

Republic of Zambia

Ministry of Community Development and Social Services



**DRAFT**

**Stakeholder Engagement Plan**

**Scaling up Shock Responsive Social Protection in Zambia  
(P179095)**

**24 May 2022**



## Contents

<b>1. Introduction</b> .....	5
<b>1.1 Project Background</b> .....	5
<b>1.2 ESS 10: Stakeholders Engagement and Information Disclosure</b> .....	5
<b>1.3 Purpose of the Stakeholder Engagement Plan (SEP)</b> .....	6
<b>2. Brief Summary of Previous Stakeholder Engagement Activities</b> .....	6
<b>3. Stakeholder Identification and Analysis</b> .....	8
<b>3.1 Project-Affected Parties (PAPs)</b> .....	8
<b>3.2 Other Interested Parties</b> .....	9
<b>3.3 Disadvantaged or Vulnerable Groups</b> .....	10
<b>4. Stakeholder Engagement Plan</b> .....	11
<b>5. Implementation Arrangements for Stakeholder Engagement Plan</b> .....	15
<b>5.1 Roles and Responsibilities</b> .....	15
<b>5.2 Stakeholder Engagement Methods</b> .....	15
<b>6. Information Disclosure for Project</b> .....	16
<b>6.1 Estimated Budget for SEP activities</b> .....	18
<b>7. Grievance Redress Mechanism</b> .....	19
<b>8. Monitoring and Reporting</b> .....	22
<b>Central Point of Contact</b> .....	<b>Error! Bookmark not defined.</b>

## ACRONYMS

CDA	Community Development Assistants
CGP	Child Grant Program
COVID-19	Coronavirus Disease of 2019
CP	Cooperating Partner
CWAC	Community Welfare Assistance Committee
DEBS	District Education Boards Secretary
DPO	District Planning Officer
ASO	Assistant Statistical Officer
DM&C	Director Monitoring and Compliance
DDCC	District Development Coordinating Committees
DSW	Department of Social Welfare
ECT	Emergency Cash Transfer
GBV	Gender Based Violence
G & C	Guidance and Counseling
GEWEL	Girls' Education and Women's Livelihood Project
GRM	Grievance Redress Mechanism
GRZ	Government of the Republic of Zambia
HQ	Headquarters
IA	Implementing Agency
IDA	International Development Association
KGS	Keeping Girls in School
M&E	Monitoring and Evaluation
MCDSS	Ministry of Community Development and Social Services
MCP	Multiple Category Transfer Program
MDTF	Multi-Donor Trust Fund
MIS	Management Information System
MOF	Ministry of Finance
MOG	Ministry of Gender
MOGE	Ministry of General Education
NGO	Non-Government Organization
OHS	Occupational Health and Safety
PAD	Project Appraisal Document
PEO	Provincial Education Office
PEO	Provincial Education Officer
PDO	Project Development Objective
PIM	Project Implementation Manual
PIU	Project Implementation Unit
PPE	Personal Protective Equipment
PPM	Pay Point Manager
PSP	Payment Service Provider
SCT	Social Cash Transfer
SDR	Special Drawing Rights
SEA/ SH	Sexual Exploitation and Abuse/ Sexual Harassment
SRH	Sexual and Reproductive Health
SWL	Supporting Women's Livelihood
UN	United Nations
UNICEF	United Nations Children's Fund
VAC	Violence Against Children
WB	World Bank
ZMK	Zambian Kwacha

## 1. Introduction

This Stakeholder Engagement Plan (SEP) has been prepared in compliance with the World Bank Environmental and Social Framework (ESF), in particular ESS 1 Assessment and Management of Environmental and Social Risks and Impacts and ESS 10 Stakeholder Engagement and Information Disclosure. Under ESS 1, risks associated with the project have been identified which are likely to have differential impacts on different groups and subsequently appropriate mitigation. ESS 10 recognizes the need for transparent engagement with project stakeholders to ensure wide participation, increase opportunities for project acceptability and provide for citizen participation in the project life span. To this effect, the SEP has been drafted clearly stipulating the process of consultation and disclosure of key project information that will be availed to relevant stakeholders during preparation and implementation of the project. The SEP further provides guidance on the process of stakeholder analysis, how to engage multiple stakeholders including vulnerable groups such as persons living with disability and how to engage in meaningful consultations as well as the process of providing feedback.

The SEP is a living document that will be, disclosed prior to project appraisal, periodically updated to highlight changes during project implementation. Its effectiveness will be monitored during project implementation and evaluated towards the close of the project. The project will be monitored by the Project Implementation Unit (PIU) through the Environment and Social focal persons at Provincial and District officials once the project becomes effective. In the interim, the point of contact for the Stakeholder Engagement Program is:

Name: Ms. B Chilufya Darko

Organization: Ministry of Community Development and Social Services

Email: info@mcdss.gov.zm

Telephone: (260) 211 223319/235339

### 1.1 Project Background

The **Scaling up Shock Responsive Social Protection in Zambia Project (P179095)** will build on the existing IDA and multi-donor funded, government flagship social protection project, GEWEL (P151451) and will continue the focus on building the government's social protection system to support the poorest households in Zambia with cash transfers.

**The Project will** provide financing to cover cash transfers to the almost 1 million beneficiaries of the government's SCT program for the period of one year. This component will finance bi-monthly cash transfers to poor and vulnerable households. SCT currently provides a bi-monthly transfer of ZMW 400 (US\$24 equivalent, or US\$12 monthly) for an average household and double this amount for households with a disabled person. Beneficiaries are selected through categorical as well as poverty targeting to identify people that are poor and also are not able to work for reasons of age, disability, illness, or high dependency ratios. SCT also provides an education grant to households that have one or more KGS girls through the existing SCT payment system. This is to support households cover other costs involved in attending school such as uniforms, books, food, and transport, among others. The value of the grant is currently ZMW 600 (around US\$35) per girl per year. This represents 25 percent of the annual cash transfer value for the average household or 12.5 percent of the annual cash transfer for households with a disabled member.

### 1.2 ESS 10: Stakeholders Engagement and Information Disclosure

As per ESS 10: Stakeholders Engagement and Information Disclosure, implementing agencies should provide stakeholders with timely, relevant, understandable and accessible information, and consult

with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation. To meet best practice approaches, the project will apply the following principles for stakeholder engagement:

- **Openness and life-cycle approach:** public consultations for the project will continue during the whole project lifecycle from preparation through implementation. Stakeholder engagement will be free of manipulation, interface, coercion, and intimidation;
- **Informed participation and feedback:** information will be provided and widely distributed among all stakeholders in an appropriate format; conducted based on timely, relevant, understandable and accessible information related to the project; opportunities provided to raise concerns and assure that stakeholder feedback is taken into consideration during decision making;
- **Inclusiveness and sensitivity:** stakeholder identification is undertaken to support better communications and building effective relationships. The participation process for the project is inclusive and the stakeholders are always 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, particularly women headed households, youth, elderly and the cultural sensitivities of diverse ethnic groups.

### 1.3 Purpose of the Stakeholder Engagement Plan (SEP)

Stakeholder engagement is an inclusive process conducted throughout the project life cycle. Where properly designed and implemented, it supports the development of strong, constructive and responsive relationships that are important for successful management of a project environmental and social risks<sup>1</sup>. Communicating early, often, and clearly with stakeholders helps manage expectations and avoid risks, potential conflict, and project delays.<sup>2</sup> In addition, the plan assists in managing stakeholder expectations which will have a bearing throughout the lifespan of the project. Further the SEP takes into consideration the different types of stakeholders and describes measures adopted to ensure groups that are differently affected are captured, particularly those identified as vulnerable. Hence, this SEP provides a plan to interact effectively with stakeholders to support project interests.

## 2. Brief Summary of Previous Stakeholder Engagement Activities

The SSRSP, an emergency operation, will build on the Bank's leading operation in the social protection sector in Zambia, the Girls Education and Women's Empowerment and Livelihoods (GEWEL) project (P151451). Since commencing implementation in 2015, GEWEL has embedded regular consultations with its various stakeholders into its programming. Stakeholder engagement activities have included Government line ministries; Civil Society Organizations and Non-Governmental Organizations; Political leaders; Civic leaders; Provincial Administration; Districts Administration; Faith Based Organizations; Traditional Leaders; direct beneficiaries and wider community members; and Cooperating Partners.

There are a number of regular and needs-based consultation activities that take place, for example, to understand community perception of the project and implementation performance. These usually take the form of a community meeting or Focus Group Discussion during regular Headquarter (HQ)

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<sup>1</sup> The World Bank (2017), The World Bank Environmental and Social Framework

<sup>2</sup> Pollet., T (2014), A Strategic Approach to Early Stakeholder Engagement

and Provincial monitoring activities. District staff (including DCDO, DSWO and DEBS) are regularly consulted to discuss potential challenges and areas to improve project design.

**Table 1: List of recent consultations that design takes into account**

<b>Consultation</b>	<b>Description</b>	<b>Modality</b>	<b>Frequency</b>	<b>Impact</b>
<b>GEWEL Additional Financing Workshop</b>	Discussion between Government and Cooperation Partners to improve program design GEWEL	Workshop	September 2019	Consolidated decision to expand GEWEL to include support to Social Cash Transfers
<b>High level GBV Workshop</b>	Highlighted the extent of School related gender-based violence as a problem and the need to begin address with Senior Management	Workshop	December 2021	Created the momentum to begin addressing school related gender-based violence in the Ministry of Education among senior management
<b>Joint Review &amp; Implementation Support Missions</b>	Consultation for GEWEL government stakeholders as well as Cooperation Partners to discuss various aspects of program performance	National meetings	Bi-Annual	Maintained project trajectory to achieve PDO
<b>SCT Operational Guidelines Consultation</b>	Brought together governmental representatives to improve PIM for frontline implementers so that it is more operational and modular, and provides more clarity on processes and design updates	Workshop	December – January 2022	Build consensus around changing aspects of SCT design to facilitate operational efficiency
<b>Joint UN Program Consultations</b>	Discussion between government, Cooperation Partners and stakeholders on the preliminary findings from the review of the Joint UN Program	Workshop	October 2019	Presented preliminary options to improve the early warning system to better meet information requirements to enable early and scalable food and cash response.
<b>GEWEL MTR Consultations</b>	Consultations with all levels of Government, Cooperation Partners and Districts	Key Information Interviews, Meetings, Workshops	December – January 2022	Resulted in identification of areas of improvement for the project and recommendations for future programming
<b>Technical Working Groups</b>	Discussion among working groups comprised of government and development partner experts on specific subject areas – education grants, livelihoods, payments, shock responsive social protection, gender, GBV, GRM, program management, etc.	National Meetings	Monthly	Resulted in identification of areas of improvement for the project and recommendations for addressing implementation challenges
<b>GEWEL Steering Committee</b>	The highest government structure in the governance of the project and discusses policy	Meetings	Quarterly	Provided policy guidance and high-level support to achieve PDO

	issues affecting the implementation of the GEWEL Project.			
<b>District level GRM and GBV Meetings</b>	Engagement on the rollout of the GRM and monitoring of GBV issues and handling	Meetings	Quarterly	Enhanced the rollout and functioning of the GRM through troubleshooting and capacity building on GBV referrals

### 3. Stakeholder Identification and Analysis

This stakeholder analysis identifies and determines the likely relationship between the project and its various stakeholders. As there are no new and additional activities to be included under SSRSP, the identified stakeholders under the GEWEL Project and their description remains relevant for this SEP.

Stakeholders are those directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively. Stakeholder analyses help to identify the perceptions, interests, needs, and influence of actors on the project. ESS10 classifies stakeholders in two broad categories: “Project-affected parties” (PAPs) and “other interested parties”. Within these categories, persons or groups may be categorized as especially disadvantaged or vulnerable.

#### 3.1 Project-Affected Parties (PAPs)

Project-affected Parties (PAPs) are defined as persons, groups and other entities within the project area of influence that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures.

For the purposes of this Project, affected stakeholders are poor, vulnerable and labor constrained households across Zambia’s 116 districts. They may include the elderly (above 65 years old), severely disabled, chronically ill, child-headed households, female headed households. The SSRSP aims to **protect poor and vulnerable households' consumption in response to shocks**.

**Table 2: Affected Stakeholders**

Stakeholder	Description
<b>SCT Beneficiaries</b>	Members of the ultra-poor and vulnerable households and typically including: elderly (above 65 years old), severely disabled, chronically ill, child-headed households, female headed households
<b>Community members in project areas</b>	Members of communities in which the Project is implemented

Stakeholders also include wider community members or non-beneficiaries of the project living in the target communities. They also include community members engaged as volunteers or assigned to focal point role to help deliver the Project, for example, see Table 2, below.

**Table 3: Affected Stakeholders (continued)**

Stakeholder	Description
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<b>Community Grievance Focal Points</b>	Respected females that receive training and take responsibility for handling complaints including serious complaints related to GBV, SEA/SH
<b>Community Based Volunteers</b>	These are females that provide mentorship support to targeted SWL beneficiaries. They train beneficiaries in Life and Businesses skills and take lead role in supporting SWL beneficiaries with formation of Saving Groups.
<b>Community Development Assistants</b>	These are civil servants that have the responsibility of manning communities, they supervise CBVs with various tasks
<b>Community Welfare Assistant Committees</b>	These operate at village level they play critical role of community mobilization
<b>Social Cash Transfer Pay Point Managers</b>	The Pay Point Managers responsible for paying SCT beneficiaries
<b>Civic leaders</b>	These are elected politically and are responsible to represent their respective communities in developmental matters at ward level.
<b>Traditional leaders</b>	These include Traditional Chiefs and Village Headpersons. They play a role in mobilizing members of their respective chiefdoms and/or villages.
<b>Representatives of Faith Based Organizations</b>	These are members that are selected to represent the clergy in developmental issues at District level.

### 3.2 Other Interested Parties

Other interested parties are defined as individuals/groups/entities that may not experience direct impacts from the project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation.

For the purposes of this Project, **other interested parties** are described as institutions and organizations that will be directly involved in the delivery of the project from national (or HQ), district to community level. At national level, MCDSS is responsible for the implementation of the SSRSP. At district level, the District Commissioners of the target districts, Members of the council, the executive committee and its sub-committees and nongovernmental organisations working in such districts will be direct interested parties. At community level, the traditional leaders, area and village development committees and their subcommittees and community volunteers constitute some of the direct interested parties at community level.

Cooperation Partners at national level, representatives of NGOs at district and community level, religious groups and their leaders and communities in areas where the project will be implemented are some of other interested parties.

**Table 4: Other Interested Parties**

Stakeholder	Description
<b>District</b>	
<b>Local Leadership</b>	These may be traditional, religious or political leaders (including ward councilors and Members of parliament) who have influence in the communities where the project is being implemented
<b>District Development Coordinating Committees</b>	This is a political arm of government at district level and is constituted by elected Councilors, Council Secretary, District Commissioner and Heads of respective government departments

<b>District Community Development Officers</b>	These civil servants stationed at district level whose main task is to attend to all issues within the district
<b>Assistant District Community Development Officers</b>	These civil servants stationed at within communities or in sub-centers
<b>District Education Boards Secretary (DEBs)</b>	These civil servants stationed at district level whose main task is to attend to all issues within the district concerning the KGS girls. The DEBs is the controlling officer of KGS at district level under the Ministry of Education
<b>District Planning Officer (DPO)</b>	These civil servants stationed at district level whose main task is to attend to all issues within the district concerning the KGS girls. The DPO is the KGS focal; point person at district level under the ministry of education and is in charge of all the enrollments, payments and all KGS activities at district level.
<b>Assistant Statistical Officer (ASO)</b>	These civil servants stationed at district level whose main task is to attend to all issues within the district concerning the KGS girls. Provide technical support to the implementation of the project The ASO is in charge of entering all the KGS data onto the KGS MIS at district level
<b>Provincial</b>	
<b>Ministry of Education (Provincial Education Office -PEO)</b>	Coordinate implementation of KGS in the province, monitor KGS activities in the province, Community sensitization, technical support
<b>Provincial Education Officer</b>	These civil servants stationed at provincial level whose main task is to attend to all issues within the province concerning the KGS girls
<b>Senior Planning Officer</b>	These civil servants stationed at provincial level whose main task is to attend to all issues within the province concerning the KGS girls
<b>National/HQ level</b>	
<b>GEWEL Coordinating Committee</b>	Direction, guidance on implementation
<b>Ministry of Community Development and Social Services</b>	Houses project implementation unit -Third Project Component-ISSB housed at the Ministry
<b>Gender Division</b>	Coordinate implementation of all component of GEWEL including; SWL, KGS and SCT
<b>Ministry of Community Development and Social Welfare</b>	Coordinate implementation of grant payments with PSPs, Manage MIS for SWL, develop implementation materials and Oversee implementation Community sensitization, technical support and mobilization for project implementation of community development projects.
<b>Donors</b>	Cooperation partners who co-finance the GEWEL
<b>Media</b>	May report on impacts of GEWEL to the general public.

### 3.3 Disadvantaged or Vulnerable Groups

Disadvantaged or vulnerable groups are persons who may be disproportionately impacted or further disadvantaged by the projects as compared with any other groups due to their vulnerable status, and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the projects.

Although the Project is largely expected to have positive impacts among beneficiary members of the target communities, there is still a possibility of individuals, families and communities being negatively affected by activities of the program. These may come from among the beneficiaries or non-

beneficiary members of the target communities. The women and children, the youth, elderly, disabled and chronically ill are often times the most vulnerable because of their limited access to information due to physical, social, cultural and structural barriers within the communities. These categories of people will be particularly targeted with adequate information to understand the nature of project activities and anticipated positive and potential negative impacts of the project. They will also be provided with information on how to access the grievance redress mechanism of the project whenever the need arises.

For elderly members of the community that might have mobility challenges when it comes to accessing venues for program activities such as meetings, there will be consideration to organize meetings within manageable distances. Another envisaged challenge is high illiteracy levels in some of the target communities that will make it difficult for beneficiaries to read and understand written information pertaining to the project. Appropriate methods such as public meetings, visual media (posters, billboards, community videos), will be employed to reach out to such groups of people. Hearing challenges (due to age or birth) by some beneficiaries might require use of sign language aides in outreach and visibility tools as well as Public Address systems or megaphones, especially where the meetings attract large crowds of people.

Extra effort will be undertaken to reach out to non-beneficiary members of the target communities to make them understand the project targeting processes and capacity limits so that they do not feel disadvantaged. For the purposes of this Project, **disadvantaged or vulnerable groups** are described below.

**Table 5: Disadvantage or Vulnerable Groups**

Stakeholder	Description
<b>Women in male-headed and female-headed beneficiary households</b>	May experience GBV/SEAH at home, or in transit to collect payments or attend trainings or meetings.
<b>The elderly</b>	May have accessibility challenges
<b>Disabled/persons affected by chronic diseases/bedridden</b>	May have accessibility challenges

#### 4. Stakeholder Engagement Plan

Stakeholder engagement activities need to provide specific stakeholder groups with relevant information and opportunities to voice their views on topics that matter to them. SSRSP is a highly interactive program, and beneficiaries have frequent opportunities to interact face to face with program implementers (for example, during transfer pickups.). Stakeholders are to be kept informed at all stages of the project cycle as the project develops and evolves, including reporting on project environmental and social performance and implementation of the SEP and grievance redress mechanism (GRM). This is important for the wider public, but equally and even more so for targeted vulnerable beneficiaries. Taking into account the large-scale directly affected population of this national program, the SEP will capture the views of sample communities in:

- Existing SCT supported districts

A mixture of urban and remote districts will be covered during the consultations. To participate in the consultations, at least 12 districts will be randomized selected from the 10 provinces. Statistically, this sample represents 10.3 percentage of the total 116 districts. Other parameters will include:

- Districts where there is presence of various PSPs (MNOs, Banks, PPMs).
- Districts that have high levels poverty.
- Districts very levels of poverty.
- Districts prone to climate change (e.g., drought)

The SEP will pay particular attention to especially vulnerable and disadvantaged groups, including the elderly, persons with disabilities, female-headed households, orphans and vulnerable children.

Table 6 outlines the consultations scheduled. MCDSS will lead the implementation of the SEP. The purpose of the engagement program for this project is to:

- Consult stakeholders on the proposed project design, anticipated environmental and social risks and impacts, mitigation measures, the draft engagement plan and the draft environmental and social risk management instruments; and
- Provide regular information and feedback to stakeholders related to project implementation progress and any other emerging issues throughout the project cycle.

**Table 6: Planned Stakeholder Engagement Activities**

No.	Project Phase	Engagement Activity	Objective	Targeted Stakeholders	Time Frame
1	Project Preparation Phase	National level Stakeholder Consultations	Collect views on the design of the project, environmental and social risks, mitigation measures, grievance redress mechanisms and Stakeholder engagement plan	Representatives of Government Ministries, Departments and Agencies, Development Partners, NGOs, CSOs	June, 2022
		Provincial level Consultations	Collect views on the design of the project, environmental and social risks, mitigation measures, grievance redress mechanisms and Stakeholder Engagement Plan	PDCC members, NGO representatives, representatives for Faith-Based Organization	June 2022
		District level Stakeholder Consultations	Collect views on the design of the project, environmental and social risks, mitigation measures, grievance redress mechanisms and Stakeholder Engagement Plan	DDCC members, civic leaders, representatives for local NGOs, representatives for local FBOs, traditional leaders	July 2022
		Community level Stakeholder Consultations	Collect views on the design of the project, environmental and social risks, mitigation measures, grievance redress mechanisms and Stakeholder Engagement Plan	Members of target communities, local/traditional, religious, and political leaders, development sub-committees such as CWACs and disadvantaged and vulnerable groups	July 2022
2	Project Implementation Phase	Project Inception meetings with District Councils	Provide feedback on approved project design and orient district level stakeholders on their roles	Members of the District Executive Committees	July 2022
		Community mobilization	Mobilize and prepare target communities for project implementation	Selected beneficiaries and non-beneficiaries of project	July 2022
		Project Implementation Monitoring and Supervision Missions	Provide and obtain on-going information and support on project performance, to monitor progress on results	National, district, and community level implementers	Bi-Annually
		Project review meetings with selected stakeholders from National, District and Community level	Provide and get periodic feedback on project implementation progress and any emerging issues	Selected National, District and Community level stakeholders	Quarterly

No.	Project Phase	Engagement Activity	Objective	Targeted Stakeholders	Time Frame
		Impact Evaluation	To assess program impacts on beneficiaries.	Beneficiaries and Implementers at district and community level	Every 2 years
		Spot Checks	To ensure program operational compliance	Beneficiaries and Implementers at district and community level	Annual
		Process Review	To assess program compliance and results	Beneficiaries and Implementers at district and community level	Annual
		Beneficiary Surveys	Obtain feedback on project implementation (impacts, experiences, expectations)	Selected beneficiaries of project	Annual
		CSO Platform	Obtain feedback on project implementation	Zambian civil society	Quarterly
		Social Accountability	Obtain feedback on project implementation (impacts, experiences, expectations)	Selected beneficiaries and implementers	Pilot basis with potential for scale up
		GRM Review	To assess functionality and performance of the program's GRM.	Beneficiaries and Implementers at district and community level	Annual
<b>3</b>	<b>Project Close Out Phase</b>	Project close out meetings	Engage stakeholders on project exit strategy	Beneficiary communities and groups, national and district stakeholders, CSOs	2025

## 5. Implementation Arrangements for Stakeholder Engagement Plan

### 5.1 Roles and Responsibilities

The Stakeholder Engagement activities will form part of the Environmental and Social Commitment Plan (ESCP). This is a tool which will commit Management to ensuring that planned activities are implemented and form part of project approval documents which will be monitored by the World Bank. The monitoring and evaluation framework for the project will also have indicators on the ESCP whose implementation progress will be tracked and reported accordingly. ESCP Implementation progress report will be periodically produced and shared with stakeholders for review, deliberation and action.

MCDSS is responsible for SSRSP's day-to-day program management, including environmental and social management and addressing potential environmental and social risks. MCDSS will be responsible for engaging with stakeholders and managing the program's GRM and implementation of SEP. To implement the various activities envisaged in the SEP, the roles of the GRM and GBV Focal Points in MCDSS will be expanded to include Stakeholder Engagement under the SSRSP. Focal Points will need to closely coordinate with other key stakeholders, including other government agencies, CSOs and PAPs. Focal Points will make use of the Project's decentralized government structures at District and Community level to implement the SEP. Specifically, they will be responsible for: planning and implementation of SEP in coordination with other relevant agencies, manage and implement the GRM, coordinate and supervise activities, monitor and report on social performance to GoZ and World Bank, monitor management, resolution, and reporting of grievances.

### 5.2 Stakeholder Engagement Methods

#### **Public/community meetings**

Project launch meetings for national stakeholders will take place followed by similar meetings at provincial and district level. At the community level, districts will organize community gatherings to disclose relevant project information including information on targeting, environment and social impacts and the GRM. These events are scheduled to commence in June-July.

#### **Communication materials**

Written information will be disclosed to the public through a variety of communications materials, including brochures, flyers, posters, and on Government websites. They will be updated regularly with key project updates and reports on the project's performance. The website will also provide information about the grievance mechanism for the project's GRM.

#### **Surveys**

Relevant implementing agencies with support of GRM/Stakeholder Engagement Focal Points will organize a number of surveys to assess the quality of program implementation. These will include: Impact Assessments, Process Reviews, Beneficiary Surveys, etc.

#### **Grievance Redress Mechanism**

In compliance with the World Bank's ESS10, the project- specific grievance mechanism that was established for GEWEL will be extended to cover SSRSP to handle complaints and issues, including GBV referrals. Detailed communications materials (specifically a GRM brochure or poster) have been developed to help PAPs become familiar with the grievance redress channels and procedures. A GRM module has already been established and is functional in across the country for GRM to enable

accurate capture and tracking of grievances from submission to resolution and communication with complainants.

### **Training, workshops**

Trainings on a variety of topics and issues will be provided to relevant government service providers. Issues covered will include sensitization to targeting, PIM, environment and social risk management, livelihoods, FM, labor issues, gender, case management, GRM, etc.

### **Reviews**

Program biannual review meetings will be organized to provide and collect periodic feedback on project implementation progress and identify and discuss new and emerging issues.

### ***A focus on incorporating the views of Vulnerable Groups***

Appropriate and clear methods of communication will be used to inform in a timely manner, all participants about the meetings. This will include invitation letters where possible, stipulating the type and number of community stakeholder groups expected to come to the meetings. Where possible and necessary, separate consultations will be done with select interest groups during community meetings. The community meetings will be properly facilitated using a pre-designed discussion guide which will carry specific questions targeting vulnerable groups. Well experienced moderators will be used to conduct community meetings to ensure equitable participation and contribution of marginalized groups. The facilitating teams will have skilled note takers who will record the deliberations verbatim with the aid of voice recorders. Consent (verbal) or otherwise, will be sought from meeting participants before recorders are used in recording of proceedings. After completion of consultations, the field notes and transcriptions will be consolidated, analyzed and key issues incorporated into the relevant project documents.

## **6. Information Disclosure for Project**

Disclosing project information is essential for meaningful consultation on project design and for stakeholders to understand the potential opportunities of the project as well as its risks and impacts. Appropriate information will be provided to stakeholders depending on the stage of the project and the identified stakeholder information needs.

This will include information on the nature of the project design, the anticipated environmental and social risks and impacts, the proposed mitigation measures, the stakeholder engagement plan, grievance redress mechanisms and how stakeholder views were incorporated in the project design and management of environmental and social risks.

The Project will use a combination of methods to disclose information pertaining to the project in a manner that is commensurate with the nature of the identified stakeholders and environmental and social sensitivity of the project. For community level stakeholders, information will mostly be disclosed through public meetings organized within the communities. Deliberate efforts will be made to ensure that vulnerable groups of people such as women, persons affected with chronic illness, the elderly and disabled are adequately represented and heard in such meetings.

At national and district level, disclosure of information will be done through meetings with the representatives and heads of government departments. DDCC meetings, through printed and electronic copies of relevant project documents will be made available to stakeholders through appropriately designated places within reach of stakeholders, including government websites.

Communication to stakeholders on information disclosure programmes will be conveyed through relevant means depending on targeted audiences. Mostly, the project will use written forms of communication such as letters and electronic mails, community radio stations where available, and mobile public address system (ZANIS). Where possible social media platforms and groups will be created to assist in information dissemination to targeted stakeholders. All these processes, platforms, and channels will be linked to the GD, MCDSS and MoE Websites. Table 7 summarizes the key methods that will be used for disclosure of Project information at different stages of the Project.

Table 7 provides information on other means of project disclosure.

**Table 7: Information Disclosure**

<b>When</b>	<b>With whom</b>	<b>Frequency and timing</b>	<b>Channels of Engagement</b>	<b>Engagement methods</b>	<b>Purpose</b>
<b>Project preparation stage</b>	MCDSS, National-Gender Division, MOE and other relevant government Ministries, Departments and Agencies and NGOs.	After approval by the World Bank	In-person consultation meetings, round table stakeholder meetings, virtual meetings	Workshops, virtual meetings, emails and letters	Share information on project Design summary, Stakeholder Engagement Plan, Environmental and Social Commitment Plan, Grievance Redress Mechanism setup
		After approval by the World Bank	Community and National Radio station brochures and leaflets,	Community and National Radio station, Public Address (PA) system brochures and leaflets	Share information on project Design summary, Stakeholder Engagement Plan, Environmental and Social Commitment Plan, Grievance Redress Mechanism setup
		After approval by the World Bank	Through printed and electronic copies at National, and District level focal offices as well as online portals	Electronic media, DDCC meetings, community meetings	Make available printed and electronic copies at National, and District level focal offices as well as online portals
<b>Project implementation</b>	District Focal Persons  Districts-Local Councils  Community-Project affected persons; vulnerable groups and local populations	Quarterly Review Meetings, Community radios, national radios, banners, newspaper placements, etc.,	Stakeholders' meetings, community meetings, public address systems, radio phone-in programmes, Information leaflets, posters and brochures; audio-visual materials, MCDSS Websites; Press releases in the local media; and meetings	Members of target communities in target districts	Share project activity and progress updates Management Grievance Redress Mechanism
<b>Project Closure</b>	MCDSS, National-Gender Division, MOE	Last quarter of project implementation	In-person consultation meetings, round table stakeholder meetings, virtual meetings	Project Closure and Review meetings	Project Completion and evaluation Report Exit Strategy

When	With whom	Frequency and timing	Channels of Engagement	Engagement methods	Purpose
	and other relevant government Ministries, Departments and Agencies and NGOs.		Community meetings, Information leaflets, MCDSS Websites; Press releases in the local media		

## 6.1 Estimated Budget for SEP activities

The GRM/Stakeholder Engagement Focal Points in MCDSS will be responsible for planning and implementation of stakeholder engagement activities, as well as other relevant outreach and disclosure activities. In order to ensure successful SEP implementation, a series of activities are necessary for which the project has to provide adequate funding. The Stakeholder Engagement activities so far mentioned may be part of other project documents, so it is possible that they have also been budgeted for in other plans. As such a tentative budget for the project's activities is reflected in Table 8. This table will be updated to include all stakeholder activities, including workshops, trainings, and program review and monitoring activities.

**Table 8: SEP Activities – Estimated Budget (5 years)**

No.	Project Phase	Engagement Activity	Objective	Targeted Stakeholders	Budget USD
	Project Preparation Phase	National stakeholders' consultation	Obtain feedback on project design fundamentals, environmental and social risks with their corresponding mitigation measures, GRM and SEP	Representatives of line Ministries, Development Partners and NGOs	10,000
		Provincial stakeholders' consultation	Buying-in key decisions around project design, GRM and SEP	PDCC members, representatives of NGOs and FBOs	20,000
		District stakeholders' level consultation	Collect views on project design, GRM and SEP	DDCC members, civic leaders, representatives for local NGOs, representatives for local FBOs, traditional leaders	40,000
		Community stakeholder's consultation	Collect opinions on project design and Grievance Redress Mechanism	Members of target communities, traditional, religious, and political leaders, selected representatives of CWACs and marginalized groups	40,000
	Project Implementation Phase	Project inception meetings with	Provide feedback on approved project design and orient district level	Members of the District Executive Committees	50,000

No.	Project Phase	Engagement Activity	Objective	Targeted Stakeholders	Budget USD
		District Councils	stakeholders on their roles		
		Community mobilization	Mobilize and prepare target communities for project implementation	Members of target communities, CWACs, traditional, religious and political leaders, beneficiaries, etc.	80,000
		Manage the Grievance Redress Mechanism	Provide a systematic way of receiving, recording and resolving grievances from Project Affected Persons (PAPs)	Project Affected People at community, District and National levels	500,000
		Project implementation monitoring and supervision missions	Provide and obtain on going information and support on project performance	National, district, and community level stakeholders	200,000
		Project review meetings with selected stakeholders from National, District and Community level	Provide and get periodic feedback on project implementation progress and any emerging issues	Selected National, District and Community level stakeholders	100,000
		Communication and Information – visibility and documentation	Engage beneficiaries and implementers and document progress. Disseminate to achieve visibility through systematic outreach activities	Communities, district and national level stakeholders	300,000
	Project Close Out Phase	Project close out meetings	Engage stakeholders on project exit strategy	Beneficiary communities and groups, national and district stakeholders	25,000
<b>TOTAL</b>					<b>1,365,000</b>

## Grievance Redress Mechanism

The GBV-responsive GRM for GEWEL has been rolled out country-wide to all 116 districts including: complaints boxes, community GRM-GBV Focal Points, communications-adapted for COVID (radio talk shows, ZANIS, flyers and community meetings where possible), Lifeline-Childline hotline, GRM module integrated into MIS. Several steps have also been taken to harmonize KGS, SWL and SCT GRMs, including the management of boxes, regular coordination meetings to share and refer complaints at district level and coordination meetings among GEWEL components between all levels, including regular virtual meetings. Communities continue to access and make use of the GRM by registering complaints through available uptake channels. To ensure that the GRM is fully accessible and functional, capacity building and support activities continue to be provided to districts both virtually and through targeted face-to-face trainings where necessary. While considerable effort and

forethought has been made to include safeguards in the design and implementation of the project in order to minimize and prevent potential adverse impacts from the project, there is always a possibility that interests of some individuals and groups may still be negatively affected by activities of the project. It is therefore expected that such instances may generate complaints from some beneficiaries and non-beneficiaries of the Social Cash Transfer's programme. As such, provision of a mechanism for receiving, recording and resolving potential concerns and complaints that may arise from Project affected persons is necessary. Such a mechanism would assist to provide early remedies to grievances so as to avoid unnecessary project implementation delays and obstructions.

A Grievance Redress Mechanism is a system through which queries or clarifications about the Project are responded to, problems that arise out of implementation are resolved, and grievances are addressed efficiently and effectively. The objective of the GRM is to satisfactorily address complaints (grievances) from beneficiaries and non-beneficiaries of the Project. The goals of the GRM are to ensure people use the system, staff understand what is going well or poorly with program design and implementation, and communication messages around the GRM are tested and improved.

A GRM is an accessible and inclusive system, process, or procedure that receives and acts upon complaints and suggestions for improvement in a timely fashion and facilitates resolution of concerns and grievances arising in connection with a project.

An effective GRM provides project-affected parties with redress and helps address issues at an early stage. MCDSS has designated Grievance Focal Persons at the HQ level. At District level, the District Social Welfare Officer (DSWO) is the Grievance Focal Person supported by the Assistant Social Welfare Officers (ASWO) in management of complaints. The District officers are responsible for bi-monthly high-level monitoring and production of Monitoring Reports. At the HQ level, the Grievance Focal Person is responsible for weekly monitoring of the Grievance MIS Module, providing responses to complex or serious complaints which cannot be resolved at the district-level. At District level, the District officers are responsible for collecting forms, logging them in the Grievance MIS Modules, determining the appropriate responses (per guidelines), and delivering the responses to complainants. At community level, Community Welfare Assistance Committee (CWAC) members in collaboration with Community Grievance Focal Points for SWL and KGS takes charge of the box and ensuring forms are always available. The FPs also support the District Grievance Focal Persons in delivery of response letters.

### ***Channels through which complaint forms are lodged***

#### **Channel 1: Complaint Box**

Complaint Forms are available near locked Complaint Boxes in a location chosen by the Project beneficiaries during the first sensitization meeting about the GRM. Mainly, the complaint boxes are placed at pay point stations. Complainant fills out the Complaint Form, tears off the bottom portion (so the complainant keeps a record of their Complaint Number) and puts the rest of the form in the Complaint Box. Complaint Forms are also available with Community Welfare Assistance Committee members. They can as well find them with Community Grievance Focal Persons or through Guidance and Counseling Teachers in schools. Forms are collected by District Grievance Focal Person every month (delivering responses to complaints collected previously). If Community Grievance Focal Person(s) receives a serious complaint, they immediately call it into District Grievance Focal Person.

#### **Channel 2: Community Grievance Focal Person**

The Community Welfare Assistance Committee members will be selected by the community members and endorsed by the District Social Welfare Office. These will comprise of 5 males and 5 females. They

will be responsible for the Complaint Boxes and ensuring complaint forms are available. They will work closely with district staff on complaints related to GBV, SEA/SH, they will also contact district if forms are running low and assist beneficiaries to fill out Complaint Forms or receive complaints verbally.

### **Channel 3: Telephone Hotline for Serious Complaints**

A telephone hotline for serious complaints, such as GBV has been set up in collaboration with an NGO (Childline Zambia). Childline is an existing national hotline for GBV + HIV + other child protection related issues. Any abused person can call the toll-free hotline (#933 or #116) to: Receive counselling over the phone or Referral to appropriate services in their District. GEWEL will collaborate with Childline to ensure awareness of their service among SCT beneficiaries and non-beneficiaries, and to receive reporting from Childline on cases reported in all 116 districts in the country.

#### ***Steps to Register Complaints***

- Step 1: Lodging complaints

Complaints can be received in writing via Complaint Forms. They can also be made verbally to GEWEL FPs (CWAC members or District Staff). FPs can fill out a Complaint Form on behalf of the complainant

- Step 2: Recording Complaints in Grievance MIS Module

Once back at District headquarters, the Grievance Focal Persons review the forms and divide them according to which program they relate to. Complaints for SCT will be given to the SCT GRM Focal Person, for KGS they will go the KGS, SWL complaints will go to SWL Focal Person GRM Focal Person, and complaints for any other program are referred to the appropriate District-level authority. Each Grievance Focal Person processes their respective complaints into the GRM MIS Module and generate response which they take back to the community.

- Step 3. For each complaint, the District Grievance Focal Person should consult the Complaint Categories and Responses section.

The majority of complaints will require no further investigation. For complaints which can be addressed at District level (e.g., CBV showing up late), the district-level staff should take appropriate action according to Ministry or program rules and standards. For complaints requiring HQ action (e.g., payments), the District Grievance Focal Person should contact HQ to request investigation and resolution. It is the responsibility of the district to regularly follow up with HQ on any pending responses required to resolve a complaint. District to send notification to HQ-level Grievance Focal Persons on all serious complaints (serious complaints will be resolved jointly with HQ).

- Step 4: Resolving Complaints & Issuing Responses to Complaints

Once a response has been determined for a complaint, the District Grievance Focal Person should process the complaint in the MIS Module and issue a response. Response letters should be delivered back to complainants in CWACs at least once per month when the District Grievance Focal Person goes to collect the Complaint Forms from the boxes. When complaints are referred to other programs (e.g., Health), the GEWEL team should refer the complaint to the respective government institution for further processing. For complaints where there is a contact phone number, a phone call may be used to deliver the initial response on the complaint. However, the letter must always follow the phone call at a later date as well.

#### ***Gender Based Violence Cases***

Since Gender Based Violence (GBV) and Sexual Exploitation and Abuse cases are substantively different from other complaints that are typically handled through the grievance redress mechanisms, their information will be handled in a special way within the GRM to ensure that the information is confidential. The GRM committees will be oriented on how to approach survivors and make referrals. Serious complaints raised through the GRM, including GBV cases are addressed immediately by referring GBV survivors to support services within the national GBV Referral Pathway. Additionally, FPs help link GBV survivors to services and support. When services are not available in the community, the Community and District Grievance Focal Person Persons work together with HQ to ensure that GBV survivors receive the support needed and follow up on cases. Information collected is kept to a minimum so as to avoid the potential for the survivor to be identified. Only the following elements related to a GBV allegation should be recorded: Age and sex of the survivor, type of alleged incident (as reported, in the survivors' own words), whether alleged perpetrator is, to the best of the survivor's knowledge, part of Project, whether survivor was referred to service provision. Additional information is normally gathered by the service providers using their existing survivor support protocols. Service providers will have their own internal reporting and case management system, where the detailed information on the case will be stored. This information shall be confidential and not part of the GRM process.

*GRM monitoring and evaluation* is undertaken alongside any other evaluation exercises for the project. This is possible using the GRM Monitoring Tool which is populated every quarter by district level staff. Monitoring is also done in the GRM module of MIS where all complaints are processed, resolved and copies stored.

## 1. Monitoring and Reporting

The Stakeholder Engagement Plan will be periodically revised and updated as necessary in the course of SSRSP Project implementation to ensure that the information presented herein is consistent, and that the identified methods of engagement remain appropriate and effective in relation to the project context. Any major changes to the project related activities and to its schedule will be duly reflected in the SEP.

Biannual summaries and internal reports on public grievances, enquiries, and related incidents, together with the status of implementation of associated corrective/preventative actions will be collated by responsible staff and referred SSRSP's senior management. The 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 stakeholders in two possible ways:

- *Publication of a standalone annual report on project's interaction with the stakeholders*  
GRM and Stakeholder Engagement Focal Points will maintain a Stakeholder Engagement Log that chronicles all stakeholder engagement undertaken or planned. The Engagement Log includes location and dates of meetings, workshops, and discussions, and a description of the project-affected parties and other stakeholders consulted. The Project will also develop an evaluation form to assess the effectiveness of formal engagement process. The questions will be designed as appropriate for the relevant audience.
- *Quarterly Narrative Reports will include reporting on Stakeholder Engagement* including inclusion of new section on engagement and how feedback is being processed.

- *A number of Key Performance Indicators (KPIs) will also be monitored by the project on a regular basis, including the following parameters:*
  - Number of public consultations held by districts
  - Number of communications materials on beneficiary rights developed and disseminated to beneficiaries
  - Number of press materials published/broadcasted in the local, regional, and national media
- *Stakeholder Engagement progress will become a standing Agenda on Steering Committee and monthly Technical Committee meetings*
- *Standing Agenda of GEWEL Steering Committee and monthly Technical Committee Meetings*