



Ministry of Local Government and Ministry of Finance

The Republic of Zambia

Public Sector Governance for Service
Delivery Program

Draft Stakeholder Engagement Plan
May 2019



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Acronyms

DACO	District Agriculture Coordinating Officer
DC	District Commissioner
ESCP	Environmental and Social Commitment Plan
ESRS	Environmental Social Review Summary
GBV	Gender Based Violence
GRM	Grievance Redress Mechanism
GRZ	Government of Zambia
LA	Local Authority
LMP	Labour Management Plan
M & E	Monitoring and Evaluation
MoF	Ministry of Finance
MoLG	Ministry of Local Government
PSGDP	Public Sector Governance for service delivery Program
SEP	Stakeholder Engagement Plan
WB	World Bank
WDC	Ward Development Committee
PMU	Program Management Unit



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1.0 Introduction

The Public Sector Governance for Service Delivery Program (PSGDP) is a US\$ 100 million project which aims to support the Government of the Republic of Zambia in strengthening institutions for accountable local service delivery. This grant is critical to Zambia's devolution program through which Councils are decentralized to help improve service delivery particularly in rural areas.

The Government made the decision of decentralization through devolution as a principal method to development. The form of decentralization focuses on a decentralized system of governance within a unitary state of Zambia, with the district as the focal unit of development at the local level. The project will involve investments in: (i) Strengthening of local service delivery; (ii) performance grant for service delivery; (iii) capacity development; and (iv) program management. These activities will be implemented in 96 districts across 10 provinces.

The social risk classification in this project is rated "moderate" as the project will be undertaken on existing facilities and will not involve complex or large scale civil works and not likely to result in any adverse social impacts. The project is designed on the principle of strengthening local governance accountability for improved delivery. Service delivery at local level is vital for the success of stakeholder engagement. While government has a role to play in ensuring that there is delivery of service in the community, the success of this project will depend on participation from the community. It is therefore, important to engage the community at various stages. In this regard, town councils will need expertise to hold meetings, open discussions and engage vulnerable communities. Stakeholder engagement and participation will assist in the process of managing risks but also timely disclosure of relevant information, gaining stakeholder cooperation and support for the project and addressing the concerns raised by citizens. Therefore, it will promote active participation of citizens in the development and planning of their area.

The SEP is a guide with procedures and plans for engaging multiple stakeholder groups. Therefore, in order to successfully implement the PSGSDP there is need for a SEP with sufficient guidance on how PSGSDP will work effectively with various stakeholders to ensure there is interaction and feedback with those affected directly and indirectly by the project. This SEP is established alongside the Environmental and Social Environmental Commitment Plan (ESCP) and provides guidelines for stakeholder engagement during preparation and implementation of the project.

This SEP is a living document. It will be:

- Disclosed prior to project commencement
- Periodically updated and changes validated during project implementation
- Monitored and its effectiveness evaluated towards the end of the project



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This SEP offers an overall framework that will guide stakeholder engagements throughout the duration of PSGSDP. It will, however, be updated from time to time to adapt its activities towards particular project needs during implementation. Although the SEP will be developed and the initial version drafted by the District planner under the Local Government administration, overall stakeholder engagement will be carried out in the name of PSGSDP and require prior approval from PSGSDP.

1.1 Project Background

The Republic of Zambia in its 7th National Development Plan (7NDP, 2017-2021) highlights its economic strategy for achieving its vision of “becoming a prosperous middle-income country by 2030”. Creating a conducive governing environment for a diversified and inclusive economy is one of the core strategies elaborated in the vision. The 7NDP lays out the following six development outcomes as its key priorities to strengthen governance: (i) Improving the policy environment; (ii) improving transparency and accountability; (iii) establishing an inclusive democratic system of governance; (iv) improving service delivery; (v) improving the rule of law, human rights and constitutionalism; and (vi) enhancing national values, principles, and ethics. One key policy measure for improving governance is the government’s decentralization program aimed at improving service delivery at the local level.

In order to strengthen governance and service delivery, the Government formulated in 2009 the National Decentralization Policy (NDP) which is meant to strengthen social interaction between citizens and the State. Therefore, the government has been devolving authorities, roles and funds to local governments. The NDP recognized the need to quicken the process of decentralization by devolving sectors in an all-inclusive and harmonized manner.

The Councils, through elected councilors, represent local governments with a supported executive team of civil servants headed by a Town Clerk (for City and Municipal Councils) or Council Secretary (for Town Councils). The responsibilities of local governments are defined in the 2016 Constitution. These include but are not limited to:

- Provision of local infrastructure
- Street cleaning and drainage, sanitation; and solid waste management
- Maintenance of parks, sports and recreation facilities.

Nevertheless, local governments, particularly in rural areas face significant challenges in service delivery. They lack the institutional capacity to address their growing service delivery mandate in an effective manner. To be effective, local government bodies will need to engage citizens and create a feedback mechanism to the plans, budget and delivery of services. The government realizes that the decentralization strategy must translate into service delivery outcomes and has sought World Bank support to address these through a specific investment operation.

This project will be implemented by the Ministry of Finance (MoF) in collaboration and partnership with the Devolution Secretariat and the Ministry of Local Government (MoLG).



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MoF has experience in implementing World Bank funded projects, having successfully implemented the Finance Management Reform Programme (PFMRP) Phase 1 which ended in December, 2018. This project is a buildup of phase 1 and the same PIU under MoF will be maintained; however, specific skill sets will be needed in the PIU under MoLG since the project will be implemented in town councils and has the component on strengthening citizen engagement.

1.2 Project Description

The project will offer support to 96 selected local authorities across the country. This process will be conducted in stages, in strengthening financial and service delivery, improving planning and monitoring, and strengthening citizen engagement in local governance and service delivery. The PSGSDP will be implemented in all 10 provinces of Zambia which include, Copperbelt, Central, Lusaka, Muchinga, Northern, Luapula, Western, North Western, Eastern and Southern provinces. The project will select local authorities categorized as Town Councils. See Annex A and the figure below illustrates the provinces of Zambia:



Figure 1 Zambia's 10 Provinces

1.3 Project Components;

The project comprises the following four components:

Component 1: Strengthen Governance for Local Service Delivery (US\$8.5 million)

This component will support key agencies of the Central Government in (i) developing transparent and predictable fiscal transfer system, and (ii) monitoring of local government finances and performance for effective and accountable local governance and service delivery, and (iii) strengthening of oversight of local government institutions. The component has three subcomponents: (i) Strengthening the oversight of local government; (ii) supporting public finance management reforms for service



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delivery; and (iii) strengthening the oversight of the local government.

Component 2: Performance Grant for Service Delivery (US\$70 million)

Ninety-five percent of the financing under this component (or US\$67 million) will be DLI-based. The council will introduce the performance grant to town councils to reward superior institutional performance of town councils measured through an Annual Performance Assessment (APA). This grant will be available to all 96 Town councils, on condition that they qualify in the APA. The towns that do not qualify will be offered targeted support with the aim to help them qualify in the subsequent years.

Component 3: Capacity Development Support (US\$17 million)

This component will provide capacity development support to strengthen institutions and skills for local councils, particularly the 96 Town Councils with the aim to improve governance and service delivery to citizens in an efficient, accountable and sustainable manner. Furthermore, its aim will also be to strengthen national institutions such as MoLG and LGTI to enhance their ability to fulfill their assigned mandates as well as the Governance oversight of capacity building for LCs. Capacity building under this component will include core trainings, which will include targeted courses meant to meet minimum conditions and performance indicators measured in the APA of the PBG-scheme of project component 2: ICT Foundations and Communications and Citizen Engagement Implementation plan. Based on this plan, LC staff for public relations and communications and M&E staff will be supported through classroom trainings.

Component 4: Program Management (US\$4.5 million)

This component will provide management support to the Ministry of Finance for the implementation of the project. In addition, it will provide support for regular project evaluations which include procurement and safeguard reviews, financial reporting and auditing. Furthermore, the component will also support the design and implementation of a survey to measure service delivery impacts as well as citizen perception of service delivery. Finally, the component will finance communication and outreach efforts about the Project to all key stakeholders.

1.4 Applicable World Bank Environmental Social Standards (ESSs)

1. Assessment and Management of Environmental and Social Risks and impacts (ESS1)

Implementation of the PSGSDP will require assessment of environment and social risks likely to result from the project. To this effect, MoF and MoLG will conduct environmental and social assessments to identify risk mitigation measures. Based on assessments conducted during project preparation, the following environmental and social risks have been identified as potential impacts on project areas:

- a) Disruption of access to public services
- b) Community health and safety



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- c) Occupational health and safety of workers
- d) Disposal and management of waste generated during works
- e) Non-inclusion of vulnerable groups, and
- f) Weak Grievance Redress Mechanisms.

2. Labour and working conditions (ESS2)

As per project design, construction/rehabilitation works will be undertaken by personnel from designated town councils. Issues of occupational health and safety, as well as grievances on labour matters, may arise and pose a risk to meeting project implementation timelines. As such, a Labour Management Procedures (LMP) will be prepared as part of the Environmental and Social Management Framework (ESMF), to address potential labour concerns as highlighted above. The LMP will be prepared in line with local employment act. A Grievance Redress Mechanism (GRM) will be prepared for workers and contracted workers to address potential workplace issues. The GRM procedures will be made readily available to the entire personnel. It will provide guidance on process of grievance registering and timely feedback to affected project staff.

3. Community Health and Safety ESS 4

ESS 4 recognizes that project activities, use of equipment, infrastructure can increase community exposure to risks and impacts.¹ However, this project envisages that civil works will be moderately low which may not pose a significant risk to the health and safety of communities. Communities may be affected by traffic related safety risks caused by movement of machinery as well as exposure to hazardous waste generated from construction and rehabilitation works. Mitigation measures against this risk are provided in the ESMF. There will be need to manage issues such as restrictions of access. Other potential issues that may arise include:

- a) Influx behavior by contractors which will lead to increased exposure to communicable diseases including but not limited to HIV/AIDS
- b) Risk of inadequate and/or illegal disposal of waste
- c) Creation of nuisances such as dust, noise, vibrations and fumes from civil works
- d) Effects from uncontrolled storm-water run-off and/or soil erosion.

In order to address those impacts, the project will develop an Environmental and Social Commitment Plan (ESCP) outlining measures to be undertaken to mitigate these risks. As these risks will impact communities in targeted areas, effective engagement and communication on potential risks is important. This SEP serves as a mechanism for ensuring adequate project information and communication against risks is shared with various stakeholders.

4. Land Acquisition, restriction on land use and involuntary resettlement ESS5

It is not envisaged that project activities will lead to land acquisition or physical displacement, as the project will be implemented within existing council premises. However, should selected project activities result in impacts of physical or economic displacement, the implementing agencies will be required to prepare a Resettlement Action Plan (RAP). Preparation of the RAP will be guided by the principles set out in the Resettlement Policy Framework (RPF) which will be developed as a precautionary measure to address potential resettlement impacts.

5. Stakeholder Engagement ESS10

¹ The World Bank (2017), The World Bank Environmental And Social Framework



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ESS10 requires the government to prepare and implement a stakeholder engagement plan. Identification of stakeholders especially in town councils will ensure wide participation in project design since the project will be implemented in rural areas where there is low participation of vulnerable groups and women. To ensure that there is citizen participation in the project life span, this SEP stipulates the process of consultation and disclosure of key project information which will be made public during project preparation and implementation. All the identified instruments listed under each ESS have been included in the draft ESCP, including the SEP which is a mandatory requirement for project preparation under the ESF. The proposed engagement activities will be closely monitored and reported on as per the agreed timeline.

1.5 Stakeholder Consultation and Disclosure

Stakeholder engagement requires meaningful consultation in such a way that stakeholders are given the opportunity to express their views about the project, risks, impacts and mitigation measures and allow PSGSDP to consider and respond to them. As part of project preparation, officials in MoF undertook various consultations largely at the central level to review the design and to agree on roles, and to identify key stakeholders. Given the outcome of consultations held to date, more consultations need to be undertaken especially for targeted areas. Through this plan a well detailed schedule will be compiled for future engagements with communities and other key stakeholders in project areas; tentative timelines have been provided (see Annex A). Meanwhile, meaningful consultations by the PSGSDP will be carried out on an ongoing process based on the nature of issues and potential impacts.

The PSGSDP will use a two-way process that:

- 1) involves interactions between and among identified groups of people and provides stakeholders with an opportunity to raise their concerns and share their opinions, and ensures that this information is taken into consideration when making decisions pertaining to the project.
- 2) begins early during the project planning process to gather initial views on the project proposal and design.
- 3) encourages stakeholders feedback, especially as a way of informing the project design and engagement by stakeholders in the identification and mitigation of environmental and social risks and impacts.
- 4) is ongoing, as risks and impacts arise.
- 5) will be based on the prior disclosure and dissemination of relevant, transparent, objective, meaningful and easily accessible information in a timeframe that enables meaningful consultation with stakeholders in a culturally appropriate format, in relevant local languages and is understandable to stakeholders.
- 6) considers and responds to feedback.
- 7) supports active and inclusive engagement with project affected parties.
- 8) is free of external manipulation, interference, coercion, discrimination and intimidation; and
- 9) ensures that implementation of the SEP will be documented and disclosed prior to Project appraisal.



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In addition, the PSGSDP will endeavor to disclose information that will allow stakeholders to understand the risks and impacts of the project as well as potential opportunities. And, it will provide stakeholders with access to information, as early as possible before the Bank proceeds to project appraisal, and in a timeframe that enables meaningful consultations with stakeholders on project design.

1.6 Purpose of Stakeholder Engagement Plan

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 environmental and social risks identified in a project.² Communicating early, often, and clearly with stakeholders helps manage expectations and avoid risks, potential conflict, and project delays.³ In addition, the plan assists in managing stakeholder expectations which will have a bearing throughout the lifespan of the project. Hence, this SEP provides a plan to interact effectively with stakeholders to support project interests.

The institutional arrangement under MoLG will work as follows: The District planning office coordinates all district activities (consist of social economic planners who plan infrastructure projects, local community legislation as well as environmental and social issues) and reports on information on all works carried out by the council. This report is sent to the Provincial Local Government Officer who coordinates all council administrative issues and reports to the Director Local Government and planning who will in turn give financial reports to the Treasury Services department whose role is the disbursement of funds. Meanwhile, there are discussions underway regarding institutional arrangements of this project. The SEP will be updated once there is clarity on the matter.

1.7 Structure of Stakeholder Engagement Plan

The structure of the stakeholder engagement plan will be as follows;

- 2.0 Stakeholder Identification and analysis
- 3.0 Previous Stakeholder Engagement Activities
- 4.0 Stakeholder Engagement Program
- 5.0 Resources and Responsibilities for implementing the Stakeholder Engagement Plan
- 6.0 Grievance Redress Mechanism
- 7.0 Monitoring and Reporting

² The World Bank (2017), The World Bank Environmental And Social Framework

³ Pollet., T (2014), A Strategic Approach to Early Stakeholder Engagement



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2.0 Stakeholder Identification and Analysis

In this SEP, stakeholders refer to individuals or groups who:

- a) are affected or likely to be affected by the project (project affected parties); and
- b) may have an interest in the project (other interested parties)

2.1 Affected groups

The affected stakeholder groups include the following:

- Council Staff in rural areas whose councils qualify for the grant
- Bus commuters
- Marketeers
- Population around the areas of construction

2.1.1 Key Stakeholders

- a) MoLG
- b) PMU
- c) Provincial Local Government Officer
- d) District planning officers
- e) Councilors
- f) Council Secretaries
- g) Ward Development Committees
- h) Decentralization Secretariat
- i) Cooperating Partners⁴
- j) EU
- k) USAID
- l) GIZ
- m) MoF

⁴ Cooperating partners supporting decentralization policy in Zambia, for exchange of ideas; lessons learned that could be added into the design of the project



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- n) Treasury department services
- o) Programme Management Unit

2.2 Other Interested parties

- Bus owners
- Shop owners
- NGOs
- Private Sector⁵
- Chiefs

Other Key Stakeholder

Group	Purpose
Chiefs	Gate keepers of the community assist in cooperation of the community
Bus Owners	Need to be engaged in the event that private owners are affected by new bus stations when they created their own stations.
Shop owners	TBA
Hired Contractors	TBA
NGOs/CBO's	TBA
NGO's /CBO's	Interact with the community and are at times critical of the WB
Local Community	Will use markets and bus stations constructed
Hired Contractors	Conduct construction works on behalf of the City Council
Other Private sector Organisations	TBA

These groups of stakeholders have been identified as critical for the planning and implementation process of the project.

Different types of stakeholders have been grouped based on their influences to the project (see Annex B). Early understanding of the influences or connections of a stakeholder group to the project assists in the identification of the key objectives in engagement. In this regard a stakeholder mapping exercise was undertaken to identify the importance of each stakeholder,

⁵ Who will be identified through further engagements



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which assesses the influence that stakeholders have over a project and/or the way project activities will potentially affect stakeholders. As the project evolves, other stakeholder groups may be identified and engaged.

2.3 Stakeholder Needs

Stakeholder needs include language needs and capacity building training, which have been exemplified in Annex B and the ESRS. However, through further consultations and engagements with the community more stakeholder needs will be identified.

3.0 Summary of Previous Stakeholder Engagement Activities

During project preparation, a number of meetings were held between MoLG, MoF and the World Bank Mission. Annex C1 has a list of the participants to the meeting held in February 2019, and Annex C2 is a list of missions held in March 2019.

The purpose of the February mission was to initiate the preparation of the PSGSDP. In collaboration with a Government team led by the Ministry of Finance (MoF) as well as key stakeholders the objectives of the mission were to: (i) define the scope of the Project and development objectives; (ii) identify priority areas of support based on the findings from the mission; and (iii) agree on the preparation steps and overall processing timeline.

The mission held meetings with officials from the MoF (including Inter-Governmental Fiscal Relation Unit and Project Management Unit for PFMRP), Decentralization Secretariat, Ministry of Local Government, Ministry of National Development Planning, Local Government Service Commission, Chalimbana Local Government Training Institute, Smart Zambia Institute, Action Aid, the Zambia Institute of Policy Analysis and Research (ZIPAR) as well as with Cooperating partners (GIZ). In addition, the mission undertook field visits to three town councils (Chilanga, Kafue and Rufunsa) to get an understanding of the systems and capacity of town councils as well as the ground level challenges for implementing the Government's Decentralization policy. The mission made good progress on the design by identifying key issues relevant to project and agreed with Government counterparts to expedite project preparation through frequent technical missions. (see Annex C1).

The second series of meetings were held March 18-to 29, 2019. The objective of the mission was to work with counterparts in the Zambian Government in order to (i) advance the design of the project scope, (ii) identify specific activities in the priority areas for support as agreed during the previous mission, and (iii) review the action plan from the previous mission to complete project preparation. The mission held meetings with officials from MoF (including IFRU), Office of Accountant General and Public Financial Management Reform Unit (PFMRU), Decentralization Secretariat, Ministry of Local Government (MoLG), Ministry of National Development Planning (MNDP), Local Government Service Commission (LGSC), Local Government Training Institute (LGTI), the Office of Auditor General, Smart Zambia Institute (SZI), as well as with cooperating partners (GIZ). In addition, the mission organized a workshop with representatives from the principal Ministries, Departments, and Agencies on



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March 25-26, 2019 and discussed the project objectives, scope, components and activities, institutional and implementation arrangements (including fiduciary, disbursement, monitoring and evaluation) and environmental and social safeguards management. The mission also attended a meeting of the Cooperating Partners Group (CPG) on Public Financial Management (PFM) and presented the project design (see Annex B2 which has list of officials that attended the meeting).

Another stakeholder engagement meeting was held at WB on April 4, 2019 with a representative from MoF and a representative from MoLG to identify key stakeholders in the project, agree on specific roles and responsibilities of the various stakeholders, as well as identify the office responsible for the management of the SEP.

4.0 Stakeholder Engagement Program

4.1 Purpose and timing of stakeholder engagement

The PSGSDP will engage stakeholders as early as possible and will continue the engagement throughout the planning, mobilization, implementation and handing over stages until the project is eventually closed out.

However, the nature and frequency of follow up consultations will differ depending on the subprojects; the principles will be guided by the SEP (see Annex A).

4.2 Proposed Strategy for information disclosure

The Stakeholder Engagement plan will be disclosed on the Bank's and ministry's website.

Furthermore, information prior and during project implementation will be made available through brochures in local languages (translation), in the provincial areas where activities will be conducted. Most of these areas have local community radio stations; therefore, information will be transmitted through these radio stations according to their language needs.

The MoLG through the Local Authorities (Town Councils) will be responsible for the project launch and disclosure of the SEP and GRM so that the community is made aware of channels to bring out their complaints. These meetings will be in the form of Focus Group Discussions; all views and feedback will be recorded. Town Councils are key in the mobilization of the community and holding meetings with them once there are emerging needs in the community will be important.

4.3 Proposed strategy for consultation

The PSGFSDG will have consultations at various levels, and meetings will be held for the purpose of gathering information.



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Team one will comprise senior management from MoF, MoLG and World Bank PSGSDP Team leader and staff. At inception, this team will meet on a monthly basis and all participants will be responsible for giving updates including on delays that the project may anticipate. However, during implementation, meetings will be held once every six months. These meetings will create an opportunity for effective coordination in order to prevent delays. In this regard, there will be need for a dashboard as a way of monitoring the team's engagement (see Annex D).

Team two is intended to serve as a technical committee which will comprise the District Commissioner's, Councilors, District Health Officer (DHO), and the District Agriculture Coordinating Officer (DACO). The purpose of this team will be to meet on a monthly basis to discuss technical issues related to the project during implementation. They will also discuss any grievances that may have arisen from the community, which require feedback.

Team three will comprise of: Ward Development (WDC's) Committees, market masters and commuters. WDCs are important in the stakeholder engagement process, because they are those who mobilise the community and the mouthpiece of the councils. They will also act as disclosure agents to the marketeers and commuters. Meetings will be held as and when there is need for disclosure or when there are grievances that arise.

4.4 Proposed strategy to incorporate the view of vulnerable groups

The project defines a vulnerable group as a population that has some specific characteristics that places it at higher risk of falling into poverty than others living in areas targeted by a project. Vulnerable groups include the elderly, the mentally and physically disabled, at-risk children and youth, ex-combatants, internally displaced people and returning refugees, HIV/AIDS-affected individuals and households, religious and ethnic minorities, and in some societies, women. Whilst the project is not likely to attract labour influx into project areas, increased income streams for some workers if not managed well can lead to social tension, at household and community level, thus increasing risk of illicit behaviors and exposure to high risk situations such as sexual exploitation and Gender Based Violence (GBV) which mostly affect vulnerable community members. To complement mitigation measures in the ESMP, a GBV action plan will be developed and proposed actions shared with the public to safeguard against this risk as well as providing them information on reporting procedures through the project GRM.

Vulnerable groups on this project will be identified during community engagement and identification of new stakeholders.



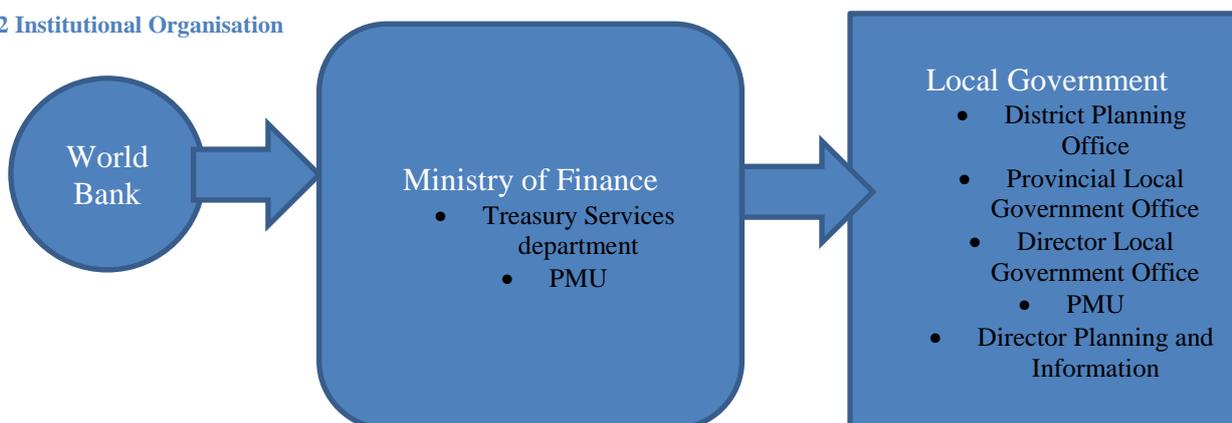
5.0 Resources and Responsibilities for implementing stakeholder engagement activities

5.1 Resources

Human as well as financial resources are very important in stakeholder engagement to ensure effective service delivery. The institutional arrangement under MoLG will work as follows: The District planning office, which consists of social economic planners who plan on infrastructure projects, local community legislation as well as environmental and social issues, will coordinate all district activities and report on works carried out at the council level. This report will be sent to the Provincial Local Government Officer who will coordinate all council administrative issues and convey any feedback received to the Provincial Local Government Officer (PLGO) who then reports to the Director Local Government and planning who will, in turn, give financial reports to the Treasury Services department whose role is the disbursement of funds. However, there are discussions underway regarding institutional arrangements. The SEP will be updated once there is clarity on the matter.

The office responsible for the stakeholder engagement plan will be the District planner under Local Government administration. This office will also come up with a budget for stakeholder engagement activities, to ensure that consultations on the project are done in an effective and efficient manner.

Figure 2 Institutional Organisation



5.2 Management functions and responsibilities

To ensure that the stakeholder engagement plan is effective, the MoLG in collaboration with MoF will hire, train and deploy the right personnel with good communication and accounting skills who will be able to engage various stakeholders. The hiring staff by the ministry has been included in the ESCP as one of the commitments.



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6.0 Grievance Mechanism

The Grievance mechanism is currently in draft form but will be finalized before project approval.

7.0 Monitoring and Reporting

Monitoring and reporting will include involving Project Affected Parties in monitoring mitigation measures that will be agreed on the ESCP to satisfy stakeholder concerns; thus, promoting transparency. The ESCP will further outline, based on close consultations with all stakeholders, how affected parties will be involved in the monitoring and evaluation and assess whether or not capacity building and training programmes will be required to enable affected parties and local council staff participate in monitoring. The Project will establish a monitoring system that is participatory, which will utilize indicators that are sensible to concerned stakeholders. Furthermore, the project will involve affected parties by gathering their observations to triangulate scientific findings and involve them in participatory discussions of external and monitoring and evaluation missions.

7.1 Involvement of Stakeholders in monitoring activities

Throughout the consultative process, stakeholders will be questioned on how effective the meetings and process of engagement were. The questions will be tailor-made to the relevant audience; however, they will assess if the meeting and entire process were in line with the key requests for meaningful consultations with stakeholders.

The Programme Management Coordination Unit will monitor the SEP in accordance with the requirements of the Legal Agreement and the Environmental and Social Commitment Plan (ESCP) including changes resulting from changes in the design of the project or project circumstances. The extent and mode of Stakeholder monitoring with respect to environmental and social performance would be proportionate to the potential environmental and social performance risks and impacts of the project and their effect on the various stakeholder interests.

The following Monitoring actions will be undertaken regarding stakeholder interests in line with the environmental and social performance of the PSGSDP, which will include:

- Conducting stakeholder engagement in an ongoing manner, in accordance with the SEP and build upon the channels of communication and engagement as established with stakeholders.
- Collection of feedback from stakeholders on environment and social performance of the project, and on the implementation of the mitigation measures outlined in the ESCP on a bi-annual basis.
- Periodic reviews of compliance with requirements of the legal agreement, including the ESCP.
- Where appropriate, and as will be set out in the SEP, engaging stakeholders and third



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parties such as independent experts, local communities or nongovernmental organizations (NGOs), to complement or verify projects stakeholder monitoring information;

- Where other agencies or third parties would be responsible for managing specific risks and impacts and implementing mitigation measures, the Government would collaborate with such agencies and third parties to establish and monitor such mitigation measures.

7.2 Reporting back to stakeholder groups

The Public Sector Governance Service Delivery Project (PSGSDP) stakeholder engagement process will aim to support the development of strong, constructive and responsive relationships among the key identified Project stakeholders for successful management of the project's environmental and social risks. Effective stakeholder engagement between the Government and project stakeholders improves the environment and social sustainability of projects, enhances project acceptance and makes significant contribution to successful project design and implementation.

All PSGSDP stakeholder engagement meetings will have minutes, which will be stored in the PSGSDP stakeholder engagement database; this will be to ensure that (i) there are records that can be referred to and that all views raised are taken into consideration, and (ii) commitments made are delivered upon. In addition, the outcomes of the stakeholder engagement activities with comments that have been taken into account will be reported in the ESCP and monitoring progress reports by all parties. Despite this being for internal use only, it will result in an annual report on stakeholder engagement under PSGSDP. In this regard, the first report will be published in June 2020.



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Annex A

Tentative Draft Stakeholder Disclosure Plan

Component	Group	Purpose	Person Responsible	Mode	Time Frame
Component 4	WB(Task Team Leader , MoLG (Principal Engineer, Directors Planning Directors Administration) , MoF(Procurement)	Disclosure of the SEP, ESRS, ESCPP, and GRM	WB		May 2019
Component 2	District planner MoLG M& E Specialist	Ensure staff and community are trained in GRM,	MoF Finance	For staff class room trainings at Chalimban a or Mulungushi University	Prior to project commencement
Component 2	Councilor, Council secretaries, Council Staff, Hired Contractors WDCS	Disclosure of the GRM	Councilors	Meetings	Prior to project commencement
Component 3	WDCs, community (marketeers, bus commuters, vulnerable communities)	Responsible for disclosure of GRM, SEP, EC	WDCs under MoLG	Community meetings Focus Group Discussions	Prior to project commencement



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Annex B

Group	Description of Stakeholder	Description and Key attributes	Impact on Project	Desired State	Engagement Strategy
Ministries	-Ministry of Local Govt -Decentralisation Secretariat -MDD Cabinet Office -Ministry of National Development Planning -Local Govt Service Commission Chalimbana Local Government training Institute Auditor General's office MOF-Controller of internal audit	Look at decentralization policy across all ministries and set criteria Oversea staffing /Human resource development Conduct training for staff Annual Audits Financial application	Implementers of the components Well skilled staff Capacity Building training	Effective and Efficient service delivery Efficient service delivery All Councils should be current Proofing of financial documents	Workshops Joint assessments and Inspections Meetings(monthly) Quarterly meetings Recruit qualified personnel Onsite and mobile training Phasing of audits
Local Government	Districts Municipalities Sub-County Town	<ul style="list-style-type: none"> • Implementing and affected entity • Technical Leadership 	<ul style="list-style-type: none"> • Useful in the construction activities • Offer 		<ul style="list-style-type: none"> • Consultative meetings • Build partnerships



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Group	Description of Stakeholder	Description and Key attributes	Impact on Project	Desired State	Engagement Strategy
	Council	<ul style="list-style-type: none"> In-charge of day to day running of local governments 	support and supervision		
Funding Agency	World Bank	<ul style="list-style-type: none"> Provides Funds Sets funding conditions 	Withhold funding if donor requirements are not met	Donor requirements and best practices are met	<ul style="list-style-type: none"> Conduct strategic engagements assessments Share progress reports Constitute working group
NGO's /CBO's	Social Environment	Interact with the community and are at times critical of the WB	Provide for entry points into the community	Maintain good relationships and support compliance to environmental and social requirements	Build alliances and work with other NGO's and CBO's
Local Community	<ul style="list-style-type: none"> Chiefs Marketeers Commuters Population in the corridor 	<ul style="list-style-type: none"> Gate keepers of the community Will use markets and bus stations constructed 	<ul style="list-style-type: none"> Influence on acceptance of the project by subjects 	<ul style="list-style-type: none"> Improves infrastructure for the area Improve trading areas/ sanitation/ feel that they belong Community fully engaged 	<ul style="list-style-type: none"> Meetings Training on managing market and waste Focus group discussions when there is need, feedback Once in a year meeting in



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Group	Description of Stakeholder	Description and Key attributes	Impact on Project	Desired State	Engagement Strategy
	Villagers			Supply markets(offloading area)	<p>terms budgeting(4-5 times)</p> <ul style="list-style-type: none"> • Hold regular Community dialogues • Establishing and training Grievance Management Committees • Sensitising community on Environmental issues. <p>Paying attention to the issues of health and safety, gender, HIV/AIDS, GBV, children, Elderly, PWDs and other vulnerable groups</p>
Hired Contractors	TBA	Carry out works and activities on behalf of the council	Have a stake in either the success or failure of the PSGFSDP	<ul style="list-style-type: none"> • Service delivery according to LC's expectations • Mitigate HIV 	<ul style="list-style-type: none"> • Agree on clear requirement • Monthly coordination



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Group	Description of Stakeholder	Description and Key attributes	Impact on Project	Desired State	Engagement Strategy
				AIDS and GBV	meetings <ul style="list-style-type: none"> HIV AIDS and GBV training Health and Safety
Business men/Shop Owners	Own shops that are near construction of markets and bus stops	TBA	TBA	TBA	Meetings
Districts	DC – Councilors District education Officer Director of Health DACO	Due to the decentralization policy, they are involved in the planning and provide input to the process e.g building of bridges during construction for easy access			Meetings



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Annex C1

List of officials met and composition of the World Bank team

List of Officials Met

No.	NAME	ORGANISATION	DESIGNATION
1.	Mukuli Chikuba	MoF- Economic Management and Finance	PS – Economic Management & Finance
2.	Chola J. Chabala	MNDP	PS Planning
3.	Mushuma Mulenga	MNDP	PS – M&E and Development Cooperation
4.	Dr. Martine Mtonga	Smart Zambia Institute	National Coordinator & Deputy Secretary to Cabinet
5.	Numeral Banda	MoLG	Acting PS – MoLG
6.	Mumba Chanda	MoF - Accountant General	Director LG Finance and Projects
7.	Alfred S. Sakwiya	Decentralization Secretariat	Director
8.	Mulele M. Mulele	MNDP - Development Planning	Director
9.	Margret C. Kapanda	MoLG- LG Administration	Director
10.	Maketo Mulele	MNDP – Development Planning	Director
11.	Crane Muleya	MNDP – Public Investment Planning	Director
12.	Lazarus Mulenda	LG Service Commission	Commission Secretary
13.	Richard Lungu	MNDP – Development Planning	Assistant Director
14.	Sheila S. Mudenda	MNDP – Central Statistics Office	Assistant Director
15.	Desmond Banda	MoF - Budget Office	Assistant Director
16.	Prudence Kaoma	MNDP – M & E	Assistant Director
17.	Elizabeth M. Choseni	Decentralization Secretariat	Assistant Director
18.	Sylvia K. Masebo	MoLG - Planning	Assistant Director – PIPD
19.	Andrew Mwinga	MoLG – LG Administration	A/Assistant Director
20.	Dr. Nswana Movens	Decentralization Secretariat	Assistant Director
21.	Coreen Mvula	Decentralization Secretariat	Assistant Director
22.	Musukuma Chuzya	MoLG – LG Administration	Assistant Director
23.	Patson Phiri	MoLG - Planning	Assistant Director
24.	Lee Chileshe	MNDP – Development Planning	Assistant Director – Development Planning
25.	Simon Phiri	Smart Zambia Institute	Deputy Director Local Government
26.	Bob Chiyombwe	MoF – PFMRP	Procurement Specialist
27.	Mpongwe Ndebele Shawa	MoF – PFMRP	M&E Specialist



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28.	Austin Sichinga	MoTC	Deputy Director
29.	Mr. Nyirongo	MoHA – National Registration	National Registrar
30.	Mr. Nyahoda	MoHA – National Registration	Deputy National Registrar
31.	Sally.C. Chama	MoF – PFMRP	Senior Accountant
32.	Samson Mwale	MoF – PFMRP	Principal Accountant
33.	Victoria Y. Kaulung’ombe	MoF – Budget Office	Senior Economist
34.	Brian Mwiya	MoF- Accountant General	Senior Accountant
35.	Kapema G.N. Hangoma	MoF- Budget Office	Acting Principal Economist
36.	Martin Phillip	MoF-Budget Officer	Budget Adviser
37.	Dr. Ruth Mulenga	MoLG - Planning	Principal Planner
38.	Brian Simukoko	MoLG – LG Administration	Principal LG Auditor
39.	Mwelwa A. Munsaka	MoLG - ICT	Principal Planner
40.	Frank Kunda	MoLG – Training Institute	Principal
41.	Kelvin Syabeene	MoLG – LG Administration	Principal Local Government Officer
42.	Shadreck M. Kambafwile	MoLG - Planning	Principal Planner
43.	Chewe Nkole	Smart Zambia Institute	Business Development Officer
44.	Chisenga Fungai Kunda	Smart Zambia Institute	Business Development Officer
45.	Amos M. Musonda	Local Government Service Commission (LGSC)	
46.	Beatrice M. Yeuuka	LGSC	
47.	John Kalokoni	LGSC	
48.	Eddie Nason Mumba	LGSC	
49.	Mary Nkanga	LGSC	
50.	Mwamba K. Makowa	LGSC	
51.	Paul Zimba	LGSC	
52.	Peter Mutale	LGSC	
53.	Bupe Chongo Sinkala	LGSC	
54.	Maybin Chanda	LGSC	
55.	Bwalya E. Banda	LGSC	
56.	Mwape Katemwe	Rufusa Town Council	Council Secretary
57.	Mutinta Siasumo	Rufusa Town Council	District Planning Officer
58.	Mildred Chekwe	Rufusa Town Council	Chief Human Resource Officer
59.	Kabaso Nkalamo	Rufusa Town Council	Council Treasure
60.	Carol Hamaleka	Rufusa Town Council	Chief Administrative Officer
61.	Rachel Chaaka	Rufusa Town Council	Public Relations Officer
62.	Brian Simukoko	Rufusa Town Council	Director of works



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63.	Mumbi M. Chocho	Chilanga Town Council	Council Secretary
64.	Ama D. Addo	Chilanga Town Council	District Planning Officer
65.	Sophie Kandandu	Chilanga Town Council	Deputy Director of Works
66.	Patricia Kaliya M	Chilanga Town Council	Education Standards Officer
67.	Kingford Kalobi	Chilanga Town Council	Deputy Treasurer
68.	Sydney Mwamba	Kafue Town Council	Human Resource Officer
69.	Nkumbu Nangoyi	Kafue Town Council	Health Inspector
70.	Vincent Siakalambwa	Kafue Town Council	District Forestry Officer
71.	Perfecto Buyamba Kabanshi	Kafue Town Council	Director Forestry
72.	Monica Mulenga	Kafue Town Council	Assistant Director Aquaculture
73.	Mwanji Chellah	Kafue Town Council	Director of Agriculture
74.	Idah Katongo	Kafue Town Council	Socio – economic Planner
75.	Maseka Mwamba	Kafue Town Council	Environmental Planner
76.	Suzyo Nyirenda	Kafue Town Council	Architect
77.	Maximilian M. Mwansa	Kafue Town Council	Assistant Commercial Manager
78.	Maambo Chilepa M	Kafue Town Council	Senior System Analyst
79.	Samson Mwanza	Kafue Town Council	Water & sanitation Coordinator
80.	Vannesa Kasongo	Kafue Town Council	Procurement Officer
81.	Kabwe Chileshe	Kafue Town Council	Acting Director of Works
82.	Joseph Chirwa	Kafue Town Council	District Accountant
83.	Mwansa Susan Makungo	Kafue Town Council	Chief Administration Officer
84.	Mwape Mupeta	Kafue Town Council	Data Entry Operator
85.	Jayne K. Bwalya	Kafue Town Council	Community Development Officer
86.	Namoonga Mweene	Kafue Town Council	Chiefs & Traditional Affairs Officer
87.	Ole Krach	GIZ/GFA	Team Leader
88.	Basil Mweempwa	GIZ/PIP	Senior Governance Advisor
89.	Lackson Daka	GIZ/GFA	Advisor Fiscal Decentralization
90.	Michelle Wilson	GIZ/MoLG	Advisor
91.	Jean Knoedel-Keaue	GIZ/LGAZ	Advisor
92.	Leonie Schmitz	GIZ/GFG	Component Coordinator
93.	Rhudo Masasi	GIZ/D4D	Junior Advisor

1. Composition of the World Bank Mission Team

1.	Ramakrishnan Venkateswaran	Lead Governance Specialist & Task Team Leader (TTL)
2.	Shomikho Raha	Senior Public Sector Specialist & Co-TTL



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3.	Miki Matsuura	Public Sector Specialist & Co-TTL
4.	David W. Wachira	Public Sector Specialist
5.	Lourdes Linares	Senior Financial Management Specialist
6.	Lingson Chikoti	Financial Management Specialist
7.	Wedex Ilunga	Senior Procurement Specialist
8.	David W. Wachira	Public Sector Specialist
9.	Njavwa Chilufya	Social Development Specialist
10.	Mwansa Lukwesa	Environmental Specialist
11.	Krishna Pidatala	Senior Operations Officer
12.	Zivanemoyo Chinzara	Country Economist
13.	Charity Mbangweta	Program Assistant
14.	Sipiwe Chihane	Program Assistant
15.	Jumbe Ngoma	Communication Consultant
16.	Baison Banda	Financial Management Consultant
17.	Shadreck Shawa	Procurement Consultant
18.	Elliot Kalinda	Procurement Consultant
19.	Shuller Habeenzu	ICT Consultant
20.	Francis Zulu	PFM Consultant



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Annex C2

List of officials met and composition of the World Bank team

List of Officials Met

No.	NAME	ORGANISATION	DESIGNATION
94.	Emmanuel Pamu Mulenga	MoF	Permanent Secretary Budget
95.	Mushuma Mulenga	MNDP	Permanent Secretary – M&E and Development Cooperation
96.	Amos Malupenga	MoLG	Permanent Secretary
97.	Davison Mendamenda	Office of Auditor General	Acting Auditor General
98.	Alfred S. Sakwiya	Decentralization Secretariat	Director
99.	Elizabeth M. Choseni	Decentralization Secretariat	Assistant Director
100.	Nswana Movens	Decentralization Secretariat	Assistant Director
101.	Coreen C. Mvula	Cabinet Office (DS)	Assistant Director
102.	Betty Musonda	Cabinet Office (DS)	Assistant Director
103.	Desmond Banda	MoF - Budget Office	Assistant Director
104.	Chitalu Mulenga	MoF-Budget Office	Acting Assistant Director
105.	Victoria Y. Kaulung'ombe	MoF - Budget Office	Senior Economist
106.	Kapema G.N. Hangoma	MoF - Budget Office	Acting Principal Economist
107.	Emmy S. Chenguluka	MoF – Treasury Services	Director
108.	Brighton Simutowe	MoF – Treasury Services	Principal Accountant
109.	Maggie Sisy	MoF – Treasury Services	Principal Accountant
110.	Eddie Mulenga	MoF – Treasury Services	Senior Accountant
111.	Mumba Chanda	MoF - Accountant General	Director LG Finance and Projects
112.	Brian Mwiya	MoF - Accountant General	Senior Accountant
113.	Joyce Sundano	MoF Internal Audit	Controller of Internal Audit
114.	Martha Ndhlovu	MoF Internal Audit	Principal Internal Auditor
115.	Chikapa Kazuma	MoF Internal Audit	Senior Internal Auditor
116.	George Chibwe	MoF Internal Audit	Assistant Director
117.	Phales C. Phiri	Office of Auditor General	Acting Deputy Auditor General
118.	Sally Ross	Office of Auditor General	Acting Deputy Auditor General
119.	Francis Mbewe	Office of Auditor General	Director
120.	Renniah S. Zulu	Office of Auditor General	Director
121.	Wycliff Sakala	Office of Auditor General	Acting Assistant Director
122.	Shadreck Chitumbo	Office of Auditor General	Acting Assistant Director



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123.	Francis Chewe	Office of Auditor General	Principal Auditor
124.	Eng. Fanizani Phiri	MoLG	Acting Director
125.	Nancy Mwamba	MoLG - Finance	Acting Director
126.	Constance Musonda	MoLG - Finance	Senior Accountant
127.	Nkumbu Siame	MoLG - DHID	Director
128.	Ngoza Munthali	MoLG - Planning	Director
129.	Shadreck M. Kambafwile	MoLG - Planning	Principal Planner
130.	Mweembo Changula	MoLG - Planning	Principal Planner
131.	Chilombo M. Hamabwe	MoLG - Planning	Senior Planner
132.	Margret C. Kapanda	MoLG - LG Administration	Director
133.	Kelvin Syabeene	MoLG - LG Administration	Principal Local Government Officer
134.	Numeral Banda	MoLG - Physical Planning	Director
135.	Mwelwa A. Munsaka	MoLG - ICT	Principal Planner
136.	Frank Kunda	MoLG - LGTI	Principal
137.	Pondani Daka	MoLG - LGTI	SSTO
138.	Mukupu Tembo	MoLG - LGTI	SSTO
139.	Isaac Kaputo	MoLG - Procurement	Chief Purchasing & Supply Officer
140.	Kelvin Syabeene	MoLG	PLGO
141.	Richard Kangwa	MoLG	Principal Engineer
142.	Brian Siakabeya	MoLG	Principal SWMO
143.	Amos M. Musonda	LGSC	Commission Chairperson
144.	Lazarous Mulenda	LGSC	Commission Secretary
145.	Bwalya.E Banda	LGSC	CHROM
146.	Michelle Sinda	MNDP	Principal Planner
147.	Bob Chiyombwe	MoF – PFMRP	Procurement Specialist
148.	Mpongwe Ndebele Shawa	MoF – PFMRP	M&E Specialist
149.	Sally.C. Chama	MoF – PFMRP	Senior Accountant
150.	Samson Mwale	MoF – PFMRP	Principal Accountant
151.	Caiphas Phiri	MoF – PFMRP	Principal Accountant
152.	Jane Mvula	MoF – PFMRP	Accountant
153.	Kennedy Chilumbi	ZPPA	Principal Compliance Officer
154.	James Paipi	CLGTI/MLG	HOD-AMS
155.	Basil Mweempwa	GIZ/PIP	Senior Governance Advisor
156.	Martin Phillip	GIZ/MoF - Budget Office	Budget Adviser



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157.	Lackson Daka	GIZ/GFA	Fiscal Decentralization Advisor
158.	Michelle Wilson	GIZ/MoLG	Advisor
159.	Jean Knoedel-Keaue	GIZ/LGAZ	Advisor
160.	Leonie Schmitz	GIZ/GFG	Component Coordinator
161.	Rhudo Masasi	GIZ/D4D	Junior Advisor

2. Composition of the World Bank Mission Team

1.	Hisham Waly	Practice Manager
2.	Rama Krishnan Venkateswaran	Lead Governance Specialist & Task Team Leader (TTL)
3.	Shomikho Raha	Senior Public Sector Specialist & Co-TTL
4.	Miki Matsuura	Public Sector Specialist & Co-TTL
5.	Abebaw Alemayahu	Sr Urban Specialist & Co-TTL (joined remotely)
6.	Luis Schwarz	Sr Finance Officer
7.	Lourdes Linares	Senior Financial Management Specialist
8.	Aleks Kocovski	Senior Operations Officer
9.	Lingson Chikoti	Financial Management Specialist
10.	Wedex Ilunga	Senior Procurement Specialist
11.	David W. Wachira	Public Sector Specialist
12.	Njavwa Chilufya	Social Development Specialist
13.	Mwansa Lukwesa	Environmental Specialist
14.	Krishna Pidatala	Senior Operations Officer
15.	Zivanemoyo Chinzara	Country Economist
16.	Charity Mbangweta	Program Assistant
17.	Sipiwe Chihane	Program Assistant
18.	Jumbe Ngoma	Communication Consultant
19.	Baison Banda	Financial Management Consultant
20.	Shadreck Shawa	Procurement Consultant
21.	Elliot Kalinda	Procurement Consultant
22.	Shuller Habeenzu	ICT Consultant
23.	Francis Zulu	PFM Consultant
24.	Daniel Budny	Consultant (joined remotely)



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Annex D

Item	Task & Objective	Required Action	Actions Taken	Responsible Person	Target Due Date	Remarks