

REPUBLIC OF ZAMBIA

MINISTRY OF AGRICULTURE



IRRIGATED AND SUSTAINABLE AGRICULTURE FOR
TRANSFORMATION PROJECT

(P514111)

STAKEHOLDER ENGAGEMENT PLAN (SEP)

DRAFT

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ACRONYMS

CoC	Code of Conduct
CSA	Climate Smart Agriculture
ESCP	Environmental and Social Commitment Plant
ESF	Environmental and Social Framework
ESMF	Environment Social Management Framework
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Standard
GBV	Gender Based Violence
GRM	Grievance Redress Mechanism
GIIP	Good International Industry Practice
GRS	Grievance Redress Service
HSE	Health, Safety and Environmental
HSEP	Health, Safety and Environmental Plan
ILO	International Labor Organization
LMP	Labor Management Procedures
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
OHS	Occupational Health and Safety
PID	Project Information Document
PIM	Project Implementation Manual
PIU	Project Implementation Unit
PDO	Project Development Objective
PPE	Personal Protective Equipment
SEA	Sexual Exploitation and Abuse
SEP	Stakeholders Engagement Plan
SH	Sexual Harassment
STI	Sexually Transmitted Infection
WB	World Bank
WBG	World Bank Group
WGM	Worker Grievance Mechanism
WHO	World Health Organization

1. Introduction

The World Bank will be supporting Ministry of Agriculture in implementing the Irrigated and Sustainable Agriculture for Transformation (ISAT) Project. The objective of the project is to promote irrigated and sustainable agriculture practices and market linkages in targeted sites in Zambia.

The project is organized into four components totaling **US\$108 million**, designed to address the interconnected constraints to transform the agriculture sector including irrigation, knowledge, markets, and institutional capacity.

Component 1: Irrigation Development and Scale-up (IDA US\$67 million equivalent).

This component aims to increase the area under irrigation in Zambia by supporting a portfolio of public scheme investments and scaling up farmer led irrigation, addressing the full spectrum from large-scale infrastructure development to smallholder adoption of irrigation technologies. It will finance civil works, goods, technical assistance, and results-based financing instruments across three sub-components as follows:

Sub-component 1.1: Development and Upgrading of Priority Irrigation Schemes (IDA US\$25 million equivalent). This sub-component aims to develop and rehabilitate 8 priority irrigation schemes to expand the irrigated area available to smallholders and commercial farmers. Investments will target a portfolio of schemes identified through evidence-based prioritization. Subject to the prioritization this may include:

- Small to medium-scale irrigation development associated with 8 to 10 dams rehabilitated under the IDSP, located in Eastern, North-Western, Southern and Western Provinces;
- Conversion of temporary irrigation infrastructure developed under the Japan International Cooperation Agency (JICA)-supported Community-Based Smallholder Irrigation (COBSI) project into permanent infrastructure with potential expansion across up to 21 sites located in the Central, Copperbelt, Luapula, Muchinga, Northern and North-Western Provinces;
- Expansion of the Manyonyo Irrigation Scheme to achieve up to the intended 600 ha, currently standing at 240 ha; and
- Expansion of the Magobbo Irrigation Scheme to achieve up to 900 ha, currently standing at 400 ha.

Sub-component 1.2: Farmer-Led Irrigation Development (FLID, US\$37 million). FLID is not a new concept. Zambian farmers have been independently investing in and expanding irrigation - using shallow wells, hand pumps, and small motorized units - for decades, without formal government support. What has been lacking is an enabling environment that allows this organic process to happen faster, at greater scale, and more inclusively. This sub-component aims to expand farmers' access to irrigation technologies through an innovative RBF delivery mechanism for FLID - combining tiered equipment subsidies that link farmers to affordable credit, GPS-verified installation, and digital platform management - that represents a first for the country. The sub-component targets approximately 10,000 hectares⁷ of new farmer-managed irrigation, with a priority for solar-powered pumping systems given their low operating costs and climate credentials, consistent with Zambia's Nationally Determined Contribution (NDC) commitment to expand renewable energy use in the agriculture sector.

Sub-component 1.3: Water Governance and Institutional Strengthening (US\$5 million). This sub-component aims to strengthen the institutional and governance foundations for sustainable irrigation management, ensuring that infrastructure investments are effectively managed and maintained over the long term. The sub-component will finance technical assistance, capacity building, and goods to support:

- Strengthening water user groups (WUGs) and water governance frameworks for scheme management;
- Artificial Intelligence-enabled groundwater mapping to inform scheme siting and water resource planning;
- Climate-informed water resource planning, including the use of climate projections and hydrological data in
- irrigation scheduling and long-term investment decisions;
- Policy support and capacity building to the MoA's Department of Irrigation and Mechanization and related
- institutions in charge of water resource management;
- Establishment and operationalization of a Special Purpose Vehicle (SPV) for irrigation scheme management; and
- Development of performance monitoring mechanisms for FLID.

Component 2: Knowledge Generation and Digital Dissemination (US\$10 million IDA and US\$8 million FS2030TF).

This component aims to strengthen the knowledge and information systems that underpin sustainable irrigated agriculture, strengthening the extension system addressing the weak research-to-extension linkage that has constrained technology adoption, productivity growth, climate resilience, and soil health. The component finances rehabilitation works, goods, and technical assistance across two sub-components.

Sub-component 2.1: Zambian Agriculture Research Institute (ZARI) Support (US\$6 million). This sub-component aims to strengthen the capacity of ZARI (a department of the MoA) to generate and disseminate climate-smart irrigation relevant knowledge to extension officers and farmers. The sub-component will finance:

- Upgrading the ZARI National Irrigation Research Station in Chikankata District, Southern Province, to modern standards including the rehabilitation of its irrigation scheme using climate-resilient design standards and renewable energy-powered water abstraction (detailed design and bidding documents will be prepared under the PPG) to enable demonstration of irrigated agriculture practices;
- Generating and disseminating knowledge on irrigated climate-smart agriculture;
- Strengthening research–extension linkages to improve the uptake of research outputs by farmers; and
- Establishing a graduate knowledge exchange program to foster skills development and applied learning, with a focus on climate-smart irrigation research and water resource management.

Sub-component 2.2: E-Extension and Digital Agriculture Platform (US\$12 million). This sub-component aims to develop a government-owned, integrated national e-agriculture platform that consolidates existing digital tools and improves the performance and reach of Zambia's extension system. Key features of the platform include a performance based monitoring system tracking approximately 2,600 extension officers¹⁰, strengthening early warning both for weather and pest and diseases, through multi-channel delivery such as short message service (SMS), unstructured supplementary service data (USSD), and radio to reach farmers with limited connectivity or digital literacy, promoting improved agriculture practices through simple animated visual and content translated into seven official local languages. The platform will also include climate smart agriculture content such as drought/heat-tolerant seed varieties and soil health practices, and training for MoA extension workers on these practices will be supported under this sub-component. A dashboard will be developed to record staff and farmer training, farmed field schools, field

days, agricultural shows, etc. which will be integrated into the Zambia Integrated Agriculture Monitoring and Information System (ZIAMIS) for better tracking and accountability.

Component 3: Market Access and Value Chain Development (US\$17 million).

This component aims to promote the commercialization of agricultural production along key value chains by fostering private sector engagement and improving last-mile infrastructure, with a view to enhancing farmers' economic outcomes, improving climate resilience, and reducing post-harvest losses. The component is aligned with the World Bank's AgriConnect approach and finances matching grants and technical assistance across two sub-components.

Sub-component 3.1: Matching Grants to Aggregators for Last-Mile Infrastructure and Services (US\$14 million).

This sub-component aims to finance last-mile investments by aggregators that demonstrably link targeted farmers to markets and value chains. Eligible grantees are business entities, including private collection centers, off-takers, agroprocessors, and traders, that procure from or provide structured market access to smallholder farmers and can demonstrate credible operational capacity. Eligible investment areas include:

- Aggregation and collection infrastructure such as collection points and bulking centers;
- Cold storage and cold-chain solutions, prioritizing solar-powered options to minimize carbon footprint and reduce exposure to fuel price volatility;
- Processing and value addition investments aligned with proven anchor firm models; and
- Warehousing, distribution, and logistics infrastructure that reduces losses and improves delivery reliability.

Sub-component 3.2: Technical Assistance (US\$3 million).

This sub-component aims to ensure that matching grants deliver durable commercial and inclusion outcomes by accompanying both aggregators and farmers throughout subproject design and implementation. Technical assistance will:

- Help aggregators design bankable, inclusive sub-projects;
- Support farmers with production planning, quality, and delivery discipline;
- Support aggregators and farmers in integrating climate-resilient practices into sub-project design and business planning, including the adoption of energy-efficient post-harvest technologies; and
- Strengthen “soft infrastructure” such as contracts, traceability records, and quality assurance routines that make physical infrastructure effective.

Component 4: Project Management, Monitoring and Evaluation (US\$6 million).

This component aims to support the efficient and accountable implementation of the project by covering the costs for project management related to staffing, consultancies, and equipment, capacity building of the newly established Department for Project Management and Monitoring as well as implementation of the Environmental and Social Management Framework (ESMF), monitoring and evaluation of all project activities in line with the Results Framework, adequate fiduciary (procurement and financial management), audits and accountability mechanisms for oversight, including a grievance redress mechanism.

1.1. Rationale for the Stakeholder Engagement Plan

The World Bank Environmental and Social Standard No. 10 (ESS10): Stakeholder Engagement and Information Disclosure requires the project to provide stakeholders with timely, relevant, understandable and accessible information and consult with them in a culturally appropriate manner, linguistically understandable form, which is free of manipulation, interference, coercion, discrimination and intimidation.

1.2. Objective of Stakeholder Engagement Plan

The overall objective of the stakeholder engagement plan (SEP) is to define a plan of action for stakeholder engagement, including technically and culturally appropriate approaches to public consultation and information disclosure, throughout the entire project cycle. The SEP outlines the ways in which the project team will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about project activities. The involvement of different stakeholders, including the local population is essential to the success of the project in order to ensure smooth collaboration between project staff and local communities. This will help to minimize and mitigate environmental and social impacts related to the proposed project activities.

In the context of this project, broad, culturally appropriate, and adapted awareness raising activities are particularly important to properly sensitize the communities to the potential benefits and risks related to project activities implementation, and measures to be taken to avoid and if avoidance is not possible to minimize and mitigate those risks. The SEP also helps to clearly identify roles and responsibilities of stakeholders at different levels.

2. Stakeholder Identification and Analysis

Stakeholders are entities that have interest and the ability to influence the project or could be influenced by the project positively or negatively. Stakeholder is defined by ESS 10 as individuals or groups who (a) are affected or likely to be affected by the project (project-affected parties); and (b) may have an interest in the project (other interested parties)''.

Stakeholder consultation is believed to promote community ownership of the project, enhance sustainability and seek their broad support for the program implementation. Moreover, it provides an opportunity for communities to make contributions aimed at strengthening the development program while avoiding negative impacts as well as reducing possible conflicts.

The project will apply the following principles for stakeholder engagement.

- **Openness and life-cycle approach:** public consultations for the project will continue during the whole project lifecycle from preparation through implementation. Stakeholder engagement will be free of manipulation, interface, coercion, and intimidation;
- **Informed participation and feedback:** information will be provided and widely distributed among all stakeholders in an appropriate format; conducted based on timely, relevant, understandable and accessible information related to the project; opportunities provided to raise concerns and assure that stakeholder feedback is taken into consideration during decision making;
- **Inclusiveness and sensitivity:** stakeholder identification will be undertaken to support better communication and building effective relationships. The participation process for the projects will be inclusive. All stakeholders are always encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs will be the key principle underlying the selection of engagement methods. The SEP principles will consider the language diversity, timing, location; and the preferred method of notification and engagement. Special attention is given to vulnerable groups, particularly female

headed households, jobless youth, elderly and the language and cultural sensitivities of diverse ethnic groups.

2.1. Methodology

Stakeholder analysis helps to gain a good knowledge of the social issues associated with the project as perceived by the targeted communities, their needs, interests and influence on the project. It also helps in exploring and soliciting feedback on the operational steps; land acquisition related issues, compensation, grievance redress mechanism and broader context of project implementation arrangements. Identifying the appropriate consultation methodology for each stakeholder throughout the project lifecycle is necessary.

Identification of stakeholders has been and will be guided by stakeholder consultations carried out, nature and scope of project activities, legal and regulatory framework governing the project activities, spatial mapping of the subproject areas and overlaying the mapped areas against the physical, cultural and economic assets of the local communities in which the subprojects will be located. This will determine the interested and project affected parties (I & APs) as well as parties that have influence on the project based on their legal, regulatory mandate and relationship with the project.

2.1.1. List of Stakeholders

Based on the foregoing, the following groups of stakeholders will be identified and consulted to determine the level of engagement, their relationship with the project and requirements thereof: Project Affected parties (PAPs), regulatory bodies, other interested parties and vulnerable groups.

2.1.1.1. Project Affected parties (PAPs)

Project Affected parties (PAPs) will be those sets of people who will directly be affected by the project and/or will be identified as most susceptible to potential environmental and social risks and impacts associated with the project and who will need to be closely engaged including local community members and other parties that may be subject to direct impacts from the Project. These will include:

- Communities settled around the irrigation dams;
- Communities in targeted watershed and down streams;
- Community members who carry out gardening activities around the irrigation dams;
- Livestock owners who water their animals from the irrigation dams;
- Fishermen;
- Water user associations; and
- Farmers owning crop fields adjacent to the irrigation dams.

2.1.1.2. Interested parties

Interested parties of the project's stakeholders include:

- Ministry of Agriculture (MoA);
- Ministry of Finance and National Planning;
- Ministry of Water and Sanitation;
- Ministry of Commerce, Trade and Industry;

- The World Bank;
- Zambia Environmental Management Agency (ZEMA);
- Water Resources Management Authority (WARMA);
- Local authorities (Councils);
- Traditional authorities (Chiefs);
- Off takers (market for farm produce);
- Suppliers;
- Zambia Agriculture Research Institute (ZARI);
- Zambia Farmers Union;
- Agriculture co-operatives;
- Non-Governmental Organizations (NGOs); and
- The general public.

2.1.1.3. Disadvantaged / vulnerable individuals or groups

Disadvantaged or vulnerable individuals or groups are a segment of the population that has certain specific characteristics that put them at higher risk of being excluded from participating in the project or benefiting from the outcomes of the project and therefore, would disproportionately be impacted or further marginalized by the project as compared to other groups due to their vulnerable status. Potentially vulnerable groups would be those who face barriers to participation in public consultation and decision-making meetings. Some impacts of the project may be disproportionate on disadvantaged or vulnerable individuals and groups, who do not have the voice to voice their concerns or understand the impacts of the project. Within the subproject areas, the vulnerable or disadvantaged groups will include but are not limited to the following:

- Disabled persons (physical and mental);
- The aged;
- Women and children;
- Illiterate people;
- Female headed households;
- Child headed households;
- Informal economy sector (roadside traders and vendors); and
- Terminally ill persons including those living with HIV/AIDS.

Vulnerable groups within the communities affected by the project will be further confirmed and consulted through dedicated means, as appropriate.

2.1.2. Stakeholder mapping

This is a visual representation of the stakeholders based on their interest and influence on the project. Influence is the power with which the stakeholders can make or break the project while Interest is how much the stakeholders care about the outcome of the project e.g. improved incomes and nutrition of the project beneficiaries. Naturally, the stakeholders will have different levels of interest and influence on the project depending on their relationship with the project and their needs or mandates. For example, regulatory bodies like ZEMA, WARMA, and local councils will be interested to know how compliant the

project is with their regulations while the interest of MoA and cooperating partners would be to increase the footprint of irrigated agriculture in the country through this project. The local community members on the other hand, will be interested to know how the project will safeguard their welfare while the primary interest of off-takers and suppliers would simply to do business with project.

The chart below visually depicts different individuals, groups, or organizations that will have an interest, influence or will be affected by the project and how their interests will be satisfied.

Regulatory bodies will issue permits to the project to regulate the project activities within the framework of their mandates whether the project will achieve the intended outcomes or not and therefore, will highly influence the success of project implementation.

MoA and World Bank are the implementing agency and funder respectively of the project and therefore have both strong influence and interest in the project. Similarly, workers unions will exert both high influence and interest in the project because their members (project workers) will be responsible for carrying out the project works. Therefore, the project will need to closely and frequently engage these sets of stakeholders to ensure successful implementation of the project.

The local communities including the PAPs and interest groups such as NGOs and faith-based organizations will have low influence but high interest in the project. High interest in the project is driven by the need to safeguard their welfare by asking the project not harm the environment and human health due to project activities. Adverse project induced environmental and social risks and impacts may exacerbate the vulnerabilities of the local people especially the marginalized groups thereby attracting the attention of the interest groups in the project.

The general public, will have both low influence and interest in the project. However, the project will need to monitor trends and public perception on the project.

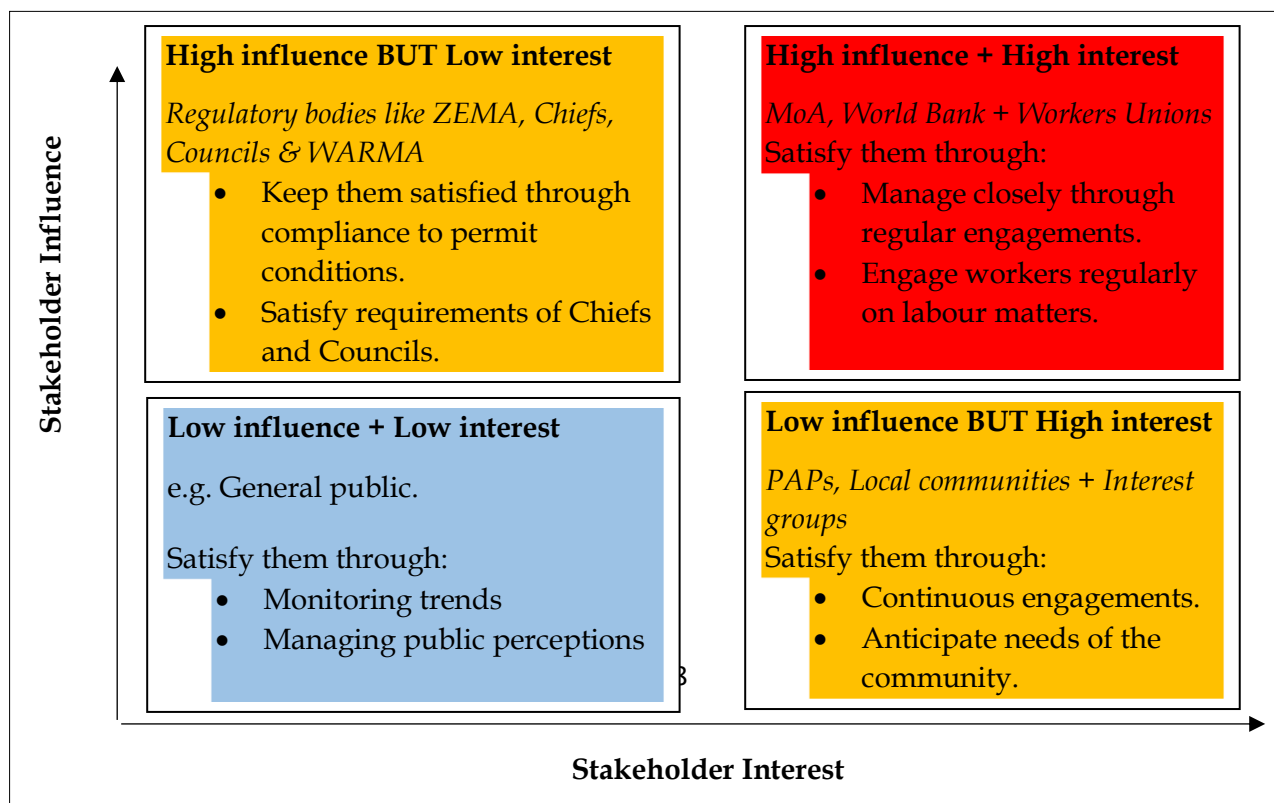


Figure 1: Chart showing different categories of stakeholders, their interest and influence

2.1.3. Reasons for stakeholder mapping

- **Identifies Key Players:** - It will help the project pinpoint the individuals or groups who are most crucial to a project's success.
- **Understands Influence and Interest:** - It reveals the extent to which stakeholders will impact the project (influence) and how much they care about its outcome (interest).
- **Enables Targeted Engagement:** - Through understanding of stakeholder needs and priorities, the project will be able to develop tailored communication and engagement strategies.
- **Reduces Risks:** - It will help the project anticipate potential conflicts and address them proactively, preventing issues from escalating.
- **Improves Decision-Making:** - By considering stakeholder perspectives, the project will make more informed and effective decisions.
- **Enhances Collaboration:** - It fosters a better understanding of stakeholder roles and responsibilities, promoting smoother collaboration.

3. Stakeholder engagement program

3.1. Stakeholder engagement during project identification and preparation

Public consultation and participation are essential because they afford potentially affected persons the opportunity to contribute to both the design and implementation of the sub-project activities. The sub-projects would be initiated, planned, designed, implemented and operated (i.e., demand-driven) by communities and/or farmer groups, who by their very nature, are members of the rural community and therefore, are an integral part of and play a crucial role. Further, the local communities will need to claim ownership of this project for it to be successful, and their wealth of knowledge of local conditions are invaluable assets to the project.

Public consultations were mainly undertaken during the ISAT identification and preparation missions and meetings (attendance list attached in annexes I&II) and field visits to selected project sites. The project identification missions were undertaken from November 10 – 21, 2025 while the preparation missions were conducted from February 9 – 13, 2026. Lastly, the field visits to Manyonyo, Magobo and KASCO smallholder irrigation schemes took place on March 30, 2026. The data gathered from these missions and field visits, revealed that the project has broad community support as community interest in the project was confirmed. During the discussions with community members in the field, community members were not only unanimous in their interest and support for the project, but also are aware of the potential impacts of some activities of the project components in terms of possible land acquisition or restriction of access to communal use of natural resources.

3.2. Project stakeholder needs, methods and tools for their engagement

Public Consultation is important to gain good knowledge of the social risks associated with the project as perceived by the project targeted communities. It also helps to explore and solicit feedback on the operational steps; land acquisition related issues, compensation, grievance redress mechanism and broader context of implementation arrangements. Consultation will also promote community ownership, enhance sustainability and seek their broad support for the project implementation. Moreover, it provides opportunity for communities to make contributions aimed at strengthening the development program while avoiding negative impacts as well as reducing possible conflicts.

Some of the most common methods of stakeholder consultation include (i) use of phone and email; (ii) interviews (one-to-one); (iii) distribution of leaflets and pamphlets; (iv) public meetings; (v) group discussions; (vi) use of local radios; and (vii) newsletters. When deciding the frequency and appropriate engagement technique to consult particular group of stakeholders, the following three criteria will be taken into consideration; (i) the extent of impact of the project, (ii) the extent of the influence of the stakeholder on the project, (iii) the culturally appropriate and acceptable engagement and information dissemination method and literacy level of the target audience. It will also be important to ensure that vulnerable people, receive necessary information.

3.2.1. Summary of Project Stakeholder Needs

Table 1 below highlights the summary of the needs of stakeholders involved in project activities

Table 1: The needs of stakeholders involved in project activities

Stakeholder Group	Stakeholder Key Features	Language need	Preferred means of notification/dissemination
Interests and influence of affected parties involved in the project			
Smallholder livestock and crop farmers	Need support to adopt sustainable agricultural practices for improved income and food security. Their existing practices contribute to land degradation and are most impacted by climate change. They are mostly illiterate	Local	Community/public meetings, Focus Group Discussions, Radio, various Information, Education, and Communication (IEC) materials adapted to the needs of diverse groups (visuals, theatre, oral communication), Formal meetings
Community Rangeland Management Committees	They are pastoralists assigned to sustainably manage grazing lands. They are mostly illiterate	Local	Community/public meetings, Focus Group Discussions, Radio, various IEC materials, Formal meetings
Charcoal merchants	They are charcoal producers seeking to green the charcoal value chain and maintaining charcoal production as a means of livelihood. They are mostly illiterate	Local	Community/public meetings, Focus Group Discussions, Radio, various IEC materials, Formal meetings
Community Forest Management Groups	These community groups have jurisdiction over a designated forest area and use it to extract materials for sale	Local	Community/public meetings, Focus Group Discussions,

	and daily living. They are mostly illiterate		Radio, various IEC materials, Formal meetings
Tourism Operators	Composed mainly of the non-local elite citizenry and international investors. They are literate	English	Formal meetings, Emails
Community Resource Boards & Village Action Groups	Community institutions charged with representing the interests of communities around or in the proximity of national parks on matters pertaining to wildlife conservation and usage. They are mixture of semi-literate and illiterate	English and local	Community/public meetings, Focus Group Discussions, Radio, various IEC materials, Formal meetings
Fishermen	Community members, usually men, engaged in fishing activities. They are mostly illiterate	Local	Community/public meetings, Focus Group Discussions, Radio, various IEC materials, Formal meetings
Pastoralists	Community members rearing livestock, particularly, cattle, goats and sheep. They are mostly illiterate	Local	Community/public meetings, Focus Group Discussions, Radio, various IEC materials, Formal meetings
Traditional leaders	Custodians of land and customs of indigenous tribes. They are mixture of semi-literate and literate	English & Local	Formal meetings, face to face meetings at the palaces
Civic leaders	Democratically elected individuals representing citizenry at ward level. They can either be illiterate or literate	English & Local	Formal meetings
Interests and influence of other interested parties in the project			
Local Non-Governmental Organizations	Partners of government in service delivery. They are literate	English	Workshops, meetings, trainings, IEC materials
International Non-Governmental Organizations	Partners of government in service delivery. They are literate	English	Workshops, meetings, trainings, IEC materials
Academia	Providers of consultancy services especially with regard to research. They are literate	English	Workshops, meetings, trainings, IEC materials
Parliamentarians	Democratically elected individuals representing citizenry at constituency level. They are literate	English	Workshops, meetings, Letters
Traditional media	In search of stories to publish or report on to inform the general public. They are literate	English	Workshops, meetings, trainings, IEC materials
Social media participants	Commentators of events and news. They are a mixture of semi-literate and literate	English	Facebook, Instagram, Tweeter
Cooperating Partner(s)	Funding entity interested in utilization of funds as agreed with government. They are literate	English	Reports, Workshops, Formal Meetings
The Private Sector	Seeking for business opportunities. They are a mixture of semi-literate and literate	English	Radio, TV & Newspaper announcements

Forest Department	Government institution mandated to conserve forests. They are literate	English	Formal meetings, trainings, reports, emails, letters
Ministry of Agriculture	Government institution mandated to promote agriculture. They are literate	English	Formal meetings, trainings, reports, emails, letters
Ministry of Fisheries and Livestock	Government institution mandated to regulate the livestock and fisheries sector. They are literate	English	Formal meetings, trainings, reports, emails, letters
Water Resources Management Agency	Government institution mandated to regulate water extraction. They are literate	English	Formal meetings, trainings, reports, emails, letters
Zambia Environmental Management Agency	Government institution mandated to protect the environment and promote natural resource management. They are literate	English	Formal meetings, trainings, reports, emails, letters
Provincial Administration	Government institution administering service delivery at provincial level	English	Formal meetings, trainings, reports, emails, letters
District local Councils	Government institution administering service delivery at district level. They are literate	English	Formal meetings, trainings, reports, emails, letters
Interests and influence of disadvantaged or vulnerable groups/individuals of the Project			
Elderly people	Weak and are dependent on support from relatives. The hardly attend community meetings and are hardly involved in livelihood activities. They are mostly illiterate	Local	Separate physical meetings with them
Persons with disabilities (physical or mental)	The physically challenged may have accessibility challenges . The mentally challenged are not allowed to participate in meetings. They are mostly illiterate	Local	Separate physical meetings with them
Poor women and children	Their voice is rarely considered and therefore shun community meetings. They are illiterate	Local	Separate physical meetings with them
Poor female headed households	Their voice is rarely considered and therefore shun community meetings. They are illiterate	Local	Separate physical meetings with them
Child headed households	Their voice is rarely considered and therefore shun community meetings. They are illiterate	Local	Separate physical meetings with them
Unemployed youths	Their voice is rarely considered and therefore shun community meetings. They are a mixture of illiterate and literate	Local	Separate physical meetings with them
Illiterate people	Their voice is rarely considered and therefore shun community meetings.	Local	Separate physical meetings with them
Chronically ill	Their voice is rarely considered and therefore shun community meetings. They are a mixture of illiterate and literate	Local	Separate physical meetings with them

3.2.2. Focus of the Community Consultations

The consultations focused on the following five key agendas:

- Maximize impact and deliver scalable, sustainable results for smallholder farmers' access to irrigation by leveraging and scaling up existing infrastructure and institutional investments and promoting private sector investment in farmer led irrigation development (FLID);
- Support for the adoption of climate-smart agricultural practices in all project areas;
- Promotion of livelihood diversification and linkages to value chains;
- Investing in Institutions and Information for Resilience: The objective of this component is to enhance institutional capacity and improve information for better decision making in supporting resilient landscapes and diversified rural livelihoods in the project area; and
- Project Management and Reporting: The basis of this component is linked to fiduciary and safeguards responsibilities of the project with the scope of addressing the planning, monitoring, evaluation and reporting; procurement, financial management and environmental and social safeguards.

3.2.3. Summary of issues presented during public consultations

The following is the summary of issues presented during consultation:

- Trends of natural resources degradation and causes;
- Objectives of ISAT, its components and why it is needed;
- What will be the possible risks and adverse impacts of the project and how to avoid, minimize or mitigate the impacts;
- Existing self-help traditional institutions, dispute settlement and GRM, platforms;
- Women participation and involvement in the area;
- Community groups who will be adversely affected by the project activities;
- Community members who are vulnerable;
- Inclusive consultation and fair benefit share of and vulnerable groups;
- Expected project induced impacts and how they will affect the local population; and
- Possible land acquisition for development work and compensation arrangements.

3.2.4. Concerns gathered during consultation include

The following are the pertinent concerns gathered during stakeholder consultations:

- Intensive and frequent consultation with local community should be carried out prior to commencing the implementation of project activities.
- Strengthening and proper utilization of local institutions for natural resource access and use.
- Community members stressed that lack of sufficient consultation and awareness creation on the basics of environment and natural resource management with the broader community during the implementation of the project could cause conflicts with communities and land owners on use and access right.
- Vulnerable groups and impoverished families have little livelihood alternative to support their families.

- The project intervention might further restrict access and supply of traditional energy sources.
- Community members have concerns that project related activities may take away land, and/or property and reduce their access to natural resources without proper consultation, engagement and compensation.
- Governance issues – power struggle may ensue among the project beneficiaries thereby hindering project progress.
- Conflict between the state and traditional land tenure systems.
- Competing social administration structures (formal administrative structure such as CLT vis-à-vis traditional rulership under a Chief through village headmen).

As the objective of prior community consultation is to address risks and fears in early stage of project preparation; the identified issues and recommendations will be addressed during design of the project including in the preparation of documents such as RPF, ESMF, LMP and PIM. The project will use RPF for any land acquisition and to pay adequate compensation if displacement happens and will provide sustainable livelihood or income generating activities for project affected persons (PAPs).

In order to give priority to vulnerable people who have limited livelihood options the project has put in place guidelines which will spell out the criteria for beneficiary targeting, membership and resource distribution. In case there is any complaint regarding targeting or any other benefit share from the project, the project will utilize the GRM which is understandable and transparent, gender responsive, culturally appropriate, and readily accessible to all segments of the community members to resolve such matters.

The project predicate the importance of being sensitive in development planning to: (a) minority groups and their cultural identities including local dialects/languages; (b) collective attachment to geographically distinct habitats including conservation and development of natural resources in these habitats; and, (c) customary cultural, economic, social, or political institutions that are separate from those of the dominant society and culture. The project has triggered ESS3 to ensure that the project interventions respect the dignity, human rights, economies and cultures of the vulnerable groups and avoid potentially adverse effects in targeted areas. Free, prior and informed consultations will always be sought.

Stakeholder consultation is not a one-time work. Inclusive community consultation will be conducted regularly during the project life at every stage of the project cycle using different means including phones and focus group discussions. Process and procedures of community consultation will always be guided by the project ESMF, RPF, PIM and other relevant documents.

3.2.5. Proposed strategy for information disclosure and consultation process

The strategy for information disclosure and consultation will vary depending on local context and existing situation. One means could be mobile phones and using time and generation tested traditional information sharing mechanisms, household-outreach activities, group discussions, use of local radios streaming with local language. However, it will be important that the project activities are inclusive and culturally appropriate, ensuring vulnerable groups have the chance to participate in the Project activities and benefits. The project will also ensure Grievance redress mechanism is establishment at subproject sites.

Table 2 below summarises the strategy for the dissemination of information.

Table 2: Strategy for the dissemination of information

Project Stage	Targeted stakeholders	List of information to be disseminated	Proposed methods	Calendar	Responsibility
Project Preparation & Design	All stakeholders including beneficiary communities	General information on project concept	Correspondence, meetings and public consultations	November 2025 to March 2026	MoA
	All stakeholders including beneficiary communities	Information on E&S Risks/Impacts and mitigation measures adopted by the Project	Correspondence, meetings and public consultations	November 2025 to March 2026	MoA
	All stakeholders including beneficiary communities	Environmental and social management framework documents	Website, Print, community meetings, Focus Group Discussions with vulnerable community groups	April, 2026	MoA
Project Implementation	All stakeholders including beneficiary communities	General information on project appraisal document	Meetings, Media communication, Brochures, Website	Throughout project implementation	MoA
	All stakeholders including beneficiary communities	Information on E&S Risks/Impacts and mitigation measures adopted by the Project. Also information on accessing support for livelihoods/income generating activities by communities	Meetings, Media communication, Brochures	Throughout project implementation	MoA
	Beneficiary Communities, Private Sector	Opportunities for Livelihood Support & Business	Meetings, Written Notices,	Throughout project implementation	MoA
Monitoring & Evaluation	All stakeholders	Positive Project Outcomes	Reports & Media communication	Throughout project implementation	MoA

3.2.6. Future of the project

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and grievance redress mechanism. This will be important for the wider public, but specifically critical for the directly impacted community members.

3.2.7. Resources and responsibilities for stakeholder engagement activities Resources

The MoA will be responsible for the implementation of the activities in this SEP. The project will allocate adequate resources for the implementation of the SEP. Whereas, the project will allocate budget for broader environmental and social issues including preparation of an ESIA, livelihoods assessment, community consultation and training of experts will also be conducted at the same time. These will inform the project approach to SEP. The financing will be further used for producing communication materials, including local radio content, and traditional information sharing channels for effective information sharing with communities and documentation.

3.2.8. Management functions and responsibilities

The Project will be implemented using the existing government organizational structures at national level. The project will be under MoA and is responsible for the overall implementation. MoA, through PIU will be responsible for project coordination and supervised by MoA National Steering Committee comprising high level representation drawn from relevant ministries and Development Partners.

At Community Level, the farming communities being the primary beneficiaries of the project, have been and will be encouraged to participate fully in all aspects of the project including identification, preparation, work planning, implementation, monitoring and reporting, operation and maintenance. Using the experience from the Community Land Trust (CLT) and Dam Committee structures established under the Irrigation Development Support Project (IDSP) at Mwomboshi, Musakashi and Lusitu irrigation schemes, the project beneficiaries or local communities will be encouraged to maintain these structures and elect their representatives as guided by their Associations Constitutions. The CLT/Dam Committees will work closely with Water User Groups and individual beneficiaries for specific activities of common interest and benefit. In general, the CLT/Dam Committee membership will include:

- Community leader (also representing the community at subproject level),
- Four male-headed households representing different social groups (including vulnerable) and living in different parts of the community,
- Four female-headed households representing different social groups (including vulnerable) and living in different strata of the community (down to top),
- One youth representative,
- Others as required by the community (innovative farmers, respected people, women's group, etc.),
- Female committee members will have 50% representation.

The stakeholder engagement activities will be documented and reported through quarterly and annual progress reports and shared with the World Bank.

3.2.9. Grievance Redress Mechanism

The Grievance Redress Mechanism (GRM) is an integral part of the Project's environmental and social risk management arrangements. It provides a predictable, transparent and accessible process for receiving, assessing and resolving project-related concerns, feedback and complaints promptly and effectively. The GRM will be gender-responsive, culturally appropriate, free of charge, confidential where required, and accessible without retaliation to all project-affected parties, including disadvantaged or vulnerable individuals and groups. Communities will be informed of their right to use the GRM, the available intake channels, applicable service standards and appeal options. Analysis of grievances will also support supervision, identify systemic implementation issues and recurring trends, and strengthen accountability and adaptive project management.

3.2.9.1. Objectives and scope of the GRM

Consistent with ESS10, the Project will maintain an accessible and inclusive GRM through which project-affected parties and other stakeholders may raise concerns about the Project's environmental and social performance and receive timely responses. The GRM will strengthen accountability, provide feedback to improve implementation and reduce the risk that unresolved concerns escalate into disputes.

The Project GRM will receive complaints arising from project preparation, implementation and operation, including concerns relating to environmental and social impacts, land or asset impacts, access to natural resources or project benefits, construction nuisance, community health and safety, stakeholder engagement, discrimination, exclusion, contractor conduct and other project-related matters. Complaints may be submitted by affected persons, beneficiaries, communities, civil society organizations or other stakeholders.

The Project GRM is distinct from: (i) the worker grievance mechanism established under the Labor Management Procedures in accordance with ESS2; and (ii) the confidential, survivor-centred referral pathway for SEA/SH complaints. Complaints outside the Project's mandate will be recorded and, with the complainant's consent where appropriate, referred to the competent institution. Use of the GRM will not restrict access to judicial, administrative or other lawful remedies.

3.2.9.2. Grievance redress communication channels

Information on the GRM will be disclosed in English and relevant local languages through community meetings, notices, radio, project communication materials and other culturally appropriate means. The Project will provide support for oral submission, interpretation, sign language and other reasonable accommodation, and assistance for complainants who cannot read or write. All channels will permit anonymous complaints and requests for confidentiality, and complainants will be protected from retaliation.

Complaints may be submitted by email, telephone call, SMS, WhatsApp, website form, written letter or grievance form, in person to a designated focal point, through a suggestion box, or through a toll-free line once established. Site-specific focal persons, telephone numbers, email addresses, physical submission

points and the schedule for checking suggestion boxes will be disclosed before activities commence at each site. Where an anonymous complainant wishes to receive updates, the Project will agree on a confidential contact method or case code.

The principal grievance intake channels are summarized below. Each channel is available to all stakeholders, subject to the accessibility support described above.

Table 3: Grievance intake channels

No.	Intake channel	Access and management arrangements
1	Email	All stakeholders; the official email addresses are: info@nao.gov.zm info@agriculture.gov.zm address will be disclosed before project activities begin.
2	Telephone, SMS and WhatsApp	All stakeholders, including those who prefer oral submission; published numbers will be managed by designated focal persons.
4	Written letter or grievance form	Submitted at disclosed PIU, district or site-level physical points; assistance will be provided to persons who cannot read or write.
5	In person or verbal	All stakeholders; the focal person will record the complaint, read it back to the complainant and confirm accuracy.
6	Suggestion boxes	Located at accessible and discreet points and checked at least weekly by two authorized persons; anonymous submissions are permitted.

3.2.9.3. Approach to GRM establishment, Roles and Responsibilities

A grievance redress committee will be established at each subproject site once locations are confirmed. The committee will comprise a community-elected chairperson; a secretary appointed from the site-level grievance focal persons; the contractor's environmental and social representative, where applicable; one women's representative; one representative of persons with disabilities; one youth representative; and two additional community representatives, with balanced representation of affected groups. The PIU Environmental and Social Specialists will serve as ex officio advisers and oversee consistency across sites. Members will be selected transparently, disclose conflicts of interest and recuse themselves where necessary. The committee's terms of reference will define tenure, replacement arrangements, a quorum of at least half of members including the chairperson or delegated chair, and decisions by consensus or, where consensus is not possible, by simple majority.

Table 4: Composition of the GRM Committee

No.	Role	Responsibility
1	Community-elected Chairperson	Convenes and presides over meetings, safeguards impartiality and confirms decisions.
2	Committee Secretary/site focal person	Receives, registers, acknowledges and tracks grievances; maintains records and communicates decisions.
3	Contractor E&S representative, where applicable	Provides information and implements corrective actions assigned to the contractor; does not decide cases involving an alleged conflict of interest.

4	Women's representative	Represents women's access and inclusion concerns and supports culturally appropriate communication.
5	Representative of persons with disabilities	Advises on accessibility and reasonable accommodation.
6	Youth representative	Represents youth-related concerns and communication needs.
7	Two additional community representatives	Represent affected groups and support fact-finding and community communication.
8	PIU Environmental and Social Specialists	Serve as ex officio advisers, oversee quality and confidentiality, manage escalation and consolidate reporting.

The PIU Social Specialist, or a formally delegated officer, will oversee operation of the GRM, maintain the consolidated register, monitor compliance with service standards, support committee training and follow up corrective actions to closure. Committee members and focal persons will be trained on accessibility, confidentiality, data protection, conflict of interest, SEA/SH-safe handling and referral, worker grievance referral, non-retaliation and respectful communication.

3.2.9.4. Grievance redress procedures

The GRM operational guideline will identify focal persons, administrative levels, referral routes, forms, recordkeeping requirements and working-day service standards. Communities will be informed of where and how to submit a grievance, how confidentiality and anonymity will be protected, expected response periods, appeal rights and the continued availability of judicial and administrative remedies. The vulnerable groups like the illiterate will be assisted with written submissions which will be read out to them for confirmation. The disabled will also be helped based on their disability. The PIU will report on GRM performance in its periodic environmental and social implementation reports.

The grievance process will comprise receipt and registration; acknowledgement; eligibility screening and classification; assignment and investigation; proposal and implementation of corrective action; communication of the decision; confirmation of complainant satisfaction; closure; and, where required, escalation or appeal. High-risk, urgent or sensitive cases will be referred immediately through the appropriate specialized pathway.

The grievance resolution process will involve the following main steps:

- **Receipt of grievances:** anyone can submit a grievance (written, verbal, telephone, etc. as appropriate for the complainant).
- **Registering the complaint:** the focal point who receives the complaint will use the GRM logbook for registering.
- **Screening, classification and referral:** the focal person will establish whether the matter is project-related, classify its category and risk level, identify any conflict of interest, and assign it to the appropriate decision-making or specialized pathway. Worker grievances will be referred to the worker GRM. SEA/SH disclosures will not be investigated by the community GRM; only the minimum necessary information will be recorded and the complainant will be offered confidential referral to qualified service providers in accordance with informed consent and applicable law.

- **Notifying the complainant:** the decision/solution/action by the GRM Committee shall be communicated to the complainant as per the stipulated timeline.
- **Closing the complaint:** where the decision/solution of the complaint is accepted by the complainant, or a complaint that is not related to the project or any of its components, or a complaint that is being heard by the judiciary will be closed following the appropriate procedure.

All grievances will be entered in a secure register using a unique case number. The register will capture the date and channel received; location; issue category and risk rating; whether the submission is anonymous or confidential; responsible officer; actions and referrals; deadlines; status; decision and corrective action; complainant feedback or satisfaction, where available; appeal status; and closure date. Personal information and sensitive records will be stored separately with access restricted to authorized personnel.

The project has adopted a SEA/SH sensitive approach for handling grievances. The GRC will receive and enter the complaint into the grievance register after verifying facts and proceed to investigate the matter to collect more facts while providing necessary support to the survivor to avoid further traumatizing the survivor. Concurrently, the GRC focal point will inform the Social Specialist at the PIU after obtaining consent from the complainant. Relying on the facts established by the GRC focal points, the PIU Social Specialist will assist and refer the survivor to service providers such as psychosocial counselling Centre, hospital, police for further support including judicial remedies.

Collection of facts on the complaints by the PIU staff/GRC focal points will be limited to the need to know information only (anonymized and non-identifiable). Further, the survivor will be consulted on who should have access to the information collected except where there is a threat of ongoing harm to a victim especially if it involves a child or where laws or policies require mandatory reporting of SEA/SH incidents. This information will be kept under lock and key by the PIU Social Specialist to avoid unauthorized access. The PIU will consult the survivor on the need to escalate the matter to obtain legal remedies and closure while preserving evidence. However, the wishes and choices of the survivor will always be respected. For example, if the survivor indicates that they wish not to escalate the complaint to the police for criminal proceedings, the project will not proceed further with the matter. This will be essential as failing to do so can increase the feeling of helplessness and shame, reduce the effectiveness of interventions, and cause re-victimization and further harm to the survivor.

The PIU will inform the World Bank within 24 hours of SEA/SH case being reported. The PIU will initiate incident notification to the Bank. This will be followed by filling in Form B issued by the Bank as part of the preliminary notification. Notifying the Bank and filling in Form B will take one (01) day. After notification, the PIU will proceed to investigate the matter within ten (10) days and provide a corrective action plan and closure within five (05) days from investigation.

Unless a case requires urgent action, the service standards will be measured in working days: registration within one day of receipt; acknowledgement within three days; screening and assignment within five days; investigation and proposed resolution within fifteen days; and communication and commencement of agreed corrective action within five days thereafter. Where complexity prevents resolution within the standard period, the complainant will be informed before the deadline, given reasons for the extension and a revised date. Urgent health, safety, protection or retaliation concerns will be escalated immediately.

A grievance will be closed only after the decision and agreed corrective actions have been communicated, implementation has been verified, and the complainant has confirmed satisfaction where contact is possible. If the complainant is dissatisfied or has not received a response within the service standard, the case may be appealed to the PIU and subsequently to the relevant higher administrative authority. The appeal will be reviewed by persons who were not responsible for the original decision. Access to courts, regulators or other lawful remedies remains available at all times and use of the GRM will not entail cost or retaliation.

Table 5: The GRM Management Process.

Step	Process stage	Description	Timeframe	Responsibility
1	Receipt and registration	Assign a unique case number and record the complaint securely.	1 working day	Focal person
2	Acknowledgement	Confirm receipt, explain the process and provide the case number and expected response date.	3 working days	Focal person
3	Screening and assignment	Determine eligibility, category and risk; refer worker, SEA/SH, urgent or out-of-scope cases appropriately.	5 working days	GRM Committee/PIU
4	Investigation and proposed resolution	Undertake proportionate fact-finding, consult relevant parties and propose corrective action while managing conflicts of interest.	15 working days	Assigned officer/committee
5	Communication and implementation	Communicate the reasoned decision in an understandable form and begin agreed corrective action.	5 working days	GRM Committee/PIU
6	Appeal or escalation	Refer unresolved cases to the PIU and then the relevant higher administrative authority for independent review.	15 working days per level	PIU/higher authority
7	Closure and documentation	Verify implementation, record the outcome and complainant feedback, and close the file.	Immediately after verification	PIU and GRM Committee

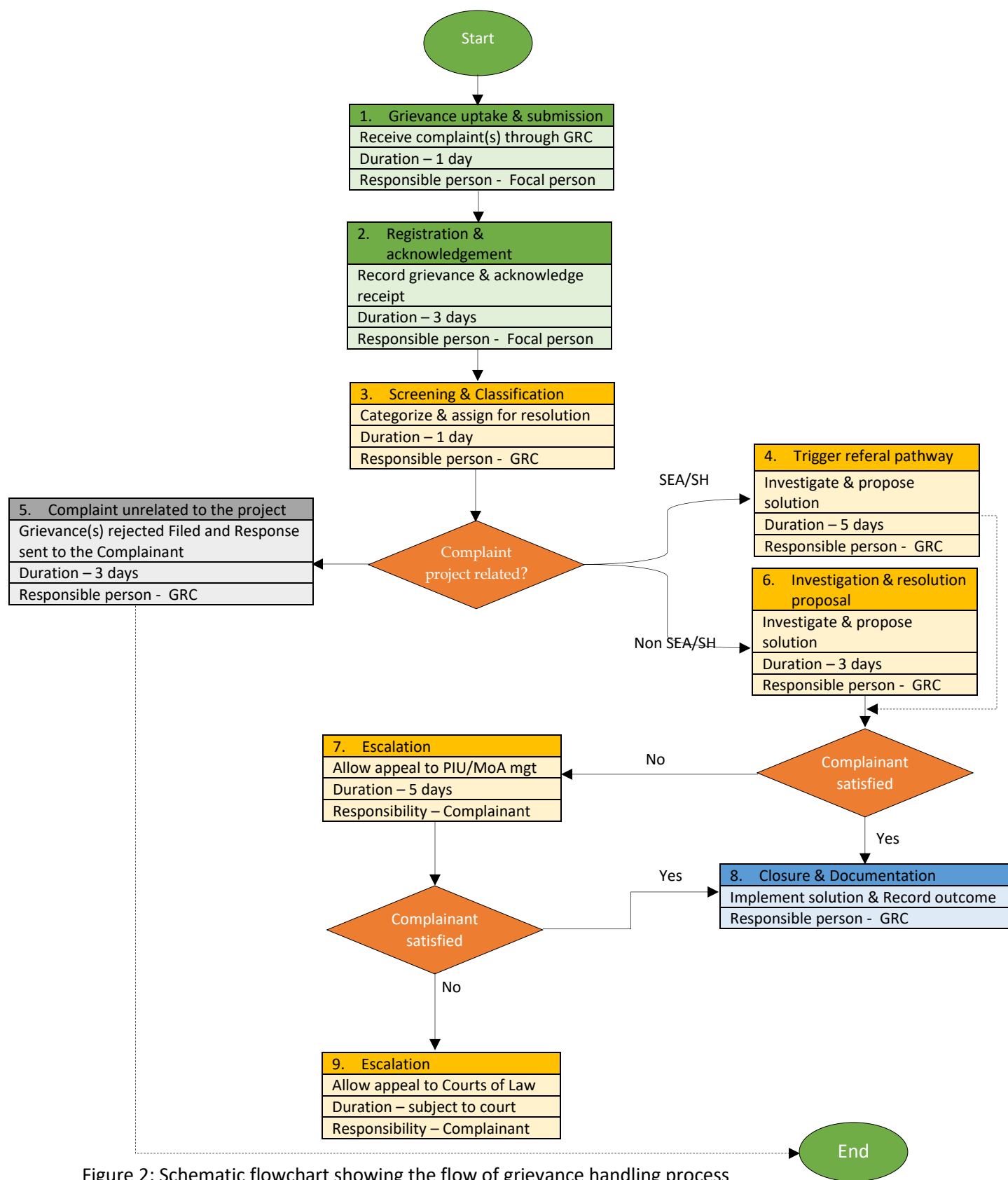


Figure 2: Schematic flowchart showing the flow of grievance handling process

3.2.9.5. SEA/SH and GBV-related complaints

Given the sensitive nature of SEA/SH complaints, the GRM provides different ways to submit grievances. All grievance uptake channels will be used to report on SEA/SH-related grievances. All personnel directly receiving grievances will be trained in the handling and processing of SEA/SH-related grievances.

The SEA/SH survivor has the freedom and right to report an incident to anyone: community member, project staff, SEA/SH/GBV/Social Specialist, local authorities etc. All recipients of the report should with the survivor's informed consent report the case to one of the Project's formal GRM. Furthermore, a survivor can ask someone else to act as a survivor advocate and report on her/his behalf. The grievance recipient will be responsible for recording and registration of the complaint.

Confidentiality: All grievance recipients and anyone handling the SEA/SH-related grievances will maintain absolute confidentiality in regard to the case. Maintaining confidentiality means not disclosing any information at any time to any party without the informed consent of the person concerned. There are exceptions under distinct circumstances, for example a) if the survivor is an adult who threatens his or her own life or who is directly threatening the safety of others, in which case referrals to lifesaving services should be sought; b) if the survivor is a child and there are concerns for the child's health and safety. The survivors need to be informed about these exceptions.

Informed Consent: The survivor can only give approval to the processing of a case when he or she has been fully informed about all relevant facts. The survivor must fully understand the consequences of actions when providing informed consent for a case to be taken up. Asking for consent means asking the permission of the survivor to share information about him/her with others (for instance, with referral services and/or PIU), and/or to undertake any action (for instance investigation of the case). Under no circumstances should the survivor be pressured to consent to any conversation, assessment, investigation or other intervention with which she does not feel comfortable. A survivor can also at any time decide to stop consenting. If a survivor does not consent to sharing information, then only nonidentifying information can be released or reported on. In the case of children, informed consent is normally requested from a parent or legal guardian of the children.

In conformity with the SEA/SH plan, the following core procedural steps will be adopted in the handling of SEA/SH GBV related complaints:

Assess Risks and Map Services - Conduct risk assessments to evaluate project-specific and community-level risks (e.g., labor influx, power dynamics, community vulnerabilities). Map Service Providers to identify and assess local service providers (medical, psychosocial, legal, and police) to ensure survivors have access to safe, ethical, and confidential care. The project will develop a Code of Conduct (CoC) explicitly prohibiting SEA/SH and that ensure that all project personnel, contractors, and subcontractors read, sign, and understand the CoC. Include clear reporting protocols and ensure all relevant institutional policies are widely distributed and understood.

The GRM will provide multiple, safe, and confidential entry points of SEA/SH related complaint and will be equipped to handle SEA/SH complaints sensitively, prioritizing the survivor's wishes, confidentiality, and informed consent while avoiding retaliation and conduct mandatory, ongoing SEA/SH awareness training for management, project staff, contractors, and local community liaisons. Further, the GRM

Committee will inform local communities about project-related risks, their rights, the CoC, and the available survivor referral pathways.

3.2.9.6. Worker GRM

The project will develop a worker Grievance Redress Mechanism (GRM) to allow workers to raise concerns, lodge complaints, or report workplace issues. The procedure will allow receipt of anonymous complaints, outline specific timeframes for investigation and resolution, protect whistleblowers from retaliation and have clear escalation pathways to the Ministry of Labour and Social Security (MLSS) if internal solutions fail.

The worker GRM will also incorporate Occupational Health and Safety (OHS) that will set out the procedures for maintaining a safe and healthy working environment, including: Provision of free, adequate Personal Protective Equipment (PPE), risk assessments and the establishment of on-site first aid, emergency protocols, and sanitation facilities, guidelines on reporting workplace accidents/incidents and induction programs for all new hires and contractors to train them on the labour management procedures (LMP), GRM, and OHS rules as well as regularly track contractor compliance, worker turnover, and grievance resolution times.

3.2.9.7. Guidelines for community GRM interfaces.

Community GRM interfaces are the accessible points physical, digital, or hybrid through which stakeholders can submit concerns, receive acknowledgment, and track resolution. These will include suggestion boxes that will be located in designated places within the subproject sites, toll free lines, site offices to enable receipt of complaints in-person, SMS, voice and WhatsApp calls and messages, MoA and project websites and emails to ensure easy access, visibility with particular attention to marginalized populations and that they are culturally adapted, and operationally clear, enabling stakeholders to voice concerns, receive fair treatment, and track resolution. All complaints intake channels will allow the complainants to submit the complaints in their preferred language of communication.

Trusted community leaders or focal points will be used to guide stakeholders to the interface and complaints register will be maintained to easy tracking of complaints and promote transparency and learning.

However, GRM interfaces will not replace legal remedies; stakeholders will be informed of their right to use formal legal or administrative channels if GRM resolution is unsatisfactory.

3.2.9.8. Reporting and monitoring arrangements

All grievances and complaints including suggestions/comments on the GRM will be categorized and recorded at each level of the structure and consolidated periodically in a Project grievance tracker. The PIU will have custody of a full set of the database. The database will be an effective management tool to monitor progress and detect potential obstacles in the Project GRM implementation. The GRM will be part of the project reporting on a monthly basis or as may be deemed necessary depending on prevailing circumstances. Monitoring and evaluation criteria will include the following:

- i. Number and description of the grievances registered over a specified time frame;
- ii. Percentage of complaints resolved, and percentage that resorted to legal route;
- iii. Time taken to resolve the complaints against the GRM time stipulations;
- iv. Number of complainants by gender;
- v. Percentage resolutions;

- vi. Number of Referrals;
- vii. Ongoing efforts at resolutions; and
- viii. Status of implementation of ongoing resolutions.

A report describing the work of the GRM, listing the number and nature of the grievances received and processed in the previous six (6) months will be made available to the public. The level of detail provided with respect to any individual grievance will depend on the sensitivity of the issues and stakeholder concerns about confidentiality, while providing appropriate transparency about the activities of the GRM. The report will also highlight key trends in emerging conflicts, grievances and dispute resolution.

3.2.10. SEP monitoring and reporting

In the course of project implementation, the SEP will be periodically updated, as necessary, and consistent with the requirements of ESS10, in a manner acceptable to the Bank. Any major changes to the project related activities and to its schedule will be duly reflected in the SEP. MoA will prepare and submit to the Bank quarterly and annual SEP implementation reports including EHS performance and other environment and social instruments of the Project, including the grievance redress mechanism. The quarterly summaries will provide a mechanism for assessing both the number and the nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner. Information on public engagement activities undertaken by the Project during the year will be conveyed to the stakeholders in following ways: (i) publication of a standalone annual report on project's stakeholder engagement; and (ii) Key Performance Indicators (KPIs) will also be included and monitored by the project on a regular basis.

The Joint Implementation Support mission of the project, which will be conducted every six months, as it will also be one of the monitoring tools of the level of SEP with the involvement of Development partners.

Annex I: ISAT identification Mission Participants

GRZ and other mission participants

	Name	Position
1.	Mr. John Mulongoti	Permanent Secretary, Ministry of Agriculture (MoA)
2.	Ms. Emma Malawo	Director Policy and Planning, Department of Policy and Planning (DPP), MoA
3.	Mr. Walubita Songolo	Principal Planning Officer, DPP, MoA
4.	Mr. Temwani Chihana	National Coordinator, National Authorizing Office of the European Development Fund (NAO), Ministry of Finance and National Planning, MoFNP
5.	Mr. Crane Muleya	Circular Economy and Green Transition Expert, NAO, MoFNP
6.	Ms. Muleya Hakayuwa	Finance and Contracts Expert, NAO, MoFNP
7.	Mr. Vincent Malata	Chief Agriculture Economist, Department of Agribusiness, MoA
8.	Dr. Alex Kabwe	Principal Engineer, Department of Agriculture, MoA
9.	Mr. Swithen Pondamali	Principal Agriculture Economist, Extension, MoA
10.	Dr. Ndashe Kapulu	Director, Zambia Agriculture Research Institute (ZARI), MoA
11.	Dr. Brian Gondwe	Soil Fertility Department, ZARI, MoA
12.	Dr. Rabson Mulenga	Plant Protection Department, ZARI, MoA
13.	Mr. Brian Kapotwe	Country Program Coordinator, International Fund for Agriculture Development (IFAD)
14.	Ms. Afia Nkrumah	Implementation Support Officer, IFAD
15.	Mr. Takeda Shogo	Representative, Japan International Cooperation Agency (JICA)
16.	Mr. Richard Katongo	Program Officer, JICA
17.	Mr. Herad Lungu	Deputy Executive Director, Zambia National Farmers Union
18.	Mr. Ashok Oza	Managing Director, Saro Agro Industrial Limited
19.	Mr. Ntendele Mphatsu	Chief Technical Officer, Food and Agriculture Organization (FAO)
20.	Ms. Annie Mwamba	Operations Officer, FAO
21.	Mr. Emmanuel Nyirenda	Irrigation Expert, FAO
22.	Mr. Hector Hamusankwa	Manager Irrigation, Presidential Delivery Unit
23.	Mr. Vunda Mundengo	Agriculture Research Officer, National Irrigation Research Station, ZARI
24.	Ms. Ernester Habunga	Agriculture Research Officer, National Irrigation Research Station, ZARI
25.	Mr. Emmanuel Moonga	Agriculture Research Officer, National Irrigation Research Station, ZARI
26.	Mr. Kennedy Lusenga	Chairperson, Chanyanya Cooperative Society, Chiansi Irrigation Scheme

World Bank Team

	Name	Position
1.	Silvia Mauri	Senior Agriculture Specialist (TTL)
2.	Ousmane Yaya-Bocoum	Senior Water Supply and Sanitation Specialist (Co-TTL)
3.	Baison Banda	Financial Management Specialist
4.	Mustafizur Rahman	Senior Procurement Specialist
5.	Thresa Musongo	Environmental Engineer
6.	Njavwa Chilufya	Senior Social Development Specialist
7.	Esther Laske	Senior Agriculture Economist
8.	Michael Kabwe	Agriculture Economist
9.	Hope Pachena	Operations Officer (IFC)
10.	Kutemba Kambole	Procurement Assistant
11.	Ricky Banda	Team Assistant

Annex II: ISAT Preparation Mission

GRZ and other Participants

	Name	Position
27.	Mr. John Mulongoti	Permanent Secretary, Ministry of Agriculture (MoA)
28.	Mr. Temwani Chihana	National Coordinator, National Authorizing Office of the European Development Fund (NAO), Ministry of Finance and National Planning
29.	Thomas Simfukwe	Project Manager, Irrigated and Sustainable Agriculture for Transformation (ISAT) Project National Authorizing Office of the European Development Fund (NAO), Ministry of Finance and National Planning
30.	Bazak Lungu	Agriculture Expert, National Authorizing Office of the European Development Fund (NAO), Ministry of Finance and National Planning
31.	Crane Muleya	Circular Economy and Green Transition Expert, National Authorizing Office of the European Development Fund (NAO), Ministry of Finance and National Planning
32.	Vincent Malata	Chief Agriculture Economist, Department of Agribusiness, Ministry of Agriculture (MoA)
33.	Alex Kabwe	Principal Engineer, Department of Agriculture, Ministry of Agriculture (MoA)
34.	Davis M. Sampa	Principal Engineer, Department of Agriculture, Ministry of Agriculture (MoA)
35.	Sipawo Songiso	Chief Irrigation Engineer, Department of Agriculture, Ministry of Agriculture (MoA)
36.	Faith Hantontola	Principal Extension Officer, Department of Agriculture, Ministry of Agriculture (MoA)
37.	Mushanji Simutowe	Principal Mechanization Officer, Department of Agriculture, Ministry of Agriculture (MoA)
38.	Mercy Chisulo	Principal ICT Officer, ICT Department, Ministry of Agriculture (MoA)
39.	Nicholas Mwambazi	ICT Officer, ICT Department, Ministry of Agriculture (MoA)

World Bank Team

	Name	Position
12	Silvia Mauri	Senior Agriculture Specialist (TTL)
13	Ousmane Yida Yaya-Bocoum	Senior Water and Sanitation Specialist (Co-TTL)
14	Baison Banda	Financial Management Specialist
15	A.N.M. Mustafizur Rahman	Senior Procurement Specialist
16	Thresa Musongo	Environmental Engineer
17	Njavwa Namposya Chilufya	Social Development Specialist
18	Esther Mona Laske	Senior Agriculture Economist
19	Michael Kabwe	Agriculture Economist
20	Hope Tariro Pachena	Operations Officer (IFC)
21	Roble Sabrie	FAO Consultant
22	Kutemba Kambole	Procurement Assistant
23	Ricky Banda	Team Assistant

Manyonyo, Magobbo and KASCOL Participants

	Name	Position
1.	Dorren Kabunda	Chairperson -Manyonyo Irrigation Scheme
2.	David Sikajaya	D/ Chairperson – Manyonyo Irrigation Scheme
3.	Tyson Kaula	Genral Manager – manyonyo Irrigation Scheme
4.	Ian Sautu	Zambia Sugar
5.	Alfred Ng’andu	V/C Magobbo Cane Growers Trust (MCGT)
6.	Christian Hambote	Member – MCGT
7.	Kennedy Hambwali	Member – MCGT
8.	Chuubwa Gastone	Member – MCGT
9.	John Makayi	Farm Manager – MCGT
10	Johnson	Finance & Administration Manager
11	Dominic Mukwita	Chairperson - MCGT
12	Muimui Mufana	Estate Manager & Chief Executive Officer – Kaleya Smallholders Co Limited