



GOVERNMENT OF MALAWI

**GOVERNANCE TO ENABLE SERVICE
DELIVERY - GESD 2.0 (P508024)**

**Stakeholder Engagement Plan (SEP)
DRAFT FOR APPRAISAL**

February, 2026

Table of Contents

List of acronyms and abbreviations.....	ii
1 Introduction	1
1.1 Project Objectives and Components.....	1
1.2 Project Location and Beneficiaries.....	2
2 Objective/Description of SEP.....	2
2.1 Past Performance and Lessons Learned from GESD 1.0	3
3 Stakeholder Identification & Analysis.....	4
3.1 Methodology.....	4
3.2 Identified stakeholders.....	4
3.2.1 Affected parties.....	4
3.2.2 Other interested parties.....	5
3.2.3 Disadvantaged / vulnerable individuals or groups.....	5
4 Stakeholder Engagement Program	8
4.1 Summary of stakeholder engagement done during project preparation.....	8
4.2 Summary of project stakeholder needs and methods, tools and techniques for stakeholder engagement.....	11
4.3 Proposed strategy to incorporate the views of vulnerable groups.....	15
4.4 Incorporating Feedback from Vulnerable Groups into Project Design and Implementation	15
5 Resources and Responsibilities for implementing stakeholder engagement	17
6 Grievance Mechanism (GM)	19
6.1 Description of Grievance Mechanism (GM).....	19
6.2 GRM Implementation Arrangements	22
7 Monitoring and Reporting.....	24
7.1 Summary of how SEP will be monitored and reported upon (including indicators).....	24
7.2 Reporting back to stakeholder groups.....	28
8 Annexes.....	29
8.1 Annex 1: District Stakeholder Consultations Minutes (Blantyre, Chikwawa, Dedza, Lilongwe, M'Mbelwa (Mzimba), Kasungu).....	29
8.2 Annex 2: Community Stakeholder Consultations Minutes (Blantyre, Chikwawa, Dedza, Lilongwe, M'Mbelwa (Mzimba), Kasungu).....	36
8.3 Annex 3: SEP Budget Table	45

8.4	Annex 4: Attendance Registers for District Stakeholders Consultations ((Blantyre, Chikwawa, Dedza, Lilongwe, M'Mbelwa(Mzimba), Kasungu)	47
8.5	Annex 5: Attendance Registers for Community Stakeholders Consultations ((Blantyre, Chikwawa, Dedza, M'Mbelwa(Mzimba), Kasungu).....	58

List of acronyms and abbreviations

ACB	Anti-Corruption Bureau
ADC	Area Development Committee
AGRMC	Area Grievance Redress Mechanism Committee
AIP	Annual Investment Plan
BOQ	Bill of Quantities
CDF	Constituency Development Fund
CIRA	Construction Industry Regulatory Authority
CSO	Civil Society Organization
DEC	District Executive Committee
DESC	District Environmental Sub-Committee
DGRMC	District Grievance Redress Mechanism Committee
EAD	Environmental Affairs Department
EGENCO	Electricity Generation Company (Malawi) Limited
ESCOM	Electricity Supply Corporation of Malawi Limited
ESCP	Environmental & Social Commitment Plan
ESF	Environmental and Social Framework
ESMF	Environmental & Social Management Framework
ESMP	Environmental & Social Management Plan
FEDOMA	Federation of Disability Organizations in Malawi
FGD	Focus Group Discussion
GBV	Gender Based Violence
GESD	Governance to Enable Service Delivery Project
GM	Grievance Mechanism
GRM	Grievance Redress Mechanism
LA	Local Authority
LMP	Labor Management Plan
MACOHA	Malawi Council for the Handicapped
MALGA	Malawi Local Government Association
MEPA	Malawi Environmental Protection Authority
MGRMC	Municipal Grievance Redress Mechanism Committee
MOLGRD	Ministry of Local Government and Rural Development
MP	Member of Parliament
MWK	Malawi Kwacha
NAC	National Aids Commissions
NAO	National Audit Office
NGO	Non- Governmental Organization

NGRMC	National Grievance Redress Mechanism Committee
NLGFC	National Local Government Finance Committee
OHS	Occupational Health and Safety
PAP	Project-Affected Person
PBG	Performance-Based Grant
PIC	Project Implementation Committee
PIU	Project Implementation Unit
PLWD	People Living with Disabilities
PMC	Project Management Committee
PPE	Personal Protective Equipment
PSC	Project Steering Committee
PTC	Project Technical Committee
PWD	People With Disabilities
SEA/SH	Sexual Exploitation and Abuse/Sexual Harassment
SEP	Stakeholder Engagement Plan
SMS	Short Message Service
VDC	Village Development Committee
VGRMC	Village Grievance Redress Mechanism Committee
VSU	Victim Support Unit
WC	Ward Councilor
WGRMC	Workers Grievance Redress Mechanism Committee
WORLEC	Women's Legal Resources Centre

1 Introduction

Malawi's decentralization framework assigns critical service delivery responsibilities to District Local Authorities (LAs), positioning them as key actors in delivering basic services to citizens. With 83 percent (15.4 million) of Malawi's population residing in the 28 District and 4 Municipal Local Authorities, strengthening local governance systems remains essential for improving service delivery outcomes, particularly in rural areas where over half of residents fall below the national poverty line.

The Governance to Enable Service Delivery (GESD) 1.0 project, implemented from 2020 to 2026, has demonstrated progress in addressing governance bottlenecks at the local level. Over the five-year implementation period, the project has contributed to improvements in District Local Authorities' management of resources, with an increasing number of LAs meeting performance standards for accessing performance-based grants and completing capital investment projects outlined in their Annual Investment Plans. Enhanced intergovernmental accountability systems and targeted capacity building interventions have strengthened the institutional foundations necessary for responsive service delivery.

Building on lessons learned from the GESD 1.0 project, the Government of Malawi intends to continue its commitment to enhancing institutional performance at the local level through predictable financing, strengthened accountability mechanisms, and citizen engagement through initiation of a successor project to GESD.

1.1 Project Objectives and Components

The Project Development Objective for GESD 2.0 is to strengthen financial resource management and multi-level governance for improved service delivery at the local authority level. This will be achieved by enhancing the performance of local authorities through PBG in support of functional local investment projects, improving accountability and oversight mechanisms, and incentivizing central government agencies to co-produce services with local governments aims to strengthen Local Authorities' institutional performance, responsiveness to citizens, and management of resources for service delivery.

The project has three (3) components as summarized in the subsequent paragraphs:

Component 1: Performance Based Grants for Rural and Municipal District Councils (US\$ 60 million). The component will be implemented by NLGFC in close collaboration with LAs, Ministry of Local Governance and Rural Development (MoLGRD, Ministry of Finance, Economic Affairs and Decentralisation (MoFEAD) and relevant Government Ministries, Departments and Agencies (MDAs). Component 1 has two subcomponents and will not provide performance-based grant financing for urban councils at this point.

- ***Subcomponent 1.1. Performance-based financing to support local investments in rural districts.*** This subcomponent will support the GoM's efforts to invest in essential local services that disproportionately benefit the poor. Activities under this subcomponent include allocating discretionary resources to eligible Local Authorities (LAs) to finance priority capital investments that are functional, resilient/climate-proofed, and their associated operating costs.

- ***Subcomponent 1.2. Performance-based financing to support local investments in municipal districts.*** This subcomponent will support the expansion of PBG-financing to municipal councils (Kasungu, Luchenza, Mangochi, and Karonga), in line with GoM’s efforts to invest in essential local services.

Component 2: Harmonization and streamlining performance for enhanced planning and results (‘co-production’) (US\$ 15 million). Component 2 will support councils to enhance skills and capacities for service delivery. The Component has three sub-components.

- ***Subcomponent 2.1. A joint performance framework and enhanced performance management tools.*** This subcomponent will support the GoM’s efforts to continuously assess district performance under a joint performance framework and further strengthen performance and accountability at the local level through annual administration of the Local Authority Performance Assessment (LAPA).
- ***Subcomponent 2.2. Skills enhancement and professional education.*** This subcomponent will support continued skills enhancement and professional education development needs of the targeted personnel in local authorities and selected MDAs to ably effectively support service delivery.
- ***Subcomponent 2.3. Increased satisfaction among citizens with local service delivery.*** This subcomponent will support the periodic assessment of satisfaction among citizens and local businesses with service delivery.

Component 3: Project Management (proposed: US\$5 Million). The component will support project management, including expenses for the Project Implementation Team (PIT), mission expenses, external audit, monitoring and reporting, and oversight of environmental and social standards. It will also cover LAPA Task Force expenses.

1.2 Project Location and Beneficiaries

The GESD 2.0 project will cover all 28 District Local Councils and 4 municipal councils across the country's three regions: Northern, Central, and Southern. The ultimate beneficiaries of the proposed project are citizens and local businesses that are current and potential beneficiaries of local services delivered by rural and municipal district councils. The direct beneficiaries of the proposed project are rural and municipal district councils, MoLGRD, MoFEPD, and NLGFC.

2 Objective/Description of SEP

The GESD 2.0 is being prepared under the World Bank’s Environment and Social Framework (ESF). Per Environmental and Social Standard ESS10 on Stakeholder Engagement and Information Disclosure, the implementing agencies are required to provide stakeholders with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination, or intimidation.

The overall objective of this SEP is to define a comprehensive and systematic program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle.

The SEP outlines the ways in which the Government of Malawi will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about the project and any activities related to the project.

This SEP serves as a strategic framework to ensure meaningful, inclusive, and continuous dialogue between the project and all affected parties, from project preparation through implementation to closure. It identifies key stakeholder groups, outlines their interests and concerns, and establishes appropriate engagement methods tailored to different stakeholder categories. The SEP specifically emphasizes methods to engage groups considered most vulnerable and that are at risk of being left out of project benefits, including women, youth, persons with disabilities, the elderly, and marginalized communities in remote rural areas.

Furthermore, this SEP establishes clear responsibilities for stakeholder engagement activities, defines timelines for consultations, and outlines monitoring mechanisms to track the effectiveness of engagement efforts. The plan will be updated periodically to reflect evolving stakeholder needs and project circumstances throughout implementation.

2.1 Past Performance and Lessons Learned from GESD 1.0

The GESD 1.0 project achieved significant progress in institutionalizing environmental and social safeguards (ESS) within Malawi's local government framework, establishing a foundation upon which GESD 2.0 will build. Key achievements include the integration of ESS screening as standard practice in district council development planning, with councils now routinely conducting environmental and social screening across all projects. The project successfully enhanced capacity among local contractors and district officers regarding safeguards compliance, transitioning from previously low adherence levels to measurable improvement. GESD 1.0 also supported the adoption of sustainable construction practices, including the prohibition of burnt bricks and incorporation of alternative materials in both project and government infrastructure. Furthermore, the project strengthened collaborative contract management by integrating safeguards officers into supervision and monitoring teams, a function previously confined to the Directorate of Public Works, and improved government procurement documents to systematically incorporate ESS requirements. Enhanced transparency in development investment costs triggered increased citizen feedback and stakeholder engagement throughout project cycles.

Despite these achievements, GESD 1.0 revealed critical areas requiring strengthened attention in GESD 2.0's stakeholder engagement approach. While budget allocation for ESS activities showed improvement, resource availability remains insufficient to fully support robust safeguards implementation at the district level. The lessons learned underscore the need for GESD 2.0 to deepen and sustain stakeholder engagement mechanisms beyond project identification to encompass comprehensive monitoring, grievance redress, and post-construction follow-up. The Stakeholder Engagement Plan for GESD 2.0 therefore emphasizes enhanced capacity building targeting both institutional actors and local communities, engagement with councils for expanded resource mobilization strategies to ensure adequate ESS budgets, strengthened monitoring frameworks involving diverse stakeholders including civil society and affected communities, and institutionalized feedback mechanisms that build upon the citizen engagement momentum generated under GESD 1.0. These strategic priorities reflect a commitment to consolidating gains while addressing gaps identified through implementation experience.

3 Stakeholder Identification & Analysis

3.1 Methodology

As part of preparing this Stakeholder Engagement Plan, a comprehensive stakeholder identification and mapping exercise was conducted to systematically identify all parties who may affect, be affected by, or have an interest in the GESD 2.0 project. The exercise applied an Influence–Interest Matrix methodology to categorize stakeholders according to their relative power to influence the project and the degree to which they are likely to be affected by its outcomes. This analytical approach ensured that engagement strategies are appropriately tailored to the varying needs, interests, capacities, and roles of different stakeholder groups, thereby promoting inclusivity, meaningful participation, transparency, and accountability throughout project implementation.

The stakeholder mapping process involved a structured and participatory analysis of institutions, communities, organizations, and individual actors operating at national, district, municipal and community levels. Stakeholders were identified and assessed through a combination of methods including stakeholder consultations, review of GESD 1.0 implementation experience, document reviews of relevant government policies and strategies, and direct inputs from district/municipal council officials, political and traditional leaders, and other community governance structures. Using the results of this analysis, stakeholders were systematically grouped into four distinct categories based on their level of influence and interest, with each category requiring a differentiated engagement approach to ensure effective communication and participation.

3.2 Identified stakeholders

For the GESD 2.0 project, the following key stakeholders have been identified and analyzed according to their relationship with specific project components. These stakeholders include affected parties individuals, groups, and communities who experience or are likely to experience direct impacts from the project (as defined in section 3.2.1); other interested parties entities with an interest in the project due to their mandates, geographic proximity, or sectoral responsibilities (as defined in section 3.2.2); and disadvantaged or vulnerable individuals and groups who may face barriers to participation or differential impacts due to their marginalized status (as defined in section 3.2.3).

3.2.1 Affected parties

Affected parties include local communities, community members, and other parties that may be subject to direct impacts from the GESD 2.0 project. Specifically, the following individuals and groups fall within this category:

- **Local Communities:** Residents across all 28 District Local Authorities and 4 Municipal Authorities constitute the primary affected parties, as they are the direct beneficiaries of improved service delivery resulting from strengthened local governance and implementation of development investments financed through performance-based grants. This diverse group includes youth, women, the elderly, and child-headed households, each with distinct needs and vulnerabilities that require tailored engagement approaches. Community members participate in the selection and prioritization of capital investment projects through Annual Investment Plans and experience the direct outcomes of improved facility-level management, infrastructure development, and public service enhancement in sectors such as health, education, water, and roads.

- **Project Affected Persons (PAPs):** Individuals or households who may experience direct impacts from specific infrastructure or development investments funded under the performance-based grant component. PAPs may include persons whose land, assets, or livelihoods could be temporarily or permanently affected during project implementation, particularly during construction or rehabilitation of community facilities and infrastructure.
- **Community Governance Structures:** Traditional Leaders, Village Development Committees (VDCs), Area Development Committees (ADCs), Project Implementation Committees (PIC) and other formal community-level governance bodies that facilitate participatory planning, resource allocation decisions, oversight of local development initiatives and oversee the implementation of specific capital investment projects at the local level. These structures serve as critical intermediaries between communities and District Local Authorities in the preparation and implementation of Annual Investment Plans (AIPs). Sub-projects are selected from the Village Development Plans developed by the VDCs. Projects are selected at the community level based on local priorities and are compiled into the District Development Plan (DDP), which serves as the primary framework for subproject selection. When Districts implement projects, they select from the DDP, ensuring that interventions reflect the needs and priorities identified by local communities. The DDP is revised every five years to maintain alignment with evolving community development needs. In a special way, traditional leaders serve as custodians of customary land and play pivotal roles in community mobilization, conflict resolution, and facilitating citizen participation in local development planning processes. Their endorsement and active involvement are essential for successful project implementation at the grassroots level, particularly in rural areas where traditional authority structures remain influential in shaping community decision-making.

3.2.2 Other interested parties

The project's stakeholders also include parties other than the directly affected communities, including institutions, organizations, and individuals who have an interest in the project due to their mandates, sectoral responsibilities, or potential to influence project outcomes. Specifically, the following entities fall within this category: Ward Councilors, Members of Parliament, Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs), Malawi Environmental Protection Authority (MEPA), Environmental Affairs Department (EAD), Ministry of Local Government and Rural Development, National Local Government Finance Committee (NLGFC), National Audit Office (NAO), District Councils, Ministry of Finance Economic Affairs and Decentralisation, Ministry of Health and Sanitation, Ministry of Education, Ministry of Agriculture, Ministry of Lands, Ministry of Transport and Public Works, Construction Industry Regulatory Authority (CIRA), Public Utility Companies (EGENCO, ESCOM, and Water Boards), Ministry of Labour Skills and Innovation, and Malawi Local Government Association (MALGA).

3.2.3 Disadvantaged / vulnerable individuals or groups

Within the GESD 2.0 project, which will support infrastructure development in health, agriculture, and education sectors through district-level capital investments, vulnerable or disadvantaged groups may include but are not limited to those listed in Table 1. The proposed strategy to incorporate the views of vulnerable groups is provided under Section 4.3.

Table 1: List of vulnerable or disadvantaged groups

Vulnerable Group	Barriers to Accessing Information/Project Benefits	Representative Organizations/Leaders
Persons with Disabilities (PWDs)	<ul style="list-style-type: none"> Physical barriers limiting access to project sites, meetings and other Grievance Redress Mechanisms (GRMs) reporting channels. Communication materials not in accessible formats (Braille, sign language). Stigma and social exclusion 	<p>Malawi Council for the Handicapped (MACOHA) Federation of Disability Organizations in Malawi (FEDOMA)</p> <p>Malawi Union of the Blind</p>
Women and Women-Headed Households	<ul style="list-style-type: none"> Cultural norms restricting participation in works Lack of control over wages Gender-based violence and harassment risks 	<p>Women Legal Resources Centre WORLEC One Stop Centres Police (Victim Support Units) Ministry of Gender Social Welfare and Child Development</p>
Youth (15-35 years)	<ul style="list-style-type: none"> Migration patterns affecting engagement Exclusion from traditional decision-making structures 	Ministry of Youth and Sports
Elderly people	<ul style="list-style-type: none"> Limited mobility to attend meetings, collect wages and work Stigmatization Digital literacy challenges Nature of work 	<p>Faith-based organizations serving elderly Ministry of Gender Child Development and Social Welfare</p>
Remote/Geographically Isolated Communities	<ul style="list-style-type: none"> Distance from Project sites and information centers Delayed access to information due to limited communication networks 	Existing local committees (VDC and ADC)
Pregnant women and lactating women	<ul style="list-style-type: none"> Discomfort and fatigue Health vulnerabilities Mobility constraints during late pregnancy periods Nature of work they engage in Childcare responsibilities 	Ministry of Gender Social Welfare and Community Development
Child headed Households	<ul style="list-style-type: none"> Absence from school to earn income or care for siblings Relatives snatching money from the child headed households Lack of phones to access digital payment 	Ministry of Gender Social Welfare and Child Development

Smallholder subsistence farmers	<ul style="list-style-type: none"> • Resource-poor farmers with limited landholdings, • insecure tenure, • lack of agricultural inputs, and minimal access to markets 	Farmers Clubs and Cooperatives, Farmers Union of Malawi, Extension Workers
People living with HIV/AIDS and chronic illnesses	<ul style="list-style-type: none"> • Stigma affecting their community participation • Need for regular medical care may limit their time for participation 	Organization of People Living with HIV and AIDS, National Aids Commission (NAC),

Vulnerable groups within the communities affected by the project will be further confirmed and consulted through dedicated means, as appropriate. Special attention will be given to designing engagement strategies that are accessible, culturally sensitive, and responsive to the specific needs and circumstances of these populations.

4 Stakeholder Engagement Program

4.1 Summary of stakeholder engagement done during project preparation

The stakeholder engagement consultations were undertaken at national level in months of June, October and December 2025 and at community and district level between January 26 to 29, 2026. A summary of discussions has been provided below:

Activity	Venue	No. of Participants	Key Issues	Responses and actions taken
Central Level MDAs GESD 2.0 Consultation meetings	Sunbird Livingstonia Hotel	27	How to best craft the GESD 2.0 project design amidst Government's proposed changes to Local Authorities Development financing approaches i.e. Shift from District Development Fund (DDF) to Revised Constituency Development Fund (CDF)	GESD design has aligned its investments to CDF investments that target to benefit the whole district population rather than a specific constituency
Blantyre District DESC Consultations for GESD 2.0	Blantyre District Chamber	20	How to address Councils frequently failure to meet project timelines and completion targets and the Need to revise DESC composition to include Persons Living With Disabilities for social inclusion	GESD 2.0 has revised the operational arrangements including the sequencing of the funding cycles
Chikwawa District DESC Consultations for GESD 2.0	Chikwawa District Chamber	16	-The need to address delays in fund disbursement which eventually affect project commencement and overall pace of implementation; dissemination timelines vary across districts.	GESD 2.0 coordination and implementation arrangements has been enhanced
Dedza District DESC Consultations for GESD 2.0	Dedza District Chamber Hall	24	Details on the eligible Investment Menu under GESD 2.0	The investment menu has been prepared to match needs to the rural and municipal councils

Lilongwe District DESC Consultations for GESD 2.0	Lilongwe District Chamber	22	Completion of incomplete packages of GESD 1.0 investments should be prioritized should be prioritized in the next GESD 2.0. For example in the Health Sector, gaps still where only one staff house was constructed instead of the required five; maternity wing lacks equipment making it non-operational; no healthcare waste management infrastructure. Need for Incentives for PICs to enhance their participation	Some of non-functional facilities have been addressed under GESD 1.0 PBG cycle 4.0. GESD 2.0 will focus on ensuring functionality of the investments ie including provision of services ie water, electricity and other key support structures such as sanitation facilities
Mzimba District DESC Consultations for GESD 2.0	Mzimba District Chamber	15	Unhappiness with MoLGRD directive to suspend procurements under the GESD 1.0 PBG 4.0 due limited time before project closure. Limited mobility to affect supervision, monitoring, and timely implementation of project activities if not addressed	The disappointment was noted and assurance was provided that GESD 2.0 programming has been revised to avoid experiencing the same. This has informed the GESD 2.0 cycle design.
Kasungu District DESC Consultations for GESD 2.0	Kasungu District Chamber	12	Need to harmonize committees and reporting lines to avoid overlapping roles and slow decision making	This will be considered in GESD 2.0.
Mwambo, Matuwamba & Mzambo Villages, TA Phomwa in Kasungu- Community Consultations on GESD 2.0 Project	Mawambo Community	12	Need to address the problem of contractors abandoning project sites	This was noted and Supervisory roles under GESD 2.0 will be strengthened through the DESC

Paiwe Village, TA Kaphuka, Dedza-Community Consultations on GESD 2.0 Project	Paiwe Clinic	6	Projects were not fully packaged (missing equipment such as computers). PMC involvement was limited. Contractor payments were delayed, affecting implementation timelines. Wage payment delays reduced	Cycle 4 of GESD 1.0 PBG has taken care of the observation through procurement of the equipment for non-functional facilities. GESD 2.0 cycle will allow for fewer cycles allowing for strategic investments
Mwasiya Village, Blantyre-Community Consultations on GESD 2.0 Project	Mwasiya School	20	Late contractor payments causing delays and Contractors abandon projects due to price escalations	Improvements will be made under GESD 2.0 to address the gap through SOPs to link the fiduciary, procurement and ES processes within the districts
M'modzi village, TA Makhawira, Chikwawa-Community Consultations on GESD 2.0 Project	M'modzi community	10	GESD delivered high-quality infrastructure projects to the community, created employment opportunities, and establishment of a PMC helped expedite project implementation.	Compliment appreciated and efforts will be made under GESD 2.0 to maintain positive practices
Mathandani Village, T Sibande, Mzimba-Community Consultations on GESD 2.0 Project	Mathandani Village	15	Raised concern that some project components under GESD 1.0 remain incomplete and emphasized the need for all unfinished works to be completed as planned.	GESD 2.0 will provide opportunities for LAs to prioritize uncompleted projects

4.2 Summary of project stakeholder needs and methods, tools and techniques for stakeholder engagement.

The Stakeholder Engagement Plan below outlines the engagement process, methods, including sequencing, topics of consultations and target stakeholders.

Table 3: SEP Summary Table

Project stage	Target stakeholders	Topic of consultation / message	Method used	Responsibilities	Frequency/Timeline
PREPARATION STAGE	Local communities (including women, youth, elderly, persons with disabilities), Traditional Leaders, Community Governance Structures (VDCs, ADCs)	<ul style="list-style-type: none"> - Present project objectives, components, and benefits - Identify community development priorities and needs - Disclose Environmental and Social Management Framework (ESMF) - Introduce Grievance Redress Mechanism (GRM) - Identify vulnerable groups and Project Affected Persons 	<ul style="list-style-type: none"> - Community consultations and public meetings - Focus group discussions (separate sessions for women, youth, persons with disabilities) - Participatory mapping exercises - Village-level meetings facilitated by Traditional Leaders 	District Councils with support from NLGFC, CSOs, and Traditional Leaders	<ul style="list-style-type: none"> -During project preparation (2025-2026) -Minimum 2-3 consultations per district
PREPARATION STAGE	Ward Councilors, Members of Parliament	<ul style="list-style-type: none"> - Present project design and implementation arrangements - Discuss alignment with constituency priorities - Clarify roles in project oversight and community mobilization 	<ul style="list-style-type: none"> - Formal briefing meetings - District-level stakeholder workshops 	MoLGRD, NLGFC and District Councils	<ul style="list-style-type: none"> -During project preparation (2025-2026) -At least one consultation per district
PREPARATION STAGE	NGOs and CSOs	<ul style="list-style-type: none"> - Present project components, particularly citizen engagement mechanisms - Discuss potential partnerships for social accountability initiatives 	<ul style="list-style-type: none"> - Stakeholder workshops - Focus group discussions - Virtual meetings - Written submissions 	NLGFC and Ministry of Local Government	<ul style="list-style-type: none"> -During project preparation (2025-2026)

		<ul style="list-style-type: none"> - Gather input on engagement strategies for vulnerable groups 			-2-3 national and district-level workshops
PREPARATION STAGE	District Councils (DEC, DESC technical staff)	<ul style="list-style-type: none"> - Present project components and implementation arrangements - Discuss performance assessment framework and eligibility criteria - Capacity needs assessment - Environmental and social safeguards training - Annual Investment Plan preparation guidelines 	<ul style="list-style-type: none"> - District stakeholder workshops - Technical training sessions - Site visits - Inter-district learning exchanges 	NLGFC with support from Line Ministries	<ul style="list-style-type: none"> -During project preparation (2025-2026) -Multiple sessions per district
PREPARATION STAGE	Line Ministries (Health, Education, Agriculture, Finance, Lands, Labor, Local Government)	<ul style="list-style-type: none"> - Present project design and inter-ministerial coordination arrangements - Discuss sectoral technical standards and priorities - Review environmental and social safeguards - Clarify roles and responsibilities 	<ul style="list-style-type: none"> - Inter-ministerial coordination meetings - Technical working group sessions - Review of project documents 	NLGFC and Ministry of Local Government	<ul style="list-style-type: none"> -During project preparation (2025-2026) -Quarterly coordination meetings
PREPARATION STAGE	MEPA/EAD	<ul style="list-style-type: none"> - Review and validate ESMF - Discuss environmental screening and approval procedures - Clarify monitoring and compliance requirements 	<ul style="list-style-type: none"> - Technical review meetings - Joint field visits - Document review and feedback 	NLGFC	<ul style="list-style-type: none"> -During project preparation (2025-2026) -As needed for document review
PREPARATION STAGE	Project Affected Persons (PAPs)	<ul style="list-style-type: none"> - Identify affected assets, land, and livelihoods - Explain grievance mechanisms 	<ul style="list-style-type: none"> - Individual and household consultations - Community meetings in affected areas - Site visits - Documentation of assets 	District Councils with support from NLGFC and Ministry of Lands	<ul style="list-style-type: none"> -During site-specific planning (2025-2026) -Multiple consultations per PAP

PREPARATION STAGE	Vulnerable and disadvantaged groups (women, persons with disabilities, ultra-poor, elderly, youth)	<ul style="list-style-type: none"> - Identify specific barriers to participation - Discuss inclusive engagement strategies - Gather input on accessibility requirements for infrastructure - Explain GRM and how to access it 	<ul style="list-style-type: none"> - Targeted focus group discussions - One-on-one interviews with assistance from CSOs - Accessible consultations - Gender-disaggregated sessions 	District Councils with support from NGOs/CSOs and Community Facilitators	<ul style="list-style-type: none"> -During project preparation (2025-2026) -Separate sessions for different vulnerable groups
IMPLEMENTATION STAGE	Local communities (including women, youth, elderly, persons with disabilities), Traditional Leaders, Community Governance Structures, PICs	<ul style="list-style-type: none"> - Preparation of Annual Investment Plans - Site-specific consultations for infrastructure projects - Project progress updates - Environmental and social management measures - Grievance resolution updates - Beneficiary satisfaction surveys 	<ul style="list-style-type: none"> - Village and Area Development Committee meetings - Public notice boards and community radio - SMS updates - Focus group discussions - Community monitoring visits - Beneficiary feedback surveys 	District Councils, PICs, and Traditional Leaders	<ul style="list-style-type: none"> -Throughout implementation (2026-2031) - AIP preparation: Annually - Progress updates: Quarterly - Surveys: Semi-annually
IMPLEMENTATION STAGE	Ward Councilors, Members of Parliament	<ul style="list-style-type: none"> - Annual Investment Plan priorities - Project implementation progress - Performance assessment results - Grievance trends and resolution - Community feedback 	<ul style="list-style-type: none"> - Council meetings and briefings - Quarterly progress reports - Annual review meetings 	, MOLGRD, District Councils and NLGFC	<ul style="list-style-type: none"> -Throughout implementation (2026-2031) - Quarterly briefings - Annual review meetings
IMPLEMENTATION STAGE	NGOs and CSOs	<ul style="list-style-type: none"> - Implementation of social accountability initiatives - Citizen monitoring and scorecards - Support to vulnerable groups - Documentation of lessons learned - Safeguards monitoring 	<ul style="list-style-type: none"> - Partnership agreements and coordination meetings - Joint monitoring visits - Workshops and training sessions - Progress reporting 	NLGFC and District Councils	<ul style="list-style-type: none"> -Throughout implementation (2026-2031) - Monthly/quarterly coordination - Semi-annual review meetings

IMPLEMENTATION STAGE	District Councils (DEC, technical staff)	<ul style="list-style-type: none"> - Annual performance assessments - Technical support and capacity building - PBG disbursements - Safeguards compliance monitoring - Financial management and procurement - Grievance management 	<ul style="list-style-type: none"> - Annual performance assessment missions - Technical support visits - Training workshops - Review meetings - Audit findings discussions 	NLGFC with support from Line Ministries and NAO	<ul style="list-style-type: none"> -Throughout implementation (2026-2031) - Performance assessments: Annually - Support visits: Quarterly - Training: As needed
IMPLEMENTATION STAGE	Line Ministries (Health, Education, Agriculture, Finance, Lands, Labour, Local Government)	<ul style="list-style-type: none"> - Technical oversight of sectoral investments - Joint monitoring missions - Policy alignment and coordination - Resolution of implementation challenges - Review of sector performance 	<ul style="list-style-type: none"> - Inter-ministerial coordination meetings - Joint field monitoring visits - Technical working groups - Annual sector reviews 	NLGFC and Ministry of Local Government	<ul style="list-style-type: none"> -Throughout implementation (2026-2031) - Coordination meetings: Quarterly - Joint missions: Semi-annually - Annual reviews
IMPLEMENTATION STAGE	MEPA/EAD	<ul style="list-style-type: none"> - Review and approval of site-specific ESMPs - Environmental compliance inspections - Monitoring of mitigation measures - Address unforeseen impacts 	<ul style="list-style-type: none"> - Site inspections and compliance monitoring - Review meetings - Technical guidance sessions - Incident response 	District Councils and NLGFC	<ul style="list-style-type: none"> -Throughout implementation (2026-2031) - Inspections: As per ESMP requirements - Reviews: Quarterly
IMPLEMENTATION STAGE	Vulnerable and disadvantaged groups	<ul style="list-style-type: none"> - Inclusive participation in AIP preparation - Access to project information in accessible formats - Targeted support for accessing grievance mechanisms - Monitoring of differential impacts - Feedback on accessibility of infrastructure 	<ul style="list-style-type: none"> - Assisted consultations with CSO support - Anonymous feedback mechanisms - Targeted surveys 	District Councils with support from NGOs/CSOs	<ul style="list-style-type: none"> -Throughout implementation (2026-2031) - During all major consultations - Targeted sessions: Semi-annually - Ongoing GRM access support

4.3 Proposed strategy to incorporate the views of vulnerable groups

The GESD 2.0 project will seek views from vulnerable groups including women, youth, elderly, persons with disabilities, ultra-poor households, smallholder farmers, remote communities, people living with HIV/AIDS, child-headed households, pregnant mothers, and Project Affected Persons through targeted consultations, focus groups, home visits, and partnerships with representative organizations.

Potential barriers to information and benefits access for disadvantaged groups include:

- Physical barriers limiting access to project sites, meetings and other Grievance Redress mechanisms (GRMs) reporting channels.
- Communication materials not in accessible formats (Braille, sign language).
- Stigma and social exclusion
- Cultural norms restricting participation in traditional decision-making structures and/or works
- Gender-based violence and harassment risks
- Migration patterns affecting engagement
- Limited mobility to attend meetings or work
- Poor access to ICT facilities and digital literacy challenges
- Health vulnerabilities and medical appointments
- Childcare responsibilities
- Limited landholdings, and insecure tenure

Key measures to enable participation include:

- Accessible information formats (large print, audio, local languages)
- Gender-segregated and disability-inclusive consultations
- Mobile outreach to remote areas using community radio and traditional leaders
- Anonymous feedback channels for stigmatized groups
- Trained facilitators on inclusion and cultural sensitivity
- Confidential, survivor-cantered SEA/SH and GBV reporting channels with trained case workers and safe referral pathways
- Safe, well-lit venues with separate entry/exit points for women
- Trained facilitators on inclusion, GBV prevention, trauma-informed engagement, and SEA/SH awareness
- Partnerships with GBV service providers and women's rights organizations

4.4 Incorporating Feedback from Vulnerable Groups into Project Design and Implementation

GESD 2.0 will utilize a multi-tiered stakeholder engagement approach to systematically integrate feedback from vulnerable groups into all project phases. During the design and planning stage of the district subproject, targeted consultations with women, youth, persons with disabilities, ultra-poor households, and other marginalized groups will be conducted through focus group discussions, community meetings facilitated by trained personnel, and partnerships with

representative civil society organizations to identify priority infrastructure needs, accessibility requirements, and potential social risks. Feedback gathered through these platforms, complemented by mobile outreach using community radio, traditional leaders, and home visits for hard-to-reach populations, will directly inform subproject selection criteria, technical designs (such as incorporating disability-accessible features and gender-responsive facilities), safeguards screening processes, and the development of site-specific Environmental and Social Management Plans (ESMPs).

Throughout implementation, continuous engagement will occur via community monitoring committees with reserved representation for women and vulnerable groups, accessible grievance redress mechanisms including anonymous channels for stigmatized populations, and regular progress review meetings held at times and locations that accommodate childcare responsibilities and mobility constraints. The PIT will maintain a feedback log documenting how inputs from vulnerable stakeholders have influenced decision-making, design modifications, contractor requirements, and mitigation measures, with quarterly reports to district councils and the World Bank demonstrating responsiveness to community concerns. This systematic approach ensures that stakeholder engagement transcends consultation to become an integral mechanism for adaptive project management, equitable benefit distribution, and accountability to those most affected by, and potentially excluded from, infrastructure development investments.

5 Resources and Responsibilities for implementing stakeholder engagement

The overall responsibility for SEP implementation lies with the Project Implementation Team (PIT) in general and in particular the Environmental and Social Safeguards Team within the PIT. However, the lead agencies of project components and sub-project shall also be responsible for carrying out stakeholder activities associated with their roles.

5.1.1.1 The Project Steering Committee (PSC)

The role of the PSC will be to facilitate supportive strategic Inter-Ministerial, Agency and Development partners engagements to address emerging issues as well as to foster ongoing collaboration and information sharing at strategic level.

5.1.1.2 The Project Technical Committee (PTC)

The PTC will provide technical reviews of Stakeholder Engagement Plan implementation progress and recommend measures continual performance improvement.

5.1.1.3 The National Local Government Finance Committee (NLGFC)

The primary and overall responsibility for SEP implementation and progress reporting rests with the NLGFC and in particular with the PIT within the NLGFC. The PIT has the responsibility to ensure that there is ongoing and quality stakeholder engagement at all levels and throughout the project and implementation period. The Social Safeguards Specialist will be responsible within the PIT for the implementation of the SEP.

5.1.1.4 Local Authorities (District/Municipal Councils)

As the actual identifier of sub-projects and their implementation, all Local Authorities have the responsibility for ensuring that the project identification and planning implementation processes include in built stakeholder engagement mechanisms which are being duly followed, implemented and reported on. Furthermore, the district and municipal councils shall coordinate with local leaders to lead community mobilization, consultations, grievance management, and compliance monitoring.

5.1.1.5 Traditional leaders and civil society

Traditional leaders and civil society organizations will ensure cultural appropriateness, mobilize communities, resolve conflicts, and advocate for marginalized groups.

5.1.1.6 Contractors

The contractor will bear responsibility for implementing and reporting on implementation of designated stakeholder engagement associated with their assignment.

5.1.1.7 Other Central government ministries and agencies

The lead agencies of project components and government ministries will be responsible for carrying out stakeholder activities associated with their roles.

The stakeholder engagement activities will be documented through Consultation Records and Meeting Minutes, the Stakeholder Engagement Database, the Grievance Mechanism Registry, Quarterly and Annual Progress Reports, Monitoring and Evaluation Documentation, Safeguards Compliance Documentation, the Communication Materials Archive, Partnership and Coordination Records, Disclosure Records, and Adaptive Management Documentation. The budget estimate for

the preparing and implementing SEP is MK 1,612,700,000.00. The budget breakdown is attached in Annex 2.

6 Grievance Mechanism (GM)

A Grievance Mechanism is a system that allows not only grievances, but also queries, suggestions, positive feedback, and concerns of project-affected parties related to the project performance to be submitted and responded to in a timely manner.

6.1 Description of Grievance Mechanism (GM)

Table 3: Illustrative Table on the GM Steps

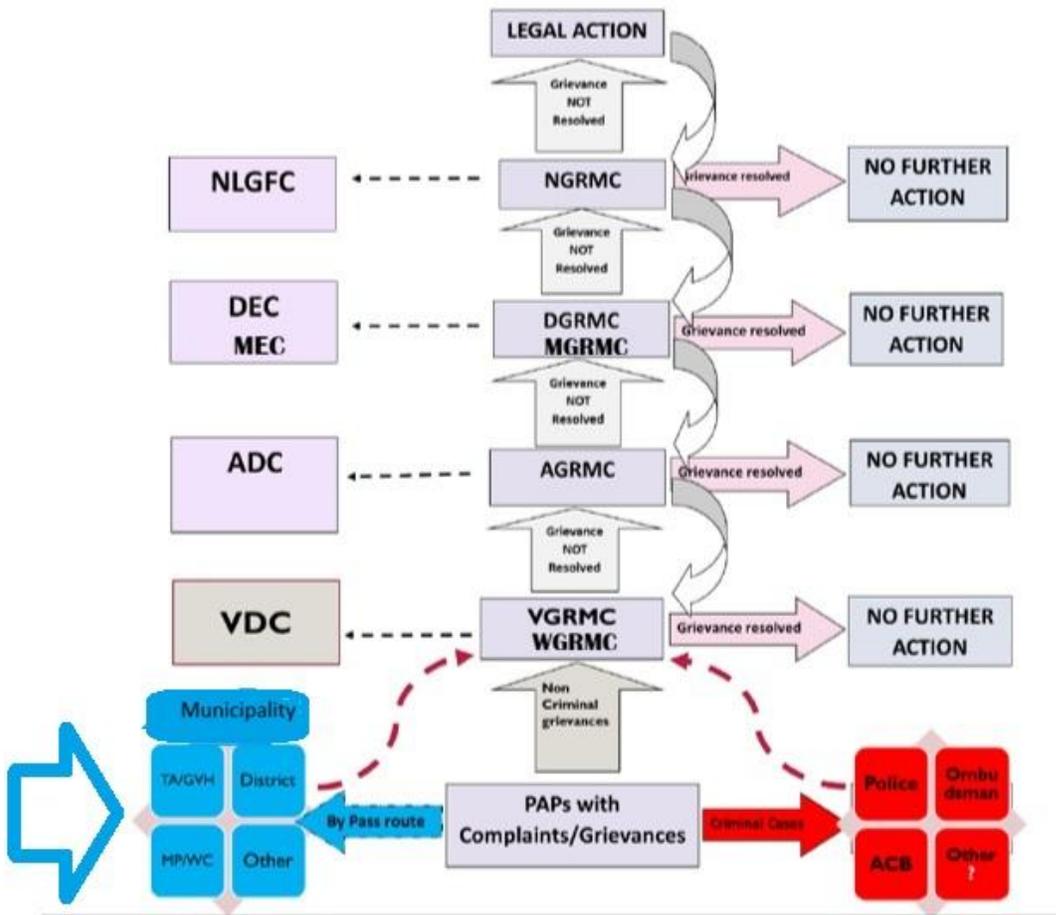
Step	Description of process (e.g.)	Timeframe	Responsibility
Grievance uptake	PAPs can submit complaints through any of the following channels: Face-to-face, grievance boxes, toll-free line 351, phone call/SMS, letters, or direct submissions to committees. Grievance update can be done at any level from the Project location to the District/Municipality.	Any time	VGRMCs/WGRMC, Sub-project Committees, District staff, Municipality Staff, PIT
Sorting, processing	Complaints will be recorded in the GRM Registry at each level. VGRMC logs, categorizes, and determines whether: (i) the grievance is project-related; (ii) it can be handled at their level; or (iii) must be referred upward or to an external mechanism (police, ACB, VSU, courts).	Upon receipt	Local grievance focal points (Sub-project Committee, VGRMC)
Acknowledgement and follow-up	Receipt of the grievance will be acknowledged to the complainant by the committee. The PAPs will be informed if the case is being handled or referred to a higher level.	Within 2 days of receipt	Local grievance focal points
Verification, investigation, action	Committee shall verify facts, conducts site visits if necessary, interviews involved parties, and proposes a resolution. Priority is given to consensus-based solutions. Criminal cases are referred to Police; GBV/SEA cases are confidentially referred to VSU or One-Stop Centres.	Within 10 working days	VGRMC, AGRMC, DGRMC/MGRMC, NGRMC

Monitoring and evaluation	All committees shall maintain a GRM Registry. Councils shall compile district-wide GRM matrices and report to PIT Data informs quarterly and annual M&E assessments for GESD 2.0	Quarterly & annually	District Councils; PIT Monitoring Team
Provision of feedback	PAPs will be contacted to confirm whether they have received feedback. If dissatisfied, cases will be escalated to the next level of the GRM.	After resolution	VGRMC/AGRMC/DGRMC; PIT
Training	PIT staff, district staff, contractors, and GRM committees, at all levels will be trained in: GRM procedures, record-keeping, GBV/SEA/SH ethical handling, referral pathways, rights-based approaches, and use of the toll-free system.	Before and during implementation	PIT Social Safeguards Specialists; DESC
Sensitive complaints (GBV/SEA)	GBV/SEA complaints are handled confidentially, not recorded with personal details. Survivors are referred to VSU, Police, Health facilities, or One-Stop Centres. Projects with major civil works must establish accessible, safe, and confidential grievance redress mechanisms specifically for SEA/SH complaints using a survivor-centric approach. The World Bank's GPN (2022) requires early risk assessment, proportional mitigation measures, enforceable Codes of Conduct with severe penalties for violations, and proactive monitoring with contractor accountability to ensure complaints are handled with sensitivity, confidentiality, and prioritization of survivor safety throughout the response process.	Immediately	GRM committees, VSU, Police, Health Workers, NGOs

Labor GM	Workers under GESD 2.0 (contractors, project staff) to have access to a Labor GM (Workers GRMC- WGRMC) described in the LMP as an annexure in the ESMF. It covers workplace grievances, OHS, unfair treatment, and misconduct. The WGRMC shall be separate from the VGRMC and will be managed separately from the community GRMC. Members from the WGRMC shall have the rights to appeal any decisions via the Police, Labour Office, Ombudsman and the Courts.	Continuous	PIT; Contractors; District Labour Office
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6.2 GRM Implementation Arrangements

The Grievance Redress Mechanism (GRM) operates through a multi-tiered structure designed to address complaints and concerns at the most appropriate level. At the project site level, the Village Grievance Redress Management Committee (VGRMC), serves as the first point of contact for handling issues at the local/ Project level. Unresolved grievances are escalated to the Area Grievance Redress Management Committee (AGRMC), which operates at the Traditional Authority (TA) level. The AGRMC attempts to resolve issues and refers resolved cases back to the VGRMC for closure. If the AGRMC cannot resolve a grievance, it is escalated to the District Grievance Redress Management Committee (DGRMC) or Municipal Grievance Redress Management Committee (MGRMC), which provides support to resolve the issue and reports back to the AGRMC or VGRMC. Grievances that remain unresolved at the district or municipal level are referred to the National Grievance Redress Management Committee (NGRMC) as the final tier of the internal resolution process. It is important to note that any issues requiring the involvement of the Police, Anti-Corruption Bureau (ACB), or the Courts are referred directly to these institutions without following the standard GRM escalation channels. The NGRMC consists of all key Stakeholders at national level who support the implementation of the GESD project. The Picture below provides the implementation arrangements.



7 Monitoring and Reporting

7.1 Summary of how SEP will be monitored and reported upon (including indicators)

The monitoring and reporting of the SEP will be undertaken through a combination of qualitative and quantitative approaches to ensure comprehensive oversight of stakeholder engagement activities throughout the project cycle. Qualitative reporting will be done in line with the ESCP and will draw from routine progress reports and will focus on the nature of feedback received from stakeholders, the issues raised during consultations, and how these issues have influenced project design, implementation, or mitigation measures. This will include documenting matters that can be incorporated into project instruments—such as the Environmental and Social Assessment (ESMPs), Project Appraisal Document, Resettlement Action Plans/Livelihood Restoration Plans, or SEA/SH Action Plans—as well as issues that fall outside the scope of the project or cannot be addressed due to technical, jurisdictional, or financial constraints. Minutes of consultation meetings will be annexed to monitoring reports to capture stakeholder views in detail.

In addition, quantitative monitoring will track progress against agreed indicators related to stakeholder engagement and the functioning of the Grievance Mechanism (GM). These indicators will support systematic measurement of outreach effectiveness, inclusiveness of engagement processes, grievance uptake and resolution rates, and responsiveness of project entities. Together, these qualitative and quantitative elements will provide a robust framework for assessing performance and ensuring continuous improvement. The table below presents an illustrative set of indicators and evaluation questions that will guide monitoring and reporting under the SEP.

Table 4: **Monitoring and Reporting on the SEP**

Key evaluation questions	Specific Evaluation questions	Potential Indicators	Data Collection Methods
<p>Grievance Redress Mechanism. To what extent have project-affected parties been provided with accessible and inclusive means to raise issues and grievances? Has the implementing agency responded to and managed such grievances?</p>	<ul style="list-style-type: none"> • Are PAPs raising issues and grievances? 	<ul style="list-style-type: none"> • Number of grievances submitted (monthly/quarterly), disaggregated by gender, age, disability status, and location. • Number of grievances submitted through each channel (351 toll-free line, SMS, GRM box, walk-ins, VGRMC, AGRMC). 	<ul style="list-style-type: none"> • GRM Registry (VGRMC, AGRMC, DGRMC, NGRMC) • Call centre logs • Suggestion box extraction logs
	<ul style="list-style-type: none"> • How quickly/effectively are grievances resolved? 	<ul style="list-style-type: none"> • % of grievances acknowledged within 2 days. • % resolved within 10 days at VGRMC level. • % resolved within established timelines at AGRMC, DGRMC, MGRMC and NGRMC. • Number of unresolved cases after 30 days. 	<ul style="list-style-type: none"> • GRM Registers • Committee resolution forms • Follow-up interviews with PAPs
	<ul style="list-style-type: none"> • Are GM channels accessible, especially to vulnerable groups? 	<ul style="list-style-type: none"> • Number of grievances raised by vulnerable groups (women, persons with disabilities, elderly, remote communities). • Number of assisted submissions (via CSOs or community facilitators). 	<ul style="list-style-type: none"> • Disaggregated GM registry data • Targeted follow-up surveys
	<ul style="list-style-type: none"> • How effectively are SEA/SH cases handled? 	<ul style="list-style-type: none"> • Number of SEA/SH cases reported. • Number of cases referred to VSU, One-Stop Centre, health facility. • % of SEA/SH cases handled confidentially (no personal details recorded). 	<ul style="list-style-type: none"> • Secure SEA/SH case logs (kept separate) • Referral pathway summaries • Reports from VSU/One Stop Centres
	<ul style="list-style-type: none"> • Are grievances closed satisfactorily? 	<ul style="list-style-type: none"> • % of PAPs confirming satisfaction with resolution. • % of cases escalated due to dissatisfaction. 	<ul style="list-style-type: none"> • Closure forms signed by PAPs • Follow-up calls/visits

<p>Stakeholder engagement impact on project design and implementation. How have engagement activities made a difference in project design and implementation?</p>	<ul style="list-style-type: none"> Was there interest/support for the project from stakeholders? 	<ul style="list-style-type: none"> Attendance levels in consultations (disaggregated groups). Number of stakeholder groups participating (VDCs, ADCs, CSOs, MPs, line ministries). 	<ul style="list-style-type: none"> Consultation attendance sheets Meeting minutes Photos and reports
	<ul style="list-style-type: none"> Did feedback lead to adjustments in project design or implementation? 	<ul style="list-style-type: none"> Number of project adjustments or refinements influenced by consultation feedback. Documented changes in AIPs resulting from community input. 	<ul style="list-style-type: none"> Updated project design documents AIP revisions Minutes from consultations
	<ul style="list-style-type: none"> Was priority information disclosed to stakeholders throughout the cycle? 	<ul style="list-style-type: none"> Number of disclosure events (ESMF, SEP, GRM, project updates). Number of radio announcements, posters, SMS alerts disseminated. 	<ul style="list-style-type: none"> Communication logs Public disclosure record
	<ul style="list-style-type: none"> Were at-risk groups adequately consulted? 	<ul style="list-style-type: none"> Number of disaggregated engagement sessions for vulnerable groups (women-only FGDs, PWD consultations, youth sessions). Number of accessibility measures applied (sign language, large print, mobile outreach). 	<ul style="list-style-type: none"> FGD reports Surveys for vulnerable groups CSO partner reports
	<ul style="list-style-type: none"> How timely were responses to stakeholder concerns? 	<ul style="list-style-type: none"> Number of actions implemented within agreed timelines. % of issues resolved within planned schedule. 	<ul style="list-style-type: none"> Engagement logs Implementation follow-up reports
<p>Implementation effectiveness. Were stakeholder engagement activities effective in implementation?</p>	<ul style="list-style-type: none"> Were SEP activities implemented as planned? 	<ul style="list-style-type: none"> % of SEP activities completed versus planned activities (monthly/quarterly). Number of unimplemented or delayed activities. 	<ul style="list-style-type: none"> SEP implementation matrix PIU progress reports
	<ul style="list-style-type: none"> Was the engagement approach inclusive? 	<ul style="list-style-type: none"> Number of consultations accessible to persons with disabilities. Number of gender-segregated engagement meetings. Number of remote-area outreach meetings. 	<ul style="list-style-type: none"> Participation records Inclusion checklists

	<ul style="list-style-type: none"> • Were barriers to participation identified and addressed? 	<ul style="list-style-type: none"> • Number of barriers reported (e.g., distance, timing, language). • Number of mitigation measures implemented (transport support, local language translation, mobile outreach). 	<ul style="list-style-type: none"> • FGD reports • Community facilitator notes
	<ul style="list-style-type: none"> • Were adjustments made to improve outreach and inclusion? 	<ul style="list-style-type: none"> • Number of strategy adjustments made due to low participation or feedback. • Types of improvements introduced (e.g., additional FGDs, radio programs). 	<ul style="list-style-type: none"> • Revised SEP/addendums • Meeting minutes • Community feedback surveys
	<ul style="list-style-type: none"> • Did engagement contribute to transparency and accountability? 	<ul style="list-style-type: none"> • Number of public disclosure meetings. • Number of progress reports shared with communities. • Number of social accountability tools used (scorecards, community monitoring). 	<ul style="list-style-type: none"> • Community scorecard reports • Council disclosure reports

7.2 Reporting back to stakeholder groups

The SEP will be treated as a living document and will be revised and updated as needed throughout project implementation to reflect evolving stakeholder needs, emerging risks, and lessons learned from engagement activities. Adjustments will be made whenever significant project changes occur or when monitoring results indicate the need for improved approaches to outreach, communication, or grievance management.

Quarterly summaries and internal reports on public grievances, enquiries, and related incidents along with the status of corrective or preventive actions taken will be compiled by designated staff at district and national levels. These reports will be consolidated and submitted to project management to ensure timely decision-making and oversight of stakeholder-related issues.

Feedback to stakeholders will be provided through established communication channels to ensure transparency and accountability. Reporting back to communities and other stakeholder groups will be undertaken through the following mechanisms: community meetings, public notice boards, radio announcements, district council briefings, or publication of GRM summaries. These updates will be shared from time to time at key project milestones to ensure that stakeholders remain informed about project progress, decisions taken, and how their inputs have influenced implementation.

8 Annexes

8.1 Annex 1: District Stakeholder Consultations Minutes (Blantyre, Chikwawa, Dedza, Lilongwe, M'Mbelwa (Mzimba), Kasungu)

Stakeholder (Group or Individual)	Topic	Summary of Feedback	Response of Project Implementation Team	Follow-up Action/Next Steps
BLANTYRE DISTRICT COUNCIL				
Luke Dambula	Contract Management	Councils frequently fail to meet project timelines and completion targets	Challenge acknowledged; GESD 2.0 to address systemic delays	Engage DPWs and Contract Management Teams to set realistic project durations
Aubrey Jazza (DPF)	Inclusion of PLWDs in DESC	Need to revise DESC composition to include Persons Living With Disabilities for social inclusion	Project agreed and encouraged positive advocacy	Advocate for revamping DESC membership to include offices representing disadvantaged groups
CHIKWAWA DISTRICT COUNCIL				
Natasha Mahiye (ICT Officer)	Project Achievements	The project has successfully managed construction of several public infrastructure facilities, including health posts and police units. The integrated project package has improved quality and functionality of service delivery.	The team acknowledged the achievements and commended councils for effective implementation and ownership.	Document best practices and lessons learned for replication in future projects.
Stanly Ndiwo (FA)	Capacity Building of LA Staff	LA staff capacity has been strengthened through involvement in all project stages (design, procurement, construction, and implementation).	The team acknowledged the positive impact of hands-on involvement.	Continue structured capacity-building and mentorship for LA staff across project cycles.
Chifundo Thandizo (DPF)	Timing of Project Implementation	Project implementation timing often does not align with seasonal conditions, affecting construction quality and timelines.	The concern was noted and linked to planning and approval timelines.	Improve annual planning to align implementation schedules with appropriate seasons.

	Delayed Fund Dissemination	Delays in fund disbursement affect project commencement and overall pace of implementation; dissemination timelines vary across districts.	The team acknowledged the challenge.	Strengthen coordination with funding entities and standardize fund disbursement timelines across districts.
Stanly Ndiwo (FA)	Central-Level Supervision	Limited or delayed supervision from the central team results in technical issues, including late changes to materials (e.g., roofing materials changed after installation).	The concern was acknowledged.	Strengthen timely and routine supervision by central technical teams, especially at critical construction stages.
Chifundo Thandizo (DPF)	Council-Level Involvement	Not all relevant council departments are consistently involved at the design stage, affecting project quality and ownership.	The team agreed on the importance of early multi-sectoral involvement.	Ensure all relevant council departments participate during project design and planning stages.
David Kizito (PO)	National-Level Delays	Delayed processes and approvals at national level exert pressure on LAs during late stages of implementation.	The concern was acknowledged.	Streamline national approval processes and communicate timelines clearly to LAs.
Richard Banda (CDO)	Project Selection and Political Interference	Concerns raised on whether project selection processes adequately safeguard against political interference by councilors.	The team emphasized adherence to agreed selection criteria and safeguards.	Reinforce transparent project selection guidelines and sensitize political leadership on project governance boundaries.
Charles Kaunda (Accountant)	Delayed Safeguards Approvals (ESMPs)	Delays in approval of Environmental and Social Management Plans (ESMPs) stall project commencement.	The concern was acknowledged.	Expedite ESMP review processes and establish clear approval timelines.
	Project Information Management System (PIMS)	PIMS is underutilized and should be more active to support monitoring and reporting.	The team agreed on the need for improved utilization.	Strengthen PIMS functionality and build capacity of LA staff on its effective use.

Natasha Mahiye (ICT Officer)	ESMP Knowledge Sharing	Reviewed ESMPs from the World Bank are not consistently shared for reference and learning.	The issue was noted.	Share reviewed ESMPs with councils to improve quality of future submissions.
Chifundo Thandizo (DPF)	SH/GBV Capacity Building	Stakeholders are regularly trained on SH/GBV, but refresher trainings are still necessary for new projects.	The team acknowledged the need for continuous sensitization.	Conduct refresher SH/GBV trainings at the start of each new project phase.
Levitus Mafuta (EDO)	Disability Inclusion	Infrastructure designs should include representation of persons with disabilities, and constructed facilities must be disability-friendly.	The team confirmed commitment to inclusive design.	Ensure disability inclusion is integrated into committee structures and infrastructure designs.
	Training Needs (GRMCs & PICs)	Need for refresher trainings for GRMCs and PICs; additional training required on procurement aligned to project requirements.	The team acknowledged training gaps.	Plan and implement refresher trainings on GRM, procurement, and project management.
	Technical Capacity at LA Level	LAs lack adequate technical staff (e.g., Quantity Surveyors, Engineers, Geologists).	The concern was acknowledged.	Explore options for technical support through secondment, short-term consultants, or shared services.
Chifundo Thandizo (DPF)	Market Price Fluctuations	Market price fluctuations affect project scope and cost, often reducing outputs.	The team acknowledged the challenge.	Consider fluctuation clauses or contingency budgets to manage price variations.
Clement Thumba (IA)	Land Issues and Scope Changes	Changes in size or scope of donated land occur after project commencement.	The issue was acknowledged.	Ensure timely signing of voluntary land donation agreements before project approval and commencement.
DEDZA DISTRICT COUNCIL				
Samuel Goneta (Forest Officer)	Eligible materials & infrastructure	Asked what infrastructure/materials qualify under GESD 2.0	All infrastructure eligible if outside protected areas and aligned with DDP/DSEP;	Ensure proposals comply with plans and environmental regulations

			proposals must be complete packages	
LILONGWE DISTRICT COUNCIL				
DESC	Project design and infrastructure completeness	The project was designed as a complete package to improve service delivery. However, gaps remain in the health sector: only one staff house was constructed instead of the required five; maternity wing lacks equipment making it non-operational; no healthcare waste management infrastructure.	Completion of remaining infrastructure should be prioritized in the next project cycles.	Include outstanding health infrastructure and equipment in future investment cycles.
DESC	Infrastructure quality	The project has constructed long-lasting infrastructure.	Acknowledged.	Continue adherence to quality construction standards.
DESC	Procurement process	Strict procurement deadlines limit due diligence, leading to engagement of contractors with inadequate experience.	Timelines should be adjusted to allow thorough due diligence.	Review and revise procurement timelines to allow adequate contractor vetting.
DESC	Supervision challenges	Some project sites are inaccessible, limiting effective supervision.	Provision of motorbikes should be considered.	Budget for and procure motorbikes for field supervision.
DESC	Funding disbursement	Delayed disbursement from NLGFC affects implementation schedules.	Funds should be disbursed on time.	Improve coordination with NLGFC to align disbursement with activity schedules.
DESC	Environmental and social safeguards	Lack of environmental and social specialists affects ESMP implementation.	Contractors should have qualified Environmental, Social and Health (ESH) officers on-site.	Enforce requirement for ESH officers in all contracts.
DESC	Annual investment planning	Multiple projects combined with delayed preparatory funds affect field appraisals.	Preparatory funds should be released on time.	Align preparatory fund disbursement with project schedules.

DESC	Stakeholder engagement	Engagement of ADCs and VDCs yielded positive results.	Acknowledged as effective.	Maintain current engagement approach.
DESC	Community participation	Community members travel long distances to meetings.	Meetings should include refreshments.	Budget for refreshments during community meetings.
DESC	Traditional leadership	Traditional leaders were fully engaged and supportive.	Acknowledged.	Sustain engagement with traditional leaders.
DESC	Grievance Redress Mechanism (GRM)	PIC committees resolved issues, but participation is voluntary with no incentives.	Consider providing incentives.	Review options for motivating GRM committee members.
DESC	Vulnerable and disadvantaged groups	Infrastructure designs are disability-friendly, but vulnerable groups are underrepresented in meetings.	Establish mechanisms for meaningful participation of vulnerable groups.	Develop inclusion strategies for vulnerable groups.
DESC	Capacity and technical support needs	Councils require training in project management, procurement, safeguards, audit, nursery establishment, HIV/AIDS, gender, and GRM.	Training needs acknowledged.	Develop and implement a comprehensive capacity-building plan.
DESC	Audit systems	Internal auditing is manual; only one internal auditor available.	Move towards electronic auditing systems.	Empower internal audit units and recruit additional staff.
DESC	Working conditions and remuneration	Workers are paid minimum wage, not a living wage.	Contractors should provide fair compensation beyond minimum wage.	Enforce fair wage provisions in contracts.
DESC	Safety and environmental issues	Contractors fail to provide adequate PPE despite BOQ provisions.	Councils to enhance supervision.	Strengthen supervision and enforce PPE compliance.
DESC	Resettlement Policy Framework (RPF)	No resettlement; voluntary land agreements were signed.	Allocate resources for land surveys and accurate mapping.	Conduct surveys and annex maps to land agreements.

DESC	Stakeholder Engagement Plan (SEP)	CSOs were engaged and funded for independent supervision.	Acknowledged.	Continue CSO engagement and independent monitoring.
M'MBELWA (MZIMBA) DISTRICT COUNCIL				
Stephen Munthan (Senior Planning Officer)	Directive from the local government to all councils to suspend procurements under the World Bank-funded Governance to Enable Service Delivery (GESD) project	Councils reported that the directive to suspend procurements has potential to affect timely initiation and completion of planned project activities.	The project team acknowledged the directive and noted that it is beyond the project's control but emphasized compliance with government instructions.	Engage the responsible authorities to seek guidance on exemptions or revised timelines; adjust project work plans accordingly.
Edward Shafi (District Labour Officer)	Need for fiscal decentralization	Stakeholders emphasized that fiscal decentralization is critical for efficiency and timely implementation of projects at council level.	The project team acknowledged the concern and noted that fiscal decentralization would significantly improve project delivery.	Advocate for improved fiscal autonomy through relevant government channels and integrate efficiency measures within existing frameworks.
Samson Chadza (National Interagency Service)	Delays in funding versus project completion periods	Delays in fund disbursement were cited as a major cause of delayed project completion. Some delays are also attributed to internal council processes, including weak enforcement of contract agreements with contractors.	The team agreed that both funding delays and weak contract management affect project performance.	Strengthen contract management and enforcement at council level; improve planning to align funding schedules with project timelines.

Silence Chirambo (Chief Information Officer)	Issues of mobility	Limited mobility affects supervision, monitoring, and timely implementation of project activities.	The project team acknowledged the challenge and agreed that mobility is essential for effective supervision.	Provide motorbikes or other appropriate transport to councils to enhance monitoring and supervision.
Edwin Mwafurirwa (Principal Project Officer)	Land issues and land tenure	Concerns were raised that land governance structures under the Land Act are not fully operational, increasing the risk of land disputes.	Clarification on the functionality of the law was provided, and the team emphasized strict adherence to due diligence processes.	Ensure all voluntary land donations follow due diligence procedures; document consent and maintain clear records.
James Palani (Environmental District Officer)	Contractors' compliance with safeguards	Contractors face challenges complying with requirements such as C-ESMPs and provision/use of PPE.	The project team stressed the importance of compliance with environmental, social, and safety standards.	Strengthen coordination among council members to improve monitoring, supervision, and enforcement of compliance.
KASUNGU DISTRICT COUNCIL				
DESC Member	Governance Structures	Multiple committees have overlapping roles, slowing decision-making.	The project will harmonize committee structures and clarify reporting lines.	Review existing committees; prepare TORs for each committee.
DESC Member	Financing	Delays in fund disbursement disrupt timely implementation.	Financial planning will be strengthened with NLGFC to improve predictability.	Prioritize time-sensitive activities once funds are released.
DESC Member	Coordination	Poor coordination among ministries, district structures, and contractors affects compliance.	Coordination mechanisms will be enhanced through regular meetings.	Schedule quarterly coordination meetings; clarify roles of all stakeholders.
DESC Member	Community Engagement	Limited engagement leads to low ownership and weak asset maintenance.	Community engagement will be strengthened across the project cycle.	Agree on community contributions at project start; organize sensitization meetings.

DESC Member	Grievance Management	No standardized procedures for grievances.	GRM will be operationalized in line with safeguards requirements.	Assign GRM focal points; sensitize communities on procedures.
PMC Member – Mphomwa	Wage Payments	Delays negatively affect completion of works; some payments went to inactive participants.	Payroll verification will be strengthened.	Reconcile payrolls; improve payment timeliness.
PMC Member – Mphomwa	Incomplete Projects	Contractors abandoned sites without formal handover.	Contractor supervision will be reinforced.	Strengthen contract monitoring; develop completion plans.
PMC Member – Mphomwa	Committee Capacity	Project committees not adequately oriented.	Orientation sessions will be conducted.	Develop simple guidelines and conduct committee training.

8.2 Annex 2: Community Stakeholder Consultations Minutes (Blantyre, Chikwawa, Dedza, Lilongwe, M'Mbelwa (Mzimba), Kasungu)

STAKEHOLDER (GROUP OR INDIVIDUAL)	TOPIC	SUMMARY OF FEEDBACK	RESPONSE OF PROJECT IMPLEMENTATION TEAM	FOLLOW-UP ACTION/NEXT STEPS
BLANTYRE DISTRICT COUNCIL				
Ronald Kadzilawa	Contract Management	Contractors abandon projects due to price escalations	Contractors should plan realistic timelines to mitigate escalation risks	Engage DPWs to agree on realistic schedules and timelines
CHIKWAWA DISTRICT COUNCIL				
Community Members & Project Management	GESD 1.0 Experience Achievements	Infrastructure projects improved the community landscape. The construction of the TDC is expected to	The implementation team acknowledged the positive impacts and confirmed that these	Sustain quality standards and ensure timely operationalization of infrastructure under successor projects.

Committee (PMC) -Mapelera TDC		increase enrolment once equipment is installed. Health infrastructure reduced distance to services, improving quality of life.	outcomes demonstrate the relevance of the intervention.	
Community Members & PMC	GESD 1.0 Experience - Implementation Challenges	Projects were not fully packaged (missing equipment such as computers). PMC involvement was limited. Contractor payments were delayed, affecting implementation timelines. Wage payment delays reduced worker motivation. Currency devaluation caused cost overruns and scaling down of project scope.	The team acknowledged these as implementation, financial, and coordination gaps requiring corrective action.	Ensure full project packaging, timely contractor and wage payments, stronger PMC engagement, and realistic budgeting that accounts for currency risks.
Community Members & PMC	Areas for Improvement	Need to include staff houses, electricity connections, and complementary infrastructure. Need for secondary schools with boarding facilities due to high dropout rates caused by long distances. Delays in operationalizing completed infrastructure.	The team agreed that functionality and sustainability depend on supporting infrastructure and timely commissioning.	Integrate electricity, staff housing, and complementary infrastructure into future designs and implementation plans.
Community Members & District Council	Annual Investment Plan (AIP)	Expectation that future investments should reflect community priorities and	Feedback acknowledged and noted for planning processes.	Align future AIPs with community priorities and documented lessons learned.

		lessons learned from GESD 1.0.		
Community Members	Stakeholder Engagement Methods	Engagement mainly conducted through community meetings and committees.	Engagement methods acknowledged as appropriate but requiring consistency.	Strengthen engagement frequency and feedback mechanisms.
Community Members	Inclusion & Representation	Most community groups were involved, but access for Persons Living with Disabilities (PLWDs) was inadequate due to steep access points.	Design gap acknowledged by the implementation team.	Improve universal access features in all future infrastructure projects.
Traditional Leaders	Role of Traditional Leaders	Traditional leaders supported community mobilization, monitored project activities, and resolved conflicts.	The role of traditional leaders was acknowledged as effective.	Continue active engagement of traditional leaders throughout project implementation.
Community Members	Effective Engagement Channels	Community meetings and traditional leadership structures were effective engagement channels.	Channels acknowledged as effective.	Maintain and strengthen existing engagement channels.
Community Members	GRM Operational Challenges	Implementation delays contributed to grievances.	Operational issues acknowledged.	Improve coordination, contractor supervision, and monitoring.
Community Members	SEA/SH & GBV	No SEA/SH or GBV cases were reported during implementation.	Noted by the implementation team.	Continue awareness, prevention, and reporting mechanisms.
Vulnerable & Disadvantaged Groups	Priority Groups	Vulnerable groups were involved in project activities.	Inclusion acknowledged as good practice.	Maintain inclusive participation and monitoring of vulnerable groups.
Community Members	Benefits & Gaps	Benefits from infrastructure observed, but gaps remain in	Gaps acknowledged.	Address gaps during follow-up and future implementation phases.

		accessibility and equipment provision.		
Civil Society Organisations (CSOs) & Community	Participation Measures / CSO Engagement	Limited CSO engagement observed.	Need for stronger CSO participation acknowledged.	Enhance CSO involvement in monitoring and community sensitization.
PMC & District Council	Capacity Building – GESD 1.0	Some capacity building was conducted, but PMC capacity remains weak.	Capacity gaps acknowledged.	Strengthen PMC capacity through targeted training and mentorship.
PMC	Additional Capacity Needs	Need to strengthen PMCs across all functional areas.	Agreed by the implementation team.	Conduct structured PMC capacity-building sessions.
District Council	Staffing Adequacy	Limited staffing affected supervision and follow-up.	Noted as a systemic constraint.	Advocate for adequate staffing and improved workload management.
District Council & PIU	Technical Support Needs	Need for continuous technical backstopping.	Acknowledged.	Provide regular technical support and supervision visits.
Community Members & PMC	Environmental & Social Safeguards – ESMF	Contractor failed to replant trees after deforestation.	Non-compliance acknowledged.	Enforce contractor compliance with ESMF, including reforestation.
Community Members & PMC	Labour Management Procedures (LMP)	No major labour issues beyond delayed wage payments.	Acknowledged.	Improve wage payment timeliness and labour supervision.
Community Members & PMC	Safeguards Issues (LMP & SEP)	No significant safeguards issues observed.	Confirmed by the implementation team.	Maintain routine safeguards monitoring.
All Stakeholders	Institutional Structures	PMC, PIC, WGRMC, GRMC, District Council, and PIU were involved.	Institutional coordination acknowledged as effective.	Sustain coordination among all project structures.
DEDZA DISTRICT COUNCIL				
Gift J. Makondesa (PMC Secretary)	Implementation progress	Late contractor payments causing delays	PIU-related delays adjusted; contractor delays unacceptable	PIT to monitor payments and contractor timelines

Muyeti Tengelepena (PMC Member)	Occupational health & safety	Women workers not provided with PPE	PPE provision is mandatory under contract	Contractor to supply PPE; PIT to monitor compliance
PMC Members	Employment & livelihoods	Appreciated local employment benefits	PIT acknowledged positive impact	Contractor to continue prioritizing local labor
LILONGWE DISTRICT COUNCIL				
PMC / Community Members	GESD 1.0 – Achievements	GESD delivered high-quality infrastructure projects to the community, created employment opportunities, and establishment of a PMC helped expedite project implementation.	Procure necessary equipment for the health centre and consider expanding the facility area.	Procure health centre equipment and plan for expansion of premises.
PMC / Community Members	Implementation challenges	There was inadequate engagement between the contractor, workers, PMC, and council. The contractor advanced works without PMC involvement. Delayed contractor payments affected relationships and quality of work. Poor-quality construction materials were used, leading to cracks before handover. Health and safety standards were not adhered to due to lack of PPE. Workers lost interest due to delayed payments. Political	Issues noted.	Strengthen coordination, supervision, payment timeliness, material quality control, and enforcement of health and safety standards.

		interference affected project implementation.		
PMC / Community Members	Areas for improvement	Need to procure equipment for the health facility, connect all infrastructure projects to electricity, and expand the health facility premises.	Acknowledged.	Integrate improvements into future project planning and Annual Investment Plans.
PMC / Community Members	Stakeholder engagement	There was good coordination among stakeholders during community engagement.	Acknowledged.	Maintain coordinated engagement approach.
PMC / Community Members	Inclusion and representation	Community members were involved in development initiatives and committees; however, access for persons living with disabilities (PLWD) was inadequate due to steep access and cracks.	Concern noted.	Improve disability-friendly access in future designs and rehabilitation works.
PMC / Community Members	Role of traditional leaders	Traditional leaders monitored projects, supported communities, participated in committee selection, and assisted in conflict resolution.	Acknowledged.	Continue engaging traditional leaders throughout project cycles.
PMC / Community Members	Grievance Redress Mechanism – Grievance intake	Payment delays for workers were the main grievances reported.	Acknowledged.	Improve payment processing timelines.
PMC / Community Members	Grievance Redress Mechanism – Effectiveness	All reported grievances were resolved.	Acknowledged.	Sustain effective GRM operations.

PMC / Community Members	Vulnerable and disadvantaged groups	All priority and vulnerable groups were involved in project activities.	Acknowledged.	Maintain inclusive participation practices.
PMC / Community Members	CSO engagement	CSOs were involved in participation measures.	Acknowledged.	Continue CSO engagement.
PMC / Community Members	Capacity and technical support needs	Need for additional training in project management, financial management, and related areas.	Acknowledged.	Plan and implement capacity-building trainings.
MZIMBA DISTRICT COUNCIL				
Rev. George Chirwa (PMC Member)	Completion of unfinished projects	Raised concern that some project components remain incomplete and emphasized the need for all unfinished works to be completed as planned.	The team acknowledged the concern and reaffirmed commitment to ensuring that all approved project works are fully completed.	Review list of unfinished works and develop a completion schedule with responsible contractors.
Mary Mzumara	Delays in project completion due to labour issues	Reported that delays in completion of works are often caused by contractors delaying payment of wages, leading to reliable workers leaving before project completion.	The team noted the issue and agreed that timely payment of workers is critical to project continuity and quality.	National teams and Council should enforce contract clauses on timely wage payments and monitor contractor compliance more closely.
Faless Kamanga (PMC Secretary)	Storage and management of construction materials	Highlighted challenges in monitoring construction materials and equipment when they are stored in private homes instead of designated storage facilities.	The team agreed that improper storage complicates accountability and oversight.	Require contractors to establish designated, secure storage facilities accessible for PMC inspection.

Joel Thole (PMC Chairperson)	PMC role in supervision	Reported that some contractors undermine the PMC's supervisory role and disregard PMC directives when project implementation is not progressing well.	The team acknowledged the concern and emphasized that PMC oversight is mandatory under project guidelines.	Re-orient contractors on PMC roles and formally communicate supervision protocols.
Steven Duwe (Social Welfare Officer)	Tree planting and environmental management	Noted that contractors plant trees at inappropriate times, leading to poor germination and low survival rates. Recommended that tree procurement be led by the council and planting coordinated by the VNRC.	The team agreed with the recommendation and recognized the need for proper timing and community involvement in tree planting.	Council to lead tree procurement; VNRC to coordinate planting at construction sites during appropriate seasons.
Talex Kamanga (Village Representative)	Workers' welfare	Reported that contractors often fail to support workers' welfare, including denying time off for medical check-ups for workers with chronic health conditions.	The team acknowledged the concern and emphasized that worker welfare is a contractual and ethical requirement.	Strengthen monitoring of worker welfare provisions and remind contractors of labour obligations.
Passwell Nyathi (PMC Member)	Compliance with Labour Management Procedures	Raised concerns about contractors failing to implement labour management requirements, including lack of employment contracts, delayed payments, and underpayment of workers.	The team acknowledged the issue and committed to enforcing labour management procedures more strictly.	National team and Councils should timely conduct compliance audits on labour practices and apply corrective measures where violations are identified.
KASUNGU DISTRICT COUNCIL				

CMC / Austine Chizombo	Financial Management	Need for stronger oversight at community level.	Existing committees will be strengthened and capacitated.	Conduct trainings; clarify roles and responsibilities.
Blessings Banda	Wage Payments	Partial or delayed payments since December; affects livelihoods.	Payroll verification and payment systems will be strengthened.	Reconcile payrolls; pay outstanding wages.
Helings Nyilenda	GESD Clinic	Clinic built in 2018 still not functional.	Coordination gap acknowledged.	Conduct assessment and operationalize clinic.
Community Committees	Committee Functionality	Financial committees inactive due to lack of training.	Committees will use existing structures like schools and community groups.	Train committees on finance, reporting, and oversight.
Community Members	Engagement	Low participation, no real ownership, limited use of community radios.	Engagement strategies will be strengthened.	Organize community meetings; use radios to disseminate messages.
Lightwell Chirwa	Housing Projects	Houses incomplete since 2021.	Contractor supervision will be reinforced.	Develop completion plans and mobilize resources.
SCTP Beneficiaries	Inclusion	High exclusion of persons with disabilities.	Acknowledged; targeting and inclusion will be improved.	Update participant lists; ensure inclusive participation.
CSO Representatives	Budget & Engagement	Need budget line for CSO activities.	CSO engagement will be integrated within available resources.	Identify CSO roles; include them in monitoring and review activities.
Communities	GRM Awareness	Communities unclear on grievance channels.	GRM harmonized through existing committees.	Train focal persons; conduct community sensitization on GRM.

8.3 Annex 3: SEP Budget Table

Budget categories	Quantity	Unit costs (MWK)	Times/ Years	Total costs (MWK)	Remarks
1. Estimated Staff salaries* and related expenses					
1a. <i>E.g., Communications consultant</i>	1	1,800,000	5	9,000,000	PIT-based, coordination of all SEP activities
2. Consultations/ Participatory Planning, Decision-Making Meetings					
2a. <i>Project preparation consultations with Districts (2025-2026)</i>	32	3,000,000	3	288,000,000	Minimum 2-3 per district during prep
2b. <i>Focus group discussions with vulnerable groups</i>	32	16,800,000	3	50,400,000	2 FGDs per district over project life
2c. <i>Stakeholder workshops (district level CSOs)</i>	32	16,800,000	3	50,400,000	2 workshops per district over 5 years
2d. <i>National stakeholder workshops (NGOs/CSOs/Line Ministries)</i>	40	360,000	4	57,600,000	2-3 Workshops annually
3. Communication campaigns					
3a. <i>Radio announcements and programs</i>	640	40,000	5	128,000,000	20 broadcasts per district annually
3b. <i>Posters, flyers, brochures (print materials)</i>	93	50,000	10	46,500,000	Per District annual updates
3c. <i>Social media campaign</i>	93	50,000	10	46,500,000	Monthly updates
4. Trainings					
4a. <i>Environmental & social safeguards training for District Councils</i>	480	40,000	5	96,000,000	
4b. <i>GBV/SEA/SH training for PIT and contractor staff</i>	320	40,000	5	64,000,000	
4c. <i>GRM procedures training for PICs</i>	480	40,000	5	96,000,000	
4d. <i>Inclusion and accessibility training (CSOs/facilitators)</i>	140	40,000	5	32,000,000	
5. Beneficiary surveys					
5a. <i>Mid-term beneficiary satisfaction survey</i>	1	1	1	160,000,000	
5b. <i>End-of-project perception survey</i>	1	1	1	160,000,000	
6. Grievance Mechanism					
6a. <i>Training of GRM committees</i>	480	40,000	5	96,000,000	All levels
6b. <i>Toll-free hotline (351) operation and maintenance</i>	1	1	5	100,000,000	
6c. <i>SEA/SH referral services support (VSU, One-Stop Centres)</i>	320	40,000	5	64,000,000	
6d. <i>GRMC Operations</i>	28	3,000,000	2	192,000,000	
7. Other expenses					

7a. SEP monitoring and evaluation (external consultant)	2	40,000,000	2	80,000,000	
TOTAL STAKEHOLDER ENGAGEMENT BUDGET:				1,697,400,000	

8.4 Annex 4: Attendance Registers for District Stakeholders Consultations ((Blantyre, Chikwawa, Dedza, Lilongwe, M'Mbelwa(Mzimba), Kasungu)



GESD 2.0 PROJECT
DISTRICT STAKEHOLDER CONSULTATIONS

DISTRICT : CHIKWAWA

DATE : 27/01/2026

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GESD 2.0 PROJECT
DISTRICT STAKEHOLDER CONSULTATIONS

DISTRICT : Chikwawa

DATE : 27/01/2026

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GESD 2.0 PROJECT

DISTRICT STAKEHOLDER CONSULTATIONS

DISTRICT : Allo nyene

DATE : 28th January, 2026

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**GESD 2.0 PROJECT
DISTRICT STAKEHOLDER CONSULTATIONS**

DISTRICT : Llongwe

DATE : 28th January, 2026

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GESD 2.0 PROJECT

DISTRICT STAKEHOLDER CONSULTATIONS

DISTRICT : Dedza

DATE : 28th January 2026

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GESD 2.0 PROJECT

DISTRICT STAKEHOLDER CONSULTATIONS

DISTRICT : Dedza

DATE : 28th January 2026

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GESD 2.0 PROJECT

DISTRICT STAKEHOLDER CONSULTATIONS

DISTRICT : Dedza

DATE : 28th January 2026

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GESD 2.0 PROJECT

DISTRICT STAKEHOLDER CONSULTATIONS

DISTRICT : BLANTYRE

DATE : 27/01/2026

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GESD 2.0 PROJECT

DISTRICT STAKEHOLDER CONSULTATIONS

DISTRICT : Blantyre

DATE : 27/01/2026

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GESD 2.0 PROJECT
DISTRICT STAKEHOLDER CONSULTATIONS

DISTRICT : KASUNGU

DATE :

29/01/2026

NO.	NAME OF PARTICIPANT	NAME OF INSTITUTION	POSITION	CONTACT NUMBER	EMAIL ADDRESS
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2	Charles Lungu	KU-DC	ADFB	099151797	charleslungu@gmail.com
3	Patricia Nyirenda	KU-DC	CRS	0888571941	pnnyirenda2@gmail.com
4	Topsy Kachere	KU-DC	CCDO	0993591864	tkachere09@gmail.com
5	Ignatius L. L. L.	KU-DC	DBO	0993326166	lignatius90@gmail.com
6	Patricia Kamukwa	KU-DAO	SALRCO	0999695920	Patricia.kamukwa@gmail.com
7	Cynthia Cindy Ngwira	KU-DC	KCRP D.E	0995899348	Cindyngwira00@gmail.com
8	James Matamando	KU-DC	MO	0993719780	matamandojames03@gmail.com
9	JACKSON NYASULU	KU-DC	DRHO	0888644788	laxonyasulu@gmail.com
10	Grace Kumikundi	KU-DC	ENV-Intern	0994187836	gracekumikundi@gmail.com



GESD 2.0 PROJECT
DISTRICT STAKEHOLDER CONSULTATIONS

DISTRICT : _____

DATE : _____

NO.	NAME OF PARTICIPANT	NAME OF INSTITUTION	POSITION	CONTACT NUMBER	EMAIL ADDRESS
1	Dhlamin Nkhosi	Ku-DC	TO	0994224616	nkosidhlamin@gmail.com
2	WELLINGTON MMORA	Ku-DC	MISO	0994551488	Wellington.mmora@kasungu.gov.mw
3	Leah Ndovie	Ku-DC	AFO	0993100825	nyandovileah@gmail.com
4	Mzamu Khonje	Ku-DC	DPW	0992734589	mzamu.khonje@gmail.com
5	Love Banda	Ku-DC	MESS	0998 412 335	-
6	Jacqueline Misanga	NLGFC	SSO	0995874221	Jmisanga@nlgfc.gov.mw
7	Ishmael Kaunda	MoSCPSW	PSWO	0997584038	Ishmael-Kaunda@psw.com
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9					
10					

8.5 Annex 5: Attendance Registers for Community Stakeholders Consultations ((Blantyre, Chikwawa, Dedza, M'Mbelwa(Mzimba), Kasungu)



GESD 2.0 PROJECT

COMMUNITY STAKEHOLDER CONSULTATIONS

DISTRICT : KASUNGU

TA : Phomwa

VILLAGE : Mwambo / Msuwambo / Nzame

DATE : 29/01/2020

NO.	NAME OF PARTICIPANT	NAME OF INSTITUTION	POSITION	GENDER (M/F)	CONTACT NUMBER
1	BRUNO VULIATI	MINISTRY OF Ebu.	ZEMISA	M	0995 362 762
2	GDASSON KAMBA	MAPELERA SCHOOL	DHT	M	0996774180
3	ELSON NORMAN	Commette	member	M	0982435813
4	GEORGE MUGONA	Commette	member	M	0986605320
5	RITAH DIMINGU	Commette	member	F	0986716394
6	MUSSA USONI	Commette	MEMBER	M	0998501237
7	GRACE WRIGHT	COMMETTE	MEMBER	G	0995899527
8	Jelald Samuel	COMMETTE	Ncheya	M	0998929704
9					
10					



GESD 2.0 PROJECT

COMMUNITY STAKEHOLDER CONSULTATIONS

DISTRICT : Kasungu

TA : Phomwa

VILLAGE : Mwambo / Mshuwamba / Nzamo

DATE : 29/01/2026

NO.	NAME OF PARTICIPANT	NAME OF INSTITUTION	POSITION	GENDER (M/F)	CONTACT NUMBER
1	Given Mkandawire	PMC	V. Secretary	M	0992670605
2	BRIGHTWELL CHIRWA	A.I.I	C.M.	M	0991151842
3	Monica Chimata	FORESTRY	AFO	F	0981266022
4	Agatha Mwandira	COM. Dev.	CDA	F	0999249373
5					
6					
7					
8					



GESD 2.0 PROJECT

COMMUNITY STAKEHOLDER CONSULTATIONS

DISTRICT :

Dedza

TA :

Kaphuka

VILLAGE :

Paiwe

DATE :

28th January 2026

NO.	NAME OF PARTICIPANT	NAME OF INSTITUTION	POSITION	GENDER (M/F)	CONTACT NUMBER
1	James Katsache	V.D.C Committ	VID.C SECRETARY	M	0991195963
2	Jonathan Mlunguani	MASUKU Construct	FEREMWANI	M	0993871944
3	Gift J. Makondetsa	Chitukuko	SECRETARY	M	0995783233
4	Muyeti Tengerepera	Chitukuko	MEMBER	F	0990624398
5	Abudu Leviti	Chitukuko	ATCHEGA	F	0992192858
6	Chawanangwa Soko	NLGFC	CEO	M	0999185125
7					
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GESD 2.0 PROJECT

COMMUNITY STAKEHOLDER CONSULTATIONS

DISTRICT : BLANTYRE

TA : CHIGARU

VILLAGE : MWASIYA

DATE : 27/01/2026

NO.	NAME OF PARTICIPANT	NAME OF INSTITUTION	POSITION	GENDER (M/F)	CONTACT NUMBER
1	Maggie Nkonde	PIC	Secretary Cmc	f	0886020597
2	Aisha Austin	PIC	foreperson	f	0893390369
3	EUSTICA CHIMASULA	PIC	Digitiser	F	0882958558
4	LINDA KASONYA	PIC	foreperson	f	0893192805
5	Enifa Mtembo Smart	PIC	foreperson	f	0888203345
6	Amina James	PIC	member	F	0884563107
7	Yvonne Kitchini	PIC	vic chair	F	0881725213
8	Stewart Brown	PIC	member	m	0882115356
9	Bridget Affat	PIC	member	f	0899451179
10	Ethell Lodi	PIC	member	F	0884632548



GESD 2.0 PROJECT

COMMUNITY STAKEHOLDER CONSULTATIONS

DISTRICT : BLANTYRE

TA : CHIGARU

VILLAGE : MWASIYA

DATE : 27/01/2026

NO.	NAME OF PARTICIPANT	NAME OF INSTITUTION	POSITION	GENDER (M/F)	CONTACT NUMBER
1	ASSAN Hollison	PIC	member	M	0884801606
2	MCLEAN JOSIAH	PIC	CHAIRMAN	M	0994119343
3	Richard Malunga	PIC	Fore man	M	0885108681
4	ANNIE Bonde	PIC	member	F	0880318656
5	Graciano Kolo ko	PIC	TREASURER	M	0888397274
6	Emmanuel Kafalamula	PIC	Chair	M.	0881011673
7	Ronald Kadzila	PIC	Secretary	M	0884242470
8	Patrick Howa	PIC	Member	M	0882802356
9	Michael Pakusindikani	EXTENSION ^{WORLD}	AEDO	M	0888669692
10	Chawanganika Biko	NHFC	SFO	M	0888727787



INSPIRE-O PROJECT

COMMUNITY STAKEHOLDER CONSULTATIONS

DISTRICT :

Chikwawa

TA :

Makwira

VILLAGE :

Mmodzi

DATE :

10/1/2026

NO.	NAME OF PARTICIPANT	NAME OF INSTITUTION	POSITION	GENDER (M/F)	CONTACT NUMBER
1	Blessings Banda	CMC	CHAIR	M	0996 908017
2	Happy Mshoko	CMC	Secretary	M	0986593059
3	TITANI GAKEMU	CMC	Treasure	M	0993211718
4	Ruthi Jere	CMC	member	F	0994818070
5	Florence Mwanza	CMC	member	F	0999409386
6	Flata Mwaile	CMC	member	F	0981525723
7	Toice Hala	CMC	V.S. Secretary	F	0994947226
8	Milica Banda	CMC	member	F	0981834228
9	Patricia Njirenda	C.M.C.	member	F	0990038787
10	Robson Chirwa	C.M.C.	Member	M	0995942136