



Republic of Zambia

ROAD DEVELOPMENT AGENCY

**Transport Corridors for Economic
Resilience (TRACER) Project**

(P180801)

Draft Stakeholder Engagement Plan

December 6, 2023

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Acronyms

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

GLOSSARY OF KEY TERMS

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

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

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

Stakeholders - Persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively; workers, local communities directly affected by the project and other stakeholders not directly affected by the project but that have an interest in it, e.g., local authorities, neighboring projects, and/or nongovernmental organizations, etc.

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

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

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

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

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

Sexual harassment- Any unwelcome sexual advances, request for sexual favors, verbal or physical conduct or gesture of a sexual nature, or any other behavior of a sexual nature that might be reasonably expected or perceived to cause offense or humiliation to another when such conduct interferes with work; is made a condition of employment; or creates an intimidating, hostile, or offensive work environment.

Sexual exploitation and abuse (SEA), sexual harassment (SH): SEA occurs against a beneficiary or member of the community. SH occurs between personnel/staff and involves any unwelcome sexual advance or unwanted verbal or physical conduct of a sexual nature. The

distinction between the two is important so that agency policies and staff trainings can include specific instruction on the procedures for report each incidence.

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

1. Introduction/Project Description

1.1 Introduction

This Stakeholder Engagement Plan (SEP) has been prepared to identify the key stakeholders of the Transport Corridors for Economic Resilience (TRACER) Project, define information disclosure, establish stakeholder engagement measures, and provide a grievance redress mechanism (GRM). The SEP outlines how, when, and ways in which the project team will inform, communicate, and consult with stakeholders including vulnerable groups and a mechanism by which people can raise concerns, provide feedback, or make complaints about project and any activities related to the project. The SEP has been prepared according to Environmental and Social Standard 10 (ESS-10) on Stakeholder Engagement and Information Disclosure of the World Bank's Environmental and Social Framework (ESF). It will cover the whole life of the Project. This SEP is a living document and might be updated anytime during project implementation to capture issues that could arise due to addressing changing circumstances and uncertainties.

The overall objectives of SEP as stated in the ESS-10 are to:

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

1.2 The Project and its Components

The proposed Program aims to strengthening the economic resilience of Zambia and the region by developing regional transport corridors connecting Zambia with Tanzania, Malawi and Namibia. The proposed project is a Series of Projects (SoP), of which SOP 1 comprises of three components (i) Component 1: Transport and Trade Facilitation along the Dar es Salaam Corridor (US\$ 250 million) (ii) Component 2: Corridor-oriented SMEs development (15 million) and; (iii) Component 3: Institutional development (US\$10 million).

The PDO of SOP1 is to strengthen the economic resilience of Zambia and Tanzania by improving transport and trade connectivity between Zambia and Dar es Salaam port and

expanding economic activity along the North-South / Dar es Salaam Corridor.

Component 1: Resilient transport and trade facilitation along the North-South / Dar es Salaam Corridor and preparatory studies for other corridors under the SOP (US\$ 225 million).

i. Development of climate resilient transport systems along North-South / Dar es Salaam corridor. The specific activities include i. the update of feasibility and design studies for the Serenje-Mpika section of the corridor incorporating climate-resilient road standards; and ii. rehabilitation of the road section.

ii. Upgrade of the One Stop Border Post (OSBP) at Nakonde. This includes the design, construction and equipping of the OSBP at Nakonde border crossing on the Zambian side. Once completed this facility will complement the existing one on the Tanzanian side (the Tunduma border crossing facility). The activities include the design and construction of access roads, parking areas, buildings of the facility as well as equipment and systems, including the ICT provisions, truck scanners and other elements to be defined during design stage. The sub-component will also include training of government staff.

iii. Development and implementation of the smart corridor concept on the Lusaka – Nakonde section of the North-South Dar es Salaam corridor. This covers intelligent transport systems (ITS) to deliver safe and efficient transport along the corridor, eliminate multiple checks of vehicles and cargo, implement electronic clearance processes to avoid long delays, enable tracking, provide supporting infrastructure/transport systems, which include the upgrade of axle load control facilities, (weighbridge located at Mpika) weigh-in-motion (WIM) systems, and accident control measures, e.g. speed cameras and control stations. This subcomponent will also include the laying of fiber optic cables in trenches along the corridor. To help ensure sustainability of the corridor improvements, this subcomponent includes the revival and strengthening of the Dar es Salaam Corridor Committee with the membership of Tanzania, Zambia and DRC. This aims at providing a structured and scientific approach for monitoring and improving the performance of the Dar es Salaam Corridor, benefitting from the same procedures and practices currently applied by other similar platforms. The specific activities include financing measures related to the establishment of the secretariat, preparation and signing of legal documents, as well as initial baseline surveys of the corridor and introduction of monitoring portals and procedures of the corridor.

iv. Preparatory studies for key sections along the corridors: This includes the preparation of feasibility studies, detailed designs with climate resilient road guidelines, and ESIA for identified sections in need of rehabilitation and upgrade along key corridors, namely the Walvis Bay / Trans-Caprivi corridor and the Nacala corridor. The poor condition of these sections is hampering the performance of these corridors. Along the Walvis Bay / Trans-Caprivi corridor, the rehabilitation of the Livingstone – Katima Mulilo road section in Zambia (212 km) was identified as an urgent need. The road condition ranges from fairly good to very poor, and is impassable along several stretches during rainy season. Along the Nacala Corridor, the Lusaka to Luangwa road section (207 km) was identified as another section in need for upgrade (dualling the Lusaka to Chongwe section of 45 km) and rehabilitation (the Chongwe to Luangwa section of 162 km). The

sections are bituminous standard and their current condition ranges from fair to poor with notable congestion along the Lusaka to Chongwe stretch. The studies will examine the possibilities of developing the widening section (Lusaka – Chongwe) using the PPP modality.

Component 2: Corridor-oriented development (35 million)

i. Assessment of socio-economic development opportunities along the corridor: This activity aims at identifying SME opportunities that will enable the acceleration and maximization of the project's development impact. These include areas that facilitate, and compliment larger public and private investments aimed at increasing production and enhancing regional trade. Possible areas include for example are agri-business logistics and value chains, tourism and trade activities.

ii. Development of identified SMEs: This activity will be guided by the above assessment and will finance the implementation of selected opportunities identified under the assessment. This activity will complement to the extent possible other Bank-financed projects in the agriculture, tourism and SME-based industry and trade.

Component 3: Institutional and sectoral capacity development (US\$ 10 million)

i. Developing the Zambia Logistics Policy and Strategy. This activity builds on the previous work conducted with support from the World Bank to develop a logistics strategy. The proposed activity will primarily update the existing strategy documents to reflect the recent mandate to the Ministry of Transport & Logistics to plan and oversee the logistics sector. It will also take into consideration the regional perspective, particularly the regional operation of the logistics sector across Zambia, Tanzania, Malawi DRC, Namibia and Angola.

ii. Developing a strategy and action plan for enhancing the operational efficiency and financial sustainability of Zambia Railways Company (ZRL). This activity includes an assessment of ZRL, and the development of a strategy and action plan for improving its operational and financial performance. This would better equip ZRL to handle future freight and to help achieve a greater modal shift towards railways (in line with GRZ's set targets). Support for implementation of this plan could commence under SOP1 and continue under ensuing SOPs. The activity will encompass other initiatives and engagement to support TAZARA.

iii. Supporting domestic construction industry in Zambia: This subcomponent builds on previous and ongoing support by the Bank towards the development of the domestic construction industry. The development of a healthy and strong domestic construction industry is key to support maintenance operations in the sector in the long term, as well as rolling-out of road safety programs on an annual basis throughout the road network. The subcomponent includes the development of a multifaceted national action plan and will complement efforts for developing sustainability and road safety in the sector.

iv. Building institutional capacities: This subcomponent focuses on developing the different government entities' capacities in aspects related to planning, implementation, operation, and sustainability of regional corridors. At the planning level the subcomponent aims to raise capacities in planning corridors more closely to national

and regional development agenda (away from the traditional physical infrastructure planning). At the sustainability front, the focus will be targeted towards developing sound road asset management system (Zambia for the first project) and building capacities to undertake corridor vulnerability assessments. The subcomponent will also include support for the formulation of the transport sector elements of the Zambia Green Growth Strategy, including e-mobility and green transport strategies, as well as supporting the completion and piloting of the localized climate resilient standards. Lastly, the subcomponent will support the further development of the PPP enabling environment in Zambia, and help identify potential PPP modalities for delivering sustainable and resilient regional road programs.

v. Project Management, Monitoring and Evaluation: This will include incremental administrative costs for the program delivery (including staff, audits, trainings and knowledge exchanges, and other goods and materials necessary for project management), operational support (including consulting and advisory services) for project management, project audits; and all activities associated with program monitoring and evaluation and impact evaluation.

1.3 Project Location

The TRACER project will be implemented along three (3) key regional transport corridors. These being the: Serenje to Mpika, Kazungula to Katima Mulilo, and Lusaka to Luangwa roads as highlighted in the maps below.

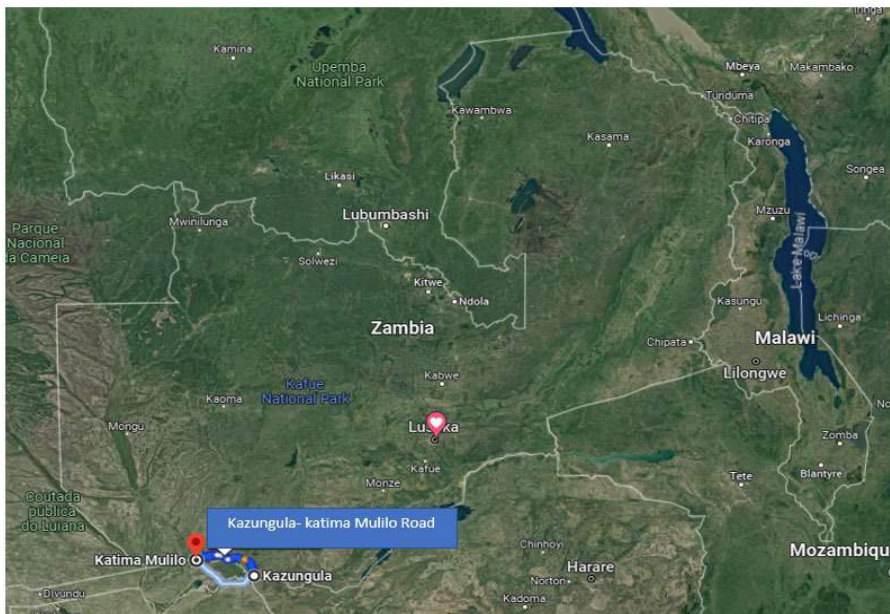


Figure 1: Kazungula- Katima Mulilo

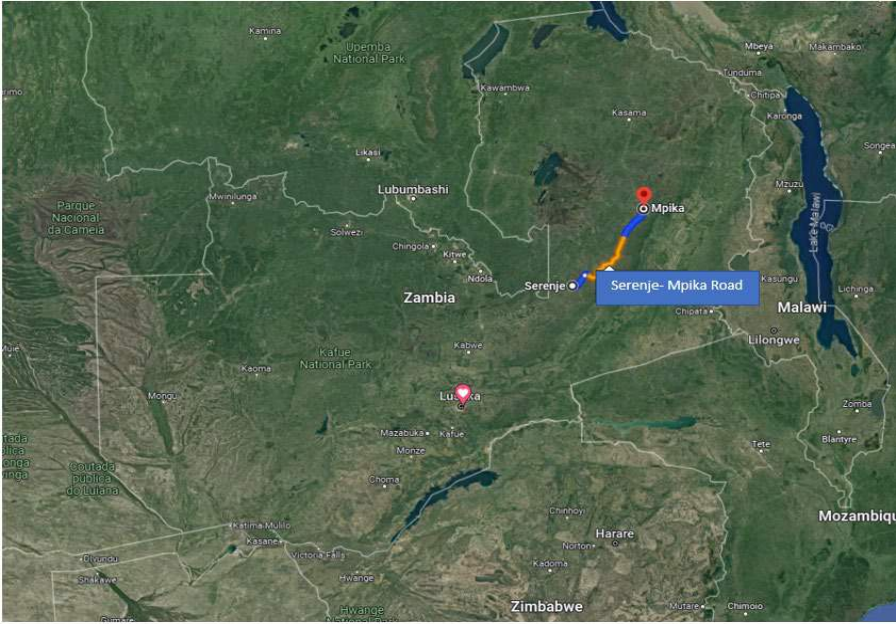


Figure 2: Serenje-Mpika road

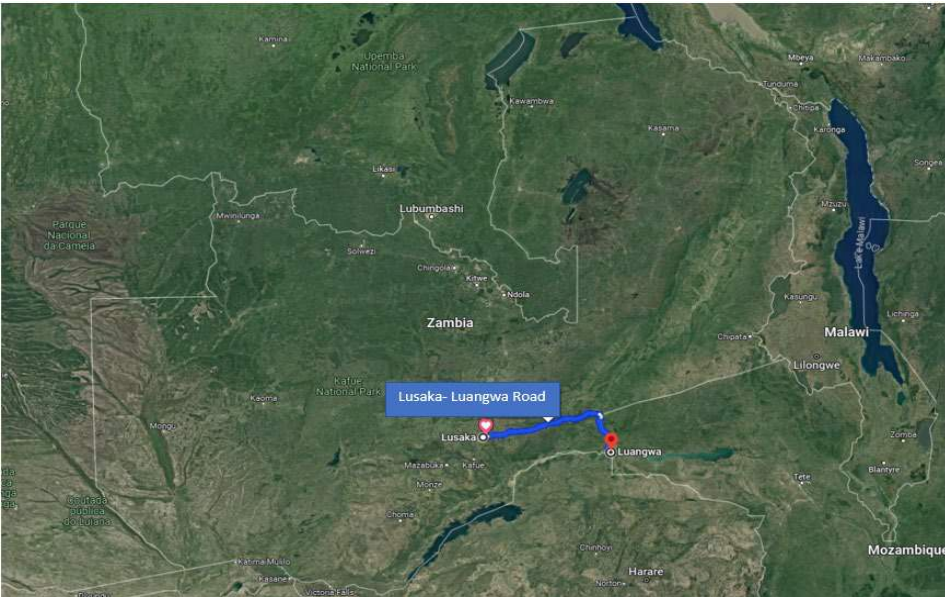


Figure 3: Lusaka-Luangwa road

2. Summary of Previous Stakeholder Engagement Activities

The following are the previous community stakeholder engagements that have taken place along the Serenje-Mpika road corridor (North-South/Dar es Salaam Corridor) between 2017 to 2022. The stakeholder engagements were attended by village headmen, local businessmen/women, local subsistence farmers, school going children and ordinary community members.

Stakeholder meetings have not yet been conducted on the other two road corridors namely the Walvis Bay / Trans-Caprivi corridor and the Nacala corridor.

Table 1. Stakeholder Engagements Meetings that were held along the North-South/Dar es Salaam Corridor

S/N	Location of Meeting	Date	Number of Participants	Nature of Meeting
1	Kabamba Primary School	22 October 2017	20	Public Gathering
2	Lukulu Market	6 November 2017	20	Public Gathering
3	Chansa Layby	7 November 2017	35	Public Gathering
4	Chansa village area	7 November 2017	15	Public Gathering
5	Muso Layby	7 November 2017	48	Public Gathering
6	Chilonga	8 November 2017	40	Public Gathering
7	Sansamukeni	8 November 2017	29	Public Gathering
8	Mpika weighbridge to Makantaulo	6-13 September 2022	393	One-on-One discussions with the affected individuals during the inventory survey exercise for the 60Km stretch.

Some of the people were engaged through telephone conversations as the phone numbers of the RDA Officials were made available during community engagements. The vulnerable community members, especially the elderly, were mostly engaged during the one-on-one discussions at their homesteads.



Photo 1. Meeting held at Chansa Layby Group on 7th November 2017



Photo 2: Meeting held at Muso Layby on 7th November 2017

The stakeholder engagements that were conducted between 6th and 13th September 2022 resulted in the updating of the Resettlement Action Plan for a section of the Serenje-Mpika road, spanning approximately 62 km. The updated RAP was disclosed on the RDA website on 7th December 2022. Additional stakeholder consultations will be conducted from November 2023 onwards during project preparation and throughout project implementation .

The following is a summary of the issues and responses that were noted during the community stakeholder engagements along the North-South/Dar es Salaam Corridor road corridor. Meetings that were previously held with Ministries, Departments and Agencies (MDAs) were not captured in the reviewed reports. Prior to the start and during the implementation of the TRACER project the MDAs will be engaged.

Table 2: Key Issues arising from Stakeholder Meetings

No	Venue of meeting held	Key issues discussed	Responses that were provided
1	Kabamba Primary School lay-by/turnoff in Serenje District	<ul style="list-style-type: none"> ✓ He wanted to find out if those with structures on roads joining the Great North Road would also be considered for compensation so that Government does not have problems of expanding roads in future? ✓ What happens to opportunistic PAPs with regards compensation? ✓ Compensation for maize fields? ✓ Extension of the size of the lay-by ✓ Employment for youths 	<ul style="list-style-type: none"> ✓ All structures located within the road reserve areas will be enumerated for compensation and relocation ✓ A cut-off date will be set and will be communicated to people along the road corridor. Any developments that will happen after the cut off will not be considered for compensation. ✓ People with crop fields will be requested to harvest. However, crops that will be damaged as a result of road works will be compensated for ✓ The road design will include Lay By of adequate size to accommodate the increased traffic volume. ✓ Employment opportunities on the road project will be made available to the local people that include the youths and women.
2	Kanona Lay-by, Chitambo District	<ul style="list-style-type: none"> ✓ In-kind compensation or cash for structures ✓ She wanted to know what would happen to the shops the team had left out because the owners were not around ✓ Critical issue of land as few people have title deeds ✓ How far off the edge of the 50m should buildings be reconstructed/moved to? ✓ Consideration for bare pieces of land for compensation ✓ There is no space at the back of my impacted shops. Where should we move the shops to? ✓ Will the cost of disconnection and reconnection of electricity will be factored in the compensation of affected shops and houses 	<ul style="list-style-type: none"> ✓ Compensation will mostly be done through cash compensation. ✓ All assets irrespective of whether the owners were around or not during the census and valuation process would be included for as long as those assets were affected. ✓ All people who have assets irrespective of their legal status pertaining to those assets will be entitled to compensation. ✓ It will be safer for individuals to relocate their structures to areas that are beyond 50 meters from the road centreline in the rural sections and 18 meters from the road centreline in the urbanised sections of the road. ✓ Bare pieces of land will be considered for compensation through a payment of a flat figure to enable the owners to buy alternative land. However, owners of land where construction materials will be extracted from will receive compensation. ✓ The village headmen will be engaged to provide trading spaces for those that may not have land at the back of their shops where to shift to. ✓ The valuation will consider all improvements to a property that includes wiring and electricity connection for those properties that have such facilities.
3	Chansa Lay-by, Chitambo District	<ul style="list-style-type: none"> ✓ Time of resettlement implementation and relocation programme as well ✓ Adequacy of compensation for all lost assets 	<ul style="list-style-type: none"> ✓ Individuals will be given ample time of mostly between 3-4 months to build alternative structures where they shall relocate to after having been paid compensation. ✓ The compensation will be based on the replacement of the assets that shall be lost.

No	Venue of meeting held	Key issues discussed	Responses that were provided
		<ul style="list-style-type: none"> ✓ Will RDA find the affected traders alternative land to move to because at the back of the shopping area lies a rail line and immediately after, there is a river running along? ✓ After the shopping area, along the tarred road, there was no space and traders will not set up shops where there is no lay-by ✓ Employment opportunities for the local people especially the youths 	<ul style="list-style-type: none"> ✓ The village headmen will be engaged to provide alternative trading spaces for those that will have difficulties to find alternative land on their own. ✓ Employment opportunities on the road project will be made available to the local people that include the youths and women. All those that will be given a chance to work are called upon to ensure that they put in their best.
4	Muso Lay-by, Lavushi Manda District	<ul style="list-style-type: none"> ✓ Compensation for those at the edge of the 50-metre radius ✓ Exact number of metres from the edge of the existing tarred road to reconstruct impacted structures ✓ Inadequate space at the back of the shops for reconstructing impacted shops ✓ Wanted to know the timeframe when the project will start and when to expect compensation? ✓ He also wondered if Government would honour this and not just demolish people's properties 	<ul style="list-style-type: none"> ✓ Compensation will only be paid to individuals whose structures will be located within the 50 meter or 18-meter road reserve areas for rural and urban centres respectively. Structures located at the edge will not be due for compensation. ✓ The village headmen will be engaged to provide alternative trading spaces for those that will have difficulties to relocate their shops in the backyard. ✓ The project shall likely commence in 2019 after the procurement of the Contractors has been finalised. Procurement of Contractors is usually a lengthy process. Compensation will be paid to the beneficiaries prior to the start of civil works in any road section of the project. ✓ During the consultations that were held in September 2022 community members were informed that civil works for the 60Km stretch between the Mpika weighbridge and Makantaulo area are expected to commence towards the end of 2023. ✓ The people were assured that Government means well and that it would not demolish people's structures without fulfilling its obligations of paying them compensation.
5	Chilonga Mission Lay-by, Mpika District	<ul style="list-style-type: none"> ✓ Compensation for residential plots bought without title deed ✓ Availability of money for government to compensate all impacted properties ✓ Will RDA compensate for all the houses located within the RoW? ✓ RDA find alternative parcels of land OR pay cash compensation so that people find alternative land themselves ✓ Should people stop constructing incomplete buildings? ✓ Will there be compensation for storage containers or makeshift stalls called Kantemba 	<ul style="list-style-type: none"> ✓ A flat figure will be paid to such land owners to enable them to buy alternative land elsewhere. ✓ All structures located within the ROW will be compensated. ✓ The people were advised that once the valuation assessment has been done by the Valuation Experts any improvements to such a property thereafter will not be considered for compensation. ✓ Makeshift stalls will not be subject for compensation as these can easily be relocated as they are very temporal structures. ✓ Houses at the edge of the ROW will not be included for compensation.

No	Venue of meeting held	Key issues discussed	Responses that were provided
		<ul style="list-style-type: none"> ✓ What would happen to the houses just at the edge of the 50m RoW? 	
6	Lukulu Lay-by, Mpika District	<ul style="list-style-type: none"> ✓ Inadequate space to move to after compensation is received ✓ Distance off the edge of the Row ✓ Possible extension of the lay-by ✓ Consideration to pay for bare parcels of land 	<ul style="list-style-type: none"> ✓ The village headmen will be engaged to provide alternative trading spaces for those that will have difficulties to find alternative land on their own. ✓ The road design will include Lay By of adequate size to accommodate the increased traffic volume. ✓ Only developments on plots will be considered for compensation to avoid fraud as everyone would claim to own a piece of land which would not be easy to verify. An improvement on a piece of land is easy to verify. This is also to guard against future financial audit queries.

3. Stakeholder Identification and Analysis

3.1 Methodology

In order to implement best practice approaches that are in line with the provisions of ESS10, the project will apply the following principles for stakeholder engagement:

- *Openness and lifecycle approach*: consultations and other stakeholder engagement for the project will be undertaken during the whole lifecycle, carried out in an open manner, free of external manipulation, interference, coercion or intimidation;
- *Informed participation and feedback*: information will be provided to and widely distributed among all stakeholders in a meaningful, sensitive and appropriate format, and ongoing and regular opportunities will be provided to respond to stakeholders' feedback;
- *Inclusivity and sensitivity*: stakeholder identification will be undertaken to support robust, sensitive and meaningful communication and build effective relationships. The participation process for the project and sub-projects will be inclusive. All stakeholders at all times will be encouraged to get involved in the consultation process; and
- *Sensitivity to stakeholders' needs*: this will be necessary to ensure that the consultation processes adopt acceptable and accessible norms of engagement.

3.2 Affected parties and other interested parties

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

Other Interested Parties (OIP): constitute individuals/groups/entities who may be interested in the project because of its location, its proximity to natural or other resources or parties involved in the project. OIP may be affected by the project and have the potential to influence project outcomes. They may not experience direct impacts from the project but they may consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way. These stakeholders include the Zambia Environmental Management Agency, the Ministry of Green Economy and Environment, the Ministry of Local Government and Rural Development, the National Heritage Conservation Commission, the Department of National Parks and Wildlife, the Road Transport and Safety Agency, District Local Authorities, the National Road Fund Agency, Water Resources Management Authority, Ministry of Mines and Minerals Development, Traditional Authorities and Non-Governmental Organisations operating in particular localities. These stakeholders can help play a role in identifying risks, potential impacts and opportunities for the borrower to consider and address in the assessment process.

3.3 Disadvantaged/vulnerable individuals or groups

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

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

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

- RDA will approach local administration and the Project Contractors to give priority to the vulnerable family members and provide jobs on priority basis.
- RDA will approach the local administration and local political leadership to include the women-headed households as well as low-income families and persons with disabilities whose livelihood would be at jeopardy at the project implementation phase and as an alternative include them in the government social safety net programs
- RDA will ensure active participation of all stakeholders including the vulnerable groups and in the project-related decision-making consultation meetings. The ESIA and RAP is in the process of being prepared/updated and this will identify the Vulnerable Groups. They would be engaged in the Stakeholder Engagement Activities and necessary support including transportation, meeting the disabled in situ, supplying them with project information related documents/brochure etc. would be arranged and their concerns heard, while their inputs would be taken into consideration while finalizing project design and during implementation. Assistance of local administration, local leadership, local police and the project contractors would be of great value in this regard.
- Women-headed households, the disabled elderly, the single mothers, the sick, etc., who could be amongst the vulnerable groups, may require separate consultation owing to their peculiar limitation, The RDA, contractor and other project implementation entities should arrange meetings with such groups in the presence of local elders/local elected representatives so to ensure that they are heard, their viewpoints registered and the likely negative effects are mitigated,

3.4 Summary of Project Stakeholder Needs

The assessment of stakeholder needs was based on the institutional and stakeholder chain for the implementation of the TRACER project. Table 3 below presents a summary of project stakeholders needs.

Table 3: Summary of Project Stakeholder Needs

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

3.5 Stakeholder Mapping

Stakeholder mapping, illustrated in Figure 4, was undertaken to identify the level of engagement required during project preparation and implementation for each group of stakeholders based on their level of interest and level of impact. The mapping results are as follows:

- The stakeholders that appear in the top right quadrant are those that need to be managed closely (i.e., the stakeholders that need to be proactively engaged on a regular basis and engagement efforts should be focused on this group). This is because these are the stakeholders that are most interested in the Project and have the potential to impact its outcome (i.e., the ability of the Project to go ahead).
- The stakeholders that appear in next quadrants (i.e., in Q2 and Q3) need to be kept informed, i.e., provided information and consulted on issues of interest to the stakeholders.
- The final stakeholders (i.e., in Q4) need to be monitored – i.e. informed of key Project aspects. It is important to track if their level of interest or impact changes.

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

Figure 4: TRACER Preliminary Stakeholder Mapping Results



4 Stakeholder Engagement Program

4.1 Purpose and timing of stakeholder engagement

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

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

The Environmental and Social Commitment Plan (ESCP) will be part of the information that will be disseminated to the stakeholders during the various interactions.

4.2 Proposed Strategy for information disclosure

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

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

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

An outline of what information will be disclosed, in what formats, and the types of methods that will be used to communicate this information to each of the stakeholder groups is outlined in Table 4 below.

4.3 Proposed Strategy for stakeholder engagement

Stakeholder engagement activities will provide stakeholder groups with relevant information and opportunities to voice their views on issues that matter to them/affect them. The mechanism of information dissemination should be simple and be accessible to all. Two of the important means that have been followed until now include briefing material and organization of community consultation sessions. The briefing material (all to be prepared in local language) can be in the form of (a) brochures (including project information, details of entitlements including compensation and assistance to be given to the PAPs; grievance mechanism),(b)

posters to be displayed at prominent locations and (c) leaflets that can be distributed in the project areas. Consultation meetings should also be organized at regular intervals by the project to acquaint the communities, target group beneficiaries and affected persons of the following:

- Timeline and progress of the project by components;
- Information on beneficiary participation;
- Information of involuntary displacement, compensation and entitlements;
- Time line for acquisition of land using voluntary donation, direct purchase and any other voluntary approach.

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

- Public/community meetings, separate meetings for women and vulnerable
- Face-to-face meetings
- Focus Group Discussions/Key Informant Interviews
- Workshop with the Experts
- Surveys, polls etc.
- Interviewing stakeholders and relevant organizations
- Mass/social media communication (as needed)
- Disclosure of written information: brochures, posters, flyers, RDA website

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

Table 4: Proposed Strategy for Stakeholder Engagement

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

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



Road Development Agency

4.4 Proposed Strategy to incorporate the views of Vulnerable Groups

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

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

By implementing these strategies, road construction projects can ensure that the views and concerns of vulnerable groups are taken into account, leading to more inclusive and sustainable outcomes.

4.5 Timelines

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

4.6 Review of comments

Comments on the project will be gathered through written and oral submissions. The submissions will be reviewed and where necessary they will be incorporated in the project reports. Stakeholders will be provided a feedback through the disclosure mechanisms outlined in the SEP. All comments and complaints will be responded to either verbally or in writing, in accordance with the preferred method of communication specified by the complainant, if contact details of the complainant are provided.

4.7 Future Phases of the Project

The SEP will be periodically revised and updated as necessary during project implementation to ensure that the information presented herein is consistent and up to date, and that the identified methods of engagement remain appropriate and effective in relation to the project context. Any major changes to the project related activities and to its schedule will be duly reflected in the SEP and communicated to stakeholders.

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

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

5 Resources and Responsibilities for Implementing Stakeholder Engagement Activities

5.1 Resources

The following are the resources that will be devoted to managing and implementing the Stakeholder Engagement Plan, in particular:

Table 5: Estimated budget for the Stakeholder Engagement Plan

Budget Category	Quantity	Unit Costs (US\$)	Times/ Years	Total Costs	Remarks
1. Estimated staff salaries* and related expenses					
1a. Communications Consultant	1	3,000	5	180,000	
1b. Travel costs for staff	12	4,000	5	240,000	
1c. Estimated salaries for Community Liaison Officers	9	500	5	270,000	3 CLO per road corridor
Subtotal				690,000	
2. Events					
2a. Project Launch Meetings in 3 regions	3	15,000	1	45,000	
2b. Community meetings	3	2,500	5	37,500	reaching out to 250 community members annually
2c. Focus group meetings especially with vulnerable groups	3	1,500	5	22,500	
2d. Project Closure meetings at Regional Levels	3	10,000	3	30,000	
Subtotal				135,000	
3. Communication campaigns					
3a. Printing of posters and flyers	3	6,000	5	90,000	
3b. Community radio stations (3 per region)	9	700	5	31,500	
Subtotal				121,500	
4. Trainings					
4a. Training on social/environmental issues for PIU and contractor staff	3	6,000	3	54,000	
4b. Training on gender-based violence (GBV) for Project Implementing Unit (PIU) and contractor staff	3	6,000	3	54,000	
Subtotal				108,000	
5. Beneficiary surveys					
5a. Mid-project perception survey	1	30,000	1	30,000	
5b. End-of-project perception survey	1	30,000	1	30,000	

Budget Category	Quantity	Unit Costs (US\$)	Times/ Years	Total Costs	Remarks
Subtotal				60,000	
6. Grievance Mechanism					
6a. Training of GM committees				70,000	
6b. Suggestion boxes in villages	75	100	1	7,500	
6c. GM communication materials				30,000	
7b. Printing GRM Registers	150	350	1	52,500	
7c. Logistics for grievance investigations			5	75,000	
7d. GRM MIS/Database				25,000	
7e. Procurement of GRM phone and airtime			1	2,800	
Subtotal				262,800	
Total				1,377,300	
7. Other expenses					
7a. Contingency (5%)				68,865	
TOTAL STAKEHOLDER ENGAGEMENT BUDGET				1,446,165	

5.2 Management functions and responsibilities

The stakeholder engagement activities will be incorporated into the project management system with the formation of the Project Implementation Unit (PIU). The Project Manager, the Project Environmental Specialist, Project Social Development Specialist and the Contractor(s) will spearhead the stakeholder engagement activities as illustrated in Table 6 below.

Table 6: Roles and Responsibilities

Institution /Lead Person	RESPONSIBILITY
Project Manager	<ul style="list-style-type: none"> • Oversight responsibility for the entire project implementation.
RDA-Project Social Development Specialist RDA-Project Environmental Specialist	<ul style="list-style-type: none"> • Responsible for carrying out stakeholder engagement activities • Ensure effective implementation of GRM. • Initiate and coordinate stakeholder engagement activities. • Keep written records on stakeholder engagement activities and on grievances.
Monitoring Consultants	<ul style="list-style-type: none"> • Supervise/monitor contractors. • Manage engagement activities during the construction phase. • Provide support to the Social Specialist to develop, implement, and monitor all stakeholder engagement strategies/plans for the Project
Contracting entities	<ul style="list-style-type: none"> • Initiate and facilitate stakeholder engagement activities. • Assign staff to keep written records on stakeholder engagement activities and grievances. • Monitor and report on grievances observed and being resolved in communities. • Report on stakeholder engagements or difficulties in engaging stakeholders. • Ensure the involvement of other implementing partners in the monitoring of SEP activities.

Management will be fully involved in stakeholder engagements as some stakeholders are of a high standing in society such as Senior Government Officials and Chiefs. Protocol demands that such stakeholders are met by the project management teams. A system will be developed to track and document stakeholder engagements and issues arising from such engagements.

6 Grievance Mechanism

The Borrower will respond to concerns and grievances of project-affected parties related to the environmental and social performance of the project in a timely manner. For this purpose, the Borrower will propose and implement a grievance mechanism to receive and facilitate resolution of such concerns and grievances.

The grievance mechanism will be proportionate to the potential risks and impacts of the project and will be accessible and inclusive. Where feasible and suitable for the project, the grievance mechanism will utilize existing formal or informal grievance mechanisms, supplemented as needed with project-specific arrangements.

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

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

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

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

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

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

- i. Provide affected parties with means to present complaints and resolve any dispute that may

- arise during project implementation.
- ii. Ensure that appropriate and mutually acceptable redress measures are identified and implemented in a satisfactory manner and
- iii. Where possible, avoid the need to resort to judicial proceedings.

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

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

a) Community Level

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

b) Project Level

At the project level there are two types of grievances, one for project workers (presented in the Labor Management Procedures for the project) and one for GBV/SEA/SH that is outlined below. A third-party monitoring service provider will be appointed to address any SEA/SH issues and existing institutional mechanisms will be assessed.

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

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

The GRM in the project will include the following steps:

1. Step 1: Complaint received and registered by the subproject implementation unit / Focal Point of claims / contractor. A complaint can be registered directly with the Complaint Management Committee in any of the following ways and, if necessary, anonymously or through third parties:
 - By phone on (hotline to be established). The PIU safeguards or third party service provider

team will be responsible for this line.

- By email to (email address to be created and activated) – The PIU safeguards team must be responsible for this email.
 - By letter to the PIU or subproject implementing agency. The address must be provided once the PIU is established
 - By letter to contracted companies / consultants involved in the implementation of subprojects.
 - By complaint form / book / box found in public institutions with subprojects
 - Once a complaint is received, it must be recorded in the complaints logbook or in the complaints database.
2. Step 2: Confirm receipt of the complaint, assess its complexity, categorize it into community, labour issue, or GBV/SEA/SH and assign the person or forum responsible for handling that type/category of complaint. In case the claim does not fit into the project or there is no way to resolve it, the claimant must be notified and explaining why your complaint is not valid.
 3. Step 3: Develop and propose a resolution and obtain approval at the subproject level (management committees of complaints must be established at these levels).
 4. Step 4: Communicate the proposed solution to the complainant and seek agreement on the response.
 5. Step 5: Implement the response to resolve the complaint based on the agreement reached in the previous step.
 6. Step 6: Review the solution, if unsuccessful as per the recommendations and
 7. Step 7: Close the grievance if everything is agreed or take the grievance to the next level if there is no agreement.

c) Timeline

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

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

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

Internally, there will be routine internal monitoring and reporting, including a review of the status of complaints that were not resolved and suggest corrective actions as necessary, and reports will be submitted to the World Bank Quarterly during Project implementation.

d) Mediation

At any point in the grievance redress process, the complainant and the GRC can transfer the case to mediation for resolution should either party desire to do so. In this case, the Zambian Arbitration Act

19 of 2000 will apply, in which an independent mediator will be appointed to preside over the case and negotiate a resolution.

e) Appeal to court

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

f) Grievance records and documentation

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

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

g) Protocol for Handling GBV/SEA/SH Cases

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

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

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

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

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

- Health – examination or treatment, collection of forensic evidence, provision of post-exposure prophylaxis/ abortion services;

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

These service providers will be:

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

Acknowledge and Follow-up: After registering the case, the Safeguard Focal Person will inform the PIU GRC within 24 hours of receipt and provide an acknowledgment to the complainant or survivor within 2 working days of receipt. A sample acknowledgement letter is provided at Annex III.

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

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

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

As necessary, a survivor representative or an independent reputable third party may be invited to serve on the resolution panel. To avoid conflict of interest, the composition of the GRC may also change depending on the nature and source of the allegation. The Safeguard Focal Person shall write to inform the survivor about the course of action and disciplinary action taken against the perpetrator. Instances where the case is being handled by a service provider, the Service Provider will work with the survivor or guardian to develop a comprehensive plan that identifies what the survivor needs and how these needs may be met. The survivor will be referred to connect with a range of service providers which correspond to their needs. The Safeguard Focal Person shall continue to track, monitor, and collaborate with service providers on all such cases until they are resolved.

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

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

In all these instances, the GRC Focal Person may require the survivor or its representative to sign a statement to acknowledge satisfaction using the form provided at annex IV.

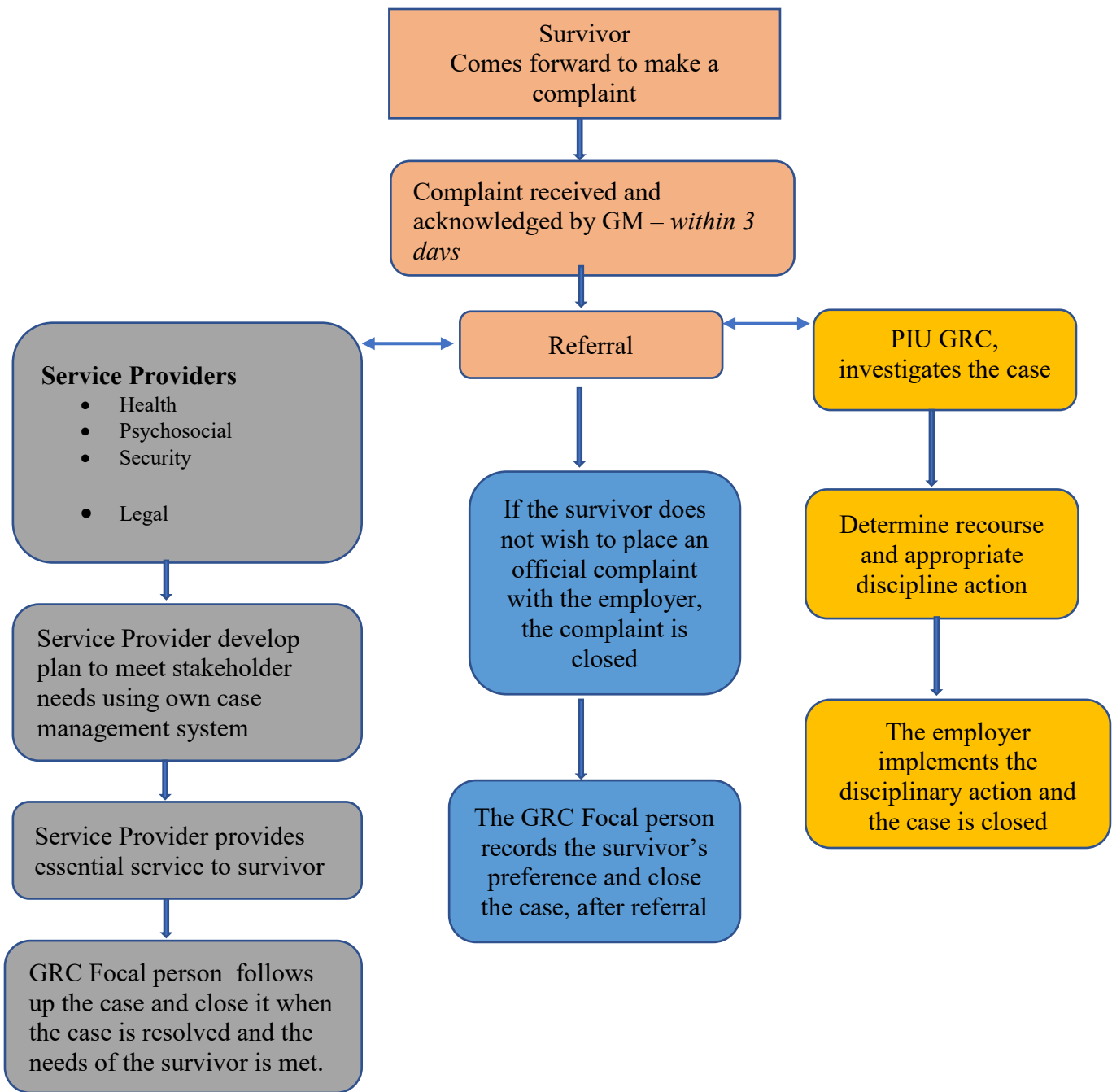


Figure 5: Case Management Procedure for SEA/SH cases

h) Labor Complaints

There will be specific procedures in place for handling labor grievances raised by workers in accordance with World Bank's Environmental and Social Standard 2 (ESS2) and national legislation to be detailed in the Labor Management Procedures (LMP) for this project.

7 Monitoring and Reporting

7.1 Involvement of Stakeholders in monitoring activities

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

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

- Conducting stakeholder engagement in an ongoing manner, in accordance with the SEP and build upon the channels of communication and engagement as established with stakeholders.
- Collection of feedback from stakeholders on environment and social performance of the project, and on the implementation of the mitigation measures outlined in the ESCP on a bi-annual basis.
- Periodic reviews of compliance with requirements of the legal agreement, including the ESCP.
- Where appropriate, and as will be set out in the SEP, engaging stakeholders and third parties such as independent experts, local communities or Civil Society Organizations (CSOs), to complement or verify projects stakeholder monitoring information;
- Where other agencies or third parties would be responsible for managing specific risks and impacts and implementing mitigation measures, the Government would collaborate with such agencies and third parties to establish and monitor such mitigation measures.

7.2 Reporting back to stakeholder groups

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

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

- Frequency of public engagement activities.
- Number of grievances received and resolved within a reporting period segregated by male

and female (e.g., monthly, quarterly, or annually) and number of those resolved within the prescribed timeline.

- Number of press materials published/broadcasted in the local, and national media

8 Contact Details for the Public

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

Attention: TRACER Project Manager

Tel: +260 211 253088/253801

Email: rda_hq@roads.gov.zm



Road Development Agency

Annex A: List of Stakeholders

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

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



Road Development Agency

Annex B: Sample complaint form

Transport Corridors for Economic Resilience (TRACER) Project GRIEVANCE/COMPLAINT FORM
Section 1: Complaint
1. What harm do you believe the Transport Corridors for Economic Resilience (TRACER) Project has caused or is likely to cause to you or your community? Please describe in as much detail as possible.
2. What location is concerned with your submission? (Please include Province/District name)
3. Do you live in the project area?
4. Have you previously reported your concerns to Transport Corridors for Economic Resilience (TRACER) Project Implementing Unit (PIU)? If yes, please provide the details about those communications and explain why you are not satisfied with the action in response.
5. If known, please list the operational procedures you believe have been violated by the Transport Corridors for Economic Resilience Project .
6. Do you expect any form of retaliation or threats for filing this complaint to the Zambia Transport Corridors for Economic Resilience Project?
Section 2: contact information
7. Are you filing an individual submission or representing a community? Individual: <input type="checkbox"/> Representing a community: <input type="checkbox"/>
8. Would you like your name and contact details to be kept confidential? (<i>Transport Corridors for Economic Resilience Project will not disclose your identities to anyone without your prior consent.</i>) Yes <input type="checkbox"/> No <input type="checkbox"/>
9. Submitter's Name & contact information:

Name:
Address:
Email:
Phone:

Preferred Method of Contact:

10. I, the undersigned, request the Transport Corridors for Economic Resilience Project to investigate the issues described above.

11. Signature/Thumbprint

Name:

Date

NOTES:

- Please attach supporting documents, if available.

Section 3: Official Use Only

Grievance ID Number

Recorded by:

Date:

Place/Method grievance was received:

Annex D: Sample Complaint Acknowledgement Letter

[Your contact information here]

[Date]

[Complainant's name or the name of the organization submitting the complaint if the complainant wishes to remain anonymous]

[Complainant's address or "No physical address"]

Submitted _____ [in person or by mail/e-mail/telephone]

Dear Mr./Mrs./Ms. [family name of complainant]:

Re: Complaint regarding [describe briefly]

The TRACER Project-II acknowledges that we received your complaint dated _____ [date]. The Project takes stakeholders' concerns seriously, and we thank you for submitting your complaint. We will make every effort to ensure that your complaint is considered quickly and fairly.

The Project has a grievance redress mechanism process that we follow to consider and resolve complaints. Attached is a description of the process, so you can learn more about it. In accordance with our grievance redress mechanism procedures, we will determine whether your complaint is eligible for our grievance resolution process and consider the next steps, as relevant. We will contact you during this period should we need more information.

You can expect to hear from us within seven business days from the date of this letter.

Please refer to the attached grievance mechanism procedures for more information on what you can expect as we address your complaint, including timeframes, responsibilities, and your rights throughout the process.

Sincerely,

[Name of GRC Focal Person]

[GRC Name and District]

Enclosure: (The relevant procedures for submitting grievances)

Annex E: Complainant Satisfaction Form

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

Annex F: GBV/SEA/SH Service Providers.

A comprehensive directory with all service providers across the country can be accessed via the project website.

Health Care Service Providers	
<ul style="list-style-type: none"> Planned Parenthood Association of Zambia (PPAG) Family Health Clinic 	<ul style="list-style-type: none"> Zambia Health Services
<p>Type of Organization: NGO</p> <p>Primary Service: Sexual and Productive Health Care</p> <p>Geographical coverage: has a presence in all the provinces of Zambia through its 38 volunteer branches.</p> <p>Contact Number: +260 211 256182</p> <p>Working Hours: 8am - 5pm</p> <p>Other Services: Referral system, Shelter, Childcare/Child Protection, social and economic reintegration, Legal, Psychosocial support.</p>	<p>Type of Organization: Government Agency</p> <p>Primary Service: Health Care</p> <p>Geographical Coverage: Operates 9,293 health care facilities across the country</p> <p>Contact Number:</p> <p>Working hours: 24 hours</p> <p>Other Services: Referral system, Monitoring (Follow-ups).</p>
<ul style="list-style-type: none"> Mary Begg Community Clinic 	<ul style="list-style-type: none"> Chelstone Clinic
<p>Type of Organization: NGO</p> <p>Primary Service: Health Care</p> <p>Geographical coverage: Ndola, Solwezi, and Kalumbila</p> <p>Contact Number: +260 212 628000</p> <p>Working hours: 24 hours</p> <p>Other Services: Community health; Voluntary Counselling and Testing</p>	<p>Type of Organization: Government Agency</p> <p>Primary Service: Health Care</p> <p>Geographical Coverage: Lusaka</p> <p>Contact Number: +260211282136</p> <p>Working hours: 24 hours</p> <p>Other Services: Referral system, Community health</p>
Psychosocial Service Providers	
<ul style="list-style-type: none"> One Stop Center 	<ul style="list-style-type: none"> Young Women’s Christian Association (YWCA)

<p>Type of Organization: Government Agency</p> <p>Primary Service: Legal and Health Care</p> <p>Contact Person: Gillies Chashi Kasongo</p> <p>Phone: +260-211-238864</p> <p>Working Hours: 24 hours</p> <p>Geographic Scope: 28 fully established centers across Zambia</p> <p>Other Services: referrals to shelters, legal services, HIV testing, HIV post-exposure prophylaxis, and linkage to HIV treatment.</p> <p>Legal, Health, Psychosocial Support, Social and Economic reintegration, Shelter, Childcare/Child protection; Monitoring (follow ups), coordination, Referral's system,</p>	<p>Type of Organization: NGO</p> <p>Primary Service: Psychosocial</p> <p>Contact Person: Patricia Ndлуvo, Executive Director</p> <p>Phone: +26011 254751/+0977843099</p> <p>Email: ywca@zamnet.zm</p> <p>Geographical Scope: Global movement with a presence in Lusaka, Kitwe, and other parts of the country</p> <p>Other Services: Community/Customary Land Rights, Criminal Justice, Family, Gender-based violence, Generalist Legal Services, Labor & Employment, Livelihoods, Other, Peacebuilding & Transitional Justice, Traditional / Customary Justice</p> <p>Shelter, Judicial, Social and Economic Integration, Psychosocial Support, Referral's system, Monitoring (follow ups), coordination, Referral's system,</p>
Legal/Justice Service Providers	
<ul style="list-style-type: none"> • Victim Support Unit, Zambia Police Service 	<ul style="list-style-type: none"> • Women in Law and Development in Zambia
<p>Type of Organization: Government Agency</p> <p>Primary Service: Legal/Justice</p> <p>Contact Person: Esther Katongo</p> <p>Geographic Scope:</p> <p>Helpline:</p> <p>Working Hours: 24 hours</p> <p>Website:</p> <p>Other Services: Legal, Health, Psychosocial Support, Social and Economic reintegration, Shelter, Childcare/Child protection; Monitoring (follow ups), coordination, Referral's system, Law enforcement mechanisms,</p>	<p>Type of Organization: NGO</p> <p>Primary Service: Legal and Social Justice</p> <p>Contact Person: Namuchana Mushabati</p> <p>Phone: +260 211 251491/7</p> <p>Email: wildaf@microlink.zm</p> <p>Website: www.wildafzambia.org</p> <p>Working hours: 8am – 5pm</p> <p>Geographical Scope: Pan-African Country, with a presence across Zambia</p> <p>Other Services: Advocacy, Community mobilization, Legal Reform, Media, Policy/Advocacy, Prevention and Response/ Service Delivery</p>

	Judicial, Social and Economic Integration, Psychosocial Support, Referral's system
<ul style="list-style-type: none"> • National Legal Aid Clinic for Women (NLACW) 	
<p>Type of Organization: NGO</p> <p>Primary Service: Legal and Health Care</p> <p>Contact Person: Mandy Manda, Executive Director</p> <p>Tel: +260 211220595/0976081569</p> <p>Working hours: 8am-5pm</p> <p>Geographic Scope: Based in Lusaka with provincial offices in Livingstone and Ndola</p> <p>Working Hours: 8am-5pm</p> <p>Other Services: Legal information, Social Justice, Legal education; outreach campaigns in various communities</p>	
<ul style="list-style-type: none"> • Legal Resources Foundation Zambia 	
<p>Type of Organization: NGO</p> <p>Primary Service: Legal</p> <p>Geographical Coverage: Based in Lusaka with eight other provincial offices in Kitwe, Livingstone, Kabwe, Kasama, Chipata, Mansa, Solwezi and Mongu.</p> <p>Contact person: Androphinah Bubala</p> <p>Working hours: 24 hours</p> <p>Website: https://lrf.org.zm/about/</p> <p>Other Services: Legal information on intimate partner violence and sexual violence, Advocacy, Community Mobilization, Legal Reform, Media, Policy/Advocacy, Prevention and Response/ Service Delivery</p>	
<ul style="list-style-type: none"> • World Vision Zambia 	
<p>Type of Organization: NGO</p> <p>Primary Service: Health and Social Justice</p> <p>Geographical Coverage: Work in 31 districts of Zambia's 10 provinces through 39 large-scale community-based Area Programme (APs).</p> <p>Tel: +260 211 221 955</p> <p>Working hours: Weekday: 8am-5:30 pm</p> <p>Website: https://www.wvi.org/zambia</p>	

Other Services: Literacy, Maternal and Child Health, child protection and spiritual nature, resilient Livelihood, and Water, Sanitation and Hygiene.

Information about Gender-Based Violence for People with Disabilities. Places to get help in Zambia

Free helplines you can call at any time in the day or night		
Name	What it does	Number
CHAMP Hot-Line	They can give you information and support about your health.	Hotline: 999
Lifeline	They help adults. They can help you if someone is hurting you or doing bad things to you.	Hotline: 933
CHILD-LINE	They help children who need any kind of help. They can help you quickly if you need it.	Hotline: 116
Groups that help with the law		
Name	What it does	Address, Number
Legal Aid Board Zambia	They can give you free information and support with the law.	1st Floor, New Kent, Building, Haile Selassie Ave P.O Box 32761 Lusaka, Zambia Telephone: +260 211 256 453 +260 211 256 454
National Legal Aid Clinic for Women	They give information and support to women and children.	Musonda Ngosa Road, 110A/150 Villa Elizabetha, Lusaka Telephone: +260 211 220 595
Legal Resources Foundation	They can help you with paying for things like going to court.	Woodgate House, Cairo Road, Lusaka
Groups that help people with disabilities		
Name	What they do	Address, Number, Website

Zambia Federation of Disability Organizations (ZAFOD)	They help people with disabilities.	Plot 6867, off Katima, Mulilo Road along, Chainama Road Olympia, Lusaka, Zambia Telephone: +260 211 295 831 +260 978 960 412 Website: http://www.zafod.org.zm
Zambia Agency for Persons with Disabilities	They are part of the government. They help people with disabilities.	Plot No, 488 /7B Leopards Hill Road Kabulonga, Lusaka
Zambia National Federation of the Blind	They help people who cannot see.	Plot No. 4225, Along, Chilumbulu Road, Chilenje, Lusaka Telephone: +260 211 253 180
Zambia HIV/Disability Human Rights Programme (ZAMDHARP)	They help people with disabilities and HIV.	Telephone: +260 977 566 763
Zambia Deaf Youth and Women	They support people who cannot hear.	New Nakadoli Market, Copperbelt Province, Kitwe zambiadeafyw@zambia.co.zm SMS on: +260 977 866 459
Women's groups and other groups		
Name	What they do	Address, Number, Website

Women and Law in Southern Africa – Zambia (WLSA Zambia)	They help people with things like paying for court and women’s health	Joseph Mwila Road, Rhodes Park Lusaka. Telephone: +260 211 294 989 Website: www.wlsazambia.org
Women in Law and Development in Africa (WILDAF)	They give women and girls information about the law. They work to stop violence.	No. 26, Nalubutu Rd. Long Acres Lusaka, Zambia Telephone: +260 211 251 491 +260 211 251 497
Young Women’s Christian Association of Zambia (YWCA Zambia)	They help women and girls who are being hurt or who may be in danger. They give people a safe place to stay.	Along Nationalist Road, opposite University Teaching Hospital, Lusaka. Telephone: +260 211 255 204 +260 211 254 751
World Vision Zambia	They work to stop violence. They help women and girls who are being hurt.	Telephone: +260 211 221 955 Website: http://www.wvi.org/zambia
Population Council	They work to stop violence.	Telephone: +260 211 295 925 Website: http://www.popcouncil.org/research/zambia
One Stop Centres. These are places to get help with your health, the law and other support		
Province	One Stop Centre	Phone number

Western Province	Mongu Urban Clinic	+260 977 429 530
Lusaka	Chongwe Hospital	+260 950 420 091. +260 966 981 472. +260 977 848 487
Lusaka	University Teaching Hospital Centre of Excellence	+260 979 495 095
Lusaka	Ng'ombe Health Centre (Lusaka)	+260 977 864 098
Lusaka	Kafue District Hospital	+260 977 465 240
Lusaka	Mutendere Clinic (Lusaka)	+260 97 962 3318
Lusaka	Chawama Clinic (Lusaka)	+260 978 129 614
Muchinga	Nakonde Urban Clinic	+260 967 608 727. +260 967 710 785
Muchinga	Mpika Urban Clinic	+260 977 815 464
Southern	Choma Urban Clinic	+260 978 904 949. +260 964 414 402. +260 964 414 400. +260 955 988 203
Southern	Kalomo Hospital	+260 971 252 324
Southern	Monze District	+260 979 952 520
Southern	Livingstone General Hospital	+260 977 828 128
Southern	Mazabuka District Hospital	+260 978 875 005
Central	Kapiri Mposhi Urban Clinic	+260 977 713 575
Central	Mumbwa Urban Clinic	+260 977 939 484
Central	Chiboko Clinic	+260 966 100 870
Eastern	Nyimba District Hospital	+260 977 876 943. +260 955 923 677. +260 965 923 677

Eastern	St. Francis Hospital (Katete)	+260 963 572 260. +260 977 440 994
Eastern	Chipata General Hospital	+260 964 441 751
Copperbelt	Kabundi Clinic (Chingola)	+260 979 272 519
Copperbelt	Thomson Hospital (Luanshya)	+260 966 826 939
Copperbelt	Ndola General Hospital	+260 966 905 200
Copperbelt	Buchi Clinic	+260 977 997 725
Copperbelt	Kabwe Hospital	+260 977 498 353