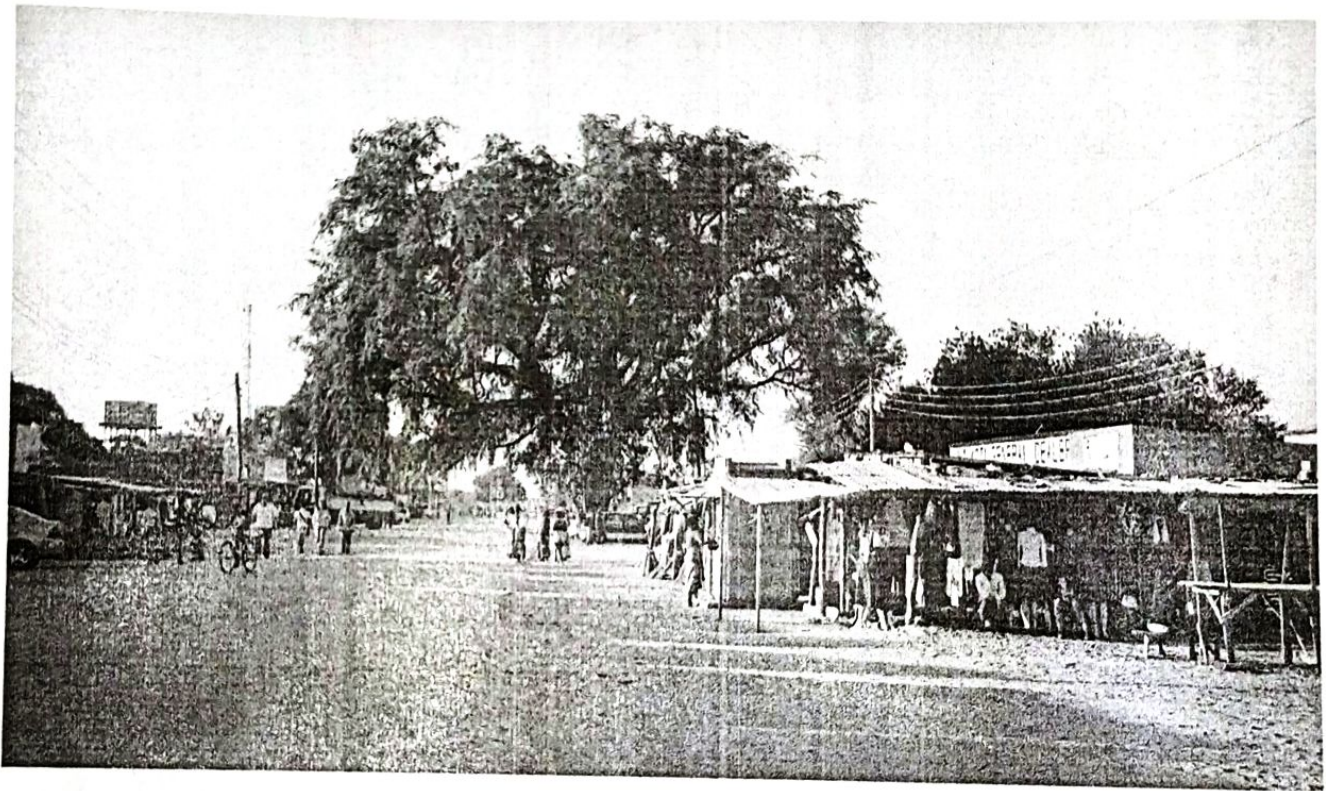




MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

MWANDI TOWN COUNCIL



Mwandi District Stakeholder Plan

@2025

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1. Introduction

A Stakeholder Plan for Mwandu Town Council is essential for building trust, ensuring transparency, and encouraging public participation. The Strategy basically involves identifying stakeholders, analyzing their needs and influence, developing communication and engagement strategies, and then implementing and monitoring the plan. This process ensures that all relevant parties are informed and involved in Council decision making, fostering a transparent and collaborative model. This is a live document that will be reviewed and updated annually depending the projects the Council embarks on.

Vision: To create an inclusive, transparent and participatory environment that empowers citizens to contribute to development and decision making process of Mwandu Town Council

Aim: to facilitate for meaningful citizen participation in the budget process of the Local Authority to enable citizens to make informed decisions over the development processes and practices in their communities.

Objectives of the Plan:

- **Promote Transparency and Public Trust:** Ensure that budget information and community program details are accessible, understandable, and regularly updated.
- **Increase Accountability:** Encourage citizen oversight and feedback mechanisms to hold the council accountable for its actions and decisions.
- **Enhance Citizen Participation:** Create opportunities for citizens to contribute to budgeting decisions, provide input on community programs, and monitor their implementation to allow ownership projects.
- **Promote Inclusive Policy Direction:** Gather feedback from the stakeholders to shape policies and improve service delivery.

Below is a table for stakeholder mapping, methods of engagements, objectives and responsibilities

STAKEHOLDER GROUP	ENGAGEMENT OBJECTIVES	ENGAGEMENT METHOD	FREQUENCY	RESPONSIBILITY
Local Community Local Community	Inform about project activities and benefits	Community Meetings	Once/As required	Project Management Team
	Address any concerns concerning the project	Public Consultations	Once/As required	
Local Community	Obtain necessary approvals and permits	Formal consultations	As required	Project Legal Team
Traditional Leaders	Gain support for the implementation of the project	Meetings	Quarterly	Planning Office
Environmental Authorities	Ensure environmental and social safeguards are in place	Environmental Reports	Quarterly	Senior Health Inspector and Acting Chief Planner
		ESMP	Before Project Implementation	

2. Stakeholders identification

The Local Authority has identified the following as keys actors that are impacted by or can impact the Council's activities and operations categorized in groups as internal and external stakeholders;

- a. Internal stakeholders- the Council employees and the elected officials who are directly involved in the day to day Council governance and decision-making process.
- b. External stakeholders- this category includes various individuals, institutions and groups that have special interest in the municipal services offered by Mwandia Town Council. The external stakeholder includes;
 - i. **Residents of Mwandia**- directly impacted by the activities of the Council.
 - ii. **Community groups**- providing a crucial link between residents and their elected officials, facilitating communication, and advocating for the needs of the community.
 - iii. **Faith based organizations (FBOs)**- to provide both spiritual and material needs to the community.

- iv. **People living with disability-** representing the interest of the differently abled in the community.
- v. **Local Businesses Houses-** they play a multifaceted role in local governance, encompassing economic development and job creation. They contribute to the local tax base, fund public services, and partner with local governments on various initiatives.
- vi. **Non-Governmental Organizations-** these will provide resources and support.
- vii. **Government agencies-** All heads of Government Departments.
- viii. **District Administration-** office of the District Commissioner will provide coordination for central government activities for effective implementation and development.
- ix. **Sub-governance structures-** these are Ward Development Committees (WDCs) that facilitate the community priority needs, identify potential areas of investment and promote sustainable local economic development.
- x. **National Assembly –** Office of the Member of Parliament (MP) provides legislative engagement for policy direction and development initiatives.
- xi. **Traditional authorities-** The Barotse Royal Establishment (BRE) are influential figures that provide cultural values and promote social cohesion.
- xii. **The Media (ZANIS)-** a very critical entity in information dissemination.
- xiii. **Contractors –** engaged to construct the proposed projects.

Categorization of stakeholders

Stakeholder	Level of Power	Level of Interest	Classification
Council staff	High	High	Tertiary
Council Elected officials	High	High	Tertiary
Residents of Mwandia	High	High	Primary
Community groups	Low	High	Primary

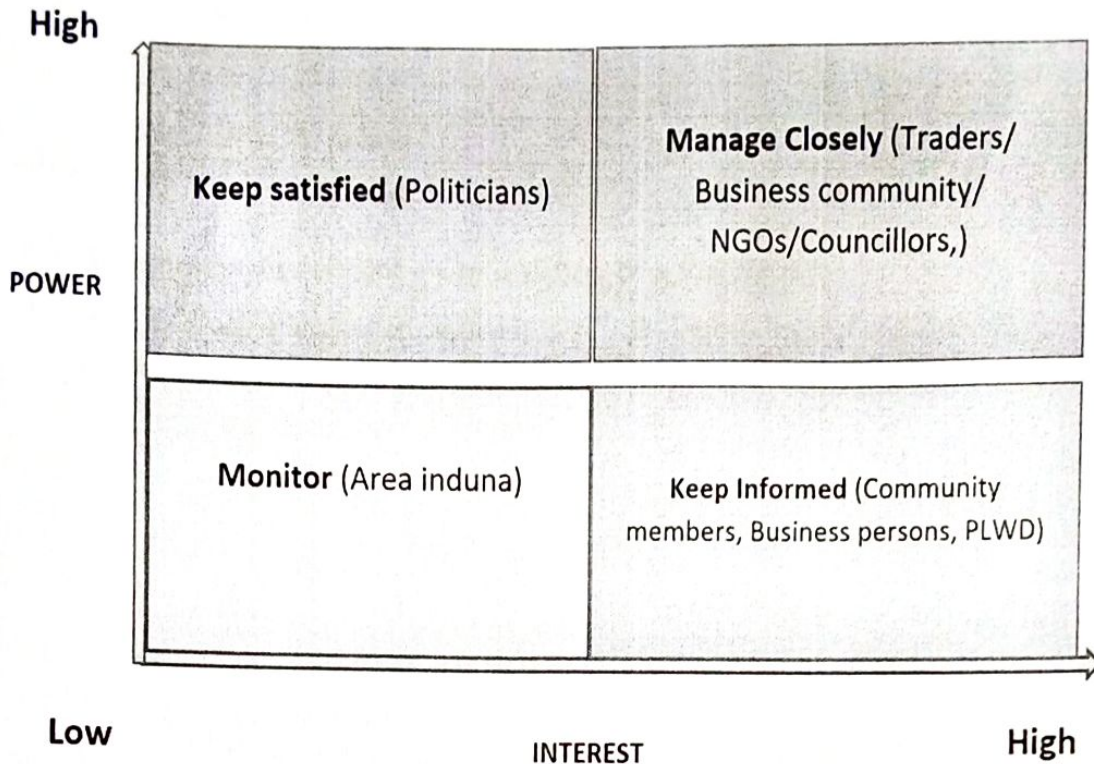
Faith based organization	Low	High	Secondary
People living with disability	Low	Low	Primary
Local Business houses	Low	High	Primary
Non-governmental organizations	Low	High	Secondary
Government Agencies	High	High	Tertiary
District commissioner	High	High	Tertiary
Sub-governance structures	Low	High	Primary
National Assembly- MP	High	High	Tertiary
Traditional leaders	High	Low	Tertiary
The Media -ZANIS	High	High	Tertiary
Motorists	Low	High	Primary
Contractors	Low	High	Tertiary

Stakeholder Mapping

The stakeholder matrix will help access stakeholders and how to relate with them at various levels.

This stakeholder map is a visual representation of individuals or groups with a vested interest in a project to be executed by Mwandia Town Council. It will essentially help the Council identify these key stakeholders, understand their influence, and develop a strategy for stakeholder management throughout the process.

STAKEHOLDER MAPPING FOR CONSTRUCTION OF TRUCKING BAY



3. Stakeholder Analysis

Stakeholder Assessment – Construction of a Trucking Bay

Key: C- Current level of engagement

D- Desired level of engagement

Stakeholders	Power/Interest	Unaware	Resistant	Neutral	Supportive	Leading
Council staff	High/high				C	C
Elected officials	High/high				C	C
Member of parliament	High/low				D	D
District Commissioner	High/low				C	D
Government agencies	Low/high				C	D
Media	High/high				D	
Traditional Leaders	Low/low				D	
WDCs	High/high				C	
Mwandi Residents	Low/high				D	
Community groups	Low/high				D	

Faith based organization	Low/low					D
Non-governmental organization	Low/high					D
Contractors	Low/high	C			D	
Donors	High/high					D

Stakeholder Assessment – Construction of a Bus Station

Key: C- Current level of engagement D- Desired level of engagement

Stakeholders	Power/interest	Unaware	Resistant	Neutral	Supportive	Leading
Council staff	High/high				C	D
Elected officials	High/high				C	D
Member of parliament	High/low				D	D
District Commissioner	High/low				D	D
Government agencies	Low/high				C	D
Media	High/high				D	
Traditional Leaders	Low/low				D	
WDCs	High/high				C	
Mwandi Residents	Low/high				D	
Community groups	Low/high				D	
Faith based organization	Low/low				D	
Non-governmental organization	Low/high				D	
Motorists	Low/high				D	
Contractors	Low/high	C		D		
Donors	High/high					D

Maintenance of Kuta Road

Key: C- current level of engagement D- Desired level of engagement

Stakeholders	Power/interest	Unaware	Resistant	Neutral	Supportive	Leading
Council staff	High/high				C	D
Elected officials	High/high				C	D
Member of parliament	High/high				C	D
District Commissioner	High/high				C	D
Government agencies	High/high				C	D

Media	High/high	C	
Traditional Leaders	High/low	C	
WDCs	High/high	C	D
Mwandi Residents	Low/high	C	
Community groups	Low/high	C	
Faith based organization	Low/low	C	
Non-governmental organization	Low/high	C	
People living with disability	Low/high	C	
Motorists	Low/high	C	

Actionable Stakeholder Engagement Plan

BUDGET STAGE	KEY FEATURES/ACTIVITIES	STAKEHOLDER CATEGORY INVOLVED	TIMELINE
Preparation for budget formulation	i. Provide communities with Stakeholder Engagement Plan giving proposed dates for consultation	WDC, Local Community	By 5 th October, 2025
	ii. Provide WDCs with a list of proposed projects for consideration in this budget cycle as well as a list of ongoing projects and completed projects for the past 2 years.	WDC, LA	15 th October 2025
	iii. Using the project lists provided, communities may accept or reject project proposals and make their own proposals for development projects and activities for their Wards to be included in the budget based on their priorities	WDCs	20 th October 2025
	iv. Mwandi Town Council produce a summarized stakeholder report from all Wards and submit report to MLGRD.	Councillors, WDCs, Traditional Leaders	26 th October 2025
	v. Conduct budget hearings & Town Hall meetings.	Community members, Religious leaders, NGOs	23 rd October 2025
	vi. The Town Clerk/Council Secretary shall present the reports to the full council.	Councillors, Community members, Civil Society	By 20 th November 2025
	vii. Feedback meetings to WDCs on what projects and activities have been included in the budget	Ward Development Committees	By 30 th November 2025
	viii. Reports including minutes must be submitted to the PLGOs office for review and consolidation for onward submission to MLGRD.	Budget Team	By 30 th December 2025
	ix. MLGRD will submit the consolidated reports to MoFNP	MLGRD	31 st December 2025
Budget approval (public awareness of budget details)	i. Review the proposed budget and assess whether input from community, especially vulnerable groups i.e. women, PWDs and children has been incorporated.	NGOs LA Religious Leaders Traditional Leaders	10 th January 2026
	ii. Feedback to WDCs and other stakeholders of the final approved budget	LA	25 th January 2026
Budget execution and monitoring (for transparency in budget implementation)	i. Track the effective utilisation of funds in line with planned activities.	LA	On-going throughout the year
	ii. Report back on a regular basis to WDCs on implementation of activities and projects	LA	On-going throughout the year

Budget evaluation and Review	i. Evaluate the impact of allocated funds, focusing on agreed upon programmes with a bias towards gender, persons with disabilities, child-related and climate change outcomes.	LA, Councillors, Traditional Leaders and Religious Leaders	Throughout the project's life cycle
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Communication Plan

DELIVERABLE/ACTIVITY	TARGET STAKEHOLDERS	FREQUENCY	PROPOSED TIMELINE/DATE	RESPONSIBILITY	COMMUNICATION METHOD	COMMENTS
Sensitisation meeting	Local Community/Ward Development Committees	As required	20 to 21 st October 2025	Planning	Calls and text messages Invitation letters Notices	Strengthening citizen participation in budget process
Town Hall Meeting	Local Community	Once/As required	23 rd October 2025	Planning and Finance Department	Facebook Website Text messages Public notices	Strengthening citizen participation in budget process
Enhance awareness on the Grievance Redress Mechanism	Local Community	Monthly	Throughout project life cycle	Planning	Radio Website	Ensure timely and transparent grievance resolutions
Presentation of the budget	Local Government	Quarterly	By 30 th December 2025	Principal Officer	Written Submission/ Report	Obtain budget approval
Environmental and Social Risk Management	Environmental Authorities	Quarterly	As required	Director Planning Director Engineering	Written Submission/ reports	Ensure that all environmental and social concerns are adequately addressed

Budget for Stakeholder Engagement

Stakeholder Group	Activity	Inputs	Estimated Cost
Community members	Coverage of Town Hall Meeting	Radio Coverage	K 1,500
		Printed Notices	K 1,000
Youths	Distribution of Information, Communication and Education Materials	Stationary	K 1,000
		Fuel	K 6,500
Ward Development Committees	Sensitization meetings	WDC transport refund	K 15,000
		Refreshments	K 9,000
Funding Agencies	Progress Reports Review Meetings	Stationary	K 1,000

Potential Areas of Conflicts:

The local authority is aware that in every project being implemented, there conflicts, concerns disagreement likely to occur between stakeholders. The following are the anticipated potential areas of conflicts:

a. Construction Delays

- Missed deadlines or extended timelines
- Disruption to community activities or access
- Frustration over lack of communication about delays

b. Poor Quality of Work

- Use of substandard materials
- Work not meeting agreed specifications or safety standards
- Premature wear or structural issues

c. Environmental and Health Concerns

- Excessive dust, noise, or vibration
- Improper waste disposal or pollution
- Unsafe working conditions affecting nearby residents

d. Employment-Related Issues

- Lack of local hiring or unfair labor practices
- Wage disputes or unsafe working conditions for laborers
- Discrimination or exclusion of certain groups (e.g., women, persons with disability, the youth)

e. Land and Property Disputes

- Encroachment on private or communal land
- Blocked access to homes, farms, or public spaces

f. Communication Breakdowns

- Misunderstandings about project scope or changes
- Perceived lack of transparency or accountability

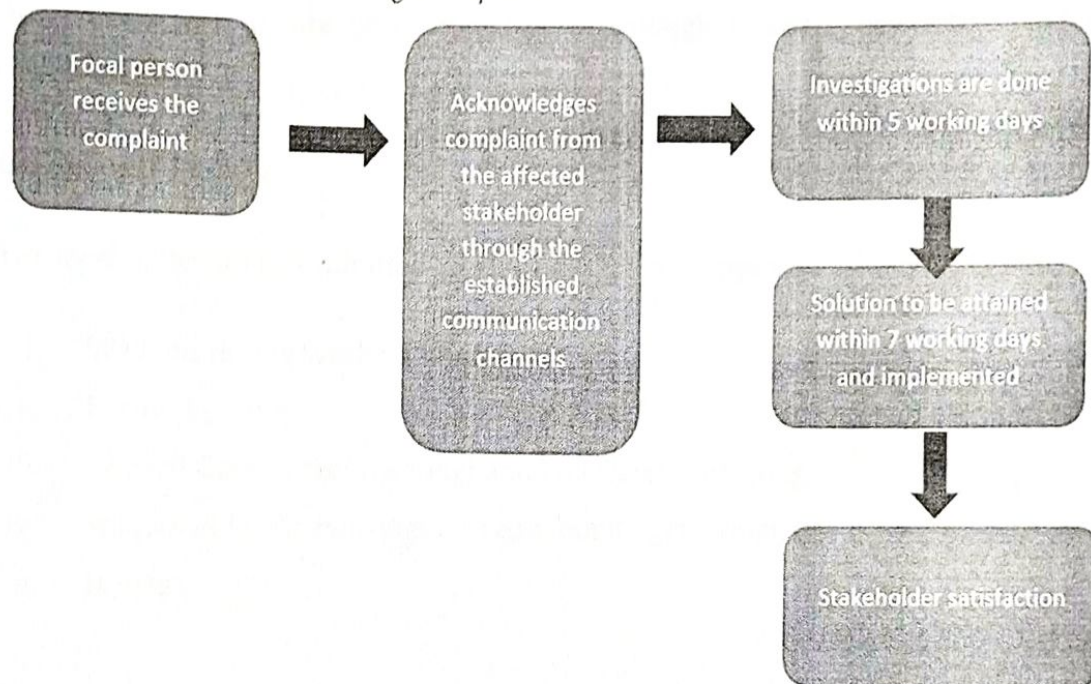
g. Resource Allocation Conflicts

- Disputes over distribution of materials, tools, or equipment
- Perceived favoritism or unfair treatment among contractors or workers

Understanding this position and in mitigating these potential areas of conflict, the council will put in place a framework called *Grievance Redress Mechanism*.

This mechanism will help to address all issues, problems or claims which might arise as a result of implementing this project. In order to ensure stakeholder participation, the grievance redress mechanism will be easily accessible, confidential, transparent and culturally acceptable. A focal point person will be appointed with a responsibility of receiving complaints from clients, individuals and communities. This complaint will be escalated to the right person or department to investigate and handle within the stipulated days as highlighted on the diagram below:

Information Flow Chart addressing a complaint



4. Communication and Engagement Strategies

Communication Plan

The Citizen Engagement Strategy (CES) for Mwandu Town Council will endeavor to practice effective communication channels and strategies that will keep the stakeholders informed and satisfied at the earliest convenience all the time. Customer satisfaction plays a critical role to boost confidence and trust in the stakeholders being served irrespective of the level of impact or outcome of a service or programme provided. The local authority's jurisdiction covers the entire district and therefore it is imperative that the following communication mechanisms are used for information sharing and feedback;

- i. Social media platforms such Facebook and WhatsApp- these platforms will cater for stakeholders that might not be able to come through to the Council to be serviced.
- ii. Emails and websites are equally will be effective technological tools that will used to capture stakeholders unable to physically present themselves
- iii. Placement of Notices in public places such as the markets, schools, places of worships etc.
- iv. Consistent update of communication through journals, newsletters and press release.

Engagement strategy

The local authority is committed to make available engagement strategies such as:

- i. Walk-ins during working hours.
- ii. Focused groups.
- iii. Council Committees meetings and Full Council meeting.
- iv. Scheduled Public meetings and community gatherings.
- v. Surveys.

The local authority takes cognizant of a fact that the district has a portion of stakeholders that might not understand or communicate in the official language which is English. Therefore, it is imperative that the local languages such as Lozi are equally used in the communication and engagement process.

5. Implementation of the Plan

Roles and Responsibilities

To implement the plan effectively and efficiently to the satisfaction of the stakeholders. The Council will have to assign roles and responsibilities to manage the stakeholders

during the execution of the Council Projects. Planning, Administration and Public Relations Unit will take the leading role in handling of the stakeholders should need arise. The plan will have a logging in book and an online reception platform for lodging in complaints by the affected stakeholders.

The Council shall allocate funds to support citizen engagement activities, including public meetings, surveys, radio programs, drama performances, social media postings and communication materials.

6. Monitoring and Evaluation:

Monitoring and evaluation is a key component in ensuring that the implementation of the plan is done accordingly. In order to keep track of the concerns raised, stakeholder engagement should be monitored and reported to senior management by the appointed personnel throughout the entire life cycle of the projects, which will involve:

- i. Updates of the stakeholder list
- ii. Records of all consultations held, surveys and
- iii. Records of all grievances received and dealt with (entered into a Grievance Log on the system or a computer).

Information Management

Every meeting and interaction related to the project engagement should be recorded by the appointed personnel through the following:

- i. Stakeholder list
- ii. Grievance Mechanism Log
- iii. Minutes of all meetings and
- iv. Meeting attendance registers.

The local authority shall act promptly on the feedback given arising from the engagement process and ensure to address concerns adequately.

7. Conclusion

Mwandi Town Council's Stakeholder Engagement Plan is designed to adopt a collective, inclusive and participatory approach to governance, ensuring that all development players and beneficiaries have a voice in the decision-making process. Engagements of stakeholders at all levels in society warrants a successful implementation of meaningful programmes, projects and services. It builds trust, promote transparency and holds the implementing agency accountable in its mandate to deliver quality service.

The plan will ensure there is consistent engagement, responsive action and prompt feedback to the stakeholders. "Unity in development" as the Council's motto can be attained by collaborating with the stakeholders at every stage of the programmes being executed by Mwandi Town Council.

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