



Ministry of Information Technology
& Telecommunication

Stakeholder Engagement Plan (SEP)

Digital Economy Enhancement Project (DEEP)

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Acronyms

Abbreviation	Acronym
ADP	Asian Development Bank
AGHS	Asma Jahangir Legal Aid Cell
AGPR	Accountant General Pakistan Revenues
APIs	Application Programming Interfaces
BISP	Benazir Income Support Programme
BOI	Board of Investment
CERT	Computer Emergency Response Team
CPD	Continuous Professional Development
CSOs	Civil Society Organizations
CSP	Citizen Service Portal
DEEP	Digital Economy Enhancement Project
DPD	Deputy Project Director
DRAP	Drug Regulatory Authority of Pakistan
DRF	Digital Right Foundation
E&S	Environmental and Social
EAD	Economic Affairs Division
ECP	Election Commission of Pakistan
EPA	Environmental Protection Agency
ESA	Environmental and Social Assessment
ESF	Environmental and Social Framework
ESCP	Environmental and Social Commitment Plan
ESRS	Environmental and Social Review Summary
FBR	Federal Board of Revenue
FIA	Federal Investigation Agency
FM	Financial Management
FMS	Financial Management Specialist
FTTH	Fiber to the Home
FTTP	Fiber to the Premises
FTTX	Fiber to the X
G2B	Government-to-Business
G2P	Government-to-Person
GBV	Gender-Based Violence
GDPR	General Data Protection Regulation
GIZ	German Corporation for International Cooperation
GoP	Government of Pakistan
GRS	Grievance Redress Service

HRCP	Human Rights Commission of Pakistan
ICT	Information and Communication Technologies
IDA	International Development Association
IOM	International Organization for Migration
IPC	Inter-Provincial Coordination
IPF	Investment Project Financing
IRADA	Institute for Research, Advocacy and Development
ISPs	Internet Service Providers
IT	Information Technology
KCCI	Karachi Chamber of Commerce and Industry
KPITB	Khyber Pakhtunkhwa Information Technology Board
LCCI	Lahore Chamber of Commerce and Industry
MoITT	Ministry of Information Technology and Telecommunication
MoPDSI	Ministry of Planning Development & Special Initiatives
MOU	Memorandum of Understanding
NADRA	National Database and Registration Authority
NAM	New Accounting Manual
NAVTTTC	National Vocational and Technical Training Commission
NCHR	National Commissions for Human Rights
NCPDP	National Commission for Personal Data Protection
NDEL	National Data Exchange Layer
NGOs	Non-Governmental Organizations
NICs	National Incubation Centers
NITB	National Information Technology Board
NSER	National Socio-Economic Registry
NTC	National Telecommunication Corporation
O&M	Operations and Maintenance
OGRA	Oil & Gas Regulatory Authority
OHS	Occupational Health and Safety
P@SHA	Pakistan Software Houses Association
PAD	Project Appraisal Document
PBP	Pakistan Business Portal
PC	Procurement Committees
PD	Project Director
PEC	Pakistan Engineering Council
PEMRA	Pakistan Electronic Media Regulatory Authority
PILDAT	Pakistan Institute of Legislative Development And Transparency
PILLER	Pakistan Institute of Labor Education & Research
PITB	Punjab Information Technology Board
PIU	Project Implementation Unit

PMU	Project Management Unit
POM	Project Operations Manual
PPP	Public–Private Partnership
PPRA	Public Procurement Regulatory Authority
PRMI	Pakistan Regulatory Modernization Initiative
PSC	Project Steering Committee
PTA	Pakistan Telecommunication Authority
RDA	Rawalpindi Development Authority
RLCOs	Registration, Licenses, Certification and others
SBP	State Bank of Pakistan
SDPI	Sustainable Development Policy Institute
SEA/SH	Sexual Exploitation and Abuse/Sexual Harassment
SECP	Securities and Exchange Commission of Pakistan
SME	Small & Medium Enterprises
SMEDA	Small & Medium Enterprises Development Authority
SOPs	Standard Operating Procedures
SPO	Strengthening Participatory Organization
STEP	Special Talent Exchange Program
TORs	Terms of References
UI/UX	User Interface/User Experience
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
VU	Virtual University
WBG	World Bank Group

Executive Summary

The Stakeholder Engagement Plan (SEP) for the Digital Economy Enhancement Project (DEEP) outlines a comprehensive framework for inclusive, timely, and transparent engagement with a diverse range of stakeholders throughout the lifecycle of the project. The SEP has been prepared in accordance with the World Bank’s Environmental and Social Framework (ESF), specifically in line with Environmental and Social Standard 10 (ESS10) on Stakeholder Engagement and Information Disclosure. It serves as a roadmap for identifying, analysing, and engaging stakeholders in a manner that supports the project’s development objectives while enhancing accountability, trust, and social inclusion.

The DEEP, a flagship project of the Ministry of Information Technology and Telecommunication (MoITT), with key implementation roles played by Ignite National Technology Fund (NTF), National Database and Registration Authority (NADRA), National Information Technology Board (NITB), and the Board of Investment (BOI), aims to support the development of digital platforms and services that improve public service delivery, strengthen the digital economy, and foster digital inclusion, particularly among marginalized¹ groups. Given the broad scope of DEEP, which cuts across multiple federal and provincial institutions, the SEP plays a critical role in ensuring stakeholder buy-in, managing risks, and enhancing transparency and citizen feedback mechanisms.

The SEP categorizes stakeholders into Project-Affected Parties (PAPs), Other Interested Parties (OIPs), and vulnerable² or disadvantaged groups. Stakeholder mapping is an important stage to assess the interest, influence, and required engagement approaches for each group, ranging from regular engagement with high-interest and high-influence entities to information provision for those with low influence or interest. In the project, stakeholder mapping is carried out through a structured, desk-based approach using the Influence–Interest Matrix to streamline engagement and on boarding planning. Stakeholders which are expanding from government agencies and regulatory bodies to private sector actors, digital service providers, and vulnerable user groups, are identified and analysed based on their level of influence over digital governance network and their interest in project outcomes. They are categorized into four groups: key players in project (regularly engaged), those to keep satisfied, those to keep informed, and those to monitor. This digital mapping process draws on institutional data, policy documents, and stakeholder inputs gathered through virtual consultations, official correspondence, and online platforms. The stakeholder matrix is periodically updated to reflect emerging actors and evolving roles throughout the project's lifecycle.

¹ “The term “Marginalization” generally describes the overt actions or tendencies of human societies whereby those persons perceived as being without desirability or function are removed or excluded (i.e., are "marginalized") from the prevalent systems of protection and integration, so limiting their opportunities and means for survival”. Vulnerable and Marginalized Groups’ Framework : <https://documents1.worldbank.org/curated/en/768691589869198140/pdf/Vulnerable-and-Marginalized-Groups-Framework.pdf>

² “Vulnerable are those that have moved or are likely to move into a state of poverty or destitution as a result of the cumulative process of risk and response”. Vulnerability: A View from Different Discipline- <https://documents1.worldbank.org/curated/en/636921468765021121/pdf/multi0page.pdf>

Stakeholder engagement will occur in three major phases: project preparation, implementation, and post-implementation monitoring. Engagement techniques include public consultations, focus group discussions, digital outreach, traditional media (newspaper, magazine), broadcast media (television and radio), electronic media (websites, social media and digital apps), and grievance redress channels. The SEP places particular emphasis on reaching women, youth, persons with disabilities, rural populations, and low-income groups through targeted approaches, multilingual communication, and partnerships with CSOs and grassroots organizations.

Information disclosure is a core component of the SEP. The strategy outlines what information will be disclosed, to whom, when, and by what method. Core documents for public disclosure include the SEP, Labor Management Procedures (LMP), Environmental and Social Commitment Plan (ESCP), Gender Action Plan, and SEA/SH Action Plan. Disclosure will occur via MoITT and implementing partner websites, social media, public meetings, and mobile outreach, with documents made available in both English and Urdu.

Grievance Redress Mechanisms (GRMs) are available at multiple levels, including the Pakistan Citizen Portal (PCP)³, and GRMs of MoITT⁴, NITB⁵, NADRA⁶, Ignite⁷, and BOI⁸. These platforms accept complaints through emails, online forms, in-person submissions, and postal mail. However, the SEP recognizes limitations in existing complaint systems in terms of outreach to vulnerable and marginalised populations and proposes strengthening their accessibility and inclusivity.

The SEP also defines clear institutional responsibilities for implementing and monitoring stakeholder engagement activities. MoITT, through its PMU, holds the lead responsibility, supported by the PIUs of implementing entities. Regular monitoring and reporting on engagement activities, consultation feedback, grievance redress status, and adjustments to the SEP will be carried out and disclosed.

In conclusion, this SEP is a living document that will be updated periodically to reflect evolving stakeholder needs, project realities, and lessons learned from consultations. It supports the DEEP project's objective of inclusive, accountable, and citizen-responsive digital transformation by building stakeholder trust and promoting collaborative governance.

³ PCP Portal: <https://web.citizenportal.gov.pk/>

⁴ MoITT: <https://moitt.gov.pk/index>

⁵ NITB: <https://www.nitb.gov.pk/contact.html>

⁶ NADRA: Complaints Portal: <https://complaints.nadra.gov.pk/>

⁷ Ignite: Complaints Page: <https://ignite.org.pk/complaints/>

⁸ BOI: <https://invest.gov.pk/contact-us>

1. INTRODUCTION

The Digital Economy Enhancement Project (DEEP) aims to improve the Government of Pakistan's capacity to deliver digital public services to citizens and businesses. The Project will support reforms to expand broadband connectivity, strengthen the digital policy and legal framework, and promote global best practices through technical assistance to Ministry of Information Technology and Telecommunication (MoITT), National Database and Registration Authority (NADRA), National Information Technology Board (NITB), Board of Investment (BOI), IGNITE- National Technology Fund and provincial institutions. The proposed project's operation is consistent with World Bank Country Partnership Strategy (CSP) for the Islamic Republic of Pakistan. The proposed project will contribute to the following CPS Result Areas and Outcomes⁹: Result Area on Private Sector Development specifically, Outcome 2.1 : Improved business environment; inclusion-Outcome 3.1: Improved financial inclusion; and service delivery-Outcome 4.4 : Adoption of performance and transparency mechanisms. The project is also aligned with the CPS's cross-cutting theme of climate change. It supports the World Bank's cross-cutting policy commitments on Governance and Institutions, and Technology themes by contributing to: (a) enabling digital government services; and (b) closing gaps in digital technology. It is also backed by findings of numerous analytical reports, including the recently published World Bank report "South Asia's Digital Opportunity: Accelerating Growth, Transforming Lives," which includes a chapter on Pakistan. Building on some of its existing foundations, such as the national identification system and digital services, Pakistan could overcome spatial and demographic disparities, improve governance and expand access to social protection, economic opportunities, and service delivery. Further, the project is consistent with country's Nationally Determined Contributions (NDC). In addition to this, project will leverage private capital and will address binding constraints to enable sustainable private sector. Aligned with the 2018 Digital Pakistan Policy and the World Bank's Country Partnership Strategy, DEEP promotes inclusive growth, improved service delivery, and better human development outcomes.

The proposed outcome indicators for the Project are as follows:

- 1) Transactions on the National Data Exchange Layer (Number)
- 2) Digital credential vault by NADRA to enhance service access and strengthen foundational digital identity infrastructure (Number & Percentage)
- 3) Unique users on the National Citizen Services Portal (of which are female initiated) (Number and percentage)
- 4) Registration, Licenses, Certificates and Other (RLCOs) transaction processed on the Pakistan Business Portal (of which processed for female-led small and medium enterprises) (Number and percentage)
- 5) Users satisfied with services offered by the National Citizen Services Portal (percentage)

1.1.PROJECT DESCRIPTION

The project is comprised of four components:

⁹ Project Appraisal Document (PAD)-Digital Economy Enhancement Project (DEEP)

Component 1: This component aims at building the capacity of the government to develop key DPI (Digital Public Infrastructure) services supporting the country's digital economy and society in line with the 2018 Digital Pakistan Policy, which calls for the establishment of a holistic, government-wide enterprise architecture and the integration of government services and systems. The component will support the development of DPI-including for responsible data exchange, digital authentication, and verifiable credentials-and digitalization of public services (including to make them available through a new national portal), which will improve the accessibility and delivery of services, economic opportunities, and social protection. It will also bolster the country's resilience and adaptability in the face of potential shocks, such as pandemics and recurring climate-induced disasters, to enable the government to deliver cash and other emergency assistance more rapidly and efficiently. This component is divided into the following sub-components:

Subcomponent 1(a): This subcomponent supports assistance for policy and regulatory reforms towards the development of the digital economy and society, including cybersecurity, cloud adoption, and open data; improving digital connectivity and addressing digital divide; and development of key frameworks for whole-of-government approaches to digital government transformation through provision of advisory and consultant services. This subcomponent entails a significant program of technical/advisory assistance for the MoITT in particular. The first focus area of this subcomponent is to support a series of key legal reforms needed for increased trust and resilience in the digital economy. This will include the financing of advisory and consulting services to: (a) assess and strengthen the cybersecurity resilience of key infrastructure and services in Pakistan; (b) promote adoption by public entities of the Pakistan Cloud First Policy, including support for stakeholder engagement, training, and workshops, and (c) develop and promote adoption of an Open Data framework to increase the availability of public interest data, including data related to climate risks and historical rescue and relief efforts, which can further mainstream climate informed decision making.

The second focus area is on whole-of-government frameworks and standards for effective digital government transformation. This project will finance technical and advisory assistance to (a) develop a Pakistan Digital Government Institutional Framework to clearly define the roles and responsibilities of various actors at federal and provincial levels, as well as mechanisms for policy making, standards-setting, coordination, and enforcement; (b) develop a Pakistan Digital Government Enterprise Architecture to help establish an ecosystem of consistent and interoperable data, processes, systems, platforms, and infrastructure across institutional boundaries; (c) develop a Pakistan Digital Government Data Governance and Interoperability Framework to define policies, standards, and guidelines that will enable federal and provincial government agencies to responsibly and coherently collect, store, manage, use, share and reuse information through the National Data Exchange Layer, in line with international good practices with respect to personal data protection, (d) support nationwide dissemination and capacity building on the frameworks, including consultations with all relevant stakeholders (both at the federal and provincial level), information sessions, training, and workshops for public sector staff, private sector, and civil society, and (e) establish a catalogue of existing sources of data in the country, including their content, data quality, capacities for data exchange (e.g. existence of application programming interface and their governing legal and regulatory measures framework), and identification of gaps in trusted data sources. This will include identification of authoritative sources for different types of data in the country to improve personal data protection, accuracy, and efficiency.

The third focus area is on policy and regulatory reforms for improving digital connectivity and to address the digital divide, notably by financing technical assistance supporting (a) the right-of-way reform and adoption of a right of way single window, (b) an analysis of broadband demand and stimulation options to improve the affordability of smartphones and uptake of digital services, (c) a mapping of broadband infrastructure and assessment of market failure, (d) policy reforms for disaster management framework for telecom sector, including climate related disasters, (e) assessment of climate resilience of existing telecom infrastructure and options for improving climate related and other natural disaster resilience of telecom and data infrastructure, and (f) institutional and structural reform of the MoITI to meet emerging challenges and opportunities for digital transformation. The objectives include addressing key regulatory bottlenecks responsible for the slow penetration of fixed broadband internet, enhancing the disaster resilience of data infrastructure, and encouraging the sharing of last-mile infrastructure. While more research is needed to accurately quantify the climate change mitigation potential of sharing telecommunications infrastructure, avoiding the construction of multiple infrastructure for telecommunications can result in significant emissions reductions and can help to mitigate the impacts of climate change.

Subcomponent 1(b): This subcomponent supports the design and development of a national data exchange layer, facilitating responsible and seamless sharing of personal and non-personal data between federal and provincial government agencies and other authorized entities to improve the delivery of services and evidence-based policy making. Another key objective of the national data exchange layer, including the governance framework around it, is to bring the sharing of personal data in Pakistan in line with national laws and international good practices for information security and personal data protection, especially with respect to transparency, legitimate purpose, consent, data accuracy, and other privacy-by-design principles such as data minimization. These improvements will make services more user-centric (e.g., reducing the need for individuals and businesses to provide the same information more than once) and resource-efficient (e.g. reducing the amount of paper and forms), while also fostering innovation (e.g., empowering people and businesses with greater control over their data). Example use cases include individuals applying for scholarships and licenses, households updating their information in the National Socioeconomic Registry based on updated information in government databases, businesses applying for permits, and government agencies pulling environmental data from multiple sources to plan for climate-related disasters. The project will support NADRA to: (a) produce the detailed technical design for the national data exchange layer. (b) develop the technological infrastructure for the national data exchange layer; (c) build governance and institutional capacity to maintain the national data exchange layer, including for cybersecurity and information security (e.g., access management) and personal data protection (e.g., consent management); (d) work with federal and provincial government agencies and other authorized entities integrate with the national data exchange layer as data providers and/or users; (e) define the financial, institutional, and operational sustainability of the national data exchange layer, and (1) integrate the national data exchange layer with the digital authentication capabilities supported under subcomponent 1(c) to facilitate consent. The technical design of the national data exchange layer will be climate informed. This will be achieved by incorporating climate data in the design decisions and developing frameworks that will improve redundancies and increase availability of data and services

Subcomponent 1(c): This subcomponent supports the development of an ecosystem for: (a) digital authentication allowing individuals to securely verify their identity when accessing services remotely (e.g., through a website or smartphone application), and (b) the issuance of officially recognized

electronic documents that can be easily verified (e.g., verifiable credentials), such as academic qualifications, certificates, and licenses. This will involve the development of a smartphone application that would facilitate the identity verification and act as a "digital vault" to store and present the verifiable credentials in both online and offline scenarios. The design and implementation will be aligned with the Principles on Identification for Sustainable Development, especially with respect to inclusion and personal data protection, Human-centred design will be employed to ensure accessibility and adoption, such as to identify other means to allow individuals with low digital literacy and access to benefit, including non-smartphone-based methods of digital authentication and a personal data store for the verifiable credentials. The supported ecosystem will have three significant benefits. First, by allowing people to securely verify their identity without the need for physical presence, the digital authentication will enable those people to access public and private sector services end-to-end online, which will reduce geographic and cost-based barriers, especially for people living in remote areas and with mobility challenges (e.g., persons with a disability).

In combination with the National Data Exchange Layer, the digital authentication capabilities will also empower individuals with greater control over their personal data, with similar benefits arising from the decentralized nature of verifiable credentials. Second, shifting to online service delivery channels (as a complementary and not as a replacement for physical channels) for service providers will reduce costs, for which saved resources could be redirected to expanding physical channels for individuals without digital access. It will also unlock innovation, including the development of new services. Third, it will build climate resilience by facilitating the continuity of online services during and after climate-related disasters, which will, for example, enable the government and humanitarian partners to roll out emergency assistance more quickly. As electronic records can be backed up and retrieved, verifiable credentials will also be more resilient than existing paper records and documents. The project will support NADRA to: (a) define the most appropriate architecture for the ecosystem, building on the country's existing national identification system and applying human-centred design; (b) improve their capacity to store and access from anywhere the digital versions of official credentials of individuals, ensuring that the investment improves the climate resilience of the data infrastructure and reducing risks of these credentials to get lost (e.g., swept away/damaged in floods), (c) develop a trust framework for verifiable credentials to define rules around issuance and verification; (d) identify and implement a pilot program for digital authentication and verifiable credentials; (e) deploy digital authentication mechanisms, digital vaults, and verifiable credentials and integrate with these priority services, such as the National Citizen Services Portal, social protection, digital financial services, and those that will be simplified and digitalized under subcomponent 1(d); (f) design and implement a communication and awareness strategy, to promote adoption, and (g) provide dedicated technical assistance to financial service providers to increase access to financial services for women, including accounts.

Subcomponent 1(d): This subcomponent will support the development of a National Citizen Services Portal and digitalization of government-to-person services, as well as associated databases. This will be conducted at the federal and provincial level to enhance the quality and efficiency of the services delivered. The objective is to address the current fragmentation and duplication of efforts regarding public services' digitalization across the country by developing reusable tools to build high-quality digital services and to foster transfer of knowledge between provinces. Support to the digitalization of underlying registries and integration with the National Data Exchange Layer will also improve the re-usability of data (with personal data protection safeguards) in the country to develop more tailored

services, improve targeting of public benefits, and allow government agencies to make more informed decisions. This is especially important because crises like the COVID-19 pandemic and 2022 floods have highlighted the need for the seamless and secure exchange of real-time information between government agencies (among and between the provinces and the federal level). To reduce the complexity for people seeking access to public services, the Project will also finance the development of a National Citizen Services Portal offering a user-friendly and consistent interface irrespective of the entity providing the service. Digitalization of public services leads to efficient and accessible services, and it supports business continuity. This subcomponent will support the digitalization of government-to-person services by: (a) building the capacity of the NITB to support government agencies to embrace their digital transformation and adopt Pakistan DPI (i.e., the National Data Exchange Layer, the digital authentication mechanisms, and verifiable credentials) and coordinate with provincial IT Boards and Departments; (b) conducting an inventory of services across a range of government and local agencies and prioritizing services to be digitalized in the medium and longer term; (c) mapping business processes of regulatory approvals in view of their digitalization and propose a roadmap for re-engineering with the participation of users, particularly women, in the design of the new processes; (d) developing systems-including software, websites, and smartphone applications and integrating with the Pakistan DPI, building on the experience of the Punjab Information Technology Board; and (e) support knowledge transfer and dedicating resources to making solutions reusable between provinces. Activities will deliberately promote access for women and girls, including by targeted outreach to raise awareness, and will prioritize services responsive to their needs, such as gender-based violence (GBV) response and prevention related support for survivors, linkages will be made with the training pilot supported by subcomponent 1(e) to ensure the ease of access to online services (notably linked to GBV), making online services more applicable to the needs and types of businesses that women run. It will also contribute to the digital development of the country under Pillar 4 of the Global Crisis Response Framework by making more services available online.

Subcomponent 1(e): Investments under the Project will accelerate data production, its availability, exchange, and interoperability. This subcomponent will be implemented by Ignite and is focused on supporting the creation of innovative services and fostering the use of available data for informed decision-making by: (a) establishing an open data and regulatory sandbox to encourage citizens and the private sector to develop innovative services; (b) developing a multi-lingual, multi-modal communications, and marketing campaigns, specifically targeting underserved, remote and rural communities; (c) setting up women's digital literacy pilots in each province through partnerships with public and private sector training providers to train cohorts of young women to promote digital literacy, digital business, and use of digital services made available by subcomponent 1(d) above, (including those relating to GBV), among women and girls within their communities; (d) support Digital Government Innovation Program, through provision of grants to young individuals, start-ups to work with different government departments at the federal level and provincial levels to support citizen centred digital services, and (e) support change management, awareness and trainings in public sector for supporting the digital transformation. This subcomponent will directly contribute to the increased capacity of public sector institutions to use and adopt digital solutions in the event of shocks and in times of crisis, increase the social sustainability and gender impacts of the digital solutions developed, and promote data-driven.

Component 2: This component will support the Bol to modernize regulatory regimes in Pakistan at three levels of government: federal, provincial, and municipal. The first stage entails reviewing, mapping, and developing a catalogue of RLCOs across the three levels of the government, potentially including up to 800 government agencies relevant to dealing with investing and operating business in Pakistan. Key issues to be addressed include simplification and consolidation of overly complex and fragmented business regulations across federal, provincial, and local jurisdictions, identifying and addressing regulatory overlaps and duplications, and initiating a sustainable drive to reduce excessive face-to-face government-to-business interactions, in the second stage, this component will support a transition towards a digital inventory of administrative procedures and the development of an electronic single window-the PBP-integrated across all three layers of government for new and existing businesses to apply, renew, pay, and meet all their compliance needs online. The digitalization of regulatory compliance will follow the frameworks developed under subcomponent 1(a) and complement activities already initiated at the provincial level, especially in Punjab and Sindh. In Sindh, RLCOs have already been identified under a Consolidated Business Registry for 16 departments." Improving the ease of compliance with business regulation in Pakistan for companies will indirectly facilitate increase trade to ensure food security following shocks and rebuild faster the supply chains in the country.

The activities foreseen under this component include subcomponent 2(a): Establishing a catalogue of all federal and provincial business RLCOs and producing recommendations for simplifying, streamlining, and improving existing regulatory requirements for investing and operating business, subcomponent 2(b): Designing and development of the PSP acting as an interface to host all digitalized and available RLCOs; subcomponent 2(c): Supporting governmental, provincial, and local entities in digitalizing regulatory approvals; subcomponent 2(d): Institutionalizing the reform process, exploring financial and institutional sustainability, and management and upgrading of PBP, and subcomponent 2 and (e) Organizing communication and change management activities for transition to the PBP and dissemination of information about the availability of online approvals of RLCOS. Support for the Bol under this component will be complemented by an International Finance Corporation advisory program, which is also supporting the Pakistan Regulatory Modernization Initiative. This program will help build technical and institutional capacity to guide and sustain the reform process for improving ease of compliance with business regulation. It is already supporting the Bol to identify and address the regulatory compliance burden on business competitiveness. In the last two years, the support has led to over 100 regulatory reforms which were launched by the President of Pakistan under the Asaan Karobaar Program in March 2022. These activities are monitored and disseminated through an online portal (/business/), developed with support from a complementary engagement with the International Finance Corporation, which indicates the ongoing commitment to reforms necessary for the planned digitalization of regulatory approvals under this component

Component 3: This component will focus on supporting overall capacity of: (a) the Project Management Unit (PMU); (b) Bol Project Implementation Unit (PIU); (c) NADRA PIU, as well as (d) Ignite PIU and NITB PIU, operating under the MoITT, respectively, to coordinate, manage, implement and supervise the implementation of the Project, including, day-to-day Project administration, procurement, financial management, communications and outreach for each of their component(s) and/or subcomponent(s). Shared resources regarding safeguards oversight, monitoring and evaluation, and reporting will be housed at the MoITT. This includes staff costs, equipment,

facilities, and incremental operating costs. The PMU and PIU staff will be hired soon after project launch. The detailed job description, qualification requirements, and selection procedure for the PMU and PIU staff will be approved by a Project Steering Committee (PSC), headed by the Secretary MoITT.

Component 4: This component, with a starting financing of zero dollars, is included in the Project design to allow for the provision of immediate response to an Eligible Crisis or Emergency, as needed. A CERC Manual and Emergency Action Plan will be adopted for the implementation of this component. The CERC Manual and Emergency Action Plan will ensure alignment with the goals of the Paris Agreement.

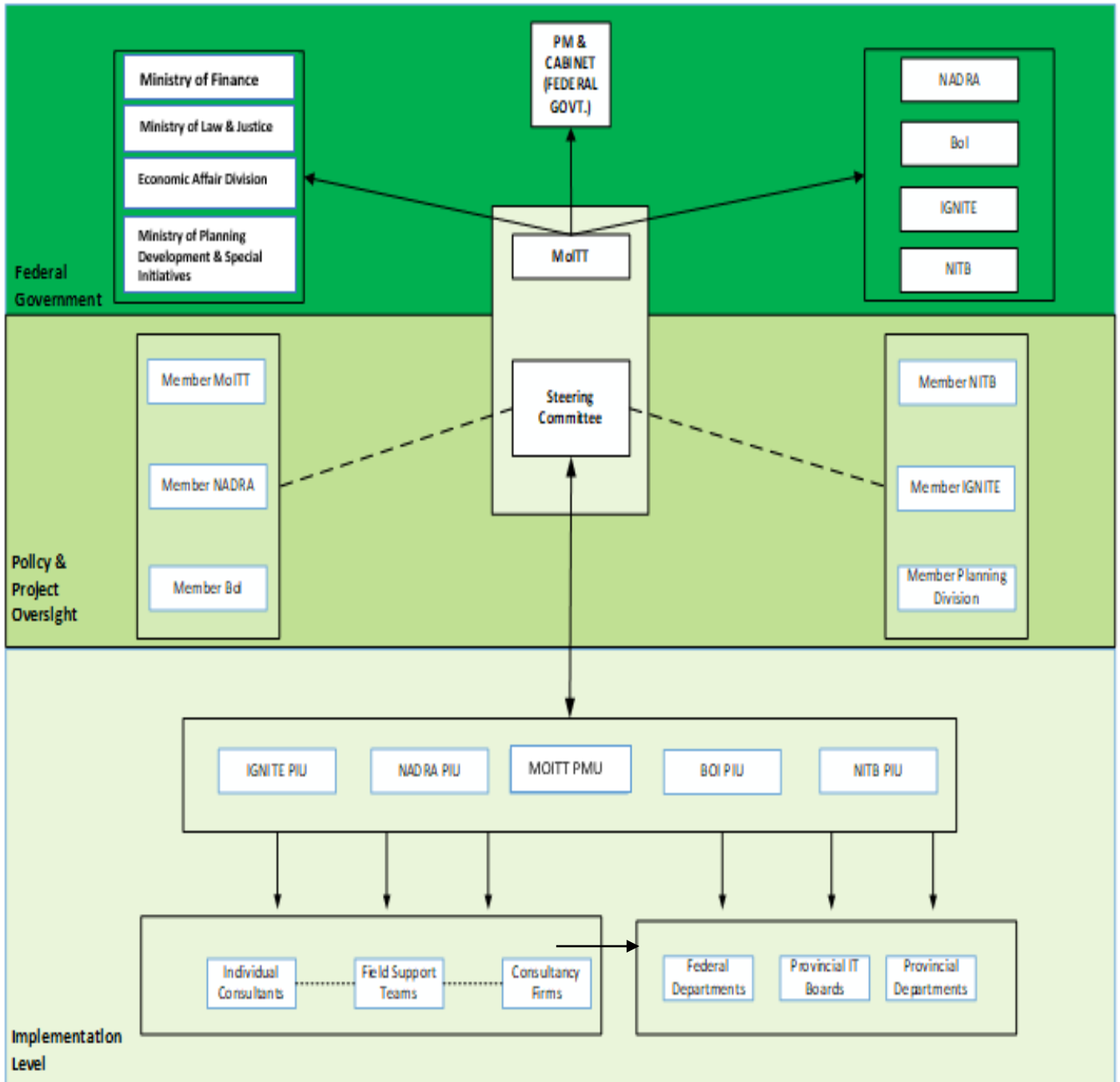
1.2. POTENTIAL SOCIAL AND ENVIRONMENTAL RISK

The Digital Economy Enhancement Project (DEEP) is anticipated to have an influence on the environment and society, according to the preliminary evaluation¹⁰. The management and disposal of electronic waste, or "e-waste," produced during the installation and upgrade of ICT infrastructure across components like the National Data Exchange Layer (NDEL), the Registration, Licenses, Certifications and Others (RLCOs), the Pakistan Business Portal (PBP), the Citizen Service Portal (CSP), and Civic Innovation Labs, are the main environmental risks that have been identified. The delivery of digital devices and equipment to PMU-MOITT and other PIUs like as NADRA, NITB, Ignite, BOI, are expected to generate e-waste. Implementing agencies (PMU & PIUs) will implement an E-Waste SOP that will be applicable for the duration of the project's digital life in order to reduce these hazards. Concerns about community health and safety, labour issues associated with handling e-waste, and environmental hazards to PMUs, PIUs, and local deployment offices are all covered in the plan. Project workers will begin implementing the e-waste Standard Operating Procedures (SOPs) in accordance with the standards and Environmental and Social Commitments Plan (ESMC) of the World Bank. On the social front, while the project aims to manage open and inclusive outreach, end-to-end automation of services and digital public infrastructure may pose risks related to privacy, consent for data use, and digital exclusion. These risks could disproportionately affect vulnerable groups such as women, religious and ethnic minorities, persons with disabilities, and underserved rural communities—particularly due to limited digital literacy, lack of access to technology, or concerns stemming from previous data breaches. Targeted assessments (such as digital literacy evaluations, accessibility audits, and surveys of female staff and users) will be conducted to address these issues. Stakeholders, including the World Bank, were given recommendations to guarantee inclusive design and access for all DEEP components. In order to guarantee access and assistance for underserved consumers, digital intermediaries and service providers—such as local digital units, e-khidmat center employees, telecom service provider and fintech partners and many others (mentioned in the list of all stakeholders)—are also regarded as stakeholders.

¹⁰ Environment and Social Commitment Plan-DEEP:
<https://moitt.gov.pk/SiteImage/Misc/files/DEEP-ESCP.pdf>

1.3. IMPLEMENTATION ARRANGEMENTS

MoITT will lead DEEP implementation through a central PMU. A Project Steering Committee (PSC) with representation from MoITT, BOI, NADRA, NITB, and IGNITE will oversee project progress. The Program Director of DEEP PMU (MoITT) will provide all implementation and coordination oversight. The implementation arrangements and functions of PSC is illustrated in Figure-1.



----- Coordination & Support

Monitoring & Supervision

Figure 1: Implementation Arrangements

The PIUs at BOI, NADRA, NITB and IGNITE will manage their respective component. The summary of PIUs and their specific roles is given below:

Table 1: Summary of PIUs’ Roles

PIU	Key Responsibilities
MoITT	Component 1(a); project oversight; coordination.
NADRA	Components 1(b), 1(c); NDEL and digital identity systems.
NITB	Component 1(d); National Citizen Services Portal.
Ignite	Component 1(e); Civic Innovation, Technology Labs, Digital Literacy, and Outreach.
BOI	Component 2; Pakistan Business Portal.

MOITT is an executing agency for DEEP and leads Component 1(a), 1(d) and 1(e) on policy, regulatory reforms, and key digital enablers. This includes promoting standardized, harmonized, and integrated digital services that are user-centred rather than siloed, enhancing service efficiency and enabling predictive delivery. Activities include developing policies, architectures, standards, and reusable tools such as APIs and open-source software. Currently, limited interoperability and data-sharing mechanisms hinder service delivery and raise data protection concerns. To address this, institutional standards for governance and coordination will be established at both federal and provincial levels, supported by enterprise architecture and data governance frameworks. MoITT will also lead the development of an integrated project plan, ensuring alignment across all PIUs and approval of their component plans.

1.4. DEEP PROJECT MANAGEMENT UNITS

1.4.1. Ministry of Information Technology & Telecommunication PMU

The Programme Management Unit (PMU) at the Ministry of IT & Telecommunication (MoITT) serves as the central coordinating and oversight body for the Digital Economy Enhancement Project (DEEP), operating under the leadership of the Program Director who holds overall authority and accountability for the programme. The PMU is responsible for ensuring successful execution of the project by coordinating all PIUs, aligning project activities with objectives, managing procurement and compliance in line with World Bank guidelines, and monitoring progress across all components. It facilitates communication among stakeholders, resolves implementation bottlenecks, prepares consolidated progress reports, and ensures adherence to financial, environmental, and social safeguards. Acting as the programme-level authority, the PMU also oversees cross-agency coordination, risk management, and strategic alignment, ensuring that all project activities are delivered efficiently, transparently, and in accordance with national and World Bank requirements. The organogram of the MOITT PMU is shown in Figure-2:

MoITT PMU — Programme Organogram | DEEP Project | PC-I Approved Positions

Programme Director

PPS-12 | Component 3

Director (Technical)

PMU | PPS-11 | Comp. 3

Project Director NITB PIU

Citizen Services

Project Director Ignite PIU

Civic Innovation

Project Director NADRA PIU

Digital ID & NDEL

Project Director BOI PIU

Biz Porta

▼ PMU Internal Staff — reports directly to Programme Director

▼ PIU Project Directors above — programme oversight by Programme Director

Senior Manager Procurement

PPS | Component 3

Senior Manager M&E

PPS | Component 3

Consultant Health / Gender / Safety

PPS | Component 3

COORDINATION & ADMIN

TECHNICAL & POLICY CLUSTER — 11 Individual Consultants | Component 1a

PROCUREMENT (IC)

FINANCE (IC)

Project Coordinator 1

IC | Component 1a

Digital Strategy Senior Consultant

IC | Component 1a

Data Governance Consultant

IC | Component 1a

Data Protection Expert

IC | Component 1a

Senior Procurement Specialist

IC | Component 1a

Procurement Officer

IC | Component 1a

Financial Management Specialist

IC | Component 1a

Project Coordinator 2

IC | Component 1a

Target Operating Model & Enterprise Arch. Expert

IC | Component 1a

Digital Governance & Transformation Expert

IC | Component 1a

Implementation & Coordination Expert

IC | Component 1a

HR, Admin & Facility Specialist

IC | Component 1a

Telecom Strategy Expert

IC | Component 1a

Telecom Reforms Expert

IC | Component 1a

Telecom Infrastructure Consultant

IC | Component 1a

Agile Coach

IC | Component 1a

Telecom Programme Impl. & Coordination Expert

IC | Component 1a

Finance Officer

IC | Component 1a



Programme Director



PMU PPS Staff



PIU Director — Solid Line



PIU Director — Dotted



Technical & Policy



Finance



Procurement



Coordination & Admin



PPS = Pakistan Pay Scale (Government Post)



IC = Individual Consultant — procured per World Bank Procurement Regulations. All IC TORs require World Bank TTL no-objection before advertisement.

Figure 2: MOITT PMU

1.4.2. NADRA PIU Organogram/Structure

The NADRA Project Implementation Unit (PIU) in DEEP is responsible for end-to-end planning, coordination, execution, and monitoring of project components, including managing KPIs, task execution, and progress reporting to stakeholders. It leads the implementation of Digital ID and contributes to the National Data Exchange Layer (NDEL), including deployment of secure infrastructure based on Zero Trust Architecture and PKI, while ensuring compliance with Trust Frameworks and data protection standards. The PIU also manages procurement, stakeholder coordination, risk resolution, and establishes operational support teams for sustainability. As per the RACI framework, NADRA PIU holds full accountability and responsibility for Digital ID and shares responsibility for NDEL (with PDA as accountable), while working in coordination with DEEP PMU to ensure alignment and World Bank compliance. The PIU structure of NADRA is illustrated below in Figure-3:

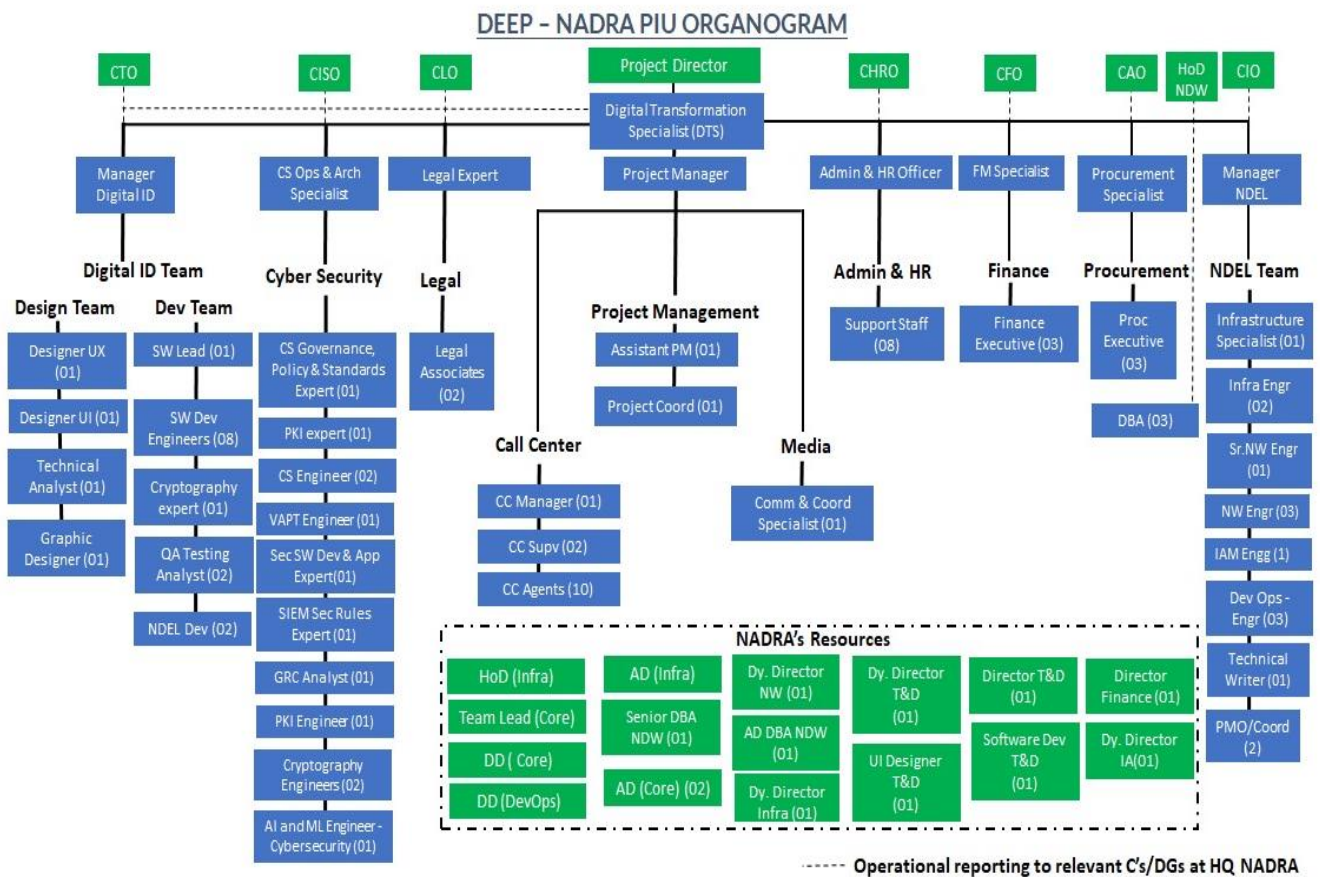


Figure-3: NADRA PIU

1.4.3. National Information Technology Board (NITB) PIU

Subcomponent 1(d), the NITB Project Implementation Unit (PIU) – Citizen Services in DEEP serves as the central coordination and implementation body for the National Digital Portal and Super App, responsible for planning, execution, and oversight through a structured setup with clear roles and reporting lines. It works in close coordination with federal and provincial entities, including provincial IT boards, to ensure alignment of digital service delivery with national platforms and frameworks, while leveraging program management and specialized technical expertise supported by competitively procured firms for end-to-end delivery. The PIU operates through a scalable and flexible structure to accommodate phased implementation and evolving project needs. As per the RACI framework, it is responsible for the assessment of citizen services and development of the portal and Super App, with NITB as the accountable entity at project handover, and Pakistan Digital Authority and DEEP PMU consulted throughout execution to ensure alignment and compliance. The PIU structure of NITB is presented in Figure-4:

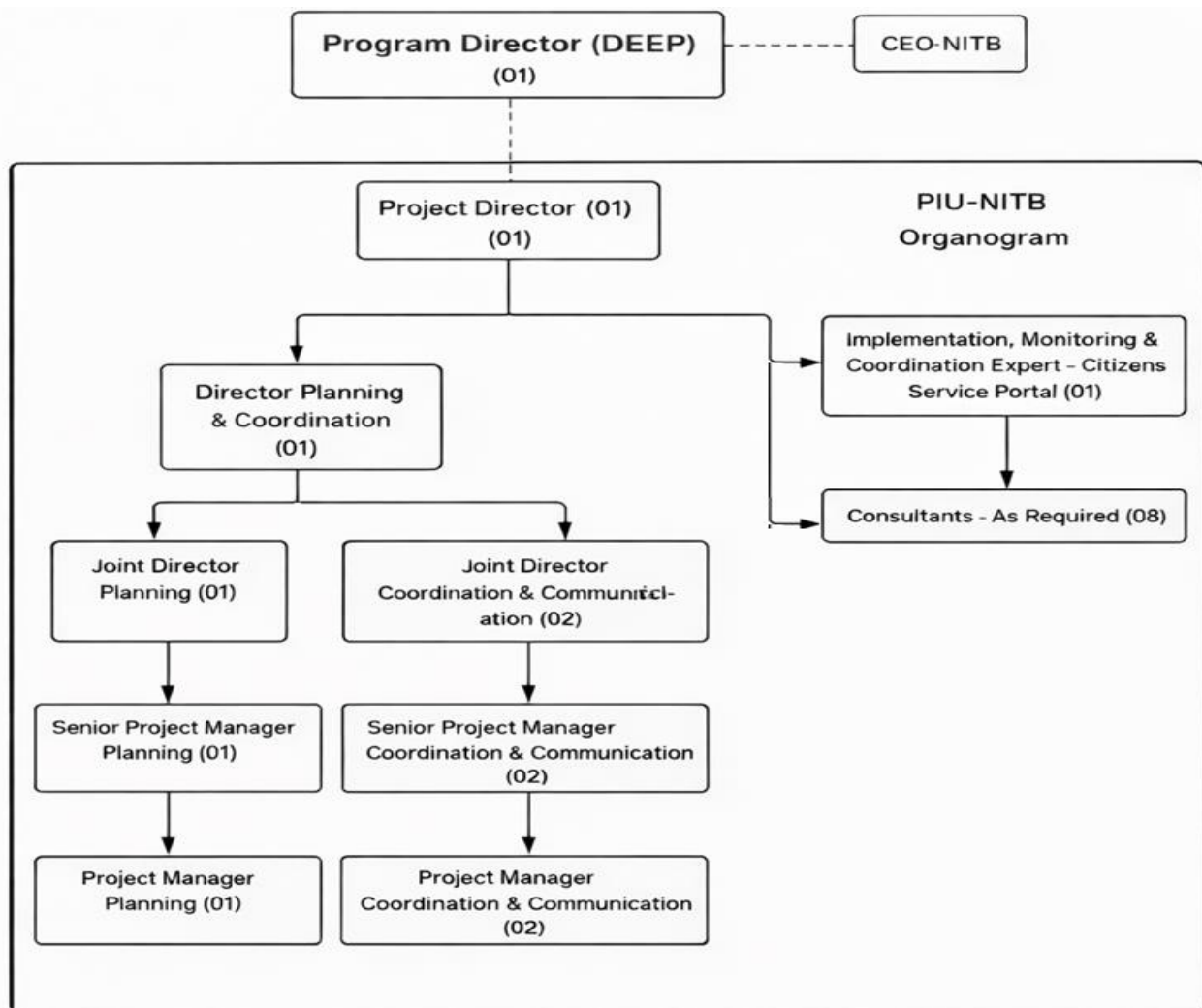


Figure-4: NITB PIU

1.4.4. IGNITE PIU

The Civic Innovation – PIU Ignite in DEEP serves as the core implementation unit responsible for executing the Digital Government Innovation Program (DGIP) and driving the development of citizen-centric digital solutions by engaging startups, entrepreneurs, and public sector entities through structured innovation pipelines such as hackathons, seed funding, incubation, and acceleration programs. It leads the establishment of Civic Innovation Technology Labs (physical and virtual), fosters an inclusive innovation ecosystem, and ensures the transition of developed solutions into sustainable government use through institutional mechanisms like MOUs. The PIU is accountable for end-to-end project execution including planning, budgeting, procurement, stakeholder coordination, and performance monitoring in alignment with PAD, PC-1, and World Bank requirements, while working under the supervision of the Program Director-DEEP. It also ensures compliance, risk management, and effective engagement with stakeholders, supported by governance structures such as the Internal Oversight Committee, thereby functioning as the operational backbone for translating DEEP’s civic innovation objectives into scalable and sustainable digital outcomes.

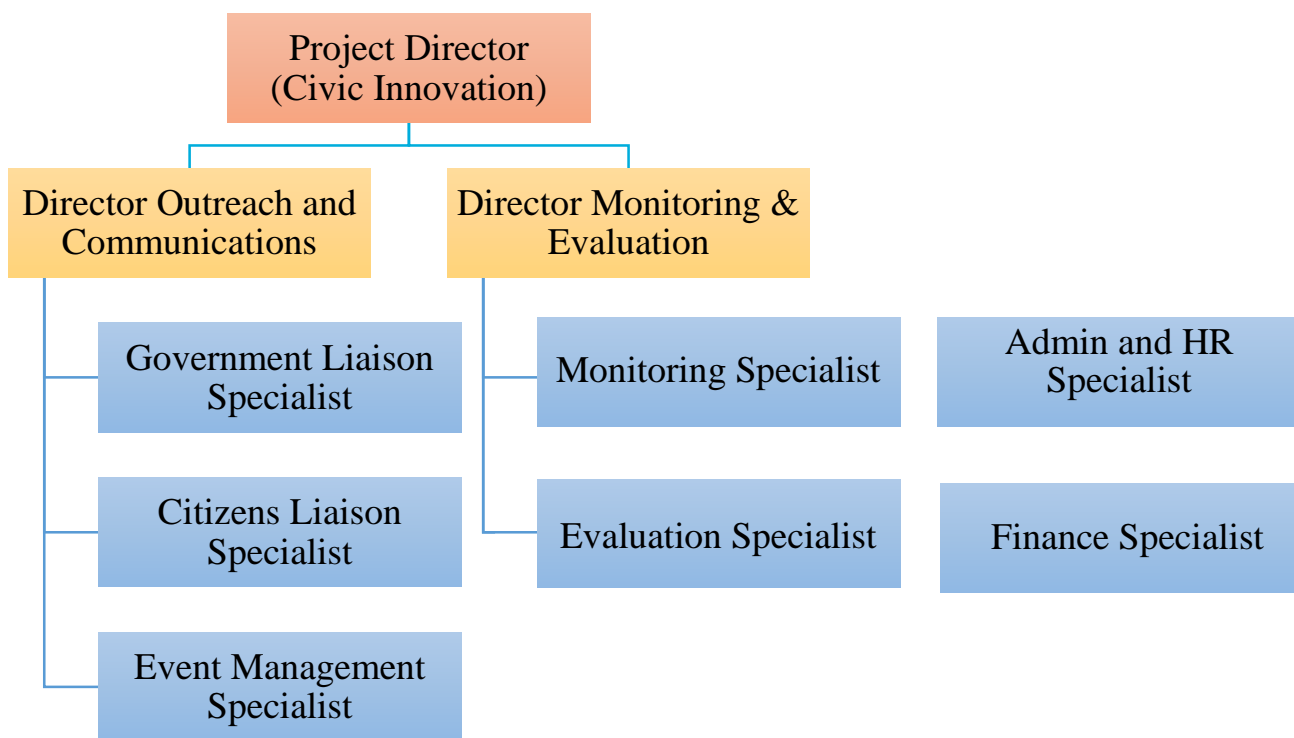


Figure-5: IGNITE PIU

1.4.5. Board of Investment (BOI) PIU

The Board of Investment (BOI), Pakistan’s lead agency for investment promotion and ease of doing business, is responsible for implementing the Pakistan Regulatory Modernization Initiative (PRMI) and developing the Pakistan Business Portal (PBP), a one-stop shop for business-related permits and services (RLCOs). Supported by the World Bank, BOI has driven regulatory reforms that significantly improved Pakistan’s global business ranking. A dedicated PIU will be established, led by the Secretary BoI, to manage planning, stakeholder coordination, digital system development, and data governance. The PIU structure of BOI is illustrated below:

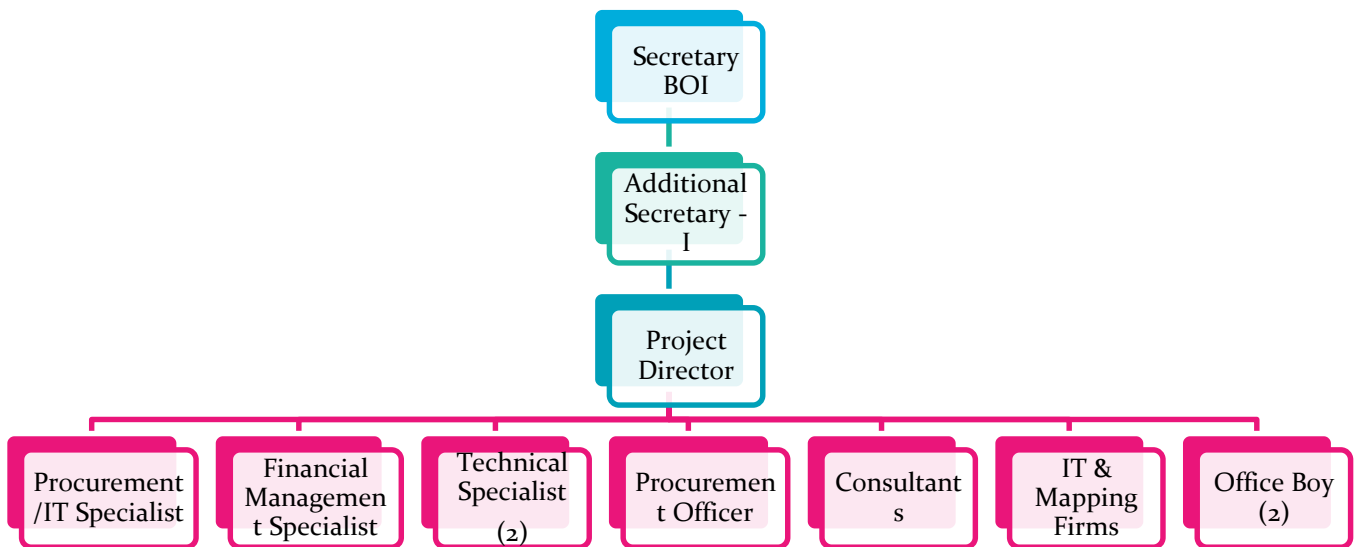


Figure-6: BOI PIU

The PIU will also function as PBP’s secretariat, coordinating with federal, provincial, and regional entities, and ensuring alignment with PRMI and DEEP goals. Key responsibilities include mapping RLCOs, overseeing legal and process reforms, engaging IT and mapping firms, managing digitalization and integration of services, developing standardized coding and open-data platforms, and promoting inclusive adoption of PBP through outreach and testing.

2. STAKEHOLDER ENGAGEMENT PLAN - SEP

The Stakeholder Engagement Plan (SEP) for the Digital Economy Enhancement Project (DEEP) outlines how stakeholders will be identified, consulted, and engaged throughout the project lifecycle. It is prepared in line with World Bank Environmental and Social Standard ESS10 to ensure transparent, inclusive participation, particularly of vulnerable and marginalised groups, and to guide grievance redress. The SEP supports meaningful stakeholder involvement in planning and implementation of DEEP components.

2.1. OBJECTIVES

Under World Bank-financed projects, a Stakeholder Engagement Plan (SEP) and Grievance Redress Mechanism (GRM) are required under ESS10 to ensure early, inclusive, and ongoing engagement with stakeholders throughout the project lifecycle. This SEP defines how MoITT and other PIUs will communicate with stakeholders, gather feedback, and address concerns. It aims to build constructive relationships, ensure inclusive consultations, and disclose relevant project information in a timely and accessible manner.

The SEP also ensures that key implementing partners, including NADRA, are equipped to lead engagement for their respective components, particularly where digital identity, authentication, and interoperability infrastructure are involved.

2.2.RESOURCES REQUIRED FOR THE IMPLEMENTATION OF SEP

The Digital Economy Enhancement Project (DEEP) supports the design and rollout of multiple Digital Public Infrastructure (DPI systems), including the CSP, PBP, Digital ID, Digital Vault/Wallet NDEL, CITL, Digital Literacy, Hackathons and Open Data platform. Given the scale and nature of these interventions, the project involves elevated risks related to data privacy and misuse, cybersecurity, online harassment and gender-based digital harm, exclusion of vulnerable groups, and public trust in digital systems. Effective implementation of the Stakeholder Engagement Plan (SEP) therefore requires adequate financial, institutional, and technical resources.

Stakeholder engagement under DEEP is integrated into project-specific policy, technical, service-delivery, and accountability activities across all components. Engagement is carried out through structured consultations, technical working sessions, digital literacy and outreach initiatives, civic innovation forums, feedback sessions/FGDS/surveys and public feedback tools, and a project-wide grievance redress mechanism, including confidential and gender-responsive channels. These activities are implemented through coordinated efforts of the Project Management Unit (PMU) and Project Implementation Units (MoITT, NITB, Ignite, NADRA, and BOI), supported by dedicated environmental and social, gender, GRM, technical, and communications staff.

To ensure consistency, quality, accessibility, and nationwide coverage, the project will finance a specialized event management firm to support large-scale consultations and public engagement activities at federal and provincial levels. Continuous engagement will also be conducted by citizen service teams, technical units, and civic innovation, digital literacy, and outreach teams within the PMU and PIUs as part of routine implementation. All ESF instruments, including the SEP, will be financed from the project budget. Based on prior experience, the indicative allocation for event management support is approximately USD 950,000, with detailed costs to be finalized through annual activity planning.

Table 2: Budget Categories for SEP

Budget categories	Quantity	Unit costs	Times/Years	Total Costs	Remarks/Justification
Staff salaries and related expenses					
Events					
Communication campaigns					
Trainings					
Beneficiary surveys					
Grievance Mechanism					
Other Expenses					
Total Stakeholder Engagement Budget					

2.2.1. Role and Responsibility of Project's Social Specialist (HGS Consultant-PMU)

The Health/Gender/Safety Consultant (HGS Consultant) in PMU and nominated E&S Focal Person in all PIUs will work in close collaboration and monitors all activities in their respective management and implementation unit. Role and responsibilities of HGS consultant and E&S focal person revolve around developing guidelines and methods in line with ESS10, holding comprehensive consultation sessions with all stakeholders, coordinating and engaging all stakeholders in PMU and PIUs for internal and external monitoring of SEP implementation, and progress reporting of SEP compliance. The Health/Gender/Safety (HGS) Consultant collaborates closely with E&S focal person in all PIUs through systematic channels to highlight social concerns regarding interventions of project's activities. HGS consultant in PMU and E&S Focal persons in PIUs are also responsible for grievance redress mechanism (GRM) to receive, record and process all complaints, concerns and suggestions for final decision.

2.2.2. Role of E&S Specialist/Focal Person in PIUs

Responsible to implement compliance at environmental and social level, stakeholder engagement at PIUs and grievance redress process as per the World Bank's guidelines; supports integration of requirements into project planning, implementation, monitoring, and reporting at the PIUs level. The E&S focal person for each PIU will play an important role in overseeing stakeholder engagement and grievance resolution related to their specific project components, and will collaborate with the PMU to confirm timely updates on compliance and E&S issues/concerns.

2.2.3. Role of Communication and Coordination Specialist

Coordinates internal and external communication, ensures flow of information among stakeholders within a dedicated time and in a systematic manner. Specialist will conduct and support awareness campaigns, manage outreach programs at media and public level and networking among and across implementing units and government agencies to confirm alignment and reflectiveness of all activities of the Project. The Communication & Coordination Lead within each PIU will be responsible for public messaging related to their respective project components, including availability of digital services, user guidance, and awareness on key use-cases to ensure citizens are well-informed and ready to access digital services.

2.2.4. Role of Monitoring and Evaluation Specialist

The M&E Specialist has a specific role to track the implementation status of the SEP across all components of Project, ensuring that activities to engage all stakeholders are appropriate, effective, timely and inclusive in nature. They monitor and evaluate progress of engagement against each designed set of indicators, conduct the impact analysis of consultations, identify existing gaps and areas of improvements in outreach activities (especially to vulnerable groups), and deliver evidence-driven recommendations to confirm participation, responsiveness, and transparency for the implementation of SEP. The M&E Specialist also contributes to reporting of project's activities on a periodic basis and ensures compliance of all activities with the requirements of World Bank ESF related to engagement of all stakeholders in PMU and PIUs. Regular reporting from all PIUs will feed into their central M&E dashboards to monitor digital identity access and feedback from underserved populations.

2.3. STATUS OF STAKEHOLDER ENGAGEMENT

The DEEP project held extensive stakeholder consultations from 2022 to 2025 involving federal and provincial government agencies, NADRA, NITB, BOI, PTA, and the World Bank. These engagements focused on project scope, implementation arrangements, stakeholder roles, digital infrastructure planning, environmental and social considerations, and institutional readiness. Specific consultations led by each PIU emphasized on key technical and operational aspects relevant to their project components, such as data exchange standards, interoperability frameworks, service delivery framework, and potential risks of exclusion in digital access and authentication. From June 2024, Multiple meetings of Project Steering Committee (PSC), technical workshops, and provincial missions are being conducted to ensure inclusive inputs, coordination, and alignment with national digital transformation goals. The details and summary of previous stakeholder consultations is annexed as Annex-A.

2.4. SEP: REGULATORY REQUIREMENT

This section lays out the engagement requirements of the key stakeholders.

2.4.1. National Requirements

The PMU is responsible to consult with all identified stakeholders in each component and sub-component of project relevant to all PIUs. This is an essential element before proceeding any important activity of Project. In this context, Health/Gender/safety Consultant in PMU and E&S Focal Person in PIUs are responsible to organize and coordinate consultative sessions with all key stakeholders before finalization of implementation and engagement reports of SEP.

2.4.2. World Bank Requirements: Standards, Guideline, Requirement

The World Bank's ESS10 emphasizes transparent and inclusive stakeholder engagement as essential to project success. It applies to all Investment Project Financing and requires borrowers to involve stakeholders throughout project design and implementation. ESS10 categorizes stakeholders into two groups: Project-Affected Parties (PAPs) directly impacted by the project, and Other Interested Parties (OIPs) who have an interest but are not directly affected. Key steps include stakeholder identification, engagement planning, information disclosure, consultations, grievance redress, and regular reporting.

3. IDENTIFICATION AND ANALYSIS OF STAKEHOLDERS

For meaningful and substantive engagement, it is necessary to determine who the stakeholders are and understand their needs and expectations for engagement, as well as their priorities and objectives in relation to the Project. This information will then be used to tailor engagement to each type of stakeholder. As part of this process, it is particularly important to understand how each stakeholder may be affected – or perceives they may be affected – so that engagement can be modified accordingly.

Cooperation and negotiation with the stakeholders throughout the Project development often also require the identification of persons within the groups who act as legitimate representatives of their respective stakeholder group, i.e. the individuals who have been entrusted by their fellow group members with advocating the groups' interests in the process of engagement with the Project.

3.1. METHODOLOGY

The project intends to utilize various methods of engagement that will be used as part of its continuous interaction with project stakeholders. For the engagement process to be effective and meaningful, a range of various techniques need to be applied that are specifically tailored to the identified stakeholder groups. In accordance with best practice approaches, the project will apply the following principles for stakeholder engagement:

- **Openness and life-cycle approach:** stakeholder consultations for the project(s) will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion or intimidation;
- **Informed participation and feedback:** information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholders’ feedback, for analysing and addressing comments and concerns.
- **Inclusiveness and sensitivity:** stakeholder identification is undertaken to support better communication and build effective relationships. The participation process for the project is inclusive. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders’ needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups, in particular women, marginalized people, internally displaced persons (IDPs), returnees, drug addicts, persons with disabilities, youth, elderly and the cultural sensitivities of diverse ethnic and religious minority groups and those living in remote or inaccessible areas.

3.2. IDENTIFICATION OF KEY PROJECT STAKEHOLDERS

Stakeholder analysis identifies relationships between the project and potential stakeholders. Stakeholders are defined as individuals, communities, and organizations/institutions that have some role in the project. Table-3 shows the stakeholder types and their role in the project:

Table 3: Stakeholder Type and their role

Stakeholder Type	Institution(s)	Role in Project	Justification
Project Governance	MOITT – PMU	Lead Executing Agency	Responsible for program management and coordination
Project Implementation	NITB, NADRA, Ignite, BOI - PIUs	Implementing Agencies	Responsible for implementation of project components
Oversight	Project Steering Committee	Policy and Strategic Oversight	Steer and Guide high-level project implementation and coordination
Government Coordination	Prime Minister Office	National Oversight	Supports project alignment with national priorities
Supporting Ministries	Ministries of Law, Finance, EAD, Planning	Policy Coordination	Ensure regulatory and financial support
Data Infrastructure	NADRA, SECP, SBP, PTA, NITB, NTC, etc.	Data Integration	Manage and integrate national data systems, Designs and manages digital identity, biometric verification, and the NDEL platform critical for service interoperability
Federal Ministries	Various Federal Ministries	Service Delivery & Data Sources	Align project activities with national service delivery mandates and policies
Provincial Bodies	Provincial Departments	Service Delivery & Support	Support digital rollout at provincial levels and provincial action plans and

			strategies for sustainability and scalability
Local Governments	District and Local Bodies	Service Implementation	Implement project activities at the grassroots level
Private Sector	Tech Firms, Startups, ISPs, Associations etc.	Service Providers, Business, Private Sector & Innovators	Provide infrastructure, innovation and tech support
Regulators	FIA, FBR, PPRA, EPA, OGRA, DRAP, PEC etc.	Compliance and Standards	Ensure alignment with digital regulations and policies
Media & Communication	PTV, PEMRA, PID, etc.	Awareness & Dissemination	Support public awareness, outreach, and information dissemination
Service Providers	SECP, SBP, NICs etc.	Service Implementation	Support digital service ecosystem
E-waste Sector	Scrap Dealers, Recyclers etc.	Environmental Stakeholders	Relevant for sustainability and e-waste handling
CSOs, CBOs & NGOs	Misc.	Social Inclusion, Outreach, Literacy & Advocacy	Ensure participation of women, youth PWDs, and marginalized groups
International Partners	World Bank, UN, ADB, GIZ etc.	Technical and Financial Support	Provide funding, advocacy, and international technical expertise
Consultants	Technical Experts	Advisory and Technical Support	Support technical implementation and policy design
Academia	Universities, Research Institutes etc.	Capacity Building & Innovation	Support skill development and innovation
Public Offices	Govt Officials	Key Stakeholders	E-service delivery and administrative efficiency
Citizens	General Public	Primary Beneficiaries	End-users of digital services and platforms

On the basis of impacts, the stakeholder can be grouped in three categories:

1. **Project Affected Parties-(PAP):** They are impacted or likely to be impacted directly or indirectly, positively, or adversely, by the Project and
2. **Other Interested Parties- (OIP):** They may have an interest in the Project ('interested parties'). They include individuals or groups whose interests may be affected by the Project and who have the potential to influence the Project outcomes in any way.
3. **Vulnerable Groups:** they are highly vulnerable to potential project impacts and do not have a voice to express concerns or understand the project's risks and impacts. Aspects of vulnerabilities may include: gender, ethnicity, religious identity, health conditions, disabilities, socioeconomic marginalization, financial and food insecurity, and disadvantaged status. Stakeholders in this category are referred to as "disadvantaged/vulnerable individuals and groups".

The stakeholders grouped in three broader categories are presented in Table-4:

Table 4: Stakeholder Categories

Type	Stakeholder Type	Justification
PAP	Provincial IT Boards	Implements provincial components and supports localization
	MOITT Officials	Ensures execution, stakeholder coordination, and compliance

State Data Centers (NADRA, SECP, etc.)	Hosts identity, corporate, financial data essential for DEEP, Primary implementing agency for DEEP's digital identity, NDEL, and e-authentication components. Responsible for rollout of citizen credentials, secure data exchange, and service on boarding mechanisms.
ECP, Police, BISP, NSER	Use NADRA data for ID, verification in election process, and policing services in case of digitization
HEC, VU,	Integrates scholarship, verification, and educational records via digital service integration
Ministry of Commerce	Provide ease of doing business by digitization of trade licensing, trade promotion, and investment processes
Ministry of Communications	Modernizes logistics and postal services via e-platforms. Modernizes postal services with DEEP integration
Ministry of Energy (Power Division)	Links energy billing and licensing with CSP
Ministry of Education and Professional Training	Support in the digitization of records and services for education sector
Finance Division	Facilitates digital taxation, registration, and payments
Ministry of Foreign Affairs	Important role in digitizing consular services such as , visa issuance, document attestation, and facilitation for overseas Pakistan
Ministry of Housing & Works	Digitizes estate and land records for citizen access
Ministry of Human Rights	Ensures inclusive access to digital platforms
Ministry of Industries & Production	Supports investor facilitation and business setup by PBP
Ministry of Interior	Integrates e-passport, CNIC, FIR services via NADRA
Ministry of IPC	Harmonizes provincial digital reform
Ministry of National Food Security & Research	Support agri-subsidies, e-portals for farmers by digitization of public services
Ministry of National Health Services	Implements digital health ID, Certification and licensing
Ministry of Overseas Pakistanis and Human Resource Development	Digitizes migrant services and grievance systems
Ministry of Railways	Support and Enhances digital ticketing, freight tracking
Ministry of Religious Affairs	Supports Hajj digital services under CSP
Ministry of States and Frontier Regions (SAFRON)	Essential for ensuring digital access in tribal and refugee areas.
Ministry of Statistics	Provides critical demographic and socioeconomic data for DEEP implementation.
Ministry of Water Resources	Will integrate CSP services for licensing and monitoring.
Planning & Development Department (Provincial)	Coordinates DEEP implementation at the provincial level.
Finance Department (Provincial)	Enables digital fiscal systems including payments and taxation.

Health Department (Provincial)	Manages e-health, telemedicine, and ID integration for healthcare.
Agriculture Department (Provincial)	Will directly provide e-services for rural and farmer inclusion.
Livestock & Dairy Development Department (Provincial)	Offers e-tagging, permits, and supply chain tracking by digitization
Local Government & Community Development (Provincial)	Will digitizes birth, marriage, death registration, and local services.
Board of Revenue (Federal & Provincial)	Manages land records and facilitates digital real estate services.
Transport & Mass Transit Departments (Provincial)	Implements digital ticketing, route permits, and vehicle registration.
ICT Firms & Tech Companies	Engaged directly for backend systems, UX/UI, and infrastructure deployment
Cloud Infrastructure Providers	Provide hosting infrastructure; affected by system policies
Digital Platforms & Middleware Vendors	Affected by integration standards and government procurement
System Integrators	Build and integrate DEEP systems; essential to delivery
Digital Identity & Cybersecurity Firms	Responsible for platform security and identity management
Digital Service Providers	Provide e-payment and ID verification; directly integrated
IT & Software Development Firms	Develop and support DEEP platforms and digital services
Digital Consulting Firms	Advise on frameworks, reforms; deeply engaged
Startups & Platform Developers	Key innovation partners; directly affected
Telecom & Internet Providers	Support DEEP connectivity and inclusion mandates
Local Ignite/Civic Tech Hubs	Actively involved in DEEP implementation through Civic Innovation Lab.
Telecom Companies (Jazz, Telenor, Zong, Ufone)	Provide connectivity and authentication services critical to DEEP.
Cybersecurity Firms	Support DEEP through audits, compliance, and data protection.
Consultancy Firm for Digital Economy Sector Assessment	Directly engaged by DEEP for assessment and reforms.
Consultancy Firms for MoITT Restructuring	Support institutional reforms impacting DEEP implementation.
Consultancy for Cloud Ecosystem	Construct cloud architecture essential for DEEP platforms.
International Cloud Providers	Deliver IaaS services that support DEEP systems.
Digital Training Firms	Provide capacity building for DEEP users.
Digital Service Hubs / e-Kiosks	Primary access points for DEEP services.
Legal Firms and Business Consultants	Help SMEs adapt to DEEP's digital systems.

Digital Wallet Providers	Integrate digital payments with DEEP services.
Microfinance Providers	Utilize DEEP platforms for loans and e-KYC.
Business Associations in Track & Trace	Work with BOI, NADRA for compliance with DEEP.
Electronic Scrap Dealers	Engaged for e-waste recycling.
E-Waste Recyclers	Manage and recycle electronic waste.
E-Waste Disposal Workers	Directly handle and are impacted by e-waste.
Electronic Equipment Supplier	Provide essential tech hardware/software.
HRCP & NCHR	Ensure human rights compliance and NCHR will work as statutory & supporting body to avoid any human rights violations
PILDAT	Promotes transparency through DEEP.
Inclusive Pakistan	Advocates for marginalized identities.
Idara-e-Taleem-o-Aagahi	Promotes digital literacy.
The Gender Guardian	Promotes transgender inclusion.
Aurat Foundation	Supports gender digital inclusion.
Shirkat Gah (Other Advocay or project related CSOs)	Supports inclusive civic services.
STEP - Support, Training, and Empowerment Program	Promotes digital access for persons with disabilities.
Indus Consortium	Uses DEEP services in disaster response.
Taangh Wasaib Organization	Focus on rural women's access.
Rozan	GBV and mental health services.
AGHS Legal Aid Cell	Supports legal access through DEEP.
SPARC - Society for the Protection of the Rights of the Child	Focuses on children's protection.
SPO-Strengthening Participatory Organization	Youth participation in digital economy.
PILER	Labor rights and informal sector.
Tech Valley Pakistan	Rural innovation and skills.
SheMeansBusiness (by CIRCLE)	Empowers women in digital services; directly impacted by inclusive digital development.
Women in Tech Pakistan	Supports digital literacy and inclusion for women; directly involved in awareness and training.
YES Network Pakistan	Youth entrepreneurs are direct users of DEEP services.
SMEDA	Supports SME growth aligned with DEEP's digital platforms.
Nashonuma Foundation	Engaged in youth outreach and dependent on ID initiatives under DEEP.
Digital Strategy Advisors/Consultant	Designs the strategic foundation of DEEP; essential for coherence and execution.
Technical Implementation Consultants	Build and integrate DEEP systems; critical to project rollout.

	Biometric & Legal Advisors	Develop identity verification and legal compliance frameworks used across DEEP.
	Regulatory & Business Process Consultants	Digitize and optimize government licensing and registration processes.
	E-Governance Consultant	Enhances usability of CSP and PBP through service design and user experience.
	Data Governance Specialist/Consultant	Defines secure, interoperable data systems essential for integration.
	Target Operating Model and Enterprise Architect Consultant	Establishes governance, ownership, and system operations for DEEP.
	Employees/Official/Civil Servant	Affected by digitized workflows and require capacity building.
	Citizens of Pakistan	Primary users of the services enabled by DEEP.
OIP	Prime Minister Office	Provides high-level political support and alignment
	Ministry of Law & Justice	Ensures legal compliance and legislative alignment
	Ministry of Economic Affairs	Manages funding and disbursement flows from WB
	Ministry of Finance	Allocates and manages financial resources for DEEP
	Ministry of Planning Development & Special Initiatives	Aligns project with Vision 2030 and development goals
	PTCL, NTC	Provides commercial services but not direct project control
	Cabinet Division	Coordinates digital governance and cybersecurity
	Ministry of Information	Supports awareness but not system implementation
	Ministry of Narcotics	Supports digital monitoring but not core services
	Ministry of Parliamentary Affairs	Coordinates digital legislative functions
	Ministry of Science and Technology	Delivers standards and supports R&D; not a direct digital service provider.
	National Commission on Personal Data Protection	Not directly implementing body but play a regulatory role in ensuring data protection
	SIFC Working Group	Provides strategic oversight but no direct service delivery.
	Irrigation Department (Provincial)	Supports smart infrastructure but is not a core digital service provider.
	Energy Department (Provincial)	Involved in digital monitoring; not directly linked to public services.
	Startups & Freelancers	Impacted by DEEP ecosystem; not direct implementers
	IT Associations	Participate in advocacy; not executing DEEP
	Private Training Institutes	Support capacity-building; not directly impacted
	Health Insurance & Microfinance	Rely on DEEP infrastructure; not direct implementers
	E-Commerce & Gig Platforms	Impacted by reforms; not directly involved
Digital Rights Enterprises	Contribute to civic tech and digital inclusion	
Investors & VC Firms	Fund DEEP-beneficiary firms; not implementers	

	Business Associations	Advocate and consult on policies; not executors
	ECAC ,Electronic Certification Accreditation Council	Supervisory role, not directly implementing DEEP.
	Ernst and Young	Advisory/consultative role.
	Tabadlab	Policy recommendations, not implementing.
	Optera Digital	Technology vendor/partner.
	Pakistan Business Council	Advisory role on policy, not operational.
	Provincial Business Council	Facilitators for provincial MSME reforms.
	US-Pakistan Business Council	Investment advocacy, not service delivery.
	Sector-Specific Councils	Consultative, not implementing.
	Joint Public-Private Council	Oversight and dialogue, not implementers.
	BoI Advisory Council	Strategic advisory body.
	Digital Rights Foundation	Advocates for digital rights, not implementing.
	Media Matters for Democracy	Focuses on digital media freedom.
	Bytes for All	Privacy and digital rights advocates.
	She Means Work	Interest in gender inclusion.
	Code for Pakistan	Provides civic tech tools.
	TechWomen Pakistan	Mentorship for women in tech.
	Girls Who Code , Pakistan	Promote girls in coding.
	Peace Tech Lab Pakistan	Promotes peace via digital platforms.
	Internet Policy Observatory Pakistan	Observes internet governance.
	Tech for Change Pakistan	Uses innovation for social change.
	Bolo Bhi	Lobbying and policy contribution.
	Shehri	Urban governance advocacy.
	IRADA	Advises on data governance.
	SDPI	Provides policy research.
	Pakistan Software Houses Association (P@SHA)	Industry representative providing advisory input but not operationally engaged.
	Startup & Skills Development Advisors	Enhance workforce skills but not directly linked to DEEP platforms.
	Academia , Universities & Research Units	Support research, policy, and capacity building; not core implementers.
	Training Unit - NAVTTC	Facilitates skills development and certification; not involved in DEEP implementation.
Vulnerable Group	Women	Marginalized in tech/business, need access to digital services and tailored support.
	Elderly	Low digital literacy; need simplified interfaces and access to pension and health services.
	People with impairments	Need inclusive digital services and assistive technologies.
	People below poverty line	Economically disadvantaged, lack digital access and trust in digital systems.

Illiterate People	Face challenges with text interfaces, need voice and visual communication tools.
Drug Addicts	Socially excluded; need identity and employment reintegration through digital services.
Minorities	Discriminated; need inclusive access to identification, jobs, and services.
Unemployed ICT Graduates	Have skills but lack platforms to launch tech startups or access opportunities.
Women Borrowers	Micro-entrepreneurs & Micro businesses needing digital credit assessment and financial literacy.
Small Farmers	Isolated from urban centers; need market access and digital subsidies.
OPDs	Require inclusive design access and institutional representation.
National Youth Council	Youth influencers needing roles in co-creation and feedback on digital platforms.
Training Institutions (NAVTTTC etc.)	Provide digital skills; underfunded but essential for empowerment.
Hard-to-reach rural communities	Digitally underserved; need local kiosks and outreach for services.
Small local govt officers	Frontline staff needing training and tools for digital service delivery.
SMEs	Key economic units lacking access to formal systems and digital platforms.
Rural women in services/business	Need gender-responsive design and expedited grievance redress.
Marginal Labor	Digitally excluded, unstable income, need ID and financial inclusion.
Home-based Workers	Informal, women-led businesses needing digital inclusion and financing.
Registered Businesses	Need efficient digital licensing and regulatory simplification.
Unregistered Businesses	Operate informally, require digital literacy and easy registration.
Cooperative Societies	Rural community orgs needing digital access and formalization.
Women and Youth Entrepreneurs	Need digital licensing, credit, training, and inclusion in markets.
Migrants (Afghan)	Displaced with no ID; need multilingual, legal, and mobile support.
Refugees	Stateless, undocumented; need biometric ID and access to essential services.

3.3. INFLUENCE AND INTEREST ANALYSIS OF ALL STAKEHOLDERS

The Interest-Influence Matrix¹¹ is a strategic tool used to categorize stakeholders based on their level of interest in and influence over a project. It helps prioritize engagement by identifying which stakeholders require close attention and tailored communication approaches.

¹¹ Stakeholder Engagement Guide:

<https://documents1.worldbank.org/curated/en/099061924062010918/pdf/P5026571703cfc0741bde31f2bea9555911.pdf>

- Regularly Engaged (High Influence, High Interest): These stakeholders are key players and must be actively involved in planning and decision-making. Maintain continuous communication, consult regularly, and ensure they are part of the project lifecycle.
- Keep Satisfied (High Influence, Low Interest): These stakeholders can affect the project but may not be deeply interested. Engage them selectively, share updates, and address their concerns to maintain goodwill and prevent opposition.
- Keep Informed (Low Influence, High Interest): These stakeholders care about project outcomes but lack decision-making power. Keep them updated through newsletters, consultations, or briefings to maintain trust and support.
- Minimal Contact (Low Influence, Low Interest): These stakeholders require the least engagement. Monitor them for any changes in interest or influence, but limit direct communication unless necessary.

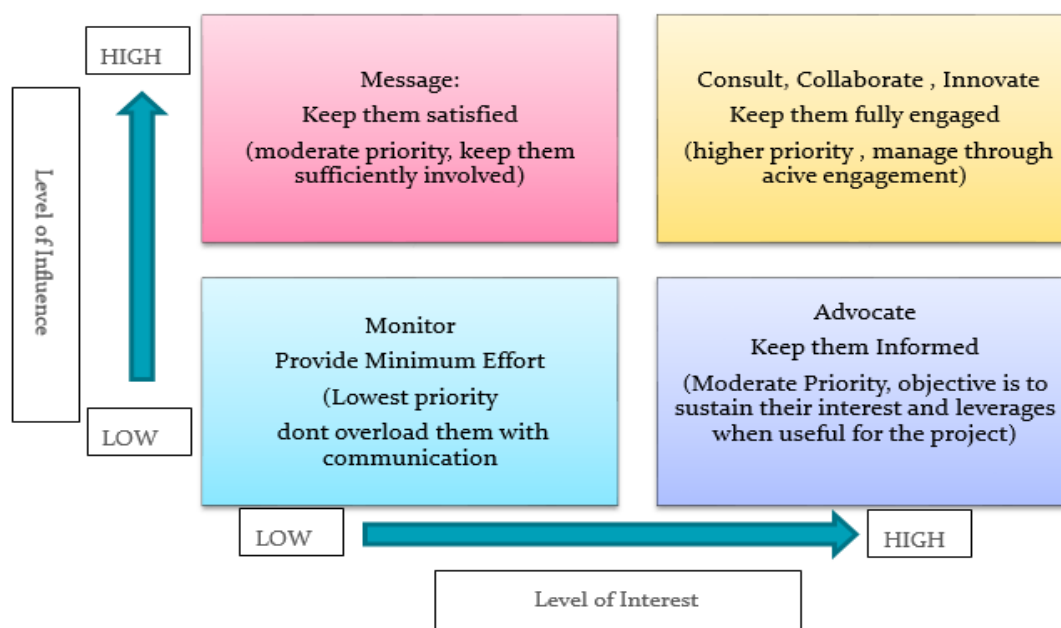


Figure-7: Interest – Influence Matrix

This matrix ensures efficient resource allocation and effective stakeholder management throughout a project's life. DEEP stakeholders are listed and grouped for each quadrant in below Table 5.

Table 5: Stakeholder Interest Influence Quadrants

List of Stakeholders	Influence/Interest Quadrant
Secretary-MoITT, Member (IT)-MoITT, Chairman-NADRA, Chairman Provincial IT Boards (PITB), Additional Secretary-I (BoI), Chief Executive Officer Ignite, Chief Executive Officer (NITB), Project Director (DEEP), Prime Minister Office, Minister of IT and Telecommunication, Secretary MOITT, NADRA Data Center, SECP Data Center, State Bank of Pakistan Data Center, FBR Data Center, Pakistan Telecommunication Authority (PTA) Data Centers, National Telecommunication Corporation (NTC), National IT Board (NITB), Ministry of Finance / AGPR, Cabinet Division, Ministry of Commerce and Textile, Ministry of Energy, Ministry of Federal Education and Professional Training, Ministry of Finance, Revenue, and Economic Affairs, Ministry of Housing & Works, Ministry of Human Rights, Ministry of Industries and Production, Ministry of Interior, Ministry of Inter-Provincial	Regularly Engaged

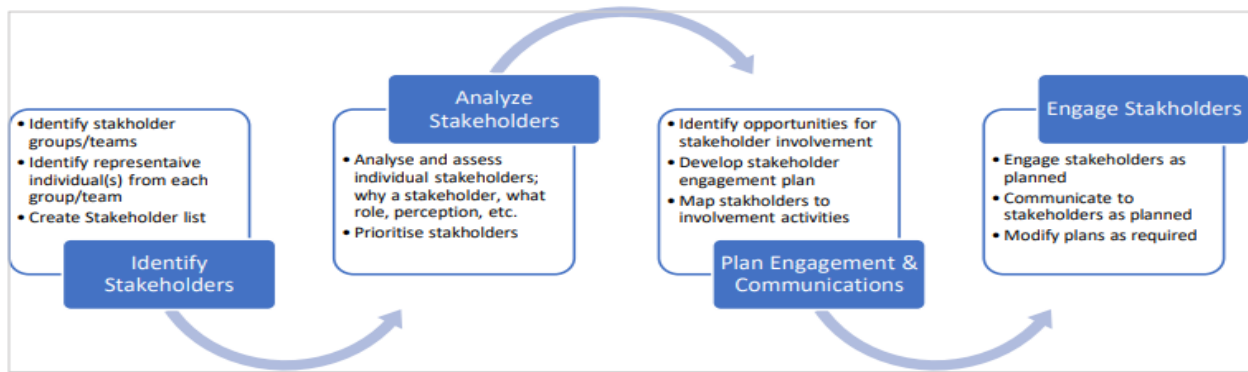
<p>Coordination, Ministry of National Food Security and Research, Ministry of National Health Services, Regulations, and Coordination, Ministry of Overseas Pakistanis and Human Resource Development, Ministry of Planning Development & Special Initiatives (MoPDSI), Development, and Special Initiatives, Ministry of Railways, Ministry of Science and Technology, National Commission on Personal Data Protection, SIFC Working Group (Special Investment Facilitation Council), Planning & Development Department, Finance Department, Health Department, Local Government & Community Development Department, Board of Revenue (Provincial), Excise, Taxation & Narcotics Control Department, Home Department, Labor & Human Resource Department, Industries & Commerce Department, Social Welfare Department, Information Technology / Science & Information Technology Department, Chief Minister’s Special Initiatives Unit, Primary & Secondary Healthcare Department, All Consultants, Firms and Advisors and Training Institutions in Project, Telecom Companies (Jazz, Telenor, Zong, Ufone), Business Advisory Council, Digital Service Providers, Startups & Platform Developers, System Integrators, Cloud Infrastructure Providers, Telecom and Internet Providers, E-Waste Recyclers, E-Waste Disposal Workers, Electronic Scrap Dealers, Electronic Equipment Suppliers, Digital Wallet Providers, Start-ups & Freelancers, IT Associations, Local Ignite / Civic Tech Hubs, Digital Service Hubs / e-Kiosks.</p>	
<p>Ministry of Law & Justice, Economic Affairs Division, Ministry of Finance, Ministry of Planning Development & Special Initiatives, (MoPDSI), Provincial IT Boards, BISP Internal IT Directorate, Provincial IT Boards and Department, National Commission on Personal Data Protection (NCPDP), Federal Board of Revenue (FBR / PRAL), Election Commission of Pakistan (ECP), Higher Education Commission (HEC), Ignite (Civic Innovation Lab), Ministry of Climate Change and Environmental Coordination, Ministry of Communications – National Highway Authority (NHA), Ministry of Foreign Affairs, Ministry of Information, Broadcasting, National History, and Literary Heritage, Ministry of Parliamentary Affairs, Ministry of Water Resources, , Ministry of Religious Affairs and Inter-faith Harmony, Agriculture Department, Livestock & Dairy Development / Livestock & Fisheries Department, Population Welfare Department, Auqaf & Religious Affairs Department, Transport Department and Mass Transit Department/Authority, Women Development Department, Punjab Emergency Services (Rescue 1122), Literacy & Non-Formal Basic Education Department, Special Monitoring Unit (SMU), Special Education Department, Sindh Mass Transit Authority (SMTA), Environmental Protection Agency – Provincial (EPA), Mines, Minerals Development & Labor Department , Sector Specific Business Councils, Business Associations, Legal Firms and Business Consultants, SMEDA, Microfinance Providers, Health Insurance and Microfinance Firms.</p>	<p>Keep Satisfied</p>
<p>PTCL Data Centers, Police Departments (Punjab, KP, Sindh, etc.), Virtual University, Ministry of Maritime Affairs, Ministry of States and Frontier Regions (SAFRON), Irrigation Department, Energy Department, Law & Parliamentary Affairs / Law Department, Information Department, Human Rights and Minorities Affairs Department, Youth Affairs & Sports Department, Management and Professional Development Department, Public Prosecution Department, Cooperation Department, Provincial Development Authorities provinces, Human Settlement Department, Public Procurement Regulatory Authority (PPRA) – Provincial, Local Chamber of Commerce & Industry, NADRA e-Sahulat Franchisees, Academia – Universities & Research Units, Training Institutions (NAVTTTC, etc.), Women, Elderly, People with Impairments, People Below Poverty Line, Illiterate Persons, Drug Addicts, Minorities, Unemployed ICT Graduates, Women Borrowers, Small Farmers, OPDs, Rural Women in Services/Business, Hard-to-Reach Rural Communities, Small Local Govt Officers, SMEs, Registered Businesses, Unregistered Businesses, Cooperative Societies, Home-Based Workers, Women and Youth Entrepreneurs, Refugees, Migrants (Afghan), Inclusive Pakistan, Idara-e-Taleem-o-Aagahi, The Gender Guardian, Aurat Foundation</p>	<p>Keep Informed</p>

Shirkat Gah, STEP, Indus Consortium, Taangh Wasaib Organization, Rozan, AGHS, Legal Aid Cell, SPARC, PILER, HRCF & NCHR, PILDAT, Digital Rights Foundation, Media Matters for Democracy, Bytes for All, She Means Work, Code for Pakistan, TechWomen Pakistan, Girls Who Code Pakistan, Peace Tech Lab Pakistan, Internet Policy Observatory Pakistan, Tech for Change Pakistan, Bolo Bhi, Shehri, IRADA, SDPI, Women in Tech Pakistan, YES Network Pakistan, Tech Valley Pakistan, SheMeansBusiness (by CIRCLE), Digital Rights Enterprises, Pakistan Software Houses Association (P@SHA), Startup & Skills Development Advisors	
Ministry of Narcotics Control, Tourism / Culture, Tourism & Antiquities Department, Thar Coal & Energy Board,	Minimal Contact

4. STAKEHOLDER ENGAGEMENT PROGRAM

4.1. PROCESS AND CYCLE OF STAKEHOLDER ENGAGEMENT

The stakeholder engagement process involves a continuous cycle of identifying, analysing, planning, and engaging stakeholders. It begins with identifying key individuals and groups who are affected by or have the capacity to influence the project. These stakeholders are then mapped and prioritized based on their level of interest and influence, using tools such as the Interest-Influence Matrix. This is followed by structured planning of engagement approaches and tailored communication strategies to ensure inclusivity, responsiveness, and effectiveness throughout the project lifecycle. The engagement process is iterative, adapting to the evolving needs of stakeholders and project developments. For the Digital Economy Enhancement Project (DEEP), this engagement process is critical due to the project’s wide scope, which spans multiple federal and provincial institutions, private sector actors, civil society, and vulnerable population groups. DEEP aims to modernize and integrate digital public services, enhance data infrastructure, and promote inclusive digital transformation across Pakistan. Given its complexity and cross-sectoral nature, DEEP requires robust stakeholder engagement to ensure alignment, coordination, and co-creation of solutions. The proposed information disclosure strategy complements this process by ensuring that all relevant stakeholders receive timely, accurate, and accessible information—ranging from policy documents and project updates to grievance redress mechanisms—through various digital, print, and community-based platforms. This dual focus on engagement and disclosure will enhance transparency, promote trust, and ensure that stakeholder voices are integrated into every phase of the project. Each PIU’s institutional role, particularly NADRA and NITB in delivering authentic digital services: such as identity verification, secure data exchange, and user authentication—requires targeted stakeholder engagement at both policy and operational levels. This includes coordination with relevant field offices, service delivery partners, and data users across public and private sectors.



4.2. ENGAGEMENT TECHNIQUES AND RESOURCES

Effective stakeholder engagement involves a mix of participatory techniques and practical resources tailored to stakeholder needs and influence. Common techniques include public consultations, focus group discussions, key informant interviews, stakeholder mapping, workshops, surveys, and digital engagement platforms. Communication tools such as newsletters, information briefs, and project dashboards ensure ongoing information flow. Resources like stakeholder engagement plans, communication strategies, issue tracking systems, and feedback logs support structured and transparent engagement. These tools help build trust, ensure inclusivity, and enable adaptive management throughout the project lifecycle.

Stakeholder engagement for the DEEP project can be effectively supported through a combination of targeted techniques and dedicated resources. Techniques include structured consultations, focus group discussions, digital surveys, capacity-building workshops, and regular coordination meetings with key stakeholders such as government agencies, private sector entities, citizens and civil society. Use of online collaboration tools, dashboards, and stakeholder feedback mechanisms ensures transparency and real-time engagement. Dedicated resources such as stakeholder engagement plans, communication toolkits, issue logs, and engagement tracking systems help maintain consistency and responsiveness. Engagement with all PIUs will involve periodic joint planning meetings with the PMU, focused technical workshops on digital identity rollout, and consultations with front-facing franchises in case of NADRA to gather community-level insights. Tailoring engagement formats to stakeholder categories (e.g., high-influence ministries, private sector, firms, businesses, commercial entities or digital service providers) ensures inclusivity, relevance, and sustained commitment to project outcomes. According to the specific stakeholder groups or categories, detailed strategy/plan of engagement and consultation has been proposed in Table 7 and Table 8. Stakeholder engagement may be divided into two phases:

- **Phase I (Project Preparation):** Stakeholder engagement during this phase focused on representatives from think-tanks, development practitioners, digitization experts and digital rights organizations representing disadvantaged citizens and other relevant provincial organizations. The purpose of stakeholder engagement during this phase will be to: ascertain institutional needs; apprise all stakeholders about planned activities/reforms; improve project design; create synergies; and include the perspective of vulnerable groups
- **Phase II (Project Implementation):** Extensive stakeholder engagement will continue to be carried out during this phase with institutional stakeholders, disadvantaged/vulnerable groups and other

interested parties. The above identification of stakeholders will provide an exhaustive list of topics for stakeholder engagement during this phase along with the corresponding tools and techniques for conducting them. These will be further refined during project implementation and the finalized engagement topics, methods and frequencies will be presented in the revised SEP within 90 days of project effectiveness.

4.3. CONSULTATIONS AND COMMUNICATION GUIDELINES

The consultation and communication approach for DEEP reflects its role as a flagship initiative of Pakistan’s whole-of-government digital transformation. It is rooted in principles of transparency, inclusivity, responsiveness, and cultural sensitivity, ensuring stakeholder engagement builds trust in digital public services across every province and segment of society. The consultation and communication approach for the Digital Economy Enhancement Project (DEEP) is grounded in principles of transparency, inclusivity, cultural sensitivity, and responsiveness. It ensures that all stakeholders ranging from federal ministries and provincial departments to private sector actors, CSOs, and vulnerable groups, are meaningfully engaged at every stage of the project. Communication efforts will be two-way; including the publication of stakeholder response summaries and periodic public consultation reports to demonstrate how feedback has been considered in project planning and implementation DEEP’s outreach will leverage a mix of mobile-first platforms, WhatsApp-based engagement tools, and multilingual, multimodal approaches to ensure inclusive access—particularly targeting digitally curious youth in urban and semi-urban areas, as well as vulnerable and marginalized populations in rural and underserved regions. Some key guidelines are:

- Conduct stakeholder mapping and analysis early in the project and maintain a live stakeholder matrix updated throughout project phases.
- Maintain regular consultation with high-influence stakeholders and institutional partners via structured mechanisms such as Advisory Panels, Industry roundtables (physical or digital), focused discussions, quarterly town halls. to align expectations and monitor progress.
- Ensure the participation of vulnerable and marginalized groups through targeted outreach, local facilitation, partnerships with grassroots CSOs, and culturally appropriate digital literacy initiatives. Publicize the grievance redress mechanism (GRM) widely and ensure that feedback is acknowledged, documented, and acted upon.
- Utilize a mix of communication channels, social and digital media, websites, WhatsApp helpdesks, SMS-based grievance tracking, Print, Radio, and TV, in-person meetings, with emphasis on low-bandwidth, mobile-accessible, and inclusive digital formats tailored to remote and rural segments to maximize reach.
- Monitor and evaluate the effectiveness of engagement activities and adjust communication strategies based on stakeholder feedback and evolving project needs.
- Leverage NADRA’s e-Sahulat network and regional centres for outreach to underrepresented groups, including in-person consultations and document disclosure.

4.4. PROPOSED STRATEGY OF INFORMATION DISCLOSURE

The proposed strategy for information disclosure under the Digital Economy Enhancement Project (DEEP) is designed to ensure transparency, inclusiveness, and timely access to relevant information

for all stakeholders. The strategy aligns with the World Bank’s disclosure protocols and focuses on proactively disseminating project-related documents, such as the Stakeholder Engagement Plan (SEP), Environmental and Social Risk Management Instruments, project design details, and grievance redress mechanisms, through accessible channels. Information will be shared using a combination of official websites, digital dashboards, consultation meetings, public notices, and media platforms, ensuring both national-level stakeholders and local communities, including vulnerable groups, are adequately informed and engaged. The strategy differentiates information by stakeholder category and project stage, enabling targeted communication and feedback mechanisms. This structured and participatory approach will foster stakeholder trust, enable collaborative problem-solving, and contribute to the effective and equitable implementation of DEEP across the country. Based on consultations with the implementing agency and following World Bank disclosure protocol, the following table provides an initial outline of the information to be disclosed at the preparation stage.¹²

¹² **DEEP SEP:** <https://moitt.gov.pk/SiteImage/Misc/files/DEEP-SEP.pdf>

Table 6: Proposed Strategies for Information Disclosure

Project Stage	Target Stakeholders	List of Information to be Disclosed	Method of Disclosure	Timing and Place of Disclosure	Responsible Entity
Preparation	MoITT, BoI, NITB, Ignite, NADRA, PAPs, vulnerable groups, public, and interested parties	Appraisal stage SEP, ESCP, PAD, E&S principles and obligations, consultation process, project info	Websites (MoITT, BoI, NITB, Ignite, NADRA), one-on-one meetings, consultation meetings	Before project effectiveness; via official websites and meetings	PMU , MOITT, PIUs ,NITB, Ignite, NADRA, BOI
Implementation	Local communities, vulnerable groups including minorities, women, and persons with disabilities	Project updates, interventions for vulnerable groups, SEP, GRM procedures	Community outreach, public notices, project documentaries, regional impact stories, success stories, press releases, Radio/TV/SMS, digital and social media	Regularly during project implementation in local areas , roadshows, and through digital channels	PMU ,MOITT, PIUs, Provincial & Local Government
	NGOs, Academics, Tech-focused organizations	Scope of project, social protection interventions, opportunities for collaboration, updated SEP, GRM	Project information portal, bi-annual dissemination workshops, reports	Bi-annually; published on project websites and workshop venues	PMU , MOITT, Ignite, NITB
	First-time technology users, local businesses, trade, commercial stakeholders and general public (Citizen of Pakistan)	Digitization program info, venues, protocols, RLCOs pathways through PBP, FAQs, SEP, GRM procedures	Websites, print & electronic media, broadcast media, digital and social media, SMS	Quarterly and as needed; national and local outreach	PMU , MOITT, PIUs

Other ministries and public agencies	Project overview, progress reports, SEP, GRM procedures, E&S safeguards implementation status	Consultation meetings, electronic publications, information leaflets and brochures	Quarterly; shared via inter-ministerial emails and official websites	PMU , MOITT, PIUs, Coordination Units
Private Sector Companies (Telecoms, ICT firms, startups, fintechs)	Public-private collaboration updates, digital integration guidelines, regulatory advisories, procurement updates, SEA/SH policy	Chamber newsletters, webinars, private sector forums, SECP circulars, project dashboards, Email digests, LinkedIn newsletters, round tables, WhatsApp Channel alerts, real-time digital and social media updates	Monthly to quarterly; released via Ignite, NITB, and PMU portals	PIUs (Ignite, NITB), PMU , MOITT
Local Government Bodies (district/tehsil/UC level)	GRM logs, citizen feedback, local service rollout plans, gender and inclusion reports, environmental risk mitigation actions	Town hall meetings, e-Khidmat centers, local radio, SMS alerts, tehsil office portals	Bi-monthly to quarterly; disclosed locally in coordination with digital rollouts	Local Governments, PIUs, PMU , MOITT
Civil society and NGOs (inclusion, rights, environmental groups)	Stakeholder engagement strategies, digital rights info, inclusion initiatives, co-design opportunities, SEA/SH response plan	Focus group discussions, public consultations, newsletters, policy roundtables, GRM integration	Quarterly; via MOITT websites, consultation events, CSO liaison units	PMU , MOITT, PIUs, Social Development Departments
International development partners and multilaterals (World Bank, ADB, UNDP)	Project execution status, reform progress, safeguard compliance, citizen engagement models, public-private collaboration metrics	Oversight missions, steering committee meetings, technical working groups, review reports	Biannual and annual; aligned with donor reporting cycles	PMU , MOITT, EAD, World Bank Task Team, PIUs

4.5. PROPOSED STRATEGY FOR CONSULTATIONS

The stakeholder consultation strategy for the Digital Economy Enhancement Project (DEEP) is structured to enable meaningful, inclusive, and continuous dialogue with all relevant actors throughout the project lifecycle. Recognizing the diversity of stakeholders—from federal ministries and regulatory bodies to provincial departments, private sector firms, CSOs, and vulnerable communities, the strategy adopts a multi-tiered and adaptive approach. It focuses on promoting transparency, collecting feedback, building consensus, and ensuring that stakeholder perspectives shape project design, implementation, and oversight. Consultations will be aligned with the World Bank's Environmental and Social Framework (ESF) and national engagement protocols. Consultations will be planned and executed in a tiered manner, tailored to the needs and influence of different stakeholder groups including federal ministries, provincial departments, private sector actors, civil society organizations, and vulnerable communities. A mix of engagement formats, such as in-person meetings, focus group discussions, town halls, online surveys, digital portals, and outreach via mobile-based interfaces, will be used to ensure broad and equitable participation. Special attention will be given to marginalized groups by using culturally appropriate methods, local languages, and partnerships with local institutions such as community organizations, NADRA centers, and e-Khidmat facilities. Stakeholder input will be solicited at key project milestones and integrated into project design and implementation through structured feedback mechanisms. Digital and mass communication tools such as social media, radio, and mobile alerts will support wider outreach. To enable meaningful participation, capacity-building efforts will be undertaken for implementing staff, with a focus on inclusive facilitation and sensitivity to gender, disability, and social equity. The table below illustrates the stakeholder involvement initiatives for this project.

Table 7: Proposed Strategies for Consultations

Project Stage	Topic of consultation / message	Method used	Target stakeholders	Responsibilities
Preparation	<ul style="list-style-type: none"> • Need of the project • Planned activities • E&S principles, risk and impact, management/ SMP • Grievance Redress mechanisms (GRM) (including SEA/SH/ Cyber Harassment and GBV) 	<ul style="list-style-type: none"> • Virtual and in-person consultations meetings providing background information; Phone; Emails • Appropriate adjustments were made to take into account the need for social distancing (use of audio- visual materials, technologies such as telephone calls, WebEx, Microsoft Meetings, SMS, emails, etc.) 	Officials from MoITT, BoI, and NITB, Ignite, NADRA	PMU E&S Specialist, Gender Specialist, and GRM focal points at MoITT, BoI, NITB, Ignite, and NADRA

	<ul style="list-style-type: none"> Proposed project components Environmental, Social and Gender related Risks and any other concerns stakeholders may have 	<ul style="list-style-type: none"> Phone; Emails; Individual meetings in person and virtually Virtual Consultative workshops providing background information and discussing environmental and social risks Appropriate adjustments were made to take into account the need for social distancing (use of audio-visual materials, technologies such as telephone calls, WebEx, Microsoft Meetings, SMS, emails, etc) 	<ul style="list-style-type: none"> Relevant Government departments and organizations Academia NGOs' working in communities 	PMU E&S Specialist and Gender Specialist at MoITT
Implementation	<ul style="list-style-type: none"> Project progress on ongoing activities/targets and outputs Updated SEP & its implementation GRM Processes Environmental and social concerns Monitoring and Evaluation Plan 	<ul style="list-style-type: none"> Review of Project progress; Reports; Emails; Meetings; Electronic publications as well as dissemination of hard copies of E&S documents SMP monitoring reports and reviews; Gender Assessment; GRM Reports; Updated SEP Progress Evaluation of SEP via dashboard 	Officials from MoITT, BoI, NITB, Ignite, NADRA	GRM Focal Points on GRM issues E&S Specialist and Gender Specialist at PMU on Project progress, implementation of the SMP and the SEP, and E&S concerns
	<ul style="list-style-type: none"> Project progress on activities. Opportunities for collaboration E&S Instruments such as the SMP / GAP Updated SEP & its implementation GRM Procedures Environmental and social concerns SEA/SH and Cyber Harassment (including GBV) 	<ul style="list-style-type: none"> Biannual Provincial consultative meetings Review of Project progress Reports Information resource portal on the MoITT website with data pertaining to project activities and GRM information Print, electronic and social media 	<ul style="list-style-type: none"> Other ministries and public bodies, Universities and research organizations Print and Electronic Media, NGOs and CSOs in each province/area International Organizations such as, ADB etc. 	GRM Focal Points at MoITT, BoI, NITB, Ignite, NADRA-GRM Procedures E&S Specialist and Gender Specialist at MoITT for Project progress, implementation of the SMP and the SEP, and E&S concerns

4.6. PROPOSED STAKEHOLDER ENGAGEMENT PLAN

The stakeholder engagement process under the DEEP is designed to foster transparency, inclusivity, and accountability across the project's lifecycle. Its core objectives include enhancing stakeholder awareness, enabling informed decision-making, gathering feedback to improve design and implementation, and securing stakeholder buy-in for long-term sustainability. Engagement will follow a participatory and adaptive approach, ensuring that all relevant actors from government bodies to local communities, are adequately informed, consulted, and able to influence the project's direction based on their needs and interests. The process will be continuous, iterative, and responsive to emerging issues and stakeholder concerns, particularly those related to environmental and social risks, gender inclusion, and digital access barriers.

Consultations will be tailored to the characteristics and preferences of each stakeholder group, using a mix of traditional and digital techniques. These include public meetings, focus group discussions (FGDs), technical workshops, bilateral consultations, town halls, and online feedback mechanisms such as surveys, digital grievance portals, and mobile-based interfaces. Special emphasis will be placed on engaging vulnerable and underserved populations, such as women, persons with disabilities, youth, and remote communities, using accessible formats and inclusive consultation practices. In addition to in-person meetings, the project will utilize digital platforms to maintain communication and ensure broader outreach, particularly in geographically dispersed areas.

MOITT will ensure consultations are strategically aligned with DEEP components and sub-components, including civic tech pilots, digital infrastructure reforms, and regulatory modernization efforts. All consultation activities regarding E&S perspective will be thoroughly documented by Health/Gender/Safety Consultant in PMU and dedicated E&S Focal Person in each PIU. Each focal person will be responsible for documenting their activities under their respective PIU. This includes meeting minutes, participant attendance lists with contact details and signatures, photographic records, presentation materials, and summaries of key discussion points and agreed actions. The engagement outcomes will be reviewed periodically to inform adaptive project planning and policy refinement.

To support transparency and compliance with World Bank Environmental and Social Standards (ESS), a public disclosure package will be developed and disseminated in both English and Urdu. This package will include all key safeguard instruments such as the Stakeholder Engagement Plan (SEP), Labor Management Procedures (LMP), Gender Action Plan (GAP), Environment and Social Impact Assessment, Security Management Plan, SEA/SH Action Plan, and the Environmental and Social Commitment Plan (ESCP). These documents will be disclosed on MOITT's website upon formal approval and will remain publicly accessible throughout the project duration.. The disclosure process will be accompanied by awareness-raising sessions to explain the documents' contents and implications to targeted stakeholder groups.

Table 8: Proposed Stakeholder Engagement Plan

Group of Stakeholders	Engagement Areas/ topic of Consultation	Method of Engagement	Location and Frequency of Engagement	Role in Engagement	Proposed Time schedule or Time line
Implementing Agencies (PMU and PIUs)	Project management, policy alignment, technical implementation, M&E, Quality Assurance, Marketing & Outreach, ESMP compliance, stakeholder coordination, gender and GRM action plans	PMU/PIU meetings, technical workshops, inter-agency coordination, site visits, digital platforms	Islamabad HQ, provincial capitals; monthly to quarterly	Lead coordination, strategy, implementation, risk management, M&E, E&S safeguards enforcement	Years 1 To 5 (continuous, with peak in Y2, To Y4)
Cross-Government Agencies	Legal, regulatory and fiscal alignment, safeguard policy review, digital policy harmonization, inter-ministerial coordination	Thematic workshops, written consultations, inter-ministerial coordination meetings	Islamabad, provincial capitals; monthly to quarterly	Supportive role in reforms, funding, legal/policy ratification, safeguard alignment	Years 1, To 5 (intense in Y1, To Y2)
Federal Ministries and Institutions	Policy mainstreaming, service integration, sectoral digitization, fiduciary compliance	Policy forums, TWGs, strategic evaluations, bilateral meetings	Islamabad; monthly to annual sessions	Facilitators of national implementation, resource allocation, and regulatory oversight	Years 1, To 5 (strategic inputs in Y1, To Y3, consolidation Y4, To Y5)
Provincial Government Departments and Institutions	Provincial service digitization, infrastructure readiness, legal harmonization, ESCP compliance	Provincial TWGs, workshops, field visits, bilateral meetings	Lahore, Karachi, Peshawar; Quetta, Quarterly to annual	Frontline implementers, innovation contributors, safeguards enforcers	Years 1, To 5 (design Y1, implementation Y2, To Y4, transition Y5)
State Data Centers and Digital Infrastructure Agencies	NDEL integration, cybersecurity, authentication, digital identity, ESF data compliance	Working groups, planning meetings, audits, site evaluations	Islamabad, Karachi, provincial HQs; monthly to Quarterly	Digital infrastructure providers and data custodians for DEEP	Years 1, To 5 (setup Y1, To Y2, expansion Y3, To Y5)
NADRA Regional Offices & e-Sahulat Franchisees	Community on boarding, ID service delivery feedback, localized grievance redress	In-person interviews, community FGDs, SMS and app-based feedback	Nationwide, monthly to quarterly	Ground-level implementers	Y1–Y5
Local Government Bodies , District Administrations and UCs	Local service delivery, infrastructure capacity, citizen feedback, GRM/SEA-SH outreach	FGDs, UC-level discussions, PRAs, workshops	District and tehsil centers; quarterly to semi-annual	Key implementers of grassroots reforms and citizen engagement	Years 1, To 5 (pilot Y1, To Y2, scale-up Y3, To Y5)

Private Sector Departments/Associations/Companies, Industry Alliances	Innovation pilots, co-creation, service integration, fintech and cloud service input	Roundtables, PPP dialogues, MoUs, pilot testing	National/provincial capitals; bi-monthly to quarterly or through virtual innovation exchanges	Service co-designers, tech developers, and innovation ecosystem enablers	Years 1,To 5 (co-creation Y1,To Y3, expansion Y4,To Y5)
Regulatory and Standard Bodies	Licensing reforms, standards harmonization, e-inspection protocols, sandbox regulations	Technical working groups, roundtables, on boarding sessions	Islamabad, districts, provincial HQs; monthly to quarterly	Compliance enforcers and digital trust builders	Years 1,To 5 (reform Y1,To Y3, harmonization and evaluation Y4,To Y5)
Media and Communication Channels	Public outreach, digital rights awareness, GRM and SEA/SH messaging, behaviour change communication, narrative-building for digital trust and countering digital misinformation	Media briefings, communication campaigns, co-design workshops, digital influencer partnerships, editorial medial roundtables,	Capitals, districts; monthly to quarterly or when needed Traditional and digital media platforms	Amplifiers of reform visibility, public awareness, and digital trust building	Years 1,To 5 (pilot Y1, campaign scale-up Y2,To Y4, institutionalization Y5)
CSOs, CBOs and NGOs on Digital Inclusion, Gender, Environment	Inclusive service design, outreach for women and minorities, SEA/SH prevention, digital rights	Roundtables, thematic workshops, co-creation labs, social audits	Urban and rural locations; quarterly and milestone-based	Watchdogs, co-designers, capacity builders, and inclusion advocates	Years 1,To 5 (initial design Y1, inclusive pilots Y2,To Y3, scale Y4,To Y5)
E-Service Users (Citizens of Pakistan)	Service access, usability, trust, feedback, rights awareness, GRM	Public forums, mobile and physical impact assessment surveys, digital feedback platforms /social media platforms, community FGDs	Nationwide (urban and rural); semi-annually to annually	Primary beneficiaries and feedback providers for iterative service refinement	Years 1,To 5 (baseline Y1, feedback loops Y2,To Y4, final evaluations Y5)

4.7. PROPOSED STRATEGY TO INCORPORATE THE VIEWS OF VULNERABLE GROUPS

The DEEP acknowledges that disadvantaged and vulnerable people and groups need special attention since they might encounter obstacles to fully engage all stakeholders through various activities and might be disproportionately affected by specific project actions.

In order to effectively collect their input, the Project will set up more intimate, accessible, and focused discussions in familiar locations for those whose vulnerable position causes them to be reluctant or physically unable to attend large public gatherings. Through Information, Education, and Communication (IEC) surveys and community feedback channels, DEEP will actively incorporate the voices of vulnerable communities under all components which covers digital outreach, citizen awareness, and inclusion. In order to inform the inclusive design of digital services and outreach materials, the first survey, which is scheduled to be conducted in the first year, will specifically target vulnerable groups, including women, transgender, low-income urban/rural populations, religious or ethnic minorities, senior citizens, and people with disabilities. The success of the outreach program and the accessibility to DEEP components, including the Citizen Service Portal, Pakistan Business Portal, Open Data Portal, Digital Unified ID for Service Delivery, and Civic Innovation and subsequent Technology Labs establishment will be tracked through follow-up surveys, M&E and mid-term review (Y3) and annual reviews in following years (Y4, Y5). In order to guarantee that vulnerable groups, have equal access and a voice in engagement processes and that their input influences the creation and modification of digital platforms and services, environmental and social specialists working within the Project Implementation Units (PIUs) organized by MOITT, NITB, Ignite, and NADRA will supervise and keep an eye on inclusive consultations.

Furthermore, all evaluations, research, and implementation plans carried out by consulting firms working under DEEP must incorporate explicit techniques to collect the viewpoints of disadvantaged populations. Using visual, audio, and simplified formats for low-literacy groups; collaborating with community-based organizations (CBOs), disability rights organizations, and local NGOs; Using mobile and other flexible, inclusive modes of communication that allow for multiple channels to ensure accessibility for all stakeholders, including those in remote communities; conducting consultations in local languages and dialects; and providing door-to-door or telephone surveys in place of meetings that require travel. In case of NADRA, field offices and mobile units will be integral to consultations with rural, low-income, and undocumented populations, especially where digital literacy or document access barriers exist.

By taking these steps, DEEP hopes to make sure that its digital reforms are accessible, inclusive, and sensitive to the needs of all societal groups—especially those who are most vulnerable to digital exclusion.

Table 9: Vulnerable Groups Engagement Strategy

Vulnerable Group / Individual / Organization	Engagement Strategy / Method of Incorporating Comments
Women, Rural Women in the Service Sector, Female Borrowers	Facilitate gender-sensitive and inclusive focus-group discussions (FGDs), collaborate with women led organizations, establish secure consultation environments, and customize digital platforms for inclusivity (e.g., Urdu voice navigation, female facilitators). Leverage female mobile agents and telecentres for local engagement; disseminate IEC materials via traditional media channels and WhatsApp groups
Senior citizens, those with disabilities, organizations representing persons with disabilities	Utilize accessible formats (Braille, large print, screen reader-compatible), collaborate with OPDs for the co-design of inclusive services, organize in-person sessions, and offer assistive devices during consultations. Use recorded IVRs, radio bulletins and printed pamphlets distributed through locals or union councils.
Individuals living below poverty threshold, smallholder laborers, small-scale agriculturalists	Utilize community-based organizations (CBOs) and outreach in local languages; perform field consultations in partnership with local leaders; provide travel stipends for participation; incorporate subsidy-related inquiries in surveys. Engage greater audience through partnering with local mosques, basic health units, and union council offices for awareness campaigns.
Individuals lacking literacy, Drug Addicts	Utilize visual and auditory engagement techniques; collaborate with rehabilitation institutions and adult literacy initiatives; employ community mobilizers for direct involvement and trust establishment. Engage through voice notes, pictorial tools, and partnerships with rehabilitation centers for ongoing feedback
Marginalized groups (religious, gender, ethnic, sexual)	Collaborate with Civil Society Organizations focused on minority rights; guarantee anonymity and a secure environment during discussions; convert outreach materials into minority languages; tackle digital marginalization.
Unemployed Graduates with ICT-related Degrees, National Youth Council	Utilize social media, virtual hackathons, and university engagement to collect digital policy feedback; incorporate this feedback into innovation challenges and internships within DEEP. Also feature motivational testimonials or localized digital stories of youth involvement in the project on official platforms
Specialized Institutions (offering digital literacy and skills)	Establish feedback mechanisms with these institutions; engage trainers and learners in the testing of digital platforms and the design of curricula; record insights for continuous enhancement. Encourage co-hosted digital literacy webinars and surveys
Inaccessible Rural Populations	Utilize mobile units and local influencers for outreach; arrange seasonal consultations in accordance with agricultural cycles; convert materials into local dialects; employ visual and audio formats. Partner with local radio, telecom operators through

	recorded IVRs and mosque loudspeakers for announcements; enable offline feedback drop-boxes.
Local Government Officers at public level	Facilitate district-level workshops; develop concise digital handbooks/manuals; guarantee the incorporation of local government perspectives in the creation of e-service processes.
Small and Medium Enterprises, Registered Enterprises, Unregistered Enterprises	Collaborate with chambers of commerce, small and medium-sized enterprise associations, and marketplaces; implement business licensing simulation workshops; utilize digital feedback forms in business registration platforms.
Domestic Laborers / Cottage Industry	Engage with NGOs and women-led companies; provide household surveys and telephone outreach; assist in digital onboarding trials for product registration and microfinance. Include voice-based registration helplines and printed explainers in local dialects.
Cooperative Societies / Community Organizations	Engage cooperatives in community consultation initiatives; employ participatory rural appraisal (PRA) methodologies; invite leaders to provincial stakeholder meetings; integrate digital literacy into cooperative governance. Distribute audio-visual explainers on DEEP services at community events.
Female and Young Entrepreneurs	Establish digital consultation platforms tailored for youth and women; implement grant and feedback competitions; incorporate inquiries regarding start-ups obstacles and recommendations in forms or mobile applications. Utilize Instagram reels, TikTok-style explainers, and engaging digital content to boost awareness.
Refugees and Migrants	Collaborate with UNHCR, IOM, and local shelters; supply multilingual outreach materials; safeguard data privacy in surveys; execute focused needs assessments on digital identification, remittances, and barriers to service access. Ensure translated helplines and pictorial feedback forms at shelter/handover points

4.8. TIMELINES

Activities described in this SEP are planned to be implemented between June 2025 and June 2028.

5. ASSESSMENT AND FEEDBACK FROM STAKEHOLDERS

A comprehensive stakeholder engagement and input/feedback taking structure was established during DEEP's preparatory phase and persists throughout implementation, with assistance from environmental and social experts and Project Implementation Units (PIUs). Engagement strategies encompassed public consultations at the national, provincial, and district tiers for each DEEP component.

- Conduct Focus Group Discussions (FGDs) with marginalized groups, including rural inhabitants, women, youth, persons with disabilities (PWDs), and low-income communities.

- Surveys and structured feedback forms, available both online and offline, to collect opinion from service users and businesses.
- NADRA’s involvement in stakeholder engagement includes consultations related to digital identity verification, data protection, and citizen authentication services. Regional offices and e-Sahulat centres were used to pilot outreach models and gather user feedback.

5.1. Brief Summary of Previous Stakeholder Engagement Activities

Program preparation included a detailed mapping of the stakeholders. Individuals and groups likely to be affected (direct beneficiaries) were identified. Initial mapping of other interested parties such as other relevant Government agencies, national organizations and private sector organizations has also been completed. Following initial disclosure and with the commencement of implementation of the program, the SEP will be updated based upon subsequent consultations with various stakeholder groups. These will include key informant interviews and in-depth discussions to learn about their expectations and concerns.

The SEP draft will be disclosed publicly (websites of the all management and implementing agencies) and will be updated as further stakeholder engagement takes place during the early implementation phase. MoITT will also strengthen its existing complaint portal of PMU and PIUs to enable stakeholders to air their concerns/ provide feedback/ suggestions. Details on the GRM process are provided in coming section.

5.1.1. Summary of Stakeholder Engagement on Data Protection Bill

Since 2018 the MoITT has been engaging with key stakeholders on thematic areas around the project focus. It sought feedback from stakeholders – especially those working on the digital rights and privacy – on the four drafts of the Personal Data Protection Bill, the most recent in August 2021. The proposed legislation will govern the collection, processing, use, and disclosure of personal data and to establish and making provisions about offences relating to violation of the right to data privacy of individuals by collecting, obtaining, or processing of personal data by any means. The Digital Rights Foundation in particular, provided comprehensive feedback on this latest draft and emphasized the importance of an open, inclusive and transparent consultation process. Stakeholders should include civil society, industry representatives, the legal fraternity, academics, and individuals across the political spectrum. Including a wide cross-section of stakeholders will ensure that all aspects of data protection are captured in the Bill and result in ownership over it when it is implemented. While the process itself is important and crucial, the substance of the Bill must adhere to human rights standards to ensure that Bill not only complies with international norms but also Article 14 of the Constitution of Pakistan, 1973 which guarantees the right to privacy of all persons. NADRA, as the custodian of the national digital identity database, participated in consultations to assess the implications of the Personal Data Protection Bill on data handling, anonymization protocols, and secure access for third-party services.

5.1.2. SUMMARY OF STAKEHOLDER ENGAGEMENT DONE DURING PROJECT PREPARATION

Multiple stakeholder meetings and engagement events have taken place over the course of project design:

- A meeting was held at the NTC Headquarters, Islamabad on the 28 January, 2022 which was attended by representatives of the Telecom operators, Ministry of Planning, Development and Special Initiatives, Ministry of IT & Telecom, and the World Bank.
- Prior to the joint consultation meeting at the NTC, individual consultation meetings were also held with the telecom operators.
- A virtual stakeholder consultation was also organized on 27 April, 2022 with civil society and private sector organizations working on digital transformation.
- Technical working sessions with NADRA to align NDEL design with biometric authentication systems, citizen verification services, and interoperability standards.
- The project design has undergone vital and significant changes since its conception. Initially, there was a significant component (approx. \$70m) focused on providing subsidies to broadband service providers in order to reduce the digital divide in fixed broadband subscriptions. However, this component was dropped in August 2021. The changes have rendered some of the discussions during previous stakeholder meetings not relevant for the current stage of the project. Therefore, the entire discussion is not being reported here. However, the pertinent points raised by the stakeholders during the virtual consultation session on 27th April, 2022, are summarized in the table below, as they remain largely relevant even for the revised project design¹³:

Table 10: Responses of Stakeholders after Consultations

Stakeholder	Question/Discussion Point	Project Response
Ernst and Young	Where is the project in terms of contracting? In terms of stakeholders, we see that there are lots of implementation stakeholders, so what about organizations like state banks and provincial governments where service delivery will happen?	MoITT will form a steering committee and that will coordinate with the provinces.
Ernst and Young	The policy and institutional reform was quite significant in the concept note, just want to know if it's still there and what shape and form it is in the project currently.	Yes, there is separate component, which will support policy and regulatory reforms.
Digital Rights Foundation	Is it a multi-stakeholder approach or just government agencies? Also want to bring up issues around GBV and digital rights	We are happy to engage more and MOITT will involve anyone with potential roles in stakeholder consultations. Dialogue with stakeholders will continue.

¹³ DEEP SEP: <https://moitt.gov.pk/SiteImage/Misc/files/DEEP-SEP.pdf>

		Stakeholder engagement envisioned throughout life of project. Presentation also included the point of cyber bullying and GBV. So definitely we are interested in organizations that work on digital/online cyber gender based violence issues. Other types of engagement also such as designing training for govt authorities engaging with the project
Pakistan Telecom Authority	I want to highlight that PTA which is regulator is the major stakeholders in expansion of broadband services. In this project there is no role of telecom regulator?	The project does not directly entail expanding broadband services.PTA remains an important stakeholder. MoITT will regularly engage with PTA to discuss next steps.
Code for Pakistan	Institutional strengthening through policy. Let's say we are working towards policy making. How do you intend to do that? Go through MOITT and TORs will be published and people will be asked to participate. Will there be a committee or a task force since it is a dialogue activity.	This a very valid observation and regular stakeholder engagement activities will take this into account.
Tabadlab	Is this just a architecture development or are we specifically developing discrete pieces for instance the ID wallet piece?	Working initially on frameworks and government enterprise architecture.
Code for Pakistan	Documentation we do well, but when it comes to execution, deeper impact is neither executed appropriately, nor is the impact analyzed later on. The risk is not creating the impact correctly at the level you are trying to create it.	Your point is noted. There are layers of due diligence so we will try to ensure this is considered.
NEC Consultants Pvt. Ltd.	Data privacy issues. How would coordination take place between departments?	Many activities under the project revolve around creating a data secure environment – so we are well cognizant of data privacy issues.
Ernst and Young	Key risk should be the digital divide along income, gender, provincial, city tiers. This project could further the digital divide. The framework for the project should be participative and reach out to those people who are digitally excluded at this time.	Point well taken. Project is already targeting 10,000 women trainees to work as agents of change.
Optera Digital	WB is one of the biggest investors in energy transition. Are we exploring merging blockchain tech with energy transformation systems?	This is not in the mandate of this project.

Digital Rights Foundation	Regarding online GBV, the concern is that this has been under discussion for many years. Has there been deeper discussion of how this component is being addressed? It is an intersectional issue and there are multiple layers of vulnerability. How do we look into this issue, not just in terms of regulatory and law enforcement, but also looking into tech companies and how they respond to issues like this in Pakistan.	Challenges will be addressed through stakeholder engagement. MoITT will be reaching out to a wider audience and World Bank can facilitate such a meeting and highlight these issues in the project road map.
Code for Pakistan	My experience from digital "super app" also known as citizens wallet. Smart Dubai with their UAE pass project has been v successful in digging into social impact aspect. UAE has a minister for happiness. From the aspect of digital intervention, that is a good model to look at. Dr. Sohail Munir would be very helpful. Singpass in Singapore, the gender based and marginalized community based aspects have been really well understood.	Thank you for these excellent examples. It would be great to connect the implementing agencies to these programs
NEC Consultants Pvt. Ltd.	Regarding E&S documents, will there be a gender action plan?	We should give preference to girls and women for trainings under the project. There will be a gender action plan for this project.
Digital Rights Foundation	Our work is digital rights so important to talk about civil liberties in online space. Any project design of this sort always looks into UN guiding principles on Business and human rights etc. Pakistan Government has signed and ratified the ICCPR. These projects should be centred on international human rights frameworks and if that is not possible it should be reflected somewhere. It would be great to have a look at international best practices especially UN. Regarding data protection and online harm rules, how will those regulations be used and the question of rights presented to the public	The Personal data protection bill has been approved by the Cabinet and is with the Parliamentary Committee. It is important and we need to make a road map for such conversations
National Incubation Center / LMKT Islamabad	There is a risk of redundant infrastructure in data centers and the social and environmental impacts of that.	Initially data centers were proposed but now there will be a cloud model and the providers will be the private sector.
KP IT Board	Are you considering Starlink while going for FTTH/FTTX	It is not relevant for this project
Pakistan Telecom Authority	There is no mention of Digital Gender Inclusion initiatives in terms of infrastructure development. It is one of the most pressing issue at the moment for digital deepening of the economy.	Your point is noted

Digital Rights Foundation	We can't address digital divide without addressing digital gender divide across Pakistan	That is correct and that is why stakeholder engagement is so important
Code for Pakistan	<p>The key term is "Framework". I think in terms of risks, in whatever aspect of the project, if a Frameworking "stage" is included in the process it will considerably mitigate risk. Bank's proactive, consistent oversight throughout project all the way to retrospective should be an integral part of the process.</p> <p>In terms of trainings, we can only offer Civic Tech, GovTech and Project related learnings. E.g.: Monitoring and Evaluation Methodology, Agile Methodology, Human Centered Design, Project Management</p>	MoITT to setup a meeting where a future roadmap or a working group can be decided for providing input.
Ernst and Young	We specialize in policy and institutional reform and we are working in this realm particularly in the digitization of Government institutions at the federal and provincial level. So we can come in. Also worked on bottlenecks in the digital ecosystem in Pakistan and can be useful in this regard	This is well noted.
Telecom Consultant	<p>Working on this project and with my experience with USF, can contribute to the implementation and how things are modelled.</p> <p>Regarding engagement there should be working groups and the mode should be a hybrid of in person and virtual.</p>	Thank you
Pakistan Telecom Authority	Would like to be engaged with the team and extend our assistance and would like to be a participant in the sub groups if they are assigned under different tasks. Specifically the Economic Affairs Department within the PTA	Thank you
NADRA	What is the mechanism for aligning NDEL architecture with NADRA's biometric authentication and existing citizen database frameworks?	NADRA will play a core role in NDEL operationalization and data verification services. Dedicated coordination sessions with NADRA have been planned during early implementation.
NADRA	DEEP will integrate NADRA's feedback loops including from e-Sahulat centers into its stakeholder engagement and monitoring framework.	DEEP will integrate NADRA's feedback loops including from e-Sahulat centers into its stakeholder engagement and monitoring framework.

5.2. PROPOSED STRATEGY FOR ENGAGEMENT/RECOMMENDATION/ FEEDBACK AND SUGGESTIONS IN FUTURE

The project management unit (PMU), Project Implementation Units (PIUs) and pertinent Implementing Agencies under the DEEP—specifically the Ministry of IT & Telecommunication (MOITT), National Information Technology Board (NITB), NADRA, Ignite, and the Board of Investment (BOI)—will sustain ongoing engagement with stakeholders for the duration of the Project. This will encompass routine reporting on the environmental and social performance of the Project, advancements in the execution of the Stakeholder Engagement Plan (SEP), and updates about the state and responsiveness of the Grievance Redress Mechanism (GRM)

This SEP will be frequently revised to highlight significant milestones and advancements across all DEEP components, including:

- i. The Citizen Services Portal (CSP) for digital public services;
- ii. The Pakistan Business Portal and RLCOs transformation for business facilitation;
- iii. The National Data Exchange Layer (NDEL) and NADRA's digital identification and verification framework;
- iv. Civic innovation, through Start-ups ecosystem support and enhancement, digital inclusion and literacy initiatives and establishment of Civic Innovation and Technology Labs spearheaded by Ignite;
- v. Policy, legislative, and regulatory reforms orchestrated by the Ministry of Information Technology and Telecommunication (MOITT) and the Board of Investment (BOI).

Every update to the SEP will incorporate a documentation of stakeholder feedback gathered through consultations, focus groups, surveys, and public outreach activities. The updates will explicitly delineate how feedback and recommendations were handled and included into the planning and execution of DEEP operations.

Following each significant stakeholder engagement activity, a summary report will be disseminated to pertinent stakeholders through email or physical delivery, especially for those lacking digital access. Moreover, detailed engagement reports and presentation materials—comprising project updates, survey findings, and training resources—will be published biannually on the official websites of the Implementing Agencies. Until dedicated DEEP website is fully operational, documents will be temporarily placed on the website of the relevant Project Oversight or Coordination Body (e.g., MOITT or a third-party PMU/consultant portal).

This methodology guarantees continuous transparency and accountability, allowing stakeholders—including federal and provincial ministries, departments, autonomous agencies, regulatory bodies, communication and information dissemination entities, citizens, businesses, civil society organizations, international development organizations, service delivery institutions, the private sector, academia, and marginalized groups—to stay informed and actively participate in shaping and monitoring the DEEP's outcomes throughout its duration.

6. GRIEVANCE REDRESS MECHANISM (GRM)

6.1. OBJECTIVE AND PURPOSE OF GRM

The main objective of a Grievance Redress Mechanism (GRM) is to assist to resolve complaints and grievances in a timely, effective, and efficient manner that satisfies all parties involved. Specifically, it provides a transparent and credible process for fair, effective and lasting outcomes. It also builds trust and cooperation as an integral component of broader community consultation that facilitates corrective actions. Specifically, the GRM:

- Provides affected people with avenues for making a complaint or resolving any dispute that may arise during the course of the implementation of projects.
- Ensures that appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of complainants.

6.2. MANDATE OF GRM IN DEEP

The Digital Economy Enhancement Project (DEEP) requires the GRM to:

1. Acknowledge and resolve any grievances, complaints, notices of upcoming disputes, or concerns (collectively referred to as "Grievances") that implicate actual or potential injury to the affected person or people ("Claimant(s)") as a result of the planning, execution, or effects of DEEP events;
2. Receive and handle complaints of online abuse, digital harassment, or gender-based violence (GBV) that may be made in relation to the provision or use of digital platforms, services, or interventions supported by DEEP;
3. To encourage collaboration and alignment during project implementation, assist DEEP stakeholders in resolving complaints, including government departments, agencies, commissions, CSOs, NGOs, private sector partners, and residents;
4. Work in an adaptable, cooperative, and open way, concentrating on finding solutions and reaching agreements while making sure that each claimant is treated fairly, with dignity, and without fear of reprisal.

6.3. EXISTING COMPLAINT PORTALS- NATIONAL LEVEL (PMU & PIUS)

Multiple entities involved in the implementation of the Digital Economy Enhancement Project (DEEP) operate their own grievance redress mechanisms. These GRMs vary in terms of accessibility, responsiveness, and user-friendliness. The summary below outlines the current status of each agency's GRM, along with existing gaps relevant to DEEP's stakeholder engagement and accountability requirements:

a) Ministry of IT & Telecommunication (MoITT):

MoITT has established a dedicated grievance redress mechanism for DEEP-related issues. Stakeholders may submit complaints via email (deepcomplaint@moitt.gov.pk) or postal mail. A tab titled "Complaint Cell" is also available on the MoITT homepage, linked with the Pakistan Citizen Portal (PCP), providing an additional channel for grievance submission. However, a standalone, project-specific GRM interface with tracking and analytics is not yet in place.

- Website: <https://moitt.gov.pk/index>

- PCP Portal: <https://web.citizenportal.gov.pk/>

b) National IT Board (NITB):

NITB provides a basic online contact form for general queries via its official website. While this serves as a point of contact, it lacks the structure and features of a formal GRM—such as category tagging, resolution timelines, or grievance tracking—and should be enhanced for DEEP-related complaints.

- Website: <https://www.nitb.gov.pk/contact.html>

c) NADRA:

NADRA maintains a dedicated complaints portal with structured tracking and follow-up protocols. The system allows users to register biometric, ID, or service-related complaints and monitor progress. NADRA’s nationwide network of Registration Centers and e-Sahulat outlets also support walk-in grievance reporting. However, outreach to illiterate or rural populations may be constrained by digital barriers. Coordination with the DEEP PMU is needed to streamline identity-related complaints across platforms.

- Complaints Portal: <https://complaints.nadra.gov.pk/>

d) Ignite:

Ignite offers online complaints form accessible through its website. While it provides basic submission capability, it does not display aggregated data or response timelines. Mechanisms for transparent follow-up and appeals are not currently public.

- Complaints Page: <https://ignite.org.pk/complaints/>

e) Board of Investment (BOI):

BOI features a general contact form under its “Contact Us” section, primarily designed for investor engagement. It lacks a formal grievance redress framework or escalation process specific to public complaints or project-related grievances.

- Website: <https://invest.gov.pk/contact-us>

While individual agencies maintain some level of grievance handling capability, the current systems are fragmented, and their effectiveness for DEEP-specific issues—particularly for disadvantaged groups—remains limited. A harmonized, inclusive, and accessible GRM framework that integrates digital and non-digital access points, supports real-time tracking, and ensures responsiveness is recommended for DEEP’s implementation phase.

The snapshots of existing GRMs can be found in Annex J.

6.4. PROPOSED GRIEVANCE REDRESS MECHANISM (GRM) FOR DEEP

Given PMU and each PIU’s specific role in its respective digital service domain, it will maintain a parallel intake mechanism for complaints specifically related to its core functions—such as service enrolment, identity verification, data access, or on boarding processes. These grievances will be logged through the PMU and PIU’s designated complaint system and integrated into the DEEP central GRM tracking system for consolidated reporting and coordinated resolution. To develop comprehensive and centralized GRM, a comprehensive diagnostic of these systems will be undertaken during project preparation, following which strengthening and enhancement of existing mechanisms will be proposed under the Project as elaborated below. DEEP is proposing that a robust central GRM be established to ensure that stakeholders across the can access a simple, accessible and effective platform for having their complaints addressed and resolved. The GRM will be a part of the Project (DEEP) website. The process is illustrated below in Figure below.



Figure 8: Steps of GRM

The GRM framework for DEEP will provide mechanisms for project beneficiaries, citizens, and project staff (including contractor staff) to lodge their concerns and complaints.

Use of audio-visuals including photos, video materials with captions and edutainment materials will be encouraged for outreach and dissemination of information on the project and the GRM, and the step-by-step GRM submissions for the illiterate or undereducated people or people with disabilities. Toll-free call centers and automated voice systems will be provided as uptake channels for digitally illiterate people and people who do not own or have access to internet or smart phones.

6.4.1. Complaint Registration

Anyone can file a grievance or complaint using the following channels, including citizens, digital services user, contractors, service provider at public and private level, government employees, or any identified stakeholder, women, people with disabilities, and other vulnerable groups.

1. **Registration Via Email:** Direct complaints can be sent by email to the DEEP Project Management Unit at: deep.grievance@moitt.gov.pk - (The MoITT PMU will keep an official email account to record, monitor, and address complaints).
2. **Through Telephone Hotline (Via SMS or Voice Call):** At federal, provincial or local level toll-free grievance hotline would be set up and promoted. Those who are impacted may contact or text. **Number:** -----
(Trained grievance officers will answer these calls and record the complaints in the main GRM database).
3. **Complaint via CSP or Web-based Portal:** **The Pakistan Citizen Portal (PCP)** would facilitate the submission of online grievances,

solve/report and feedback concerning all DEEP initiatives-**Link:** :
<https://web.citizenportal.gov.pk/>

- Choose the appropriate department or digital service category
 - File a complaint or concern through designated fields (text, drop-down selections)
 - Include relevant proof or screenshots
 - Monitor the grievance utilizing a distinct GRM ID number
- A specific Grievance Redress Portal will be established as part of the official DEEP website, in addition to the CSP. Process would be:
 - a) File complaints via an online form, audio message, email, or SMS platform.
 - b) Select the option to submit anonymously, though it limits the ability of the GRM to fully investigate and resolve the grievance
 - c) Obtain auto-generated unique complaint ID to monitor the status of their grievances with set timelines for resolution
 - d) Examine overarching complaint patterns and results through public dashboards (aggregated, anonymized).
4. **Written Complaints (Physical Submission):** Written complaints may be delivered in person or by courier to the DEEP PMU or other regional offices. Any correspondence should be sent to any provincial Digital Facilitation Center (DFC) or sent to the E&S Focal Person/Grievance Redress Officer (if any), DEEP-PMU, MoITT, F-5, Islamabad and address to E&S Focal Person/Specialist.
 5. **Optional Enhancement of GRM via Mobile Applications:** With optional GPS tagging and photo uploads, the GRM system will be incorporated into the upcoming DEEP digital platforms, enabling citizens to report problems with digital services, ID integration, portal access, or data misuse, SEA/SH issues, cyberbullying and cyber harassment straight from their cell phones.
 6. **Face to Face Registration at Digital Facilitation Centers (DFCs) (if DFCs developed or relevant in case of NADRA specifically):** Complaints may be submitted in person at specified DFCs at both provincial and district levels. Trained social mobilizers and grievance personnel will aid claimants-particularly the elderly, illiterate individuals, women, and persons with disabilities—in the submission of grievances. In addition to DFCs, NADRA’s regional centers and e-Sahulat franchises will support in-person grievance reporting for identity-linked services under DEEP. Staff will be oriented to assist with DEEP-specific redress categories and ensure inclusion of women, elderly, and low-literacy individuals.
 7. **Grievance Redress Service (GRS) of the World Bank:** If a complainant perceives that their concerns about environmental or social harm have not been sufficiently addressed by the project GRM, they may immediately contact the World Bank’s GRS.
 - Online:<https://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>
 - Email: grievances@worldbank.org

At community level, a complaint may also be submitted by a representative of the affected individual, if they provided authentic documents and written authorization from the individuals or group they represent. All complaints, regardless of their nature, shall be addressed by the Health/Gender/Safety Consultant in PMU and nominated E&S Focal person located in the PIUs. The responsible person

will aggregate all complaints into a daily database, categorized by location and issue. All registered complaints will be directed to the following.

- Program Director –DEEP(PMU)
- Project Director (In case of grievance related to specific PIU)
- Health/Gender/Safety Consultant (PMU)
- Environment and Social (E&S)Focal Person or GRM Lead (PIUs)

The GRM will guarantee prompt recognition and resolution for the majority of instances. Sensitive grievances (e.g., gender-based violence, exclusion, fraud) shall be managed via private protocols and directed to specialized support services as necessary. The grievance application will encompass the name of the claimant or representative, the contact information of the complainant (including email, phone number, and address), and a detailed summary of potential issue. The SMS, serving as the repository for all social grievances, will transmit the complaint to the appropriate Solution Tier. The solution tiers are delineated in the section below.

All data will be recorded, monitored, and presented in quarterly GRM performance reports, which will be publicly disclosed in a summarized format.

6.4.2. Complaints, suggestion and feedback through website of MOITT

The Ministry of IT & Telecommunication (MoITT) will grant access to all stakeholders (citizens, businesses, government personnel, civil society organizations, and development partners, to offer recommendations, feedback, concerns, or complaints regarding the DEEP project. A dedicated online link will be established on the official MOITT site, enabling stakeholders to access: Email addresses of the appointed grievance redress focus individuals. A digital submission form for transmitting complaints or feedback directly to the DEEP Grievance Redress Mechanism (GRM) Unit. A direct linkage will be established between each PIU's complaint portal and the central DEEP GRM dashboard, confirming that all component-specific grievances: such as issues related to digital service delivery, systematic errors, or on boarding challenges are automatically captured and addressed within the unified central GRM system.

6.4.3. GRM Responsiveness and Procedure

The GRM will be responsive to the risk of GBV/SEA/SH and cyber-harassment. GBV / SEA / SH assessment will be conducted and relevant mitigation measures will be included in the Gender Action Plan. The assessment and action plan will include a mapping of relevant GBV service providers and drafting of guidelines on training and capacity building of project staff and other key stakeholders regarding responses to GBV, especially referral and case management. The project staff will also be trained and sensitized on GBV/SEA/SH and cyber-bullying and harassment issues and on how to sensitivity and confidentially address complaints.

6.4.4. Solution Tiers of GRM: DEEP

Tier 1: Frontline Resolution Mechanism (PIU level/Component level/Regional/Local):

When the grievance recorded, the appointed Health/Gender/Safety Consultant at the PMU under MoITT may immediately direct the E&S Focal Person relevant to any PIU (NADRA, NITB, BOI, or Ignite) or its local/sub-project office to address the matter within a stipulated period of 14 working

days. If the matter is satisfactorily handled for the complainant, no further/additional escalation or follow-up will be required. Each PIU shall designate an Environmental and Social Focal Person (ESFP) responsible for documenting and overseeing the proceedings and settlement process. All such instances will be recorded in the centralized GRM tracking system with a distinct complaint ID. E&S Focal Person (ESFP) in each PIU will coordinate with its service delivery and technical teams to ensure timely resolution of identity-related issues, particularly those affecting vulnerable populations. Complaints related to Gender-Based Violence (GBV) and/or involving sensitive matters like SEA/SH will not be treated at Tier 1, but will be promptly directed to Tier 2: **PMU level – Grievance Redress Committee Level (GRC)** which is equipped with skilled and trained staff and confidential/anonymous referral systems to handle these complaints in a survivor-centred and secure manner.

Tier 2: PMU level – Grievance Redress Committee (GRC) Level:

If a resolution is not received at Tier 1 on any critical or sensitive complain, or if a complaint concerning SEA/SH is presented, the Health/Gender/Safety Consultant at the PMU (MoITT) will elevate the grievance to the Grievance Redress Committee (GRC) formed at the PMU level. In addition to this, the process will be efficient enough to automatically escalate unresolved grievances to the upper tier (Project Steering Committee-PSC level), if they remain unresolved at the lower tier. At this level, an automatic message will be generated. The message will composed of the complaint, its supporting evidence, details of progress at Tier 1 (in case the escalation is required), and any correspondence regarding attempted solutions. In accordance with international good practices and World Bank safeguards, complaints related to Technology-Focused Gender-Based Violence (GBV), SEA/SH will be handled with the highest level of secrecy, sensitivity, and immediacy. These cases shall remain confidential from any unrelated parties, with a continuous emphasis on the safety and dignity of survivors. Grievances connected to SEA/SH regarding the actions of DEEP PIUs (NADRA, NITB, Ignite, and BOI) will be directed by the Health/Gender/Safety Consultant in the PMU to the Program Director or an appointed senior official in the MoIT, who will advise on the suitable course of action. Same will be done by nominated E&S focal person in each PIU. This may involve referral to the GRC, engagement of specialized GBV service providers, or redirection to pertinent legal or institutional redress mechanisms, in accordance with national protocols and World Bank guidelines.

Tier 3: National Level GRM- Pakistan Citizen Portal (PCP) level:

When a stakeholder registers a DEEP-related complaint through the Pakistan Citizen Portal (PCP) directly, it will be automatically directed to the appropriate authority, usually the MoITT or one of the PIUs (NADRA, NITB, Ignite, BOI). The appointed focal individual will evaluate the complaint and collaborate with the Health/Gender/Safety Consultant in PMU or internal Grievance Redress Mechanism (GRM) for resolution. Every complaint will be assigned a tracking ID, and action is anticipated within 14 days, adhering to PCP guidelines.

Tier 4: Independent Route and World Bank GRM

If a problem is not handled through the DEEP internal grievance tiers (Tiers 1–3), or if a complainant prefers to bypass national systems, they may directly utilize the World Bank’s independent grievance redress mechanism. This Tier 4 route is accessible to any stakeholder: individuals, communities, civil society organizations, or other impacted entities, who has the opinion that the project may impose or has inflicted harm.

Complaints may be made to the World Bank Grievance Redress Service (GRS) using the following methods:

Website: <https://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>

Contact: grievances@worldbank.org

Fax: +1-202-614-7313

Furthermore, for significant unresolved issues pertaining to environmental or social damage, stakeholders may reach out to the World Bank Inspection Panel (www.inspectionpanel.org).

Tier 5: Court of Law

If the PAPs are dissatisfied with the ruling, GRM of project (exhausting all tiers of project GRM-tier 1 to tier 4) the complainant(s) may contact and file their complaint with the Court of Law.

6.4.5. GRM Structure: Grievance Redress Committees (GRC)

A formal Grievance Redress Committees (GRC) with members nominated by the Project Director will be established. An electronic database of grievances will be maintained at the PMU. The GRC will be responsible for tracking and recording the status of all grievances received. GRC comprises of:

- Program Director - DEEP(PMU)
- Project Directors - DEEP (PIUs)
- Health/Gender/Safety Consultant (PMU)
- Environment & Social Focal Person (All PIUs)
- Co-opted Technical or Subject Expert

All members will be appropriately informed. The GRC (E&S) will investigate each complaint and compile a fact-finding report to evaluate its eligibility and determine a suitable resolution. The GRC (E&S) will, when required, direct the concerned entity to implement corrective measures. The complaint will be addressed within 14 days. The GRC (E&S) will evaluate the response of the relevant organization and conduct further monitoring as necessary.

6.4.6. Complaint Process

Step 1: Receive the Complaint/Grievance

Stakeholders will be able to raise their grievances verbally (in person, or through a dedicated phone number), or in written form. All grievances will have unique identifiers (UIDs) to allow for easy tracking. Once a grievance is recorded, the UID will be shared with the complainant, as well as a tentative timeline for its resolution. This should take place on the same day the grievance is received.

Step 2: Initial Review of Grievance

The Grievance Officer- Specific health/Gender/Safety Consultant in PMU and E&S Focal Person in PIUs (who will be a member of the GRC) will identify the party responsible for resolving the grievance. The responsible party and the Grievance Officer will then conduct an inquiry into the grievance to identify its root cause, and subsequent resolution measures.

Step 3: Resolution or Escalation of Grievances

At this stage the GRC, in consultation with the responsible party, will identify a suitable resolution to the issue. In case the issue is unresolvable at the level it is received, the GRC shall elevate it to the

Project Steering Committee, the complainant shall be notified of its elevation, and an updated resolution timeline shall be communicated.

For grievances that are resolved, the details of the resolution will be entered into the register/database, and the decision will be communicated to the complainant within 3 days. The resolved grievance shall also be flagged for follow-up, and the relevant GRC will check in on the complainant's level of satisfaction with the resolution within 14 days. This feedback from the complainant shall also be added to the register/database.

Step 4: Monitoring and Review

It is critical to monitor the effectiveness of the comment response and, grievance mechanism. Appropriate measures/KPIs for this include monthly reporting on the number of grievances received, resolved and outstanding. This will be undertaken by the Health/Gender/Safety Consultant in PMU and E&S Focal Person in PIUs or any dedicated special GRM focal point.

An annual sex-disaggregated qualitative review of a sample of complaints processed (ensuring variation such as along type of complaint, resolution status etc.) will also be undertaken to analyse the efficacy of the system. Regular monitoring of the grievance mechanism and its outcomes, particularly of trends and patterns, will be critical to ensuring to identify systemic problems and adapt practices accordingly. As part of the annual review/report, analysing the trends and time taken for grievance resolution will help to evaluate the efficacy of the comment response and, grievance mechanism. As part of stakeholder engagement and consultation, involving the views of the stakeholders for whom the Comment Response and, Grievance Mechanism is designed in this monitoring and review will help to improve effectiveness and stakeholder buy-in.

6.4.7. Grievance Records and Documentation

The MoITT will nominate a GRM Focal Point or dedicated system to manage the grievance database and keep a record of all grievances received. The database will contain the name of the individual or organization lodging a grievance; the date and nature of the grievance; any follow-up actions taken; the solutions and corrective actions implemented by MoITT, BoI, NITB, Ignite, NADRA and any other relevant party; the final result; and how and when this decision was communicated to the complainant.

7. MONITORING AND REPORTING MECHANISM

7.1. ENGAGEMENT OF KEY STAKEHOLDERS IN THE MONITORING ACTIVITIES OF PROJECT

Within the framework of the Digital Economy Enhancement Project (DEEP), the execution of the Stakeholder Engagement Plan (SEP) will necessitate ongoing engagements with principal stakeholders, comprising PAPs, OIPs and Vulnerable Groups. These consultations will be crucial for obtaining input on the efficacy of digital service delivery, identifying obstacles to access or usability, and gathering recommendations for system enhancements. Furthermore, the consultations will function as an essential mechanism to monitor the project's performance relative to the outcome indicators specified in the DEEP Results Framework.

To guarantee adherence to the Environmental and Social Commitment Plan (ESCP), biannual monitoring reports will be generated by the Environmental and Social Specialists integrated into the Project Management Units (PMUs) and Project Implementation Units (PIUs) such as NADRA, NITB, Ignite, and BOI. These reports will monitor compliance with all pertinent ESF instruments and mitigation strategies. The project will employ an independent third-party monitor to periodically assess compliance with the ESCP and verify the execution of stakeholder input systems and risk mitigation strategies throughout the project duration.

7.2. MONITORING OF GRIEVANCE MECHANISM OF DEEP

Within the framework of the Digital Economy Enhancement Project (DEEP), it is imperative to assess the efficacy of the Comment Response and Grievance Redress Mechanism (GRM). The key performance indicators (KPIs) would encompass monthly reports detailing the quantity of grievances received, addressed, and pending, generated by the Project Management Unit (PMU) located inside the Ministry of Information Technology and Telecommunications (MoITT) and sent to the Program Director. The yearly performance evaluation will utilize an analysis of grievance trends and the average resolution time to evaluate the efficacy of the GRM. Moreover, including stakeholder feedback into the monitoring process will augment the system's responsiveness and strengthen trust of stakeholders.

The PMU will uphold a thorough GRM and stakeholder engagement database, documenting all public consultations, disclosures, complaints, and resolutions. This information will be available upon request to enhance openness. Senior management will perform regular assessments of stakeholder involvement, utilizing metrics such as:

- Comprehension of the project by stakeholders,
- Quantity and resolution rate of complaints,
- Degree of engagement of stakeholders in digital reform initiatives and pertinent committees.
- Data will be sourced from the following:
 - Minutes of the meeting associated with issue logs and replies.
 - Input from principal stakeholders (e.g., people, small and medium enterprises, service consumers),
 - DEEP's grievance register facilitates ongoing learning and enhancement in stakeholder interaction and service provision.

7.3. REPORTING BACK TO STAKEHOLDER GROUPS

It is critical to follow-up with stakeholders at different stages of the project cycle. Once consultations have taken place, stakeholders will want to know which of their suggestions will be used, what risk or impact mitigation measures will be put in place to address their concerns, and how, for example, project impacts are being monitored.

Often the same methods used in information disclosure are applied to reporting back to stakeholders. Given the current context and the need for social distancing, alternate means such as short message

service (SMS), radio, television, social media handles, websites of MoITT, BoI, NITB, Ignite, and NADRA may also be employed to share updated information with stakeholders. As part of its citizen engagement role, NADRA will disseminate SEP-related updates via its public registration centers, e-Sahulat network, and regional offices. Where relevant, NADRA's complaint resolutions and stakeholder feedback trends will be published in SEP biannual updates, and summaries will be shared through SMS notifications or posters displayed at high-footfall service points. This ensures localized reporting back to digitally excluded populations.

The SEP will be periodically revised and updated as necessary in the course of project implementation in order to ensure that the information presented herein is consistent and is the most recent, and that the identified methods of engagement remain appropriate and effective in relation to the project context and specific phases of the development. Any major changes to the project activities and to its schedule will be duly reflected in the SEP. Monthly or quarterly summaries and internal reports on public grievances, online harassment, enquiries and related incidents, together with the status of implementation of associated actions will be collated by responsible staff and referred to the senior management of the project. The monthly summaries will provide a mechanism for assessing both the number and the nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner. Information on public engagement activities undertaken by the Project during the year may be conveyed to the stakeholders in two possible ways.

ANNEXURE A: PREVIOUS STAKEHOLDER CONSULTATIONS

Place and Type of Engagement	Date	Participants	Key Issues Discussed
World Bank's Mission	23 rd June -8 th July, 2022	Ministry of Economic Affairs, Ministry of Information technology and telecommunication (MOITT), NADRA, PTA, BOI, NITB,PITB, KPITB, IS&T Department Government of Baluchistan, IS&T Department Government of Sindh, The World Bank	Review of Proposed Project's Scope and Indicators, Review of proposed implementation arrangement with the key stakeholders and Review of procurement, financial management, environment and social safeguard arrangement
Meeting and Discussion regarding SEP	30 th June, 2022	Governor SBOP, Chairman NADRA, Chief Secretary Punjab, Chief Secretary Sindh, Chief Secretary KPK, Chief Secretary Baluchistan, Chief Secretary AJK, Chairman PITB, Chairman KPITB, Secretary IT Sindh, Secretary IT Baluchistan, Chairman PTA, Chairman SECP, Member IT (MOITT), PSO- Secretary IT-MOITT,SO(G)-MOITT	Discussion on the concept of project to establish synergistic relation between federal and provincial entities. implementation modalities of DEEP. Discussion on each component of DEEP at Project Management and Implementation level. Discussion and consultation on the engagement strategy of all stakeholder according to their interest and influence.
Meeting and Discussion regarding SEP	19 th July, 2022	Governor SBOP, Chairman NADRA, Chief Secretary Punjab, Chief Secretary Sindh, Chief Secretary KPK, Chief Secretary Baluchistan, Chief Secretary AJK, Chairman PITB, Chairman KPITB, Secretary IT Sindh, Secretary IT Baluchistan, Chairman PTA, Chairman SECP, Member IT (MOITT), PSO- Secretary IT-MOITT,SO(G)-MOITT, NITB	Finalization of development partners of project, feasibility and capacity analysis of PIUs (NADRA, IT boards at national and provincial level. Identification of Execution and development partners in project
Islamabad – Policy & Technical Consultations (Inter-Ministerial Meetings and Expert Consultations)	2022–2023	Ministry of IT & Telecom; relevant government ministries and departments; legal experts; technical and policy specialists	Development of the Personal Data Protection Bill; legal and policy considerations; technical inputs for drafting the Bill; institutional roles and responsibilities related to personal data protection.
World Bank's Mission	27 July – 5 August, 2022	Ministry of Economic Affairs, Ministry of Information technology and telecommunication (MOITT), NADRA, PTA, BOI, NITB,PITB, KPITB, IS&T Department Government of Baluchistan, IS&T Department Government of Sindh, The World Bank	Asses the current broadband challenges. Identify regulatory and market failures, and gather latest insight from the private operators and policy makers to bridge the gap. Review the social and environmental safeguard arrangement
Islamabad – Stakeholder Consultations (Industry, Media, Other Relevant Stakeholders)	2023–2024	Private sector and ICT industry representatives; media; other relevant stakeholders	Stakeholder views on personal data protection; concerns and feedback on the proposed Bill; implications for data handling, privacy, and protection of personal information.
Meeting and Approval of Project by NEC	17 th May, 2023	Executive Committee of national Economic Council (ECNEC), Secretary and Section Office, MOITT, Economic Affairs Division, Finance Division, Cabinet Division, Planning Division ,M/o PD&SI	Submitted for Administrative Approval of project by MOITT
World Bank Mission	23 rd Novemb	World bank (Senior Digital Development Specialists, Senior Social	Digital Economy Enhancement Project Negotiation, Private Capital

	er 1 st Decemb er, 2023	Development Specialist, Program Lead Infrastructure), -Ministry of Economic Affairs, MOITT, NADRA, BOI, PTA,NITB, PITB, Ignite, Pak Austria Frachhochschule Institute of Applied Science and Technology	Mobilization Potential for Resilient Digital Connectivity, Logic Intervention for Public sector Financing, Digital Inclusion and Increasing Demand, Climate Resilience of Connectivity Infrastructure
Meeting and Discussion	21 st Decemb er, 2023	MOITT, NADRA, BOI, NITB, Ignite	Initial Discussion on Project
Meeting and Discussion of government supporting and implementation units of project	26 th January, 2024	Deputy Secretary, MOEA, Senior, World Bank's Specialist, IDA-World Bank, CPO-NADRA, Joint Secretary, MOITT,BOI, NITB,I Ignite, team of World Bank	Financing agreement, Project Agreement between IDA and NADRA, Draft ESCP (dated June 18 th 2023), draft Project Appraisal Document which include Result framework
Meeting with Electric Certification Accreditation Council (ECAC)	26 th March, 2024	Senior Joint Secretary (Dev),MOITT, Member IT,MOITT	Enabling ECAC to be a major stakeholder in the Digital Economy Enhancement Project of the World Bank Group to unlock its full potential and accelerate the Consumption of digital trust service.
Consultative meetings with relevant Government agency	12- 16 th May, 2024	Meeting with Minister (MOITT),World Bank Group	Improve citizen quality of life and economic wellbeing by affordable digital services and to further facilitate Businesses
Support Mission – World bank with government counterpart in all provinces	20-30 May,202 4	World Bank team MOEA, MOITT, NADRA, BOI, SIFC,PTA, NITB,PITB, ignite	Implementation readiness and discussions on time sensitive tasks with PIUs and meeting with all government counterparts
1st Meeting of Project Steering Committee	5 th June, 2024	Chairman NADRA, Chairman PTB, Additional Secretary I-BOI, CEO Ignite, CEO NITB, Project Director-DEEP (MOITT),	Planning & Execution of the Project
2nd Meeting of Project Steering Committee	24 th June, 2024	Chairman NADRA, Chairman PTB, Additional Secretary I-BOI, CEO Ignite, CEO NITB, Project Director-DEEP (MOITT),	Critical tasks of the Project and digitalization plan of MOITT
3rd Meeting of Project Steering Committee	5 th July, 2024	Chairman NADRA, Chairman PTB, Additional Secretary I-BOI, CEO Ignite, CEO NITB, Project Director-DEEP (MOITT),	Discussion on Project Operation Manual Project Procurement Strategy Document (PPSD)
4th Meeting of Project Steering Committee	30 th Septemb er, 2024	Member (IT) MOITT Islamabad, Chairman NADRA, Chairman PTB, Additional Secretary I-BOI, CEO Ignite, CEO NITB, Project Director-DEEP (MOITT),	Discussion of key decision in previous 3 project's steering committees and highlighting the project progress achieved
5th Meeting of Project Steering Committee	29 th January, 2025	Secretary IT(MOITT), Member IT (MOITT), Chairman, NADRA, Chairman PITB, Additional Secretary I,BOI (BOI), CEO (NITB), CEO Ignite National Technology Fund, Program Director DEEP (MOITT)	Critical tasks of the Project and digitalization plan of MOITT, TORs of Consultancy Firms for submission to world bank. 3 years consolidated plan was presented by PMU and PIUs.
Support Mission – World bank with government counterpart in all provinces	14-18 October, 2024	World bank Team MOEA, MOITT, NADRA, BOI, NITB,PITB, ignite	Process briefing on project, role of PIUs, role of NADRA in DPI Architecture, role of provinces in DEEP, Readiness updated. establishment of PMU and PIUs, MOUs with provinces

Seminar on Essential Concerns of Cyber Security	15 th October, 2024	National Cyber Emergency Response Team (NCERT), Secretary, MOITT, DS, NTISB-Cabinet Division	Establishment of Digital Public Infrastructure with Mandate to safeguard digital infrastructure and mitigate cyber security threats
Visit of world bank practice manager with all other essential team member of world bank	6-8 November, 2024	World bank Team MOEA, MOITT, NADRA, BOI, NITB, PITB, ignite	Progress briefing, ROW portal, national Fiberization Plan, e-Biz portal of PITB, meeting with ministry of Economic affairs. establishment of PMU and PIUs, MOUs with provinces
Technical Workshop	11 th and 12 th November, 2024	Participants (World Bank team, Ministry of MOITT, NADRA, NITB, BOI and IGNITE	Technical Aspects of digitalization and the roadmap to achieve it
Support Mission – World bank with government counter parts in all provinces	3-9 December, 2024	World Bank team MOEA, MOITT, NADRA, BOI, SBP, NITB, PITB, Ignite, GOB, GoS	Brief on project, role of provincial and local government, strategy of cooperation, service catalogue on citizen and business services, identification of high impact digital service
Discussion and Briefing	19 December, 2024	Country Director, World bank Group, Minister, MOITT, Secretary, MOITT, Secretary BOI, Chairman NADRA, Special Secretary-Ministry of Economic Affairs	Hiring of PMU and PIUS, Delegation of Power to PMU and PIUs, Completion of Project Operational Manual with provinces, expedition to sign MOUs with Provinces
Islamabad – Continued Stakeholder Consultations and Review Sessions	2025	Government institutions; legal and policy experts; industry and other relevant stakeholders	Continued review and discussion of the Personal Data Protection Bill; consolidation of stakeholder feedback; refinement of provisions related to personal data protection.
Collaboration with provinces (MOUs with provinces)	12 th January, 2025	Chief Secretary Baluchistan, Chief Secretary Sindh, Secretary Sindh IT Board, Chief Secretary Khyber Pakhtunkhwa, Managing Director KP IT Board, Chief Secretary Punjab, Chairman Punjab It board	Firstly, from 2 to 7 December 2024, initial visit was conducted to the provinces to analyse and discuss the services required at provincial level then collaboration for DEEP was done and Digital Readiness. Assessment Form was developed. Collaboration and On boarding of all four provinces to effectively implement the transformation initiative
Discussion and Constitution of GRC and selection committee	17 th January, 2025	Minister MOITT, Secretary, MOITT, Especial secretary., Member IC, MOITT, Member legal, MOITT, Additional Secretary, MOITT, Member IT, Member Telecom CEO PSEB, CEO-NITB, Technical expert from Industry	Constitution of GRC for the hiring of individual consultants , selection committees for hiring of consultants
Online Briefing session on DEEP and Discussion on MOU	7 th February , 2025	Secretary, MOITT; DG-IT- MOITT, Chief Secretary Punjab, Chief Secretary Baluchistan, Chief Secretary KPK, Chief Secretary Sindh	Overview of DEEP and Discussion on MOUs with Provinces
Consultative Meetings and Discussion	27 th February , 2025	Program Director, Project Direct tech and Innovation, E&S team of World bank	Environmental and Social Risk identification, Discussion on ESCP and related deliverables
MOU with Sindh Investment Department and	4 th March, 2025	Chief Minister Sindh, chief Secretary Sindh, Sindh Investment department, Sindh law, Parliamentary Affairs Department-Sindh	Prioritization of list of stakeholder/ departments and services required in Sindh in digital transformation and

the Law Department			discussion on stakeholder engagement strategy
Consultative Workshops on Technical Review and Finalization of Architectural Framework for the National Digital Portal in NITB	14 th March, 2025	Chief Executive Officer, NITB, Project Director DEEP, MoITT, Advisor to the World Bank on Project (DEEP), Project Director NITB, Project Director NADRA, IT Specialist NADRA, Joint Director Coordination and Communications, NITB, Project Coordinators, NITB, Solution Architect, NITB	Brief on Technical review and finalization of architectural framework
Consultative meetings with relevant government counterparts (R/E&B/E)	8 th April, 2025	Ministry of Poverty Alleviation and Social Safety , Pakistan Poverty Alleviation Fund, Benazir Income Support Program, Ministry of Planning, Development and Special Initiatives , Ministry of IT& Telecom, Pakistan Post, Ministry of Defense (Survey of Pakistan), Pakistan Metrological Department, Ministry of Federal Education and Professional Training, Ministry of Maritime Affairs, SUPARCO, Ministry of Railways, Revenue Division, Pakistan Bureau of Statistics .	Discussion on Budget related matters
19. Session	9 th April, 2025	Program Director, Project Direct tech and Innovation, Project Manager	Hiring of Consultancy Firm for Digital Economy Sector Assessment Study , Consultancy Services for Restructuring of Ministry of IT & Telecom (MoITT)
Virtual Meeting (MOITT)	14 th April, 2025	Secretary IT Sindh, Member IT Sindh, Program Director (DEEP), Project Director tech and Innovation (DEEP), Project Coordination and Communication -JD	Discussion on concern and doubts of Project
Second Forum on the World Bank Environmental and Social Framework	21 st to 23 rd April, 2025	Project Director tech and Innovation, Consultant Gender/Health/Safety	Session on SEP, GRM, SEA/SH, OHS
Support Mission – World bank with government counterpart in all provinces	26-30 May, 2025	World bank Team MOEA, MOITT, NADRA, BOI, NITB,PITB,PTA,USF,HEC, Ignite	Project Overview and Progress. Process and approach on National Fiberization Policy, scope of analytical workshop on capital mobilization option in broadband market, PTA’s approach on ROW reforms, satellite option in rural areas, implementation of infra-sharing option in Pakistan educational network, progress of PIUs on project, meeting with PITB

ANNEXURE B: INTERVIEWS OF KEY INFORMANTS

Date: _____

Venue: _____

Time: _____

I am _____, representing the DEEP project under the PMU/PIUs, we are holding consultations to collect your opinions, concerns, and suggestions to guide project implementation. Your identity will be kept anonymous, and the information will just be utilized for purposes of Project related activities. May I obtain your consent to continue with the inquiries and document your replies? You may rescind at any moment. Thank you very much.

ID of the Form: _____

Section A: Existing Issues Regarding Utilization of Digital Services

Q1. In your view, how effective are the existing **digital public services** (e.g., e-registration in public service utilization, Business licensing and certifications, ID Issuance and digital innovation in public sector)? What kind of **maintenance/upgradation or improvements** are required?

Section B: Existing Digital Support and Assistance

Q2. What is the level of your digital literacy (Good, Satisfactory, digitally illiterate)? Select one

Q2. a. Who presently assist you in utilizing or accessing digital government services, and in what manner is such assistance rendered?

Q2. b. What is the frequency and level of this support's availability to you?

Q2. c. Which public agency (e.g., NADRA, NITB, BOI, Ignite) assists in addressing service-related difficulties/issues, and what is the efficacy of their support?

Section 3: Current Digital Support Services Provision System

Q3. How would you evaluate the present digital facilitation services in your area for accessibility, frequency, relevance, and quality of digital services?

Q3. a. Did any digital service center or government representative adequately fulfill your digital requirements or services? Kindly elaborate your experience

Section 4: Modalities of Project

Q4. Which digital initiatives (e.g., Citizen Service Portal, Pakistan Business Portal, Digital ID, National Data Exchange Layer, Startup Support) do you consider most influential in enhancing service delivery in public sector or facilitating business operations? What is the reason?

Section 5: Barriers to Digital Solutions

Q5. Which groups (e.g., local IT help desks, commercial enterprises, NGOs) provide assistance in resolving issues in the context of digital service provision?

Q5. a. To what extent or level, do you think that institutions such as NADRA, NITB, or Ignite facilitate the advancement of digital solutions and enhance public access?

Section 6: Feedback and Recommendation

Q6. What recommendations would you propose to enhance digital public service delivery, inclusivity, and citizen experience within the DEEP framework?

ANNEXURE C: QUESTIONS FOR FOCUS GROUP DISCUSSION (FGD)

Question related to Provision of Digital Services by MOITT (PMU)

Question Number	Question for FGD
1	What is your level of familiarity with the Ministry of IT & Telecom's (MOITT) involvement in digital transformation and the DEEP initiative?
2	What do you consider to be the most significant digital reforms or services initiated or implemented by MOITT until now?
3	What is the efficacy level of MOITT in collaborating with provincial departments, NADRA, NITB, BOI, and Ignite for the provision of digital services?
4	What enhancements/interventions do you recommend for improved inter-agency collaboration within DEEP?
5	Do you believe MOITT is effectively dealing with the digital gap, particularly in rural regions, for women, and for persons with disabilities? What obstacles remain behind?
6	What is the accessibility of government e-services for citizens/e-service user in various public and private sector with specific income level?
7	Which digital initiatives implemented by MOITT, such as the Citizen Service Portal, e-office, personal data protection bill or broadband access, have had the most significant influence on you or your community?
8	What Issues have you encountered while utilizing any digital government tool or service associated with MOITT?
9	Have you utilized any feedback or grievance reporting methods (such as call centers, helplines, or websites) associated with MOITT programs? Were they attentive to communication?
10	In what ways can MOITT enhance citizen and business engagement in the development of digital services?

Questions for Services of DEEP PIUs

Question Number	Question for FGD
1	Are you knowledgeable about the role of NADRA, NITB, BOI, or Ignite in the DEEP project?
2	In what ways have these institutions enhanced or the potential to enhance digital public services or commercial facilitation?
3	What is the efficacy of NADRA's digital ID system in facilitating access to government services such as health, education, and licensing in all public service sectors?
4	What issues have you or your community encountered in obtaining or renewing NADRA services (e.g., CNICs, biometric verification)?
5	Do you believe that NADRA's services are accessible to marginalized or vulnerable groups, including women, transgender individuals, and people with disabilities?
6	Have you real time experience with any digital platforms created by NITB (e.g., Citizen Portal, e-office, mobile applications)? What was your experience like?
7	What interventions or improvements would you suggest for the digital platforms designed for service delivery?
8	Have you utilized any digital services for business registration or investment facilitation via the Board of Investment or similar platforms (e.g., Pakistan Single Window)?
9	What are the primary challenges or issues entrepreneurs or small enterprises encounter while engaging with BOI's digital services?

10	In what ways can BOI enhance the simplification of digital processes in business circle and diminish bureaucratic obstacles for enterprises and startups?
11	Do you know of any startup or digital skills initiatives taken by Ignite? Have you or anyone in your community engaged in participation?
12	What kind of support (e.g., financial assistance, training, mentorship) might enhance the efficacy of Ignite's programs?
13	How can DEEP enhance its outreach to underserved groups and improve the user-friendliness, inclusivity, and security of digital platforms?

Questions for Federal Provincial and local Government Entities

Question Number	Question for FGD
1	What is your comprehension regarding the aims, elements and components of the project?
2	What is the specific function or role of your department/institution in the execution of DEEP?
3	Which elements of DEEP are most relevant to your existing responsibilities and operations in your department?
4	What is the efficacy of the collaboration of federal, provincial, and municipal agencies in implementing digital reforms?
5	Do gaps or overlaps in responsibilities among several government levels disturb the implementation of DEEP?
6	Does your department possess adequate technical competence, infrastructure, and people resources to facilitate digital transformation under DEEP?
7	What are the most urgent capacity-building requirements (e.g., personnel training, information technology systems, process reengineering)?
8	Which digital platforms or tools is your institution now utilizing to communicate with residents or businesses?
9	Do existing legal and regulatory frameworks facilitate digital transformation in your department?
10	What policy measures do you propose to enhance efficiency, facilitate data sharing, and ensure accountability among digital platforms?
11	What is your department's role in enhancing data privacy, cybersecurity, provision of e-services and fostering citizen trust in digital services?
12	Which services within your domain are undergoing digitization under DEEP (e.g., licensing, registration, tax filing)?
13	What measures are you implementing to guarantee the accessibility of these services, particularly for women, vulnerable communities, and individuals with limited digital literacy?
14	What feedback systems do you employ to solicit public input and enhance service delivery?
15	What procedures are currently in place or required for enhanced information exchange and collaborative planning at various levels?

Questions for Private Sector Entities in DEEP

Question Number	Question for FGD
1	What is your level of familiarity with the objectives and components of the DEEP project?
2	Has your organization participated in any consultations, pilot programs, or implementation activities related to DEEP?

3	Which elements of DEEP (e.g., Pakistan Business Portal, digital payments, CSP, innovation centers) do you consider most relevant to your work?
4	What are the primary hurdles your business encounters in engagement regarding government digital platforms (e.g., registration, licensing, tax compliance)?
5	In what ways can DEEP enhance its support for innovation, startups, and technological entrepreneurship?
6	What incentives, platforms, or public-private partnerships are necessary to scale digital services or products?
7	What is your perspective on the government's function in fostering a reliable and competitive digital business landscape and how public –private partnership can foster it?
8	What is the efficacy of contemporary digital public services (e.g., SECP portal, FBR integration, e-licensing) in minimizing the time and expenses associated with conducting business and how associated private sector can assist in the matter?
9	Which services or suggestions would you provide to guarantee equitable access to digital platforms and opportunities in the emerging digital economy?
10	Which essential policies or actions should DEEP focus to enhance private sector digital engagement?
11	What are your anticipations regarding government agencies like BOI, NITB, NADRA, and MOITT in enhancing digital infrastructure and growth opportunities for your sector and for businesses?
12	Which services within your domain are undergoing digitization under DEEP (e.g., licensing, registration, tax filing)?
13	Which local or global examples might Pakistan adopt to cultivate a dynamic, technologically empowered private sector?

Questions for Service Providers (Firms)

Question Number	Question for FGD
1	What was the process by which your firm engaged with the DEEP project? What has been the extent of your involvement?
2	Which DEEP components are you presently supporting (e.g., Pakistan Business Portal, digitization of citizen services, IT infrastructure, innovation pilots)?
3	Was the procurement, onboarding, or partnering process transparent and effective?
4	What technical, administrative, or operational obstacles have you encountered throughout the implementation of DEEP?
5	How would you evaluate the collaboration among implementing agencies (e.g., MOITT, NITB, NADRA, Ignite, BOI) and service providers?
6	Is there a definitive framework for monitoring, reporting, and evaluating your firm's success in DEEP?
7	Do you obtain prompt input, choices, and approvals from the client agency or Project Management Units (PMUs)?
8	What is the efficacy of the grievance redress and conflict resolution process in the event of disputes?
8	Are the dates and deliverables for your contracts under DEEP both realistic and clearly delineated?
9	What capacity deficiencies exist among government stakeholders that could impact the durability of the digital systems you are implementing?
10	Has the DEEP project facilitated skills transfer, training, or the enhancement of institutional capacity in conjunction with technology deployment?

11	What enhancements would you suggest for future procurement, vendor management, or collaborative procedures within DEEP?
12	What lessons should DEEP record to enhance service delivery methods, stakeholder involvement, or system design?
13	Which domains of innovation or digital transformation should be addressed in subsequent phases of DEEP?

Questions for CSOs and NGOs

Question Number	Question for FGD
1	What is your level of familiarity with the goals and initiatives of the DEEP project?
2	Which elements of DEEP (e-governance, digital identification, citizen portals, business licensing) are most pertinent to your professional responsibilities or constituency?
3	Has your organization participated or been consulted at any phase of DEEP's planning or execution?
4	In your opinion, does DEEP sufficiently meet the requirements of marginalized, rural, or vulnerable populations?
5	What are the primary obstacles (e.g., digital literacy, language proficiency, connectivity, affordability) encountered by communities in utilizing digital services?
6	In what ways can CSOs/NGOs assist in closing the digital divide in DEEP target regions?
7	Do enough measures exist within DEEP to safeguard data privacy, avert digital exclusion, and guarantee accessible for women, those with disabilities, and other marginalized groups?
8	Are citizen grievances regarding digital services being adequately acknowledged and resolved?
9	What functions should Civil Society Organizations (CSOs) and Non-Governmental Organizations (NGOs) fulfil in overseeing and promoting digital rights, social inclusion, and transparency?
10	Has your organization partnered with any DEEP implementing agency, such as MOITT, NITB, NADRA, Ignite, or BOI?
11	What options are there for civil society to facilitate awareness-raising, digital skills training, or service feedback mechanisms?
12	What resources, collaborations, or assistance would enhance your organization's capacity to contribute more effectively to DEEP?
13	What measures should DEEP implement to guarantee the project's inclusivity, responsiveness, and equity?
14	What strategies can the project employ to enhance collaborations with civil society at the national, provincial, and community tiers?
15	What measures or feedback mechanisms do you suggest to ensure citizen confidence and accountability in digital service provision?

Questions for Government Employees

Question Number	Question for FGD
1	What is your level of familiarity with the objectives and components of the DEEP project?
2	What is the current function or anticipated participation of your department in DEEP (e.g., service provision, data integration, public interface)?
3	Have you received any introduction, orientation, training, or instruction concerning DEEP activities?

4	Do you believe your department have the required digital infrastructure, systems, and human resources to facilitate DEEP?
5	What are the primary problems encountered in utilizing the digital tools or platforms implemented or proposed under DEEP?
6	Have you noted any enhancements in efficiency, transparency, or citizen satisfaction as a result of digital interventions?
7	To what extent do existing digital services fulfil the requirements of citizens, particularly those in rural, low-literacy, or marginalized communities?
8	What categories of challenges or issues do you frequently encounter about digital platforms or services?
9	How successful and responsive do you perceive the grievance redress processes, including the Citizen Service Portal (CSP), PBP and departmental systems, to be?
10	What is the level of coordination among departments (e.g., MOITT, NADRA, NITB, provincial entities) within DEEP?
11	What assistance would you require to enhance your contribution to the success of DEEP (e.g., capacity-building, software tools, leadership directives)?
12	What are your primary recommendations for enhancing DEEP's implementation from the viewpoint of a government employee?
13	In what ways might DEEP enhance employee engagement, service excellence, and organizational accountability?

Questions for E-Service Users (Citizens)

Question Number	Question for FGD
1	Are you knowledgeable about any government services available online, such as the application for a CNIC, birth certificate, company licenses/certification, or educational records?
2	Which e-services provided by government have you used recently, if any?
3	How did you get it know about these services (e.g., website, social media, TV, word of mouth)?
4	Was the procedure of using the online service(s) easy or challenging for you? Please explain.
5	What form of support (if any) did you need when using the e-service (e.g., help from a family member, visiting a facilitation centres)?
6	Were you able to access the digital services effectively using the digital service, or did you have to go to a physical office?
7	Do you face any barriers or challenges in obtaining digital services (e.g., lack of internet, devices, digital literacy)?
8	How confident and satisfied do you feel in accessing public digital services without external help?
9	Overall, how happy are you with the digital services provided by the government?
10	Do you feel your data and personal information are secure and safe during utilizing online services?
11	If you have had any troubles or complaints or any inconvenience, did you try to report them easily? Was it resolved?
12	Which services would you prefer to be digitized in the future?
13	What modifications/suggestion would you recommend to make e-services of public departments more user-friendly and accessible?
14	Do you believe that all individuals in your community may equally benefit from digital services? Why or why not?

Questions for Vulnerable Communities

Question Number	Question for FGD
1	Have you knowledge or experience about any government digital services or information available online or on mobile phones?
2	Have you or anybody in your family ever used digital services (e.g., applying for an ID, birth registration, paying bills, or acquiring certificates)?
3	What level of assistance (if any) do you need to use these digital services?
4	What obstacles/challenges do you experience when trying to use mobile phones, the internet, or digital services?
5	Are there any language related , pricing, or disability-related hurdles that make it challenging to utilize online services?
6	Do you feel safe, secure and respected when using digital services or visiting government offices?
7	Have you ever received assistance from a government entity, local office, or NGO in utilizing a digital service?
8	In your perspective, are women, older people, and persons with disabilities able to benefit equally from digital government services?
9	What adjustments would help individuals in your neighbourhood use these services more easily?
10	What government services would you prefer to access more readily using mobile or web platforms?
11	If you had an issue or complaint or challenge about a service, would you know where to go or how to report it?

ANNEXURE E: SUGGESTION, FEEDBACK AND ASSESSMENT FROM INTERESTED PARTIES

Identified Stakeholders	Key Details	Requirement/Issue	Preferred Mean of Notification+ Frequency	Specific Needs and Areas of Improvement During 2024-2029

ANNEXURE F: SUGGESTION, FEEDBACK AND ASSESSMENT FROM OTHER INTERESTED PARTIES (OIP)

Identified Stakeholders	Key Details	Requirement/Issue	Preferred Mean of Notification+ Frequency	Specific Needs and Areas of Improvement During 2024-2029

ANNEXURE G: SUGGESTION, FEEDBACK AND ASSESSMENT FROM VULNERABLE INDIVIDUALS/GROUPS

Identified Stakeholders	Key Details	Requirement/Issue	Preferred Mean of Notification+ Frequency	Specific Needs and Areas of Improvement During 2024-2029

ANNEXURE H: SUGGESTION, FEEDBACK AND ASSESSMENT FROM PROJECT AFFECTED PARTIES (PAP)

Identified Stakeholders	Requirement of Consultation/Issue	Specific Needs and Areas of Improvement During 2024-2029

ANNEXURE J: SNAPSHOTS OF EXISTING GRIEVANCE MECHANISMS

Pakistan Citizen Portal (PCP)

Headed by the Prime Minister's Performance Delivery Unit (PMDU), Pakistan Citizen's Portal is an online integrated GRM which connects all government organizations at the federal and provincial level through a mobile application. Available on both Android and iOS, PCP is used for lodging complaints against any government department or functionary, seeking guidance/information regarding government procedures and to provide suggestions to the government for the resolution of any issue pertaining to the interest of the general public. User Guidelines Manual for PCP is available in both Urdu and English. The overall public satisfaction rate with the PCP is low (39%) and only 6.8% of registered PCP members are women. Despite being a robust GRM, PCP's utility to the project's disadvantaged and vulnerable stakeholders is limited due to low female coverage and because of it being a mobile app-based platform which cannot be accessed by persons with no access to mobile phones, with low ICT literacy, or those living in areas with no network connectivity.

Link of PCP : <https://web.citizenportal.gov.pk/>



PAKISTAN CITIZEN'S
PORTAL

عوام کی آواز

Welcome, Dear Citizen /
Member

خوش آمدید معزز شہری / ممبر

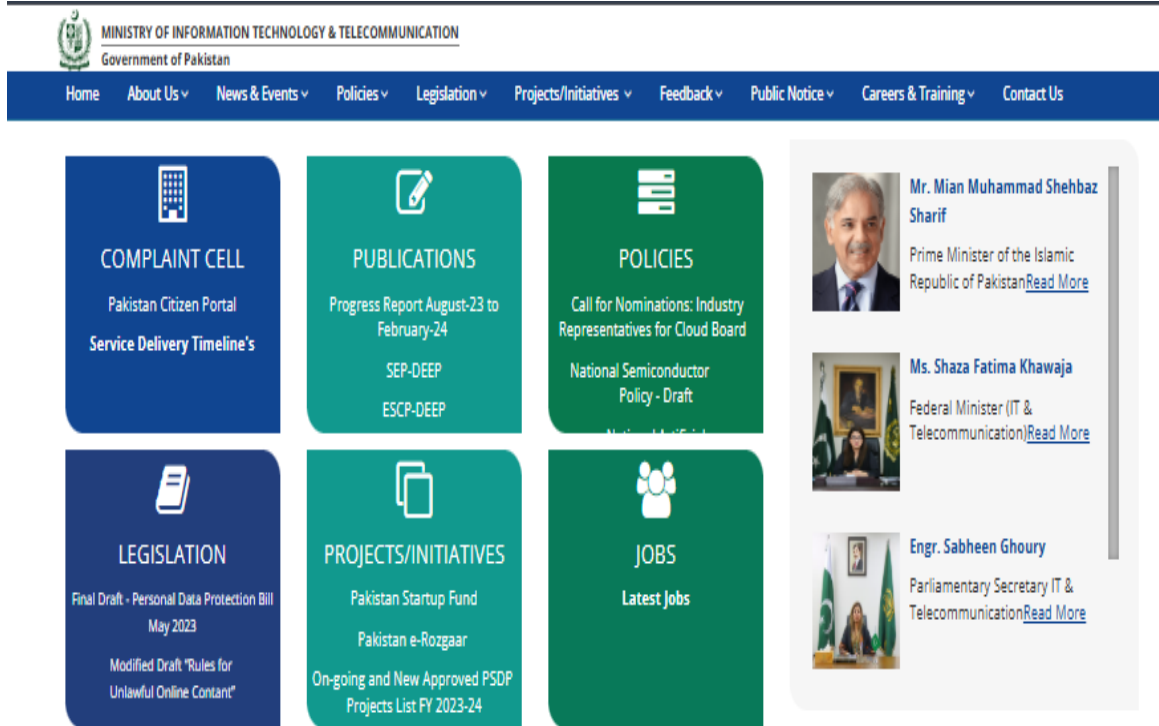
Registered
Citizen/Member: Login Here →

New Citizen/Member: Register Here →

NEED HELP ? CONTACT US



Snapshot: Pakistan Citizen Portal (PCP)



GRM of MoITT

For any grievances related to the DEEP project, stakeholders are encouraged to contact:

- **Email:** deepcomplaint@moitt.gov.pk
- **Postal Mail:** Program Director DEEP, Ministry of IT & Telecommunication,
- **Address:** Kohsar Complex P3VV+G27, Red Zone, Islamabad, 44020, Pakistan, GPS Link; (<https://maps.app.goo.gl/PXi6UZpLn428fdH57>)



In addition to this, there is a tab of “Complaint Cell” linked with “Pakistan Citizen Portal- (PCP) Service Delivery Timelines” to lodge complain or grievance
Link of MoITT(Home Page): <https://moitt.gov.pk/index>



CONTACT US

MoIT&T Officials Telephone Directory and Email Addresses

Sr.#	Designation	Telephone No.	Fax No.	Email Address
Federal Minister for IT & Telecommunication				
1	Minister of State for IT & Telecommunication	9209090	9205233	minister.it@moitt.gov.pk
2	Director to Minister	9209090		dir.minister@moitt.gov.pk
3	PSO to Minister	9209090		pso.minister@moitt.gov.pk
4	PS to Minister	9201990		
Federal Secretary IT & Telecommunication				
4	Secretary IT	9209484	9209482	secretary@moitt.gov.pk
5	PS to Secretary IT	9209484		asaboor@moitt.gov.pk
6	APS to Secretary IT	9202500		jkhan@moitt.gov.pk
Additional Secretary IT & Telecommunication				
7	Addl. Secretary	9220929		adl.sec@moitt.gov.pk
8	PS to Addl. Secretary	9220929		msiddique@moitt.gov.pk

Member's				
9	Member (IT)	9215347		member.it@moitt.gov.pk
10	Member (Telecom)	9218967		member.telecom@moitt.gov.pk
11	Member (Legal)	9213173		member.legal@moitt.gov.pk
12	Member (IC)	9221384	9218813	member.ic@moitt.gov.pk
Joint Secretaries				
13	Joint Secretary (Admn)	9206277		jsadmin@moitt.gov.pk
14	Sr. Joint Secretary (Dev)	9220433		js.dev@moitt.gov.pk
Chief Finance & Account Officer				
15	Chief Finance & Account Officer	9203097		cfo@moitt.gov.pk
Director General's				
16	Director General (IC)	9203505		dg.ic@moitt.gov.pk
17	Director General (IT)	9208207		dg.it@moitt.gov.pk
18	Director General (Legal)	9219939		dg.legal@moitt.gov.pk
19	Director General (T/W)	9210244		dg.wireless@moitt.gov.pk
20	Director General (Telecom)	9221048		dg.telecom@moitt.gov.pk
Deputy Secretaries				
21	Deputy Secretary (Admn)	9219971		dsadmin@moitt.gov.pk
22	Deputy Secretary (Dev)	9217275		ds.dev@moitt.gov.pk
Director's				
23	Director (ITU & UN)	9210642		director.itu@moitt.gov.pk
24	Director (Coordination)	9217413		director.coord@moitt.gov.pk
25	Director (MLO)	9216399		director.mlo@moitt.gov.pk

Section Officer's				
26	Section Officer (Admn)	9210228 9209785		so.admin@moitt.gov.pk
27	Section Officer (Tele)	9203112		so.telecom@moitt.gov.pk
28	Section Officer (Dev)	9203555		so.dev@moitt.gov.pk
29	Section Officer (DT)	9220431		so.dt@moitt.gov.p
30	Section Officer (IT)	9215348		so.it@moitt.gov.pk
31	Section Officer (Project)	9219940		so.projects@moitt.gov.pk
32	Section Officer (General)	9206422		so.general@moitt.gov.pk
33	Section Officer (F&A)	9221050		
34	Section Officer (Coord & Council)	9209950		so.council@moitt.gov.pk
Drawing & Disbursement Officer				
35	DDO	9205757		ddo@moitt.gov.pk
Media Section				
36	PRO	9220348		pro@moitt.gov.pk
Server Room				
37	Manager (Networks)	9216356		m.saeed@moitt.gov.pk
R & I Section				
38	Reception / R&I Branch	9203031		r&i@moitt.gov.pk

Link of MOITT: <https://moitt.gov.pk/Detail/MTBINDNINzItOTJkMi00OTg5LTlmNDgtNDEzZDA1NDIjM2E4>

GRM of NITB

LET'S CONNECT

Send Your Message

Your Name

Your Email

Your Phone

Subject

Message

Send Message

Address

Plot 24-B, Street 6,
H-9/1, Islamabad, Pakistan.

Mail Us

info@nitb.gov.pk

Telephone

(051) 9265375

For BIT Program

(051) 9265058



Subscribe

 NITB

About Us

- ▶ Why Choose Us
- ▶ Contact us
- ▶ Terms & Conditions

Business Hours

Mon - Friday:
09.00 am to 05.00 pm

Contact Info

📍 Plot 24-B, Street# 6, H-9/1,
Islamabad

📞 051-9265376

Link of NITB: <https://www.nitb.gov.pk/contact.html>

GRM of NADRA

NADRA Customer Care

NADRA's online complaint system provides multichannel capabilities, advanced reporting functionalities as well as a platform for cross-function collaboration and immediate customer feedback system

More Information

Country / ملک کا نام *

Province / صوبہ *

District / ضلع *

Tehsil / تحصیل *

Nadra Office / نادرا آفس *

Full Name / پورا نام *

Citizen Number / شناختی کارڈ نمبر *

Email Address / ای میل *

International Dialing Code / بین الاقوامی رابطہ کوڈ *


CONTACT NUMBER / رابطہ نمبر *

Type *

For Self For Other Person

Relation with Complainant *

Blood Relative Neighbour Friend Other

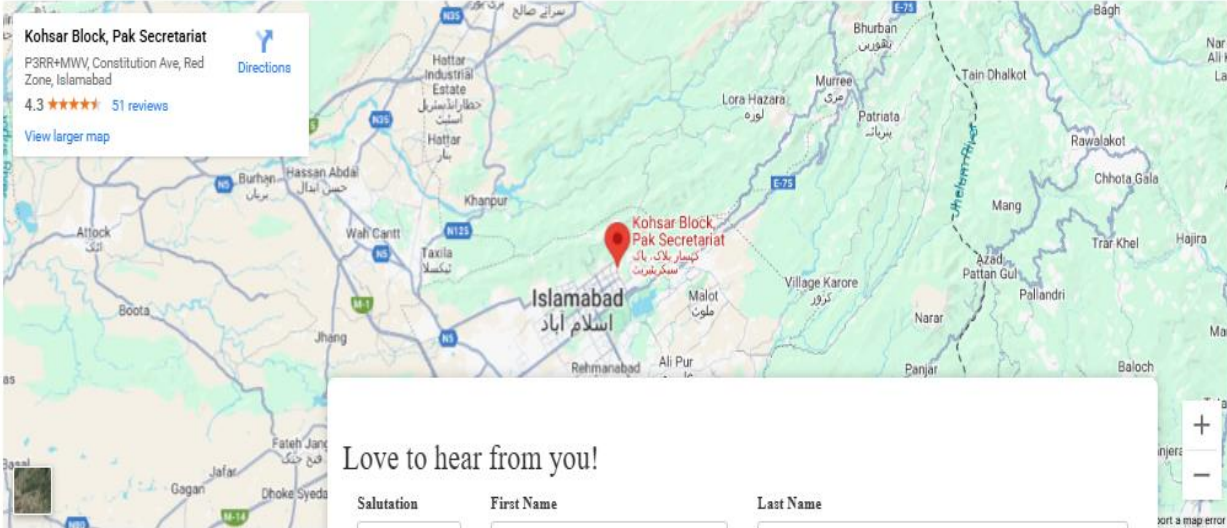
I am human 



Link of NADRA: <https://complaints.nadra.gov.pk/>


GRM of Board of Investment (BOI)

Board Of Investment > About Us > [contact us](#)







Head Office

 06th Floor, Kohsar Block, Pak Secretariat,
Islamabad 44000, Pakistan
 +92 51 922 4101
 +92 51 921 5554
 investoak@invest.gov.pk

 [PM's Spokesperson\(UK & Europe\)](#)

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Love to hear from you!

Salutation	First Name	Last Name
<input type="text" value="- None -"/>	<input type="text"/>	<input type="text"/>
Email	Mobile number	
<input type="text"/>	<input type="text"/>	
Country	State	
<input type="text" value="Pakistan"/>	<input type="text" value="Punjab"/>	
Type OF Query	Sector	
<input type="text" value="Technical"/>	<input type="text" value="- Select a value -"/>	
I am a	<input type="text" value="- Select a value -"/>	
Subject	<input type="text"/>	
Message	<input type="text"/>	

[Send message](#)

Head Office

Loading...

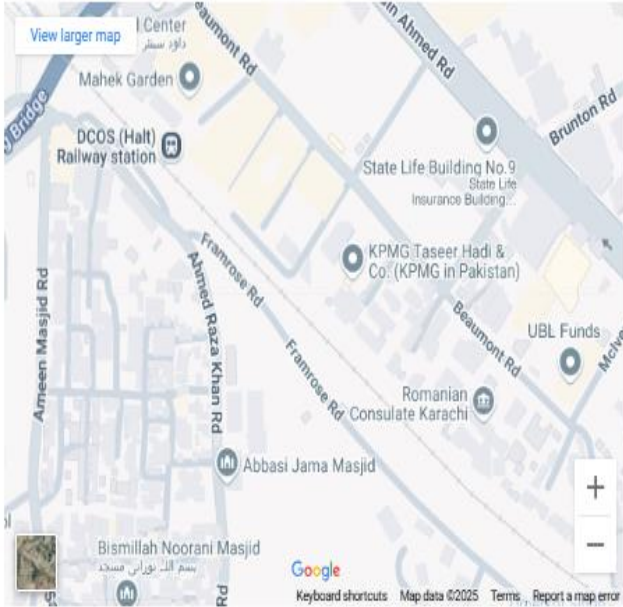
Karachi Office

📍 Syedna Taher Saifuddin Memorial Foundation Building, 3rd Floor (Office No. 302), Plot No. CL-10/20/2, Beaumont Road, Civil Lines, Karachi.

☎️ +92 21 9920 4476-77

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✉️ investpak@invest.gov.pk



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☎️ +92 91 2563120

✉️ investpak@invest.gov.pk



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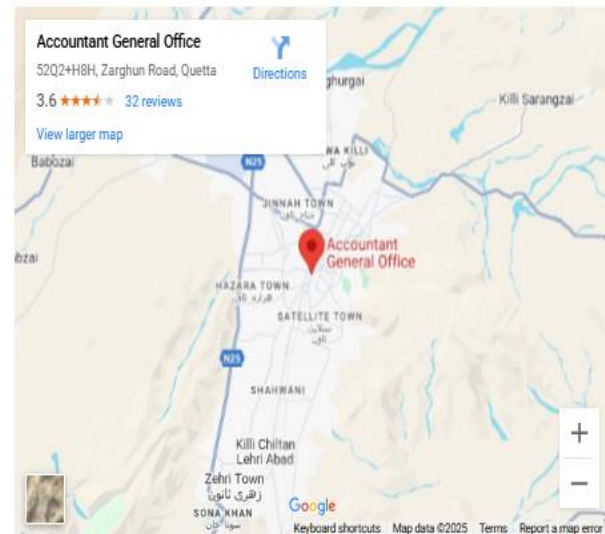
Quetta Office

📍 House # 187, Zarghoun Road, Opposite AG Office, Quetta

☎️ +92 81 920 3796

☎️ +92 81 920 3818

✉️ investpak@invest.gov.pk



[Explore Directory](#)

Link of BOI: <https://invest.gov.pk/contact-us>

GRM of Ignite

Link



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Q | = of



Ignite: <https://ignite.org.pk/complaints/>

Complaints

Establishment of Public Complaints Resolution Mechanism

Name & Designation	Role	Contact Details	Federal Mohtasib (Ombudsman)'s Secretariat	Complaint Handling Procedure
Ms. Ambreen Raja (Manager HR & Admin)	Focal Person	Tel: 051-9107441-6 Fax: 051-9107447 Email: complaints@ignite.org.pk	Federal Mohtasib (Ombudsman)'s Secretariat http://complaints.mohtasib.gov.pk	Complaint Handling Procedure Complaint Handling Procedure Complaint Form - English

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14. World Bank. (2023). Stakeholder Engagement Plan – Environmental and Social Framework (ESF) Guidance Notes.