



Republic of Zambia

ROAD DEVELOPMENT AGENCY

Mwinilunga - Jimbe Road Rehabilitation Project

Final Stakeholder Engagement Plan

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Acronyms

AfDB	African Development Bank
ESF	Environmental and Social Framework
ESRS	Environmental Social Review Summary
ESS	Environmental and Social Standard
GBV	Gender Based Violence
GM	Grievance Mechanism
GRM	Grievance Redress Mechanism
GRZ	Government of Zambia
MC	Minimum Conditions
M&E	Monitoring and Evaluation
MIHUD	Ministry of Infrastructure, Housing and Urban Development
MoFNP	Ministry of Finance and National Planning
MoLNR	Ministry of Lands and Natural Resources
NHCC	National Heritage Conservation Commission
NGO	Non Governmental Organization
OIP	Other Interested Parties
PAI	Project Area of influence
PDO	Project Development Objective
PMU	Program Management Unit
PIT	Project Implementation Team
RDA	Road Development Agency
SEP	Stakeholder Engagement Plan
ZEMA	Zambia Environmental Management Agency

GLOSSARY OF KEY TERMS

Consultation - The process of gathering information or advice from stakeholders and taking these views into account when making project decisions and/or setting targets and defining strategies.

Engagement - A process in which a company builds and maintains constructive and sustainable relationships with stakeholders impacted over the life of a project. This is part of a broader “stakeholder engagement” strategy, which also encompasses governments, civil society, employees, suppliers, and others with an interest in the Project.

Grievance Mechanism - a process for receiving, evaluating, and addressing project-related complaints from citizens, stakeholders, and other affected communities.

Stakeholders - Persons or groups who are 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; workers, local communities directly affected by the project and other stakeholders not directly affected by the project but that have an interest in it, e.g., local authorities, neighboring projects, and/or nongovernmental organizations, etc.

Stakeholder Engagement Plan - A plan which assists investors with effectively engaging with stakeholders throughout the life of the project and specifying activities that will be implemented to manage or enhance engagement.

Complainant - An individual, group, or organization that submits a verbal or written complaint.

Grievance/Complaint - an expression of dissatisfaction that stems from real or perceived issues, typically referring to a specific source of concern and/or seeking a specific solution. For the purpose of this GRM, real and perceived impacts are treated equally and given the same due process. The term grievance and complaint are used interchangeably in this document.

Sexual exploitation - any actual or attempted abuse of a position of vulnerability, differential power, or trust for sexual purposes, including, but not limited to, profiting monetarily, socially, or politically from the sexual exploitation of another. In African Development Bank (AfDB) financed operations, sexual exploitation occurs when access to or benefit from Bank-financed goods, works, non-consulting services or consulting services is used to extract sexual gain.

Sexual abuse - actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions

Sexual harassment - Any unwelcome sexual advances, request for sexual favors, verbal or physical conduct or gesture of a sexual nature, or any other behavior of a sexual nature that might be reasonably expected or perceived to cause offense or

humiliation to another when such conduct interferes with work; is made a condition of employment; or creates an intimidating, hostile, or offensive work environment.

Sexual exploitation and abuse (SEA), sexual harassment (SH): SEA occurs against a beneficiary or member of the community. SH occurs between personnel/staff and involves any unwelcome sexual advance or unwanted verbal or physical conduct of a sexual nature. The distinction between the two is important so that agency policies and staff trainings can include specific instruction on the procedures for report each incidence.

Survivor - A survivor is a person who has experienced the SEA/SH incident in the context of this GM

EXECUTIVE SUMMARY

The Stakeholder Engagement Plan (SEP) of the Mwinilunga - Jimbe road rehabilitation project in the North Western Province of Zambia outlines the stakeholder engagement strategy that will be applied during the various phases of the project. The SEP describes the engagement activities to be undertaken with different groups of impacted individuals, communities and other relevant stakeholders. It describes the timeframe, responsibilities, budget and reporting requirements for the engagement process. The SEP outlines how, when, and ways in which the project team will inform, communicate, and consult with stakeholders including vulnerable groups. The SEP has been prepared in accordance with the African Development Bank (AfDB) Environmental and Social (E&S) Operational Safeguard (OS) 10: Stakeholder Engagement and Information Disclosure.

It will cover the timing and methods of engagement through out the life cycle of the project. The SEP is a living document and might be updated anytime during project implementation to capture issues that could arise due to changing circumstances and uncertainties.

The rehabilitation of the 102Km Mwinilunga to Jimbe road is meant to improve the wellbeing of the people who depend on the project roads. This is so because socio-economic and cultural growth mainly depends on a speedy, safe, economical, comfortable and efficient transport system, particularly a road transport system. Once the project road is upgraded, it will shorten transit times, reduce vehicle operating costs, and therefore make transportation of goods easier. The project road will also support the regional integration and cross border trade with Angola through the Jimbe border.

In order to implement best practice approaches that are in line with the provisions of Operational Safeguard (OS) 10, the project will apply the *Openness and lifecycle approach, Informed participation and feedback, Inclusivity and sensitivity and Sensitivity to stakeholders' needs* principles to enhance stakeholder engagement.

The stakeholders along the road corridor include the following;

- **Affected Parties** which include persons, groups, local communities and other entities within the Project Area of Influence (PAI) that may be adversely affected by the project directly or indirectly, positively or negatively and who need to be closely engaged in understanding impacts and their significance
- **Other Interested Parties** (OIP): constitute individuals/groups/entities who may be interested in the project because of its location, its proximity to natural or other resources or parties involved in the project
- **Disadvantaged or vulnerable groups** within the project area who are persons who may be differentially impacted or further marginalized by the project as compared with any other groups due to their vulnerable status.

The developed stakeholder list as well as stakeholder analysis and mapping will continue to be revised and updated during the consultation and during the planning

phase, based on the ongoing receipt of comments and input from local, national and international stakeholders connected to the Project.

Community stakeholder engagements have taken place at Jimbe Trading Centre and Kalene Trading Centre on 2nd April 2025 and at Lwakela Trading Centre on 3rd April 2025. One-on-One discussions with the project affected individuals were held between 20th March 2025 to 9th April 2025 during the inventory survey of affected assests. The stakeholder engagements were attended by village headmen, local businessmen/women, local subsistence farmers, school going children and ordinary community members.

The SEP will be periodically revised and updated as necessary during project implementation to ensure that the information presented herein is consistent and up to date, 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 and communicated to stakeholders.

Project stakeholders and individuals who may be affected by sites identified and screened for project activities will be informed about the outcome of the screening, key risks identified, and the mitigation measures that have been considered to respond to the identified risks.

The stakeholder engagement activities will be incorporated into the project management system with the formation of the Project Implementation Team (PIT). The Project Manager, the Environmental Specialist, the Social Specialist and the Contractor(s) will spearhead the stakeholder engagement activities.

A project-level Grievance Redress Mechanism (GRM) will be put in place by the Road Development Agency to receive and facilitate resolution of concerns and grievances of project-affected parties related to the environmental and social performance of the project in a timely manner. A monitoring matrix will will used to provide a structured tool for tracking progress, ensuring accountability, and demonstrating compliance with the African Development Bank requirements.

A total of **USD 694,050.00** will be required to manage and implement the Stakeholder Engagement Plan.

1. Introduction/Project Description

1.1 Introduction

This stakeholder engagement plan (SEP) outlines the stakeholder engagement strategy for the construction of the Mwinilunga - Jimbe road in North Western Province of Zambia. It describes the engagement activities to be undertaken with different groups of impacted individuals, communities and other relevant stakeholders. It describes the timeframe, responsibilities, budget and reporting requirements for the engagement process. The SEP outlines how, when, and ways in which the project team will inform, communicate, and consult with stakeholders including vulnerable groups. The SEP has been prepared in accordance with the AfDB Environmental and Social Operational Safeguard 10: Stakeholder Engagement and Information Disclosure.

It will cover the timing and methods of engagement through out the life cycle of the project. This SEP is a living document and might be updated anytime during project implementation to capture issues that could arise due to changing circumstances and uncertainties.

The overall objectives of SEP are to:

- i. Identify all stakeholders and ensure their participation in all stages of the project cycle.
- ii. Establish a systematic approach to stakeholder and citizen engagements that will help to identify stakeholders, build and maintain a constructive relationship with both project-affected parties and other interested parties.
- iii. Allow for accessible and transparent interaction and communication among stakeholders;
- iv. Ensure that the views and concerns of stakeholders are heard, considered and acted upon where appropriate, and that feedback is provided;
- v. Provide an accessible and transparent mechanism for stakeholder grievances to be aired and attended to;
- vi. Assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be considered in project design and environmental and social performance.
- vii. Promote and provide means for effective and inclusive engagement with project- affected and interested parties throughout the project cycle on issues that could potentially affect them.
- viii. Ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders, especially to the vulnerable individual and groups, in a timely, understandable, accessible, and appropriate manner and format taking special consideration for the disadvantaged or vulnerable groups and address their concerns and feedback during subproject activities implementation.
- ix. Provide project-affected and interested parties, including the vulnerable persons, with accessible and inclusive means to raise issues and grievances and allow the Project Implementing Entity and its Project Implementation Team to respond to and manage such grievances, especially those coming from

vulnerable persons and groups.

1.2 Project Description

In Northwestern Province, one of the project roads earmarked for upgrading covers 102Km from Mwinilunga to Jimbe. The rehabilitation of the road is meant to improve the wellbeing of the people who depend on the project road. This is so because socio-economic and cultural growth mainly depends on a speedy, safe, economical, comfortable and efficient transport system, particularly a road transport system. Absence of a well-developed road network has caused lack of basic facilities in sectors such as education, health, banking, tourism, and has led to reduction of employment potential, limited inter –regional transport of agricultural inputs and consumer goods, reduced outward transportation of agricultural and forestry produce, livestock and their products for most of the rural population.

Once the project road is upgraded, it will shorten transit times, reduce vehicle operating costs, and therefore make transportation of goods easier. The project road will also support the regional integration and cross border trade with Angola through the Jimbe border.

1.3 Project Location

The location of the Mwinilunga - Jimbe road is as highlighted in the map below.

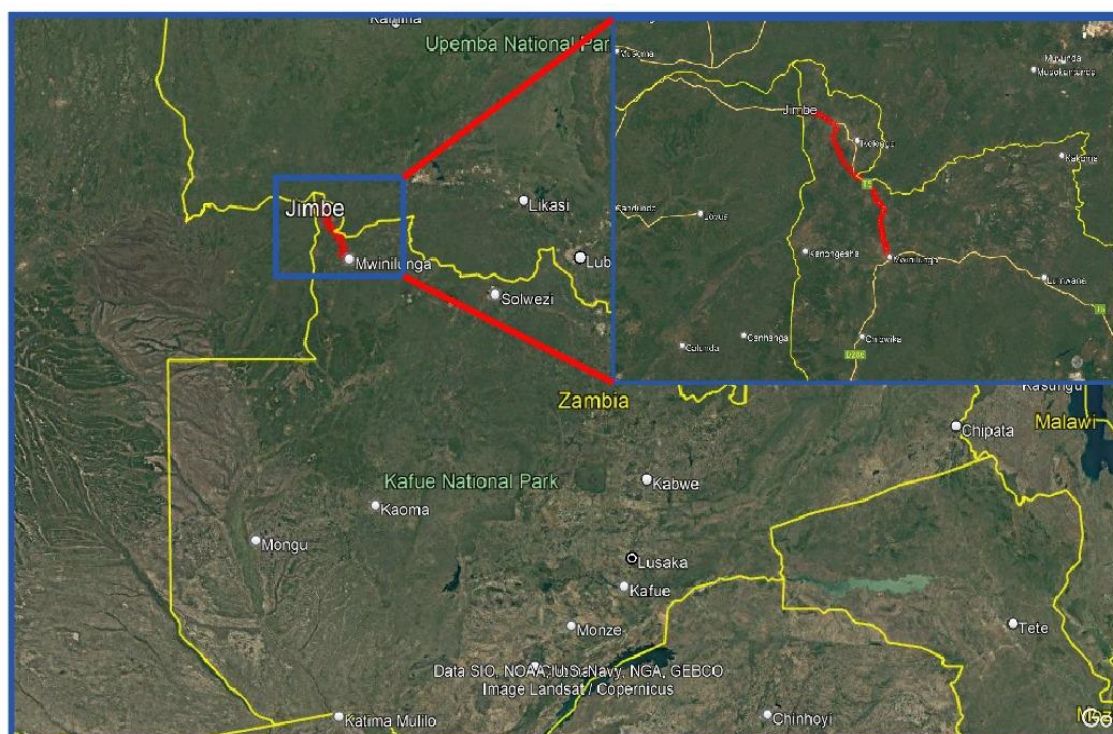


Figure 1: Location Map of the Mwinilunga to Jimbe Project Road

2. Stakeholder Identification and Analysis

2.1 Methodology

In order to implement best practice approaches that are in line with the provisions of OS10, the project will apply the following principles for stakeholder engagement:

- *Openness and lifecycle approach*: consultations and other stakeholder engagement for the project will be undertaken during the whole lifecycle, carried out in an open manner, free of external manipulation, interference, coercion or intimidation and based on meaningful, inclusive and culturally appropriate participation;
- *Informed participation and feedback*: information will be provided to and widely distributed among all stakeholders in a meaningful, sensitive and appropriate format, and ongoing and regular opportunities will be provided to respond to stakeholders' feedback. Feedback from stakeholders will be documented, analysed, and incorporated into project design and implementation, with responses provided to stakeholders in subsequent rounds of engagement;
- *Inclusivity and sensitivity*: stakeholder identification will be undertaken to support robust, sensitive and meaningful communication and build effective relationships. The participation process for the project and sub-projects will be inclusive. All stakeholders at all times will be encouraged to get involved in the consultation process; and
- *Sensitivity to stakeholders' needs*: this will be necessary to ensure that the consultation processes adopt acceptable and accessible norms of engagement. Engagement will also include informing stakeholders of the project's Grievance Redress Mechanism (GRM) and how to access it.

2.2 Affected parties and other interested parties

Affected Parties include persons, groups, local communities and other entities within the Project Area of Influence (PAI) that may be adversely affected by the project directly or indirectly, positively or negatively and who need to be closely engaged in understanding impacts and their significance. The project will focus particularly on those directly and adversely affected by project activities. This category includes beneficiaries (i.e. government officials/entities, general community members of the project areas and individuals who may offer specific services to the project). During project implementation, the Road Development Agency (RDA) will identify and include other stakeholders who may need to be brought on board.

Other Interested Parties (OIP): constitute individuals/groups/entities who may be interested in the project because of its location, its proximity to natural or other resources or parties involved in the project. OIP may be affected by the project and have the potential to influence project outcomes. They may not experience direct

impacts from the project but they may consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way. These stakeholders include the Zambia Environmental Management Agency, the Ministry of Green Economy and Environment, the Ministry of Local Government and Rural Development, the Ministry of Agriculture, the National Heritage Conservation Commission, the Department of National Parks and Wildlife, the Road Transport and Safety Agency, District Local Authorities, the National Road Fund Agency, Water Resources Management Authority, Ministry of Mines and Minerals Development, Traditional Authorities, Community Based Organizations and Non-Governmental Organisations operating in particular localities. These stakeholders can help play a role in identifying risks, potential impacts and opportunities for the borrower to consider and address in the assessment process.

2.3 Disadvantaged/vulnerable individuals or groups

Disadvantaged or vulnerable groups within the project area who may be differentially impacted or further marginalized by the project as compared with any other groups due to their vulnerable status. These include persons with disability, the elderly, women and youths. The detailed locations of the disadvantaged and vulnerable groups/individuals along the road corridor will be determined during the preparation of the ESIA and RAP reports. Given the fact that this project will involve civil works at district levels, vulnerable groups will be directly affected by the project activities. The SEP will guide engagement processes to specifically target these individuals or groups with appropriate information, presented in a suitable manner to understand the nature of the project activities and the potential positive and negative impacts expected from the project.

This SEP will reflect all stakeholders and the engagement strategies to be executed. Annex A provides a tentative list of stakeholders for the project which include government ministries, local authorities, traditional leaders in the project area and civil society organisations among others. The list will be reviewed and updated on the basis of consultations held during project implementation with the various stakeholders.

Specifically, RDA will take the following steps to provide support to the vulnerable peoples in collaboration with the local administration, local leadership and the project contractors:

- RDA will approach local administration and the Project Contractors to give priority to the vulnerable family members and provide jobs on priority basis.
- RDA will approach the local administration and local political leadership to include the women-headed households as well as low-income families and persons with disabilities whose livelihood would be at jeopardy at the project implementation phase and as an alternative include them in the government social safety net programs
- RDA will ensure active participation of all stakeholders including the vulnerable groups and in the project-related decision-making consultation meetings. The ESIA and RAP is in the process of being prepared/updated and this will identify

the Vulnerable Groups. They would be engaged in the Stakeholder Engagement Activities and necessary support including transportation, meeting the disabled in situ, supplying them with project information related documents/brochure etc. would be arranged and their concerns heard, while their inputs would be taken into consideration while finalizing project design and during implementation. Assistance of local administration, local leadership, local police and the project contractors would be of great value in this regard.

- Women-headed households, the disabled elderly, the single mothers, the sick, etc., who could be amongst the vulnerable groups, may require separate consultation owing to their peculiar limitation, The RDA, contractor and other project implementation entities should arrange meetings with such groups in the presence of local elders/local elected representatives so as to ensure that they are heard, their viewpoints registered and the likely negative effects are mitigated.

2.4 Summary of Project Stakeholder Needs

The assessment of stakeholder needs was based on the institutional and stakeholder chain for the implementation of the road project. Table 1 below presents a summary of project stakeholders needs.

Table 1: Summary of Project Stakeholder Needs

Stakeholder group	Key characteristics	Language needs	Preferred notification means (e-mail, phone, radio, letter)	Specific needs (accessibility, large print, child care, daytime meetings)
Affected Parties	-Living within the project area of influence -Similar cultural and economic orientations -Face similar challenges in the project area	English Lunda	Community meetings, workshops, reports, phone calls	-Late afternoon preferred timing -Transportation to venues of meetings and back to their respective locations -Graphic illustrations -Translations
Other Interested Parties	-Government institutions -Decision makers who have an impact on the performance of the project	English	Meetings; policy briefs, reports, workshops, emails	-Day time meetings -Enclosed venues for meetings -Focused meetings at institutional level
Disadvantaged/vulnerable individuals or groups	-Poor standard of living	English Lunda	Meetings, workshops, reports, phone calls	-Late afternoon preferred timing -transportation to venues of meetings -Graphic illustrations -Translations

2.5 Stakeholder Mapping

Stakeholder mapping, illustrated in Figure 2 was undertaken to identify the level of engagement required during project preparation and implementation for each group of stakeholders based on their level of interest and level of influence. The mapping results are as follows:

- The stakeholders that appear in the top right quadrant are those that need to be managed closely (i.e., the stakeholders that need to be proactively engaged on a regular basis and engagement efforts should be focused on this group). This is because these are the stakeholders that are most interested in the Project and have the potential to impact its outcome (i.e., the ability of the Project to go ahead).
- The stakeholders that appear in next quadrant 1 who have high influence but low interest need to be kept satisfied about the project while the stakeholders in Q4 who have low influence but with a high interest need to be kept informed.
- The final stakeholders (i.e., in Q4) need to be monitored – i.e. informed of key Project aspects. It is important to track if their level of interest or influence changes.

The stakeholder list a copy of which is annex 10.1 as well as stakeholder analysis and mapping will continue to be revised and updated during the consultation and during the planning phase, based on the ongoing receipt of comments and input from local, national and international stakeholders connected to the Project.

Figure 2: Mwinilunga Jimbe Preliminary Stakeholder Mapping Results



3. Summary of Previous Stakeholder Engagement Activities

The following are the community stakeholder engagements that have taken place along the road corridor in 2025. The stakeholder engagements were attended by village headmen, local businessmen/women, local subsistence farmers, school going children and ordinary community members.

Table 2. Stakeholder Engagements Meetings that were held along the Mwinilunga to Jimbe road corridor

S/N	Location of Meeting	Date	Number of Participants	Nature of Meeting
1	Jimbe Trading Centre	2 April 2025		Public Gathering
2	Kalene Trading Centre	2 April 2025		Public Gathering
3	Lwakela Trading Centre	3 April 2025		Public Gathering
4	Mwinilunga to Jimbe	20 March 2025 to 9 April 2025	1,497	One-on-One discussions with the affected individuals during the inventory survey exercise.

The vulnerable community members, especially the elderly, women and differently abled, were mostly engaged during the one-on-one discussions at their homesteads.



Figure 3: Pictures of scoping meetings that were held in the project area in 2025



Figure 4: Pictures of scoping meetings that were held in the project area in 2025

The stakeholder engagements that were conducted from 20 March 2025 to 9 April 2025 resulted in the updating of the Environmental and Social Impact Assessment (ESIA) and the Resettlement Action Plan (RAP) for the Mwinilunga Jimbe road project. Additional stakeholder consultations will be conducted during project preparation and throughout project implementation .

The following is a summary of the main issues that were noted during the community stakeholder engagements along the Mwinilunga Jimbe road corridor.

Table 3: Key Issues arising from Stakeholder Meetings

Category of participants	Number of participants	Key Feedback received
Men	979	<ul style="list-style-type: none"> • They expressed happiness that the road was finally going to be worked on • They stressed the need for timely compensation • Project should give equal employment opportunities to women
Women	516	
Religious group representatives	17	
Youths	484 (F – 148; M – 336)	<ul style="list-style-type: none"> • They requested that they should be prioritized when it comes to jobs during the construction phase owing to the high unemployment levels in the project areas • Need for business opportunities for youths who are pineapple farmers • Need for contractors to pay workers above the minimum wage according to the labour laws.
Elderly	162 (F – 83; M – 79)	<ul style="list-style-type: none"> • Need for timely compensation and whether they could be assisted in the relocation and construction of their properties

4. Stakeholder Engagement Program

4.1 Purpose and timing of stakeholder engagement

The main goals of the stakeholder engagement program is to identify all stakeholders and ensure their meaningful participation at all stages of the project cycle, to establish a systematic approach to stakeholder and citizen engagements that will help to identify stakeholders and build and maintain a constructive relationship with them, project-affected parties, to assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be considered in project design and environmental and social performance, to promote and provide means for effective and inclusive engagement with project-affected parties throughout the project cycle on issues that could potentially affect them, to ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders, especially to the vulnerable individuals and groups, in a timely, understandable, accessible, and appropriate manner and format taking special consideration for the disadvantaged or vulnerable groups and address their concerns and feedback during implementation of project activities and to provide project-affected parties, including the vulnerable persons, with accessible and inclusive means to raise issues and grievances and allow the Road Development Agency to respond to and manage such grievances, especially those coming from vulnerable persons and groups. The schedule of engaging the various stakeholders will be during the planning, implementation and the operational phases of the project as illustrated in Table 4. During these interactions people's comments and concerns will be noted and shall be

addressed during the lifecycle of the project. People will be made aware of forthcoming opportunities to review information and provide their input through the use of radio which include community radio stations, social media and the print media. The other avenue that will be used to disseminate information regarding the holding of especially community stakeholder meetings will be through the traditional leadership. Venues and time for the holding of such meetings will be clearly stated in the messages.

4.2 Proposed Strategy for information disclosure

All knowledge products and innovations produced by the RDA will be in the public domain. The project intends to use a broad range of channels to share information on project activities and outputs. This will include audio-visuals in electronic and hard-copy formats, in person and virtual workshops and symposia, field visits, blogs, radio and television broadcasts, Project Reports, emails, virtual meetings, technical reports, technical and policy briefs, websites, electronic newsletters, workshops and training courses, multimedia content (videos, infographics), and social media outreach.

To ensure that project information disclosure is inclusive, the project will collaborate with local community radio stations and, district and community government officials to hold community level meetings to share project information with potential beneficiaries in their respective local languages. In so doing, the project will pay particular attention to cultural sensitivities around holding community meetings with both men, women, and youth together. In some instances, separate focus group meetings will be held with women and youth groups to communicate project information. Where appropriate, separate focus group meetings will be held with women, youth, persons with disabilities, elderly, and other disadvantaged or vulnerable groups to ensure culturally sensitive and accessible engagement. In general, the strategies considered for information disclosure include the following:

- i. Publication of key project documents at RDA and Ministry of Infrastructure, Housing and Urban Development websites
- ii. Community meetings
- iii. Newspapers, posters, radio, television;
- iv. Information centers and exhibitions or other visual displays;
- v. Brochures, leaflets, posters, nontechnical summary documents and reports;
- vi. Official correspondence, meetings;
- vii. Social media.

Monitoring indicators will be established to assess the effectiveness of information disclosure, including reach of communication channels, accessibility of information to vulnerable groups, and timeliness of dissemination. An outline of what information will be disclosed, in what formats, and the types of methods that will be used to communicate this information to each of the stakeholder groups is outlined in Table 4 below.

4.3 Proposed Strategy for stakeholder engagement

Stakeholder engagement activities will provide stakeholder groups with relevant information and opportunities to voice their views on issues that matter to them/affect

them. The mechanism of information dissemination should be simple and be accessible to all. Two of the important means that will be followed include briefing material and organization of community consultation sessions. The briefing material can be in the form of (a) brochures (including project information, details of entitlements including compensation and assistance to be given to the PAPs; grievance mechanism), (b) posters to be displayed at prominent locations and (c) leaflets that can be distributed in the project areas. Some of the briefing materials will be prepared in the Lunda and Luchazi local languages. Consultation meetings should also be organized at regular intervals by the project to acquaint the communities, target group beneficiaries and the affected persons of the following:

- Timeline and progress of the project by components;
- Information on beneficiary participation;
- Information on compensation and entitlements as well as livelihood restoration programs/activities;
- Time line for acquisition of land using voluntary donation, direct purchase and any other voluntary approach.

Table 4 presents the stakeholder engagement activities that RDA will undertake for the project. The activity types and their frequency are adapted to the three main project stages: project preparation (including design, procurement of contractors and supplies), construction, and operation and maintenance. The methods used would vary according to the target audience and would include:

- Public/community meetings, separate meetings with disaggregated categories of vulnerability (persons with disabilities, elderly, women-headed households, unemployed youth, HIV/AIDS-affected households, etc.)
- Face-to-face meetings
- Focus Group Discussions/Key Informant Interviews
- Workshop with the Experts
- Surveys, polls etc.
- Interviewing stakeholders and relevant organizations
- Mass/social media communication (as needed)
- Disclosure of written information: brochures, posters, flyers, RDA website

Table 4 also presents the means to consult with the project affected stakeholders should there be significant changes to the project that may result in additional risks and impacts.

Table 4: Proposed Strategy for Stakeholder Engagement

Project stage	List of information to be disclosed	Methods Proposed	Timetable: Locations/dates	Target stakeholders	Responsibility
Planning (Project design, scoping, resettlement planning, ESIA, RAP disclosure)	<ul style="list-style-type: none"> -Project scope and rationale - ESIA, SEP, RAP disclosure - Land acquisition process and compensation - Assistance in gathering official documents for authorized land uses - Project E&S principles - Resettlement and livelihood restoration options - Grievance mechanism process including GRC Composition 	<ul style="list-style-type: none"> -RDA website. -RDA Facebook page -Stakeholder meetings -Radio/TV discussions -Press Statements -Public meetings, separate meetings for women and vulnerable -Disclosure of written information: brochures, posters, flyers, information boards in the project area 	<ul style="list-style-type: none"> Every month before the start of the civil works -Immediately after finalizing of the ESIA, SEP, RAP etc. and then as and when required -At a central place convenient for all stakeholders -As and when required- at different stages of the Property relocation and Construction -Throughout SEP development as needed - 	<ul style="list-style-type: none"> -Development Partners -Relevant line ministries and agencies -CSO & CBOs -People potentially affected by land acquisition - People residing in project area - Vulnerable households - local businesses along the RoW - Local administration and local leadership - Press and media - NGOs - Businesses and business organizations - Workers' organizations - Academic institutions - National Government Ministries - Government Departments - General public, jobseekers -Supervision Consultants - Third Party Monitoring Agency, when employed - Supervision contractors, sub-contractors, service providers, suppliers, and their workers 	<ul style="list-style-type: none"> -MIHUD -RDA (PIT)
Construction and mobilization activities	<ul style="list-style-type: none"> -Grievance mechanism - Health and safety impacts (community H&S, community concerns) - Employment opportunities - Project status -Environmental concerns -Worker grievance Mechanism 	<ul style="list-style-type: none"> -RDA website. -RDA Facebook page -Radio/TV discussions -Press Statements -Public meetings, workshops - Separate meetings as needed for women and vulnerable groups -RDA Quarterly reports -Notice board(s) at construction 	<ul style="list-style-type: none"> -Quarterly meetings during construction stage - Communication through mass/social media as needed - Notice boards updated weekly - Routine interactions -- Brochures in local offices 	<ul style="list-style-type: none"> -Development Partners, Relevant line ministries and agencies, -People potentially affected by land acquisition - People residing in project area along the RoW - Vulnerable households - Affected community's Representatives -Press and media - NGOs - Businesses and business 	<ul style="list-style-type: none"> -MIHUD -RDA (PIT)

Project stage	List of information to be disclosed	Methods Proposed	Timetable: Locations/dates	Target stakeholders	Responsibility
	-Training on safeguards requirements and other sub-management plans	sites		organizations - Workers' organizations - Academic institutions - National Government Ministries -Other RDA staff - Supervision Consultants - Contractor, subcontractors, Service providers, suppliers and their workers	
Operational and Maintenance	- Grievance mechanism process - Issues of concern - Status and compliance reports	-RDA website. -RDA Facebook page -Stakeholder meetings -Radio/TV discussions -Press Statements -Submission of reports as required	As needed	-Development Partners, -Relevant line ministries and agencies, CSO & CBOs -Media, Disadvantaged and vulnerable groups -All project affected and project interested parties -General public -Workers' organizations - Academic institutions -People residing in project area along the RoW -Other RDA staff - Supervision Consultants - Contractor, subcontractors, Service providers, suppliers and their workers -Affected community's representatives	-MIHUD -RDA (PIT)

4.4 Proposed Strategy to incorporate the views of Vulnerable Groups

The project will take special measures outlined below to ensure that members of disadvantaged and vulnerable groups have an equal opportunity to provide feedback on the mechanism during its preparation and implementation, in order to incorporate communities' views, voices, and needs through meaningful consultations.

- **Engaging community members:** The project will actively involve community members, especially those from vulnerable groups, in the decision-making process. This can be done through consultations, focus group discussions, and interviews.
- **Tailored consultations:** The project will facilitate tailored consultations with specific vulnerable groups, such as women, youth, and persons with disabilities (PWD), elderly, women-headed households, chronically ill, HIV/AIDS-affected households, and other disadvantaged groups identified during the ESIA and RAP. These consultations will be designed to address their specific concerns and ensure their voices are heard.
- **Use of diverse communication channels:** The project will diversify its means of communication and rely on channels that are accessible to vulnerable groups. For example, community radio stations can be highly effective in conveying relevant information to rural communities and allowing vulnerable groups to provide their feedback and suggestions.
- **Collaboration with local agencies:** The project will identify and connect with local NGOs and CSOs working with vulnerable groups. This collaboration can provide insights into the local context and culture, as well as support in information dissemination and consultations with the vulnerable groups.
- **Accessibility and inclusivity:** The project will ensure that the timing and location of consultations are appropriate to the needs of vulnerable groups and sensitive to local cultural dynamics. Adequate notice will be given to ensure their participation, and efforts will be made to make the meetings comfortable for them. This will include arranging physically accessible venues, providing translation, and offering child-care or transport assistance as needed.
- **Monitoring and evaluation:** The project will have a mechanism in place to monitor the consultation process and ensure that the views of vulnerable groups are considered in decision-making. This can be done through the involvement of a social safeguards specialist or a dedicated team responsible for monitoring the inclusion of vulnerable groups.

By implementing these strategies, the rehabilitation/construction of the Mwinilunga – Jimbe road project will ensure that the views and concerns of vulnerable groups are taken into account, leading to more inclusive and sustainable outcomes.

4.5 Timelines

Stakeholder engagements for the project have been a continuous process from the project design and preparatory stage to date. As per table 4, RDA will continue to engage all relevant stakeholders throughout the project implementation process until the project closure.

4.6 Review of comments

Comments on the project will be gathered through written and oral submissions. The submissions will be reviewed and where necessary they will be incorporated in the project reports. Stakeholders will be provided a feedback through the disclosure mechanisms outlined in the SEP. All comments and complaints will be responded to either verbally or in writing, in accordance with the preferred method of communication specified by the complainant, if contact details of the complainant are provided. All complaints and grievances will be channelled through the Grievance Redress Mechanism (GRM) and tracked to ensure timely resolution, with outcomes communicated back to the complainants.

4.7 Review and Update of the SEP

The SEP will be periodically revised and updated as necessary during project implementation to ensure that the information presented herein is consistent and up to date, 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 and communicated to stakeholders.

Project stakeholders and individuals who may be affected by sites identified and screened for project activities will be informed about the outcome of the screening, key risks identified, and mitigation measures considered to respond to risks identified.

Information on public engagement activities undertaken by the project during a project year will be conveyed to the stakeholders during annual progress updates sessions with stakeholders. Information that will be shared include type of engagement opportunities given to project stakeholders, nature of participation in terms of gender and involvement of disadvantage groups, the extent to which stakeholders views were considered, and updates on project grievances.

5. Responsibilities for Implementing Stakeholder Engagement Activities

The following is how the SEP will be implemented:

5.1 Management functions and responsibilities

The stakeholder engagement activities will be incorporated into the project management system with the formation of the Project Implementation Team (PIT). The Project Manager, the Environmental Specialist, the Social Specialist and the Contractor(s) will spearhead the stakeholder engagement activities as illustrated in Table 5 below.

Table 5: Roles and Responsibilities

Institution / Lead Person	RESPONSIBILITY
Project Manager	<ul style="list-style-type: none">• Oversight responsibility for the entire project implementation.• Ensure that meaningful consultations are undertaken across all project phases.• Report on stakeholder engagement progress and outcomes to RDA management and financiers (AfDB).
RDA- Social Specialist RDA- Environmental Specialist	<ul style="list-style-type: none">• Responsible for carrying out stakeholder engagement activities• Ensure effective implementation of GRM.• Initiate and coordinate stakeholder engagement activities.• Keep written records on stakeholder engagement activities and on grievances.• Maintain a Stakeholder Engagement Log and GRM Register, disaggregated by gender, age, and vulnerability.• Analyse and report back to stakeholders on how their feedback has influenced decisions.
Monitoring Consultants	<ul style="list-style-type: none">• Supervise/monitor contractors.• Manage engagement activities during the construction phase.• Provide support to the Social Specialist to develop, implement, and monitor all stakeholder engagement strategies/plans for the Project.• Prepare independent monitoring reports on stakeholder engagement and GRM effectiveness, including indicators such as participation levels, grievances resolved, and satisfaction rates
Contracting entities	<ul style="list-style-type: none">• Initiate and facilitate stakeholder engagement activities.• Assign staff to keep written records on stakeholder engagement activities and grievances.• Monitor and report on grievances observed and being resolved in communities.• Report on stakeholder engagements or difficulties in engaging stakeholders.• Ensure the involvement of other implementing partners in the monitoring of SEP activities.• Implement SEP and GRM obligations as part of contractual requirements, with compliance monitored by RDA and supervision consultants.

The RDA Management will be fully involved in stakeholder engagements as some stakeholders are of a high standing in society such as Senior Government Officials and Chiefs. Protocol demands that such stakeholders are met by the project management teams.

A system will be developed to track and document stakeholder engagements and issues arising from such engagements.

6. Resources and Budget

A total of **USD 694,050.00** will be required to manage and implement the Stakeholder Engagement Plan as per the breakdown in Table 6 below.

Table 6: Estimated budget for the Stakeholder Engagement Plan

Budget Category	Quantity	Unit Costs (US\$)	Times/ Years	Total Costs
1. Estimated staff salaries* and related expenses				
1a. Communications Consultant	1	3,000	3	108,000
1b. Travel costs for staff	12	4,000	3	144,000
1c. Estimated salaries for Community Liaison Officers	2	500	3	36,000
Subtotal				288,000
2. Events				
2a. Project Launch Meetings in 2 districts	2	15,000	1	30,000
2b. Community meetings	4	2,500	4	40,000
2c. Focus group meetings especially with vulnerable groups	4	1,500	4	24,000
2d. Project Closure meetings at Regional Level	1	10,000	1	10,000
Subtotal				104,000
3. Communication campaigns				
3a. Printing of posters and flyers	1	6,000	3	18,000
3b. Community radio stations (1 per district)	2	500	3	36,000
Subtotal				54,000
4. Trainings				
4a. Training on social/environmental issues for PIT and contractor staff	1	10,000	2	20,000
4b. Training on gender-based violence (GBV) for Project Implementing Team (PIT) and contractor staff	1	10,000	2	20,000
Subtotal				40,000
5. Beneficiary surveys				
5a. Mid-project perception survey	1	15,000	1	15,000
5b. End-of-project perception survey	1	15,000	1	15,000
Subtotal				30,000

Budget Category	Quantity	Unit Costs (US\$)	Times/ Years	Total Costs
6. Grievance Mechanism				
6a. Training of GM committees				25,000
6b. Suggestion boxes in villages	75	100	1	7,500
6c. GM communication materials				25,000
7b. Printing GRM Registers	50	150	1	7,500
7c. Logistics for grievance investigations			3	50,000
7d. GRM MIS/Database				25,000
7e. Procurement of GRM phone and airtime			1	5,000
Subtotal				145,000
Total				661,000
7. Other expenses				
7a. Contingency (5%)				33,050
TOTAL STAKEHOLDER ENGAGEMENT BUDGET				694,050

7. Grievance Mechanism

RDA will respond to concerns and grievances of project-affected parties related to the environmental and social performance of the project in a timely manner. For this purpose, RDA will propose and implement a project-level Grievance Redress Mechanism (GRM) to receive and facilitate resolution of such concerns and grievances.

The grievance mechanism will be proportionate to the potential risks and impacts of the project and will be accessible, inclusive, accessible, inclusive, transparent, survivor-centred (for SEA/SH), and culturally appropriate. Where feasible and suitable for the project, the grievance mechanism will utilize existing formal or informal grievance mechanisms, supplemented as needed with project-specific arrangements.

- a. The grievance mechanism is expected to address concerns promptly and effectively, in a transparent manner that is culturally appropriate and readily accessible to all project-affected parties, at no cost and without retribution. The mechanism, process or procedure will not prevent access to judicial or administrative remedies. RDA will inform the project-affected parties about the grievance process in the course of its community engagement activities, and will make publicly available a record documenting the responses to all grievances received; and
- b. Handling of grievances will be done in a culturally appropriate manner and be discreet, objective, sensitive and responsive to the needs and concerns of the project-affected parties. The mechanism will also allow for anonymous complaints to be raised and addressed.

The scope, scale and type of grievance mechanism required will be proportionate to the nature and scale of the potential risks and impacts of the project. The grievance mechanism may include the following:

- a. Different ways in which users can submit their grievances, which may include submissions in person, by phone, text message, mail, e-mail or via a web site;
- b. A log where grievances are registered in writing and maintained as a database;
- c. Publicly advertised procedures, setting out the length of time users can expect to wait for acknowledgement, response, and resolution of their grievances;
- d. Transparency about the grievance procedure, governing structure, and decision makers; and
- e. An appeals process (including the national judiciary) to which unsatisfied grievances may be referred when resolution of grievance has not been achieved.

RDA may provide mediation as an option where users are not satisfied with the proposed resolution.

The purpose of the Grievance Redress Mechanism (GRM) is to record and address any complaints that may arise during the implementation phase of the project and / or any future operational issues that have the potential to be designed out during implementation phase.

The GRM works within existing legal and cultural frameworks, providing an additional opportunity to resolve grievances at the local, project level. The key objectives of the GRM are:

- i. Provide affected parties and other interested parties with means to present complaints and resolve any dispute that may arise during project implementation.
- ii. Ensure that appropriate and mutually acceptable redress measures are identified and implemented in a satisfactory manner and
- iii. Where possible, avoid the need to resort to judicial proceedings.

Grievances can encompass minor concerns as well as serious or long-term issues. They might be felt and expressed by a variety of parties including individuals, groups, communities, entities, or other parties affected or likely to be affected by the social or environmental impacts of the Project.

It is essential to have a robust and credible mechanism to systematically handle and resolve any complaints that might arise in order that they do not escalate and present a risk to operations or the reputation of the company (nationally or internationally). If well-handled, an effective grievance redress mechanism can help foster positive relationships and build trust with stakeholders.

a) Community Level

Local communities have existing traditional and cultural grievance redress mechanisms. It is expected that some disputes at the community level may be resolved using these mechanisms, without the involvement of the contractor(s), and or Government representatives at the local and national level. Local chiefs/leaders will be involved in resolving any land tenure issues. It is expected that any disputes at the community level can be resolved at this level. Disputes beyond community level are transferred to the next level.

b) Project Level

At the project level there are two types of grievances, one for project workers and one for GBV/SEA/SH. A third-party monitoring service provider will be appointed to address any SEA/SH issues and existing institutional mechanisms will be assessed.

Another GRM Committee should be formed at PIT level including members of PIT, Social Safeguards Specialists and other representatives to resolve disputes that cannot be addressed at the local level. The PIT GR Committee will put in place regular reports on the types of grievances, and how they were addressed, which will be analysed and shared with the PIT leader, Technical Leaders and the AfDB through the regular reports.

Channels through which affected parties can register grievances could be directly to project Safeguards teams, writing a complaint and putting it in the complaint boxes placed at the entrance to the contractor campsites or at relevant places within local communities, e.g., schools or using other forms of electronic communication (emails or social media). Grievances are logged and followed until resolved.

The GRM in the project will include the following steps:

1. Step 1: Complaint received and registered by the project implementation team / Focal Point of claims / contractor. A complaint can be registered directly with the Complaint Management Committee in any of the following ways and, if necessary, anonymously or through third parties:
 - By phone on (hotline to be established). The PIT safeguards or third party service provider team will be responsible for this line.
 - By email to (email address to be created and activated) – The PIT safeguards team must be responsible for this email.
 - By letter to the PIT or project implementing agency. The address must be provided once the PIT is established
 - By letter to contracted companies / consultants involved in the implementation of projects.
 - By complaint form / book / box found in public institutions with projects
 - Once a complaint is received, it must be recorded in the complaints logbook or in the complaints database.

2. Step 2: Confirm receipt of the complaint, assess its complexity, categorize it into community, labour issue, or GBV/SEA/SH and assign the person or forum responsible for handling that type/category of complaint. In case the claim does not fit into the project or there is no way to resolve it, the claimant must be notified and explaining why your complaint is not valid.
3. Step 3: Develop and propose a resolution and obtain approval at the project level (management committees of complaints must be established at these levels).
4. Step 4: Communicate the proposed solution to the complainant and seek agreement on the response.
5. Step 5: Implement the response to resolve the complaint based on the agreement reached in the previous step.
6. Step 6: Review the solution, if unsuccessful as per the recommendations and
7. Step 7: Close the grievance if everything is agreed or take the grievance to the next level if there is no agreement.

c) Timeline

The complaint must be registered in the PIT complaints database as a first action immediately as soon as after notification, or within 2 days (if by other means of capture) after the complaint has been raised. The GR committee responsible for the complaint shall endeavour to present a 5-day solution. Otherwise, the following steps must be followed:

- The first level of appeal - District intervention must not exceed 10 days after notification.
- The second instance of appeal - intervention of the PIT at Provincial level must not exceed 15 days after the notification.
- The third level of appeal – PIT at central level – must not exceed 21 days after notification.

Furthermore, if one of the parties is unsatisfied, the affected party can take the claim to court, where it will be treated in accordance with Zambian law. PIT will ensure that a "Complaints Register" is created and maintained.

Internally, there will be routine internal monitoring and reporting, including a review of the status of complaints that were not resolved and suggest corrective actions as necessary, and reports will be submitted to the AfDB on a regular basis during the project implementation.

d) Mediation

At any point in the grievance redress process, the complainant and the GRC can transfer the case to mediation for resolution should either party desire to do so. In this case, an independent mediator will be appointed to preside over the case and negotiate a resolution.

e) Appeal to court

If the complainant remains dissatisfied with the mediation effort of the project grievance committee, the complainant has the option to pursue appropriate recourse via judicial process of choice. The project will allow any aggrieved person the right of access to Court of law. Courts of law will be a “last resort” option, in view of the above mechanism and thus any costs incurred will not be borne by the project.

f) Grievance records and documentation

The project will nominate a GRC Focal Person to manage a grievance database at each level of the GRM and keep a record of all grievances received. The database will contain case number; the date and nature of the grievance; any follow-up actions taken; the solutions and corrective actions implemented; and how and when this decision was communicated to the complainant and the date of grievance.

Bi-weekly reports from all GRCs through the GRC Focal Persons will be submitted to the SSS. Grievance monitoring and reporting will occur in project quarterly, bi-annual, and annual reports.

g) Protocol for Handling GBV/SEA/SH Cases

The project will follow the following procedures in handling GBV/SEA/SH related complaints.

Uptake of GBV/SEA/SH cases: All grievance lodging points outlined under receipt of grievances will be open for uptake of GBV/SEA/SH complaints. When a survivor comes forward to report a case of GBV/SEA/SH, the recipient will record the survivors’ account of the incident. This is expected to be conducted in a private setting and ensure that all specific vulnerabilities are taken into consideration. To maintain confidentiality and minimize stigmatization, below is the list of elements that will be recorded on complaint forms.

- Age and sex of survivor;
- Type of alleged incident (as reported);
- Whether the alleged perpetrator relates to the project, as indicated by the survivor;
- Whether the survivor was referred to a service provider.

Where the complainant is not the survivor, the GRC Focal Person will encourage the complainant to reach out to the survivor and explain the potential benefit of coming forward alone or with the person reporting the case. All GBV/SEA/SH cases will be reported to the AfDB within 48 hours through the project’s Social Safeguard Specialist and recorded in the grievance database.

Referral of GBV/SEA/SH Survivors: The GRC Focal Person will examine the case and seek the consent of the survivor to refer the case to PIT GRC and recommend that the survivor access external GBV service providers. In the case of children and persons with intellectual disability, this will be done with full consent of the survivor’s guardian. Depending on the case reported, the support services may include one or more of the following services.

- Health – examination or treatment, collection of forensic evidence, provision of post-exposure prophylaxis/ abortion services;
- Legal/Justice – Legal advice/support to survivors and witnesses to understand benefits/barriers of taking care through legal process; support to ensure that prosecution and case closure happens with few or no delays;
- Psychosocial Support – Emotional support/crisis counseling; Social/community reintegration;
- Safety/Security – protection of survivors and witnesses, investigation of the case, arrest of alleged perpetrator.

These service providers will be:

- Required to use their respective GBV case management procedures to provide the essential services required by the survivor;
- Required to maintain confidentiality, safety, and security of survivors in accordance with best practices, in particular ensuring survivor centeredness through the processes and seeking the consent of the survivor when personal data must be shared.

Acknowledgement and Follow-up: After registering the case, the Safeguard Focal Person will inform the PIT GRC within 24 hours of receipt and provide an acknowledgment to the complainant or survivor within 2 working days of receipt.

Fact Analysis: After receiving the case, the PIT GRC will analyze the facts of the allegation by determining whether (i) the allegation falls within the definition of GBV/SEA/SH; and (ii) the alleged perpetrator is an individual associated with the project. If the GRC confirms these two elements, it shall proceed to handle the case or otherwise discontinue the case and write to inform the survivor or complainant. Only GBV/SEA/SH complaints allegedly committed by any individual associated with the project may be considered by the project after referring to GBV service providers.

If the survivor does not wish to pursue disciplinary action against the alleged perpetrator the case will be closed after providing referral assistance. The Safeguard Focal person shall record the survivor's preference and indicate that in the acknowledgement form as well.

Determine recourse action: The PIT GRC will review all cases referred to it to determine and agree upon a course of action for handling and resolving the case. The appropriate institution that employs the perpetrator takes the agreed disciplinary action in accordance with the employer's code of conduct and national legislation. Disciplinary actions may include informal warning; formal warning; additional training, loss of salary, suspension, or termination of employment depending on the severity of the case. A survivor may continue to receive support from the appropriate GBV service providers while the case is being handled by the PIT GRC.

As necessary, a survivor representative or an independent reputable third party may be invited to serve on the resolution panel. To avoid conflict of interest, the composition of the GRC may also change depending on the nature and source of the allegation. The Safeguard Focal Person shall write to inform the survivor about the course of action and disciplinary action taken against the perpetrator.

Instances where the case is being handled by a service provider, the Service Provider will work with the survivor or guardian to develop a comprehensive plan that identifies what the survivor needs and how these needs may be met. The survivor will be referred to connect with a range of service providers which correspond to their needs. The Safeguard Focal Person shall continue to track, monitor, and collaborate with service providers on all such cases until they are resolved.

Closing GBV/SEA/SH cases: Closing of GBV/SEA/SH cases will occur at these instances:

- If the survivor does not wish to place an official complaint with the perpetrator's employer;
- If after investigation, the GRC determines that the allegation does not fall within the definition of GBV/SEA/SH and the alleged perpetrator is not associated with the project;
- If when the case is pursued, and the GRC confirms that the disciplinary action taken is appropriate and has been implemented conclusively;
- If a Service Provider follows its internal procedure to meet the needs of the survivor on the case.

In all these instances, the GRC Focal Person may require the survivor or its representative to sign a statement to acknowledge satisfaction using a form that will be developed.

h) Labor Complaints

There will be specific procedures in place for handling labor grievances raised by workers in accordance with the Integrated Safeguards System (ISS) Operational Safeguards 2 (OP 2) - Labour and Working Conditions and national legislation.

8. Monitoring and Reporting

8.1 Involvement of Stakeholders in monitoring activities

The Project Implementation Team will monitor the SEP in accordance with the requirements of the Legal Agreement and the Environmental and Social Impact Assessment (ESIA) 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 RDA 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 ESIA on a bi-annual basis.
- Periodic reviews of compliance with requirements of the legal agreement, including the ESIA.
- Where appropriate, and as will be set out in the SEP, engaging stakeholders and third parties such as independent experts, local communities or Civil Society Organizations (CSOs), 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.

8.2 Reporting back to stakeholder groups

Information on public engagement activities undertaken by the project during the year will be conveyed to the stakeholders during biannual progress updates sessions with stakeholders. Any necessary changes made in this SEP in the course of implementation will be communicated to stakeholders. Biannual summaries and internal reports on public grievances, and enquiries together with the status of implementation will be collated and included in regular reporting summaries.

Several Key Performance Indicators (KPIs) will also be monitored by the project on a regular basis including the following parameters:

- Frequency of public engagement activities.
- Number of grievances received and resolved within a reporting period segregated by male and female (e.g., monthly, quarterly, or annually) and number of those resolved within the prescribed timeline.
- Number of press materials published/broadcasted in the local, and national media

8.3 Stakeholder Monitoring Matrix

The following monitoring matrix will provide a structured tool for tracking progress, ensuring accountability, and demonstrating compliance with AfDB requirements.

Stakeholder Engagement Activity	Key Performance Indicator	Means of Verification	Frequency of Monitoring	Responsible Party	Reporting Channel
Stakeholder Satisfaction	<ul style="list-style-type: none"> Level of satisfaction among the stakeholders to the project Positive/negative feedback to the project 	<ul style="list-style-type: none"> Surveys Interviews Feedback channels such as Suggestion Boxes Number of grievances received and resolved within a reporting period. 	Twice a year	RDA	Bi-annual project reports
Stakeholder Involvement	<ul style="list-style-type: none"> Participation Levels of stakeholders in meetings and project activities Extent of stakeholder participation in project decision-making activities 	<ul style="list-style-type: none"> Attendance rates to meetings Number of opportunities provided for stakeholder input. Number of stakeholder meetings held Frequency of public engagement activities 	Twice a year	RDA	Bi-annual project reports
Stakeholder Communication	<ul style="list-style-type: none"> Stakeholders are well informed 	<ul style="list-style-type: none"> Stakeholder feedback surveys 	Twice a year	RDA	Bi-annual project reports

	about key developments, changes, and opportunities within the project.	<ul style="list-style-type: none"> • Interviews with stakeholders • Focus Group discussions with stakeholders • Number of press materials published/broadcasted in the local, and national media 			
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9. Contact Details for the Public

The Director and Chief Executive Officer
Road Development Agency
Corner of Government/Fairley Road
Ridgeway Area
P.O BOX 50003
Lusaka
ZAMBIA

Attention: Project Manager – Mwinilunga Jimbe Road Rehabilitation Project

Tel: +260 211 253088/253801

Email: rda_hq@roads.gov.zm

10. Annexes

10.1 Annex A: List of Stakeholders

Stakeholder Category	Description of Stakeholder	Description and Key attributes	Impact on Project	Desired State	Engagement Strategy
Affected Parties	Traditional Leadership Ward Development Committees Village Committees Civic Leadership Local community members	<ul style="list-style-type: none"> • Gate keepers of the community • User of services • Interact with the community, outreach to the community 	<ul style="list-style-type: none"> • Influence on acceptance of the project by subjects • Provide for entry points into the community 	<ul style="list-style-type: none"> • Improves service delivery in the area • Community fully engaged • Community ownership • Maintain good relationships and support compliance to environmental, social and cultural requirements 	<ul style="list-style-type: none"> • Build alliances and work with other NGO's and CBO's • Meetings • Focus group discussions when there is need, feedback
Other Interested Parties	Ministry of Finance and National Planning Ministry of Green Economy and Environment Ministry of Transport and Logistics Ministry Water Development and Sanitation Ministry of Infrastructure, Housing and Urban Development Ministry of Lands and Natural Resources Ministry of Local Government and Rural Development Ministry of Agriculture Ministry of Energy Ministry of Labour and Social Security Ministry of Community Development and Social Services Ministry of Justice Provincial Administration District Administration Local Authorities National Heritage Conservation Commission Zambia Environmental Management Agency (ZEMA)	<ul style="list-style-type: none"> • Overall coordination across all Ministries • Provision of support to the project • Monitoring • Provision of Services to the project 	<ul style="list-style-type: none"> • Technical support 	<ul style="list-style-type: none"> • Effective and efficient project delivery 	<ul style="list-style-type: none"> • Workshops • Joint assessments and Inspections • Meetings(monthly) • Quarterly meetings • Onsite and mobile training

Stakeholder Category	Description of Stakeholder	Description and Key attributes	Impact on Project	Desired State	Engagement Strategy
	Water Resource Management Authority (WARMA) National Council for Construction (NCC).				
Disadvantaged/Vulnerable Individuals or Groups	The disabled The elderly Women Youths Widowed	<ul style="list-style-type: none"> User of services 	<ul style="list-style-type: none"> Bad publicity on the project if their needs are ignored 	<ul style="list-style-type: none"> The vulnerable and disadvantaged groups and individuals are fully engaged on the project. 	<ul style="list-style-type: none"> Focus group discussions/meetings One-One meetings

10.2 Annex A: Grievance Submission form

Mwinilunga Jimbe Road Rehabilitation Project GRIEVANCE/COMPLAINT FORM	
Section 1: Complaint	
1. What harm do you believe the Mwinilunga Jimbe Road Rehabilitation Project has caused or is likely to cause to you or your community? Please describe in as much detail as possible.	
2. What location is concerned with your submission? (Please include District/Village name)	
3. Do you live in the project area?	
4. Have you previously reported your concerns to the Mwinilunga Jimbe Project Implementing Team (PIT)? If yes, please provide the details about those communications and explain why you are not satisfied with the action in response.	
5. If known, please list the operational procedures you believe have been violated by the Mwinilunga Jimbe Road Rehabilitation Project .	
6. Do you expect any form of retaliation or threats for filing this complaint to the Mwinilunga Jimbe Road Rehabilitation Project?	
Section 2: contact information	
7. Are you filing an individual submission or representing a community? Individual: <input type="checkbox"/> Representing a community: <input type="checkbox"/>	
8. Would you like your name and contact details to be kept confidential? (<i>The Mwinilunga Jimbe Road Rehabilitation Project will not disclose your identities to anyone without your prior consent.</i>) Yes <input type="checkbox"/> No <input type="checkbox"/>	
9. Submitter's Name & contact information: Name: Address: Email: Phone:	
Preferred Method of Contact: 10. I, the undersigned, request the Mwinilunga Jimbe Road Rehabilitation Project to investigate the issues described above. 11. Signature/Thumbprint	
Name:	Date
NOTES: • Please attach supporting documents, if available.	

Section 3: Official Use Only

Grievance ID Number

Recorded by:

Date:

Place/Method grievance was received:

10.3 Annex B: Grievance Log/Register

REFERENCE NUMBER	DATE OF RECEIPT	DATE OF ACKNOWLEDG EMENT	SEX OF COMPLAINANT (M/F)	NATURE OF GRIEVANCE	DETAILS OF NATURE OF GRIEVANCE	RESOLUTION DETAILS OFFERED AND ACTIONS IMPLEMENTED	DATE OF RESPONSE	FOLLOW-UP ACTION	RESOLVED
									YES/NO

10.4 Annex C: Grievance Resolution/Closure Form

Grievance ID Number:	Date Received:
Recorded by:	Place/Method Grievance was Received
Proposed Action (s)	
The claimant has ACCEPTED/SATISFIED with the proposed action? YES/NO	
Further Action Required? YES/NO	
Complainant Acknowledgement	
<p>I, the undersigned, hereby confirm my satisfaction/acceptance of resolution actions implemented to address my complaint.</p> <p>Signature/Thumbprint</p> <p>Name: Date</p>	