

STAKEHOLDER ENGAGEMENT PLAN

FOR

REHABILITATION AND MODERNISATION OF NKULA B AND KAPICHIRA I HYDROPOWER STATIONS

Submitted by:

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ELECTRICITY GENERATION COMPANY (MALAWI) LIMITED

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EXECUTIVE SUMMARY

The Electricity Generation Company (Malawi) Limited (EGENCO), with funding from the African Development Bank (AfDB), is undertaking a critical rehabilitation and modernization project for the Nkula B and Kapichira I Hydropower Stations. These facilities, which have been in operation for over two decades, are facing significant challenges due to aging infrastructure, frequent mechanical failures, and obsolete components. The project aims to restore and enhance the efficiency, reliability, and safety of these power stations, thereby improving Malawi's electricity generation and supply and supporting regional power trade through the Southern African Power Pool (SAPP).

To ensure inclusive and transparent implementation, EGENCO has developed a comprehensive Stakeholder Engagement Plan (SEP). The SEP outlines strategies for engaging project-affected persons (PAPs), government entities, NGOs, and other interested parties throughout the project lifecycle. It emphasizes culturally appropriate communication, gender and social inclusion, and proactive grievance redress mechanisms.

Key objectives of the SEP include:

- Ensuring stakeholders are well-informed about the project's scope, risks, and benefits.
- Facilitating two-way dialogue to incorporate stakeholder feedback into project decisions.
- Managing expectations and mitigating potential conflicts.
- Promoting compliance with AfDB's Integrated Safeguards System and international best practices.

The SEP identifies various stakeholder groups, including vulnerable populations, and details tailored engagement approaches such as public meetings, focus group discussions, media outreach, and digital platforms. It also includes a robust monitoring and evaluation framework with performance indicators to track engagement effectiveness.



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A dedicated Project Implementation Unit (PIU) will oversee SEP execution, supported by multidisciplinary staff including communication, social, gender, and environmental specialists. A budget of approximately US\$300,000 has been allocated for stakeholder engagement and grievance redress activities.

Ultimately, this plan aims to foster trust, transparency, and collaboration, ensuring that the rehabilitation of Nkula B and Kapichira I not only strengthens Malawi's energy infrastructure but also delivers meaningful benefits to its communities.

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ABBREVIATIONS

ADC	Area Development Committee
AfDB	African Development Bank
CBOs	Community Based Organizations
CGRC	Community Grievance Redress Committee



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DEC	District Executive Committee
DGRCs	District Grievance Redress Committees
EGENCO	Electricity Generation Company (Malawi) Limited
E & S	Environmental & Social
ESCOM	Electricity Supply Corporation of Malawi
ESCP	Environmental & Social Commitment Plan
ESMF	Environmental & Social Management Framework
ESMPs	Environmental & Social Management Plans
FGDs	Focus Group Discussions
GBV	Gender Based Violence
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
GRS	Grievance Redress Service
GVH	Group Village Head
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HR	Human Resources
IEC	Information, Education and Communication
IRP	Integrated Resource Plan

ISS	Integrated Safeguards System
KPI	Key Performance Indicator
LMPs	Labor Management Plans
M & E	Monitoring & Evaluation
MDAs	Ministries, Departments & Agencies
NERA	Malawi Energy Regulatory Authority
MIV	Main Inlet Valve
MP	Member of Parliament
MoF	Ministry of Finance
MW	Megawatts
NGO	Non-Governmental Organization
NGRC	National Grievance Redress Committee
OEM	Original Equipment Manufacturer
OHS	Occupational Health and Safety
OIPs	Other Interested Parties
PAPs	Project Affected Persons
PDOs	Project Development Objectives
PM	Project Manager
PIU	Project Implementation Unit

POM	Project Operational Manual
RAP	Resettlement Action Plan
REKAP	Rehabilitation of Kapichira and Nkula Power Stations
RPF	Resettlement Policy Framework
SAPP	Southern African Power Pool
SEA	Sexual Exploitation and Abuse
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment
SMS	Short Message Service
T/A	Traditional Authority
VDC	Village Development Committee
WGRC	Workers Grievance Redress Committee

1. INTRODUCTION

1.1. BACKGROUND OF THE PROJECT

Electricity Generation Company (Malawi) Limited (EGENCO) is a wholly government-owned enterprise with the mandate to generate electricity for the nation. It was incorporated on 9th September 2016 as a public company under the Companies Act (Cap 46:03) and commenced operations on 1st January 2017. In compliance with Malawi's market rules, EGENCO sells all electricity it generates to Electricity Supply Corporation of Malawi Limited (ESCOM), the designated single buyer, through its transmission infrastructure.

Currently, EGENCO's total installed capacity connected to the national grid is 441.55 MW, comprising 390.15 MW from hydropower sources and 51.40 MW from diesel generators. The diesel generators are primarily operated as peaking and emergency plants.

According to the Integrated Resource Plan (IRP, 2022), the peak electricity demand in Malawi is projected to be 508MW in 2025, while the installed generation capacity is still at 441.55 MW. This deficit highlights the urgent need for both capacity expansion and system reliability improvements.

Following more than two decades of commercial operation at Nkula B and Kapichira Phase I Power Stations, the generating units have aged significantly. As a result, their availability and efficiency can no longer be guaranteed. Frequent equipment downtimes caused by mechanical failures in turbines, generators, and unit control systems are increasingly common. Moreover, obsolescence of spare parts due to technological advancements has hindered effective maintenance, contributing to plant inefficiencies and reduced reliability.



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In response to these challenges, EGENCO, through the Ministry of Finance and Economic Affairs, has secured funding from the African Development Bank (AfDB) to implement a rehabilitation and modernization project. This project will target turbines, generators, and control systems at Kapichira Falls and Nkula Falls Hydropower Stations. The modernization is expected to extend the useful life of the equipment and significantly improve operational efficiency, system reliability, safety, data management, and overall availability of the power plants.

The successful completion of the project is expected to increase the quality and quantity of power supplied to the national grid. This will also support regional power trade through the interconnected Southern African Power Pool (SAPP) network. Furthermore, the project will enable diesel plants to revert to their original function as peaking plants, thereby reducing operational costs. It is anticipated that the project will also create employment opportunities for Malawians during the implementation phase and potentially beyond.

The total project implementation period is estimated at 21 months, 6 months for Kapichira and 15 months for Nkula, excluding the time required for manufacturing and delivery of parts, which may take between 10 to 12 months. The project cost is approximately EUR 12 million for Nkula and EUR 4.5 million for Kapichira.

1.2.PROJECT DESCRIPTION

The primary objective of the project is to enhance the performance, efficiency, availability, and longevity of the Nkula and Kapichira power stations. This will be achieved through the refurbishment of turbines, generators, and associated components, and the modernization of outdated control, excitation, and protection systems with modern state-of-the-art technologies.



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The project scope includes complete plant overhauls, supply and installation of new components, and recommissioning of the generating units. Consultancy services for the project were provided by the Original Equipment Manufacturer (OEM), Voith Hydro, who is also expected to execute the rehabilitation and modernization works.

The project will be executed under a single contract covering both power stations, with implementation phased: Kapichira will be rehabilitated first, followed by Nkula B.

These improvements are expected to significantly enhance the reliability and quality of electricity supplied to the national grid via the Single Buyer. The proposed rehabilitation and modernization scope includes:

- i. Refurbishment of turbines and associated components
- ii. Refurbishment of Main Inlet Valves (MIVs) and bypass valves
- iii. Installation of backup hydro-cyclone filters
- iv. Refurbishment of generators and associated components
- v. Replacement of digital and hydraulic governors
- vi. Replacement and repositioning of the MIV hydraulic system (Nkula)
- vii. Replacement of generator and transformer protection systems
- viii. Refurbishment or replacement of obsolete electrical auxiliaries
- ix. Refurbishment or replacement of obsolete mechanical auxiliaries
- x. Replacement of unit control, common control, and automation systems with modern technologies
- xi. Testing and recommissioning of the units

1.3.PROJECT LOCATION

The rehabilitation and modernization project will be implemented at two major hydropower stations in the Southern Malawi: Nkula Falls Hydropower Station in Neno District and Kapichira Falls Hydropower Station in Chikwawa District. These two facilities are part of EGENCO's cascade of hydropower stations along the Shire River and together contribute significantly to Malawi's total electricity generation capacity. Understanding the geographic and operational context of these sites is essential for appreciating the scope and importance of the planned upgrades.

1.3.1. Nkula Falls Hydropower Station

Nkula Falls Hydropower Station is located in Neno District, approximately 80 km from the commercial city of Blantyre, in the Southern Region of Malawi. It is the first of EGENCO's cascaded power stations along the Shire River. The station comprises two plants: Nkula A, with three machines each rated at 11.7 MW, producing a total of 35.1 MW, and Nkula B, with five machines each rated at 20 MW, producing a total of 100 MW. The total installed capacity for Nkula Falls is therefore 135.1 MW. The Nkula B units were commissioned between 1980 and 1992.

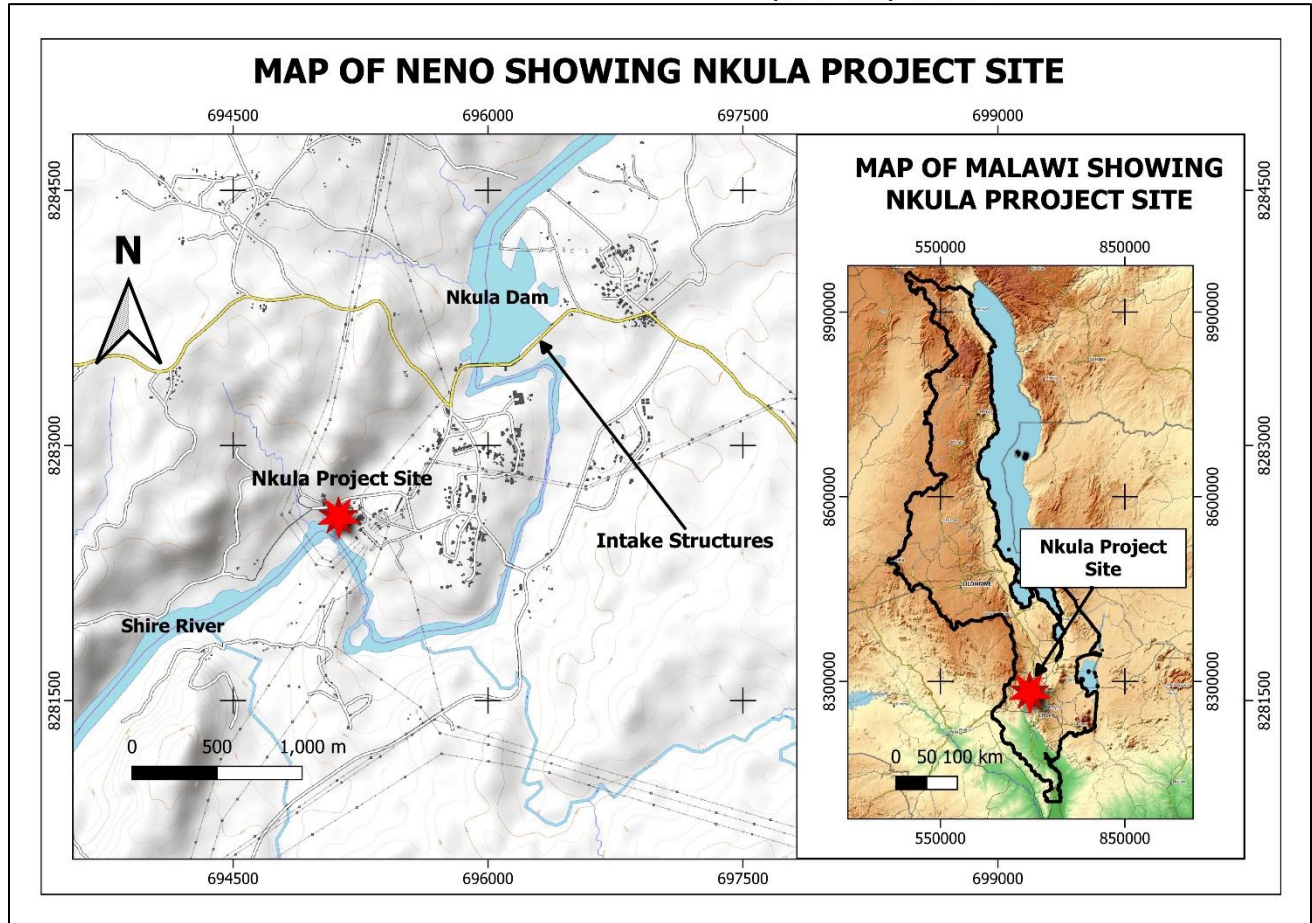


Figure 1.1: Map showing the location of Nkula B Project

1.3.2. Kapichira Falls Hydropower Station

Kapichira Falls Hydropower Station is located in Chikwawa District, in the Lower Shire area, about 70 km from Blantyre. It is the last in the cascade of hydropower stations along the Shire River. The station consists of two phases: Kapichira Phase I, commissioned in 2000, comprises two machines each rated at 32.4 MW, totaling 64.8 MW; and Kapichira Phase II, commissioned in 2013, which includes two additional machines also rated at 32.4 MW each. The total installed capacity for Kapichira Falls Hydropower Station is 129.6 MW.

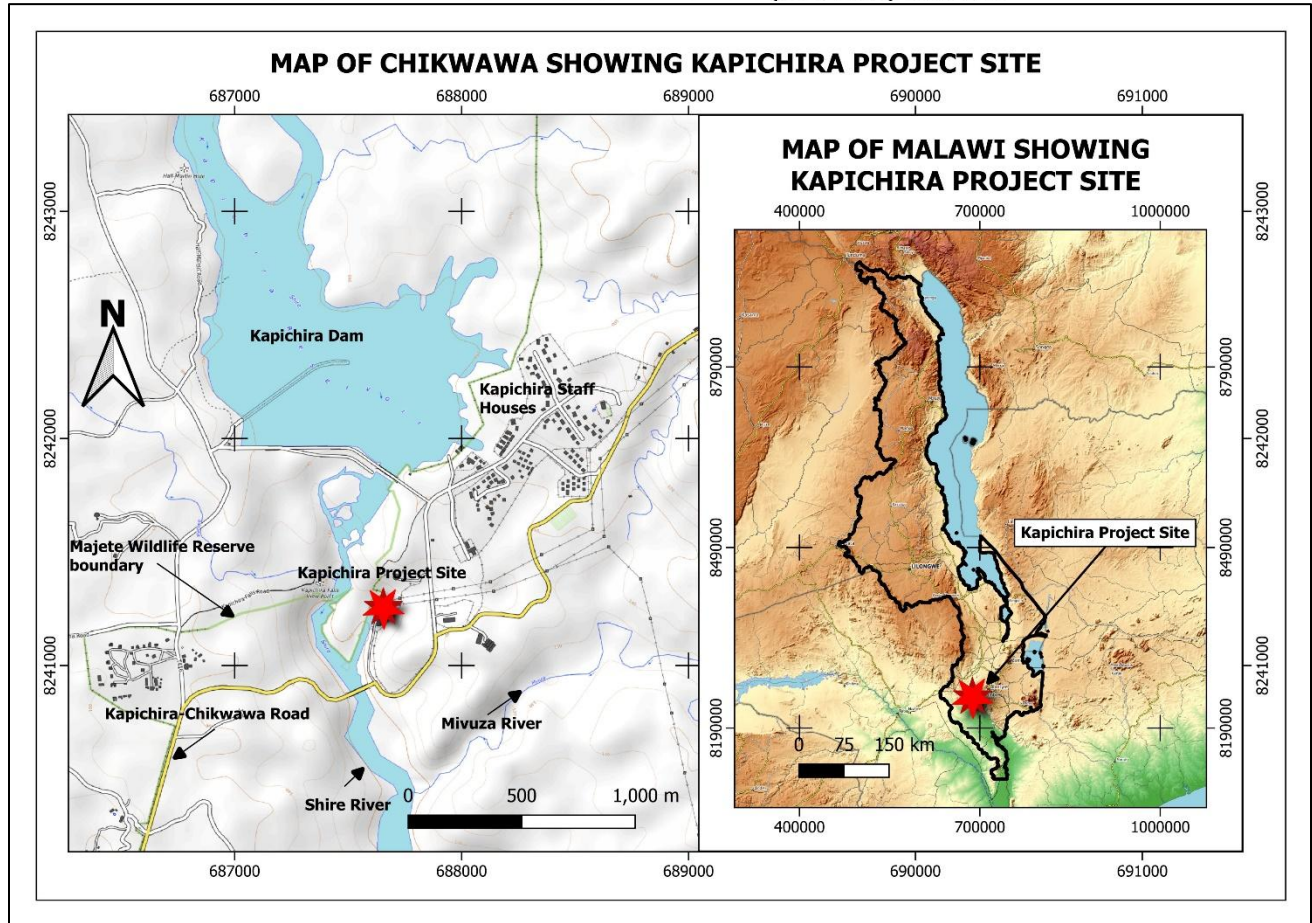


Figure 1. 2: Map showing the location of Kapichira Phase I Project

2. POLICY REQUIREMENTS FOR STAKEHOLDER ENGAGEMENT

This section outlines the legal and policy instruments that guide stakeholder engagement activities for the Nkula and Kapichira Hydropower Rehabilitation and Modernization Project. Stakeholder engagement is a continuous and inclusive process that ensures communities, local institutions, and affected groups are meaningfully involved in project planning, decision-making, and monitoring. The framework integrates applicable national laws and the African Development Bank's Integrated Safeguards System (ISS, 2023), including relevant Operational Safeguards.

2.1. MALAWI NATIONAL LEGAL AND POLICY REQUIREMENTS ON STAKEHOLDER ENGAGEMENT

The Government of Malawi has enacted several legal and policy frameworks that promote inclusive participation, access to information, and community engagement in development projects. Key instruments include:

2.1.1. The Constitution of Malawi (1994)

Guarantees the right of all citizens to participate in public life (Section 12) and access information and justice (Sections 41 and 43). These provisions underpin participatory decision-making and form the constitutional basis for stakeholder engagement in development processes.

2.1.2. Environmental Management Act (EMA), 2017

The Act requires public participation during Environmental and Social Impact Assessments (ESIAs) and mandates stakeholder consultations to identify and mitigate adverse project impacts. Section 44 promotes participatory environmental governance.

2.1.3. Access to Information Act (2017)

Strengthens transparency by granting citizens the right to access public information, which is essential for informed participation. The Act obliges institutions to disclose project-related information, enabling meaningful stakeholder dialogue.

2.1.4. Local Government Act (1998)

Empowers local authorities, including district councils and traditional leaders, to facilitate citizen participation in development planning and service delivery. It provides a governance structure for localized stakeholder engagement and decision-making.

2.1.5. National Environmental Policy (2004)

Calls for the integration of stakeholder input in the planning, implementation, and evaluation of environmentally significant projects. Though non-binding, it promotes decentralized, participatory environmental management.

2.1.6. Land Acquisition and Compensation Act (2017)

While primarily focused on land acquisition, this Act mandates consultation with affected persons during compensation processes. It provides opportunities for engagement during project-related displacement or resettlement activities.

2.1.7. Malawi 2063 Vision and First 10-Year Implementation Plan (MIP-1)

Recognizes inclusive development and citizen participation as key pillars of Malawi's transformation. It promotes stakeholder involvement across sectors to ensure locally owned and sustainable development.

2.2. AFDB'S INTEGRATED SAFEGUARDS SYSTEM (ISS, 2023) AND APPLICABLE OPERATIONAL SAFEGUARDS ON STAKEHOLDER ENGAGEMENT

The African Development Bank's ISS (2023) establishes binding requirements for stakeholder engagement in Bank-financed projects, ensuring transparency, inclusion, and accountability throughout the project lifecycle.

2.2.1. OS1: Environmental and Social Assessment

OS1 requires early and continuous engagement with stakeholders during the identification, design, implementation, and monitoring of the project. It also mandates the documentation and public disclosure of stakeholder feedback and how it has influenced project decisions.

2.2.2. OS4: Community Health, Safety and Security

Stipulates that project-affected communities be informed of potential health and safety risks. Engagement is essential to raise awareness, manage expectations, and co-develop mitigation strategies.

2.2.3. OS7: Vulnerable Groups

Requires tailored engagement approaches to ensure the participation of marginalized or vulnerable groups such as the elderly, women, youth, and persons with disabilities. This safeguards their right to express concerns and influence project decisions.

2.2.4. OS10: Stakeholder Engagement and Information Disclosure

OS10 provides the core framework for stakeholder engagement. It mandates the development of a Stakeholder Engagement Plan (SEP), regular updates, accessible communication methods, and clear documentation of stakeholder issues and responses.

The ISS requires that stakeholder engagement be gender-sensitive, inclusive, and continuous, not treated as a one-time consultation exercise.

2.3. LEGAL AND POLICY REQUIREMENTS AND GAP ANALYSIS FOR STAKEHOLDER ENGAGEMENT

Table 1 below presents a comparative analysis of Malawi's national legal and policy instruments against the AfDB's ISS requirements on stakeholder engagement. The analysis identifies existing gaps and the project's commitments to ensure full alignment and compliance.

Table 1: Legal and Policy Gaps and Project Commitments

Malawi Law/Policy	AfDB ISS – (2023) Relevant OS	Identified Gaps	Project Commitments
Constitution of Malawi (1994)	OS10: Stakeholder Engagement and Information Disclosure	No specific operational procedures for project-level engagement	Develop a structured SEP with clear methods, timelines, and feedback tracking
Environmental Management Act (2017)	OS1, OS10	Engagement required only at ESIA stage; no obligation for continued engagement	Implement ongoing engagement activities across all project phases
Access to Information Act (2017)	OS10	Limited rural implementation;	Disseminate SEP materials in local

		language and literacy barriers	languages through radio, posters, and community meetings
Local Government Act (1998)	OS10	Lacks guidance on integrating local leaders into project engagement	Utilize district councils and traditional leaders as part of stakeholder outreach
National Environmental Policy (2004)	OS1, OS10	Non-binding; no enforcement provisions for stakeholder inclusion	Translate policy intent into enforceable SEP practices with community-level reporting
Land Acquisition and Compensation Act (2017)	OS5: Involuntary Resettlement	Engagement limited to compensation phases; no requirement for follow-up	Include land-related consultation in SEP with grievance and appeal pathways
Malawi 2063 and MIP-1	OS10	Strategic-level guidance; lacks project-level directives	Align SEP outcomes with Malawi 2063 principles on inclusivity and local empowerment
No national SEP standard	OS10	Absence of standardized	Develop and implement a project-specific

		SEP procedures across sectors	SEP aligned with ISS best practices
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3. KEY E&S RISKS BY PROJECT PHASE

3.1. Project Identification Phase

The Project Identification Phase marks the early stages of engagement and planning. During this phase, the project faces risks primarily related to community awareness and engagement. These risks include:

- **Limited stakeholder awareness:** Communities may have little understanding of the project, its scope, and its potential impacts.
- **Misinformation:** Unverified information may circulate, leading to confusion, distrust, and resistance to the project.
- **Community anxiety:** Early concerns about land access restrictions, displacement, or potential environmental degradation can escalate tensions.
- **Grievances:** These often arise due to:
 - Inadequate consultations or unclear communication of project intentions.
 - A lack of access to timely, clear, and accurate information.
 - Concerns over livelihood losses or damage to culturally significant areas.

Engagement Strategy:

- Early, inclusive, and transparent engagement is critical to mitigate these risks.
- Proactive communication to build trust and clarify project goals, timelines, and impacts.
- Consultations with affected communities to address concerns before misinformation spreads.

3.2. Construction Phase

This phase is typically the most intense in terms of environmental, social, and labour-related risks. Key risks include:

Environmental Risks:

- Dust, noise, and vibration from construction activities.
- Poor waste handling and runoff that may affect nearby ecosystems (e.g., aquatic systems along rivers).

Social Risks:

- Disruption of local access to fishing, farming, and water resources.
- Increased road traffic and public safety hazards.
- Lack of recruitment transparency or exploitation of workers.
- Gender-based violence (GBV), sexual harassment, child labour, and human trafficking.
- Encroachment on culturally significant land or community disputes with contractors.

Engagement Strategy:

- Regular updates and two-way dialogue with communities to manage and mitigate disruptions.
- Clear grievance redress mechanisms (GRM) in place to address grievances related to environmental damage, worker treatment, and land encroachment.
- Commitment to worker rights through strict monitoring of labour practices and adherence to fair compensation policies.

3.3. Commissioning and Operational Phases

Although typically less intensive than construction, these phases present ongoing challenges and risks, such as:

- Temporary disturbances from commissioning or testing activities.

- Continued environmental impacts such as emissions or water contamination.
- Health and safety risks that may persist after construction activities.
- Community expectations regarding the timely delivery of promised benefits (e.g., infrastructure improvements, employment opportunities).

Engagement Strategy:

- Transparent communication on progress, timelines, and expected outcomes.
- Managing community expectations by providing regular updates and addressing concerns about delays or unfulfilled promises.
- Sustained engagement with stakeholders to maintain support during operations.

4. AN OVERVIEW OF STAKEHOLDER ENGAGEMENT

The Government of Malawi and EGENCO foretell that Stakeholder Engagement shall be free of manipulation, interference, coercion, and intimidation, and shall provide stakeholders with timely, relevant, understandable and accessible information in a culturally appropriate manner. It shall encourage interaction between project implementer and identified groups of people and provide them with an opportunity to raise their concerns and opinions (e.g., by way of meetings, surveys, interviews and/or focus group discussions), and ensure that this information is taken into consideration when making project decisions.

4.1.AIMS OF SEP

The Stakeholder Engagement Plan aims at achieving the following:

- **Ensuring stakeholder understanding of the Project:** An open, inclusive and transparent process of culturally appropriate engagement and communication in Chichewa language to ensure that stakeholders are well informed about the proposed project including its environment and social risks and impacts as well as opportunities arising from the project work itself and wider benefits of the project to the communities.

- **Assessing the level of stakeholder interest and support for the project:** Identification and engagement of stakeholders by categories of marginalization, vulnerability, invisibility and intersectionality in order to obtain their views on the project's design, risks, impacts, mitigation measures, and benefits. This will enable stakeholders' views to be taken into account in project design and environmental and social performance.
- **Managing expectations:** It is important to ensure that the proposed Project does not create or allow unrealistic expectations to develop amongst stakeholders about proposed Project benefits. The engagement process will serve as a mechanism for understanding and managing stakeholder and community expectations, where the latter will be achieved by disseminating accurate information in an accessible way.
- **Providing stakeholders with accessible and inclusive means of raising issues and grievances:** This will allow establishing, publicizing and operating an accessible grievance mechanism aimed at receiving and facilitating resolution of concerns and grievances in relation to the Project, 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.
- **Ensuring compliance:** The process is designed to ensure compliance with both local regulatory requirements, the Bank's ISSs and international best practices.
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4.2.OBJECTIVES

The primary objective of this Stakeholder Engagement Plan (SEP) is to improve and facilitate decision making and create an atmosphere of understanding that actively involves project affected people (PAP) and other project stakeholders in a timely manner to ensure that these groups are provided with sufficient opportunity to voice their opinions and concerns that may influence project decisions. This SEP follows the

requirement of the AfDB and thus defines a technically and culturally appropriate approach to consultation and disclosure.

This SEP is a useful tool for providing stakeholders with a timely, relevant and accessible project information, and consult with them in a culturally and appropriate manner. The SEP defines the procedures for engaging with communities and relevant stakeholders, consultations and communication between EGENCO and all relevant parties for the Rehabilitation and Modernization of Nkula and Kapichira Project.

This SEP seeks to achieve the following key objectives:

- i. To define procedures for the project stakeholder engagement as per the requirement of AfDB.
- ii. To establish a systematic approach to stakeholder engagement that will help EGENCO to identify stakeholders that influence project activities, build and maintain a constructive relationship with them, particularly PAPs.
- iii. To establish the communication protocols and channels the project will use to communicate with the different types of stakeholders.
- iv. To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be considered in project implementation to ensure optimum environmental and social performance.
- v. To ensure that appropriate project information, risks and mitigation measures on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner and format.
- vi. To provide PAPs with accessible and inclusive means to raise issues and grievances and allow EGENCO to respond to and manage such grievances.

4.3. PRINCIPLES OF STAKEHOLDERS ENGAGEMENT

In order to meet best practice approaches, the Project will apply the following principles for stakeholder engagement:

- i. **Openness and life-cycle approach:** Public consultations for the project(s) will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion or intimidation.

- ii. **Informed participation:** Information shall be provided in advance of consultation activities. The information will be provided to and widely distributed among all stakeholders in an appropriate format and language that is readily understandable and tailored to the needs of the target stakeholder groups.
- iii. **Two-way Dialogue:** Opportunities are provided for communicating stakeholders' feedback that gives both sides the opportunity to exchange views and information, to listen, and to have their issues heard and addressed.
- iv. **Inclusiveness:** stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects(s) is inclusive. Equal access to information is provided to all stakeholders. Special attention is given to vulnerable groups, in particular women, youth, elderly including diverse ethnic groups.
- v. **Sensitivity:** Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Respect for local traditions, languages, timeframes, and decision-making processes Incorporating feedback into project or program design, and reporting back to stakeholders
- vi. **Grievance Handling:** Clear mechanisms for responding to people's concerns, suggestions, and grievances

4.4. BENEFITS OF STAKEHOLDER ENGAGEMENT PLAN

The following are benefits of pursuing stakeholder engagement:

- **Managing costs:** Effective engagement can help project MoF and EGENCO avoid costs, in terms of finance and time

- **Managing risk:** Engagement helps Project implementers and stakeholders including Project-affected-persons to identify, prevent, and mitigate environmental and social impacts that can threaten project viability.
- **Enhancing reputation:** By publicly recognizing human rights and committing to environmental protection and sustainable social development, the MoF/EGENCO and Project financier, the African Development Bank will maintain and enhance their corporate image and reputation in prevention of environmental and social risks and impacts.
- **Avoiding conflict:** Understanding, managing, and mitigating potential issues such as land rights, community health and safety, Gender Based Violence (GBV)/Sexual Exploitation and Abuse (SEA) that would be affected by proposed project activities
- **Improving corporate policy:** Obtaining perceptions about a project, which can act as a catalyst for changes and improvements in MoF/EGENCO's corporate practices and policies.
- **Identifying, monitoring, and reporting on impacts:** Understanding a project's impact on stakeholders, evaluating, and reporting back on mechanisms to address these impacts; and
- **Managing stakeholder expectations:** Consultation also provides the opportunity for MoF/EGENCO to become aware of and manage stakeholder attitudes and expectations.

4.5. STAKEHOLDER ENGAGEMENT APPROACH

There are a variety of engagement techniques and communication channels that shall be used to cultivate and build relationships with stakeholders, gather information from stakeholders, consult with stakeholders and disseminate project information to stakeholders.

4.5.1. Communication Techniques

When selecting an appropriate consultation technique, culturally appropriate consultation methods and the purpose for engaging with a stakeholder group shall be considered. The

Table 2: Stakeholder Engagement Techniques

Engagement Technique	Appropriate application of the technique
Correspondences (Phone, Emails)	Distribute information to Government officials, NGOs, Local Government, and organizations/agencies Invite stakeholders to meetings and follow-up
One-on-one meetings	Seeking personal views and opinions Enable stakeholder to speak freely about sensitive issues Build personal relationships Record meetings
Formal meetings	Present the Project information to a particular group of stakeholders Allow groups to comment – opinions and views Build relations with high level stakeholders Disseminate technical information Record discussions

Public meetings	<p>Present Project information to a large group of stakeholders, especially communities</p> <p>Allow the group to provide their views and opinions</p> <p>Build relationship with the communities, especially those impacted</p> <p>Distribute non-technical information</p>
Workshops	<p>Facilitate meetings with presentations, PowerPoint, Posters etc.</p> <p>Record discussions, comments, questions</p>
Focus group meetings	<p>Present Project information to a group of stakeholders Allow stakeholders to provide their views on targeted baseline information</p> <p>Build relationships with categorically selected communities Record responses</p>
Government/EGENCO websites	<p>Present project information and progress updates, ESMF, ESMPs, RAPs, LMPs and other relevant Project documentation.</p>
Direct communication with service providers e.g., Waste management facilities, Health facilities, Rehabilitation works, etc.	<p>Share information on timing of location, clearance, potential impacts, and proposed mitigation measures. Record discussions</p>

Project leaflet	Brief Project information to provide regular update on specific project information in English and Chichewa languages
Seminars/conferences	Share Project information and progress to Government representatives (District Council Officers, interested ministries, parastatals, non-state actors, etc.) as a channel to disseminate information on the project Record discussions
Community Fora	Project-initiated community fora through local community leadership to disseminate project information to community members. Record discussions
Information Boards	Notice boards are effective mechanisms to inform the communities and wider audiences about the project. These can be installed in specific areas of impact (communities, clinics, schools, etc).
Media	Newspapers, community radios, national radios, and televisions

Prior to any engagement event the following actions will occur:

- Preparation of standard 'question and answer' sheets tailored for specific stakeholder types (based on 'lessons learned' analysis and common issues raised in previous engagement);

- Planning/design of engagement action(s) with PM, consultants, and then key 'traditional' and 'formal' authorities.
- Reaching an internal agreement between PIUs and E&S team on the role of local and international consultants during stakeholder events and whether the presence of a MoF staff is appropriate.
- Selection of individual stakeholders with whom engagement will occur.
- Selection of methods for disclosure of information (including such topics as format, language, and timing).
- Selection of location and timing for engagement event(s) (avoiding busy work times, which may be seasonal, and days/times when special events may be occurring e.g., farming, ceremonies, community work etc).
- Agreeing on mechanisms for ensuring stakeholder attendance at engagement event(s) (if required).
- Identification and implementation of feedback mechanisms to be employed

4.5.2. Communication Channels and Disclosure Obligations

As a standard practice, the Project safeguard instruments (ESMF, SEP, ESMP etc.) released for disclosure are accompanied by making available for at least a period of one calendar month and the Project Implementation Units (PIUs) keeps a register of comments and suggestions from the public that are subsequently documented in a formal manner.

The PIUs will continue applying a similar approach to disclosure for any new information that becomes available about the Project as well as the additional E&S appraisal materials that will be prepared as part of the Project development.

Distribution of the disclosure materials will be through making them available at venues and locations frequented by the affected community and the public (e.g. Community leader's ground, schools, Government offices, hospitals, health centers, etc.) furthermore, disclosure materials should be made available to broadcasting media for instance community and national radios and televisions to ensure that persons who are unable to read and write and those with physical disabilities who are unable to access certain locations can access the information.

Table 3: Description of Information Disclosure

Communication Channel	Objective	Target Stakeholders
Media (Print and Broadcasting) Posters Brochures Leaflets Websites Social media	<ul style="list-style-type: none"> • Making announcements regarding the Project and engagement activities. • Inform stakeholders of meetings or the availability of Project data. • Inform stakeholders of meetings or the availability of Project information. 	<ul style="list-style-type: none"> • Government • Government parastatals/agencies • Local/traditional communities • Vulnerable/disadvantaged Groups • Non-government organizations (NGOs); • Public

Email	<ul style="list-style-type: none"> To distribute all project notification material to those parties with access to this facility. To inform stakeholders of availability of project data including tabling of ESMF reports (Scoping report, draft ESMF report etc.). 	<ul style="list-style-type: none"> Government departments Parastatals/agencies Non-state actors
Face to face meetings: <ul style="list-style-type: none"> Workshops Formal meetings Community meetings Focus Group Discussions Seminars/conferences 	<ul style="list-style-type: none"> To transmit information about the Project and reinforce dialogue. 	<ul style="list-style-type: none"> All stakeholder groups.

The listed communication channels will ensure that the objectives and impact of the project are communicated to all stakeholders in the easiest and practical way possible. Consequently, wide engagement of key targeted stakeholders will be achieved and all stakeholders will be aware of the project and appreciate its impact both to the members of the communities in particular and the nation at large.

4.5.3. Stakeholder Communication Activities

The purpose of the stakeholder communication activities for this project is to consult stakeholders on the proposed project design, anticipated environmental and social risks and impacts, mitigation measures, the draft engagement plan and the draft environmental and social risk management instruments as well as providing regular information and feedback to stakeholders related to project implementation progress and any other emerging issues throughout the project cycle.

Table 4: Stakeholder Communication Activities

No.	Project Phase	Activity	Objective	Targeted Stakeholders	Timeframe
1	Project Preparation Phase	National stakeholder consultations	Collect views on the design of the project, environmental and social risks, mitigation measures, grievance redress mechanisms and Stakeholder engagement and communication plan	Representatives of Government MDAS, Development Partners, and NGOs	Oct to Dec 2025
		District level Stakeholder consultations	Collect views on the design of the project,	Members of the	Oct to Dec 2025

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			environmental and social risks, mitigation measures, grievance redress mechanisms and Stakeholder engagement and communication plan	District Executive Committees and its Subcommittees	
		Community level Stakeholder consultations	Collect views on the design of the project, environmental and social risks, mitigation measures, grievance redress mechanisms and Stakeholder engagement and Communication plan	Members of ADCs, VDCs, CBOs, Traditional and religious Leaders, Ordinary members of the community including women, youths, the elderly and disabled	Oct to Dec 2025

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2	Project Implementation Phase	Project inception meetings with District Councils	Provide feedback on approved project design and orient district level stakeholders on their roles, establishment of DGRCs	Members of the District Executive Committees	Jan - Mar 2026
		Community mobilization	Mobilize and prepare target communities for project implementation and establish community GRCs	Members of target communities, ADCs, VDCs, traditional, religious and political leaders, development sub-committees such as CBOs, vulnerable and marginalized groups	Jan to Mar 2026

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3	Project Implementation	Project implementation monitoring and supervision missions	Provide and obtain on going information and support on project performance	National, district, and community level stakeholders	Ongoing
		Project review meetings with selected stakeholders from National, District and Community level	Provide and get periodic feedback on project implementation progress and any emerging issues	Selected National, District and Community level stakeholders including GRCs	On going
3	Project Close Out Phase	Project close out meetings	Engage stakeholders on project exit strategy	Beneficiary communities and groups, national and district stakeholders	Jul to Sept 2026 (Kapichira) Sept to Dec. 2027 (Nkula)

4.6. STAKEHOLDER IDENTIFICATION AND ANALYSIS

In order to develop an effective SEP, it is necessary to determine who the stakeholders are and understand their needs and expectations for engagement, and their priorities and objectives in relation to the Project. This information shall then be used to tailor engagement to each type of stakeholder. As part of this process, it will be particularly important to identify individuals and groups who may find it more difficult to participate

and those who may be differentially or disproportionately affected by the project because of their marginalized or vulnerable status.

It is also important to understand how each stakeholder may be affected – or perceives they may be affected – so that engagement can be tailored to inform them and understand their views and concerns in an appropriate manner.

Stakeholders have been and will continue to be identified on a continuous basis by identifying:

- Various stakeholder categories that may be affected by, or be interested in, the Project; and
- Specific individuals, groups, and organizations within each of these categories considering:
 - The expected Project area of impact that is the geographical area over which it may cause impacts (both positive and negative) over its lifetime, and therefore the localities within which people and businesses could be affected.
 - The nature of the impacts that could arise and therefore the types of national/local government entities, NGOs, academic and research institutions, and other bodies who may have an interest in these issues.

In general, engagement is directly proportional to impact and influence, and as the extent of impact of a project on a stakeholder group increases, or the extent of influence of a particular stakeholder on a project increase, engagement with that stakeholder group shall intensify and deepen in terms of the frequency and the intensity of the engagement method used. All engagement shall proceed based on what are culturally acceptable and appropriate methods for each of the different stakeholder groups targeted.

With reference to AfDB's ISS10 – Stakeholder Engagement and Information

Disclosure, "stakeholder" refers to individuals or groups who: (a) Are affected or likely to be affected by the project (project-affected parties); and (b) May have an interest in the project (other interested parties).

For the purpose of this SEP, the term "Project-affected parties" includes "those who may experience negative impacts from a project, including physical displacement, loss of assets, or disruption of livelihoods. This can encompass individuals, households, or communities whose livelihoods or access to natural resources are affected by project activities

The term "Other Interested Parties" (OIPs) refers to "individuals, groups, or organizations who may not be directly affected by a project but have interest in it. These parties can influence the project or be indirectly affected by its outcomes.

4.6.1. Project Affected Parties

Table 5 shows the potential role, interest and influence of each of the target audiences captured in the Project in as far as the mandate, history of involvement, resources and authority in development planning and decision making are concerned.

Table 5: Project Affected Parties

Communities			
Stakeholder	Involvement in the Project	Interest	Influence

Vulnerable groups	<ul style="list-style-type: none"> • Identify vulnerable groups in the project such as women, children, the elderly and people with disability • Provide information in appropriate language and format • Prioritize their needs and views on the Project which will assist the project team to make informed decisions when implementing the project. • Provide support during the implementation of the project in terms of labor and public security • Appraise the Project by reporting any non-conformance to Standard Operation Procedures (e.g. labor management, GBV/SEA, community safety and health, among others) 	High	High
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Affected communities (Various districts)	<ul style="list-style-type: none"> • Provide information or their views on the Project which will assist the project team to make informed decisions when implementing the project. • Provide support during the implementation of the project in terms of labor and public security • Ease of acquiring raw materials and access for the Project through formal land acquisition and resettlement processes, where necessary • Appraise the Project by reporting any nonconformance to Standard Operation Procedures (e.g. labor management, GBV/SEA, community safety and health, among others) 	High	High
Community Leaders/ Traditional Authorities	<ul style="list-style-type: none"> • Local community leaders act as representatives of their local community. Meetings with traditional authorities is required in order to introduce the project in the area and request for extraction of raw materials for the Project where necessary. It shows respect in the cultural and social structures of the nation but also enhances buy-in and ownership of the Project • Be involved in and facilitate the resolution of community conflicts and land disputes at community level 	High	High

	<ul style="list-style-type: none"> Appraise the Project by reporting any nonconformance to Standard Operation Procedures (e.g. labor management, GBV/SEA/SH, community safety and health, among others) 		
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4.6.2. Other Interested Parties

Government, ministries and agencies other than MoF are also stakeholders that can be considered as other interested parties to the project. Engagement with government will serve two main purposes:

- (i) Involve the ministries, departments and agencies in each step of the Project to build consensus and ownership; and
- (ii) Identify the governance framework for socio-economic development and environmental management.

Table 6: Other Interested Parties

Stakeholder	Potential Involvement in the project	Interest	Influence
Ministry of Finance	<ul style="list-style-type: none"> Provide oversight and control of disbursement project funds to the implementing agency. Monitor compliance of financial reporting of 	Low	High

	project funds by the implementing agency.		
African Development Bank (AfDB)	<ul style="list-style-type: none"> • Provide funding for the Project 	High	High
Ministry of Energy and MERA	<ul style="list-style-type: none"> • Provide oversight, policies and control over energy issues and standards 	High	High
Ministry of Lands	<ul style="list-style-type: none"> • Provide oversight and assist with policies and local best practices regarding land and resettlement issues. 	Low	Low
District Councils	<ul style="list-style-type: none"> • Facilitate resolution of community conflicts and project related disputes in the Project area • Monitor the implementation of the Project 	Medium	Medium
Ministry of Gender, Children, Disability and Social Welfare	<ul style="list-style-type: none"> • Provide policies and regulations regarding vulnerable people and gender-based violence during the project. 	Medium	Medium

Local NGOs/ CBOs	<ul style="list-style-type: none"> • Providing support during implementation of the project. • Influence ideas on the implementation of the project that will improve livelihoods of the people directly affected by the project • Disseminate information and provide guidance to ensure that community members are considered and involved in the project implementation 	Medium	Medium
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4.6.3. Disadvantaged/Vulnerable Individuals or Groups

Much as the project is largely expected to have positive impacts to the nation and members of the surrounding communities, there is still a possibility of individuals, families and communities that might be negatively affected by activities of the project. Usually women and children, the youth, elderly, disabled and chronically ill are often times the most vulnerable because of their limited access to information due to physical, social, cultural and structural barriers within the communities. These categories of people will be particularly targeted with adequate information to understand the nature of project activities and anticipated positive and potential negative impacts of the project. They will also be provided with information on how to access the grievance redress mechanism of the project whenever the need arises.

Members of the community that are old might have mobility challenges to access venues for program activities such as meetings. There will be consideration to organize meetings within manageable distances for such people. Another envisaged challenge is high illiteracy levels in some of the target communities that will make it difficult for beneficiaries

to read and understand written information pertaining to the project. Appropriate methods such as public meetings, visual media (posters, billboards, community videos), and mobile public address system will be employed to reach out to such groups of people. Hearing challenges (due to age or birth) by some beneficiaries might require use of sign language aides in outreach and visibility tools as well as public address systems or megaphones, especially where the meetings attract large crowds of people.

The Project will ensure that inequalities between men and women are addressed and all unintended effects on gender dynamics for example, GBV/SEA/SH are prevented. The program will plan on different levels of education and look into culturally appropriate consultations, representation of different perspectives across social economic, ethnic and religious lines.

The Project will ensure that there is representation and participation of women and other vulnerable groups including people living with disabilities, people living with HIV/AIDS different religious groups, marital status, the youth and children in all community consultations, meetings, and interactions about the Project as these will be equally affected by the Project. The Project will ensure that venues for meetings are accessible to vulnerable groups and that information is provided in a language that is easy to understand. This work shall be done in collaboration with other NGOs and CBOs working in the area, particularly those working with vulnerable groups such as women, the youth, elderly and adolescent girls.

All data collected by the Project will be disaggregated by gender for effective decision making hence for each meeting, the number of men and women, youth and children will be recorded. To ensure that views of different categories of people are captured, special focus group discussions (FGDs) will be held for men only, women only, as well as youth only.

Representation and participation of women and other vulnerable groups in different committees will be prioritized by the Project with special emphasis given to the women and the youth to influence decisions that affect them and make their voices heard. Focus group discussions will be organized where women will be given a platform to raise their own issues and concerns in regard to the Project when there will be a need. Issues important to women will be given equal weight hence will be included in meeting agendas and group discussions among others.

Extra effort will be undertaken to reach out to non-beneficiating members of the target communities in order to make them understand the project targeting processes and capacity limits so that they do not feel disadvantaged and also to gain their support for the Project.

4.7. STAKEHOLDER ENGAGEMENT ACTIVITIES

All stakeholder engagement activities will be informed by stakeholder identification, analysis and mapping and based on comments received on consultations held. The activities will be based on the various aspects of the project components as outlined in the project description.

Prior to the commencement of stakeholder engagement activities, meetings shall be scheduled in liaison with relevant traditional leaders, community representatives, political leaders (e.g. MP and councilors), Heads of Government departments, representatives from NGOs and CBO, the media, the project affected parties (PAPs) and other interested parties (OIPs). The purpose of these meetings shall be to refine the stakeholder engagement strategy so as to meet the requirements of PAPs and OIPs and ensure that future communication is effective and cognizant of social and cultural sensitivities.

4.7.1. Planned Stakeholder Engagement Activities

A set of stakeholder consultation meetings will be conducted during the months of October to December 2025 where EGENCO will engage groups of stakeholders to get their views on the Project.

Table 7: Stakeholder Engagements

DATE	STAKEHOLDER	AGENDA	FEEDBACK
Nov. 2023 to Feb 2024	Local leaders (T/A Kasisi, GVH Kandeu)	Impacts and benefits of the Project on developing ESMP	Assurance on availability of materials Follow proper land acquisition process Offer employment to locals
Nov. 2023 to Feb 2024	Local leaders (T/A Symon, GVH Ngwenyama)	Impacts and benefits of the Project on developing ESMP	Assurance on availability of materials Follow proper land acquisition process Offer employment to locals
May 2025	African Development Bank Mission	Assessment mission, site visits	Discussions on funding Discussions on scope and work plans
Oct - Nov 2025	Media	Media site tour and coverage	Wide coverage of project stories in the media
Oct - Nov 2025	Private sector and electricity users	National and regional meetings on issues of	Potential collaborations and support

		electricity provision	
Nov. 2025	Community level stakeholder engagement	Support for smooth project implementation	Greater buy in and support
Oct. 2025	EGENCO staff	Appraising the project concept Assurance of their employment tenure	Provide views on the Project
October 2025	Neno District Council	Impacts and benefits of the Project Disclosure of ESMP	Adhere to Project operational standards (ESMP, OHS, GBV etc.) Share monitoring roles
October 2025	Chikwawa District Council	Impacts and benefits of the Project Disclosure of ESMP	Adhere to Project operational standards (ESMP, OHS, GBV etc.) Share monitoring roles

October 2022	Majete Wildlife Reserve	Disclosure of ESMP	Provided their views on the Project
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Consultations will continue to take place throughout the project cycle. The SEP will be updated as and when more details of the project activities get firmed up to reflect specific consultations that will be conducted during project implementation. It will also be updated to reflect the target groups who will be consulted at each project stage, the specific topic on which their feedback will be sought, and the method used to communicate with them, and the timeframe in which this will be done and responsible person/agency for organizing the consultation.

4.8. MONITORING AND REPORTING OF STAKEHOLDER ENGAGEMENT PLAN

The Stakeholder Engagement Plan will be periodically revised and updated as necessary to ensure that the information presented herein is consistent and is the most recent, and that the identified methods of engagement remain appropriate and effective in relation to the project context and specific phases of the project. Any major changes to the project-related activities and to its schedule will be duly reflected in the SEP which will subsequently be re-disclosed.

4.8.1. Reporting

Monthly summaries and internal reports on public grievances, enquiries and related incidents, together with the status of implementation of associated corrective/preventative actions will be collected by responsible staff in the PIUs and referred to the Project Manager. The monthly summaries will provide a mechanism for



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assessing both the number and the nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner.

4.8.2. Monitoring:

Several stakeholder engagement activities will be monitored by the Project on a regular basis. The Table 8 below summarizes the key performance indicators and their monitoring measures:

Table 8: Consolidated SEP Monitoring & Performance Indicators by Project Phase

Project Phase	Indicator (KPI)	Unit of Measurement / Target	Monitoring Measure / Verifier
Planning / Preparation	Number of Communication Specialist assigned	≥ 1 Communication Specialist for the project	HR assignment records
	Number of stakeholder identification and mapping exercises	≥ 6 per station	Stakeholder registry; mapping reports
	SEP publicly disclosed (languages/formats)	100% of affected areas reached	Dissemination records (report/minutes, newspaper publications/ radio

			recordings); photos of bulletin boards
	Number and types of materials disseminated (e.g., posters, radio, brochures)	≥ 6 types; ≥ 3 dissemination rounds	Samples of materials; distribution lists; media logs
	Frequency and locations of dissemination activities	≥ 4 times a year and Dissemination in 100% of project-affected communities	Dissemination records (report/minutes, newspaper publications/ radio recordings); photos of bulletin boards
	Number of SEP training sessions for project staff	≥ 4 per project team/site	Training materials; attendance logs
Implementation	Number of stakeholder engagement events held	≥ 1 per quarter per affected area	Event schedule; meeting reports

			and attendance list, photo-evidence
	Place, time, and level of participation in engagement events	Public spaces, Minimum 50% participation rate; disaggregated by gender	Attendance registers (disaggregated by women, men, girls and boys)
	Participation of specific stakeholder groups (e.g., women, youth, leaders)	≥ 40% women; ≥ 10% vulnerable groups	Disaggregated attendance sheets
	Geographical coverage of engagement activities	≥ 90% of affected communities	attendance records by location and photo-evidence
	Number of individuals contacting project via mail, phone, or other means	Quarterly count; disaggregated by communication method	Logs of correspondence; call records; social media messages

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	Number of press materials published/broadcasted (local/national)	≥ 1 per reporting period	Quarterly Media tracking reports; press clippings
	Number of grievances received (monthly/quarterly/annually)	Tracked monthly; no more than 5% unresolved in reporting period	GRM logs; status tracking sheets
	Number of grievances resolved within prescribed timeframe	$\geq 90\%$ within timeframe	GRM database
	Type of public grievances received	Categorized by topic (land, noise, delays, etc.)	GRM categorization reports
	Feedback/comments received from leaders, government, community	Logged for each engagement activity	Feedback forms; letters; meeting reports/minutes

			and photo-evidence
	% of feedback/comments addressed and corrective actions taken	≥ 80% of actionable feedback addressed	Feedback-response tracker; follow-up reports
	Number of project decisions revised based on feedback	≥ 1 change annually documented	Meeting minutes; decision resolution minutes
	Meeting minutes, photos, and attendance registers maintained	100% of events documented	Event folders with complete documentation
	Number of positive feedback responses from stakeholders	≥ 75% positive in periodic surveys	Pre-/post-meeting surveys; interviews
Monitoring & Evaluation	% of planned SEP engagement activities completed on time	≥ 90% timely execution	M&E tracking logs

	% of grievances resolved on time (per GRM Framework)	≥ 85% within prescribed timeline	GRM summary reports
	Number of final evaluation/feedback sessions held	≥ 1 per target community	Final meeting records
	% of stakeholders satisfied with engagement process	≥ 75% as per endline surveys	Endline survey results
	Number of “lessons learned” or SEP evaluation reports shared	≥ 1 per project phase	Shared reports; distribution evidence

5. PROPOSED STRATEGY FOR INFORMATION DISCLOSURE

Appropriate information will be provided to stakeholders depending on the stage of the project and the identified stakeholder information needs. This will include information on the nature of the project design, the anticipated environmental and social risks and impacts, the proposed mitigation measures, the stakeholder engagement plan,



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grievance redress mechanisms and how stakeholder views were incorporated in the project design and management of environmental and social risks.

The Project will use a combination of methods to disclose information pertaining to the project in a manner that is commensurate with the nature of the identified stakeholders and environmental and social sensitivity of the project. For community level stakeholders, information will mostly be disclosed through public meetings organized within the communities. Deliberate efforts will be made to ensure that vulnerable groups of people such as women and children, the elderly and disabled are adequately represented and heard in such meetings. At national and district level, disclosure of information will be done through meetings with the representatives and members of relevant MDAs, committees and sub-committees. Printed and electronic copies of relevant project documents will be made available to stakeholders through appropriately designated places within reach of stakeholders.

Communication to stakeholders on information disclosure for the Project will be conveyed through relevant means depending on targeted audiences. Mostly, the project will use written forms of communication such as letters and electronic mails, community radio stations where available, and mobile public address system. Where possible social media platforms and groups will be created to assist in information dissemination to targeted stakeholders. All these processes, platforms, and channels will be linked to the ESCOM website.

Table 9 summarizes the key methods that will be used for disclosure of Project information at different stages of the Project.

Table 9: Methods for Disclosure of Project Information

Project stage	List of information to be disclosed	Methods proposed	Timetable: Locations/ dates	Target stakeholders	Percentage reached	Responsibilities
Project Preparation	Project Appraisal Document, Stakeholder Engagement Plan, Environmental and Social	Community Meetings	Selected communities, Oct to Dec 2025 and after Bank Approval	Members of communities in target districts	About 40% percent of target audience	PIU in Collaboration with District Councils
	Management Plan, Grievance Redress Mechanism Plan	Community and National Radio stations Noticeboards, banners, leaflets,	After Bank Approval	Community members in target districts	60% of target audience	PIU

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		Printed and electronic copies of the material at District offices EGENCO Website	Oct to Dec 2025 and after Bank Approval	District level stake holders	95 % of target stakeholders	PIU
Project implementation	Project Progress Reports	Review Meetings Community radios, national radios, banners, newspaper placements, flyers and brochures etc	Ongoing	Stakeholder representative at national, district and community level	100 % of target stakeholders	PIU

5.1.SOCIAL AND GENDER INCLUSION

Appropriate and clear methods of communication will be used to inform all participants in a timely manner about the meetings. This will include invitation letters where possible, stipulating the type and number of community stakeholder groups expected to come to the meetings. The community meetings will be properly facilitated using a pre-designed discussion guide which will carry specific questions targeting vulnerable groups. Well experienced moderators will be used to conduct community meetings to ensure equitable participation and contribution of marginalized groups. All data collected by the Project will be disaggregated by gender for effective decision making. Hence, for each meeting, the number of men and women, youth and children will be recorded. To ensure that views of different categories of people are captured, special focus group discussions (FGDs) will be held for men only, women only and youth only.

The facilitating teams will have skilled note takers who will record the deliberations verbatim with the aid of voice recorders. Consent (verbal) and/or otherwise, will be sought from participants before recorders are used in recording of proceedings. After completion of consultations, the field notes and transcriptions will be consolidated, analyzed and key issues incorporated into the relevant project documents

The project will promote gender and social inclusion throughout its implementation to ensure the inclusion of the disadvantaged and the vulnerable. Views of women and other vulnerable groups on the Project will be considered to have a holistic picture of potential risks and impacts the Project may pose and come up with effective mitigation measures considering that men and women view things differently. The Project will ensure that

inequalities between men and women are addressed and all unintended effects on gender dynamics for example, domestic violence are prevented.

The Project will ensure there is representation and participation of women and other vulnerable groups including people living with disabilities, people living with HIV/AIDS, the youth and children in all community consultations, meetings, and interactions about the project as these will be equally affected by the project. The Project will ensure that venues for meetings will be accessible to vulnerable groups and that information is provided in a language that is easy to understand.

Representation and participation of women and other vulnerable groups in different committees will be prioritized by the Project with special emphasis given to the women to influence decisions that affect them and make their voices heard.

5.2. REVIEW OF COMMENTS

Upon disclosure of project information, provision will be made for feedback channels where the public and concerned stakeholders may submit their comments, observations and questions regarding the project. Considering the moderate degree of environmental and social risks that are anticipated in this project, these will mostly constitute lockable boxes where written comments regarding the project will be deposited. For information disclosed through meetings, instant feedback will be collected through designated rapporteurs who will be available during the meetings. Participating stakeholders will also be given freedom to take their own minutes of the proceedings and share a copy with the rapporteurs. Comment boxes will also be placed in designated places within the communities for use by community members to submit views and reactions after information disclosure meetings. After the deadline for submission is passed comment boxes will be collected from the sites for consolidation, analysis and inclusion into the

project documents. A summary of how comments were taken into account will be made and shared with the stakeholders through project implementation inception meetings once the final decision on the project is made by the Bank.

5.3.COMMUNICATION PLAN

The Communication Plan takes into account the stakeholders’ analysis and mapping results with aim of communicating messages based on the stakeholders interest in the project and also their access to information with the aim of supporting to achieve the objectives of the project. The communication goals are outlined below:

Communication goals

1. Build awareness and knowledge of the project.
2. Encourage dialogue and create a two-way information flow.
3. Keep key stakeholders informed on a regular and timely basis.
4. Influence behavior through capacity building and understanding.

5.3.1. Communication Principles

The fundamental driving force for all communication under the Project is expressed in the principles in Table 10. These are essential for ensuring that the objective of the project and the communication goals are achieved in an accountable and effective way.

Table 10: Communication Principles

Integrity	<ul style="list-style-type: none"> • We share information in an open, transparent and accountable way;
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	<ul style="list-style-type: none"> • We provide the necessary and promised communication tools; • We do what we say we do
Dialogue and responsiveness	<ul style="list-style-type: none"> • We attach great importance to a positive two-way dialogue; • We listen actively to all stakeholders and value their opinions; • We offer easy, accessible opportunities to provide feedback, especially for target audiences directly affected by the Project
Clarity	<ul style="list-style-type: none"> • We communicate in a clear and concise manner; • We communicate in a language and style that is easy to understand
Audience adaption	<ul style="list-style-type: none"> • We gain insight into the needs and perceptions of target audiences; • We tailor communication to meet the needs of target audiences; • We share information in a format that is easy and accessible for all target audiences
Respect	<ul style="list-style-type: none"> • We respect and support human rights; • We treat every person with dignity and courtesy; • We embrace diversity and fair treatment for all

5.3.2. Key Messages

For communication to be effective, it must focus on being consistent, trustworthy and on delivering a few key messages that are repeated across different communication materials.



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The key messages need to be clear, short, benefit-oriented and written in a language and style that target audiences can understand and relate to.

For purposes of easy of communication on the name of the project the acronym “**REKAP**” translated as *Rehabilitation of Kapichira and Nkula Power Stations* is being suggested and recommended. This easy to remember as it sounds like “recap” – a fresh start.

The brand message for the REKAP is: “**Revive. Reinvent. Recharge.**” This brand message will be developed and outlined in the Communication Plan in line with the differentiated stakeholder mapping and analysis. Both the brand messages and its key messages will be translated into Chichewa. The intention is to use the brand message and key messages in communication materials promoting REKAP. Under each key message who, what, where, when, why and how will be addressed and explained.

In a nutshell, the phrase “**Revive. Reinvent. Recharge**” also to be known as the “**Tripple R**” is a powerful and concise catchphrase that captures the essence of Nkula B and Kapichira Power Stations Rehabilitation and Modernization Project, especially when emphasizing community impact.

Below is a breakdown of its meaning:

- **Revive:** This signifies the restoration of the existing power infrastructure, bringing it back to life after years of wear, inefficiency, and/or underperformance. It reflects the commitment to breathe new life into the facility and its role in the community.
- **Reinvent:** This highlights innovation and modernization. It suggests that the project is not just about fixing what's broken, but transforming the power plant with new technologies, improved systems, and smarter operations that better serve the needs of today's communities.

- **Recharge:** This symbolizes renewed energy—both literally and figuratively. It represents the delivery of more reliable, sustainable electricity to homes, schools, hospitals, and businesses, ultimately recharging the local economy and improving quality of life.

Table 11: Communication Activities and Media Channels

Printed media/publications	Digital media	Events/face to face communication
<ul style="list-style-type: none"> • Newspaper articles • Single sheet case stories <ul style="list-style-type: none"> • Policy briefs • Fact sheets/case studies • Fast facts sheets • Infographics sheets • Leaflets and fliers • Posters, banners, and roll ups • Training and learning materials • Visibility-t-shirts, caps, chitenjes etc. • Billboards • Newspapers • Magazines and newsletters 	<ul style="list-style-type: none"> • Website • Social media- Facebook, X, YouTube • e-newsletters • Radio broadcasts • Television broadcasts • Video documentary • PowerPoint presentation • SMSes • blogposts 	<ul style="list-style-type: none"> • Focus groups • Interviews • Meetings • Trainings • Seminars and workshops • Information Office • Field visits and study tours • Press briefings • Exhibitions •

- Press releases

5.3.3. Community Specific Communication Activities and Media Channels

- Community meetings
- Radio broadcasts
- Customized trainings and workshops
- Focus group discussions

5.3.4. Generic Stakeholder Engagement Action Plan

This SEP strategy has identified various stakeholders. The plan provides a guide on how the project plans to engage and communicate with each stakeholder group. The broad groups of stakeholders are as follows:

- Communities;
- Local government and district level stakeholders;
- Central government – Task force, Project Technical Committee, Project Steering
- Parliamentary Committees, Ministers;
- Private sector;
- Development partners;
- Academia; and
- Media.

Table 12: Stakeholder Engagement Action Plan

STAKEHOLDER GROUP	ENGAGEMENT ACTIVITY	TIMING
Community	Community meetings	Continuous
	Consultations	Continuous
	Focus group discussion	As required
	Surveys	As required
	Radio broadcasts	Continuous
Local government and district level stakeholders	Consultative Committee meetings	Quarterly
	District Council briefings	Bi-annually
	District Executive Committee (DEC) meetings	Quarterly
Central government	Task force meeting	Regularly
	Project Technical Committee meetings	As needed
	Project Steering Committee meetings	Quarterly
	Members of Parliament briefings	As needed
	Cabinet briefing	Annually
Private sector	Business fora	Quarterly
	Workshops	When they happen
Development partners	Missions	Bi-annually
	Reports	Quarterly
	Newsletter	Quarterly
Academia	Newsletters	Quarterly

	Conferences/workshops	Annually
Media	Press releases	As needed
	Media briefings	As needed

6. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES

6.1. RESOURCES

The Project has allocated an indicative amount of funds amounting to US\$300 Thousand (approximately MK600,000,000.00) to facilitate citizen engagement activities including stakeholder engagement and grievance redress mechanism for the entire project period of two years. Table 13 provides estimated budget for key stakeholder engagement activities.

Table 13: Budget Estimate for Stakeholder Engagement Activities

No.	Project Phase	Engagement Activity	Objective	Targeted Stakeholders	EGENCO Budget (MK)
1.	Project Preparation	National stakeholder consultations	Collect views on the design of the project, environmental and social risks, mitigation measures, grievance redress mechanisms and Stakeholder engagement and communication plan	Representatives of Government MDAS, Development Partners, and NGOs	40,000,000.00
		District level Stakeholder consultations	Collect views on the design of the project, environmental and social risks, mitigation measures, grievance redress mechanisms and	Members of the District Executive Committees and its Subcommittees	30,000,000.00

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			Stakeholder engagement and		
		Community level Stakeholder consultations	Collect views on the design of the project, environmental and social risks, mitigation measures, grievance redress mechanisms and Stakeholder engagement and Communication plan	Members of ADCs, VDCs, CBOs, Traditional and religious Leaders, Ordinary members of the community including women, youths, the elderly and disabled	30,000,000.00
2	Project Implementation Phase	Project inception meetings with District Councils	Provide feedback on approved project design and orient district level stakeholders on their roles	Members of the District Executive Committees	30,000,000

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	Community mobilization	Mobilize and prepare target communities for project implementation	Members of target communities, ADCs, VDCs, traditional, religious and political leaders, development sub-committees and marginalized groups	30,000,000
	Roll out and Manage the Grievance Redress Mechanism	Provide a systematic way of receiving, recording and resolving grievances from Project Affected Persons (PAPs)	Project Affected People at community, District and National levels	100,000,000
	Project implementation monitoring and supervision missions	Provide and obtain on going information and support on project performance	National, district, and community level stakeholders	80,000,000

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		Project review meetings with selected stakeholders from National, District and Community level	Provide and get periodic feedback on project implementation progress and any emerging issues	Selected District Community stakeholders	National, and level	30,000,000
3	Project Implementation Phase	Communication and Information – visibility and communication	Engage beneficiaries and implementers and document progress. Disseminate to achieve visibility through systematic outreach activities	Communities, district and national level stakeholders		200,000,000
2	Project Close Out Phase	Project close out meetings	Engage stakeholders on project exit strategy	Beneficiary		30,000,000



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				communities and groups, national and district stakeholders	
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6.2. MANAGEMENT FUNCTIONS AND RESPONSIBILITIES

The effective implementation of the Stakeholder Engagement Plan (SEP) is critical to the success and sustainability of the project, as it ensures continuous, inclusive, and transparent communication with all stakeholders throughout the project lifecycle. In accordance with the African Development Bank (AfDB) Environmental and Social Commitment Plan (ESCP), the SEP will be managed and coordinated by the Project Implementation Unit (PIU), which will comprise multidisciplinary staff under the leadership of the Project Manager. The communication specialist will be the lead staff in the PIU for the SEP. Each member of the PIU has defined responsibilities to ensure that stakeholder engagement activities are effectively planned, executed, monitored, and reported. These responsibilities will be supported by capacity-building initiatives to ensure alignment with AfDB's operational requirements, particularly in areas such as environmental and social management, grievance redress, gender inclusion, and communications. The following table 14 outlines the key roles and responsibilities of staff involved in SEP implementation.

Table 14: Roles and Responsibilities for SEP Management and Implementation

Role / Position	Responsibilities for SEP & ESCP Implementation
Director of Projects and Planning	<ul style="list-style-type: none"> • Provide high-level oversight of SEP/ESCP implementation • Receive regular reports from PIU • Ensure integration with EGENCO's Business Continuity Control Centre operations
Project Manager (PIU Lead)	<ul style="list-style-type: none"> • Overall oversight of SEP and ESCP implementation

	<ul style="list-style-type: none"> • Liaison with Director of Projects and Planning • Approves SEP updates • Ensures integration with project activities and timelines
Communications Specialist (SEP Lead)	<ul style="list-style-type: none"> • Lead coordinator of SEP implementation • Coordinate stakeholder engagement sessions • Design and dissemination of information materials • Ensure communication strategies are inclusive and culturally appropriate • Manage media and stakeholder relations • Supervise grievance redress communication
Social Safeguards Specialist	<ul style="list-style-type: none"> • Support SEP implementation in line with social risk management • Manage social risks and grievances • Track social performance indicators
Gender Specialist	<ul style="list-style-type: none"> • Ensure gender-sensitive stakeholder engagement • Promote inclusion of women and vulnerable groups in SEP activities • Support analysis of gender-disaggregated feedback and participation data

Environmental Safeguards Specialist	<ul style="list-style-type: none"> • Integrate environmental considerations into stakeholder engagement • Engage communities on environmental impacts and mitigation • Ensure feedback on environmental issues is captured and addressed
Occupational Health and Safety (OHS) Specialist	<ul style="list-style-type: none"> • Communicate project safety standards to stakeholders • Address safety concerns raised by communities and workers • Support grievance handling related to health and safety
Monitoring and Evaluation (M&E) Officer	<ul style="list-style-type: none"> • Monitor progress of SEP and ESCP indicators • Maintain disaggregated stakeholder data (gender, vulnerability, participation) • Produce quarterly/annual SEP implementation reports
Legal Officer	<ul style="list-style-type: none"> • Ensure SEP implementation is in compliance with legal frameworks • Advise on grievance redress mechanism (GRM) and stakeholder-related disputes
Procurement Specialist	<ul style="list-style-type: none"> • Publicize procurement opportunities to relevant stakeholders • Address procurement-related stakeholder concerns and grievances

Financial Specialist	<ul style="list-style-type: none"> • Allocate and track SEP budget • Ensure availability of funds for stakeholder engagement and grievance resolution activities
Risk Management Officer	<ul style="list-style-type: none"> • Monitor and report on risks related to stakeholder concerns • Collaborate with PIU team to develop mitigation measures based on stakeholder input
Civil, Mechanical & Electrical Engineers	<ul style="list-style-type: none"> • Participate in technical discussions with stakeholders • Address engineering-related concerns raised during public engagement
Supervising Engineer	<ul style="list-style-type: none"> • Ensure contractors comply with SEP and ESCP commitments • Verify stakeholder concerns are considered in site management • Review documentation of public consultations and grievances • Report implementation gaps to PIU
Contractor	<ul style="list-style-type: none"> • Implement engagement activities as instructed by PIU and Supervising Engineer • Disseminate information to workers and local communities • Record grievances and incidents • Maintain engagement logs and communicate concerns to the PIU



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EGENCO's PIU Training Requirements: The PIU staff will be equipped with training in areas of

Procurement Management of Equipment and Works; Records Management; Contract Management; Financial Management; Operation and Maintenance; Environmental and Social Management; Gender Protection; Occupational Health and Safety; Stakeholder Management and Mapping in order to acquaint each member with AfDBs Operational Procedures as well as appraise them on their responsibilities in Project Management.

7. GRIEVANCE REDRESS MECHANISM

The Stakeholder Engagement Plan (SEP) provides a summary of Grievance Redress Mechanism. Detailed protocols, forms, escalation steps, and templates are available in the **Project's standalone Grievance Redress Mechanism (GRM) Document**, which should be referred to for operational guidance and implementation. It offers an inclusive, transparent, and culturally appropriate process for addressing complaints from Project-Affected Persons (PAPs), workers, and other stakeholders, including vulnerable and marginalized groups. The mechanism supports early identification and timely resolution of concerns related to environmental, social, and labor aspects of the project.

7.1. Structure and Implementation Hierarchy

The GRM follows a three-tier structure for escalating complaints, along with a parallel system for employment-related grievances:

- **Community Grievance Redress Committee (CGRC):** First point of contact at community level, handling initial intake and resolution.
- **District Grievance Redress Committee (DGRC):** Receives unresolved cases from CGRC; ensures independent review and broader stakeholder involvement.

- **National Grievance Redress Committee (NGRC):** Final internal level before referring unresolved matters to external redress systems.
- **Workers' Grievance Redress Committee (WGRC):** A parallel mechanism that handles complaints specific to employment, labor conditions, GBV/SH, and workplace relations among workers and contractors.

7.2. Stages of the Grievance Process

1. **Public Awareness:** The GRM is promoted through local meetings, IEC materials, radio, and community outreach to ensure accessibility for all, including the illiterate.
2. **Grievance Intake & Registration:** Grievances can be submitted verbally, in writing, or electronically, including anonymous submissions. All are logged in a centralized digital system (Kobo Toolbox), assigned a unique ID, and acknowledged within 7 working days.
3. **Review & Investigation:** Complaints are screened, categorized (e.g., labor, environmental, GBV/SEA/SH), and investigated by relevant teams through field visits and stakeholder engagement.
4. **Resolution & Closure:** Proposed resolutions are communicated to complainants and recorded. Cases are closed upon mutual agreement and complainant acknowledgment (signature or thumbprint).
5. **Appeal:** Unresolved grievances may be escalated from CGRC to DGRC to NGRC. If still unresolved, they may be referred to external mechanisms.

7.3. Reporting Channels

Grievances can be submitted through:

- Suggestion boxes at project sites

- WhatsApp, SMS, or mobile phone
- Email or postal mail
- Direct contact with PIU, CGRC, or community liaison officers
- Kobo Toolbox via mobile devices (for real-time digital capture)
- Tip-Offs Anonymous toll-free line (847)

7.4. Special Handling of GBV/SEA/SH Cases

GBV, SEA, and SH grievances are managed separately using a **survivor-centered, confidential approach**, with trained GBV focal points and service providers. Serious cases are acted upon within 24 hours, with access to medical, legal, and psychosocial support. Confidentiality is strictly maintained, and complainants may also access external legal recourse without fear of retaliation.

7.5. External Redress and Referrals

If internal mechanisms are exhausted, grievances may be referred to:

- **Malawi's formal legal system (courts or tribunals)**
- **AfDB's Grievance Redress Service (GRS)**
- **AfDB's Inspection Panel** via www.inspectionpanel.org

7.6. Record Management and Monitoring

EGENCO maintains a centralized digital grievance database managed jointly with the Owner's Engineer's Social Expert. Each grievance record includes complainant identity (if disclosed), date, description, actions taken, resolution, and communication records. All data is confidential unless disclosure is required by law. Quarterly social audits and community reporting sessions are held to promote transparency and accountability.

7.7. Capacity Building and Community Engagement

Training and awareness campaigns are delivered regularly to community leaders, project staff, contractors, and workers. These cover grievance procedures, GBV/SEA/SH response, workers' rights, and use of digital tools like Kobo Toolbox. GRCs receive targeted training to ensure consistent and fair grievance handling.

ANNEXES

Annex 1: Stakeholder Engagement Log

Name	Contact	Category of Stakeholder Primary/Secondary	Role/Responsibility	Expectations or Requirement	Interest (High, Medium or Low)	Influence (High, Medium or Low)
Name (job title)	E-mail: Phone: Address:		Their involvement and role in the project	What does the stakeholder require from the project, in terms of deliverables or information? What is their stake in it? What might they gain or lose from the project?	Concern or reason for wanting take part in the project	Effect on the project

Annex 2: Grievance/Feedback Log in

	Project District & Area	
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	Date	
No	Grievance No.	
1	GRM level (select as appropriate)	1. Community Grievance Redress Committee 2. District Grievance Redress Committee 3. Workers Grievance Redress Committee (WGRC) 4. National Grievance Redress Committee
2	Name of the GRC (Name as appropriate)	
3	Person Recording Grievance/Feedback	
3.1	Name of Person	
3.2	Position in GRC	
3.3	Phone Number	
4	Person reporting grievance/feedback	
4.1	Name of Person	

4.2	Aggrieved or Representative?	
4.3	Role in Project Activities	
4.4	Phone Number	
5.	Details of Grievance/Feedback	
6	Has the Grievance/Feedback been reported elsewhere? If yes, give details?	

7	Has the Grievance/Feedback been referred from elsewhere? If Yes, give details	
8	Initial Assessment of the Case	1. Accepted and to be handled by GRC 2. Referred to police/Court, others 3. Rejected, lacks credibility/substance
9	Signatures	
9.1	Signature of Person Recording/GRC	
9.2	Signature of Person Reporting	
10	Name & Signature of Witness	
10.1	For the Complainant	
10.2	For the alleged perpetrator	
11	Dated Grievance/Feedback recorded	

Annex 2: Assessment, Response and Closure

No	Grievance No.	
11	Composition of GRC Assessing the 'Case'	
	Name of GRC Member	Position in the GRC
12	Case Assessment Approach (Specify as appropriate)	<ol style="list-style-type: none"> 1. GRC Meeting 2. GRC confirmation visits 3. Hearing with the complainant 4. Full hearing with alleged accused party

		5. Other investigations (Specify)
13	Details of GRC Response/Resolution	
14	Response/Resolution Decision	1. Case resolved, closed 2. Case referral (Specify)
15	Signatures	
15.1	GRC Chair/Representative	
15.2	Aggrieved person/Representative	



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15.3	Accused person/Representative	
16	Name & Signature of Witness	
16.1	For Aggrieved party	
16.2	For Accused party	
17	Date of Response/Resolution	