



Zambia Growth Opportunities Program for Results

Investment Project Financing Component

DRAFT STAKEHOLDER ENGAGEMENT PLAN

May 07, 2022

1. Introduction and Project Description

1.1 Context

1. This Stakeholder Engagement Plan (SEP) has been prepared by the Government of Zambia for the Investment Project Financing (IPF) Component of the Zambia Growth Opportunities (ZAMGRO) Program for Results (PforR; the *Program*), to meet the requirements of the World Bank's Environmental and Social Framework (ESF), including the Environmental and Social Standard for Stakeholder Engagement and Information.
2. The SEP identifies the main stakeholders affected by the IPF component (hereinafter the *Component*), directly or indirectly (including vulnerable groups), as well as those with other interests that may influence decisions on the Project. It sets out a program of stakeholder engagement, including information disclosure and public consultation, throughout the project cycle, describes the ways in which the project team will communicate with stakeholders, and includes a mechanism through which people can raise concerns, provide feedback or lodge complaints about the project and any project-related activities.
3. The purpose of the SEP is to identify stakeholders and their concerns, define the roles and responsibilities of the different actors involved in its implementation, the specific methods of consultation according to the identified stakeholders, including disclosure and consultation of information, as well as the deadlines for carrying out activities and the costs (if necessary) of consultations and participation activities.

1.2 Program Description

4. The development objective of the ZAMGRO Program is to improve diversification, sustainability and jobs in the agri-food sector of Zambia. The Government agriculture sector program is guided by the National Agricultural Policy (NAP). The NAP is aligned with the Vision 2030 and with the Seventh National Development Plan. The proposed PforR will be nested in the strategic areas of the NAP and its third Policy Implementation Plan (3PIP). The PforR will focus on three Results Areas (RAs): (i) Enhanced policies and institutions for accelerated growth and job creation; (ii) Improved Services for Inclusive growth and job creation in rural areas; and (iii) Improved infrastructure and assets for inclusive rural growth. The US\$250 million IDA Credit will be implemented by the Ministry of Agriculture (MoA) and its institutes.

1.3 IPF Component Description

5. The proposed IPF Component will contribute to the implementation of selected elements of the Program and the National Agriculture Program (NAP) more broadly, by building fiduciary and safeguard capacity within the Ministry of Agriculture and the Zambia Environmental Management Agency (ZEMA) to address existing knowledge and institutional gaps. Under the Program, the IPF component will be critical for successful implementation of Disbursement-Linked Indicator (DLI)#5: Facilitation of Private Sector investment in the Farm Block Program; DLI#8: Construction, expansion and institutional development of irrigation schemes; and DLI#9: Rehabilitation of feeder roads in high potential agriculture areas. Corresponding NAP activities that would benefit include Priority Area 1: *Increase Agricultural Production and Productivity* and Priority Area 6: *Increase Private Sector in Agricultural Development*. The Component would finance capacity building of relevant entities at national, provincial, and district/local levels, to carry out necessary safeguards and fiduciary due diligence of the activities under the NAP and the ZAMGRO. Specifically, it will strengthen: (i) the ZEMA's social safeguards capacity to undertake its duties as stipulated in the Environmental Management Act of 2011 (ii) the MoA's capacity to undertake the E&S screening including climate risks screening and gender inclusiveness/GBV/SEA risk screening, management and monitoring of the Program activities; and (iii) the MoA's capacity to enhance its procurement, financial management, financial monitoring, budgeting and quality assurance functions.
5. The Component will provide resources for the recruitment of long-term specialists in environment and social management to oversee screening of the Program activities to be seconded under the MoA.

These specialists would support the relevant MoA departments at various levels on the preparation of required assessments and mitigation measures. Secondly, it would provide short-term technical assistance to support to the ZEMA to enhance its screening capabilities, and to the MoA to update/revise its Environmental Management tools (e.g., ESMPs, RAPs for irrigation schemes and farm blocks). Thirdly, it would support training programs for the relevant ZEMA and MoA staff, and contractors at all levels on: (i) national legislation requirements and good environmental and social management practices and procedures; and (ii) procurement, financial management, budgeting and quality assurance functions. Finally, the component will provide financing for equipment and software of the MoA to enable them to carry effectively safeguards and fiduciary oversight functions.

6. The proposed IPF component is expected to generate the following results: (i) enhanced capacity for the management, monitoring and evaluation of the implementation of the Program activities; (ii) enhanced procurement and FM capacities for improved Program implementation; and (iii) ensure adherence to and implementation of environmental and social standards under the NAP and ZAMGRO.

2. Summary of Previous Stakeholder Engagement Activities

7. Meetings and consultations were carried out during preparation stage of the Environmental and Social Assessment (ESSA) report to get a better understanding of the environmental and social systems being applied in MoA and supporting institutions. A series of meetings were held with MoA officials, OHSI, ZEMA, project teams implementing Bank-financed projects and other relevant stakeholders. Consultations with beneficiary communities in Chiansi, Manyonyo and Mwomboshi irrigation schemes were also conducted during the field visits. During the consultations, the Bank team presented detailed information on the PforR instrument, activities to be supported under the ZAMGRO Program, and initial findings of the ESSA.

3. Stakeholder Identification and Analysis

8. Project stakeholders will include parties affected by the Component, interested parties, and vulnerable groups. The range of stakeholders is limited as the IPF Component will only fund institutional support and technical assistance.

3.1 Affected Parties

9. Affected parties include individuals, groups and other entities that are directly affected (actually or potentially) by the IPF Component of the Program or that are identified as being more likely to undergo a change related to the Project. These stakeholders must be closely involved in the Project's consultation processes, in identifying potential risks and impacts, as well as in decision-making on risk management and mitigation measures.

3.2 Interested parties

10. These are individuals, groups and other entities who may not experience direct impacts related to the Project, but who consider or perceive their interests actually or potentially affected by the project and/or who could influence the project and the process of its execution in any way. This group includes:

Relevant ministries and agencies

- Ministry of Finance and National Planning
- Ministry of Water Development, Sanitation and Environmental Protection
- Ministry of Transport and Logistics
- Ministry of Tourism
- Ministry of Green Economy and Environment

Other stakeholders who may be interested

- Professional research and analysis firms in the agriculture, transport, environment, sector, etc.
- National NGOs working in the field of agriculture
- Communities directly benefiting from agriculture, water and transport services
- International development partners
- Experts specialized in the sectors identified.

3.3 Vulnerable groups

11. For the specific case of the activities of the Component, no vulnerable or disadvantaged group was identified.

3.4 Synthesis of the needs of the Component stakeholders

Table 1. Synthesis of stakeholder needs

Stakeholder Group	Key Features	Language needs	Preferred means of notification (<i>e-mail, telephone, radio, letter</i>)	Specific needs (<i>accessibility, large print, babysitting, day meetings</i>)
Staff of the Ministries	Especially literate	English	Email, Phone	Day and business day meetings
Staff of implementing agency	Especially literate	English	Email, Phone	-
Experts from research and consultancy firms	Especially literate	English	Email, Phone	-
Local authorities	Especially literate	English	Written information and signs	Day and business day meetings

4. Stakeholder Engagement Program

4.1 Objectives of the stakeholder engagement program

12. The purpose of the Stakeholder Engagement Plan (SEP) is to ensure that a consistent, comprehensive and coordinated approach is taken to engage stakeholders in every stage of Component implementation, including the planning phase. It is also intended to demonstrate MoA's commitment as the component implementer to an international best practice approach to engagement. The SEP defines a program for stakeholder engagement, including public information disclosure and consultation throughout the entire Component cycle and outlines ways in which MoA will communicate with stakeholders and the provision of a platform for effectively addressing Component related grievances from all parties impacted by the Component in all possible forms.

13. The specific objectives are:

- To establish a systematic approach to stakeholder engagement that will help MoA identify stakeholders and build and maintain constructive relationships with them, in particular Component-affected parties.
- To assess the level of stakeholder interest and support for the Component and to enable stakeholders' views to be considered in Component design and environmental and social performance.

- To promote and provide means for effective and inclusive engagement with Component affected parties throughout the Component’s life 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 in a timely, understandable, accessible, and appropriate manner and format.
- To provide Component-affected parties with accessible and inclusive means to raise issues and grievances and allow MoA to respond to and manage such grievances.

14. The preparation of the SEP of the IPF Component of the Program will be done in two stages: (i) the preparation of this draft SEP before the Program appraisal; and (ii) the development of the final SEP within one month after Program effectiveness.

15. The following table provides a timeline for the implementation of the SEP.

Table 1. SEP Implementation Timeline

Activities	Calendar	Frequency
Objective 1. Mobilize stakeholders for the activities of the IPF Component of the Project		
Public information on component preparation	TBC	
Development of stakeholder engagement tools	TBC	
Identification and analysis of stakeholders in the IPF Component of the Program	TBC	Once during the development of the activities, but updated according to the related change on the ground
Ongoing stakeholder engagement	Until the closure of the IPF Component of the Program	
Objective 2. Develop the preliminary SEP before the project appraisal		
Organization of meetings with the various national and regional stakeholders as well as some stakeholders at the local level	Prior to project appraisal	According to the number of stakeholders
Development of the first draft of the advanced SEP	Prior to Component appraisal	
Advanced SEP National Validation Workshop	Prior to Component appraisal	Once
Validation of the SEP advanced by the World Bank	Prior to Component appraisal	Once

4.2 Proposed strategy for the dissemination of information

16. The Component favors the English language or when necessary, relevant local languages, depending on the target areas. It will use the following means of communication to disseminate the information:

- Written materials (brochures, flyers)
- Websites of relevant ministries and implementing agencies or other potential partner actors
- Media (newspapers, radio) for the general public
- Email for technical partners.

4.3 Proposed consultation strategy

17. The Component will use different means of communication to consult with stakeholders taking into account the characteristics of the target audience, as shown in the following table:

Table 2. Proposed consultation and disclosure topics for use in the activities of the IPF Component of the Program

Modes of involvement	Description and objectives
Correspondence (telephone, e-mails)	Relay information and messages, especially during the ongoing pandemic.
Direct meetings	The purpose of these meetings is to obtain the views and opinions of stakeholders subject to this method. It is therefore possible for stakeholders to express themselves freely on the most sensitive issues, and it is therefore possible to establish links with stakeholders. Women will also be encouraged to participate to ensure their voices are heard.
Focus groups	The purpose of a focus group is to bring together stakeholders with the same common interests or characteristics in a meeting to discuss specific topics. It aims to present project information to a group of stakeholders, allow them to give their input, and allow small groups of people (women, people with disabilities and other vulnerable people) to give their views and opinions.
Public meetings	These meetings allow you to present project information to a large group of stakeholders. Thus, it is possible to establish a relationship with communities, especially those affected, and to distribute non-technical information. These meetings should also cover relevant information on codes of conduct and the complaint management mechanism, so that the public and the community are aware of unacceptable behaviour and how to report it.

4.4 Proposed strategy for taking into account the views of vulnerable groups

18. No vulnerable groups were identified during preparation of the draft SEP, however, the process of engagement will be inclusive to ensure any vulnerable persons identified during project implementation are consulted and given an opportunity to provide feedback and to benefit from the IPF Component activities of the Program.

4.5 Review of comments

19. Feedback (written and verbal) will be collected by the Component's E&S Focal Points. They will carefully review and analyze these comments and consider them according to their relevance. Feedback on these comments should also be provided to relevant stakeholders.

5. Resources and Responsibilities

5.1 Resources

20. The Component will make available the necessary resources to implement the SEP.

5.2 Management functions and responsibilities

21. The Environmental and Social specialists within the Program PMU in MoA will manage the implementation of the SEP. All activities related to stakeholder engagement will be approved by the Department of Policy and Planning within MoA, which will guide the stakeholder engagement strategy and oversee its implementation.

6. Complaint Management Mechanisms

22. The IPF Component of the Program will establish a complaints and grievances management mechanism to manage complaints related to its activities.

23. A specific process for reporting allegations of GBV/SEA/SH cases will be put in place with its own channels and procedures for receiving and managing and will focus in particular on the secure and confidential referencing of cases to identified GBV service providers.

6.1.1 Institutional mechanism for handling complaints:

24. Complaints or grievances related to the IPF Component of the Program will be handled by a Grievance Redress Committee (GRC) made up of the Component's focal points within MoA.

Focal Points E&S	Entity	Contact	email
To be determined	Ministry of Agriculture	XXXXXX	XXXXXX

6.1.2 Awareness and information on the complaint management mechanism

25. Each focal point will inform all stakeholders of the existence of complaint management mechanisms in a clear and comprehensible way for targeted third parties, using different media/methods. In particular, the methods of registering complaints will have to be communicated in a precise and highlighted manner.

26. Communications relating to the complaints handling mechanism (leaflet, poster, articles and press release) should indicate the postal address, telephone number and e-mail address of the Component managers.

6.1.3 Complaints and Grievance Mechanism

27. Grievances may be reported by the following means:

- Verbal by direct meeting with the complainant. Verbal complaints will be recorded in a register of grievances.
- Phone call. The plaintiffs will call the managers of the Component's E&S focal points.
- Letter sent to a Component E&S focal point. Complaints can be addressed by an official letter to the MoA or Ministry of Finance and National Planning (MOF).

6.1.4 Treatment

Principles for handling complaints

28. The Component's E&S focal points will deal directly with complaints received related to the IPF Component. The complainants must be treated fairly (recorded, verified and analysed, subjected to investigation, if necessary, decided, and the answers communicated). The handling of a complaint is considered complete after resolution, decision-making and feedback to complainants.

Sorting and filing complaints

29. The E&S focal points will have to determine the nature of the complaints received, and on the basis of the information received, categorize it in order to determine the entity that will carry out its examination and investigation. The time limit for sorting and filing complaints is a maximum of two days.

Handling of complaints

30. Generally, the Grievance Redress Committee:

- Examines the eligibility of the complaint to the mechanism

- Analyzes the relevance of the complaint
- Conduct an investigation if necessary
- Makes a decision and forwards recommendations and resolutions made to the complainant
- Record decisions and recommendations in the register of complaints
- Offers answers

31. In the case of the handling of Component complaints, the amicable process must be completed within 30 days. This period includes from the receipt of a complaint until the closure of the file in the databases.

6.1.5 Closure of the complaint

32. The procedure will be closed if the mediation is satisfactory to the parties and leads to an agreement. The satisfactory resolution must then be documented.

6.1.6 Archiving

33. The GRC will:

- Establish a physical and electronic archiving system to record complaints received and processed.
- Establish, manage, and capitalize a database of all complaints and grievances received and processed under the Component.
- Ensure the overall follow-up of the handling of complaints under the Component.
- Prepare periodic reports on the status of complaints related to the project (number of complaints received, categories of complaints, cases resolved, feedback to complainants, etc.).

7. Monitoring and Reporting

34. Monitoring and reporting will include the involvement of Component-affected Parties. The Component will establish a participatory monitoring system, which will use indicators sensitive to relevant stakeholders. All stakeholder engagement meetings will include minutes, which will be stored in the Component's stakeholder engagement database; this will ensure that: (i) there are documents that can be referred to and that all opinions expressed are taken into account, and (ii) the commitments made are kept.

35. In addition, the results of the stakeholder engagement activities with the comments that have been taken into account will be reported in the SEP and the follow-up progress reports by all parties. Although this is intended for internal use only, it will result in an annual report on stakeholder engagement under the Component.

36. The focal points in charge of the implementation of the SEP will share the results of stakeholder engagement activities in the form of consolidated reports.

37. For the Component itself, other dissemination models would be considered in the project's SEP. Dissemination could take the form of either a workshop or radio broadcast or other mechanisms heard during the SEP preparation process.

7.1 Participation of the various actors concerned in follow-up activities

38. The Component will implement the following actions to ensure the participation of stakeholders in monitoring the environmental and social performance of the Component:

- Conduct stakeholder engagement in a consultative manner, in accordance with the SEP and build on established communication and engagement channels with stakeholders
- Collect on a semi-annual basis feedback from stakeholders on the environmental and social performance of the Component
- Participate in periodic reviews of compliance with the requirements of the legal agreement

- Collaborate with other agencies or third parties that would be responsible for managing specific risks and impacts and implementing mitigation measures.

39. The monitoring mechanism will be clarified in the final SEP of the Component, as well as the frequency of reporting for the implementation of the plan with the key indicators of the monitoring. Stakeholders (affected individuals and stakeholders) will have the opportunity to indicate whether or not they are satisfied with the Component consultation process and what will be changed in the implementation process to make it more effective.

40. The Component evaluation will include aspects of the stakeholder engagement plan and recommend improvements.

7.2 Reporting to stakeholder groups

41. Regularly reporting on SEP activities will be included as part of the overall progress monitoring of the IPF Component.