kaçandoll Barë Stan Tërg		
			
			

Focus Groups / KI	Village	Photos		
				

**APPENDIX C**

**Summary of stakeholder  
engagement activities performed**

## **Stakeholder engagement activities for the wind farm component**

The stakeholder engagement process for the WF component was carried out from November 2017 to March 2018. The table below provides indication on participants, date of the meetings, issues emerged and responses given. As a result of this stakeholder engagement, SOWI has committed to complete actions defined in column 6 of the below table.

**Table 7: Stakeholder engagement for the wind farm**

<b>Wind Farm Component</b>					
<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>(6)</b>
<b>Stakeholder</b>	<b>Engagement Activity</b>	<b>Date</b>	<b>Main Issues</b>	<b>Project Response</b>	<b>Further Actions / Responsibility/Timeline</b>
<b>National Level</b>					
Ministry of Environment and Spatial Planning - Department for the Environment Protection	One-to-one meeting	15.01.2018	The Department raised the issue of the inclusion of the facilities related to the WF inside the actual ESIA.	Not all the facilities have been included in the ESIA, since not all agreements with the parties have been reached by SOWI.	Action: include all Project facilities in the ESIA.  Responsibility: SOWI  Timeline: during ESIA preparation.
Ministry of Environment and Spatial Planning - Kosova Environmental Protection Agency (KEPA)	One-to-one meeting	16.01.2018	Selac has been declared a Protected Area by the MESP. The Agency raised the concern that permissions will not be granted to SOWI to implement the Project.	Even though the Project is called Selac, the Project affects the area of the settlement of Bajgorë and not the Selac protected area.	Action: GPS points of the Wind Turbines to be given, along with the indication on the maps, so to be confronted with the Protected Area.  Responsibility: SOWI  Timeline: during ESIA disclosure period (October-November)

**Wind Farm Component**

(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
					2019)
Ministry of Environment and Spatial Planning - Department of Spatial Planning and Construction	One-to-one meeting	16.01.2018	The measurement of noise disturbance and creation of a noise map of the Wind farm due to the vicinity to single houses or group of houses.	<p>The nearest houses are at a distance of 500 to 600 meters from the first turbines, while the villages (settlements) are at a distance of more than 2 km from the turbines.</p> <p>The Company will measure the noise parameters as soon as possible.</p>	<p>Action: Noise measurements to be performed not only in reference to the nearest villages (Bajgorë), but also to isolated or nearest houses in the area, following the GPS points taken in the field. New map of noise disturbance according also to the latest changes in design and turbines.</p> <p>Responsibility: SOWI</p> <p>Timeline: monitoring has been performed and outcomes are included in the Noise Monitoring Report,</p>

**Wind Farm Component**

(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
					which is part of the ESIA. It will be available during ESIA disclosure period (October-November 2019). Additional noise monitoring will be performed throughout the construction and operation phase.
Ministry of Economic Development - Department of Energy	One-to-one meeting	15.01.2018	The department raised a question in regards of the expropriation, for land owners	Expropriation is the last option that SOWI is considering to secure land access. Expropriation will be done only in cases where the owners are not negotiable and no other options are possible	Action: ensure that all land acquisition is performed either under the willing buyer/willing seller approach or in line with EBRD's PR5.  Responsibility: SOWI  Timeline: the approach to be used is provided in the Land Acquisition and Livelihood

**Wind Farm Component**

(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
					Resettlement Framework, which is part of the ESIA Disclosure Package and will be available during ESIA disclosure period (October-November 2019). All land acquisition activities will be performed and compensations paid before the start of construction activities on affected parcels.
KOSTT - Department of Management of the Projects	One-to-one meeting	16.01.2018	KOSTT requested a route from SS of Bajgorë to the SS Vushtrri of the OHL to be defined as soon as possible.	The exact route is being defined, but there are still technical issues and economic agreements to be discussed and defined with KOSTT itself, before the reaching of a complete	Action: provide a clear definition of the OHL Route and include it in the ESIA  Responsibility: SOWI  Timeline: during ESIA

**Wind Farm Component**

(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
				agreement.	preparation
KIESA - Department for the Promotion of the Private Sector	One-to-one meeting	16.01.2018	KIESA enquired if the community has been informed about the project	A Stakeholder Engagement process has been specifically planned and performed to ensure the involvement of local communities.	Action: continue engagement activities in line with the SEP.  Responsibility: SOWI  Timeline: Engagement activities will continue throughout the entire Project lifecycle, as described in section 8 of the present SEP.
Ministry of Infrastructure - Department of Road Management	One-to-one meeting	13.02.2018	The ministry asked to define the exact route that will be used by SOWI for the transport of the turbines and other components to the Project location.	SOWI has studied various options for the transport and has chosen for various reasons, the track road from the Port of Thessaloniki to Mitrovicë.	Action: the route selected has changed from Durres to Bajgorë and not from Thessaloniki as it was. Check that this information should be present in EIA and all the relevant

**Wind Farm Component**

(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
					<p>stakeholders informed.</p> <p>Responsibility: SOWI</p> <p>Timeline: the route is described in the Route Survey Report, which is part of the ESIA Disclosure Package and will be available during ESIA disclosure period (October-November 2019)</p>
<p>Ministry of Agriculture and Rural Development - Department of the Rural Development</p>	<p>One-to-one meeting</p>	<p>13.02.2018</p>	<p>Previous or future surveys for the flora &amp; fauna to be undertaken and the results will show if this is the most suitable area for the Project development.</p>	<p>Studies from assigned experts have been carried out for more than a year to evidence all the possible impacts on flora and fauna and the results will be present in ESIA.</p>	<p>Action: continue surveys during the project construction and operational phase.</p> <p>Responsibility: SOWI</p> <p>Timeline: throughout the construction and operation phase, as described in the</p>

**Wind Farm Component**

(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
					Biodiversity Management Plan, which is part of the ESIA Disclosure Package.
Let's do it Kosova; Rezistenca Elektrike	One-to-one meeting	15.01.2018	Some of the representatives requested if the Project will be a source of energy or improve the energy supply of the communities affected.	This has been a topic of discussion will all relevant national institutions.	Action: give any answer if agreements or any future plans with national authorities will be reached.  Responsibility: SOWI  Timeline: during the disclosure period (October-November 2019).
Science for Change; Muharrem Salihaj	One-to-one meeting	17.01.2018	Will the project will have impact the Project on flora and fauna?	The area in which the project will be developed has been surveyed for more than a year from environment experts hired	Action: ensure to continue surveys on biodiversity

**Wind Farm Component**

(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
				by the Company. The impact on birds and wildlife animals is minimal, since the migration routes of the birds do not pass through the affected area and the presence of wildlife animals is very few in the area	Responsibility: SOWI Timeline: throughout the construction and operation phase, as described in the Biodiversity Management Plan, which is part of the ESIA Disclosure Package.
<b>Municipal Level</b>					
Municipality of Mitrovicë - Mayor of Mitrovicë Municipality	One to one meeting	17.01.2018	Municipality representatives asked if there will be local employment from the area	As per the need, during construction, the company will include the hiring of local employees to its plan, which number has not been confirmed yet	Action: ensure that local contents initiatives are implemented. Responsibility: SOWI Timeline: throughout the construction and operation phase, as described in the Human

Wind Farm Component					
(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
					Resources and Labour Procedures Management Plan, which is included in the ESIA Disclosure Package.
Director of the Department of Agriculture, Forestry and Rural Development of the Municipality of Mitrovice	Key Informant Interview	17.01.2018	The KII was an opportunity to collect baseline information from the stakeholder, no specific issues emerged.	-	No further action required.
<b>Community Level</b>					
Settlement of Stan Tërg	Community Meeting – 23 attendees	29.01.2018	Will the project somehow create opportunities for local employment?	As the project will be implemented in the region there will be a plan of employment for the local communities. It will be on display upon the project commencement phases.	Action: ensure that local contents initiatives are implemented. Responsibility: SOWI Timeline: throughout the construction and

**Wind Farm Component**

(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
					<p>operation phase, as described in the Human Resources and Labour Procedures Management Plan, which is included in the ESIA Disclosure Package.</p>
Settlement of Barë	Community Meeting – 15 attendees	29.01.2018	<p>Will the project somehow create opportunities for local employment?</p> <p>During the project implementation will the energy will be interrupted as this is the main concern in the area?</p>	<p>As the project will be implemented in the region there will be a plan of employment for the local communities. It will be on display upon the project commencement phases.</p> <p>The energy produced will be conveyed through the Vushtrri 1 SS to the national grid and the distribution would be done</p>	<p>Action: ensure that local contents initiatives are implemented.</p> <p>Responsibility: SOWI</p> <p>Timeline: throughout the construction and operation phase, as described in the Human Resources and Labour Procedures Management Plan, which is included in the ESIA Disclosure</p>

**Wind Farm Component**

(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
				through KOSTT. Therefore the project will not affect the existing power/electricity network.	Package.
Settlement of Bajgorë	Community Meeting – 24 attendees	29.01.2018	<p>What procedure is being followed for the implementation of the project?</p> <p>Which are the social and</p>	<p>The roadmap and the scope of the Project is shortly explained to all the community with special emphasis on the fact that the project will follow all the necessary phases and will obtain all the legal and obligatory permits. It is also clearly stated that as far as the transportation route is concerned the company will develop a detailed transportation plan.</p> <p>An ESIA will be specifically</p>	<p>Action: ensure that the project implementation procedures are explained and that the Project impacts are properly addressed in the ESIA.</p> <p>Responsibility: SOWI</p> <p>Timeline: the ESIA will be available throughout the disclosure phase (October-November 2019).</p>

**Wind Farm Component**

(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
			environmental impacts of the Project?	prepared to assess impacts of the Project. Stakeholders will be consulted on this on an ongoing basis, as indicated in the SEP.	
Settlement of Kacandoll	Community Meeting – 11 attendees	29.01.2018	What the project will do for the issue of the electricity situation?	The project does not directly affect the existing electricity network and therefore cannot perform specific activities on this. This is part of the regional improvement planning.	No further action required.
Women from women from the villages of Bajgorë and Kaçandoll	Focus Group Discussion – 8 attendees	Bajgore on 02.02.2018 Kaçandoll on 07.02.2018	The FGD was an opportunity to collect baseline information from the stakeholder, no specific issues emerged. Outcomes of the FGD are provided in the ESIA chapter 6C.	-	No further action required.

**Wind Farm Component**

(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
Farmers in Bajgorë and Bare	Focus Group Discussion – 4 attendees	Bajgore on 02.02.2018 Bare on 06.02.2018	The FGD was an opportunity to collect baseline information from the stakeholder, no specific issues emerged. Outcomes of the FGD are provided in the ESIA chapter 6C.	-	No further action required.
Elderly persons in the villages of Bajgorë and Bare	Focus Group Discussion – 6 attendees	Bajgore on 01.02.2018 Bare on 06.02.2018	The FGD was an opportunity to collect baseline information from the stakeholder, no specific issues emerged. Outcomes of the FGD are provided in the ESIA chapter 6C.	-	No further action required.
Health Care workers of the villages of Bare and Kaçandoll	Key Informant Interviews	Bare on 06.02.2018 Kaçandoll on 07.02.2018	The FGD was an opportunity to collect baseline information from the stakeholder, no specific issues emerged. Outcomes of the FGD are provided in	--	No further action required.

Wind Farm Component					
(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
			the ESIA chapter 6C.		

The Ministry of Health - Department of Health Care Services and Energy Regulatory Office of Kosovo (ZRRE) were invited to one-to-one meetings but did not respond and hence did not actively participate in engagement activities performed so far.

## Stakeholder engagement activities for the OHL component

The stakeholder engagement process for the OHL component was carried out from December 2018 to April 2019. The table below provides indication on participants, date of the meetings, issues emerged and responses given. As a result of this stakeholder engagement, SOWI has committed to complete actions defined in column 6 of the below table.

**Table 8: Stakeholder engagement schedules in the OHL component**

<b>Overhead Line Component</b>					
<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>	<b>(6)</b>
<b>Stakeholder</b>	<b>Engagement Activity</b>	<b>Date</b>	<b>Main Issues</b>	<b>Project Response</b>	<b>Further Actions / Responsibility/Timeline</b>
<b>National Level</b>					
Ministry of Environment and Spatial Planning - Department for the Environment Protection	One-to-one meeting	17.12.2018	The change in the number of turbines has brought about a diminishing reduction of energy output from the WF.	The energy output will be the same, 105 MW. The new turbines have a single output power of 3.83 MW instead of the 3.45 as for the previous model.	No further action required
Ministry of Environment and Spatial Planning - Agency of environmental and Protection of Kosovo	One-to-one meeting	17.12.2018	The Agency demanded to know why the SS of Vushtrri 1 was chosen instead of Mitrovicë.	The SS of Vushtrri 1 was chosen due to determined technical conditions of the power output of the WF.	No further action required
Ministry of Environment and Spatial Planning - Department of Spatial Planning and Construction	One-to-one meeting	17.12.2018	Participants from the ministry requested that meetings to inform the communities be held.	Just as for the WF, also for the OHL community meetings for the affected communities in the Project area are foreseen in order to present the Project, give an answer to questions and receive	Action: meetings with communities were held throughout the ESIA preparation, as described in this table. Additional meetings will be held during the disclosure period and throughout

Overhead Line Component					
(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
				community viewpoints.	the Project lifecycle, as described in section 8 of the present SEP.  Responsibility: SOWI  Timeframe: Engagement activities will continue throughout the entire Project lifecycle, as described in section 8 of the present SEP.
Ministry of Economic Development - Department of Energy	One-to-one meeting	18.12.2018	Requested which was the reason for the change in the number of the turbines	The amount of the energy produced remains unvaried to a total of 105 MW, and the change of the number of the turbines is connected directly to this fact, since each new turbines have an output of 3.83 MW compared to the 3.45 MW of the previous ones.	No further action required.

Overhead Line Component					
(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
KOSTT - Department of Management of the Projects	One-to-one meeting	19.12.2018	KOSTT requested the time frame of the Overhead Line construction, and the start of the implementation works.	The construction of the Overhead Line will last 18 months. also depending on weather conditions, and the start of the implementation is foreseen in the summer, as soon as the proper permits are obtained.	No further action required.
KIESA - Department for the Promotion of the Private Sector	One-to-one meeting	18.12.2018	It was requested the time limits of the Projects' implementation for both components	The implementation of the Transmission line is foreseen to start by the middle of 2019 and will last for 18 months in total, depending also on the weather that is known to be very harsh in some of the areas. The important thing is that the time for the implementation of each tower is very limited, making also the impact for each parcel affected	Action: possible significant changes to the Project schedule should be communicated in advance to stakeholders.  Responsibility: SOWI  Timeline: throughout the construction phase.

Overhead Line Component					
(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
				and consequently, for the owners and users of the parcel a very limited period of time of limitation of their land use.	
Ministry of Infrastructure - Department of Road Management	One-to-one meeting	18.12.2018	Requested if there were going to be Community meetings with the villages affected	<p>The community meetings regarding the implementation of the WF has already taken place in January and February of 2018.</p> <p>For what concerns the Overhead Transmission Line, other meetings will take place, to explain the Project and to receive concerns and to respond to the various questions that the affected people might have.</p> <p>Also, the engagement of the Company with the</p>	<p>Action: meetings with communities were held throughout the ESIA preparation, as described in this table. Additional meetings will be held during the disclosure period and throughout the Project lifecycle, as described in section 8 of the present SEP.</p> <p>Responsibility: SOWI</p> <p>Timeframe: Engagement activities will continue throughout the entire Project lifecycle, as described in section 8 of</p>

Overhead Line Component					
(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
				communities will be continuous and transparent in every stage of the Project.	the present SEP.
Ministry of Agriculture and Rural Development - Department of the Rural Development	One-to-one meeting	19.12.2018	The ministry demanded if any infrastructure will be affected by the implementation of the OHL.	No infrastructure, irrigation or drainage channel or other infrastructures will be affected by the implementation of the OHL. The route has been designed to avoid such interference, as well as interference with other infrastructures. The issue of possible interferences was discussed during meetings with Municipalities.	No further action required.
Let's do it Kosova	One-to-one meeting	19.12.2018	The request for the communities affected to have benefited from the	SOWI is committed to employing as many people as possible from	Action: ensure that local contents initiatives are

Overhead Line Component					
(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
			Project, in occupation or other forms.	the area, according to their qualifications and needs on the various stages of the Project implementation and development.	implemented. Responsibility: SOWI Timeline: throughout the construction and operation phase, as described in the Human Resources and Labour Procedures Management Plan, which is included in the ESIA Disclosure Package.
Youth Ecology; Security Zone	One-to-one meeting	20.12.2018	Requested which community meetings were held and which will be held in the future related to the Project	The community meetings for the Wind Farm implementation area were held in January 2018, while the community meetings for the Overhead Transmission Line will be held in April 2019 for each village affected by the Project	Action: meetings with communities were held throughout the ESIA preparation, as described in this table. Additional meetings will be held during the disclosure period and throughout the Project lifecycle, as described in section 8 of

Overhead Line Component					
(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
					<p>the present SEP.</p> <p>Responsibility: SOWI</p> <p>Timeframe: Engagement activities will continue throughout the entire Project lifecycle, as described in section 8 of the present SEP.</p>
Municipal Level					
Municipality of Vushtrri	<p>One-to-one meeting</p> <p>Head of Departments</p>	01.04.2019	Meetings with Head of Departments of the Municipalities affected, not community meetings with Head of Departments of the Municipalities affected, not community meetings	-	No further action required.
Municipality of Mitrovicë	<p>One-to-one meeting</p> <p>Head of</p>	01.04.2019	Request to hold community meetings for the OHL as it was held for	The community meetings will be held in every affected community in	No further action required.

Overhead Line Component					
(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
	Departments		the WF area	both Municipalities. The list with the details of the meetings were given to have also the participation of Municipality members.	
Director of the Department of Agriculture, Forestry and Rural Development of the Municipality of Vushtrri	Key Informant Interview		The KII was an opportunity to collect baseline information from the stakeholder, no specific issues emerged.	-	No further action required.
<b>Community Level</b>					
Settlement of Bajgorë	Community Meeting – 44 attendees	02.04.2019	Request to benefit on employment opportunities related to the Project	There might be a need to hire people during the construction works, according to the needs, opportunities and qualification of each person. Bajgora, being the most affected village by the implementation of	Action: ensure that local contents initiatives are implemented.  Responsibility: SOWI  Timeline: throughout the construction and operation phase, as

Overhead Line Component					
(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
				the wind farm and the facilities associated with it, will have the priority in employment opportunities for its residents.	described in the Human Resources and Labour Procedures Management Plan, which is included in the ESIA Disclosure Package.
Settlement of Rashaan, Tërstenë and Gumnishtë	Community Meeting – 9 attendees	03.04.2019	Requested technical specifications on heights of towers and distances between each tower	It was explained that there are total 92 Towers, with the height that varies due to the terrain conditions or other terrain characteristics such as cross roads. The height of the poles varies from 25 to 32 meters depending on the areas. Also, the distance between each pole is usually 250m, but it may vary also due to technical and geographical conditions.	No further action required.

Overhead Line Component					
(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
Settlement of Pasomë	Community Meeting – 17 attendees	03.04.2019	Request if there is any harm to the OHL due to the vicinity in their village of quarries and explosions related to them	The Overhead Line passes far away from the quarries that operates on the other side of the hill. Anyhow, the designer of the OHL has taken into consideration also this aspect and the design is made to avoid any risk for the population or the electric line itself.	No further action required.
Settlement of Banjskë, Sllatinë and Dobrollukë	Community Meeting – 6 attendees	04.04.2019	Requested if the productivity of the agriculture land will diminish due to the projects' implementation.	The works for a single tower will not last more than two weeks. This means, that even if the works will be implemented during the harvesting, the interruption of the normal agricultural activities will be very limited. To take into consideration that the area needed for every	No further action required.

Overhead Line Component					
(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
				electric tower is at maximum 112 m2, which means that the loss of crops or activities will be extremely limited.	
Settlement of Vushtri	Community Meeting – 9 attendees	05.04.2019	Requested if the productivity of the agriculture land will diminish due to the projects' implementation.	The works for a single tower will not last more than two weeks. This means, that even if the works will be implemented during the harvesting, the interruption of the normal agricultural activities will be very limited. To take into consideration that the area needed for every electric tower is at maximum 112 m2, which means that the loss of crops or activities will be extremely limited.	No further action required.

Overhead Line Component					
(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
Women from the villages of Pasome, Rashan, Terstene, Sllatine and Banjske	Focus Group Discussion – 11 attendees	Pasome on 11.04.2019 Rashan on 09.04.2019, Terstene on 17.04.2019, Sllatine 18.04.2019 Banjske on 10.04.2019	The FGD was an opportunity to collect baseline information from the stakeholder, no specific issues emerged. Outcomes of the FGD are provided in the ESIA chapter 6C.	-	No further action required.
Elderly persons in the villages of Pasomë and Banjskë	Focus Group Discussion – 5 attendees	Pasomë on 11.04.2019 Banjskë on 10.04.2019	The FGD was an opportunity to collect baseline information from the stakeholder, no specific issues emerged. Outcomes of the FGD are provided in the ESIA chapter 6C.	-	No further action required.
Serbian Community in Banjske	Focus Group Discussion – 5 attendees	08.04.2019	The FGD was an opportunity to collect baseline information from the stakeholder, no	-	No further action required.

Overhead Line Component					
(1)	(2)	(3)	(4)	(5)	(6)
Stakeholder	Engagement Activity	Date	Main Issues	Project Response	Further Actions / Responsibility/Timeline
			specific issues emerged. Outcomes of the FGD are provided in the ESIA chapter 6C.		
Health Care workers of the villages of Pasome, Rashan and Doberlluke/Vushtrri	Key Informant Interview – 6 attendees	Pasomë on 11.04.2019 Rashan on 09.04.2019 Dobërlukë/Vushtrri on 12.04.2019	The FGD was an opportunity to collect baseline information from the stakeholder, no specific issues emerged. Outcomes of the FGD are provided in the ESIA chapter 6C.	-	No further action required.

The Ministry of Health - Department of Health Care Services and Energy Regulatory Office of Kosovo (ZRRE) were invited to one-to-one meetings but did not respond and hence did not actively participate in engagement activities performed so far.

**APPENDIX D**

**List of Stakeholders**

ID	Organisation/Group/ Stakeholder
International Stakeholders	
1	WWF Adria
<b>Government and institutional stakeholders</b>	
2	Ministry of Environment and Spatial Planning - Department for the Environment Protection
3	Ministry of Environment and Spatial Planning - Kosova Environmental Protection Agency (KEPA)
4	Ministry of Environment and Spatial Planning - Department of Spatial Planning and Construction
5	Ministry of Economic Development - Department of Energy
6	KOSTT - Department of Management of the Projects
7	KIESA - Department for the Promotion of the Private Sector
8	Ministry of Infrastructure - Department of Road Management
9	Ministry of Agriculture and Rural Development - Department of the Rural Development
10	Municipality of Mitrovicë
11	Municipality of Vushtrri
<b>Villages/Community</b>	
12	Vushtrri
13	Kaçandoll
14	Barë
15	Stan Tërg
16	Bajgorë
17	Banjskë
18	Dobërllukë
19	Gumnishtë
20	Pasomë
21	Rashan
22	Tërstenë
23	Sllatinë
<b>Sector specific stakeholders</b>	
24	Staff of healthcare centres in the Aol

ID	Organisation/Group/ Stakeholder
25	Staff of schools in the Aol
NGO and related organisations	
26	Let's do it Kosova; Rezistenca Elektrike
27	Science for Change; Muharrem Salihaj
28	Youth Ecology; Security Zone

**APPENDIX E**

# Stakeholder mapping and analysis

## Stakeholder mapping

Stakeholder mapping is the process of analysing the individuals and organisations that are likely to affect or to be affected by the Project. The stakeholder mapping clusters the various stakeholder groupings regarding their anticipated influence on the Project and the associated decision-making processes. As mentioned above, the geographic (Project area of influence) and institutional aspects form the basis for determining the stakeholder groups.

The stakeholder mapping is based on a comparative rating of the influence and representation of the respective stakeholders, to determine the significance of that stakeholder group.

- Influence: The influence is a combination of the prominence of the stakeholder group relative to the Project, based on the level and nature of the influence on decision-making as well as the relative significance of the stakeholder.
- Representation: The representation reflects the constituent base of the stakeholder group. The smaller the representative base of the stakeholder group, the smaller the representation and *the other way around*.

Depending on the level of the significance and the nature of the interaction, different engagement approaches will be required. The level of engagement and information required for a national department will be different from that of a local community representative as their roles and expectations differ. Stakeholder mapping forms the foundation for ensuring that the right people are engaged in the correct way. Please refer to Figure 5 and Figure 6 for the mapping of the stakeholders per group. The figures rate the significance as a factor of influence and representation. The higher the influence and representation, respectively, the higher the significance, and the inverse.

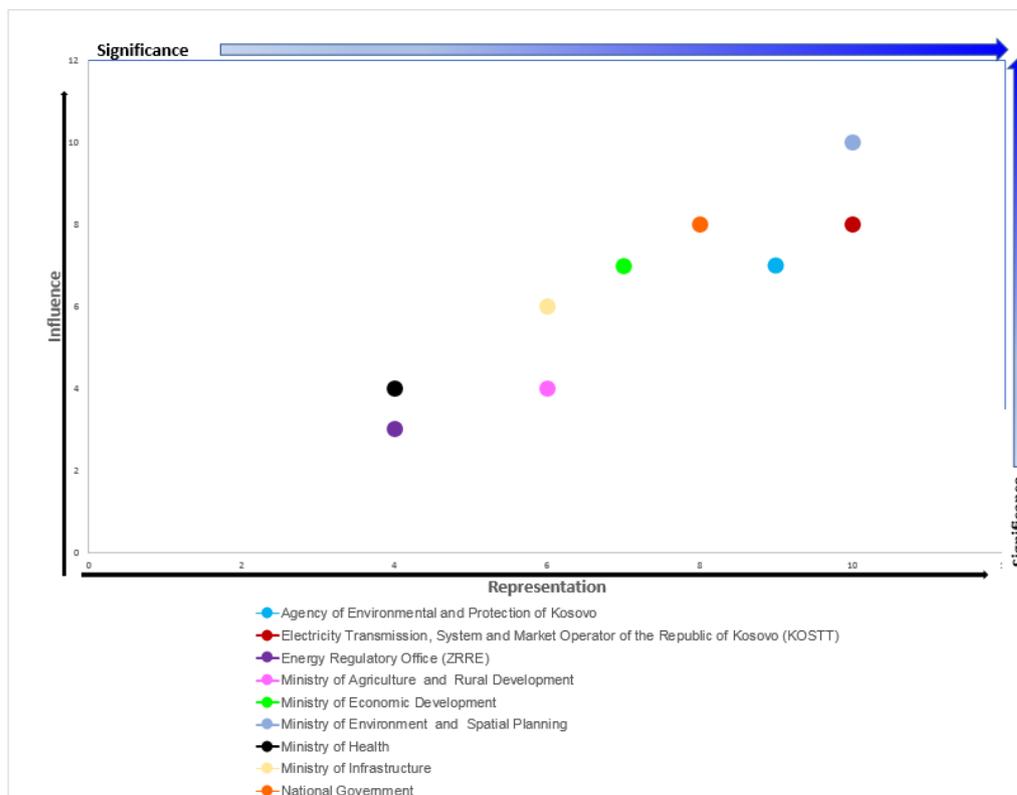
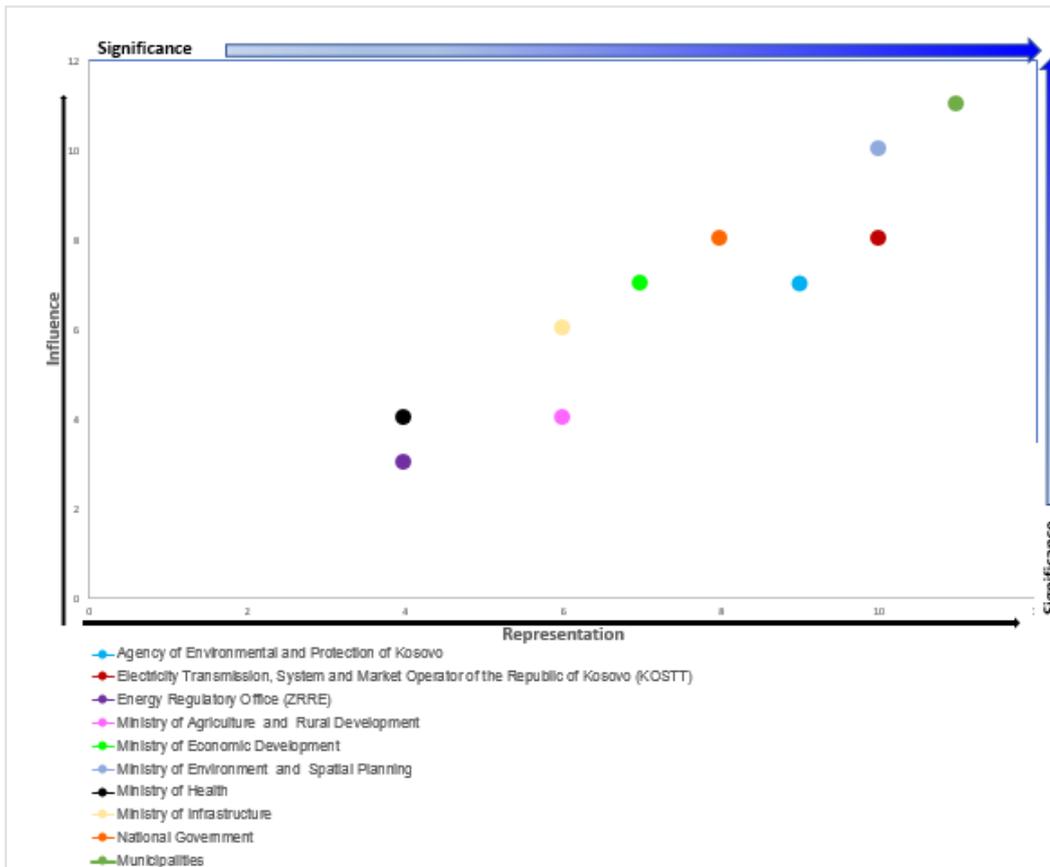


Figure 5: Mapping of stakeholder groupings (institutional stakeholders)

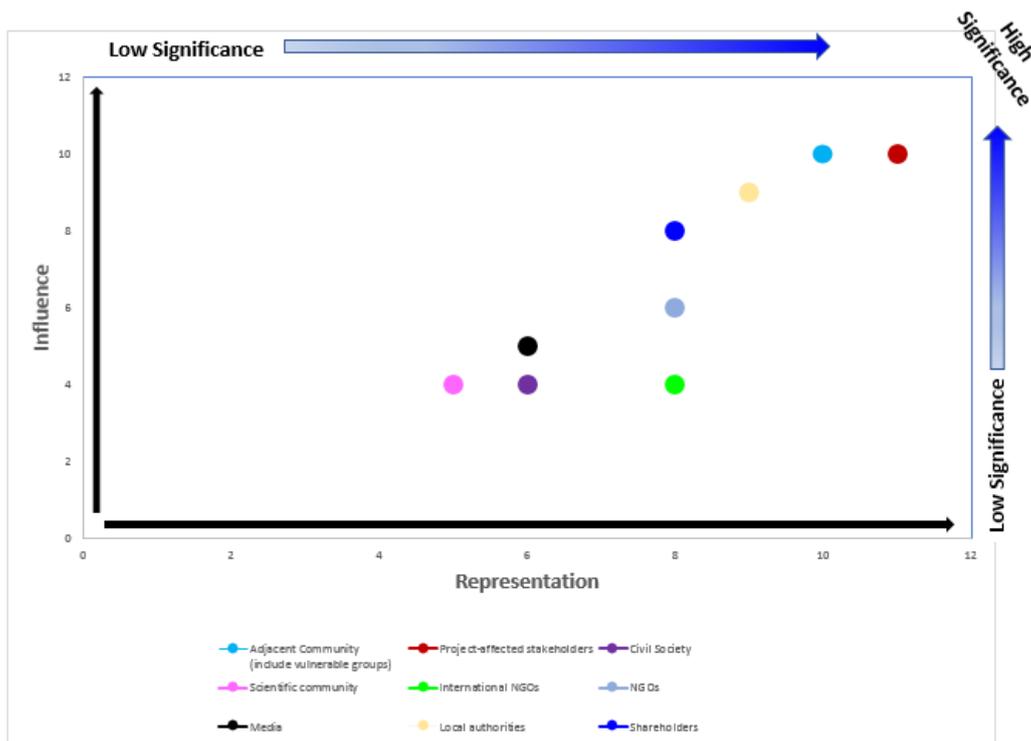


Figure 6: Mapping of stakeholder groupings (other stakeholders)

### Stakeholder analysis

Based on the stakeholder mapping, the level of significance has been analysed. The level of significance will determine the level and focus of stakeholder engagement required. Guidance on the level of engagement is provided in Table 9. The content of Table 9 leans largely on the Practitioner’s Handbook on Stakeholder Engagement, Second Volume <sup>1</sup> (Krick, Forstater, & Monaghan, 2005). It follows that less intensive forms of engagement, such as monitoring or disseminating information, may be considered as adequate for solving or addressing minor stakeholder concerns. However, solving the more systemic and deep-rooted challenges may require to inform, collaborate, consult, and empower specific stakeholders. Effective stakeholder engagement typically combines different approaches.

Table 9: Guidelines on levels of engagement

LEVEL OF ENGAGEMENT
INFORM
<p>GOAL: Inform or educate stakeholders</p> <p>COMMUNICATION: One-way: Project to stakeholder, there is no invitation to reply. Short or long-term relationship with stakeholders.</p> <p>NATURE OF RELATIONSHIP: “We will keep you informed.”</p> <p>ENGAGEMENT APPROACHES: Bulletins and letters. Brochures, reports, and websites. Speeches, conference, and public presentations. Open houses and facility tours. Roadshows and public displays. Press releases press conferences, media advertising, lobbying.</p>
CONSULT

GOAL: Gain information and feedback from stakeholders to inform Project decisions.

COMMUNICATION: Limited two-way: Project asks questions, and the stakeholders answer. Short- or long-term involvement.

NATURE OF RELATIONSHIP: "We will keep you informed," listen to your concerns, consider your insights, and provide feedback on our decision."

ENGAGEMENT APPROACHES: Surveys. Focus Groups. Workplace assessments. One-to-one meetings. Public meetings and workshops. Standing stakeholder advisory forums. Online feedback and discussion.

## INVOLVE

GOAL: Work directly with stakeholders to ensure that their concerns are fully understood and considered in decision-making.

COMMUNICATION: Two-way, or multi way between Project and stakeholders. Learning takes place on both sides. Stakeholders and project proponents act independently.

NATURE OF RELATIONSHIP: Maybe a one-off or longer-term engagement. "We will work with you to ensure that your concerns are understood, to develop alternative proposals and to provide feedback about how stakeholder's views influenced the decision-making process".

ENGAGEMENT APPROACHES: Multi stakeholder forums. Advisory panels. Consensus building processes. Participatory decision-making processes.

## COLLABORATE

GOAL: Partner with or convene a network of stakeholders to develop mutually agreed solutions and a joint plan of action.

COMMUNICATION: Two-way, or multi way between Project and stakeholders. Learning, negotiation, and decision-making on both sides. Stakeholders work together to act.

NATURE OF RELATIONSHIP: Long- term. "We will look to you for direct advice and participation in finding and implementing solutions to shared challenges".

ENGAGEMENT APPROACHES: Joint projects, voluntary two-party, or multi stakeholder initiatives, Partnerships.

## EMPOWER

GOAL: Delegate decision-making on an issue to stakeholders.

COMMUNICATION: New organisational forms of accountability: stakeholders have a formal role in the governance of an organisation or decisions are delegated out to stakeholders.

NATURE OF RELATIONSHIP: Long-term. "We will implement what you decide."

ENGAGEMENT APPROACHES: Integration of stakeholders into the participative structure (e.g. environmental management committees, advisory committees, and so forth).

Based on the stakeholder analysis and the guidelines on levels of engagement (Table 9), different levels of stakeholder engagements using several combinations of methodologies and approaches may be required for the various stakeholders and stakeholder groupings. These ~~multi-pronged~~ multi-pronged stakeholder engagement approaches would be applied selectively to engage in the most appropriate and effective manner with the respective stakeholders and stakeholder groupings. This approach will be of particular value in the

case of vulnerable groupings, that requires tailor made approaches and appropriate resourcing to address their unique circumstances. This stratified approach is in line with the EBRD requirements (EBRD, 2014c).

**APPENDIX F**

## **Bibliography**

## BIBLIOGRAPHY

- EBRD. (2014a). *EBRD: Environmental and Social Policy*. London, UK.
- EBRD. (2014b). *EBRD Performance Requirement 1: Assessment and Management of Environmental and Social Impacts and Issues*. London, UK.
- EBRD. (2014c). *EBRD Performance Requirement 10: Information Disclosure and Stakeholder Engagement*. London, UK. Retrieved from [https://www.ebrd.com/downloads/about/sustainability/ESP\\_PR10\\_Eng.pdf](https://www.ebrd.com/downloads/about/sustainability/ESP_PR10_Eng.pdf)
- EBRD. (2014d). *EBRD Public Information Policy*. . London, UK.
- International Finance Corporation. (2012a). *Guidance Notes: Performance Standards on Environmental and Social Sustainability*. Washington DC.
- International Finance Corporation. (2012b). *Performance Standard 1: Assessment and Management of Environmental and Social Risks*. Washington, DC.
- International Finance Corporation. (2012c). *Performance Standards on Environmental and Social Sustainability*. Washington, DC.
- Krick, T., Forstater, M., & Monaghan, P. (2005). *The Stakeholder Engagement Manual: Volume 2: The Practitioner's Handbook on Stakeholder Engagement*. United Nations Environment Programme (Vol. 54).