**I. BASIC INFORMATION**

### A. Basic Project Data

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<th>Malawi</th>
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<tr>
<td>Project Name:</td>
<td>Public Services Reform Program (P157823)</td>
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<td>Estimated Board Date:</td>
<td>26-Apr-2017</td>
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### B. Introduction and Context

**Country Context**

Malawi is a small, landlocked country in southern Africa with an estimated population of 16.8
million. Over the last decade, Malawi has maintained positive a GDP growth rate, averaging more than 5 percent since 2006, and has implemented a number of economic and structural reforms with the help of development partners. However, Malawi's economy remains undiversified, with a high dependence on agriculture, and is particularly vulnerable to external shocks and natural disasters. Most recently, weather-related shocks caused by both flooding and drought in rural parts of the country have affected agricultural production as well as domestic demand, which has resulted in a drop in GDP growth to just 2.8 percent in 2015.

As a result of its macroeconomic fragility, Malawi remains one of the world's poorest countries with more than half the population living below the poverty line. Malawi's real per capita GDP has grown at an average of little more than 2 percent between 1995 and 2014, with per capita income only reaching US$ 250 per annum in 2015. Although poverty has declined in urban areas, it has increased in rural areas, where 85 percent of the population resides, from 55.9 to 56.6 percent between 2004/5 and 2010/11. Over the same period, income inequality between the richest and poorest segments of the population has grown, with the Gini coefficient increasing from 0.39 to 0.45.

Despite marginal improvements since 2000, Malawi lags behind sub-Saharan African countries in human and social development. Currently, Malawi ranks 173rd out of 188 countries surveyed in the UNDP's 2015 Human Development Index. Of the eight Millennium Development Goals (MDGs), Malawi is only likely to partially achieve four. Based on most recent data, net enrollment rates in primary education increased only marginally from 78 percent in 2000 to 79.5 percent in 2014, against a 2015 target of 100 percent (MDG2). Likewise, maternal mortality fell from 1,120 per 100,000 live births in 2000 to 601 per 100,000 live births in 2014, but is far from the 2015 target of 155 per 100,000 live births (MDG 4).

Faced with these economic and social challenges, the current government, which came to power in 2014, has made a strong political commitment to reforming the public sector so that it can more effectively respond to Malawi's development needs. In order to overcome the legacy of the 2013 "cashgate" scandal, which exposed embedded corruption and eroded trust in Government, the government has embarked on a wide range of reforms to improve public financial management capacities, including re-launching its Public Financial Management Reform Programme. At the same time, the President created a Public Sector Reform Commission in 2015 to implement a large-scale public service reform program, known as "Making Malawi Work," which prioritizes number of key reforms to improve public service delivery. Despite significant political commitment and reform momentum, challenges still remain in the implementation of these reforms, including strong vested interests and clientelist politics, combined with weak oversight and checks provided by non-executive actors.

**Sectoral and Institutional Context**

Over the past half-decade, almost all key governance indicators have deteriorated, reflecting a number of supply- and demand-side governance challenges, including declining trust in public sector institutions. For instance, 2014 Worldwide Governance Indicators (WGI) have shown a decline in government effectiveness, regulatory quality, rule of law, and control of corruption between 2009 and 2014. Likewise, recent AfroBarometer surveys demonstrate a fall in the levels of trust in Government between 2012 and 2014, with largest declines in trust relating to the courts, the national assembly, and the executive. Finally, Transparency International's 2015 Corruption Perception index notes a steady decline in Malawi's performance from 37 to 31 between 2012 and 2015, with Malawi currently ranked 112 of out 168 countries in 2015. This
decline represents one of the largest deteriorations in corruption perception scores in Eastern and Southern African countries over the period, and puts Malawi significantly below regional comparators such as South Africa, Botswana, and Zambia and just above Tanzania, Uganda, and Kenya.

In addition to deteriorating governance indicators, satisfaction with public services delivery has also declined significantly from 2008 to 2012. According to AfroBarometer public perception surveys, there has been a fall in satisfaction with the government in improving basic health services (from 73% to 65%), in addressing education needs (from 75% to 65%), and in providing water and sanitation services (from 55% to 53%). In addition to evidence of declining performance in service delivery at large, the government has identified a number of endemic challenges that inhibit the provision of administrative public services in particular, including, inter alia: (i) inadequate access to public services by a large number of citizens due to limited service delivery options and limited penetration of service delivery access points; (ii) unavailable, inaccurate, and delayed information on administrative public services available to citizens; (iii) multiple entry points for any single service leading to unnecessary resource utilization and time expenditure; and (iv) a lack of uniform standards for service delivery causing disparities across service agencies.

Acknowledging these challenges, the President appointed the Public Service Reform Commission (PSRC) in 2014, under the leadership of the Vice President, to develop a Public Service Reform Program (PSRP) to improve public sector performance. The final report, "Making Malawi Work," issued in February 2015, called for a number of key reforms to improve public service delivery, including, inter alia, depoliticizing the public service, improving human resource management, implementing performance management systems, and decentralizing public services to strengthen the effectiveness and efficiency of service delivery. To ensure the reform is implemented effectively, a Public Service Reform Management Unit (PSRMU) was established in the Vice President's office, which reports on the implementation progress of the reforms agenda on a quarterly basis.

A critical element of the PSRP is the establishment of one-stop Citizen Service Centers (CSCs) to improve the delivery of administrative services and to regain citizen trust. Such one-stop CSCs—physical or digital locations that provide access to an array of administrative services to citizens (e.g. driving permits, tax information, business registration, etc.)—have shown not only to be a promising mechanism for administrative service delivery, but also a way to restore trust between citizens and public institutions. As such, the primary objective of the CSCs is to improve "access of quality, timely, and adequate public services by all Malawians" in order to achieve "a people-centered, transparent, and accountable public service that responds to public needs and provides public services that meet global standards and best practice." Other objectives of the CSCs are to: (i) provide information on public services to the citizenry; (ii) harness citizens voices in the performance of government; and (iii) promote accountability in the use of public resources.

Currently, the government is in the first of three phases of the CSC project, which focuses primarily on refurbishing two post offices in Lilongwe and Mangochi as pilot CSCs. Once the pilots are rolled out, additional post offices will be refurbished in Blantyre, Salima, Mzuzu, and Mzimba. As noted in the government's CSC terms of reference, phase two will subsequently focus on business process re-engineering, while the third phase will focus on IT solutions and mobile technology-enabled service delivery. The decision to establish the CSCs at existing post
offices, while partly informed by the experience of "Huduma Centres" in Kenya, was decided upon since these sites are already familiar to citizens, have established Internet connections, and already facilitate financial transactions.

Since the inception of the CSC project in early 2015, the Government has faced a number of challenges that have led to delays in the anticipated launch date. The "road map" of public sector reforms that the Government, which was released in October 2015, anticipated the pilot CSCs to be operational by the end of February 2016; however, these pilot projects have yet to be completed due to delays in procurement and the unanticipated scale of refurbishment of the post offices. Additional challenges include the administrative and technical capacity of the PSRMU to coordinate and oversee the reform effort.

In this context, the proposed operation seeks to support the government in finishing rehabilitation work on the first two pilot centers as well as to support government efforts during the subsequent two phases of the project. Once these pilot CSCs are complete, the second phase of the project will address "back end" reforms related to business process reengineering as well as the roll out of an additional four proposed CSCs. Subsequently, phase three will focus on IT solutions and automated service delivery through a digital online platform.

In addition to supporting the refurbishment and operationalization of the six planned CSCs, the proposed operation will also support the government with other upstream public service reform areas. While the PSRP identifies 14 such areas, the government has expressed initial interest in potential e-Government initiatives to improve efficiency and modernization of the public sector as well as potential HR reforms to improve performance management. As a third and final component, the project will provide the government with a technical assistance fund to address problems as they arise during implementation.

World Bank support for Malawi’s Public Service Reform Program aims to strategically and selectively address binding constraints to service delivery as well as to ensure complementarity with parallel support provided by a number of donor partners. Currently, DfID is providing GBP 2.175 million to assist Malawi to implement its strategic vision for public sector reforms as outlined in the PSRP with the main objective of "supporting the center of government to prioritize, incentivize, and track delivery of reform efforts, and to put in place more efficient and merit-based management for the large Malawian civil service." Likewise, other Donor Partners, such as the UNDP, have provided some technical assistance to help the Government draw up a Public Service Reform roadmap, which will lead the coordination and implementation of the National Registration project through a UNDP-managed basket-fund. Finally, USAID has provided some targeted technical assistance to the Department of Human Resource Management in the Office of the Presidency and Cabinet which includes training of HR officials in the sectors.

Relationship to CAS/CPS/CPF

The proposed operation is aligned with the Malawi Country Assistance Strategy FY13-16, which prioritizes WBG support around three themes. These include: (i) promoting sustainable, diversified, and inclusive growth; (ii) enhancing human capital and reducing vulnerabilities; and (iii) mainstreaming governance for enhanced development effectiveness. Through its focus on reforming public sector management to improve administrative service delivery, the proposed operation responds most fully to the third pillar of the CAS, as well as four out of six CAS results areas, including: (i) a business environment that promotes competitiveness and enhances productivity; (ii) improved delivery of public services; (iii) improved public sector management
systems; and (iv) strengthened social accountability for service provision.

In addition to responding to the key CAS priorities and results areas, the proposed operation supports the Second Malawi Growth and Development Strategy (MGDS II) 2011-2016. In particular, MGDS II commits to heightened accountability and transparency in the public sector, recognizes the importance of reforming PFM and public administration, and highlights the achievement of social objectives. Likewise, the proposed operation will support the Public Service Commission's larger PSRP, which targets 15 core areas of reform, with an overall objective to "improve the efficiency and effectiveness of the public service in order to raise the quality of the public services delivered to the public."

The proposed operation also seeks to support the World Bank's twin goals of reducing poverty and boosting shared prosperity. Overly centralized administrative structures, with poor performance management, limited service standards, and weak accountability mechanisms have been one of the contributing factors to poor service delivery in Malawi. The proposed operation will support efforts toward poverty reduction by bringing services closer to citizens, reducing administrative costs and inefficiencies, and limiting the travelling time and transaction costs of service users. For the government, the proposed operation will help to make administrative service delivery more efficient though reduced delivery costs, the reduction of redundant processes, and the elimination of other administrative duplications and inefficiencies. At the same time, by offering a number of essential administrative services at a more decentralized points of service, the proposed project aims to provide a more equitable distribution of access points to government services, which will reduce the burden of service access (specifically in time and transport costs) for the poorest segments of the population and those in the most remote areas of the country. Improved access to administrative services may also increase economic opportunity for those in the rural areas, through easier access to business registration, visa and passport services, and others.

Finally, by addressing both supply and demand side constraints as well as formal and informal accountability mechanisms, the project will support the 2011 Africa Strategy's cross-cutting theme of strengthening governance and public sector capacity.

C. Proposed Development Objective(s)

Proposed Development Objective(s) (From PCN)
The Project Development Objective is to increase access, quality, and timeliness of selected administrative services in one-stop Citizen Service Centers. This objective will be supported by bringing services closer to citizens, establishing service standards, and improving performance management to foster accountability.

Key Results (From PCN)
The Project Development Objective is to increase access, quality, and timeliness of selected administrative services in one-stop Citizen Service Centers. This objective will be supported by bringing services closer to citizens, establishing service standards, and improving performance management to foster accountability.

--PDO Indicator 1: Increased access of citizens to administrative services as measured by the increase in number of citizens served by the selected CSCs (generated by administrative data on number of transactions and periodic surveys, disaggregated by gender).
--PDO Indicator 2: Increased efficiency in delivering administrative services through reduction in processing times as measured by the reduction in time required for citizens to obtain selected administrative services (generated by periodic MDA administrative data).

--PDO Indicator 3: Improved citizen satisfaction with service delivery by CSCs as measured by number of services offered with operational citizen feedback mechanisms and results disclosed to all service providers and users (generated from system monitoring and third party service user surveys).

D. Concept Description

The preliminary project structure will center on three core components: (i) One Stop Shop Citizen Service Centers; (ii) A Facility to Support for Ongoing Public Sector Reforms; and (iii) Technical Assistance for Implementation. To support the first component, the use of a Results-Based Financing (RBF) mechanism, which links disbursements to the achievement of discrete project indicators (i.e. disbursement linked indicators), will help to incentivize relevant MDAs to roll-out/scale-up services as well as to more proactively address coordination problems and other bottlenecks. Acknowledging that in some cases DLIs can present stumbling blocks to project implementation, especially in contexts with low M&E capacity, the proposed operation will limit both the number and granularity of the DLIs to focus only on the timely roll out of the CSCs and core administrative services. With respect to components two and three, technical assistance will be supported by traditional expenditure-based disbursements. The funds will be made available to the government in the form of an IDA grant, which will be disbursed over a period of four years.

As a result of technical challenges already noted during the pilot phase, the Government has requested a Project Preparation Advance (PPA) not to exceed 10% of the total project amount. The PPA will support the preparation and early implementation of the project, including, inter alia: (i) the hiring of a dedicated project management unit, which is mainstreamed into the government's existing structures, to provide advice and expedite the refurbishment of facilities and operationalization of the pilot CSCs; (ii) the production of relevant background studies, which establish a clear rationale for the CSCs based on citizen demand for services (e.g. needs assessments), baselines for PDO indicators included in the results framework, as well as an accounting of the services currently supplied by the government; and (iii) preparatory environmental and social safeguard assessments for the project.

Component 1: One Stop Shop Citizen Service Centers

This component will support the refurbishment and operationalization of six planned CSCs based on the Government's three phase approach. As noted in the government's 2015 "Concept Paper for the Establishment of Integrated Public Service Delivery Centers," two pilot centers in Lilongwe and Mangochi will offer services from a number of select ministries, departments, and agencies. Once the pilot CSCs are rolled out, additional post offices will be refurbished in Blantyre, Salima, Mzuzu, and Mzimba. Phase two will focus on business process re-engineering, while the third phase will focus on IT solutions and mobile technology-enabled service delivery. Mechanisms for citizen feedback on the quality and timeliness of service delivery are also envisioned as they would provide key performance data.
Key activities under this component to support the rollout of the CSCs include the following:

--Ensuring an appropriate legal and administrative framework for the CSCs;
--Refurbishing existing facilities for the six planned CSCs;
--Reengineering business process to improve efficiencies;
--Supporting ICT integration and interoperability;
--Supporting the automation of services delivered by the CSCs;
--Supporting customer service training for CSC staff;
--Developing Service Charters/Service Standards for the selected MDAs;
--Designing appropriate citizen feedback mechanisms; and
--Developing the necessary performance monitoring and reporting systems.

Key outcomes related to this component will include: (i) improved capability of government to make quality public services more accessible to the people; (ii) improved provision of information on selected administrative services to the citizenry; and (iii) increased citizen voice through feedback mechanisms to report on performance of government.

To align interests and incentivize performance, particularly with respect to the rollout and operationalization of the CSCs, this component will rely on a small number of selectively-chosen disbursement linked indicators (DLIs). The DLIs and/or intermediate indicators related to this component will require close dialogue with the government to ensure that they are both straightforward and achievable on an annual basis to allow for a smooth flow of disbursements. Potential DLIs and/or intermediate indicators related to this component include the following:

--Number of CSCs that are launched and functional;
--Number of completed transactions provided by participating MDAs through each CSC (measured by administrative data on transactions);
--Service Standards that are publicly available and adhered to by MDAs (measured by the number of complaints submitted to the ombudsman or other relevant government authority);
--Access to information about services, eligibility, required processes and procedures and fees are available publicly through multiple channels;
--Number of citizen beneficiaries obtaining services from the CSCs, disaggregated by gender/income group (measured by administrative data on unique users and complemented by periodic surveys); and
--Citizen satisfaction rate with services delivered by CSCs (measured by surveys and results of citizen feedback mechanisms).

Component 2: Facility to Support Key Aspects of the Public Service Reform

This component will provide a facility to address other key public service reform areas, which function as upstream constraints to improved service delivery. Although the development of the CSCs was identified as one of nine quick wins--"reforms that can be fast tracked and undertaken immediately in order to build momentum while simultaneously building trust and credibility for the reform initiatives amongst the key stakeholders"--broader reforms within the public service and MDAs will likely be needed to ensure their success. As part of its review of the PSRP, the Bank has identified behavioral change as critical to improving results and changing the way that government works. Accordingly, it is unlikely that MDAs will be able to transform themselves into service-oriented units vis-a-vis the CSC model unless parallel public service reforms are
undertaken.

While these additional areas of reform have yet to be identified, the Government has recently presented a report on priority public sector reform areas to development partners, which can serve as the basis for further engagement as the project is developed. Current areas where the government has tentatively suggested interest to improve the enabling environment for service delivery include the following:

--eGovernment initiatives to support the government's ITC and e-transaction capacity;
--HR reforms to improve performance and payroll management;
--Corporate governance reform of SOEs responsible for delivering utilities and other services;
--Development of broader service standards related to the education sector and the Lilongwe Water Board (LWB), both of which will be supported by new World Bank projects under development; and
--Targeted activities to engage communities through increased transparency of information and to build greater awareness among citizens, including on the role of communities/parents (in education) or of water users covered by the LWB.

Component 3: Technical Assistance for Implementation

This component will also provide resources to enable the project to respond to public sector problems as they arise during the implementation phase. Such targeted technical assistance on public sector issues related to service delivery will help to strengthen capacities to manage, communicate, and engage stakeholders on the reform, and provide support to the project implementation unit. As will be determined through the project preparation process, technical assistance will be informed by ongoing assessments as well as monitoring and evaluation at the Vice President Office level.

In particular, this component will provide strategic and technical support for the establishment and implementation of a Project Management Team within government. The Citizen Service Center project is complex, and requires a full-time technical and administrative team to plan and oversee implementation of the pilot centers. Critical issues have hindered implementation to date, notably coordination between the PSRMU and key stakeholders, including participating MDAs and the technical and steering committees. The establishment of a dedicated government project management team would reduce the burden on an overstretched PSRMU and facilitate faster implementation of the activities required to launch the CSCs. This Project Management Unit would be responsible for coordinating with the PSRMU, relevant MDAs, and the steering and technical committees: (i) to ensure more even progress across participating institutions; (ii) to facilitate clear communications; and (iii) to better monitor the implementation of the CSC project.

This sub-component will also support access to (and management of) a demand-driven facility to finance diagnostics and analytical works that might become warranted to inform and guide the reform agenda. The purpose of the facility is twofold: (i) to give the project the flexibility needed to adapt to unforeseen changes in circumstances or government needs; (ii) to make sure that the project truly meets the needs of its ultimate beneficiaries, fostering effective participation by all implementing agencies involved. To prevent abuses, access to the demand-driven funds will be strictly limited to interventions that are fully aligned with the project's development objectives.
and results, as well as instrumental to move forward the policy dialogue.

Other potential activities may include providing: (i) technical expertise; (ii) peer-to-peer learning and other training; (iii) communications and outreach; and (iv) citizen surveys.

II. SAFEGUARDS

A. Project location and salient physical characteristics relevant to the safeguard analysis (if known)

This project will support the refurbishment and operationalization of six initial CSCs based on three phase approach. As noted in the government's 2015 "Concept Paper for the Establishment of Integrated Public Service Delivery Centers," two pilot centers in Lilongwe and Mangochi will offer services from selected ministries, departments and agencies. Once the pilot CSCs are rolled out, additional post offices will be refurbished in Blantyre, Salima, Mzuzu, and Mzimba.

The refurbishment of the post office facilities may result in the creation of waste, minor congestion due to the use of vehicles, and noise/air pollution caused by the rehabilitation works. The works will be carried out within all post offices existing footprints; however, the possible resurfacing of the Old Town Lilongwe Post Office parking lot may involve the temporary displacement of vendors operating in its vicinity.

B. Borrower’s Institutional Capacity for Safeguard Policies

As noted by other the recent projects (e.g. Malawi Flood Emergency Recovery - P154803, Skills Development Project - P131660, etc.), the Government of Malawi has established an effective safeguard implementation unit which spearheads the implementation of environmental and social safeguards. Furthermore, as of 2015, it has been noted that the Environmental Affairs a Department (District Environmental officers) has the technical expertise to prepare detailed environmental and social management plans for sub-projects.

Likewise, safeguards capacity has improved at the district level as key technical staff includes Environmental District Officer, District Environmental Inspectors and District Lands Officers who have been trained in environmental management issues. Also, at district level, there is a District Environmental Sub Committee (DESCO) which coordinates natural resources management including environmental and social safeguards at the local level. Recently, government has recruited Environmental Inspectors to strengthen the environmental inspectorate and advisory management services in all parts of the country.

Additional technical capacity will be provided by the project to further strengthen the technical safeguards capacity of all key stakeholders.

C. Environmental and Social Safeguards Specialists on the Team

Boyenge Isasi Dieng (GSU07)
Helen Z. Shahriari (GSU07)
Jane A. N. Kibbassa (GEN01)

D. POLICIES THAT MIGHT APPLY

<table>
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<tr>
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## Environmental Assessment (OP/BP 4.01)

Yes  

The project is classified "Category B - Partial Assessment" as it is expected to generate moderate and site-specific adverse impacts during the rehabilitation of post offices to serve as one-stop Citizen Service Centers in Lilongwe, Mangochi, Blantyre, Salima, Mzuzu, and Mzimba. Negative environmental impacts may include natural vegetation clearing at project sites, borrow pits and quarry areas which may result in soil erosion, noise pollution, dust emissions, accumulation of solid wastes, water pollution, disruption of social patterns, as well as health and safety issues.

Government will prepare Environmental and Social Management Plans (ESMPs) for those six (6) sites to guide the mainstreaming of environmental and social considerations in the project.

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## Natural Habitats (OP/BP 4.04)

No  

This project does not affect or involve natural habitats.

## Forests (OP/BP 4.36)

No  

This project does not affect or involve forests.

## Pest Management (OP 4.09)

No  

This project does not affect or involve pest management.

## Physical Cultural Resources (OP/BP 4.11)

No  

This project does not affect or involve physical cultural resources.

## Indigenous Peoples (OP/BP 4.10)

No  

This project does not affect or involve indigenous peoples.

## Involuntary Resettlement (OP/BP 4.12)

Yes  

Project activities will not cause Involuntary Resettlement in 5 of the 6 planned post offices (Mzuzu, Salima, Mangochi, Mzimba, and Blantyre). The works in these 5 sites consist of refurbishment of existing post offices (inside remodeling and facade upgrading) within the existing footprints of the above post offices. However, refurbishing activities at the Old Town Lilongwe Post Office could involve resurfacing the adjacent parking lot, which is currently occupied by some vendors. Potential impacts include loss of income sources or means of livelihoods for vendors, whether or not they will be required to move to another location.

Since there is a possibility that in the future additional sites will be added, or one of the existing sites be changed, a Resettlement Policy Framework will be prepared and disclosed before appraisal. In addition, in the case that the rehabilitation at the Old
Town Lilongwe Post Office includes the resurfacing of the parking lot, the Government will prepare also a site specific Resettlement Action Plan (RAP) to provide guidance on resettlement planning and compensation issues. This will be clarified before appraisal, and if needed, the RAP will be publicly disclosed before appraisal.

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### E. Safeguard Preparation Plan

1. **Tentative target date for preparing the PAD Stage ISDS**
   01-Dec-2016

2. **Time frame for launching and completing the safeguard-related studies that may be needed. The specific studies and their timing should be specified in the PAD-stage ISDS.**
   The required safeguard related studies--including the site specific Environmental and Social Management Plans (ESMP) and Resettlement Action Plan (RAP)--will begin to be prepared using a project preparation advance (PPA). This work will be completed and publically disclosed no later than the time of project appraisal, which is tentatively scheduled for December 1, 2016.

### III. Contact point

**World Bank**
- Contact: Chiara Bronchi
- Title: Lead Public Sector Specialist

- Contact: Kimberly D. Johns
- Title: Senior Public Sector Specialis

**Borrower/Client/Recipient**
- Name: Ministry of Finance
- Contact:
- Title:
- Email:

**Implementing Agencies**
- Name: Office of the Vice President and Cabinet
- Contact: Nwazi Nthambala
- Title: Chief Director
- Email:
IV. For more information contact:
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Fax: (202) 522-1500
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V. Approval

<table>
<thead>
<tr>
<th>Task Team Leader(s):</th>
<th>Name: Chiara Bronchi, Kimberly D. Johns</th>
</tr>
</thead>
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**Approved By**

<table>
<thead>
<tr>
<th>Safeguards Advisor:</th>
<th>Name: Nathalie S. Munzberg (SA) Date: 16-Jun-2016</th>
</tr>
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<tbody>
<tr>
<td>Practice Manager/Manager:</td>
<td>Name: George Addo Larbi (PMGR) Date: 17-Jun-2016</td>
</tr>
<tr>
<td>Country Director:</td>
<td>Name: Preeti Arora (CD) Date: 01-Sep-2016</td>
</tr>
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Reminder: The Bank's Disclosure Policy requires that safeguard-related documents be disclosed before appraisal (i) at the InfoShop and (ii) in country, at publicly accessible locations and in a form and language that are accessible to potentially affected persons.