REPUBLIC OF UGANDA

STAKEHOLDER ENGAGEMENT PLAN (SEP)

FOR

Development Response to Displacement Impacts Project Phase II (DRDIP II) P180844
.

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ACHPR   African Charter on Human and Peoples' Rights

           AHA   Anti-Homosexuality Act, 2023

CBO   Community Based Organization

CDD   Community Driven Development

CDO   Community Development Officers

CIF   Community Investment Fund

CoC   Codes of Conduct

CRRF   Comprehensive Refugee Response Framework

DCRM   Displacement Crisis Response Mechanism

DCRM   Displacement Crisis Response Mechanism

DISO   District Internal Security Organization

DRC   Democratic Republic of Congo

DRDIP   Development Response to Displacement Impacts Project

DRDIP II   Development Response to Displacement Impacts Project Phase II

EPRA   Extended Participatory Rural Appraisal

ESCP   Environmental and Social Commitment Plan

ESF   Environmental and Social Framework

ESIA   Environmental and Social Impact Assessment

ESMF   Environmental and Social Management Framework

ESS   Environmental and Social Standard

GBV/VAC   Gender Based Violence and Violence Against Children

GCR   Global Compact for Refugees

GEMS   Global Environment Monitoring System

GHG   Green House Gasses

GRCs   Grievance Redress Committees

GRM   Grievance Redress Mechanism

GROW   Generating Growth Opportunities and Productivity for Women Enterprises

HoA   Horn of Africa

ICT   Information and Communications Technology

IDA   International Development Agency

IDPs   Internally Displaced Persons

IG   Inspectorate of Government

INRM   Integrated Natural Resource Management

INVITE	Investment for Industrial Transformation and Employment
IP	Implementing Partner
LC	Local Council
LIPW	Labor-Intensive Public Work
M&E	Monitoring And Evaluation
MDAs	Ministries, Departments and Agencies
MEL	Monitoring, Evaluation and Learning
MEMD	Ministry of Energy and Mineral Development
MFPED	Ministry of Finance, Planning and Economic Development
MIS	Management Information System
MoES	Ministry of Education and Sports
MoGLSD	Ministry of Gender, Labour and Social Development
MoH	Ministry of Health
MoLG	Ministry of Local Government
MOU	Memorandum of Understanding
MoWT	Ministry of Woks and Transport
MWE	Ministry of Water and Environment
NARO	National Agricultural Research Organization
ND-GAIN	Notre Dame Global Adaptation Initiative
NDP	National Development Plan
NEA	National Environment Act
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NGO	Non-Governmental Organizations
NPA	National Planning Authority
O&M	Operations And Maintenance
OAG	Office of the Auditor General
OPD	Outpatient Departments
OPM	Office of the Prime Minister
PAoI	Project Area of Influence
PAP	Project Affected Person
PDC	Parish Development Council
PDO	Project Development Objective
PIST	Project Implementation Support Team

PIU	Project Implementation Unit
PPDA	Public Procurement and Disposal Authority
PSFU	Private Sector Foundation of Uganda
Q&A	Question and Answer
RAP	Resettlement Action Plan
RDC	Resident District Commissioner
RHD	Refugee Hosting District
RPF	Resettlement Policy Framework
RSW	Refugee Sub Window
SEA	Sexual Exploitation and Abuse
SEM	Sustainable Environment Management
SEP	Stakeholder Engagement Plan
SHA	Sexual Harassment and Abuse
SMS	Short Message Service
SOP	Standard Operating Procedure
STAAC	Strengthened Transparency, Accountability and Anti-Corruption
TVET	Technical Vocational Education and Training
UCSATP	Uganda Climate Smart Agriculture Transformation Project
UECCC	Uganda Electricity Credit Capitalization Company
ULC	Uganda Land Commission
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children's Emergency Fund
UNWFP	United Nations World Food Program
VMGP	Vulnerable and Marginalized Group Plan
VRF	Village Revolving Fund
WFP	World Food Program
WHR	Window for Host Communities and Refugees

TABLE OF CONTENTS

LIST OF FIGURES

CHAPTER 1: INTRODUCTION

1.1 BACKGROUND

Forced displacement presents significant humanitarian and development challenges worldwide. According to the United Nations High Commissioner for Refugees (UNHCR), an estimate of over 110 million people is believed to be forcibly displaced because of war/conflict, persecution, and natural disasters. Approximately 90% of the world's forced displaced people are found in low- and middle-income countries. The Horn of Africa (HoA) and the Great Lakes Regions in Africa host over 14 percent of the world's refugees and asylum-seekers.

The HoA experiences protracted displacement driven by natural events and human actions, with climate change and environmental degradation as the major drivers. Displacement has emerged as a regional problem, with severe effects to countries within and beyond the HoA, which have frustrated efforts to poverty reduction, stability, and community resilience. Conflicts over limited livelihood opportunities are common often because of population growth and movement of people; imbalanced service provision; increasing competition for scarce natural resources; and harsh climatic conditions, including frequent droughts and floods.

Uganda is the largest refugee host country in Africa and the sixth worldwide. Official statistics from the Office of the Prime Minister (OPM) and the UNHCR indicate that Uganda is currently hosting almost 1.6 million refugees, coming from Democratic Republic of Congo, South Sudan, Somalia, Eritrea, Burundi, Rwanda, Sudan, and Ethiopia. The refugees are, formally settled in 13 of 128 districts across the country, including Kampala. Almost half are, hosted in the Northern Region, which is among the poorest in the country. The ongoing conflicts and instability in these neighboring countries, will most likely increase the refugee influx in Uganda.

Uganda maintains an open-door policy and protective regulatory framework for refugees. This is in line with the shared international vision under the Global Compact for Refugees (GCR) that allows refugees to work, access land, move around freely, and access social services alongside nationals. Despite the progressive policies, both host communities and refugees in RHDs continue to face significant development challenges and are short of achieving self-reliance. Most refugees are being hosted in communities that are also struggling with development challenges such as poverty, famine and unemployment, deficits in human capital development and social service delivery, limited access to basic social services and infrastructure, and a degraded natural resource base. Despite the opportunities and rights afforded them, refugees in Uganda lack income and employment opportunities and suffer from poverty rates almost three times higher than Ugandan nationals.[1] Recent reductions in humanitarian assistance have resulted in refugees receiving less than 40 percent of their basic survival rations, exacerbating poverty and welfare deficits. This increases the urgency of expanding development

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[1] WDR 2023 p 208 [https://www.worldbank.org/en/publication/wdr2023]

responses to reduce the cost of refugee management while supporting long-term solutions to the development challenge of forced displacement.

Given the ever-increasing number of conflicts in the Great Lakes and Horn of Africa regions, the number of refugees hosted in Uganda is expected to continue the increasing trend. Since 2013, Uganda has experienced a sudden massive influx of refugees largely from the DRC, South Sudan, and Burundi. For example, in December 2015, there were 477,187 refugees and 35,779 asylum seekers in Uganda, but the number has grown to 1.64 million refugees by March 2024. In addition, Kampala has doubled the number of refugees from 57,158 in 2016 to 121,499 refugees by March 2024 according to the OPM and UNCHR reports. This trend is expected to continue with ongoing conflicts in the Democratic Republic of Congo (DRC), Sudan and South Sudan, Somalia, and Ethiopia due to the centrality, stability, and the progressive refugee open policy in Uganda.

Despite the DRDIP phase I achievements, the Project impact evaluation and stakeholders' consultations highlighted gaps in service delivery especially in the areas of health, education, water, roads, environment, energy and livelihoods due to ever-increasing numbers of refugees and host population. The transit districts of Kisoro, Kanungu, Bundibugyo, and Ntoroko in Western Region as well as Amuru and Lamwo in Northern Region and the secondary cities/urban centers of Gulu, Mbarara, Arua, and Kitgum are faced with negative impacts on the communities` and public infrastructure due to the surge of refugee numbers during emergencies. There is also an increasing number of urban refugees who are also exerting pressure on public service delivery systems and infrastructure in the cities and urban centers. In addition, high number of the refugee in a limited area has resulted into massive deforestation and degradation of the environment which has exacerbated the negative impact of climate change and global warming, declining water resources often leading to conflicts over limited livelihood opportunities.

DRDIP II will be informed by lessons learned and gaps from implementation of Phase I over the last seven years. Based on the experience and detailed stakeholder consultations, key operational lessons learned include: a) the CDD approach has proven very useful for planning, community engagement and targeting and monitoring interventions; b) community procurement is seen as central to the speed of implementation and as contributing to local ownership and participation; c) subprojects that contributed to building or maintaining community assets or climate resilience subprojects such as afforestation, drainage channels, etc., have shown positive results; d) the Labor-Intensive Public Work (LIPW) approach used for NRM subprojects based on the watershed approach has demonstrated encouraging results on vulnerability and the environment; e) infrastructure investments have been of high quality and have improved basic services, including reported reductions in pupil-classroom, pupil-desk and pupil-sanitation facility ratios; f) the role of the district and the presence of the Inspectorate of Government (IG) to promote transparency and accountability; g) strong impacts of the Village Revolving Fund (VRF) in host communities.

Key gaps and areas for improvement. Key gaps and areas for improvement in the Phase II design include: (a) weak operations and maintenance (O&M) and sustainability of investments under infrastructure and Environment (INRM and A.E) subprojects; (b) the need to expand geographic coverage to include transit districts and secondary cities; (c) need a new approach for renewable energy that promotes sustainable markets; (d) strengthen private sector engagement on livelihood activities; (e) expand provision of

economic infrastructure to enhance linkages between the infrastructure and livelihood investments; (f) support secondary and TVET schools to address low school transition rates and limited access to technical and vocational skills training; and (g) improve oversight and management of Implementation Partners for Environment component subprojects and capacity-building partners for the livelihood component to enhance quality and market linkages.

Following the World Bank Group's concerns with Uganda's enactment of the Anti-Homosexuality Act (AHA) 2023, the Government of Uganda issued five Circulars (see Appendix F&G) regarding this law to ensure inclusion and non-discrimination of vulnerable or marginalized individuals or groups. Of particular importance is the Circular on Uganda's Social Safeguard Policies issued on September 21, 2023, by the Ministry of Finance, Planning and Economic Development, to all Accounting Officers, Ministries, Departments and Agencies and Local Governments which states that:

- "All World Bank-financed projects [in Uganda] must be implemented in a manner consistent with the principles of non-discrimination as provided under Article 21 of the Constitution of the Republic of Uganda. These projects should also be implemented in accordance with World Bank policies and applicable Legal Agreements.
- Under these projects, no one will be discriminated against or stigmatized, and the principles of nondiscrimination and inclusion will be adhered to. Support should be provided to all project beneficiaries.
- All implementing entities of World Bank [financed] projects will implement specific mitigation measures to address non-discrimination.
- These mitigation measures will require enhancing project grievance redress mechanisms as well as strengthening existing project monitoring by implementing entities including third-party monitoring [the Enhanced Implementation Support Mechanism] where applicable.
- Each project implementation entity shall develop comprehensive guidelines to address nondiscrimination."

Considering this, further consultations were undertaken on nondiscrimination for the project environmental and social risk management documents including the Environmental and Social Assessment (ESA) prepared, to identify the additional risks and describes mitigation measures to address these risks. They include the implementation, monitoring, and reporting arrangements, and roles and responsibilities to assess the efficacy of the additional mitigation measures being implemented in some of the ongoing World Bank supported projects. They also include the risks identified in the public consultations on these documents involving the Government of Uganda and civil society organizations. Noteworthy is that the World Bank will provide support to the Government of Uganda, particularly its Project Implementation Units, to help them to implement the additional mitigation measures for this project. Guidelines for implementing these mitigation measures to address AHA related risks are provided under Appendix H. Key issues/concerns raised by stakeholders including CSOs during additional consultations on inclusion and non-discrimination are summarized in Appendix I.

1.2 PROJECT DESCRIPTION

1.2.1 GEOGRAPHIC COVERAGE.

Phase II of DRDIP will be, implemented in the 12 current refugee-hosting districts and the 13 refugee settlements. The project coverage will be, expanded however to include select activities in the transit districts of Kisoro, Kanungu, Bundibugyo, and Ntoroko in the Western Region, and Amuru and Lamwo in the Northern Region. The secondary cities/urban centers of Gulu, Mbarara, Arua, Koboko and Kitgum will also be included in some Phase II components.
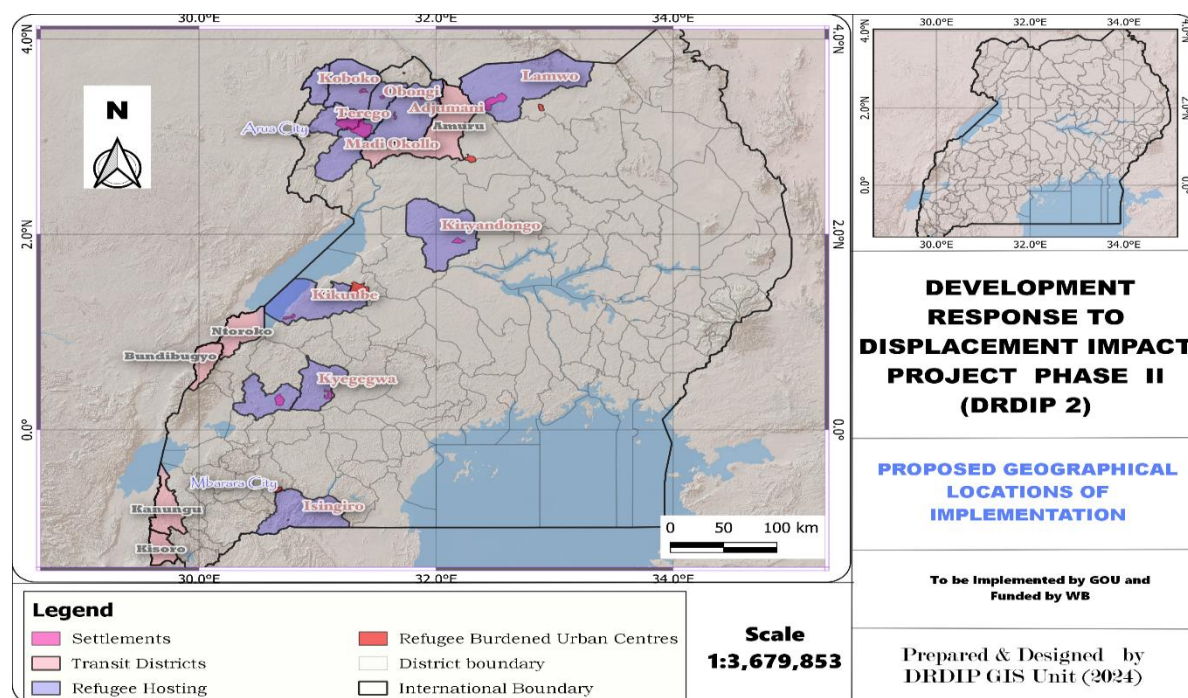
Figure 1: Map showing the Proposed DRDIP II Project Area

1.2.2 PROJECT DEVELOPMENT OBJECTIVE

To improve access to basic social and economic services, expand livelihood opportunities and enhance environmental management for host communities and refugees in the target areas.

The proposed PDO indicators are:

- Displaced people and people in host communities provided with services and livelihoods (number, disaggregated by type of service and target group, including refugee/host community member & gender) (corporate scorecard).

- People benefiting from activities and actions that expand and enable economic activity (number, disaggregated by target group, including refugee/host community member & gender); and

- People benefitting from enhanced resilience of terrestrial and aquatic systems (number, disaggregated by target group, including refugee/host community member & gender) (corporate scorecard).

1.2.3 PROJECT COMPONENTS.

Component structure. The project component structure will mirror Phase I, continuing the multi-sectoral provision of a mix of investments to address key development gaps and the ongoing impact of the refugee presence on social and economic infrastructure, NRM and livelihoods.

Component 1: Social and Economic Services and Infrastructure (US$140 million)
This component will continue to support the construction, rehabilitation and upgrading of priority basic service infrastructure. Subprojects will be identified by communities through the CDD approach to address ongoing infrastructure and service delivery deficits. Infrastructure investments will benefit both refugees and host community members, supporting the transition roadmap aim of integrating refugees into national education, health and water supply systems. Component activities will support improved access to services for three million people (66 percent host community members/34 percent refugees). **All infrastructure will be built to climate-resilient standards.** Climate-risk assessments will be conducted as part of the design of all subprojects to maximize climate adaptation and mitigation.

Sub-component 1.1: Community & Strategic Investment Fund (CSIF) (US$115 million). Most subprojects under this sub-component in Phase I were primary schools, health facilities, rural feeder roads, small bridges, water systems, and sanitation facilities. It is expected that these priorities will continue in Phase II, together with economic infrastructure, such as markets and storage facilities to support income-generation and deepen integration with livelihood activities under Component 3. To address low school transition rates and limited access to job skills training, Phase II will also fund the construction, upgrade and/or rehabilitation of secondary schools and TVET centres.

Sub-component 1.2: Strengthening Local Planning and Decentralized Service Delivery (US$10 million). Activities under this sub-component will improve the implementation efficiency of local government units and implementing agency staff in participatory planning processes. The sub-component will also establish and capacitate community institutions for planning, implementation – including procurement and financial management – M&E, and oversight of subprojects, in line with the CDD approach. Capacity-building activities will include participatory climate risk assessments, including to better understand how refugees and host communities in targeted sites are particularly vulnerable to flooding, drought and landslides and what their adaptation and resilience priorities are, climate-sensitive planning and infrastructure standards for local government authorities and community institutions to respond to climate risks.

Sub-component 1.3: Displacement Crisis Response Mechanism (DCRM) (US$15 million). The DCRM is a contingency financing mechanism for RHDs that experience large refugee inflows. Funds from this sub-component will be rapidly disbursed to districts that reach pre-agreed population triggers in terms of children per school classroom, patients per health facility and people per water point. The DCRM financing can be used for infrastructure construction, upgrading or rehabilitation to expand, education, health and water service capacity in districts experiencing public service pressure caused by large refugee inflows. The DCRM triggers, eligible expenditures and other details will be defined in an updated DCRM Manual for Phase II, approval of which by the World Bank will be a disbursement condition. The sub-component will: (a) fund data collection to measure strains on schools, health facilities and water points in the RHDs; and (b) finance approximately 63 infrastructure subprojects. Through ongoing analytical work, the World Bank has developed an Artificial Intelligence (AI)-based model that predicts refugee inflows before they occur.[2] If the World Bank is able to raise additional funds to run the AI model live, the GoU has agreed to

use it for Phase II to facilitate the disbursement of DCRM funding to districts before large refugee inflows occur, supporting preparedness and minimizing stress on host populations and refugees in the RHDs.

Component 2: Integrated Natural Resource Management (US$30 million)
Component 2 will support investments in sustainable environmental management restoration and protection to help respond to the land degradation crisis in RHDs and the additional impacts resulting from the refugee presence and climate change. The expansion of farming by both refugee and host communities is driving rapid deforestation in the RHDs, reducing the extent of natural forests and woodlands. Refugees and hosts also harvest wood for cooking, shelter and fencing in excess of sustainable yields, causing additional degradation of tree cover and affecting fragile sites such as wetlands, hillsides and riverine areas. In addition to the environmental impacts, this can be a source of tension between refugees and host community members. Climate change is exacerbating these challenges, as previously explained, with lower rainfall, longer and more frequent droughts and more frequent extreme weather events. These factors are causing more crop failure, water scarcity and floods, droughts and landslides. The component is expected to support 760,000 people (50 percent female/30 percent refugees) with enhanced resilience of terrestrial and aquatic systems, covering at least 14,800 hectares of land.

Sub-component 2.1: Land restoration and protection (US$24 million). Degraded, eroded and fragile sites will be identified within the prioritized watersheds for remedial measures aimed at restoring and protecting the land. Subprojects will target degraded or encroached wetlands and riparian areas, as well as bare and steeply sloping hillsides, gully erosion sites, and other vulnerable locations, including those at greater risk due to climate change. Guided by local need and community priorities, and responding to climate change impacts on land in the target areas, measures to be supported will include: (a) construction of soil and water conservation structures, such as hillside terraces, bunds, check dams and trenches to build the ecosystem and the community's resilience to climate change-induced water scarcity; and (b) planting of grasses, ground cover and indigenous trees and shrubs to reduce run-off, tackle erosion and landslides, re-stabilize the environment, and build adaptation to droughts. These time-limited interventions are expected to directly respond to climate change impacts on land in the target areas. They are well suited to the Labor-Intensive Public Works (LIPW) model, providing cash to poor and vulnerable community members to implement measures that will improve local environmental conditions. Given the focus on labor-intensive activities, subprojects with at least 50 percent of budgetary allocation to labor inputs will be prioritized. LIPW beneficiaries will have compulsory savings targets to build financial resilience and help prepare them to access financing under Component 3 for livelihood activities.

Sub-component 2.2: Expansion of tree cover (US$6 million). The raising and planting of trees will be integrated under this sub-component to ensure better coordination and appropriate sequencing. Registered community groups with demonstrated experience in forestry activities will be supported to establish or expand their operations. This will include improving the scale and quality of community tree nurseries, and the establishment of tree plantations with market orientation based on locally appropriate and climate-resilient species with commercial demand and adapted to future climate conditions. Priority will be given to expanding successful afforestation subprojects initiated through DRDIP Phase I. Inter-cropping within plantations during the early years of growth will provide co-benefits to group members from food and cash crops. Groups will also be supported to establish wood fuel plantations in public institutions with kitchens (e.g., schools and health facilities) to provide a sustainable supply of fuel for mass catering. LIPW under this sub-component will be limited to these institutional woodlots, as the nursery and plantations are productive assets from which participants will draw longer term economic benefits and do not merit LIPW support. Priority will be given to expanding successful afforestation subprojects initiated through DRDIP Phase I.

Component 3: Livelihoods Support Program (US$80 million)

This component will enhance self-reliance and economic resilience by strengthening agriculture, livestock, and non-farm livelihoods for host community members and refugees. The component is strongly aligned with priorities identified under National Development Plan 4 (NDP4) and the PDM. Activities will contribute to PDM as follows: (a) Pillar 1 on Production, Storage, Processing, and Marketing by investing in climate resilient value chain development, creating productive jobs and market opportunities; (b) Pillar 3 on Financial Inclusion by supporting digitally-enabled financial services delivery; (c) Pillar 5 on Community Mobilization and mindset change by building the capacity of farmer producers groups, entrepreneurs, and community-based service providers. The component also contributes to improved targeting of economic infrastructure development (Pillar 2), by value chain diagnostics and mapping of existing assets for upgradation and shared use.

Sub-component 3.1: Community Livelihoods for Self-Reliance (US$65 million). This sub-component will strengthen livelihoods across priority value chains and enterprise sectors by harmonizing climate-sensitive value chain assessments, providing group-based revolving funds and start-up grants, building group capacity to adopt climate-resilient inputs and practices, and developing market-oriented Producer Organizations (POs) that can lead aggregation, marketing, value addition, and private sector linkages. Each district will focus on two to three high-potential value chains, identified through collaborative diagnostics between DRDIP II, the Northern Uganda Social Action Fund IV Project (NUSAF – P179904), the Uganda Climate Smart Agricultural Transformation Project (P173296), and the Generating Growth Opportunities and Productivity for Women Enterprises project (GROW – P176747). These assessments will inform the development of a District Livelihood Investment Plan (DLIP), to align ongoing donor investments, map private sector stakeholders, and coordinate interventions across different projects and components. Existing value chain analyses and assets from DRDIP I and other donor investments will be cataloged in DLIPs, upgraded as needed, and operationalized for shared use, ensuring seamless integration with the new economic infrastructure developed under Component 1.

Sub-component 3.2: Capacity Building of Community Institutions for Livelihoods (US$15 million). To ensure long-term sustainability, local institutions including SHGs and CIGs, enterprise groups, producer groups, savings and credit cooperative organizations (SACCOs), POs and refugee-led enterprises, will be strengthened to improve management and financial capacity. These groups will receive structured training in group dynamics, climate-sensitive business management, cooperative governance, value addition and marketing. The training will also enhance group awareness and ability to utilize economic infrastructure developed under Component 1. Capacity-building fort refugees will include a focus on soft skills and mindset change around accessing credit, which was a challenge during DRDIP I. High-quality technical support agencies will be contracted as Capacity Building Partners (CBPs) for long-term handholding of institutions. To enhance institutional resilience, community groups will be introduced to financial management and digital book-keeping tools, ensuring efficiency, transparency, and availability of quality data for potential partner institutions, including banks and MFIs. At the VRFMC level, digital record-keeping and reporting will be institutionalized for pro-active performance monitoring and needs-based support. The project will introduce digital financial services, including digital banking and payments, and AI-driven credit assessment tools, to support access to low-risk, collateral free digital loans based on transaction history. To enhance financial sustainability, partnerships with Uganda's financial sector and microfinance institutions will be established, to support community businesses and groups' transition to commercial scale.

Component 4: Project Management, Accountability Systems and Coordination (US$28 million)
This component will support project implementation, management, coordination, communication, monitoring and evaluation (M&E), learning, and fiduciary support—including transparency, accountability, and anticorruption measures. Activities are organized in three sub-components.

Sub-component 4.1: Systems support, administration and M&E (US$23.5 million). This will support the operational costs of the Project Implementation Support Team (PIST) in OPM, District Implementation Support Teams (DISTs) and Sub- County Implementation Support Teams (SISTs). The sub-component will also fund a robust M&E system that will include regular monitoring from the field using the World Bank GEMS system, plus a baseline, midline and endline assessment. Beneficiary phone surveys will also be conducted on a regular basis to gather information from the field. The component will also support broader CRRF efforts to track results, impact and financing on refugee inclusion. DRDIP II will strengthen the core protection role and administrative capacity of OPM's Department of Refugees by financing a new office building in Kampala to support registration and documentation of urban refugees.

Sub-component 4.2: Strengthening Transparency, Accountability & Anti-corruption (STAAC) (US$3 million). Led by the Inspectorate of Government (IG), the GoU's peak anti-corruption body, the sub-component will establish and capacitate a network of Community Monitoring Groups (CMGs) in all DRDIP II locations to operate as frontline agents for corruption prevention, awareness raising and to receive corruption complaints. Project financing will also support the IG to respond to allegations of corruption made against the project.

Sub-component 4.3: Coordinating development responses to forced displacement (US$1.5 million). This sub-component will strengthen OPM efforts to coordinate development responses to forced displacement, covering WHR-financed operations in RHDs and national level humanitarian and development efforts. At the *national level*, DRDIP will fund two dedicated coordination officers. The first will support the inter-agency task force under the CRRF, the Department of Refugees, and the CRRF sector response plan secretariats and ensure alignment of DRDIP II with existing programs and whole-of-government functions. At the *district level*, local governments will appoint a DRDIP Desk Officer for coordination, who will report to the Chief Administrative Officer (CAO) in each RHD. They will be supported by a DRDIP Refugee Manager in the settlements. This will ensure alignment of DRDIP II investments with district development planning process and activities of humanitarian agencies. For more details on DRDIP support for coordination and complementarities with other WHR-financed projects.

Component 5: Contingent Emergency Response Component (CERC) (US$0)

In the event of an eligible natural hazard or emergency crisis as defined in OP 8.00 (which may only be declared by the national government), funds may be reallocated from other components. This component, if activated, would finance rapid response measures and early recovery activities to address disaster, emergency and/or catastrophic events. The emergency response activities will be implemented as per a simplified procedure set out in a special project Contingent Emergency Response (CER) Manual, to be prepared no later than six months after the effective date. A CERC Environmental and Social Management Framework (ESMF) will be prepared during project implementation. The CER Manual will govern the operation of the component and will align with the ESMF to ensure compliance with the Environmental and Social Framework (ESF). Applicable national and World Bank emergency response procedures for procurement and disbursement would apply. Acceptance by the World Bank of the CER Manual would be a condition of disbursement under this component. WHR funds reallocated to the CERC may only be used to benefit refugees and host communities.

1.2.4 PROJECT SCOPE AND COVERAGE

The Proposed Project will support interventions that will enhance access to better Social Services in form of infrastructural development, improved environmental and natural resource base as well as better livelihood opportunities. The Project interventions under Infrastructure in both Refugee Host and Transit Districts will support improvement in transport network through rehabilitation of existing roads and construction of bridges to connect areas in terms of accessibility to better transport services. Under the education and health infrastructure, project interventions will focus on construction of classroom blocks, laboratories, dormitories, maternity/labor wards, Outpatient Departments (OPD) and associated infrastructure in addition to staff quarters. These will be equipped with all necessary equipment to facilitate their operation. The project will also support development and improvement in water facilities through piped water system development and connection to selected communities with extreme water access challenges.

The proposed Project interventions under the Environment and natural Resource Management in both Refugee Host and Transit Districts will promote enhancement of climate change resilient ecosystems as well refugee and host communities. This will be done through promotion of climate change adaptation and mitigation approaches that will involve restoration of degraded fragile ecosystems like bare hills, Riverbanks and Lakeshores as well as wetland restoration. Interventions geared towards increasing tree coverage as carbon stocks or sinks will seek to promote growing of both indigenous and exotic tree species through agro-forestry development and woodlot development. The project intervention in this area will support massive tree growing at individual, communal public and institutional land. The primary aim of largescale tree planting will be to enhance carbon sequestration as well as provide a source of fuelwood (biomass energy) and construction material for the refugees.

The Project will promote access to improved cooking technologies that seek to reduce emission of Green House Gasses (GHGs) into the atmosphere. The project will, thus, support interventions like improved energy efficient/saving cook stoves and briquettes, biogas technologies, ethanol stoves, among others.

Furthermore, the project will seek to strengthen Refugees and Host communities' self-reliance and resilience of households to income and food security shocks. This will be addressed through interventions targeting traditional and non-traditional Livelihoods. The focus will be on building self-reliant and sustainable livelihood options for refugees and host communities based on a market-system approach, driven by local value chain opportunities to enhance household incomes and build resilience of the households. The project interventions in this area will enhance improved post-harvest handling, value addition through agro-processing and market linkages, which will enhance household incomes. The Project will support group enterprises that focus on creation of alternative income generating activities for both refugees and host communities in host districts will be promoted through access to Revolving Fund Schemes that will benefit villages. This will target interest groups of youths and women in both refugee and host communities.

Resources from the three technical components will be, allocated across and within the target districts, settlements and urban centers using an objective formula based on land area, total population, poverty, refugee population and level of land degradation.

The project will also strengthen institutional arrangements, invest in technical and managerial capacities, and operationalize technology enabled delivery systems to effectively deliver services to the targeted host and refugee communities. The project is fully aligned with NDP III and will also ensure synergies and alignment with other key Government projects such as Parish Development Model (PDM). Key lessons that will inform project design include the following:
- The project Infrastructure component will foster improvement in access to social as well as

economic services to promote people's living conditions.

- Integrated livelihoods approach that focused on community engagement, mind-set change to promote savings and entrepreneurship, and supporting linkages to markets has proven to be an effective way to provide livelihood support to communities while ensuring sustainability.
- The use of labour-intensive public works (LIPW) is a useful approach to address vulnerability and poverty among the poorest households.
- Displacement Crisis Response Mechanism (DCRM) needs to be developed and expanded to the Environment component to support response to the refugee influx on the environment and should also be prepared in advance to ensure rapid flow of funds for a scale-up.
- Under DRDIP I, allocating resources for enhanced accountability and anti-corruption demonstrated its effectiveness in engaging citizens as active participants in demanding for accountability and quality services in addition to controlling corruption.
- Enhanced engagement of women under DRDIP I resulted in increased participation in project management leadership, lower incidence of gender-based violence, increased access to better health services.
- The project design is informed by the climate and disaster risk screening and contributes significantly to climate change adaptation and mitigation.
- Furthermore, the project aims to be gender tagged by building on the DRDIP I experience to close the gap on access of women to better economic opportunities given the gaps highlighted in the labor market.

1.2.5 PROJECT BENEFICIARIES AND BENEFICIARY TARGETING

The project will use a two-tiered approach for targeting of project beneficiaries. First, the geographical areas have been determined based on design to be implemented in Refugee Hosting and Transit districts and Secondary cities, in Acholi, Ankole, Bunyoro, Tooro and West Nile regions of Uganda. Within the target districts, further geographical targeting will be done, to identify and delineate the areas of intervention depending on the Refugee Burden. This will show areas of high refugee burden, and the areas of low refugee burden.
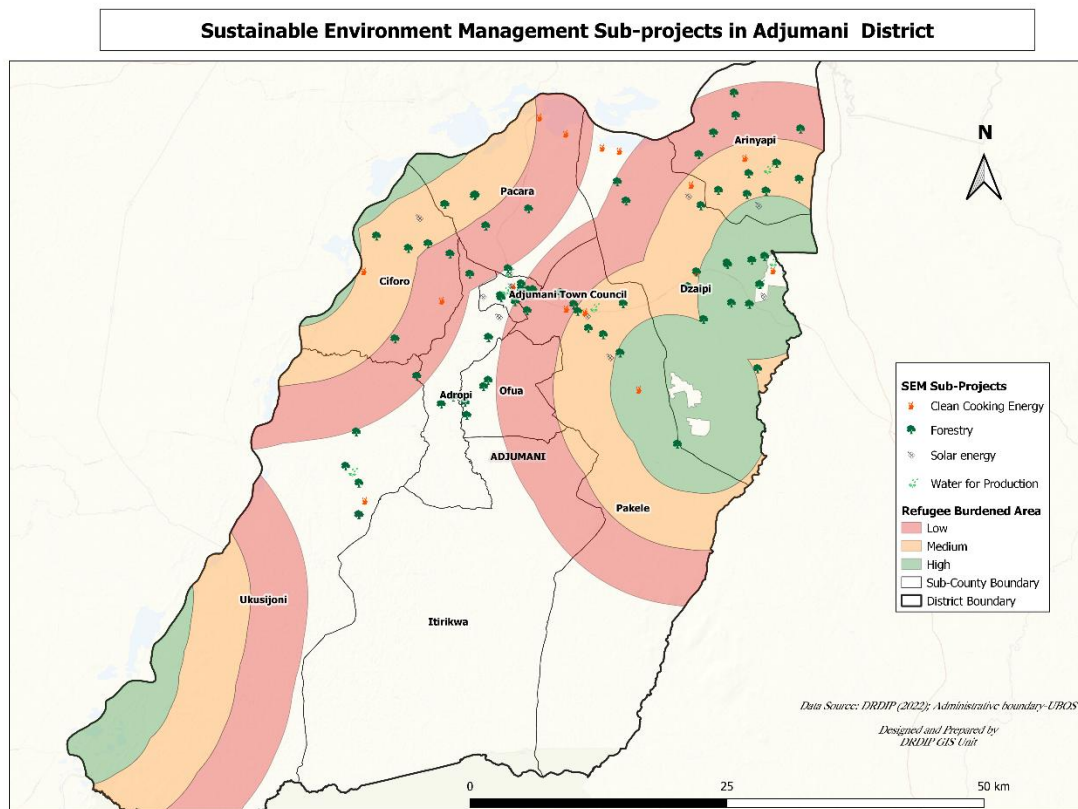
Figure 2: Illustration of the refugee burden areas in Adjumani District

In relation to the above and in reflection to the Proposed Project components, the expected beneficiaries by component will be as stated below.

1.2.5.1 COMPONENT 1: SOCIAL AND ECONOMICS SERVICES AND INFRASTRUCTURE.

The component is expected to carry out interventions in education, Health and hygiene, transport and water sectors in addition to markets for trade and storage infrastructure. Thus, a range of beneficiary categories are expected to be targeted. These will range teachers and health workers, learners and patients in schools and health centers, who will receive services like education, treatment, staff accommodation, etc. These will be found in both Refugee and Host Communities, including Transit districts. Under the transport and water sectors, the largest category of beneficiaries will be the local communities (both refugees and nationals) using the services/facilities in form of water and roads to access distant services like education and health. Other beneficiaries in form of road users are the transporters, UN organizations like UNCHR, UNWFP, etc. and other organization working with refugees.

Details of specific number of primary beneficiaries will be provided after the Proposed Project feasibility study has been completed.

1.2.5.2 COMPONENT 2: SUSTAINABLE ENVIRONMENT MANAGEMENT (SEM)

The component will support interventions towards restoration of degraded fragile ecosystems, promotion of large-scale tree planting for biomass energy enhancement and promote clean efficient

cooking technologies, with the aim of promoting ecosystems and community (both nationals and refugees) resilience to the shocks of climate change. The component focus thus is directly on the natural resource base on which all people depend. Therefore, the expected direct beneficiaries under this component will be the community of nationals and refugees who will depend on biomass energy (firewood and charcoal) for cooking, heating and lighting. Another range of beneficiaries under this component will be the category of the participants under the Labour-Intensive Public Works (LIPW), who will benefit from the temporary employment earning each day they will work under the Integrated Natural Resource Management (INRM) Sub-component. The Landlords and Institutions on which the investments will be established will directly benefit from the trees grown on their land inform of benefit sharing with the surrounding community.

Under the Access to Renewable Energy (ARE) Sub-component, the direct beneficiaries will be those trained/skilled in making the charcoal stoves and briquettes as well as the attendees of the institutions where the cook stoves will be constructed. Details of beneficiary numbers will be given after the feasibility study is done.

1.2.5.3 COMPONENT 3. LIVELIHOODS SUPPORT PROGRAM:

The component activities will support community interventions to enhance traditional livelihoods like agriculture, fisheries, pastoralism, and agro-pastoralism and nontraditional livelihoods such as skills-based jobs, service enterprises, and small businesses. Component beneficiaries will be organized in groups of common interest like produce buying and selling, livestock trade, value addition like processing, etc. These will largely target groups of women and youth, who will access grants through the Village Revolving Fund Scheme. Details of numbers expected will be given after the proposed project feasibility study.

1.3 OBJECTIVES OF STAKEHOLDER ENGAGEMENT PLAN

The main objectives of a stakeholder engagement plan are to improve communication and collaboration between an organization and the people affected by its decisions. A stakeholder engagement plan helps to ensure that projects are implemented more effectively and efficiently. This can be attained through the following:

- Increase understanding and buy-in by informing stakeholders about projects, plans, or changes, and by listening to their concerns, you can build trust and acceptance. This can lead to smoother implementation and less resistance.
- Improve decision-making: stakeholder input can be a valuable source of information and different perspectives. Considering these perspectives can help make more informed and well-rounded decisions.
- Mitigate risks and challenges: proactive communication can help identify potential problems early on. By addressing stakeholder concerns, one avoids roadblocks and delays down the road.
- Build relationships: stakeholder engagement is an ongoing process. By fostering communication and collaboration, it builds stronger relationships with the people who can influence your success.

CHAPTER 2: SUMMARY OF STAKEHOLDER ENGAGEMENT ACTIVITIES UNDERTAKEN

2.1 INTRODUCTION

To date, a range of stakeholder consultations in relation to profiling of the project as well as design features and implementation modalities that have taken place. These meetings helped to engage leaders on implementation status of DRDIP I and their expectations and fears for DRDIP II; consult on prospects of DRDIP II; as well as build the much-needed work relationship amongst political leaders and technical staff. The stakeholders gave their reflections and views on lessons from DRDIP II generally, as well as insights to specific regional development challenges and aspirations which the successor DRDIP II should focus on, including key considerations for implementation modalities.

2.2 BRIEF SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

Consultations undertaken so far include the regional DRDIP-1 Clustered Project performance review meetings carried out in each of the 4 sub regions (at Arua in west nile, Kiryandongo in central, Mbarara in western and Gulu in northern), implementing the project and coupled with a consultation on the proposed successor project (DRDIP-2) that took place in October 2023 and covered all the targeted sub regions of; West Nile, Acholi / northern Uganda, central Uganda western Uganda. Participants of these meetings were elected political leaders, central government representatives (RDCs and DISOs) and various technical officers clustered at regional level from all the DRDIP-1 project-implementing districts. These meetings helped to engage leaders on implementation status of DRDIP-1; consult on prospects of DRDIP-2; as well as build the much-needed work relationship amongst political leaders and technical staff. The stakeholders gave their reflections and views on lessons from DRDIP-1 generally, as well as insights to specific regional development challenges and aspirations as well as priorities, which the successor DRDIP-2 should focus on, including key considerations for implementation modalities based on lessons learnt. The participants were taken through structured instruments to undertake gap analysis of their respective districts and make proposals on priorities to fill these gaps in various sectors eligible under DRDIP-2 project.

Also earlier in early 2023, the DRDIP-2 Project Implementation Support Team (PIST), under the leadership of the M&E Unit, undertook a systematic structured gaps analysis by sending out structured tools to guide districts identify gaps in various sectors as well as propose funding priorities under DRDIP-2. This information significantly contributed to the development of the concept for DRDIP-2.

Additionally, critical consultations were made during the project joint GOU-WB Implementation Completion Report (ICR) mission of November 2023 during which all the key MDAs and a range of Development Partners (WFP, UNHCR, UNICEF, WB), among others, still provided detailed input on design features. The major issues raised included Emphasis on need to focus on large scale tree growing (Critical mass) covering several hectares as opposed to small scale scattered interventions. Additionally, was the issue of developing predictive models for refugee influx as trigger to DCRM under DRDIP-2, as well as the need to systematically bring on board transit districts based thorough assessments. Strong emphasis was placed on tree growing (Ensuring high survival rates) for ecological value.

Notably also was, the joint GOU-WB DRDIP last mission of May 2024 that brought together key participating MDAs and a range of Development Partners (WFP, UNHCR, UNICEF and WB), etc. During this consultative meeting issues related to the follow up project were raised by the stakeholders related to key design features and implementation were captured for inclusion in the design and implementation

modalities.

Additionally, critical consultations were made during the project joint GOU-WB identification mission of April 2022 during which all the key MDAs and a range of Development Partners (WFP, UNHCR, UNICEF, WB), among others, still provided detailed input on design features. The major issues raised included emphasis on climate smart LIPW activities which should largely relate to environment regeneration plus soil and water conservation such as tree planting and growing, terracing of degraded hilly areas among others. The mission also recommended expansion of the DRF into the Kyoga catchment area to address floods that are characteristic of the area, as well as maintaining drought as a major risk factor which should be considered a key DRF trigger in Karamoja area. The coverage should also be extended to districts bordering Karamoja to address water for production requirements specifically for livestock and these districts are: Agago, Kitgum, Lamwo, Otuke, Katakwi, Amuria, Bukedea and Kapelebyong. Strong emphasis was placed on tree growing (Ensuring high survival rates) for ecological value. Additionally, was the need to extensively sensitize communities on consequences of environmentally negative traditional practices such as periodic bush burning, indiscriminate tree / vegetation clearance and poor management of water points.

Notably, the recent joint GOU-WB DRDIP II preparation mission of September 2022 brought together key participating MDAs and a range of Development Partners (WFP, UNHCR, UNICEF and WB), etc. During this consultative meeting key design features and implementation were captured for inclusion in the design and implementation modalities.

During the period between late January and early February, wider consultations were carried out at regional grouping with higher and lower local governments and communities in selected districts. OPM sent out teams to each of the targeted regions and these were grouped as Bunyoro and West Nile Busoga and southeastern, Karamoja and Teso, Elgon and Bukedi and Karamoja region in total about 1300 people consulted. In each of the selected districts lower-level consultations were arranged and conducted at sub county level. The targeted stakeholders at district level consultations included the district council members, Heads of department from line sectors (Finance and Administration, Community based services, Production, Natural Resources, Technical services and Health). NGOs and CBOs with activities in line with the project components were also invited to these consultations. At this level, meetings were arranged and carried out with stakeholders that included the sub county councils, sub county technical staff, parish development committees, community members randomly mobilized from the wider community and opinion leaders and leaders of civil society organization with operations in the areas of jurisdiction. Participants across regions during stakeholder's meetings totaled 939 (Male 568 and Female 371). Details of this consultations are explained in Tables 3 and 4 on pages 22 – 26 of this SEP. Appendices 5 and 6, in addition provide pictorial evidence and issues raised during these consultations as deemed critical for inclusion in the design of the project, respectively.

CHAPTER 3: STAKEHOLDER IDENTIFICATION, ANALYSIS AND COMMUNICATION METHODS

3.1 MAIN PRINCIPLES

In order to meet best practice approaches, DRDIP II will apply some principles for stakeholder engagement, drawing on both Environmental and Social Standard (ESS10) and international best practices (IBP). The SEP will be guided by the following principles:

- Grievance Redress Mechanism: a clear process for addressing stakeholder concerns and complaints will be established.
- 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.
- Informed participation and feedback: information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholders' feedback, for analysing and addressing comments and concerns.
- Inclusiveness and sensitivity: stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects(s) is inclusive. All stakeholders at all times encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups, in particular women, youth, elderly including diverse ethnic groups.
- Flexibility: If social distancing inhibits traditional forms of engagement, the methodology should adapt to other forms of engagement, including internet, telephone, postal or other means of communication. Stakeholder engagement will be carried out in compliance with national (Ministry of Health) SOPs and the world Bank technical note on public consultations and stakeholder engagement

3.2 STAKEHOLDER IDENTIFICATION, MAPPING AND ANALYSIS

The engagement process with stakeholders for the DRDIP II project will start from identification, mapping and analysis. It is anticipated that this Stakeholder Engagement Plan (SEP) will help clarify the stakeholder identification procedures at the national level for the subsequent stages. This will guide DRDIP II and allow complying with the above cited commitments (national and international). To ensure comprehensive stakeholder engagement, DRDIP II will utilize the following criteria for stakeholder identification with adjustments for local and specific conditions:

- *Liability,* project implementation or on-going operations may result in legal, financial or other liabilities of the proponent to a social group.

- *Influence,* a social group may be able to substantially influence project implementation or on-going operations;

- *Partnership,* there are opportunities for building partnership relations between the project developer and a given social group in the framework of the project implementation or on- going operations;

- *Dependency,* project implementation may significantly affect a given social group. In particular, it may affect vital interests of its representatives if they are dependent on the project on-going operations in economic or financial terms.
- *Representation,* a social group may have a right to represent interests regarding a projector on-going operations, and this right is legitimated through legislation, custom and and/or cultural specifics.

- *Expressed interest,* a social group and/or individual may express interest to a project or on-going operations, and this group is not necessarily directly affected by the planned or current activities

To facilitate effective engagement, a Stakeholder Engagement Matrix will be employed. This matrix helps categorize stakeholders based on their influence and interest, allowing the project team to tailor engagement strategies accordingly.

	HIGH INFLUENCE BUT LOW INTEREST HIGH MEDIA MoFPED	HIGH INFLUENCE WITH HIGH INTEREST HIGH World Bank Team OPM IG LOCAL GOVERNMENTS
INFLUENCE	LOW INFLUENCE WITH LOW INTEREST LOW OTHER DEVELOPMENT PARTNERS OTHER MDAs	LOW INFLUENCE BUT HIGH INTEREST HIGH UN AGENCIES: UNHCR and WHO OTHER DEVELOPMENT PARTNERS COMMUNITY MANAGEMENT COMMITTEES: BENEFICIARIES OTHER MDAs

INTEREST

Figure 3: Stakeholder Engagement Matrix

A general list of stakeholder groups identified and consulted is present Table

1 below.

Table 1: Stakeholder groups and interest in engagement

Stakeholder Group	Interest/Cause in Engagement
National Level	
World Bank Team (Task Team Leader, Country Manager, Technical Officers)	Ultimate high interest in the results, but along the way, also interested in the fulfillment of the process guidelines.
UN Agencies and other Development Partners (including UNHCR)	Represents the interests of different interested parties and vulnerable groups
Ministries, Departments Agencies (MDAs) MoFPED, Office of the President, MoES, MoH, MoWT, MWE, MoLG, MEMD, MoGLSD NEMA, NPA, NFA, NARO, PPDA, OAG, PSFU, UECCC, Parliament of Uganda, Department of Refugees, CRRF, UNHCR and WFP	Legislative and executive authorities. Functions of supervision and monitoring
NGOs/CBOs	Represents the interests of different interested parties and vulnerable groups
Mass Media	They are intermediaries for informing the general public about the planned activities of the project developer(s) and for information disclosure in connection with the proposed project(s).
Academic, Research and Scientific Institutions	Scientific understanding of the range or problems associated with the proposed project(s). Scientific approach to the relevant issues. Possible specialists' provision for further activity in project implementation.
Business community/ Private Sector	Economically interested business entities (conclusion of contracts, economic damage due to competition, etc.) They can be also potential customers of the project developer.
Project employees and Project's sub-contractors	Technical understanding of the range of problems associated with the proposed project(s).

Stakeholder Group	Interest/Cause in Engagement
Local Government (District and Sub County) Levels for refugee Transit and Hosting Districts	
Local Governments of Project Area Districts/ Sub counties	Legislative and executive authorities. Functions of supervision and monitoring
Local NGOs/CBO/ Faith-Based Institutions	Represents interests of different interested parties and vulnerable groups
Mass Media	They are intermediaries for informing the general public about the planned activities of the project developer and for information disclosure in connection with the proposed project.
Business community	Economically interested business entities (conclusion of contracts, economic damage due to competition, etc.) They can be also potential customers of the project developer.
Local communities	Interested parties living in regions/ districts of project activities that could be indirectly affected by the realization of the projects
Community Level	
The Parish Development Council (PDC), including Area Counselor	Represents interests of affected communities and vulnerable groups
Local Business Community/ Private Sector (including chain Stores)	Economically interested business entities (conclusion of contracts, economic damage due to competition, etc.) They can be also potential customers of the project developer.
Refugee Settlements and Holding centres (Settlement Commandants and Team, Development Partners, Landlords (where applicable) in districts with Refugees)	Represent interests of both refugees and hosting communities under their jurisdiction.
Local land users and other local population (Cultural Institutions and Opinion Leaders (Religious leaders and Institutions, LC1s and Area Councilors, Beneficiary groups)	Potential vulnerable groups, affected communities and other interested parties living in the close vicinity.

3.2 PROJECT STAKEHOLDERS

Project stakeholders are 'people who have a role in the Project, or could be affected by the Project, or who are interested in the Project'. Project stakeholders are categorized into two groups i.e. primary and secondary. Primary stakeholders are individuals, groups or local communities that may be affected

by the project, positively ornegatively, and directly or indirectly. This category also includes those who are disadvantaged or vulnerable. Conversely, secondary stakeholders are those stakeholders whomay be able to influence the outcome of the project because of their knowledge about the affected communities or political influence over them.

Therefore, Project stakeholders are defined as individuals, groups or other entities who:

(i)   Are impacted or likely to be impacted directly or indirectly, positively or adversely, by the Project (also known as 'affected parties'); and

(ii)   May have an interest in the Project ('interested parties'). They include individuals or groups whose interests may be affected by the Project and who have the potential to influence the Project outcomes in any way.

Cooperation and negotiation with the stakeholders throughout the project development often also require the identification of persons within the groups who act as legitimate representatives of their respective stakeholder groups, i.e. the individuals who have been entrusted by their fellow group members with advocating the groups' interests in the process of engagement with the Project.

Community representatives may provide helpful insight into the local settings and act as main conduits for dissemination of the Project-related information and as a primary communication/liaison link between the Project and targeted communities and their established networks. The legitimacy of such representatives may stem both from their official elected status and their informal and widely supported standing within the community that allows them to act as focal points of contact in Project's interaction with its stakeholders. Examples of legitimate stakeholder representatives include and are not limited to:

- Elected officials of regional, local, and village councils and self-governance bodies;
- Leaders of informal or traditional community institutions such as village headpersons or chiefs of the communes;
- Non-elected leaders that have wide recognition within their community, such as chairpersons of local initiative groups, committees, local cooperatives etc.;
- Leaders of community-based organizations, local NGOs and women's groups;
- The elders and veterans within the affected community;
- Religious leaders, including those representing traditional faiths;
- Teachers and other respected persons in the local communities, etc.

Verification of stakeholder representatives is crucial to ensure effective engagement. DRDIP II will employ a multi-pronged approach for verification, including:

- Informal discussions with a random sample of community members.
- Consultation with existing local structures.
- Review of relevant documentation (if applicable).
- Cross-referencing information with other stakeholders.

Throughout the process, transparency will be maintained by informing the community and outlining the criteria used to determine legitimacy. Additionally, DRDIP II recognizes the significance of inclusivity

and will explore alternative engagement methods for individuals who may not hold official titles but possess valuable perspectives.

3.3 PROCESSES TO FOLLOW DURING STAKEHOLDER ENGAGEMENTS

The process of Stakeholder Engagement Planning, as set out in the World Bank ESF 2017 under ESS10, contain the following:

i) Stakeholder identification and analysis;
ii) Planning how the engagement with stakeholders will take place;
iii) Disclosure of information;
iv) Consultation with stakeholders;
v) Addressing and responding to grievances; and
vi) Reporting to stakeholders.

All stakeholder and community consultations are to be documented, logged, with participants registered and their signatures recorded to document attendance.

Consultations shall be undertaken by the implementing agencies and the contracted Consultant with an introduction, a presentation of the Project including potential impacts and risks, and their mitigation measures and its parties, a question-and-answer session and a conclusion. Contact details of the relevant parties to the Project shall be shared and support material be prepared to be understood by the stakeholders (in terms of languages and visuals, for instance).

All methods of engagement shall also consider custom and cultural importance of the given areas such as gesture, personal presentation and language. Similarly, because of the existing pandemics such as COVID-19 and Ebola, the National, World Bank and WHO guidelines and Standard Operating Procedures (SOPs) for example, physical distancing will also be followed to mitigate the risk of spreading and contracting the viruses.

All information collected shall be summarised and authenticated with stakeholders at the end of the discussions. Stakeholders shall also be given time to share their concerns and views and any further clarifications they required at the end of the meetings. All queries raised by the stakeholders are to be responded to, and noted to feed into the environmental and social impact assessment process. During consultations, the gender of the stakeholders shall be identified and registered into the stakeholder registration form.

3.4 APPROACH AND METHODOLOGY FOR STAKEHOLDER ENGAGEMENT

Preparation of this SEP has been done in accordance with applicable World Bank Environmental and Social Framework specifically ESS10: Stakeholder Engagement and Information Disclosure as well as Uganda's laws and policies on land. It also involved literature reviews; stakeholder consultations and discussions with relevant sectors, institutions and agencies, including but not limited to: Ministry of Health, Ministry of Education, Ministry of Energy and Mineral Development, Ministry of works and transport, Ministry of

Local government, Ministry of Water and Environment, National Environment Management Authority, National Forestry Authority), among others. Furthermore, local government officials comprised of; district officials, sub county officials, parish officials and general community members were consulted from sampled local governments across all the twelve (12) DRDIP II implementing districts. These districts are: Isingiro, Kamwenge, Kyegegwa, Kikuube and Kiryandongo in Western Uganda and Adjumani, Yumbe, Lamwo, Koboko, Terego, Obongi and Madi-Okollo in Northern Region. Pictorial evidence of these engagements are presented under Appendix D appended at the end.

The Project assessment and implementation procedures promote and allow for meaningful and culturally appropriate consultation and participation, including that of host communities at the different levels, including the right to public information and disclosure. Similarly, ESS 10 identifies the importance of open and transparent engagements between stakeholders which allows project teams to respond to concerns and grievances raised by affected communities through an established GRM. (Refer to Chapter 7 for detailed exploration of GRM.) Managing grievances is an integral part of Stakeholder Engagement far and beyond the SEP on top of the VMGP, VLDguideline and ESMF study phase.

DRDIP II intends to utilize various methods of engagement that will be used as part of its continuous interaction with the stakeholders. For the engagement process to be effective and meaningful, a range of various techniques need to be applied that are specifically tailored to the identified stakeholder groups. Methods used for consulting with statutory officials may be different from a format of liaising with the local communities (focus group discussions, displays and visuals with a lesser emphasis on technical aspects).

The arrangement of every consultation activity should meet general requirements on accessibility, i.e. should be held at venues that are easily reachable and do not require long commute, entrance fee or preliminary access authorization, cultural appropriateness (i.e. with due respect to the local customs and norms), and inclusiveness, i.e. engaging all segments of the local society, including disabled persons, the elderly, minorities, and other vulnerable individuals. If necessary, logistical assistance should be provided to enable participants from the remote areas, persons with limited physical abilities and those with insufficient financial or transportation means to attend public meetings scheduled by the project.

Ensuring the participation of vulnerable individuals and groups in project consultations may require the implementation of tailored techniques. Since their vulnerable status may lead to people's hesitancy and reluctance or physical incapacity to participate in large-scale community meetings, going to see such individuals/ families at their homes or holding separate small group discussions with them at an easily accessible venue is a way for the project to reach out to the groups who, under normal circumstances, are likely to be insufficiently represented at community gatherings.

DRDIP II will also target the vulnerable groups and these disadvantaged or vulnerable individuals or groups, often do not have a voice to express their concerns or understand the impacts of a project. **The World Bank ESF** defines disadvantaged or vulnerable as *those who may be more likely to be adversely affected by the project impacts and/or more limited than others in their ability to take advantage of a project's benefits.* Such an individual/group is also more likely to be excluded from/unable to participate

fully in the mainstream consultation process and as such may require specific measures and/or assistance to do so. This will allow for considerations relating to age, including the elderly and minors, and including in circumstances where they may be separated from their family, community or other individuals upon which they depend.

Vulnerable or disadvantaged individuals or groups can, therefore, be:

- **Female-headed households**, *who may be impaired from accessing information because they are disproportionally impacted by poverty, access to resources or lack of voice in the community, or because they have limited time to participate because of their activities and various commitments, but could be adversely impacted by Project activities such as workers' influx;*
- **Elderly people**, *who may be impaired from accessing information, maybe because they are incapacitated to read, to hear or to walk, or because they live alone and at a distance that prevent them from accessing information available in public places or near the sub-project sites, even though they might be adversely impacted by construction activities such as noise;*
- **People with disability,** *who may also be impaired from accessing information and yet be adversely impacted by Project activities if for instance these generate obstruction works on a road which would adversely impact people using wheelchairs or visually-impaired persons;*
- **Youth and children**, *whose views may not be listened to but who may be adversely impacted by Project activities such as increased traffic or community health and safety impacts; and*
- **Households deemed to reside below the poverty lines**, *or whose income is significantly lower than the average income of their surrounding communities, that may be affected by the Project and therefore their income status could be further impacted.*

3.5 THE VULNERABLE AND MARGINALIZED GROUPS OF UGANDA

A number of ethnic minority groups in Uganda have been identified according to the World Bank's ESS7, on the identification of VMGs. There are some groups within the DRDIP II Project areas that suit the definition and will need to be identified for special engagement. They include the former traditional hunter-gatherer communities of the Batwa located in the south-western part of Uganda in the districts of Bundibugyo, Kisoro, Kanungu, Kabale and Rubanda.

The Batwa are a distinct social and cultural group who are forest based and to a great extent they are categorised as underserved traditional local communities who are vulnerable and marginalized. The Batwa have distinct identities and aspirations compared to the mainstream groups who are their neighbours in Kisoro where DRDIP will be implemented. The IPPF comes in to guide on how new developments (DRDIP-2) intervention should be framed and implemented in respect of the rights of indigenous peoples (IPs) in all possible dimensions namely social, cultural, economic, institutional and representation among others.
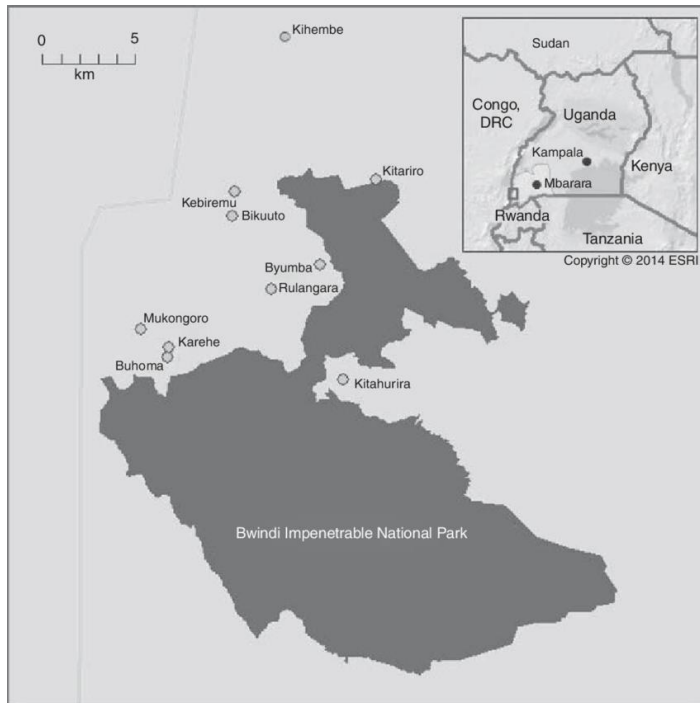
Figure 4: Location of the Batwa in Uganda

The entry point to these communities is through their trusted and chosen leaders. It would be advisable and preferable that these leaders are given adequate information about the DRDIP II before the entire community can be brought in. With such an approach, the leaders who have the trust will be able to explain the content of the project in the local language most appropriate to the affected community. Community meeting are the most preferable means of engagement with these communities in settings selected by the VMGs themselves. This shall inform the preparation of a Vulnerable and Marginalize Group Framework which will guide and inform the preparation of a Vulnerable and Marginalize Group Plan. The VMGP main objective is to:

i) To enhance and strengthen inclusive planning for the Batwa in design of DRDIP-2 components, interventions, and sub projects.
i) To ensure that the development process fosters full respect for the human rights, dignity, aspirations, identity, culture, and natural resource-based livelihoods of Indigenous Peoples (The Batwa)
i) To avoid adverse impacts of projects on Indigenous Peoples (The Batwa)
i) To promote sustainable development benefits and opportunities for Indigenous Peoples (The Batwa)
i) To improve project design and promote local support by establishing and maintaining an ongoing relationship based on meaningful consultation with the Indigenous Peoples (The Batwa).
i) To enhance participation of the Batwa in the identification and implementation of DRDIP-2 projects/sub-projects and activities.

i) To obtain the Free, Prior, and Informed Consent (FPIC) of affected Indigenous Peoples (The Batwa) in the three circumstances described under the World Bank ESS 7 on Indigenous Peoples.

i) To provide mechanism for improving targeting among the IPs (Batwa) in view of their unique needs.

i) To provide mechanism for feedback on DRDIP-2 projects/sub-projects and activities.

The VMGP will define the scope of the project within the Batwa settlements. It will identify the structures, actors, alternatives and opportunities (including synergies) that have implications on DRDIP-2. It will also provide ways of handling grievances that may arise. It will address core issues of inclusivity and participation of the Batwa in the planning processes, implementation and monitoring and evaluation of projects, sub projects and entire project lifecycle.

This shall encompass the following:

j) Provide a detailed profile of the Batwa
j) Identify and define the project interventions of DRDIP that have more direct impact on the IPs such as resettlement, displacement, restrictions (if any), among others.
j) Applicable policies and laws
j) Planning and implementation modalities
j) Risks and opportunities
j) Grievance Redress Mechanism (GRM)
j) Stakeholder Engagement Plan (SEP) for IPs
j) Guides for preparation of site-specific plans for the Batwa (where applicable)
j) Institutional Arrangements
j) Monitoring and evaluation mechanism among others.

3.5.1 LITERATURE REVIEW

Literature review involved desktop reviews of documents to check for consideration of the Project's key themes as well as planning, methodological and implementation requirements. It was very useful for triangulation purposes to seek convergence and corroboration of approaches and findings from different data sources and methods. The review entailed reading legal and policy instruments, guidelines, and reports on related projects.

Some of the key documents that have been reviewed include:

a) The World Bank Environmental and Social Framework 2017, Washington, D.C.
b) Stakeholder Engagement Plan, GROW Project, Ministry of Gender Labour and Social Development.
c) Stakeholder Engagement Plan, Food Systems Resilience Program for Eastern and Southern Africa, April 2022
d) Stakeholder Engagement Plan, Prime Minister's Delivery Unit, Enhancement of Productivity, Accountability and Knowledge Systems Project

e) Environmental Guidelines to Local Governments for strengthening Compliance with Safeguards Requirements in Development Projects November 2020, Ministry of Water and Environment, Uganda.

f) Social, Safety and Health Safeguards Implementation Guidelines for Local Government October 2020, Ministry of Gender Labour and Social Development, Uganda.

3.5.2 MEETINGS

The World Bank's ESS 10 recognizes the importance of inclusive and meaningful engagement between the Borrower and Project stakeholders as an essential element of good international practice. Effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation. In keeping with the requirements of ESS10, the OPM took cognizance of the existing World Bank (March 2020) and Ministry of Health 2020 guidelines in relation to physical meetings, and used online platforms such as Zoom, Google meet, WebEx, WhatsApp and Email exchanges to conduct extensive, meaningful and timely consultations.

A number of stakeholders have so far been identified and consulted. Table 2 below provides a compilation of some of the stakeholders and the respective engagement methods and dates they were consulted. The discussions focused on the general scope of the Project. The views from these consultations were recorded, analyzed and appropriate measures recommended as part of the SEP where necessary. A summary of the views about the project provided by the stakeholders, and responses to some inquiries is captured under Table 3 below.

Table 2: Stakeholders Identified and Consulted So Far

Stakeholder	Key personnel consulted*	Date	Method of Engagement	Gender		
				Male	Female	Total
West Nile (Moyo, Terego, Arua and Zombo)	District and S/C-TC Political and Technical leaders, Refugee settlements leaders and general community	June 10th to 14th 2024	District, SC/TC and Refugee Settlement level meetings	186	125	311
Acholi (Lamwo and Amuru)		June 10th to 14th 2024		110	87	197

	District and S/C-TC Political and Technical leaders, Refugee settlements leaders and general community		District, SC/TC and Refugee Settlement level meetings			
Mid-western (Ntoroko and Kikuube)	District and S/C-TC Political and Technical leaders, Refugee settlements leaders and general community	June 10th to 14th 2024	District, SC/TC and Refugee Settlement level meetings	123	76	199
Southwestern (Kisoro, Kanungu and Isingiro)	District and S/C-TC Political and Technical leaders, Refugee settlements leaders and general community	June 10th to 14th 2024	District, SC/TC and Refugee Settlement level meetings	149	83	232
Total				**568**	**371**	**939**

*The key personnel among the stakeholders in the consultations included: The Chief Administrative Officer, Heads of Departments of Natural Resources, Community Development, Production, Commercial Office and the political leadership (LC V Chairperson, DISO and the RDC) at district level and at the lower local government, the key stakeholders were: The Senior Assistant Chief Administrative Officer, Community Development Officer, Production Officer, Health Officer and the LC III Chairperson.

Critical Issues Raised during the Proposed DRDIP II successor consultations by Technical, Political and Opinion leaders in Moyo and Terego Districts 14ᵗʰ June 2024

Table 3: Key Stakeholder Issues Raised and responses

#	Sector	Issue for DRDIP II attention	Recommendations DRDP-2
1	Education Sector	DRDIP, I Gaps (Incomplete construction of infrastructure in education, e.g. classroom blocks, laboratories, dormitories, staff quarters and equipping of the facilities) Design of the infrastructure should be considerate of the users and be usable. A complaint was raised about inadequate teacher's houses in Imvepi settlement. Another structure was about a market that had limited space compared to what was needed by the users. The project is not considering the local service providers especially the contractors in the community who will make consideration of what members of the community need. Most times the design from the ministry or the centre tends to miss the consideration of the local needs. The new project should allow the designs to be provided by the local governments and the communities	Complete incomplete investments Consult local stakeholders on design
2	Health Sector	Upscale construction of health centres and equipping them, including staff houses. Health structures to be considered in the successor specifically to address issues of health and safety under safeguards and support GBV and VAC referrals and support the VHTs programs. Health sector to support the nutrition component implementation to cover pregnant, lactating, children under two, critically sick (HIV and other illnesses), the elderly and Persons with severe disabilities Integrate health systems strengthening to be part of the nutrition component either supported by government or development partners in partnership with DRDIP II **(ESS4 community Health and safety)**	Under Health, nutrition component The project should consider engaging a service provider to support with implementation of the GBV Action Plan and coordination of its related activities. Additional Health facilities are required

#	Sector	Issue for DRDIP II attention	Recommendations DRDP-2
3	Water and Hygiene Sector	The Project to promote water for production (Irrigation and livestock use) in all districts Scale up connectivity to safe water for drinking and domestic use Support needed through LIPW on desilting existing valley tanks and water ponds Promote rainwater harvesting technologies at household levels Scale up establishment and training of Water user committees on O&M of facilities for sustainability Scale up interventions in waste management specifically in the urban and growth centres **(ESS 3 Resource efficiency and pollution management)**	Under WASH, DRDIP-2 should Consider both water for production And for domestic use Should have strong element of O&M

#	Sector	Issue for DRDIP II attention	Recommendations DRDP-2
4	Production Sector	Promote interventions in Climate Smart Agriculture (CSA) to enhance beneficiary resilience to the shocks of climate change through appropriate adaptation and mitigation option.	Climate change and Disaster resilience
		Enhance post-harvest handling technologies to reduce losses in the crop value chain	Should a key principle
		Scale up value addition technologies through agro-industrialization and process to enhance farmers' incomes.	Value addition should be scaled up
		Need to promote / establish Animal health clinics to-support animal health challenges faced by livestock farmers and extension staff attached as well as community animal health workers identified and trained to manage. This can be for business.	Marketing interventions should be
		Under savings, the commercial officers provided with clear modules to support savings component and a reporting module developed through the MIS to track households' savings from livelihood and public works participants.	Supported
		Marketing component strengthened to enable farmers have one stop centre where all products can be accessed by traders but also through digital means particularly for livestock farmers.	
		Promotion of high value crops and cash crops in all DRDIP II targeted sites and guided by potential value chains available for each district.	There is need for targeted support to high value crops
		Pest management procedures and technologies need to be developed to manage army worms and locusts that tend to destroy crops at early stage subsequently affect yields and lead to food insecurity **(ESS 3 Resource efficiency and pollution management)**	
		Strengthen the mind-set change, Finance Literacy, Financial Linkages, market linkage and business development programmes to ensure communities are transformed.	Capacity building should include modules o mind-set change and financial literacy

#	Sector	Issue for DRDIP II attention	Recommendations DRDP-2
5	Roads Sector	Upscale road construction and rehabilitation of Community Access Roads to enhance improved transport network. Formation & integration of Road-user Committees into LIPW model to offer sustainability & maintenance services	Road construction and rehabilitation should be maintained LIPW model should be maintained to support the poor

6	Natural Resources Sector	Upscale ecosystems restoration through promotion of tree planting and agroforestry technologies to mitigate climate change and address disaster and food security challenges.	Restoration and regeneration with
		The project to promote regeneration and assisted regeneration of degraded ecosystems through area closures for indigenous species in degraded fragile ecosystems such as riverbanks, wetlands, reserves etc. This will support maintenance of indigenous species	Emphasis on indigenous species Should be promoted
		Promote the growing of indigenous species than exotic species through establishment of sustainable green houses in every sub county	Modality for sharing of benefits from tree planting
		Tree plantation done with landlords to guarantee O&M and sustainability. And clarity of benefit sharing between landlords and communities defined	should be developed to motivate landlords offer land
		Massive tree planting program as core responsibility must be embedded in the project program so each benefiting household as a requirement plant up-to 5 assorted trees (fruits and shed) and nurtured for at least 6 months before they access funding. - Sustainable energy technologies to be thought through and promoted across implementing districts to address issues of charcoal burning and high fuel wood consumption.	There should a strong sub component on waste management especially in refugee settlements
		Address **(ESS 3 Resource efficiency and pollution management).**	
		Tree planting should be considered and mandatory for the projects and if possible, to be done as the first project. This should also be left for the community so that it can also increase the ownership in the community.	
		People who can take care of the trees should be identified rather than just plants that have no specific person to tender the trees	
		Planting of trees should consider maintenance of indigenous species other than planting purely exotic.	
		Significant ENRM challenges in the district include; high rate of deforestation due to charcoal burning to meet fuel needs; Wetland encroachment; Unsustainable agricultural practices; Poor waste management; Climate	

#	Sector	Issue for DRDIP II attention	Recommendations DRDP-2
		change.	

7	Finance and Administration Sector and general project operations	The project should consider supporting districts with more funds to support project activities on ground, since all DRDIP activities are within the local communities. Operations funds to be disbursed according to quarterly agreed upon activities with clear codes for each sector/department.	Criteria for selection of District Coordinators should be developed
		Timely disbursement of sub projects funds latest by second quarter of every FY to facilitate proper planning, implementation and accountability of project funds.	
		Assigning of DRDIP Desk Officers should be clearly scrutinized to come up with strong criteria to ensure trusted and committed individuals take on the task. Some officers are not up to the task. The CAO to appoint a coordinator from administration who will work with technical focal points attached to components.	Institutional frameworks should be Well streamlined
		There is need for clarity on roles and responsibilities for each implementing entity including political stakeholders	
		CFs recruitment be the responsibility of the sub county and requirements/qualifications should be in-line with components.	Role of sub county and parish structures should be further strengthened
		The CAO and CFO both sign on the fund authorization document for controls.	
		Auditors to advice the CAO and CFO on beneficiaries' access to funds from banks after physical audit report is produced every month.	OPM needs to work out a mechanism to ensure that release of funds matches implementation pace to avoid delays
		Digital payment models should be strengthened to eliminate cash payment failures.	
		Consider more involvement of the Parish and Sub-County leadership in implementation be chase the project is intensive.	
		Guidelines on accrued money in the community accounts should be given in time so that they are able to use the funds.	Need to institute stronger / more stringent accountability requirements
		Allocation of funds for the district should not be equal in the districts and should be considerate of the districts that host refugees.	
		Accountability. Some of the funds were released late	

#	Sector	Issue for DRDIP II attention	Recommendations DRDP-2
		and there was pressure for accountability. The funds should be released in time so that the planning and payment process for use of the money to be done in time.	including rewards and sanctions

8	Community Based Sector	The department should be empowered and directly involved in project activities to enhance group formation cohesion and dynamics.	Mandate of Community Based
		The department should take a central role in mentorship, behavioural change communication and mind-set change.	Services Department should be
		Enhance the CDOs mobilization role and mind set change activities to support smooth uptake and sustainability of project interventions. This should be in-line with the PDM pillars.	Strongly leveraged
		Enhanced targeting processes managed by the CDOs.	
		Sensitization should be continuous and the community should be engaged for them to know their role and responsibility to the project.	
		There should be mind-set change training for the community members so that they can sustain the programs that are given to them.	
		Roles in the program should be refined including the stakeholders at the institutional levels. Sometimes there were conflicts between the CPMC and SMC to avoid conflict and increase ownership and better performance and management of the projects. The conflict of the committees is also observed in the management of the Health Centres. The stakeholders at these levels should be harmonized.	
		Community engagement meetings depending on the seasons should be scheduled when people can give attention e.g. after garden work or during market days. When the project has started and the need is specific, specific meetings with specific stakeholders can be organised.	
		Use of local language. There was a lot of printout for the local language and was not made good use of. A lot of printed material in the local language was not considerate of the local dialect and was not effective in communication, this was because of the difference in dialect of the language.	
		Some of the significant Cultural Resources in Terego district include; Mount Wati was the place of origin for the Terego people; Urukurua tourist attraction site;	The "Chance Finds Procedure" should

#	Sector	Issue for DRDIP II attention	Recommendations DRDP-2
		Olroko Forest Reserve; 2 Blacksmith sites; Aripezu cultural heritage site. (In Katrini sub county); Orivu cultural heritage site in Leju Town Council; Olebia cultural site (in Odupi Sub County Otumbari Parish); Lemekero cultural site (in Odupi Sub County Lugbari Parish); Ajiki Onikuni cultural site (in Omugo Sub County, Bura Parish in Oraa); Aiia Cultural Heritage site (in Odupi sub county in Imvepi parish); Ili Hills cultural site (in Omugo Sub County). These areas should be mapped out and plans drawn to develop them as tourist attraction sites. (**ESS8 requirements on cultural heritage).**	be maintained, as well as establish strong linkage with the " Department of Museums and Monuments"

#	Sector	Issue for DRDIP II attention	Recommendations DRDP-2
9	Planning Units, ICT and communications	The planning unit to provide and as well verify data provided regarding households and beneficiaries Planning unit to oversee monitoring and Evaluation activities. For knowledge management, learning, visibility and replication of innovations and good practices. Planning Unit to take a central role in the integration of beneficiary community priorities into the District Development Plans Intensify development communication with a focus on beneficiaries who are direct project stakeholders (use of social media, radios, TV shows) where these categories go speak on behalf of the project Create a technical working group for this team to manage and dissemination of results systematically and accurately in various products to the project stakeholders	Role of Communication should be strengthened
10	Procurement	Procurement: districts should be involved in the procurement & engagement process for Implementing Partners and Capacity Building Partners Districts should be given opportunity to choose from the Partners within their locality for easy control and management The district should have control over the service providers. In the previous phase made it had for the district to have control over the service providers.	Districts should be involved in Vetting of IPs

11	Safeguards compliance Sector	ESMPs developed and implementation to be strictly followed up to reduce funds miss use	Suitably qualified and Competent IPs
		Strengthen District & Local Environment Committees and Grievance Redress Committees in all parishes to support in monitoring the implementation of Safeguards on site and off sites activities.	Should be identified to augment
			Capacity of District teams in
		Strengthen community participation in safeguards implementation.	Safeguards implementation and
		Strengthen participation of sector MDAs in the implementation of safeguards activities.	
		PIST to strengthen monitoring of safeguards implementation at all sites	Funds accountability
		Complaints and grievance management a responsibility of the Community development officer. This same team to support IG on STAAC component. **(ESS 10 requirements)**	VMGP should be strengthened further
		Vulnerable and marginalized groups plan needs to be developed and monitored on as was in DRDIP I and disclosed. **Address ESS7 Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional**	GBV/VAC Action Plans should be maintained.
		GBV and VAC action plans be developed and financed and implementation assigned to the gender and probation officers	
		There should be an affirmative action on PWD and social inclusion in the project targeting and progress tracked and reports shared with ministry of gender	
		Physical cultural resources need to be gazetted improved and protected for ecotourism and promotion of Batwa cultural heritage **(ESS8 requirements on cultural heritage)**	
		VHTs to work with the safeguards and health to support health and safety requirements including management of incidents /accidents and reporting on this on monthly basis **(ESS2 on labor and working condition & ESS4 community Health and safety).**	
			Need to identify and engage competent firms

#	Sector	Issue for DRDIP II attention	Recommendations DRDP-2
		Strengthen capacity of the ESMP team regarding logistics and training so that they team dealing with ESMP can be able to go to the fields and do their work. Most of the contractors were interested in physical works and did not pay attention to the ESMPs. Social conflict in respect to vegetation, mitigation measures should be in place to address the issues. Lack of understanding of the project generates conflict among the people/implementers. There should be intensive sensitization of the program to the people to be involved in the implementation of the project to avoid misunderstandings. Sometimes the communities do not value the standards and if the leaders do not understand the standards, they may think the communities are right and may compromise the project. Have budgetary allocation for M&O for infrastructure and after some time, the existing institution should be able to sustain the infrastructure with its resources. For restoration projects the funding for planting of the projects should be done at the early stage of the project so that they can have a better time to learn and handle sustainability before the project comes to an end. Timeline for the projects should be realistically assessed. For example, the District HQ was designed to be completed in 12 months but the completion was not achieved within the design time hence requiring the district to continuously renew contracts. GRC, and grievance redress focal persons at all levels of the district but their functionality is questionable.	and agencies to augment ESMP implementation capacity of districts, including accountability for funds Contract duration periods should match requirements and complexity of individual projects, rather than having a generic standard

Critical Issues Raised during ESF-DRDIP-2 successor consultations by Technical, Political and Opinion leaders in Mid-Western Region (Ntoroko and Kikuube DLGs) 14th June 2024

S N	Sector	Issue for DRDIP-2 attention	Recommendations for DRDIP-2
1.	Critical stakehold ers and engageme nt approach es	The project should ensure meaningful multi sectoral stakeholder engagements involving al levels (Relevant MDAs, District officials, development partners and community members). DRDIP-2 relevant MDAs include; OPM, MWE, MAAIF, MOH, MoES, MoWT, NEMA, NFA and IG) among others. District official include both political and technical as well central government representatives (RDC and DISO). Other development partners include; UNHCR, WFP and IPs. Consultations and engagement should always other stakeholders such as; CSOs, cultural institutions and leaders, religious institutions, and settlements settings should involve RDOs, settlement commandants, RWCs and opinion leaders. The project should particularly organised periodic feedback fora especially lower *Barazas*, radio talk shows, social media, local media, community meetings and radio, launching and commissioning events for all sub projects. The project should institutionalise sub region appropriate language for effective community mobilisation and sensitisation including; Rutooro, Swahilli, Rutuku and English. And specifically, for Kyangwali refugee settlement' Swahilli, English, Kinyabwisa, and Kigengera. ***All the above will support addressing the requirements of ESS10.***	Institutionalise multi-sectoral engagements at all levels
2	Security Sector	Boarder districts such as Ntoroko are faced with risks of infiltration of rebels from DRC as well as refugee influx owing to instability / insecurity in the DRC. Additionally, human wild life animal conflicts in the Semliki Wild Life Game Reserve in Tooro (Baboons, hippos and monkeys eating crops, as well as cattle keepers grazing in the game reserve) requires special attention and discussions initiated between DRDIP-2, Defence, district security committees, UWA and NFA. This will guide clear management and compensation measures agreed upon address issues related to community lives and livelihood destruction. Additionally, the risk of theft and vandalism of completed project investments needs to be planned for. ***This will support in addressing ESS4 requirements community health and safety (security of the beneficiaries)***	Need to initiate discussions between DRDIP-2, Defence, district security committees, UWA and NFA to streamline security risks associated especially with boarder districts

3.	Education Sector	The project to have help address the acute gaps in the education sector in the sub region in relation to classroom blocks, hygiene and sanitation facilities, staff accommodation, furniture, school fencing for security purposes and in specifically in Kikuube prioritise public library and resource centre. These will help combat the high school drop-out rate as well as mitigate the pressure from refugee child especially in Kikuube DLG.	Support to education sector should be maintained to close the acute gaps remaining.
4.	Health Sector	Health structures to be considered under DRDIP-2 should include General and maternity wards, staff quarters, drug stores, fencing, incinerators, OPDs, water supply facilities and mortuary specifically for Karugutu HCIV in Ntoroko. Facilities should also help to address issues of health and safety under safeguards and support GBV and VAC referrals and support the VHTs programs. Health sector to support the nutrition component implementation to cover pregnant, lactating, children under two, critically sick (HIV and other illnesses), the elderly and Persons with severe disabilities Health systems strengthening to be part of the nutrition component either supported by government or development partners in partnership with DRDIP-2 **(ESS4 community Health and safety)**	Support to health sector (Infrastructure and facilities) should continue, and should include Nutrition and health systems strengthening
4	Water and Hygiene Sector	Support needed to safe water for drinking and domestic use Promote rainwater-harvesting technologies at household levels. Design appropriate WASH programs, water supply systems, develop potential for gravity flow schemes in Ntoroko district, public Ecosan latrines and faecal sludge drying bed specifically in Kikuube Support to waste management specifically in the rural growth centres and Kyangwali refugee settlement. **(ESS 3 Resource efficiency and pollution management)**	Support should be maintained for domestic water, sanitation facilities and waste management

5	Production Sector	DRDIP-2 should comprehensively support the diverse livelihoods interventions in the sub regions under crop husbandry, livestock, poultry as well as service sector (Saloons, bars, restaurants, internet cafes in settlement and transport). Additionally, the project should strongly support vocational training and skills development especially for the vulnerable to address unemployment. There is also needed to address rampant animal and crop diseases plus land fragmentation in Ntoroko. Specifically, Ntoroko requires support to develop animal holding grounds, diagnostic animal laboratory, water for production, disease and pest control measures, modern technology adoption, sustainable land management structures, development of boarder market and development of tourism potential due to existence of lake. There is need to promote of high value crops and cash crops in all DRDIP-2 targeted sites and guided by potential value chains available for each district. Kikuube requires support to develop strategic roadside markets, abattoir in Kikuube TC, as well as stronger emphasis on value addition and bulking. Pest management procedures and technologies need to be developed to manage destruction of crops at early stage subsequently affect yields and lead to food insecurity **(ESS 3 Resource efficiency and pollution management)** Storage facilities should be prioritized for the project for easy bulking of farmers products	There is need to increase support production infrastructure such as; Road side markets, abattoirs, bulking and value addition well matched with production potentials Need to leverage area specific competitive advantage under livelihoods options support
6	Roads Sector	DRDIP-2 to support access roads (Construction and rehabilitation) and bridges to enhance accessibility for farmers, business enterprises, general public and service providers in the project area. Many community access roads and bridges are very much in bad state. E.g. Wasswa-Itale and Ibanda-Karugutu bridges in Ntoroko. There is also need to support street lighting in strategic towns and support Kikuube complete the administration block started under DRDIP-1.	Support to selected bridges such as; Wasswa-Itale and Ibanda-Karugutu bridges in Ntoroko should continue

| 7 | Natural Resources Sector | The project to promote sound environment management and restoration interventions such as; Woodlots, restoration of degraded ecosystems, agroforestry demos / technologies that brings in both climate change, soil and water conservation technologies, wetland restoration and river bank restoration (Ntoroko), restoration of bare hills, promote clean renewable energy, support urban tree growing, support nursery bed establishments and institutional greening. Additionally, the project should combat pollution, address poor waste management especially in Kyangwali refugee settlement, management alien evasive species (*Lantana Camara*), combat (Bush burning and deforestations) rampant in Kikuube. Ntoroko should be supported and guided to control as well as combat flooding during the rainy season | Continue support to environment restoration activities

Ntoroko should be supported and guided to control as well as combat flooding during the rainy season

Need to revise wages under LIPW due to inflationary trends |
		The project to promote regeneration and assisted regeneration of degraded ecosystems through area closures for indigenous species in degraded fragile ecosystems such as river banks, wetlands, reserves etc. This will support maintenance of indigenous species	
		Promote the growing of indigenous species than exotic species through establishment of	
		sustainable green houses where possible. There should specific measures to combat poor waste management especially in urban centres and Kyengwali refugee settlement.	
		Tree plantation done with land lords to guarantee O&M and sustainability. And clarity of benefit sharing between land lords and communities defined	
		Massive tree planting program as core responsibility must be embedded in DRDIP-2 program so each benefiting household as a requirement plant up-to 5 assorted trees (fruits and shed) and nurtured for at least 6 months before they access funding. An assessment shall then follow for successful households to be included in the project	
		LIPW should continue but revise wage (from 5,500/= to 6,500/=). However, they must be targeted on critical assets with substantial labour requirements such community access roads, sites of up-to 100 acres' tree	

		plantations, fruit plantations, and as well as other large scale infrastructure projects	
		Sustainable energy technologies to be thought through and promoted in the sub region to address issues of charcoal burning and high fuel wood consumption.	
		Address **(ESS 3 Resource efficiency and pollution management)**	
8	Finance and Administration Sector and general project operations	There is need for clarity on roles and responsibilities for each implementing entity including political stakeholders, and specifically strengthen oversight function of Sub Counties.	Strengthen checks and balances mechanisms as well as control to minimise corrupt tendencies.
		There should be strong checks and balances mechanisms as well as control to minimise corrupt tendencies.	Timely disbursement of sub projects funds
		Timely disbursement of sub projects funds latest by second quarter of every FY to facilitate proper planning, implementation and accountability of project funds.	
		Digital payment models should be studied including SAGE models to inform the DRDIP-2 beneficiary cash payments	Social registries must be updated and used as data base for targeting to minimize targeting errors of exclusion.
		Social registries must be updated and used as data base for targeting to minimize targeting errors of exclusion.	
		Efforts must be made to ensure timely payment of CFs, and under procurement, preference should be accorded to local contractors. Programme management should further be supported by for example completing the administration block at Kikuube DLG.	

| 9 | Social Developm ent Sector / Communit y Based Sector | Skilling the youth and women through vocational training centres and mentorship as well as targeted skills enhancement especially for the vulnerable categories. Project should further strengthen social inclusion of all marginalised/vulnerable, institutionalise equity principles, stronger measures for group dynamics and social cohesion. Some pygmies (Indigenous peoples) migrated from DRC and settled in Kyangwali refugee settlement and these although mixed with mainstream refugee societies, share require differentiated appropriate engagement approaches.

There is need for the project to come up and implement special and appropriate interventions for the vulnerable categories (In refugee settlements called persons with special needs-PSNs) such as; Elderly, PWDs, Child headed households, widows/widowers, chronically sick including HIV/AIDs infected and Lendu as well as pygmy community from DRC). Focus of addressing factors causing and perpetuating vulnerability, as well as increasing resilience among these categories.

There is need to incorporate strong element of mind set change and focus on local employment especially for the youths to reduce incidences of crime, drug/alcohol abuse and violence.

The region is rich in cultural heritage (CH) which need protection. For example, Kikuube DLG has the following Cultural Heritage; Masaija Mukulu, Mpaga, Muhanga-Iziiwa Hills. Others are; Lakidi cultural-ritual ground, Hohwaand Buhuuka escarpments, Bunyoro Kingdom and River Nkusi which require sensitivity and protection. Also has numerous places of worship, churches, mosques and Bishaaka group. Ntoroko DLG has communal burial grounds, Bugando archaeological sites, places of worship, varied cultural norms and practices. **This will support realisation of the requirements of ESS 8-Cultural Heritage**.

The project should also come up with tailored programmes and interventions to combat various social ills such as; Commercial sex, rampant land conflicts, drug abuse, crime rates, early pregnancies and marriages especially in Kyangwali Refugee Settlement. | Skilling the youth and women through vocational training centres and mentorship as well as targeted skills enhancement.

Further strengthen social inclusion of all marginalised/vulnerable, |

1 0	Planning Units, ICT and communic ations	The planning unit to provide and as well verify data provided for planning in-line with UBOS data and National planning statistics	District Communication and IT Officers should more strongly engaged to Intensify communication for development and with a focus on beneficiaries who are direct project stakeholders
		Planning unit to oversee monitoring and Evaluation activities. For knowledge management, learning, visibility and replication of innovations and good practices	
		District Communication and IT Officers should more strongly engaged to Intensify communication for development and with a focus on beneficiaries who are direct project stakeholders (use of social media, radios, community media, local radios, TV shows etc..) where these categories go speak on behalf of the project	
		Create a technical working group for this team to manage and dissemination of progress as well as results systematically and accurately in various products to the project stakeholders. **This will support meet the requirements of ESS 10 –Stakeholder Engagement and Information Disclosure.**	

1 1	Safeguards compliance Sector	Project should develop a strong and comprehensive "Environment and Social Management System (ESMS)" including GRM with effective referral pathways. Safeguards implementation funds must be appropriated and clearly provided for and contingency budget embedded to cater for un-anticipated crisis. Each of the component (health safety, Environmental and social risks management) should be planned and budget for commensurate to magnitude of risks starting with thorough risks assessments **(ESS-1 Environment and Social Risks Assessments).**	Need to identify and engage competent service providers to augment district teams to manage and implement ESMPs especially for large infrastructure project (Building, roads, bridges, water supply schemes) etc….
		Comprehensive ESMPs covering broad risks categories (Child labour, pollution, HIV/AIDs, conflicts, SEAH, GBV/VAC, climate change, site workers misconduct) etc., need to developed with clear and measurable targets. This should also be uploaded into the MIS.	Appropriation of ESMP specific resources should continue for effectiveness
		DEOs, CDOs and other safeguards relevant technical officers supervise and monitor implementation of capacity building activities under safeguards and support communities to implement the onsite activities. Owing to experience under DRDIP-2 in relation to management and utilisation of ESMP funds, both on-site and Off-site ESMP implementation especially under Infrastructure will be largely embedded in contractors' bids and contract documents. Owing to the experience of DRDIP-1 in relation to incidences of mismanagement of ESMP funds as well as inadequate capacity, competent service providers should be identified and engaged to manage and implement ESMPs especially for large infrastructure project (Building, roads, bridges, water supply schemes) etc….	
		Local Environment Committees and Grievance Redress Committees established in all parishes to support in monitoring the implementation of Safeguards on site and off sites activities done at community levels in-line with the National Environment Act 2019 and manage complaints and grievances at community levels	
		NEMA role in monitoring of environmental and safeguards activities need to be strengthened	
		Complaints and grievance management a responsibility of the Community development officer. This same	

		team to support IG on STAAC component. **(ESS 10 Requirements)**
		Vulnerable and Marginalized Groups Plan needs to be developed and monitored and disclosed. **Address ESS7 Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional**
		GBV and VAC action plans be developed and financed and implementation assigned to the gender and probation officers
		PWD and Disability inclusion shouldn't be given special consideration in the project, targets set and progress tracked and reports shared with ministry of gender
		Physical cultural resources need to be gazetted, improved and protected for ecotourism and promotion cultural heritage (**ESS8 Requirements on Cultural Heritage)**
		VHTs to work with the safeguards and health to support health and safety requirements including management of incidents /accidents and reporting on this on monthly basis (ESS**2 on Labor and Working Condition & ESS4 Community Health and Safety)**
		UWA and NFA to have discussions and sign MOUs with communities utilizing NFA and UWA lands.
12.	Programme Management	Project should develop strong mechanisms to ensure that only competent and reputable contractors and service providers are got. There is need to strong coordinated supervision and monitoring for effective and efficiency. There is also need for strong systems and principles to uphold anti-corruption. Project should have a mechanism / predictive model to track and monitor refugee influx for proper planning. Kyangwali refugee settlement expressed peculiar demand for support to establish; Refugee development centre, refugee status determination block, fencing of the base camp, staff accommodation, more tree growing as well as lagoon / solid waste management facility.	

Critical Issues Raised during ESF-DRDIP-2 consultations by Technical, Political and Opinion leaders in

Northern (Acholi) and West Nile (Arua and Zombo) Regions 14th June 2024

SN	Sector	Issue Raised for DRDIP II Attention	Recommendations for DRDIP-2
1.	Critical stakeholder engagement approaches	As DRDIP II enters its second phase, there is a growing sense of apprehension among stakeholders about the long-term sustainability of its initiatives. While the project promises significant developmental benefits, several concerns have emerged regarding its ability to maintain and extend these benefits over time. The mind-set change for the beneficiaries and drivers of the process should be strengthened if a meaningful and lasting impacts are to be realise. This aspect goes hand-in-hand with the skilling of the youth	Need for strong component of mind set change.
2	Security Sector	There is no systematic registration of refugees that are entering the district. This is a serious problem that has been reported in Zombo that because the refugees speak the same language with the host community, they easily come in and get assimilated into their kin even before they are registered by the authorities in the district Authorities should strengthen registration of all refugees in order to avoid escalations that later lead to insecurity in the district and the country at large. Due to low rations provided by the department of refugees, theft of food by refugees from gardens of host communities resulting a serious food security situation among the host community households.	Zombo needs a mechanism for systematic registration of refugees that cross

3.	Education Sector	Inadequate books at schools for the new curriculum affecting learning outcomes of pupils and students. This is exacerbated by the high numbers of refugees admitted in an already fragile situation in schools affected by the host communities.	Support to general education sector
		Additionally, there are not enough post primary government schools that can absorb the population of students that complete their primary level education cycle.	
		The primary schools have limited teachers to meet the government requirement of pupil: teacher ratio. *The* Pupil: Teacher ratio is low. In most of the schools, there is a minimum of 100 pupils per class being handled by one teacher.	
		Deliberate efforts geared towards building more Classrooms in public schools should be considered. This will enable the local governments curb high pupil: class ratio caused by the high numbers of refugees.	
4.	Health Sector	Due to the influx of refugees, there are shortages experienced in the health sector. Even where they exist, these facilities experience inadequate health facilities and equipment. For example, in Amuru district and in Pabbo Town Council, Lacor Health Centre III is the only referral hospital in the district). There is need to strengthen the health and safety of the populations through the support of the coming DRDP II.	Support to general health sectors (Infrastructure, facilities and systems strengthening)
		Upgrade of Health centers of Atiak, Pabbo by constructing of more facilities (WARDS) with medical equipment to accommodate Refugees.	
		Consideration should also be put to considering putting up additional housing for health workers.	

| 5 | Production Sector | PDRDIP II should have an intention to improve on the methods used for agricultural production from the tradition to modern farming methods. Use of a hand hoe is quite outdated for commercial production. Besides, the plan should have strategies to promote sustainable agriculture, support small businesses, and provide microfinance to the communities through groups.

DRDIP Phase II should look to build on DRDIP Phase I e.g. through market linkages and carbon credits.

Limited land for cultivation for the host communities. It is increasingly becoming difficult to manage the flow of refugees to undesignated areas. There are times when refugees just storm the area, asking for the home of the LC I Chairperson, by-passing the structures in place to receive them at designated points. Allocation of more land to refugees for cultivation should be planned. | Emphasis on promotion of adoption of modern technology to increase production and productivity |

6	Works Sector	There is slow progress of infrastructure development in the district due to limited funds allocate to the sector	Support to bridges and roads.
		Poor road network connecting sub counties. Roads are not maintained as would be required. Efforts should be made to take this into consideration during components design by design team.	
		Missing components of infrastructure development and improvement must also be prioritized. DRDIP II should synchronise construction of bridges and roads for improvement. It has been happening that a particular road is rehabilitated and a bridge on the same road is not prioritised for construction, much as the road is rehabilitated.	
		Electricity distribution into the rural centres is limited, leaving most centres unserved. If value addition is something to go by, there is need to extend electricity to more rural centres to facilitate setting up of value addition points.	

| 7 | Natural Resources Sector | There is uncoordinated settlement of refugees in the various sub-counties outside the designated reception and settlement points, which is escalating land conflicts in the district. Meaningful broad-based discussions should be initiated with relevant agencies and amicable measures agreed / documented before commencement.

River crossing/ flooding, arising from land and forest cover degradation, has destroyed a number of farm lands and people's property. This is greatly attributed to the activities of the refugee populations in the settlement areas.

Efforts should be made to take this into consideration during components design by design team, though the project focuses more on social protection. Specifically, there is a component to address issues of environmental management.

Serious deforestation

Energy saving mechanisms life briquettes should be introduced to the community to ensure that deforestation is minimized.

Focus on climate change establishment of water tanks, ponds, Irrigation systems to increase agricultural production.

There is high degradation of forests around the River Aswa.

There should be consultations from the settlement leadership as regards to the Environment component of the project. | Adoption of social protection measures to combat environmental degradation |

8	Finance and Administration Sector and general project operations	Supervision and reporting must be done and the office of the RDC and DISO must be **fully** furnished with DRDIP II Project information and updates to enable them conduct proper project monitoring	Need to strengthen the oversight function of the RDC and DISO

		Engagement with Implementing Partners (IPs) must be scraped from the socio economic and infrastructure development; and natural resources management components of the project. This has been arrived at considering the following:
		
		    o Lack of coordination between the center and the local governments
		    o Poor design processes for assigned sub-projects
		    o Lack of transparency
		
		In Amuru, the district has a wider coverage of over 100KM to Elegu and 100KM to bordering district of Madi-Okollo; there is need to support the district technical staff with mobility to monitor the Project; this can enhance project effectiveness and ensure that the intended benefits reach the target communities.
		
		Strengthening local government capacity to manage Refugees should be a priority. Human Resource department within the district should be should strengthened.
		
		Misinformation to the public is causing unrealistic expectations among the general community regarding the upcoming DRDIP-2 project. There is need for comprehensive disclosure of the project from higher to lower levels of the local government structures.
		
		Division of resources; for example, Social Economic Services and Infrastructure takes a large share compared to Livelihood component.
			Allocation of resources across components should be based on evidence of gaps

		Yet, the Livelihood component improves the wellbeing of the people within the communities more. Allocation of resources to a particular component should be based on evidenced gaps and need than subjective	

9	Social Development Sector / Community Based Sector	Some refugees come in as such but beyond being refugees, they are orphans and widows, thus their vulnerability status. They need to be registers as such so they can be given the support they need to cope with their situations. DRDIP II should have a strategy to cater for these vulnerable groups.	Need to give serious consideration to Youths and women employment options.
		At the moment, there are no structures to cater for the needs of differently abled children in schools. Children who have challenges are forced to be in the same environment as those who are not disabled. No facilities to enhance the education of students with special needs. If possible, DRDIP should plan to support in establishing facilities to cater for the needs of such children in need.	Need to programme for special needs education facilities.
		Need for ramps in public places to make them user-friendly and easily accessible to the differently abled persons too	Need to programme for vocational training centres.
		Provision of wheel chairs for the PWDs.	
		The management of over 2000 refugees who have dissolved in the communities of Atiak, Pabbo and Elegu.	
		Develop inclusive education programs, establish vocational training centers, and provide scholarships.	
		Youths and women employment should be strengthened under DRDIP II, including mindset change. Linkages should be made with other government programmes such as; GROW Project, PDM, Emyooga etc.	
11	Environment and waste management	Poor Waste Management [sustainable waste management systems should be designed and equipped with trucks and a waste dumping site]	Need to programme for waste management interventions

12.	Programme Management	The IPs deployed in Lamwo only cared about money and most of the works were not completed. The project being a PPP, IP's abuse the quality of social infrastructures established. Most IP's have a bad track record of delivering shoddy works if not monitoring effectively well. Corruption related issues in government could slow design and project implementation in the district. Measures should be put in place to check the quality of products and services offered by the IPs. Besides that, more efforts should be put in areas of project supervision.	Need to revise engagement modalities for IPs to ensure accountability to respective districts and value for money

3.6 DESCRIPTION OF ENGAGEMENT METHODS

International standards increasingly emphasize the significance of a consultation being 'free, prior and informed', which implies an accessible and unconstrained process that is accompanied by the timely provision of relevant and understandable information. DRDIP II adopted a multi-pronged approach to stakeholder engagement, utilizing a variety of methods to ensure all stakeholder voices were heard.

In order to fulfill this requirement, a range of consultation methods are applied that specifically focus on this approach.

Information that is communicated in advance of public consultations primarily includes an announcement thereof in the public media – local, regional and national, as well as the distribution ofinvitations and full details of the forthcoming meeting well in advance, including the agenda. It is crucial that this information is widely available, readily accessible, clearly outlined, and reaches all areas and segments of the target community.

The field visits were used to identify through the various stakeholder consultations the commonly and widely understood local languages that should be used publicizing, conducting and recording/reporting on the consultations carried out and for each of the regions the following local languages were identified in the respective locations as follows: (Western - Runyakitara, Central - Luganda and Runyoro/Ruturo, West Nile - Luo and Alur, Northern Uganda-Acholi and refugee settlements-Swahili/Lingala/Arabic)

These parameters can be achieved by implementing the following approach:

- Advance public notification of an upcoming consultation meeting follows the same fundamental principles of communication, i.e. it should be made available via publicly accessible locations and

channels. The primary means of notification may include mass media and the dissemination of posters/ advertisements in public places. The project keeps proof of the publication (e.g. a copy of the newspaper announcement) for the accountability and reporting purposes. Existing notice boards in the communities may be particularly useful for distributing the announcements, such as boards adjacent to the widely visited public premises

post offices, chain stores, transport links, and offices of the local NGOs. When the notifications are placed on public boards in open air, it should be remembered that the posters are not exposed to weather, may be removed by passers or covered by other advertisements. The project staff will thus maintain regular checks in order to ensure that the notifications provided on the public boards remain in place and legible.

- Another critical aspect of the meeting preparation process is selecting the methods of communication that reach the potential audience with lower levels of literacy or those who are not well-versed in the technical aspects of the proposed. Oral communication is an option that enables the information to be readily conveyed to such persons. This includes involving the selected community representatives/ local NGOs/faith-based organizations and initiative groups to relay up-to-date information on the project and consultation meetings to other members of the community, Advertising the project and the associated meetings via radio or television and making direct calls (in case fixed-line or mobile phone communication is available) is another method that allows reaching out to the remote audiences. The announcement of a public meeting or a hearing is made sufficiently in advance, thereby enabling participants to make necessary arrangements, and provides all relevant details, including date, time, location/venue and contact persons.

- Placement of the project materials in the public domain is also accompanied by making available a register of comments and suggestions that can be used by any member of the affected community and general public to provide their written feedback on the contents of the presented materials. As a rule, the register is made available for the entire duration of the requisite disclosure period. Where necessary, a project representative or an appointed consultant should be made available to receive and record any verbal feedback in case some stakeholders experience a difficulty with providing comments in the written form.

- Drafting an agenda for the consultation meeting is an opportunity to provide a clear and itemized outline of the meeting's structure, sequence, chairpersons, a range of issues that will be discussed and a format of the discussion (e.g. presentation/ demonstration followed by a Question and Answer (Q&A) session, facilitated work in small groups, feature story and experience sharing, thematic sessions with a free speaking format enabling the exchange of ideas). A clearly defined scope of issues that will be covered at the meeting gives the prospective participants an opportunity to prepare their questions and comments in advance. It is essential to allocate a sufficient amount of time for a concluding Q&A session at the end of any public meeting or a hearing. This allows the audience to convey their comments and suggestions that can subsequently be incorporated into the design of the project. Keeping a record of all public comments received during the consultations meetings enables the project's responsible staff to initiate necessary actions, thereby enhancing the project's overall approach taking onto consideration the stakeholders' priorities. The recorded comments and how they have been addressed by the project becomes an appropriate material for inclusion in the project's regular reporting to the stakeholders.

- Distribution of targeted invitations to the consultation meeting or a hearing is an important element of the preparation process and is based on the list of participants that is compiled and agreed in advance of the consultation. Invitations may be sent both to certain individuals that have been specifically identified as relevant stakeholders (e.g. representatives of authorities,

leaders of local NGOs and initiative groups, village chairpersons) and as public invites (e.g. addressed to initiative and professional bodies, local organizations, and other public entities). Text of individual invitations can be tailored to reflect the specifics of an invitee and their role in the process, whereas the text of public invitations normally indicates general details. Means of distributing the invitations should be appropriate to the customary methods of communication that prevail locally in the Project Area of Influence (PAoI). Depending on the availability and technical feasibility, the following means of distribution can be used: direct mail (post); as an inclusion with other existing public mailings, utility bills, or circulates from a local authority. The invitation should typically contain a clear request for confirmation of the participation, also specifying a date by which the confirmation is expected. All invitations that were sent out are tracked in order to determine and manage the response rate. If no response has been received, the invitation can be followed up by a telephone call or e-mail where possible.

- The vulnerable and marginalized groups of people, as clearly spelt out under section 3.5 above, will need to be targeted using unique approaches. Reaching them will require that their leadership is engaged first. With the support of their leaders, it will be easier to meet them through organized meetings closer to their communities. It should be noted that the language of communication is strictly observed to be that spoken and understood by the majority of this categories of people. Similarly, the timing of the meetings should be arranged to coincide with that when both men and women, the youth and other significant categories of the community members are included. Any activity that might physically relocate VMGs or adversely affect their lands, natural resources or cultural heritage or that would trigger Free Prior Informed Consent (FPIC) will not be financed under the Project. Consultation and engagement will be conducted using culturally appropriate methods, and propose benefits to these groups included in the plan and as part of the Project.

DRDIP II will use a range of techniques to fulfill the main purpose of its consultation activities, aimed at raising the community's and stakeholder awareness about the planned and current activities undertaken by the project, as well as to solicit public feedback that can subsequently be input into the project's mitigation and enhancement measures. Due consideration will be given to the cultural appropriateness and inclusiveness of the consultation settings as well as gender and other sensitivities that may prevail in the local communities. Knowledge and advice of the community representatives and local NGOs are invaluable to ensure that these aspects are fully observed. If deemed necessary, separate meetings and focus group discussions will be held, as described above.

An attendance list is made available at the commencement of the consultation/hearing in order to record all participants who are present at the meeting and their affiliation. Wherever possible, attendees' signatures should be obtained as a proof of their participation. Details of the attendees who were not initially on the list (e.g. those participating in place of somebody else, or general public) should be included in addition to those who have registered for the meeting in advance.

In most cases and as a general practice, the introductory initial part of the meeting or a hearing should be delivered in a format that is readily understandable to the audience of laypersons and should be free of excessive technical jargon. If necessary, preference should be given, whenever possible, to the oral and visual methods of communication (including presentations, pictorials, illustrations, graphics and animation) accompanied by hand-out materials imparting the relevant information in understandable

terms rather than as text laden with technical intricacies. Where technical specifics of the project's particular activities or solutions are required to be delivered in a greater level of detail, it will be ensured that the information conveyed remains comprehensible to all members of the audience and that the description of complex technicalities is adapted to their level of understanding, thereby enabling productive feedback and effective discussion.

If a large audience is expected to attend a public meeting or a hearing, necessary arrangements will be made to ensure audibility and visibility of the presentation and any demonstrations involved. This includes provision of a microphone, proper illumination, projector, places allocated for the wheelchair users, etc.

Taking records of the meeting is essential both for the purposes of transparency and the accuracy of capturing public comments. At least three ways of recording may be used, including:

- Taking written minutes of the meeting by a specially assigned person or a secretary.
- Audio recording (e.g. by means of voice recorders); and
- Capturing photographs of the processes.

The latter should be implemented with a reasonable frequency throughout the meeting, allowing notable scenes to be captured but at the same time not distracting or disturbing the audience excessively. Where feasible, the video recording may also be undertaken. Combination of these methods assures that the course of the meeting is fully documented and that there are no significant gaps in the records which may result in some of the important comments received from the stakeholder audience being overlooked.

As a possible option in addition to the Q&A session nearer the close of the public meeting/hearing, evaluation (feedback) forms may be distributed to participants in order to give them an opportunity to express their opinion and suggestions on the project. This is particularly helpful for capturing individual feedback from persons who may have refrained from expressing their views or concerns in public.

Questions provided in the evaluation form may cover the following aspects:

- Participant's name and affiliation (these items are not mandatory if the participant prefers to
- keep the form confidential)
- How did they learn about the Project and the consultation meeting?
- Are they generally in favour of the Project?
- What are their main concerns or expectations/hopes associated with the Project or the particular activity discussed at the meeting?
- Do they think the Project will bring some advantages to their community as a whole?
- Is there anything in the Project and its design solutions that they would like to change or improve?
- Do they think that the consultation meeting has been useful in understanding the specific activities of the Project, as well as associated impacts and mitigation measures? What aspects of the meeting they particularly appreciated or would recommend for improvement?

Bearing in mind that some of the participants might find completion of the evaluation form challengingdue to the literacy constraints or concerns about their confidentiality, the distribution of the feedbackforms should always be explained that filling the form is optional. Some persons may be willing to express their feedback verbally and in this case a member of Project staff will be allocated to take notes.

A summary description of the engagement methods and techniques that will be applied by project developer is provided in Table 4 below. The summary presents a variety of approaches to facilitate the processes of information provision, information feedback as well as participation and consultation.

Table 4: Engagement Methods for Various Target Groups

Method/ Tool	Description and Use	Contents	Dissemination Method	Target Groups
Information Provision				
Distribution of printed publicmaterials: leaflets, brochure, factsheets	Used to convey information on the Project and regular updates on its progress to local, regional and national stakeholders.	Printed materials present illustrative and written information on Project activities, facilities, technologies and design solutions, as well as impact mitigation measures. Presented contents are concise and adapted to a layperson reader. Graphics and pictorials are widely used to describe technical aspects. Information may be presented both in the local languages (spelt out by region under Section 3.6 above) for local stakeholders, and in English for national and international audience.	Distribution as part of consultation meetings, public hearings, discussions and meetings with stakeholders, as well as household visits in remote areas. Placement at the offices of local administrations and NGOs, libraries and other public venues.	Households in Project Area ofInfluence. area
Distribution of printed publicmaterials: newsletters/ updates	A newsletter or an update circular sent out to Project stakeholders on a regular basis to maintain awareness of the project	Important highlights of Project achievements, announcements of planned activities, changes, and overall progress.	Circulation of the newsletter or update sheet with a specified frequency in the Project Area of Influence, as well as to any other	Households in Project Area of Influence. Public venues in Project

Method/ Tool	Description and Use	Contents	Dissemination Method	Target Groups
	development.		stakeholders that expressed their interest in receiving theseperiodicals. Means of distribution – post, emailing, electronic subscription, delivery in person. The mailed material can be accompanied by an enclosed postage-paid comment/feedback form that a reader can fill in a return to the Project's specified address.	Area of Influence – local authority offices, libraries. Residents in project area
Printed advertisements i n the media	Inserts, announcements, press releases, short articles or feature stories in the printed media – newspapers and magazines	Notification of forthcoming public events or commencement of specific Project activities. General description of the Project and its benefits to the community.	Placement of paid information in local, regional and national printed media, including those intended for general reader and specialized audience	Residents in project area
Radio or television entries	Short radio programmes, video materials or documentary broadcast on TV.	Description of the Project, Project development updates, solutions for impact mitigation. Advance announcement of the forthcoming public events or commencement of specific Project activities.	Collaboration with media producers that operate in the region and can reach local audiences.	Residents in project area

Method/ Tool	Description and Use	Contents	Dissemination Method	Target Groups
Visual presentations	Visually convey Project information to affected communities and other interested audiences.	Description of the Project and related solutions/ impact management measures. Updates on Project development.	Presentations are widely used as part of the public hearings and other consultation events with various stakeholders.	Affected communities in in the project area, participants of the public hearings, consultations, rounds tables, focus group discussions and other forums attended by Project stakeholders. Authorities and other governmental bodies.
Notice boards	Displays of printed information on notice boards in public places.	Advance announcements of the forthcoming public events, commencement of specific Project activities, or changes to the scheduled process.	Printed announcements and notifications are placed in visible and easily accessible places frequented by the local public, including libraries, village cultural centres, post offices, shop, local administrations.	Directly affected communities in the project area
Information Feedback				
Information repositories accompanied by a feedback mechanism	Placement of Project-related information and printed materials in dedicated/designated locations that also provide visitors and readers with an opportunity to leave their comments in a	Various Project-related materials, ESMF documentation, environmental and social action plans.	Deposition of materials in publicly available places (offices of local NGOs, local administrations, libraries) for the duration of a disclosure period or permanently.	Directly affected communities in the project area.

Method/ Tool	Description and Use	Contents	Dissemination Method	Target Groups
	feedback register.		Audience are also given free access to a register of comments and suggestions.	
Dedicated telephone line(hotline)	Setting up a designated and manned telephone line that can be used by the public to obtain information, make enquiries, or provide feedback on the Project. Initially, telephone numbers of Project's specialized staff can be shared with the public, particularly staff involved in stakeholder engagement, public relations and environmental protection.	Any issues that are of interest or concern to the local communities and other stakeholders.	Telephone numbers are specified on the printed materials distributed to Project stakeholders and are mentioned during public meetings. Project's designated staff should be assigned to answer and respond to the calls, and to direct callers to specialist experts or to offer a call-back if a question requires detailed consideration.	Local communities within the Project Area of Influence.
Internet/Digital Media	Launch of Project website to promote various information and updates on the overall Project, impact assessment and impact management process, procurement, employment opportunities, as well as on Project's engagement activities with the	Information about Project operator and shareholders, Project development updates, health and safety, community relations, community updates, employment and procurement, environmental and social aspects.	A link to the Project web-site should be specified on the printed materials distributed to stakeholders. Other on-line based platforms can also be used, such as web-conferencing, webinar	Affected communities, Project stakeholders and other interested parties that have access to the internet resources.

Method/ Tool	Description and Use	Contents	Dissemination Method	Target Groups
	public. Web-site should have a built-in feature that allows viewers to leave comments or ask questions about the Project. Website should be available in two languages commonly used locally as specified by region under Section 3.6 above in project area) and in English for both local and international stakeholders.		presentations, web-based meetings, Internet surveys/polls etc. Limitation: Not all parties/stakeholders have accessto the internet, especially in the remote areas and in communities.	
Surveys, Interviews and Questionnaires	The use of public opinion surveys, interviews and questionnaires to obtain stakeholder views and to complement the statutory process of public hearings. The teams conducting these public hearings should be mindful of the language factor as used in the locality (ref. section 3.7 above)	Description of the proposed Project and related solutions/impact management measures. Questions targeting stakeholder perception of the Project, associated impacts and benefits, concerns and suggestions.	Soliciting participation in surveys/interviews with specific stakeholder groups or community- wide. Administering questionnaires as part of the household visits.	Directly affected households in the Project Area of Influence. Other communities within the Project Area of Influence. Special attention should be taken to make the participation of the vulnerable groups as a matter of priority.

Method/ Tool	Description and Use	Contents	Dissemination Method	Target Groups
Feedback and Suggestion Box	A suggestion box can be used to encourage residents in the affected communities to leave written feedback and comments about the Project. Contents of the suggestion box should be checked by designated Project staff on a regular basis to ensure timely collection of input and response/action, as necessary.	Any questions, queries or concerns, especially for stakeholders that may have a difficulty expressing their views and issues during public meetings.	Appropriate location for a suggestion box should be selected in a safe public place to make it readily accessible for the community. Information about the availability of the suggestion box should be communicated as part of Project's regular interaction with local stakeholders.	Directly affected households in the Project Area of Influence. Other communities within the Project Area of Influence, especially the poor and the vulnerable and marginalized groups members of the communities ini the project areas.
Consultation and Participation				
Public hearings	Project representatives, the affected public, authorities, regulatory bodies and other stakeholders for detailed discussion on a specific activity or facility that is planned by the Project and which is subject to the statutory expert review.	Detailed information on the activity and/or facility in question, including a presentation and an interactive Q&A session with the audience.	Wide and prior announcement of the public hearing and the relevant details, including notifications in local, regional and national mass media. Targeted invitations are sent out to stakeholders. Public disclosure of Project materials and associated impact assessment documentation in advance of the hearing. Viewers/readers of the materials are also given free	Directly affected communities in the Project Area of Influence. Other communities within the Project Area of Influence, including the poor, other vulnerable and marginalized groups in the project areas of influence. Residents in the Project Area of

Method/ Tool	Description and Use	Contents	Dissemination Method	Target Groups
			access to a register of comments and suggestions that is made available during the disclosure period	Influence
Household visits	Household-level visits can be conducted to supplement the statutory process of public hearings, particularly to solicit feedback from community members and vulnerable persons who may be unable to attend the formal hearing events.	Description of the Project and related solutions/impact management measures. Any questions, queries or concerns, especially for stakeholders that may have a difficulty expressing their views and issues during formal community-wide meetings.	Visits should be conducted by Project's designated staff with a specified periodicity.	Directly affected in the Project Area of Influence. The households of the poor and vulnerable and marginalized group members of the community should
Focus Group Discussions and Round Table Workshops	Used to facilitate discussion on Project's specific issues that merit collective examination with various groups of stakeholders.	Project's specific activities and plans, design solutions and impact mitigation/management measures that require detailed discussion with affected stakeholders.	Announcements of the forthcoming meetings are widely circulated to participants in advance. Targeted invitations are sent out to stakeholders.	Directly affected households in the Project Area of Influence, youth, elderly, women, and other vulnerable and marginalized groups. Their leaders and representatives should be specifically targeted for invitation to be part of the members in

Method/ Tool	Description and Use	Contents	Dissemination Method	Target Groups
				such group discussions.
Information centres and field offices	Project's designated venue for depositing Project-related information that also offers open hours to the community and other members of the public, with Project staff available to respond to queries or provide clarifications.	Project-related materials. Any issues that are of interest or concern to the local communities and other stakeholders.	Information about the info centre or a field office with open hours for the public, together with contact details, is provided on the Project's printed materials distributed to stakeholders, as well as during public meetings and household visits.	Directly affected communities in the Project Area of Influence and any other stakeholders and interested parties.
Site Tours	Visits to Project Site and facilities organized for local refugee hosting communities, authorities and the media to demonstrate Project solutions. Visitors are accompanied by the Project's staff and specialists to cover various aspects and to address questions arising from the public during the tour.	Demonstration of specific examples of Project's design solutions and approaches to managing impacts.	Targeted invitations distributed to selected audience offering an opportunity to participate in a visit to the Project Site. Limitation: possible safety restrictions on the site access during active construction works.	Local communities within the Project Area of Influence. Elected Officials. Media groups. NGOs and other initiative groups..

3.7 STAKEHOLDER CATEGORISATION

For purposes of effective and tailored engagement, stakeholders of the proposed project(s) can be divided into the following primary categories:

- **Affected Parties,** persons, groups and other entities within the Project Area of Influence (PAoI) that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures;
- **Other Interested Parties,** individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way; and

- **Vulnerable Groups,** persons who may be disproportionately impacted or further disadvantaged by the project(s) as compared with any other groups due to their vulnerable status[1,] and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project(s).

[1] Vulnerable status may stem from an individual's or group's race, national, ethnic or social origin, color, gender, language, religion, political or other opinion, property, age, culture, literacy, sickness, physical or mental disability, poverty or economic disadvantage, and dependence on unique natural resources.

Engagement with all identified stakeholders will help ensure the greatest possible contribution from the stakeholder parties toward the successful implementation of the project(s) and will enable the project(s) to draw on their pre-existing expertise, networks and agendas. It will also facilitate both the community's and institutional endorsement of the project(s) by various parties. Access to the local knowledge and experience also becomes possible through the active involvement of stakeholders.

3.7.1 AFFECTED PARTIES

Affected Parties include local communities, community members and other parties that may be subject to direct impacts from the Project during implementation of activities. Specifically, the following individuals and groups fall within this category:

- Communities in the vicinity of the project's planned activities;
- The local population and local communes;
- Residents, business entities, and individual entrepreneurs in the area of the project that can benefit from the employment, training and business opportunities;

- Government officials, including Municipal Administration of the in the project area, village administrations, environmental protection authorities;
- Community-based groups and non-governmental organizations (NGOs) that represent local residents and other local interest groups, and act on their behalf; and
- DRDIP II employees and contractors.

Local NGOs and initiative/advocacy groups represent the considerable capacity that the project(s) may tap for disseminating the information and raising awareness of the planned activities among the potentially affected communities in the project area. NGOs typically have well established interaction with the local communities, are able to propose the most effective and culturally appropriate methods of liaising based on the local customary norms and prevailing means of communication, and possess the facilitation skills that may be utilized as part of the project's consultations. In addition, NGOs may lend assistance in disseminating information about the proposed project(s) to the local communities, including in the remote areas (e.g. by placing information materials about the project in their offices, distributing the project information lists during events that they are organizing), and provide venues for the engagement activities such as focus-group discussions.

3.7.2 OTHER INTERESTED PARTIES

The projects' stakeholders also include parties other than the directly affected communities, including:

- Residents of the other settlements within the project area, who can benefit from employment and training opportunities stemming from the project;
- Civil society groups and NGOs on the national and local levels that pursue environmental and socio-economic interests and may become partners of the project. Organizations within this group are likely to be located outside the project's Direct Area of Influence;
- Business owners and providers of services, goods and materials within the project area that will be involved in the project's wider supply chain or may be considered for the role of project's suppliers in the future;
- Government of Uganda – government officials, permitting and regulatory agencies at the national and regional levels, including environmental, technical, social protection and labor authorities.
- Mass media and associated interest groups, including local, regional and national printed and broadcasting media, digital/web-based entities, and their associations.

3.7.3 VULNERABLE OR MARGINALISED INDIVIDUALS OR GROUPS

A significant factor in achieving inclusiveness of the engagement process is safeguarding the participation of vulnerable or marginalized individuals or groups in public consultations and other engagement forums established by the project. The vulnerability may be varied and usually stemming from person or group's origin, gender, age, health condition, economic deficiency and financial insecurity, disadvantaged status in the community (e.g. minorities or fringe groups), dependence on other individuals or natural resources, etc.

Engagement with the vulnerable individuals and groups often requires the application of specific measures and assistance aimed at the facilitation of their participation in the project-related decision making so that their awareness of and input to the overall process are matching with those of other stakeholders.

Within the Project Area of Influence, the vulnerable groups may include and are not limited to the following:

- Elderly people and veterans of war;
- Persons with disabilities and their careers;
- Low-income families, dependent on state support;
- Women-headed households or single mothers with underage children;
- The unemployed persons, including the youth.

Vulnerable groups within the communities affected by the project will be further confirmed and consulted through dedicated means, as appropriate. Description of the methods of engagement that will be undertaken by the project is provided in the following sections.

This section describes stakeholder engagement activities that will be implemented by DRDIP II going forwards, including activities tailored to the specific project phases/developments as well as the on- going routine engagement.

3.8 (DISADVANTAGED) VULNERABLE AND MARGINALIZED GROUPS (VMGS)

Disadvantaged/vulnerable individuals and groups are also those who may not have a voice to express their concerns or understand the impacts of the Project and are sometimes excluded from engagement and /or project benefits. The project will consider engagement approaches to ensure participation of those who represent the interests of vulnerable individuals or groups activities, policy development, studies etc. Vulnerable groups include pastoralists, women (including female headed households), Internally Displaced Persons (IDPs), and indigenous communities. These groups may have distinct livelihoods activities and be more vulnerable to shocks within food systems.

The OPM, the DRDIP II Safeguards Preparation Team undertaking the Project preparation, the NGOs in the project areas, the contractors or sub-contractors as well as consultants shall make sure their representatives understand who the vulnerable and marginalized individuals or groups may be. This will enable them to adapt their communication approaches during the Project design and planning and implementation processes. Additionally, if there are no organizations active in the project areas that work with vulnerable groups, such as persons with disability/ concerns as well as indigenous groups, among others, contact personnel such as cultural, religious leaders or elders, who may be more aware of marginalized groups and how best to communicate with them shall be identified and consulted.

3.9 STAKEHOLDER NEEDS

The above stakeholders will play an important role in the management and implementation of the project activities. Implementing partners will play a key role in the overall institutional structure and arrangements of the platform, through either jointly implementing the activities with OPM or acting as sources of information and technical capacity. Table 5 below describes the key characteristics, specific needs and communication means for major stakeholders.

Table 5: Summary of Project Stakeholder Needs

Community	Stakeholder group	Key characteristics	Language needs	Preferred notification means[3]	Specific needs[4]
World Bank Team	Task team leader, Country manager and Technical officers	Consists of high-level technical representatives with knowledge and skills about the project	English	Email, telephone calls, meetings (face-to-face or virtual)	Public and virtual consultations meetings with translation
UN Agencies and other development partners	UNHCR, DRDIP II IPs and Service providers	Formulate and implement regional interventions, policies and strategies	English	Translated letter, shared electronic documents (reports) via mail, phone call for follow up, leaflets/ informative notes	Project roles and responsibilities, support in stakeholder engagements, information generation and dissemination. Regular formal and informal meetings
Ministries, Departments and Agencies (MDAs)	MPs from Project Areas; **Ministries:** Ministry of Health, Ministry of Education, Ministry of Energy and Mineral Development, Ministry of works and transport,	Knowledge generation and documentation	English	Email, telephone calls, meetings (face-to-face or virtual)	Project progress, project preparation and implementation, other stakeholder engagements, joint control and management efforts, experience sharing Regular formal and informal meetings

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	Ministry of Local government, Ministry of Water and Environment **Departments and Agencies:** NEMA, NFA, NPA				
NGOs/CBOs	National, District and Community-Based Organizations in the project areas	Organizations working in the districts on thematic areas similar to the DRDIP II projects and also cover the same geographical areas	English/ Local widely used languag e (Refer to section 3.6 above)	Email, telephone calls, meetings (in person or virtual)	Project progress, project preparation and implementatio n, other stakeholder engagements, joint control and management efforts, experience sharing Regular formal and informal meetings
Media	Radio and TV stations, international media, OPM websites and social media page	Wide regional and global coverage that can be utilized for Awareness creation and visibility	English/ Local widely used languag e	Email, telephone calls, meetings (face-to-face or virtual)	Alerts, press releases, project reports and events Periodic meetings with media channels
Academic, Research and Scientific Institutions	Individuals and institutions	Scientific understanding of the range or problems associated with the proposed project(s). Scientific approach to the relevant issues. Possible specialists' provision for further activity in project implementatio n.	English	Email, telephone calls, meetings (face-to-face or virtual)	Information generation and dissemination in areas critical to DRDIP II project
Business community / Private sector	Service Providers	Economically interested business entities (conclusion of contracts, economic damage due to competition, etc.); they can	English	Email, telephone calls, meetings (face-to-face or virtual)	

		be also potential customers of the project developer.			
Local communities / settlements	Affected persons, other interest groups and the vulnerable groups and refugees	Affected communities and other interested parties, potential vulnerable groups living in and/or close to the project areas	Local widely used language	Posters in strategic areas in the community, visit with translator and civil society representative or Project focal point person from Area, local leader (preferably woman representative) Written information such as flyers, fact sheets and posters in strategic areas in the community,	Graphic/visual illustrations for the engagement Timing of the engagement, Logistical needs to attend meeting

CHAPTER 4: POLICY, LEGAL AND REGULATORY FRAMEWORKS

This Plan is underpinned by the Uganda's policy, legal and regulatory frameworks which guarantee the right to information and public participation. It is also supported by the World Bank ESF specifically ESS 10: Stakeholder Engagement and Information Disclosure. This section focuses on policy, legal and regulatory instruments relevant to stakeholder engagement. The ESA explores the broader regulatory regime.

4.1 THE UGANDA POLICY FRAMEWORK

4.1.1 THE NATIONAL LAND USE POLICY, 2011

The aim of the policy is to: "achieve sustainable and equitable socio-economic development through optimal land management and utilization".

4.1.3 THE UGANDA NATIONAL CULTURE POLICY (2006)

This Policy seeks to promote community action on cultural practices that promote and impinge on human dignity. It provides guidance on any development to avoid impingement on the culture of vulnerable and marginalized persons. DRDIP II project will collaborate with the Department of Culture in ensuring proper preservation of positive cultural practices with the VMG communities. The project will also develop a cultural heritage management strategy to include a "Chance Finds Procedure" to guarantee the safety and integrity of cultural heritage in case encountered.

4.1.4 THE NATIONAL GENDER POLICY, 1997

The government adopted a National Gender Policy of 1997, a tool to guide and direct the planning, resource allocation and implementation of development programs with a gender perspective. The adoption of the gender policy has facilitated Uganda's gender mainstreaming programs in all sectors of the economy (implying, the planned works project should equally integrate gender into the implementation of works.

4.2   THE UGANDA LEGAL FRAMEWORK

4.2.1 EMPLOYMENT ACT NO 6, 2006

Employment Act, 2006 repeals Employment Act, Cap 219 enacted in 2000. This Act is the principal legislation that seeks to harmonize relationships between employees and employers, protect workers' interests and welfare and safeguard their occupational health and safety through:

- Prohibiting forced labor, discrimination and sexual harassment at workplaces (Part II; Part IV)
- Providing for labor inspection by the relevant ministry (Part III)
- Stipulating rights and duties in employment (weekly rest, working hours, annual leave, maternity and paternity leaves, sick pay, etc. (Part VI)

- Continuity of employment such as continuous service, seasonal employment, etc. (Part VIII).
- Prohibiting any form of Sexual harassment as one of the factors that put workers at the risk of HIV/AIDS and other forms of communicable diseases.

4.2.2 THE OCCUPATIONAL SAFETY AND HEALTH ACT, 2006

The Occupational Safety and Health (OSH) provides for the prevention and protection of persons at all workplaces from injuries, diseases, death and damage to property.

4.2.3 THE REFUGEE ACT 2006

DRDIP II being implemented in refugee hosting as well as refugee transit districts, the Refugee Act 2006 applies. An Act to make provision for matters relating to refugees, in line with the 1951 Convention relating to the status of refugees and other international obligations of Uganda relating to the status of refugees. According to the Act, Uganda has an obligation to receive, screen, vet and settle refugees. While settled, these refugees are entitled to; Fair and just treatment without discrimination, equal treatment, access socio-economics services (Education and health), right to engage in livelihoods activities, freedom of movement and a range of other fundamental freedoms and rights. Implementation modalities of DRDIP II will be aligned to the scope of application and requirements of this Act.

4.3 THE UGANDA REGULATORY FRAMEWORK

4.3.1 SOCIAL, SAFETY AND HEALTH SAFEGUARD GUIDELINES, 2020

The Guidelines provide direction to all stakeholders on how to prevent, mitigate and respond to social, safety and health risks during planning, design, implementation, monitoring and evaluation, of programmes and projects at Local Government level.

4.3.2 THE UGANDA NATIONAL GUIDELINES ON ALL FORMS OF DISCRIMINATION

The guidelines aim to address discrimination in various aspects of life, including employment, education, healthcare and access to services regardless of one's background or other characteristics.

4.3.3 SOCIAL, HEALTH AND SAFETY SAFEGUARDS IMPLEMENTATION GUIDELINES, MGLSD OCTOBER 2020)

Key Elements and Requirements in these guidelines are that measures are in place to safeguard any adverse impacts to the people in the project area of influence. Accordingly, the project proponents must ensure there are plans to mitigate these impacts through stakeholder engagement, grievance redress mechanism, Voluntary Land Donation issues, suitable working conditions, protection of the vulnerable, health and safety standards, livelihoods protection among others

4.4 REGIONAL CONVENTIONS ON ACCESS TO INFORMATION

4.4.1 THE AFRICAN CHARTER ON HUMAN AND PEOPLES' RIGHTS (ACHPR)

At regional level, the right to access information is enshrined in Article 9 of the African Charter on Human and Peoples' Rights (ACHPR). Article 9 of the ACHPR states: "Every individual shall have the right to receive information and the right to express and disseminate his/her opinions within the law."

4.5   INTERNATIONAL CONVENTIONS ON ACCESS TO INFORMATION

4.5.1 PRINCIPLE 10 OF THE 1992 RIO DECLARATION

Environmental issues are best handled with the participation of all concerned citizens at the relevant level. At the national level, each individual shall have appropriate access to information concerning the environment that is held by public authorities, including information on hazardous materials and activities in their communities, and the opportunity to participate in decision-making processes. State actors shall facilitate and encourage public awareness and participation by making information widely available.

4.5.2 UNIVERSAL DECLARATION OF HUMAN RIGHTS

Access to information is a fundamental human right recognized by international human rights instruments, including Article 19 of the Universal Declaration of Human Rights, which provides that everyone has the right to freedom of opinion and expression. This right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers.

4.5.3 OTHER CONVENTIONS ON RIGHTS TO INFORMATION

The right of access to information is further recognized by: Article 19 of the International Covenant on Civil and Political Rights; Articles 13 (1) and (17) of the Declaration on the Rights of the Child; Article 15 of the United Nations Declaration on the Rights of Indigenous People; and the United Nations General Assembly Resolution, 59 (1). In 2012, the United Nations also recognized access to the internet as an important tool for the promotion of the right of access to information, while 2016 was the first year that UNESCO marked September 28 as the International Day for Universal Access to Information (IDUAI).

4.5.4 THE WORLD BANK'S ENVIRONMENTAL AND SOCIAL SAFEGUARD STANDARDS (ESSS)

Specifically, the World Bank's ESS 10 on Stakeholder Engagement and Information Disclosure recognizes the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice. This is because, effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make significant contribution to successful project design and implementation. ESS 10 requires that SE should be an inclusive process conducted throughout the project life cycle.

CHAPTER 5: STAKEHOLDER ENGAGEMENT PROGRAMME

This section indicates the stakeholders' programme that outlines the stakeholder communication Plan including when they will reach out to each stakeholder, what platform they will use, and how much information will be delivered

5.1 PURPOSE AND TIMING OF STAKEHOLDER ENGAGEMENT PROGRAM

The overall goal of this Stakeholder Engagement Plan is to ensure a systematic, consistent, comprehensive and coordinated approach to stakeholder participation and communication throughout the project cycle. The SEP outlines ways in which the project team will communicate with stakeholders and feedback mechanism to be utilized. The plan will guide timely engagement with key stakeholders as well as dissemination and increased access to relevant project information. The project will innovate ways for consultations to be effective and meaningful to project and stakeholder needs. Strategies to be employed include virtual and physical meetings, phone calls, and emails.

5.1.1 IMPLEMENTATION PHASE

Stakeholder engagement is an inclusive process that must be conducted throughout the project cycle. The key stakeholder's engagement activities to take place during the project preparation stage through implementation and closure are:

Preparation Phase: A series of consultative engagements have taken place during various for a including; Regional consultative meetings with district political and technical leaders of February 2024, the joint GoU-WB ICR mission November 2023 and Joint WB-GoU DRDIP-1 closure and DRDIP-2 design review mission of May 2024. The workshops will engage the potential Steering Committee (PSC) Members comprised of representatives from OPM and relevant MDAs. Moreover, the WB, OPM team and relevant other key stakeholders will have frequent meetings and consultation on the project implementation to ensure that all stakeholders' interest is addressed.

Implementation Phase: At the official project launch meeting, the PIST will invite the PSC to present the ToR of the Steering Committee and also the project plan and implementation arrangements. The interest of those key stakeholders is to help to steer the project through from start to completion, reviewing and approving the Work Plans and Budget as well as providing policy guidance. Participation in the launch meeting will be extended to OPM representatives from other divisions and specialized institutions, other stakeholders like CSO, DP etc. The launch event will take place within 3 month of the project's effectiveness date.

Two Steering Committee meetings per year, either virtual or face-to-face, are foreseen for the project. In addition, to those planned meetings, any other meetings and workshops could be organized as deemed necessary.

In case of any stakeholder consultations meeting/workshops, either virtual or face-face, the PIST will strive to provide relevant information to stakeholders with enough advance notice (10-15 business days) so that the stakeholders have enough time to prepare and to provide meaningful feedback. The PIST will gather written and oral comments, review them and report back to stakeholders on how those comments were incorporated, and if not, provide the rationale for reasons for why they were not within 10-15 working days from the stakeholder consultation event. The timeframe for notice for a ministerial event will be 3 months in advance with official letters sent via email through the Ministry of Foreign Affairs OPM Focal points.

5.2 PROPOSED STRATEGY FOR INFORMATION DISCLOSURE

The electronic copies of the disclosure materials will be placed on the OPM and World Bank websites to allow easy access for all stakeholders. The OPM websites have an on-line feedback feature that will enable readers to leave their comments in relation to the information shared. The disclosure materials will also be shared with the targeted stakeholders through email, and during project related meetings mainly for the stakeholders that lack internet services. In addition to disclosure of the various project materials (ESCP, SEP, PID), formal channels will be put in place to register and document comments and suggestions from the public. These grievance arrangements shall be made publicly available to receive and facilitate resolution of concerns in relation to the Project.

Table 6: Information Disclosure Plan

Project stage	Information to be disclosed	Communication Channels	Target Stakeholders	Timetable: Location/ Date	Responsibilities
Preparation Phase	Project Concept note ESF documentation that is required for disclosure by the WB SEP with GRM ESCP	Email, intranet, website, meetings	Project Design Team and implementing entities/divisions of OPM Ministries, Departments and Agencies (MDAs) District Local Governments	In person or virtual up to one month after project effectiveness	OPM/Design Team
Project Launch	Project information document Key activities, work plan	Shared via Email with an official invitation	Project Design Team and implementing entities/divisions of OPM and other stakeholders listed above	15 days before the meeting, all stakeholders will be informed and shared with them the key documents by email as 100% target.	OPM/PIST

Project stage	Information to be disclosed	Communication Channels	Target Stakeholders	Timetable: Location/ Date	Responsibilities
	Implementation modalities	letter			
	Key elements of ESCP and SEP				
During implementation (after the launch)	Progress Reports on: Activities	Via email Meetings	Project Implementation Support Team and implementing entities/divisions of OPM and other stakeholders listed above	Throughout the implementation period	OPM/PIST
	M&E framework				
	Studies				
	ESA, ESIA plus audits				

5.3 PROPOSED STRATEGY FOR ENGAGEMENT, INCLUDING CONSULTATION

For the stakeholder consultation, as described in table below, the foreseen strategies will be through email, virtual and/or face-to-face workshops and meetings.

Once consultations have taken place, stakeholders will want to know which of their suggestions have been taken on board, what risk or impact mitigation measures will be put in place to address their concerns, and how, for example, project impacts are being monitored. Such feedback will be provided through the continuous engagements with the stakeholders.

Table 7: Proposed Strategy for Stakeholder Consultations

Project stage	Topic of consultation	Method used	Timetable: Location and dates	Target stakeholders	Responsibilities
Preparation Phase	Project design activities, SEP including GESCP	Virtual and face-to-face consultation meetings, documents shared via e-mails	During project preparation and formulation phase	PIST and OPM entities	OPM/PIST
Project Launch	Project 1st year work plan with budget SEP including GM and	Virtual and / or Face-to-face consultations meetings, documents shared via e-mails	Within 3 months after the project's effectiveness date	PIST, OPM entities and PSC	OPM/PIST

	ESCP Project Design				
During implementation (after the launch)	Progress reports Policy issues at Higher level SEP including GM, ESCP, etc. if revisions needed	Workshops/ meetings,e-mail for dissemination of documents	-Biannual meetings -As and when needs arise	PIU and OPM secretariat and entities vulnerable or marginalized individuals or groups (cf. Appendix G & H)	OPM/PIST

5.4 PROPOSED STRATEGY TO INCORPORATE THE VIEW OF VULNERABLE GROUPS

Vulnerability refers to the conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of a community to the impact of risks and hazards. A vulnerable group is therefore a population with specific characteristics that put it at a higher risk of falling into poverty and falling victim of adverse impacts than others living in project areas. Vulnerable groups thus include the elderly, disabled people, HIV/AIDS infected and affected individuals and households, women, and orphans and vulnerable children (girl child, street children, children from extremely poor households, HIV/AIDS infected and affected children, children with disabilities, children living with elderly or disabled parents, and children in paid employment) as well as other minority groups. In addition, there are the Batwa (Indigenous communities) spread in Kisoro and Kanungu. This definition also includes the three groups described above. On average, the refugees are recognized as vulnerable, marginalized and poor. Details of strategies to engage the vulnerable and marginalized groups are discussed under section 3.4 above.

Some of the key factors that continue to affect and maintain the marginalization of VMGs communities include:

(a) Dispossession of ancestral lands including lack of access and/or no control or legal recognition of such land and other natural resources.
(b) A focus on modern agriculture versus preservation of livelihoods of hunter and gatherers and pastoralist groups.
(c) Limited access to education, resulting in inability to compete for employment opportunities.
(d) Ignorance and limited access to information on government programs and basic entitlements

(e) Limited access to agricultural and other social services such as health, etc.

(f) Unequal development of health care and other social infrastructure; and

(g) Limited access to justice and increased conflict and a deteriorating security situation and recurrent inter-ethnic conflicts.

(h) Limited access to livelihoods, financial, banking and credit facilities

The views of Vulnerable or Disadvantaged Groups (VDG) will be sought during the project implementation. In-depth vulnerability analysis is required in order to fully understand who are the VDG and what are their issues related to specific elements of the Project to be implemented / advanced by OPM. Their interests will be reflected in any policy and/or strategy document developed during the implementation of the project, through engagement with these groups and or their representatives.

In conclusion, PIST will institute concrete measures to combat any form of barriers/inhibitions to effective meaningful and inclusive engagements/consultations, as well as emphasize the need to engage with and consider the views of VDGs in all Terms of Reference either for individual or firm consultancy services for policy assessments at the national level, policy and strategy development reports at the regional level as well as any other studies or assessments.

5.5 TIMELINES

The information on timelines for project phases and key decisions that was described above are:

5.5.1 PREPARATION PHASE:

The Project SEP and ESCP were finalized before negotiations. The concern stakeholders will have each time two weeks (14 days) to give comments and feedback. Then Design Team will have to synthesize all received comments for one week and send them back. The WB Board approval will be XXXX April, 2025.

a) **Implementation Phase:** The launch event will take place within 3 months after the project's effectiveness date.

During the implementation, it is foreseen to have a regular biannual meeting with the project steering committee. In addition, when needs rise, key stakeholders will be consulted in periodically throughout the project implementation cycle. All comments received during the consultation meetings/workshops will be finalized and shared to all participants at the events in a format of action items.

5.6 REVIEW OF COMMENTS

All written comments on reports will be sent by email to the stakeholders either with track changes or in form of text message/note. After receiving all stakeholders' comments within two weeks after the shared date, the PIST will review and send them back within 7 working days. All oral comments during consultation meetings will be taken into account as an action item. This will be cleared by the PIST at the last day of the mentioned organized event.

CHAPTER 6: RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES

6.1 RESOURCES

During the preparation phase, consultants under Makerere University with the Technical Support from DRDIP II PIST will develop the instrument with WB oversight for quality and approval. The main deliverables are to provide a satisfactory SEP. The rest of consultations process between partners, districts and OPM are both in a form of physical and virtual meetings as well as via email.

During project implementation both environment and social safeguard specialist as well as a GBV/VAC specialist will be recruited or seconded to join PIST prior to project commencement. OPM staff will also provide support to the Project and that they will be responsible for ensuring implementation of the SEP and GRM throughout project implementation. Tables below (9 and 10) provide indicative budget summaries and details of implementation schedules and cost respectively

Table 8: Indicative Budget for the DRDIP II SEP Implementation Plan

No.	Activities	Approx. Cost (USD)
1.	Stakeholder consultation meetings at various levels (District, Refugee Settlement, Regional and National Level)	75,000.00
2.	Information products IEC materials e.g. brochures	50,000.00
3.	Publicity/media	51,000.00
4.	Capacity building	50,000.00
5.	Monitoring and evaluation plus technical supervision	40,000.00
6.	Engagement of Specialists/Officers in project areas	120,000.00
7.	Grievance Redress Mechanism	150,000.00
TOTAL		**536,000.00**

6.1.1 THE DETAILED STAKEHOLDER ENGAGEMENT PLAN (SEP) IMPLEMENTATION PLAN

This section details the SEP plan and a budget for its implementation during the preparatory and implementation stages for safeguards instruments that include the ESA, ESCP and the SEP under the Project. Detailed budgets for the development and operationalization of the SEP and other specific sub-projects will be developed after the actual stakeholders have been identified and the dates, time and venues for consultations have been set and confirmed. The plan detailed herein therefore serves as the detailed implementation schedule for the SEP. Implementation will be throughout the project life cycle and will continually be updated, if need be, based on the project needs or issues arising.

The implementation of the SEP will be led by OPM and coordinated through a Project Implementation Unit (PIU). An indicative budget and timeline for its implementation is proposed as hereunder.

Table 9: Detailed SEP Implementation Schedule and Budget

#	Activity to Address Social and Environmental Risks	Steps to be taken	Time Lines	Responsible Entity	Monitoring (Who will monitor)	Output Indicators	Estimated Budgets (USD)
1	**Development of the SEP that will guide the process of stakeholder engagements**						
	Preparation, development and implementation of the project SEP shall follow established World Bank Policy on Environment and Social Safeguards and the relevant Ugandan laws.

WB ESF

Ugandan Laws | **Social Issues:** Consultants shall be procured to handle social safeguard issues before, during and immediately after project implementation, undertake project awareness promotion, mobilization and sensitization of the beneficiaries and all key stakeholders. | Following the procurement and signing of the contracts by the Consultants.

Project design and document preparatory stage prior to the implementation. | OPM Project Staff, and procured consultants | WB

OPM | A number of consultants procured.

Social Safeguards documents prepared.

A number of WB policy documents and Ugandan legal frameworks on public disclosure reviewed.

SEP/draft report | 20,000 |

2	**Stakeholder Mapping and assessment based on their influence and interest in the project**						
a.	Identification, categorization and profiling of stakeholders based on their interests and influences in the Project	Identify and conduct assessment of stakeholders to participate in SEs for the Project and contribute to project design Review profiles of stakeholders to establish their areas of expertise and relationship to the project. Review World Bank and OPM reports on the capacity/interests and services of proposed stakeholders Conduct field visits if possible, to identify and map out key actors and stakeholders plus service providers on land related land issues in project area	To be conducted in the first quarter on the onset of the implementation.	OPM PIUs Consultants.	WB OPM	A number of stakeholders identified. A number of stakeholders considered. A number of stakeholders consulted. Stakeholder views documented.	10,000
b	Stakeholder consultations handled by qualified service	Develop standardized guides to be used as just guides but not to limit the discussion	To be conducted prior to the project implementation Maintained throughout Project implementation to its conclusion	OPM	WB; OPM	- Safeguards consultants in place - Standardized guides developed to	10,000

	provider/consultants /PIUs	Procure qualified and knowledgeable service provider/ consultants to conduct the SEs Review guides for consistency, relevance and coherence with the SEP guideline.				guide consultations	
c.	Stakeholder consultations	Develop interview/ facilitation guides (all these are guides and should not limit the discussion) Conduct stakeholder meetings/FGDs/KIIs Conduct SE throughout the project Record/register stakeholder views and concerns and key emerging issues Prepare field visit reports	Prior to initiating physical or online stakeholder engagements Maintained throughout Project implementation Stakeholder views collected	PIUs Consultants	WB, OPM	A number of stakeholder consultations done	10,000
e	GBV/SEA referral pathway(s) in line with the National Systems and guidelines	OPM will use the survival-centred approach to handle grievances relating to GBV cases and also to undertake a review of the MGLSD guidelines for referral of GBV	First quarter during implementation Maintained throughout project implementation.	Consultants; OPM PIUs	OPM in strong coordination with MGLSD, Districts and national systems.	Referral pathway developed/updated A number/type of GBV/SEA preventive and response	15,000

developed by MGLSD and adopted by OPM and incorporated into the SEP implementation process.	cases together with the police protocol on GBV [5] On the basis of mapped GBV/SEA prevention and response service providers (comprised in the DPGs) develop/update a GBV referral list for service providers. Disseminate the referral pathway/list to stakeholders, DPGs, CLAs including service providers across the project implementation area.			Together with the Development Partners' working group (DPG)	services available. A number of GBV referrals incidents to the project GRM recorded.	
3	**Strengthen Institutional capacity for DRDIP Social and Environmental risk mitigation and response teams**						
a)	Recruitment and deployments of competent Specialist and Officer	Recruitments and deployment of Specialist and Officer	Before commencement	OPM project Management	OPM	Specialist and Officer deployed	120,000
b)	Enhance capacity of the existing OPM staff on social	Enhance the capacity of available OPM DRDIP II staff and or Procure services of	In the first Quarter on the onset of implementation	OPM project Mana	OPM	Refresher training courses taken by OPM PUIs and staff	30,000

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[5] The Minimum Package of Services (MPS) for GBV survivors as reflected in the MGLSD GBV referral pathway. And the police protocol in the appendices.

				geme nt		Level of capacity built among project staff	
	and environme ntal risks and safeguards mitigation including GBV to manage the Project efficiently and effectively during project implement ation and minimize social impacts	additional qualified and competent social safeguard specialists to supervise and provide technical support for the implementation of the project and mitigation of impacts in the projects.					
4	**Monitoring and Evaluation**						
	Develop M&E program	Develop a comprehensive M&E plan to monitor SEP work plan and implementation	In Quarter 2 preceding implementation	- DRDIP II PIUs Social and enviro nmen t safeg uards specia lists GBV Speci alist OPM projec t staff	OPM	M&E Plan for SEP implementatio n in place M&E Activities conducted	20,000

				and the DPGs			
5	**Inform project affected communities about environment and social risks**						
b)	Support the decentraliz ation of the land sector to ensure that communiti es and the vulnerable people have access to land services at lower costs.	Establish a trained, dedicated and committed network of community focal persons.	Maintained throughout Project implementation.	DRDIP II projec t staff and the DPGs	OPM	A number of focal points and persons identified and trained A number of DPGS formed and trained Institutional, legal and technical capacities strengthened.	
c)	Develop Stakeholde r Engageme nt Plan for DRDIP	Develop a comprehensive Stakeholder Engagement Plan for implementation of the DRDIP project activities		OPM projec t staff	OPM	Stakeholder Engagement Implementatio n plan developed	20,000
6	**Communication and Information Disclosure**						
a)	Develop informatio n disseminati on strategy	Develop a strategy Identity the methods to disseminate the information Disclosure of information to stakeholders through multimedia outlets	Maintained throughout Project implementation.	OPM projec t staff and the DPGs	OPM in coordination WB	SEP communication strategy in place SEP plan in place IEC materials developed	16,000

							A number of disclosure channels made available	
b)	Develop relevant IEC materials for community engagements	Develop relevant IEC materials translated in local languages of the project location	Maintained throughout Project implementation.	OPM project staff and the DPGs	OPM in coordination with WB	A number and categories of IEC material developed in relation to land and other relevant issues	IEC material development is Covered under development of the Communication strategy)
c)	Mobilize and reach out to all project beneficiary communities to create awareness on the Project and its benefits to the communities	Develop a sensitization plan in coordination and consultation with the district technical, political and local leadership Conduct sensitization targeting all project beneficiaries with a specific focus on marginalized and vulnerable persons of both genders	Quarter 1 of the Project implementation year Maintained throughout Project implementation.	OPM project staff and the DPGs	OPM	A number of community sensitization and sensitization awareness creation sessions held /conducted	20,000
d)	Conduct community sensitization	Develop a Community SE sensitization program, material and messages, GBV messages inclusive Conduct community sensitization	Quarter 1 Maintained throughout Project implementation.	OPM project staff	OPM	Number of community sensitization conducted	20,000

e)	Media engagements	Develop media engagement programs and messages	Quarter 1 Maintained throughout	OPM Project staff	OPM	Media engagements conducted	15,000
5	**DRDIP II project sensitive channels for reporting in GRM**						
a)	Develop/Review GRM for specific DRDIP IIGRM procedures to accommodate the new DRDIP project	Undertake internal review of GRM for social and environment risks mitigation; Integrate GBV entry points within the GRM with clear procedures.	Quarter 1	OPM project staff	OPM safeguards Specialist	GRM procedure integrated GBV mainstreamed in the new GRM GRCs established	30,000
c)	Review GRM reports/logs to comply with the DRDIP PIDs and also review for GBV sensitivity to ensure all vulnerable persons of both genders are not left out	Review logs for GRMs, reports documentation to ensure it follows standards for documenting grievances and GBV cases	During project implementation.	OPM project staff	OPM	Number of grievances registered Number of GBV cases documented	20,000

For more information about the implementation of the SEP, please contact the below persons (individual names may change):

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6.2 MANAGEMENT FUNCTIONS AND RESPONSIBILITIES

At the national level, the proper implementation of the SEP will be under the direct responsibility of the DRDIP II task team leader.

The PIST will be assisted by the Project Manager. In addition, as needed due the urgency of a situation, as for the current SEP draft, OPM has the capacity to mobilize and undertake the task. The OPM Communication team is composed of professional staff with complementary background communication skills. They will mainly support project information production and dissemination (preparation of webinars/video and GRM PR-materials).

The PIST will be in charge of communication and engagement with key stakeholders. The project formulating team from OPM will be in charge of the document records, facilitation of logistical support to all consultation events, technical support (Google teams, WEBEX, Zoom…) for conducting online public consultations, meetings with communities, and other interested parties, assisting consultant(s) access to field trips in the OPM Districts and any other duties related to stakeholder engagement.

6.3 STAFF ENGAGEMENT.

National level: At national level, the DRDIP PIST will be comprised of a Social Safeguard Specialist and Gender Specialist and these will be engaged on full time basis to among others spearhead and oversee SEP implementation throughout the project Implementation period.

District level: At the district level in all implementing districts, since project will be mainstreamed in government structures and systems, relevant subject matter specialists / technical officers including Communication Officers, Community Development Officers (CDOs) and others will be engaged on part time basis to among others spearhead and oversee SEP implementation throughout the project implementation period in their respective jurisdiction.

CHAPTER 7: GRIEVANCE REDRESS MECHANISM

7.1 INTRODUCTION

World Bank ESS10 as well as GoU Social, Safety and Health Safeguards Implementation Guidelines of October 2020 require that concerns, issues and grievances of project-affected parties should be received, addressed and responded to in a timely manner by establishment of GRMs. Additionally, ESS 7 emphasises that a grievance mechanism should be culturally appropriate and accessible to affected Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities and considers the availability of judicial recourse and customary dispute settlement mechanisms among Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities. Accordingly, DRDIP II project will establish a clear and transparent grievance redress mechanism that receives documents, assesses and resolves various categories of concerns / grievances / complaints within stipulated time frames. The mechanism will also have linkages and referral pathways to relevant existing mandated entities and offices in resolution of sensitive and unique cases such as those related to Sexual Exploitation Abuse and Harassment (SEAH), Gender Based Violence and Violence Against Children (GBV/VAC) as well as Exclusion and Discrimination. The project will build on as well as Leverage experiences and lessons learnt under DRDIP and NUSAF 3 GRM systems and structures. The GRM will be widely publicised and have strong capacity building element.

The objective of the grievance mechanism is to enhance project efficiency through clear and transparent means of receiving and resolving grievances / complaints that may result from direct and indirect consequences of the DRDIP II Project activities in a timely manner. The mandated stakeholders will leverage existing Local Grievance Redress systems and structures at various levels, and requisite capacity strengthening will be undertaken. Efforts will be made to ensure that the robust and equipped GRMs are in place at project start and these mechanisms shall continue to function throughout the project duration. The GRM will be widely and aggressively publicised.

In addition, the World Bank-hired EISM firm will provide advice and recommendations to enhance existing project level grievance redress mechanisms to safely, ethically, and confidentially receive cases related to exclusion or discrimination of vulnerable or marginalized individuals or groups following enactment of the AHA 2023. In response to these recommendations, DRDIP PIST will be responsible for strengthening the capacity of the existing project GRM as required to increase its awareness and ability to refer exclusion or discrimination cases under the Project to the EISM firm. The firm has established a nationwide GRM hotline – 0800 333125, hosted and operated by a local NGO, to receive grievances related to discrimination and exclusion under the Project. The guidelines for implementing mitigation measures to address AHA-Related risk including the use of GRM hotline are described in Appendix H.

World Bank Grievance Redress Service. Complainants may utilize either the existing project-level grievance redress mechanism or the WB's Grievance Redress Service (GRS). Complainants may also submit their complaint to the WB's independent Inspection Panel, which determines whether harm occurred, or could occur, because of WB non-compliance with its policies and procedures. Information on how to submit complaints to the WB's corporate GRS is provided in http://www.worldbank.org/GRS . Information on how to submit complaints to the WB Inspection Panel is provided in www.inspectionpanel.org.

The World Bank has developed a specific window under its existing Grievance Redress Service (GRS) to manage complaints related to any World Bank supported project globally. A protocol has been developed to process all complaints related to exclusion or discrimination against vulnerable or marginalized individuals or groups following the enactment of the AHA 2023, in the Uganda portfolio. **The specific purposes of DRDIP II GRM will include the following:**

1. Resolve project related grievances, issues and concerns in a timely, appropriate and cost-effective manner.
2. Build linkages and referral pathways to mandated entities and offices for sensitive and unique cases.
3. Build trust among project staff, communities and stakeholders in general.
4. Promote community empowerment and participation in project decisions that affect them.
5. Ensure proper documentation, prompt, fair and transparent resolution of grievances.
6. Provide feedback mechanism to project affected persons on resolution of their grievances.

7.2 GUIDING PRINCIPLES.

The design of the DRDIP II GRM will be guided by the principles that among others make it Legitimate, Predictable, Accessible, Equitable, Transparent, Harmonised, Engagement and Dialogue, provide Continuous Learning, Process Simplicity, Objective, Fair, Independent, Confidential and Independent. Additionally in the Survivor Centred Approach (SCA) in case of GBV/VAC/SEAH

Anticipated grievances for the DRDIP II project will include those related to the following broad categories:

1. General complaints in relation to general implementation
2. Gender Based Violence and Violence Against Children (GBV/VAC)
3. Sexual Exploitation Abuse and Harassment (SEA/SH)
4. Sensitive and Unique in relation to non-discrimination and exclusion.
5. Incidents
6. Fraud and corruption-related

Details of specific examples under each category, above, are further exemplified in the following section.

1. General complaints in relation to general implementation

Omissions, Procurement-related, Delayed implementation, Poor Waste Management and contamination, wrongly recorded personal or community details, crop damage, Group conflicts, Land related, Exclusion, General Worker's welfare related, Labour issues especially under Labour Intensive Public Works (LIPW), and General damage to community resources and Assets etc.

2. Gender-Based Violence (GBV), Sexual Exploitation and Abuse (SEA), Sexual Harassment (SH and Sexual Violence Against Children (SVAC)

Sexual Exploitation and abuse, Abuse and neglect in family, Child labour, Physical violence, Psychological Aggression, Trafficking, Family wrangles, Economic exclusion, Infanticide, Rape (Gang rape, male rape-sodomy and marital, forced early marriage, Domestic Violence and Female genital mutilation.

GBV/SEA/SH/VAC related grievances may entail a more specialized approach and complex investigation and resolution processes as they require ethical and confidentiality to effectively support victims and affected families. Therefore, it is important to ensure that these have appropriate options for reporting, including options to report anonymously. GRCs will be appropriately structured and trained to handle these cases. In addition, Contractors will be required to sign a document (Code of Conduct) that clearly states the rules as regards to the vulnerable groups in the area. Further guidance on dealing with GBV grievances will also be provided by the Ministry of Gender, Labor and Social Development (MoGLSD) and/or the Departments of District Community-Based Services of the respective District Local Governments.

GBV Referral Paths. Depending on the kind of abuse, the following are the complaint referral paths:

Village GRCs to initiate mediation, police, Medical/Health Practitioners for victims/survivors, Psycho - Social Service Providers (District Community Development Office, Legal Aid Clinics, relevant CSOs/CBOs), and Magistrates Court

3. **Incidents /Accidents**. This shall include incidents related to environmental, health and safety related as well as social including Accidental death fatality, Loss of body part in an accident, Abuse of VMGs, Contamination and pollution, Damage to ecological resources, damage to livelihoods, Accidental fire, Poisoning, OHS issues, Trafficking and forced labour, aggravated rape, and Natural Calamity (mudslides, floods). Other examples are Aggravated SEAH, crime, community unrest, displacement (Physical and Economic) and incidences of damage to cultural heritage among others. These will report within 48 hours, as well as appropriately investigated, documented and addressed.

4. **Fraud and Corruption**

These may include soliciting for bribes, charging informal fees, deliberate provision of wrong/incorrect info by beneficiaries, inclusion of ghost workers especially under LIPW and multiple enrolments etc.

5. **Referral Pathways**

The GRMs shall have referral pathways to support escalations, complainants that may not be satisfied with one level and handling of unique/sensitive/specialised cases such as those of criminal nature, SEA/H complaints, capital offenses as well as exclusion/discrimination/abuse of VMGs. Referral ways will be to relevant mandated public entities and offices such as Police, Labour Office, Probation and Social Welfare, Inspectorate of Government, Judicial Offices, third party monitoring entities/firms (HOME-SREO Consulting) etc., depending on the nature of the referred case. Judicial and administrative redress will as much as possible be avoided to avoid time wastage.

7.3 GRM STRUCTURE AND COMPOSITION OF THE GRIEVANCE RESOLUTION COMMITTEE (GRC) PROCESS

As mentioned earlier the project will as much as possible leverage and learn from the experience of the GRMs under NUSAF 3 and DRDIP-1 to ensure effectiveness .GRCs will be established at all levels both in host communities and refugee settlements as follows; Parish and Sub- County and as well as Zone and refugee settlement level respectively and both finally both feeding into the respective district level tier GRC as the final appeal level within the district. Based on experience with existing GRMs of various other projects, composition of these committees will be of a reasonable number of 5 - 6 members, with representation from relevant offices and structures at respective levels based on

project design. Where there are already existing GRCs by other programmes, as much as possible, these will be utilised and further strengthened; and where they are non-existent, new ones will be established and strengthened. GRCs are expected to work on voluntary basis, but the project is expected to offer reasonable facilitation to ease assessment and resolution of grievances such as transport, stationery, communication, visibility/publicity/identification materials etc.

The Committees will be constituted through a participatory, transparent and democratic and gender sensitive election process. Figure 2 below provides a graphic representation of the referral pathway of the GRC process
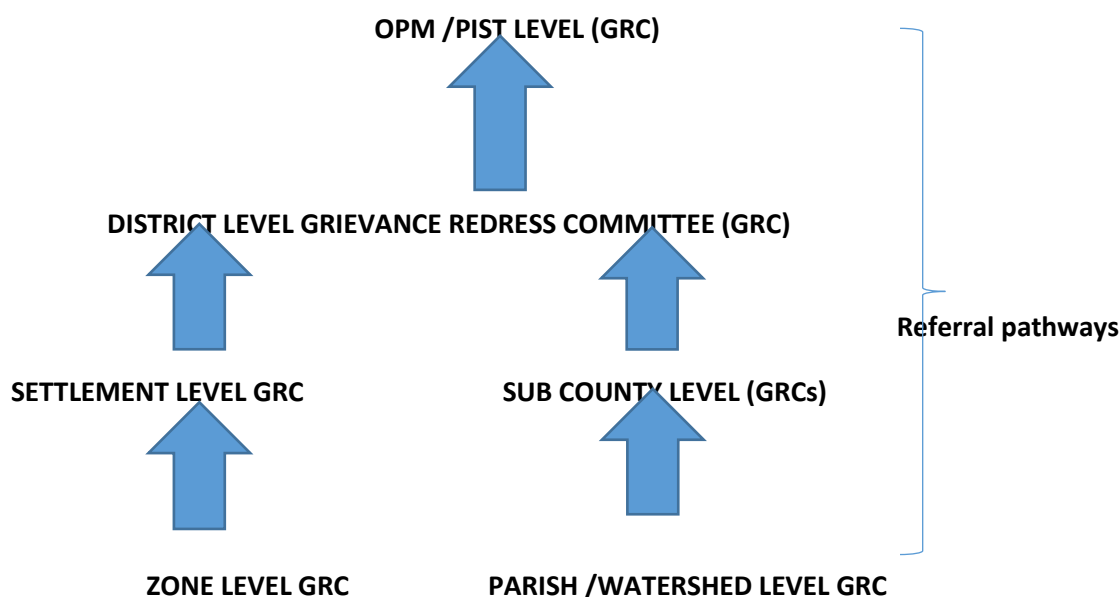
OPM /PIST LEVEL (GRC)

DISTRICT LEVEL GRIEVANCE REDRESS COMMITTEE (GRC)

Referral pathways

SETTLEMENT LEVEL GRC

SUB COUNTY LEVEL (GRCs)

ZONE LEVEL GRC

PARISH /WATERSHED LEVEL GRC

Figure 5: Structure and Composition of the Grievance Resolution

7.4 SYNERGIES AND COMPLEMENTARITIES

The DRDIP II GRM will be harmonised and endeavour to maximise synergies and complementarities with relevant public structures and offices in both host communities (districts and sub counties) and refugee settlements. In districts and sub counties these include Community Based Services (Gender office, Labour office and Probation), Local council courts, administrative offices and police among others. In the context of refugee settlements, these include UNHCRs Complaints and feedback mechanisms etc…The effective implementation of the GRM will also entail leveraging relevant project documents including; Communication strategy, Labour Management Plan and the GBV/VAC/SEA/SHA Action plan.

The resolution of grievances will be a two-stage process. Each of the two stages will involve the following steps:

a) **Stage One:**
   i. Receipt and recording or documentation of grievance
   ii. Screening and sorting
   iii. Referral or assessment of grievance (depending on the nature of the grievance)
   iv. The GRC Hearing Procedure.

b) Stage Two:
   i. Resolution of the grievance at respective level.
   ii. Closure of grievance; and provision of feedback
   iii. Record and documentation updating of the grievance

The steps above are detailed as below:

7.5   RECEIPT AND RECORDING OR DOCUMENTATION OF GRIEVANCE

Any aggrieved individual, group or entity can lodge a grievance or complaint verbally, writing by filling a grievance form, use of phone (SMS or calling), email, social media accounts and online electronic tools, suggestion boxes etc. as deemed appropriate and convenient. Anonymous grievances will also be accommodated. Logged grievances/concerns will immediately be recorded by the secretary in the GRM Logbook / Register book to be provided to all GRCs. An example of a grievance log will be provided in the GRM Handbook.

The secretary of the respective GRC will review the received grievances, categorise and record them in a Grievance Register, then give an acknowledgement of receipt to the complainant for reference and follow up.

7.6   SCREENING AND ASSESSMENT OF GRIEVANCE

All grievances will be registered, reported and tracked by the Implementing Agency in the Grievance Register by a Grievance Focal Point person who is responsible for receiving, logging, referring and following up on grievances. Once a grievance is logged, the related event(s) that caused the grievance will be tracked to prevent similar grievances or occurrences. The status number and trends of grievances will be discussed periodically.

7.7   THE GRC HEARING PROCEDURE

Once a grievance has been logged, the corresponding local GRC will be engaged to define a solution to the grievance. At this stage the grievance is reviewed in an informal (oral) way and the GRC members make and sign the minutes on the matter. If not resolved, complainant is informed about grievance resolution procedures of Stage 2. The PAP has the right to use the procedures of Stage 2 without applying to Stage 1 procedures. Timeframe for resolving the stage 1 grievance is 7 days. Special provisions will be made for any complaints of a confidential nature. Complaints of GBV/SEA/SH and VAC nature shall be received and referred immediately to mandated offices and service providers. The GRC shall convene whenever necessary (but at least once a month) and shall include the six members as defined in section 7.3 above.

Secretaries of the GRCs shall be responsible for coordination, and documentation. The GRC meetings will be convened and start without the complainants by reviewing all PAP or other person's complaints received since the last GRC meeting, and to propose a solution to all grievances within the past one month. Necessary assessments and reference will be made to support evidence based and amicable resolution. Relevant members of the public or purported witnesses may be co-opted as deemed necessary. Then, the GRC will welcome the complainants whose grievances had been reviewed during the previous meeting to discuss proposed resolution (Feedback).

The GRC will receive the complainant(s) and discuss with them the solution(s) to the grievance(s) that have been logged. The Committee shall draw up and sign the minutes of their discussion on the

matter. If the grievance is satisfactorily resolved, the PAP will also sign the minutes in acknowledgement of the agreement. In cases where the project has agreed to put in place additional measures, the details will be specified, with a timetable for delivery, in the minutes of the meeting. If the grievance remains unresolved, the Stage 2 escalation process will be explained to the PAP. Stage 3 shall be handled by the implementing agencies' heads of department together with other relevant stakeholders.

7.8   APPEALS, ESCALATIONS AND REFERRALS

If the complainant is either not satisfied or the case is beyond the jurisdiction of the respective GRC, the necessary appeals and referrals to the upper / next level GRC or relevant public mandated office will be allowed and supported appropriately .The respective GRC assists him/her in lodging an official grievance in accordance with the procedures of Stage 2 (where the plaintiff should be informed of his/her rights and obligations, rules and procedures of making a grievance, format of grievance, terms of grievance submission, etc.).

7.9   CLOSURE OF GRIEVANCES

A grievance will be considered "resolved" or "closed" when a resolution satisfactory to both parties has been reached, and after corrective measures has been successfully implemented. When a proposed solution is agreed between the Project and the complainant, the time needed to implement it will depend on the nature of the solution. Actions to implement this solution will be undertaken within one month and will be tracked until completion. Once the solution is being implemented or has been implemented to the satisfaction of the complainant, a complaint closure form will be signed by both parties (Representative of the GRC and the complainant), then be archived in the Project Grievance database.

In certain situations, however, the Project may "close" a grievance even if the complainant is not satisfied with the outcome.

7.10   GRIEVANCE RECORDS AND DOCUMENTATION

OPM, through the PIST, will nominate a GRM Focal Point Person who will be responsible for management of a grievance database to keep a record of all grievances received and managed in implementing districts. The database will contain the name of the individual or organisation lodging a grievance; the date and nature of the grievance; any follow-up actions taken; the solutions and corrective actions implemented by the Service provider or other relevant party; the outcome; and how and when this decision was communicated to the complainant.

Periodic monitoring reports will provide information on grievance management. Periodic grievance monitoring and reporting will occur quarterly, bi-annually and annually. Desired analytics of the reports will be guided subsequently.

7.11   MONITORING AND EVALUATION OF THE GRM

The project will institutionalise a monitoring and evaluation framework as illustrated   below.

Table 10: Indicators for Monitoring the Performance of the GRM

Period	Objectives	Indicators
Quarterly review of quantitative indicators	• To assess if grievances are correctly screened and classified. • To assess if suggestions and comments are properly classified • Identify trend in grievances. • To know grievances being addressed.	• No. of grievances received by level and type. • No of grievances addressed by level and type. • Repeat of grievance by the same stakeholder. • Repeat of grievance from different stakeholders. • Time frame for closure of grievance by type and level. • No. of comments accepted, and corresponding actions taken. • No. of suggestions received and accepted.
Annual review of grievance redress mechanism	• To assess compliance with GRM. • To evaluate progress with achieving results. • To identify improvements and update grievance handling and redressing procedures.	• Compliance with GRM process • Completeness of grievance log and register. • No. of grievances received by level and type. • No. grievances resolved. • No. of appeals received. • No. of appeals resolved. • Qualitative assessment of stakeholder awareness of the GRM. • No. of comments and suggestions accepted.

CHAPTER 8: MONITORING, EVALUATION AND REPORTING

The monitoring, evaluation and reporting processes entail capturing of all key emerging issues raised by stakeholders that will further inform the SEP and/ or what needs to be addressed.

Monitoring the stakeholder engagement activities is important in that it ensures that consultation and disclosure efforts are effective; and that stakeholders have been meaningfully consulted early enough and throughout the process. Monitoring, evaluating and reporting of stakeholder engagement activities constitute an important process, and the SEP anticipates this to be done at two levels highlighted as follows:

- On the short-term, monitoring of stakeholder engagement activities during the SEP preparation and implementation is aimed at ascertaining whether the anticipated SEP is being followed and expected outcomes are being realized. This level of monitoring also seeks to ascertain whether the necessary resources that have been deployed are being used efficiently; whether routine reporting is being undertaken, and the preliminary report is being used to make improvements in the SEP and its implementation; and whether necessary support supervision for the SE team is being realized.
- And at the completion of all planned preliminary engagements and review of activities, outputs and outcomes to evaluate the efficiency and effectiveness of the SEP.

The stakeholder engagement will guide in identification of key performance indicators reflected in the objectives of the SEP and the specific engagement activities and make it possible to both monitor and evaluate the stakeholder engagement processes undertaken during both the preparation and implementation of the SEP and other monitoring frameworks.

The monitoring and evaluation will be the main mechanism to alert the DRDIP II project of any delays and problems encountered and these activities will help measure the extent to which the main objectives of the SEP have been achieved. To ensure that the implementation of stakeholder engagement is executed in line with thisSEP, the activities will be monitored and evaluated internally by a Monitoring and Evaluation team at the PIST at the national level and on ground at the district level. The PIST will undertake the routine internal monitoring and evaluation of the implementation of the stakeholder engagement issues so as to ensure that all the responsible units follow the schedule and comply with the principles of theSEP. A number of objectively verifiable indicators shall be used to monitor the impacts of the stakeholder engagement activities.

8.1 INVOLVEMENT OF STAKEHOLDERS IN MONITORING ACTIVITIES

The OPM project's theory of change developed during the preparation stage is useful for monitoring and evaluation. It helps identify better Key Evaluation Questions, key indicators for monitoring, gaps in available data, priorities for additional data collection, and a structure for data analysis and reporting.

With the clearly identified key indicators in the log frame of the project, the collection of the data for monitoring them will not require significant additional resources. Monitoring will be the responsibility of the paid project staff with the strong support of the OPM Secretariat Monitoring and Evaluation team. In addition, MEL expert will develop M&E system within 90 days of the start of his duty.

The stakeholders at various levels will be involved in monitoring the activities, considering their various interest groupings. At national level, for example, biannual meetings will be used to present the progress report. Reporting of stakeholder engagement activities and outcomes to the WB will be done as part of the quarterly environment and social reports

8.2 REPORTING BACK TO STAKEHOLDER GROUPS

The results of stakeholder engagement activities will be reported back to both affected stakeholders and broader stakeholders at different frequencies as described below:

- At the biannual meetings with the PSC, discussions on the comments and recommendations will be presented as action items and shared on the last day of the event;
- For the comments on the consultant(s) report, PIST will send the report to the main stakeholders via email. It will request them to provide their comments within one week. PIST will then submit the revised report within 7 working days;
- Training, communication and knowledge materials will be sent electronically to the participants by the PIST within 7 days after completion of the event;
- Additionally, stakeholder engagement activities will be captured in all mandatory and periodic broader safeguards report including during joint WB-GoU Implementation Support missions

These reports will rely on the same sources of communication that were used earlier in the current SEP document.

Stakeholders will be reminded of the availability of the grievance mechanism during meetings. The table below gives details of objectives and indicators of the M&E framework for reporting to the stakeholder   groups.

Table 101: Monitoring and Evaluation Framework (Indicators) for effectiveness of the DRDIP II SEP

Purpose	Period	Objectives	Indicators
Review Quantitative Indicators	Quarterly	Assess if stakeholders are correctly identified and categorized	Categories of stakeholders identified at national, regional, district and community levels.
		Assess if stakeholders are correctly analyzed	Highlight of stakeholder potentials, levels of influence and interest
		To know engagement activities carried out	Type and number of engagement activities per category
			Type and number of engagement activities per level
			Number of participants in activities

		Assess appropriateness of the engagement strategy / activity.	Number of stakeholders understanding and executing their roles Number of stakeholders who understand the project modality.
Review Effectiveness of the SEP	Annual	To assess compliance with the strategy	Number of activities undertaken against plan Number of grievances received by type Number grievances resolved
		To evaluate progress with achieving results	Number of stakeholders executing their roles and responsibilities. Number of stakeholders demanding project support.
		Identify improvements and update the SEP	Number of appeals received. Number of comments and suggestions made Qualitative assessment of the SEP

APPENDIX A: DRDIP-II GENERIC STAKEHOLDER ENGAGEMENT/CONSULTATION FRAMEWORK Q&A INTERVIEW GUIDE (LOCAL GOVERNMENTS)

1. Are you aware of the Development Response to Displacements Impacts (DRDIP-2 Project)
   (Knowledge/awareness on the subject)
   a) Yes……………………….   b) No…………………………..
   (Researchers give an overview of the proposed DRDIP-2 project)

2. What expectations, priorities, concerns and fears do you have in relation to the proposed DRDIP-2 project?

3. What anticipated potential risks and impacts (Probe for environmental, social, health and safety risks), do you foresee from implementation of the DRDIP-2 project?

4. Do you foresee any unique risks to the poor and vulnerable gender risks or have any gender and vulnerability risks/concern/fears that might arise as a result of the DRDIP-2 project?
   Yes……………..   b) No……………………..
   And why?) and if yes, highlight some of these risks…………………………………. (Probe according to sub components of the project)

5. How can the positive impacts of DRDIP-2 be enhanced? (probe according to the sub components)

6. What mitigation measures would you recommend to avert the above-mentioned risks?
7. What are the best practices and lessons that the DRDIP-2 can borrow from?

8. What available Grievance Redress Mechanisms (GRM) including Mitigation measures exist in the proposed project area(s)/districts?

9. Which stakeholders do you think are relevant for the project at all levels?

10. What would be the best approach (appropriate time, locations, mode/mechanism, schedule, and frequency of engagement) for these engagements for the different stakeholders mentioned?

11. What would be the best method for communicating to stakeholder and the most appropriate language for consultation?

12. Which organisations i.e. CSOs, CBOs, government entities and other Development partners work with the poor and vulnerable and other vulnerable and Marginalised Groups (VGMs) or do work related to DRDIP-2, that project beneficiaries can take advantage of to learn from their success stories and good practices to benefit them so as to ensure continuity and sustainability after the project life cycle?   Working relationships with local authorities.

13. What kind of services do they offer?

14. What recommendations do you have that might benefit Poor and all the other vulnerable and Marginalized Groups and the community at large as well as programming in the next 5 years by DRDIP-2?

15. What are the existing land tenure systems in the district? (Communal, Mailo, Free hold or ………………………………….
16. What is the status of land conflicts in this area? Including human wildlife conflicts1.

17. Are there groups of people who predominantly leave in forest or hills/mountainous and rarely interact with mainstream society "(Indigenous Communities)" (That are virtually not part of mainstream society) in the district? If yes, what are the special considerations/needs for this category to participate and benefit from DRDIP-2?

18. Are there any significant cultural resources (PCRs) such as cultural sites, ritual grounds, communal burial grounds, archeologically/historical, landscapes, worship places, natural landscapes, sacred sites, cultural beliefs or **cultural institutions** in the area? If yes, **highlight them**

19. What are the major problems (Socio-economic) affecting the people of this districts, and what are most affected sub counties and categories of people? Give highlight
20. What are the development priorities for the district? Highlight.
21. What are the most affected natural resources (Wetlands, rivers/streams, water sources, forest, soils and hills/mountainous areas?
22. What the level of National ID possession in the district? /NIRA Office
23. What are the major environment problems affecting the area?

OPM, as the Implementing Agency, will develop a handy but comprehensive GRM Book with sufficient details of the background, purpose, objectives, principles, structure, grievance redress process, legal and institutional frameworks, roles and responsibilities plus monitoring and evaluation framework on operationalization of the GRM. The GRM will be disclosed as early as possible and maintained throughout the Project lifecycle. It will be disclosed in a culturally appropriate manner in English and other languages in respective districts in an understandable format to all affected communities, stating the following information:

- Anyone can raise complaints, grievances, concerns, ask questions or make comments or suggestions related to the Project;
- Anyone can contact the GRM focal point using the GRM focal point's contact details provided;
- the GRM focal point is responsible for receiving complaints, grievances, concerns, questions, comments, suggestions, and for responding to the person on a non-anonymous basis or generally via the Project's website on an anonymous basis;
- the GRM focal point person will confirm receipt of the complaint, grievance, concern, question, comment, suggestion, either providing a preliminary answer or confirming the expected timing to provide an answer; and
- by using this grievance mechanism, the complaint, grievance, concern, question, comment, suggestion with respect to the Project development will be received by the Project proponent which will endeavour to answer the complaint, grievance, concern, question, comment, suggestion and engage with the complainant and the project's other relevant parties to mitigate any complaint, grievance, concerns, or incorporate any comment, suggestion in the Project development to the extent possible.

The local government, refugee settlements and all stakeholders will also be advised on the GRM so that they can communicate the step-by-step process to the Project affected people. The process flow of the GRM is shown in Figure 3; while the process flow chart of workers' GRM is presented in Figure 4 below. A template of the GRM Recording Form can be found in Annex 6 of this SEP.
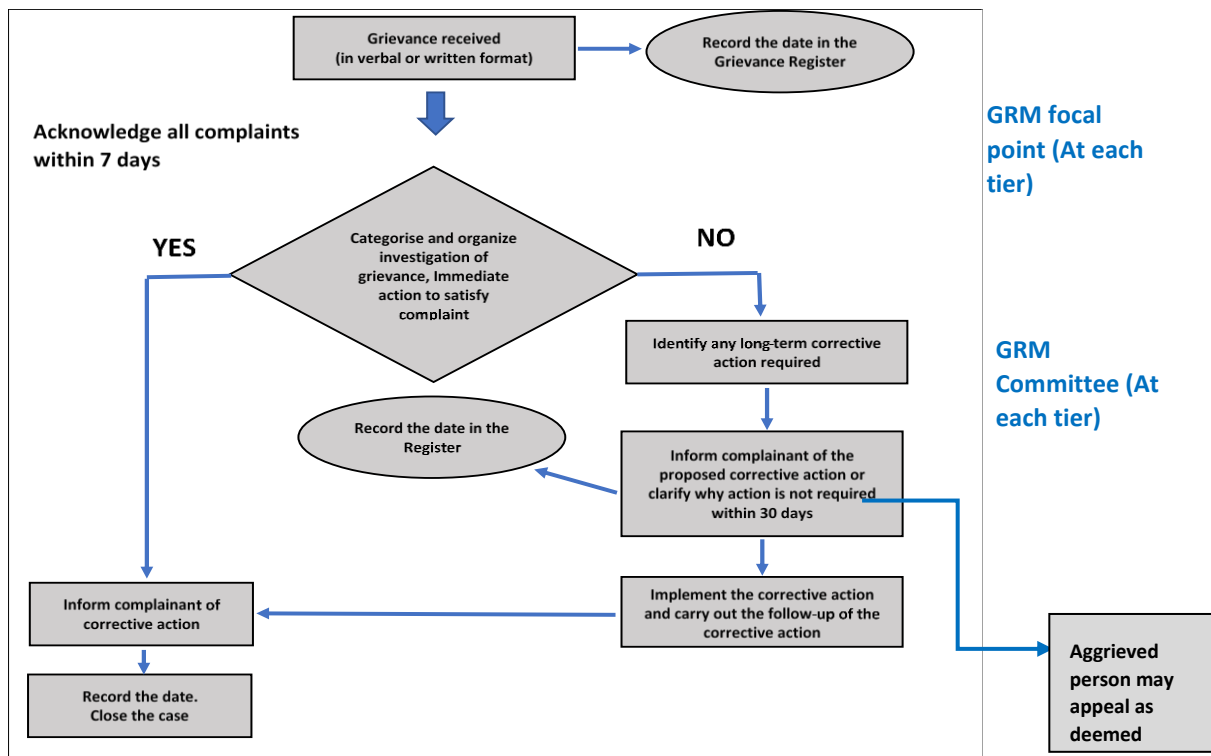
Figure 6: The Process Flow Chart of Worker's Grievance Redress Mechanism

- ✓ What are the major problems affecting people of this area? And what are the effects?
- ✓ What solutions would you propose to overcome the challenges?
- ✓ What are the major income generating activities for the communities? Probe and highlight.

- ✓ What are the major Vulnerable/marginalized individuals and groups in this area? What are the development opportunities available? What are the main factors for vulnerability?

- ✓ What recommendations would you make to overcome the constraints?

- ✓ What recommendations would you make to improve the conditions of the vulnerable?

- ✓ What are the existing land tenure systems in the district? (Communal, Mailo, Free hold or Leasehold). Considering the fact that World Bank projects neither finance purchase or compensation, what are the recommended steps to acquire incumbrance free land for sub projects?
- ✓ What are the major land conflicts in the area? Including human wildlife?
- ✓ What are your expectations of this project?

- ✓ What are some of the anticipated fear/concerns of project activities?

- ✓ What can be done to manage / solve the fears?

- ✓ What is the commonly used mode of communication by the community members in this area? And what would be the best to spread information to a wider community? Highlight

- ✓ **What are the existing Cultural Heritage sites?**

- ✓ **What natural resources (**Wetlands, rivers/streams, water sources, forest, soils and hills/mountainous areas) **are most useful to the communities in this area? Which ones are most affected?**

- ✓ **What are the major environment problems affecting the area?**

Complaints/Grievance Registration Form

Serial No……………………….

General Information   **Village…………………………………………Sub County………………………………………………………**   **District………………………………………………**   **Name of Complainant/Anonymous……………………………………………………Gender…………………**   **Address……………………………………………Tel…………………………………………………………..**   **ID NO…………………………………………………….**
Please point out / tick category of complaint.   • **Committee formation**   • **Exclusion error**   • **Inter-community dispute**   • **Process delay**   • **Loss of property/assets/resources**   • **Fraudulent /corrupt practice.**   • **Comment/suggestion**   • **Others (Specify)**
Brief description of grievance/complaint/issue/comment.
What is the perceived cause?
Suggested action (By complainant) to address grievance

Complainers/Complainant sign or finger print…………………………………………………………….   **Date**……………………………………………………………………………………………..
Receiver and Recorder of issue/complaint   **Name**………………………………………………………….   **Title**……………………………………………………………..   **Signature**…………………………………………………….   **Date**……………………………………………………………..
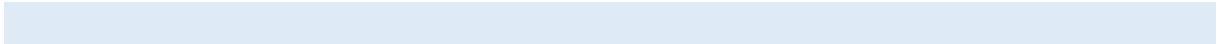
CAO AMURU making opening remarks during the consultative

LC V DEPUTY LAMWO address to the consultative meeting

LC V Vice Chairperson making opening remarks during the consultative meeting

District level consultative meetings – Moyo

Bunagana Town Council Consultative Meeting

Appendix F highlights recent actions taken by the GOU to ensure inclusion and non-discrimination of vulnerable and marginalized individuals or groups. It also includes transcripts of relevant Guidelines and Circulars issued by the GOU.

The Anti-Homosexuality Act was passed on May 26, 2023. The Government has continued to ensure inclusion and non-discrimination in all its projects and consistent with this, the Government has taken the following measures:

- **Letter of Assurance** (Sept 21, 2023) to all Ministries, Agencies, and local governments to implement mitigation measures on non-discrimination in WB-financed operations.
- **Budget execution circular** (July 10, 2023) to all public servants to ensure that projects are in line with Ugandan Constitution which emphasizes equality of all persons without prejudice or discrimination.
- **Circular on provision of health services** (June 5, 2023) that includes measures not to discriminate or stigmatize any individuals who seek health care for any reason.
- **Circular on provision of education services** (August 18, 2023) to all people without discrimination and exclusion in the delivery of education services, programs, and projects.
- **Circular issued by the Director of Public Prosecutions** (August 29, 2023) stating that prosecutors should seek guidance from ODPP before decision to charge is made under the AHA.

Of particular importance is the Letter of Assurance of September 21, 2023, from the Permanent Secretary/Secretary to the Treasury on Uganda's Social Safeguard Policies following excepts:

"*Following the World Bank Group's concern with Uganda's enactment of the Anti-Homosexuality Act, 2023 and as communicated in the budget Execution Circular 2023 of FY 2023/2024 on 18th July 2023, we guide:*

- *All World Bank-financed projects must be implemented in a manner consistent with the principles of non-discrimination as provided under Article 21 of the Constitution of the Republic of Uganda. These projects should also be implemented in accordance with World Bank policies and applicable Legal Agreements*
- *Under these projects, no person will be discriminated against or stigmatized, and the principles of non-discrimination and inclusion will be adhered to. Support should be provided to all project beneficiaries.*
- *All implementing entities of World Bank [supported] projects should agree and implement specific mitigation measures to address non-discrimination.*
- *These mitigation measures will require enhancing project grievance redress mechanisms as well as strengthening existing project monitoring by implementing entities including third-party monitoring where applicable.*
- *Each project implementing entity shall develop comprehensive guidelines to address non-discrimination."*

The following transcripts of relevant Guidelines and Circulars issued by the GOU are included in this annex: Letter of Assurance; Circular on provision of health services; Circular on provision of education services; Circular issued by the Director of Public Prosecutions, and relevant excerpts from the Circular on Budget Execution.

Ministry of Finance, Planning &
Economic Development,
P.O. Box 8147
Kampala, Uganda

21st September 2023

The World Bank Country Manager

Uganda Country Office

Kampala, Uganda.

UGANDA'S SOCIAL SAFEGUARD POLICIES

I am writing in reference to the above subject. Further reference is made to our letter dated 28th July, 2023 on the same.

Government of Uganda wishes to reiterate that World Bank-financed projects will be implemented in a manner consistent with the principles of non-discrimination within the provisions of Article 21 of our Constitution.

The Government confirms that it will ensure that under these projects, no person will be discriminated against or stigmatized and that the principles of non-discrimination and inclusion will be adhered to. The Public Finance Management Act, 2015 also emphasizes equality of all persons to access opportunities and benefits from projects and programs without prejudice and discrimination.

Further to the above, we have issued the attached instructions to all implementing entities of Government projects and programs which communicate about specific mitigation measures to take and the legal requirement for non-discrimination.

Please accept Country Manager, the assurances of my highest consideration and esteem.

Ramathan Ggoobi
PERMANENT SECRETARY/SECRETARY TO THE TREASURY

Rt.Hon. Prime Minister, Office of the Prime Minister

Attorney General, Ministry of Justice and Constitutional Affairs

Hon. Minister of Finance Planning and Economic Development

Mission
"To formulate sound economic policies, maximize revenue mobilization, ensure efficient allocation and accountability for public resources so as to achieve the most rapid and sustainable economic growth and development"

Hon. Minister of Education and Sports

Hon. Minister of Health

Hon. Minister of Gender Labour and Social Development

Hon. Minister of Energy and Mineral Development

The Principal Private Secretary to H.E. the President

Solicitor General, Ministry of Justice and Constitutional Affairs

The Director of Public Prosecutions

Ministry of Finance, Planning &
Economic Development,
P.O. Box 8147
Kampala, Uganda

21st September 2023

All Accounting Officers

All Ministries, Departments and Agencies

All Local Governments

UGANDA'S SOCIAL SAFEGUARD POLICIES

I am writing in reference to the above subject. Further reference is made to the Anti-Homosexuality Act, 2023 (AHA) that came into force on 30th May 2023.

Following the World Bank Group's concern with Uganda's enactment of the Anti-Homosexuality Act, 2023 and as communicated in the Budget Execution Circular of FY 2023/2024 on 18th July 2023, we guide that;

- All World Bank-financed projects must be implemented in a manner consistent with the principles of non-discrimination as provided under Article 21 of the Constitution of the Republic of Uganda. These projects should also be implemented in accordance with World Bank policies and applicable Legal Agreements.

- Under these projects, no person will be discriminated against or stigmatized and the principles of non-discrimination and inclusion will be adhered to. Support should be provided to all project beneficiaries.

- All implementing entities of World Bank projects will implement specific mitigation measures to address non-discrimination.

- These mitigation measures will require enhancing project grievance redress mechanisms as well as strengthening existing project monitoring by implementing entities including third-party monitoring where applicable.

- Each project implementing entity shall develop comprehensive guidelines to address non-discrimination.

Mission
"To formulate sound economic policies, maximize revenue mobilization, ensure efficient allocation and accountability for public resources so as to achieve the most rapid and sustainable economic growth and development"

Specific Measures for High Risk Sectors

Health

- The Ministry of Health issued a circular on August 8, 2023 that guarantees access to health care services for all and prohibits the discrimination or stigmatization of any individual who seeks health care services on any grounds.

- The Ministry of Health will widely disseminate and socialize health sector guidelines for the effective implementation of the circular.

- Implementating entities should strengthen grievance redress mechanisms, and third-party monitoring systems in collaboration with national and international partners.

Education

- The Permanent Secretary in the Ministry of Education and Sports on 18th August 2023 issued a circular stating that the Ministry of Education and Sports does not permit any form of discrimination against any persons in the delivery of education services, programs and projects.

- In light of that circular, the Ministry should ensure that there is no discrimination (including any form of bullying) against teachers and students on any grounds.

- The Ministry of Education and Sports will prepare project specific guidelines to address non-discrimination.

- Implementating entities should strengthen grievance redress mechanisms, including an independent hotline and third-party monitoring systems where necessary.

Ramathan Ggoobi
PERMANENT SECRETARY/SECRETARY TO THE TREASURY

Rt. Hon. Prime Minister, Office of the Prime Minister

Attorney General, Ministry of Justice and Constitutional Affairs

Hon. Minister of Finance, Planning and Economic Development

2

Hon. Minister of Education and Sports

Hon. Minister of Health

Hon. Minister of Gender, Labour and Social Development

Hon. Minister of Energy and Mineral Development

The Principal Private Secretary to H.E. the President

The Solicitor General, Ministry of Justice and Constitutional Affairs

The Permanent Secretary, Ministry of Health

The Permanent Secretary, Ministry of Education and Sports

The Permenant Secretary, Ministry of Gender, Labour and Social Development

The Director of Public Prosecutions

3

BPD 86/179/01

Ministry of Finance, Planning &
Economic Development,
P.O. Box 8147
Kampala, Uganda

10th July, 2023

All Accounting Officers (Central Government, Missions Abroad, and Local Governments)

All Chief Executive Officers of State-Owned Enterprises and Public Corporations

THE BUDGET EXECUTION CIRCULAR (BEC) FOR FINANCIAL YEAR 2023/2024

A. INTRODUCTION

1. This Circular is issued in fulfilment of Article 155 (1) of the Constitution, and Sections 13 (5) and 14 (1) of the Public Finance Management Act, 2015 (Amended).

2. The theme for the FY 2023/2024 Budget has been retained as: *"Full Monetization of the Ugandan Economy through Commercial Agriculture, Industrialization, Expanding and Broadening Services, Digital Transformation and Market Access"*. The Budget for FY 2023/2024 was approved to address the strategic mission of facilitating more Ugandans to join the money economy.

3. The purpose of this Circular is to communicate the following:

   i.   The FY 2023/2024 Annual Cash Flow Plan (**Annex 1**);
   ii. The Policy, Operational and Administrative Guidelines for execution of the Budget in FY 2023/2024.

4. As you execute the Budget for FY 2023/2024, I urge all Accounting Officers to ensure that all program activities contribute towards addressing the following objectives:

   i.   Completion of public investments with higher multiplier effects on attainment of NDPIII and the NRM 2021-2026 Manifesto;
   ii. Full-scale implementation of the Parish Development Model (PDM);
   iii. Enhanced revenue mobilization and collection; and

126

iv. Ensuring efficiency and effectiveness of Government through rationalization of public expenditure.

5. The key priorities to achieve the above objectives are detailed in the approved Budget for FY 2023/2024. For ease of reference, please follow the link **https//www.budget.finance.go.ug** to access the following key documents, among others:

i. The Budget Speech for FY 2023/2024;
ii. Approved Estimates of Revenue and Expenditure Volume I (Central Government Votes and Missions Abroad);
iii. Approved Estimates of Revenue and Expenditure Volume II (Local Governments); and
iv. Approved Estimates of Revenue and Expenditure Volume III for the State-Owned Enterprises and Public Corporations.

B. THE ANNUAL CASH FLOW PLAN FOR FY 2023/2024

6. In accordance with Section 36 (b) of the PFM Act 2015 (Amended), the Annual Cash Flow Plan for FY 2023/2024 has been generated off the Program Budgeting System (PBS) based on the quarterly projections in your respective Vote work plans for FY 2023/2024.

7. The purpose of the Cash Flow Plan is to guide and ensure that Government maintains sufficient liquidity to be able to sustain and make timely payments to meet service delivery requirements by aligning Vote cash inflows and outflows to your respective Program Implementation Action Plans (PIAPs).

8. In view of the above, and in line with Sections 15 and 21 (i) of the PFM Act, 2015 (Amended), all Accounting Officers are urged NOT to overcommit the vote budgets beyond the Annual Cash Flow Plan issued in this Circular. Furthermore, you should submit expenditure commitments, in line with the PIAPs, indicating the actual forecast commitments and the cash position of your respective Votes as per Section 16 (i) of the PFMA, 2015 (Amended) to inform decision-making on the subsequent quarterly expenditure releases.

C. POLICY DIRECTIVES, ADMINISTRATIVE AND OPERATIONAL GUIDELINES FOR IMPLEMENTATION OF THE BUDGET FOR FY 2023/2024

Policy Directives

9. The FY 2023/2024 Budget allocations directed resources to program areas meant for enhanced socio-economic transformation for all Ugandans through job and wealth creation, and increasing household incomes, by targeting the 39% of Ugandans still in the non-money economy. All Accounting Officers are urged to adhere to the following policy directives that guided the preparation of the Budget for FY 2023/24:

   i. Fund key Government priorities to increase the momentum in socio-economic transformation, for example: the standard-gauge railway, the meter-gauge railway, solar-powered irrigation, PDM, *Emyooga*, road maintenance, coffee value addition, vaccines and pharmaceutical manufacturing etc.;

   ii. Support development initiatives that drive private sector growth;

   iii. Implement only ongoing projects and other multi-year commitments as approved in the Budget;

   iv. Halt new non-concessional projects, except those already provided for in the fiscal framework, or those with no direct or indirect claim on the Consolidated Fund;

   v. Hold back any recruitment plans in FY 2023/2024 except on a replacement basis where the resources are already available;

   vi. No travel abroad, except for critical positions of the Executive, Legislature, Judiciary, security, diplomatic relations and resource mobilization; and

   vii. **NO** purchase of new vehicles except hospital ambulances, tailored vehicles for medical supplies/distribution, and for agricultural extension services, security and revenue mobilization.

Non-Discrimination

10. Accounting Officers should ensure that all projects (whether Government of Uganda or externally funded) are implemented within the provisions of Article 21 (1) and (2) of the Constitution and Section 13 (11) (e) (i-ii) of the Public Finance Management Act, 2015 (Amended). This emphasizes equality of all persons in access to all opportunities and benefits presented by the above projects, without prejudice and discrimination on the ground of sex, race,

3

color, ethnic origin, tribe, birth, creed or religion, social or economic standing, political opinion or disability.

Advertising by Ministries, Agencies and Local Governments

11. In his letter of Ref. No. PO/3 dated 6th March 2023, H.E. The President directed that in FY 2023/2024, **"all Government advertising must be through the Uganda Broadcasting Corporation. Any Accounting Officer who deviates from this will be sanctioned including dismissal"**. Print media advertising should be done through the New Vision. I therefore urge all Accounting Officers to strictly adhere to this directive.

Contracting in Ugandan Shillings versus Foreign Currencies

12. I have received numerous requests from a number of Ministries, Departments and Agencies (MDAs) to undertake contracts in foreign currency, especially in United States Dollars and Euros. In line with the fiscal and monetary policies agreed with Bank of Uganda, I wish to reiterate this Ministry's position that no procurements should be undertaken in foreign currency as previously communicated in FY 2016/17, FY 2017/18 and FY 2018/19. Contracting in the local currency, is meant to preserve the sanctity and value of the Shilling since the budget is appropriated in the local currency which is easily convertible.

13. Therefore, this is to guide all Accounting Officers as follows:

i. **That all contracts for works, goods and services shall be awarded in Ugandan Shillings to hedge against cost overruns due to global forex rates fluctuations that impact on the stability of the Shilling; and**

ii. **All contracts, including those that follow international competitive bidding procedures, shall be quoted in Ugandan Shillings. The only exemption will be where it is clearly expressed in the financing agreements with Development Partners to use other currencies in the bidding process, if necessary. This should be strictly the exception and not the norm. I request the Honorable Attorney General's chambers to take note and enforce this guideline while approving agreements.**

4

Telephone: General Lines: 256 - 417-712260
Permanent Secretary's Office: 256 -417- 712221
Toll Free   0800100066
E-mail : ps@health.go.ug
Website: www.health.go.ug
IN ANY CORRESPONDENCE ON

THIS SUBJECT PLEASE QUOTE NO.   **ADM:180/01**

THE REPUBLIC OF UGANDA

Ministry of Health
P. O. Box 7272
Plot 6, Lourdel Road
KAMPALA
UGANDA

5th June 2023

Circular

All Hospital Directors, National and Regional Referral Hospitals
All District Health Officers
All Medical Superintendents
All Health Facility In-charges
Executive Directors of Implementing Partners
Executive Directors of Faith Based Medical Bureaus
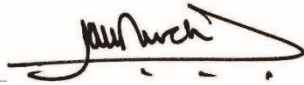The Executive Director Uganda Healthcare Federation

PROVISION OF SERVICES TO ALL PEOPLE WITHOUT DESCRIMINATION

The constitution of the republic of Uganda recognises that health is a fundamental right and guarantees access to health care services for all. The Ministry of Health is mandated to provide Preventive, Promotive, Curative and Rehabilitative Health Services to all people in Uganda in their diversity **without any form of discrimination**. Furthermore, all services should be provided in a manner that ensures **Safety, Privacy and Confidentiality to all clients that seek health services in all facilities, both Public and Private.**

The Ministry of Health therefore reminds all health care workers and stakeholders about the above National commitments, and reiterates the following;

- **Not to deny services to ANY client who present themselves for services.**
- **Not to discriminate or stigmatize any individual who seeks health care services, for any reason – gender, religion, tribe, economic status, social status or sexual orientation.**
- **Patient rights and ethical values – Confidentiality, Privacy, Patient Safety as stipulated in the Patient's Charter should be upheld each time a patient seeks health care services at your facility**

Your cooperation in this matter is of great importance to improving access to service delivery for all our people.

Dr. Henry G. Mwebesa
DIRECTOR GENERAL HEALTH SERVICES

cc.   Hon. Minister of Health
       Hon. Minister of State for Health (GD)
       Hon. Minister of State for Health (PHC)
       Permanent Secretary, Ministry of Health
       All UN Agencies
       PEPFAR Coordinator
       Head Country Team Global Fund, Geneva
       Country Manager, World Bank
       Country Director – CDC, USAID, DOD
       Director General, Uganda AIDS Commission
       Directors, Ministry of Health
       All Chief Administrative Officers
       Registrars, Health Professional Councils

THE REPUBLIC OF UGANDA

18th August 2023

All Heads of Education Institutions

PROVISION OF EDUCATION SERVICES TO ALL PEOPLE WITHOUT DISCRIMINATION

The Government of Uganda recognizes the Constitutional social objective to ensure all Ugandans enjoy rights, opportunities and access to education. Under our education objectives, the State is obligated to promote free and compulsory basic education, afford every citizen equal opportunity to attain the highest educational standard possible, and facilitate individuals, religious bodies and other non-governmental organizations to found and operate educational institutions if they comply with the general educational policy of the country and maintain national standards.

The Ministry is implementing the Gender in Education Policy which provides for equitable access to education for all without discrimination. To operationalize the Policy a number of policy strategies and guidelines exist including the National Strategy of Elimination of Violence Against Children, the Life Skills Toolkit, manuals on growth and sexual maturation. In addition, the Ministry has incorporated Sexuality Education into the curriculum to ensure age-appropriate information to enable young people to maneuver through the different challenges of life.

The purpose of this Circular, therefore, is to reiterate Article 21 (1) of our constitution with states that "All persons are equal before and under the law in all spheres of political, economic, social and cultural life and in every other respect and shall enjoy equal protection of the law". The Ministry does not condone any forms of discrimination and exclusion of any persons, in delivery of education services, programs and projects.

You are, therefore, called upon to observe and ensure the above standards in the delivery of education services, programmes and projects.

Ketty Lamaro
PERMANENT SECRETARY

Cc: First Lady and Hon Minister of Education and Sports
       Ministers of State, Education and Sports

Our Ref: ADM 12/01   Date: 25th August, 2023
Your Ref:

CIRCULAR NO.18/2023

All Prosecutors,
Office of the Director of Public Prosecutions.

RE: **MANAGEMENT OF CASES WITH CHARGES PREFERRED UNDER THE ANTI-HOMOSEXUALITY ACT 2023.**

The Anti-Homosexuality Act (AHA) came into force on 30th May 2023. It has come to the attention of management that a number of charges of Homosexuality and Aggravated Homosexuality are now being preferred by some officers without internalizing some crucial aspects of the act.

It is important to note that the AHA only criminalises offences where a sexual act has been performed. The term "*sexual act*" is defined under Section 1 of the Act.

It is also important to note that Sections **2 (5)** and **3 (5)** of the AHA provide that "*for the avoidance of doubt, a person who is alleged or suspected of being a homosexual, who has not committed a sexual act with another person of the same sex, does not commit the offence of homosexuality under this section*".

Officers are therefore advised to peruse files with offences under the AHA cautiously while taking into account the abovementioned provisions.

You are hereby directed to ensure that all files with charges preferred under the AHA should first be submitted to Headquarters with a written legal opinion for further guidance before a decision to charge is made.

Management will soon organize sensitization meetings for all officers on the key aspects of the AHA.

Jane Frances ABODO
DIRECTOR OF PUBLIC PROSECUTIONS

The World Bank and IFC have hired an international and credible entity (firm, agency) with a strong knowledge of the Ugandan context and a track record of enhanced third-party implementation support and performance monitoring to undertake the tasks described in this section for all projects presently being implemented in the Uganda portfolio. The entity is expected to work with NGO/CSOs and country-based development partners.

The Enhanced Implementation Support and Monitoring (EISM) will primarily focus on supporting project teams to implement mitigation measures to address grievances and concerns from beneficiaries, communities, and workers relating to discrimination from project benefits.

The objectives of the Enhanced Implementation Support and Monitoring include:

- Assisting project teams to enhance existing project-level grievance mechanisms and develop and operate an independent mechanism that would identify, manage, and monitor cases of discrimination.
- Assisting the WB in strengthening the capacity of PIUs, workers, and contractors, subcontractors, and service providers.
- Ensuring contracts, codes of conduct, hiring procedures, whistle-blower protection protocols, and other measures, as needed, are in place to allow remediation of cases of discrimination.
- Develop a strong data management system and process that secures personal data and information in a manner that is safe, ethical, and confidential.
- Where cases of discrimination are reported through the above mechanism, the EISM will report the grievances to the Bank, propose appropriate remediation, and follow up on agreed actions to resolve the cases.
- Support the WB/IFC to monitor the efficacy of the agreed measures to mitigate the impacts on WB/IFC financed operations.

Table 11 illustrates the enhanced implementation support and monitoring steps. Figure 8 contains the Enhanced Implementation Support and Monitoring process. Figure 9 contains the Complaint Management for vulnerable or marginalized individuals or groups.

1. SCOPE OF WORK AND ACTIVITIES

To provide enhanced implementation and monitoring support to the World Bank/IFC operations in Uganda the EISM will:

1.1   Establish an effective and confidential mechanism to receive, manage, refer, and monitor

grievances related to discrimination across the WB/IFC portfolio.

To do so the EISM will:
- **Enhance existing project-level grievance redress mechanisms** to safely, ethically, and coincidentally receive cases related to discrimination on World Bank/IFC financed operations and refer them to an appropriate grievance handling mechanism.
- **Design and operate a mechanism for receiving grievances** related to discrimination on WB/IFC

financed operations (including from project level grievance mechanisms noted above).

- **Establish a hotline or an alternative complaint mechanism**, for individuals to lodge complaints of discrimination on WB/IFC financed projects or voice their concerns without fear of reprisal. The EISM is an alternative to lodging complaints through a GOU-led project-level GRMs

NOTE: The EISM firm has established a nationwide GRM hotline – 0800 333125, designed specifically to receive grievances or concerns from vulnerable or marginalised individuals or groups that may be discriminated against or excluded from benefiting from all World Bank and IFC financed projects due to enactment of the AHA. The hotline is hosted and operated by a local NGO. DRDIP II will also benefit from the same hotline.

Table 12: Enhanced Implementation Support and Monitoring Steps		
Act as a key first step in the referral process from project-level GRMs		Designed specifically to handle complaints restricted to WB/IFC projects
Step 1	Receives and document complaints of discrimination in accessing WB/IFC projects' benefits, services, and opportunities.	
Step 2	Develops specific security protocols to ensure that communications are safe, ethical, and confidential.	
Step 3	Establishes a data management system on an international server guaranteed by the provider as safe and secure encryption and privacy.	
Step 4	Implements a data privacy and protection policy to include confidentiality clauses to be signed by all personnel entrusted with managing referrals or referral-related information.	
Step 5	Handles complaints in a confidential, anonymous, and non-judgmental manner which is sensitive to local context and in local languages.	
Step 6	Provides detailed monthly reports of complaints received to the WB/IFC	
Step 7	Provides ad hoc incident reports of all allegations to WB/IFC within 48 hours of receipt.	
Step 8	Reports grievances to the WB/IFC, proposes appropriate remediation, and follows up on agreed actions to resolve the case.	

Step 9	Maps available services for vulnerable or marginalized individuals or groups including counselling, legal services, protection, and other services.
Step 10	Refers individuals to the appropriate local services or organizations as needed.
Step 11	Regularly evaluates the effectiveness of mitigation measures to determine whether and how well the mitigation measures are functioning.
Step 12	Recommends and supports the implementation of adjustments to mitigation measures based on regular evaluations and their impact.

1.2 Outreach and sensitization to project beneficiaries and communities involved with the World Bank/IFC Bank/IFC Portfolios.

Activities related to Outreach and sensitization to project beneficiaries and communities include:

- **Assist the WB/IFC to prepare and implement a plan to disseminate information** about the support provided by the entity including support to existent GRMs.
- **Prepare community/beneficiary information materials** on their rights within the Constitution of Uganda and World Bank/IFC policies informed by various official circulars issued by the GOU on non-discrimination and World Bank/IFC policies.
- **Develop and implement a methodology to conduct periodic outreach to beneficiaries/communities** to hold consultations on non-discrimination to identify issues and risks in a safe, ethical, and confidential manner.

1.3 Capacity strengthening and technical support

Activities related to capacity strengthening and technical support include:

- **Support to the WB/IFC on training** of government staff and private sector consultants/clients, workers, and contractors on non-discrimination by developing training materials, identifying venues, providing trainers, etc.
- **Support to the WB/IFC with training project level GRMs** on non-discrimination in World Bank and IFC financed Projects by developing training materials, identifying venues, providing trainers, etc.
- **Preparing training modules for call center operators, data management personnel, and community outreach personnel** on appropriate handling of sensitive information.
- **Providing technical support to the GOU for the development of Guidelines** on Nondiscrimination of Workers.

1.4 Monitoring and Evaluation

Activities related to monitoring and evaluation include:

- **Developing a system to regularly monitor WB/IFC projects** for 1) implementation of agreed GOU actions to mitigate the risk of discrimination on WB/ IFC projects, 2) incidents of discrimination on World WB/IFC financed projects.
- **Regularly evaluating the effectiveness of mitigation measures** to determine whether and how well the mitigation measures are functioning to improve WB/IFC awareness of incidents of discrimination on WB/IFC financed operations.
- **Recommending and supporting the implementation of adjustments to mitigation | measures** based on regular evaluations and their impact.

3. Roles and responsibilities

The GOU and its PIUs remain responsible for the implementation of all project activities including mitigation measures supported by the EISM. The enhanced implementation and monitoring support mandate is specifically focused on:

1) supporting the WB/IFC to ensure the agreed measures on non-discrimination in the portfolio are implemented fully, ethically, safely, and to an appropriate standard of quality; and

2) to support the WB/IFC to enhance our awareness of cases of discrimination across the WB/IFC portfolio.

The GOU will facilitate the work of the Entity and collaborate as needed on all activities requiring their direct involvement, such as outreach and sensitization activities, capacity strengthening and technical support as well as the monitoring and evaluation of mitigation measures. The GOU will also ensure that the work under the EISM can be undertaken safely in accordance with existing circulars and their dissemination.

Figure 9: Description of Enhanced Implementation Support and Monitoring (EISM) Process

EISM

World Bank/IFC
Recruits consulting firm

Consulting firm
Local CSOs

1. Establish/enhance an effective and confidential grievance redress mechanism to receive, manage, refer, and monitor grievances related to exclusion and discrimination across the World Bank/IFC portfolio (See the Complaint Management for Vulnerable and Disadvantaged Individuals and Groups chart.)

2. Conduct outreach and sensitization activities for project beneficiaries and communities involved with the World Bank/IFC portfolio

3. Strengthen capacity and provide technical support through training of GoU staff, project workers, and contractors

GoU
Ministry of Finance, Planning and Economic Development

GoU
Project Implementation Units

1. Facilitate and coordinate with EISM

2. Take remedial actions against noncompliant entities as needed

138

Figure 10: Complaint Management for Vulnerable and Disadvantaged Individuals or Groups due to AHA
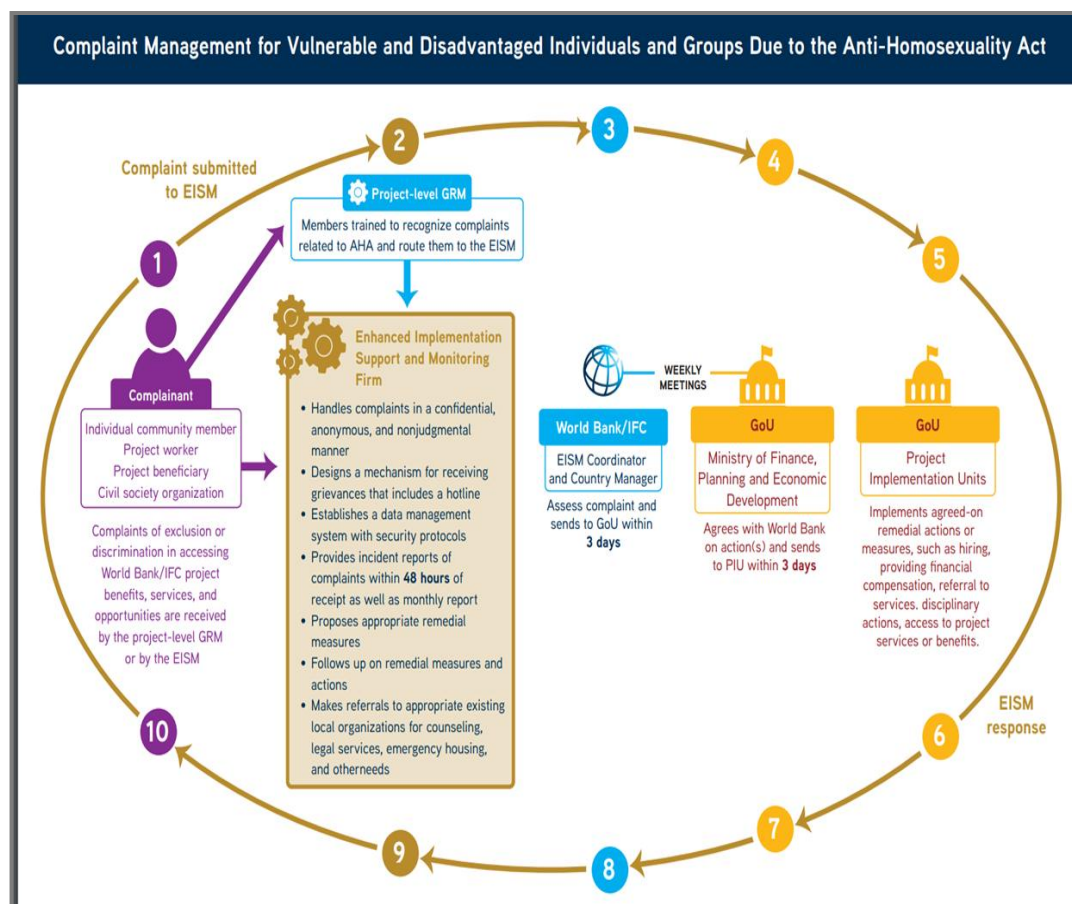
Complaint Management for Vulnerable and Disadvantaged Individuals and Groups Due to the Anti-Homosexuality Act

In July 2024, following the enactment of the Anti-Homosexuality Act (AHA) of 2023, the Environmental and Social documentation and its annexes including ESMF, VLD guideline, SEPs,POMS etc. for all ongoing projects in the Ugandan portfolio were updated to include specific measures to mitigate the risk of discrimination against or exclusion of any affected individuals and groups in providing or receiving benefits in World Bank-financed projects and programs in Uganda. This ESA for DRDIP II includes such mitigation measures in various sections as appropriate.

The measures involve ensuring access to a project-level Grievance Redress Mechanism (GRM), establishing a dedicated hotline for receiving AHA-related complaints, requiring contract clauses and codes of conduct on nondiscrimination, and training project workers and contractors and community outreach activities on Inclusion and Nondiscrimination (IND).

Through a competitive process, the World Bank and International Finance Corporation (IFC) have contracted an international firm SREO Consulting Ltd. (SREO) to support the implementation of the

mitigation measures. SREO will partner with local Civil Society Organizations (CSOs) and/or individuals with expertise and experience in inclusion and nondiscrimination in Uganda.

The World Bank will support the Ugandan government in the rollout of the mitigation measures through Enhanced Implementation Support and Monitoring (EISM), targeting PIUs including the PIST for DRDIP II contractors, subcontractors, frontline service providers, and local stakeholders, as required and set out in the environmental and social documentation.

This annex presents guidelines on how to implement the mitigation measures, including main steps and the roles and responsibilities of task teams, the Ugandan government, PIUs/PISTs, the World Bank, CSOs, SREO, and other stakeholders.

Steps for Implementing Mitigation Measures

Depending on the status of a particular project, the following steps may or may not be followed sequentially. One or more of the steps might not be relevant to a project, or it might be possible to accomplish two or more steps at the same time.

SREO and the relevant World Bank task team leader, social development specialist, and PIU/PIST should discuss and agree on the relevance and sequence of steps prior to their implementation.

1. Assess the Status of the Project

The approach, type, and level of effort will vary depending on a project's implementation status:

- **Ongoing projects.** Ongoing projects require retrofitting to include mitigation measures. Such projects should be considered high priority for monitoring because of the existing risk of discrimination.

- **Early-stage projects.** Projects at an early stage of implementation require retrofitting to include mitigation measures, but the need for monitoring is not as urgent as for ongoing projects. The priority level for early-stage projects will depend on the status of activities on the ground and whether or not a PIU and service providers are in place.

- **Closing and closed projects.** Projects that have closed since the enactment of the AHA or that will be closing in the next six months require a due diligence review to assess if there are any outstanding complaints or issues related to the discrimination of vulnerable or marginalized individuals or groups and if any remedial measures are needed.

  The results of the due diligence should be incorporated into the standard environmental and social closure review unless it has been completed already. No further action is needed.

- **Pipeline projects.** A project that has not yet begun implementation provides the opportunity to integrate AHA risk mitigation measures and monitoring into its design.

DRDIP as a pipeline project has presented such an opportunity to integrate these mitigation measures and monitoring into its design.

2. Enhance Existing Project-Level Grievance Redress Mechanisms and Establish a Hotline

SREO will distribute a questionnaire to World Bank and PIU/PIST social development specialists to assess existing project-level GRMs. Based on a review of responses, it will recommend actions that the PIU/PIST or service providers can take to improve the GRMs.

With the support of SREO, the PIU/PIST and the social development specialist will revise the project GRMs to include effective, safe, ethical, and confidential referral pathways, ensuring that individuals or groups feel secure reporting incidents and that grievances are addressed quickly, efficiently, and appropriately.

SREO will provide training to GRM staff so they can recognize AHA-related complaints and route them to the EISM. The enhanced process will enable the PIU/PIST to identify complaints of exclusion or discrimination sent to the GRM and forward them to SREO within 48 hours of receipt.

Hotline on Discrimination and Exclusion

SREO has designed and operates a hotline (0800 333125) as an alternative way to receive complaints about the exclusion or discrimination of vulnerable or marginalized individuals or groups related to accessing benefits, services, or opportunities in World Bank/IFC operations. The design of the hotline will allow it to:

- Receive complaints in a confidential, anonymous, and nonjudgmental manner that is sensitive to local context and available in local languages.

- Compile detailed monthly reports of complaints.

- Advise complainants on remedial actions.

- Map available services for vulnerable or marginalized individuals or groups, including counseling, legal services, and protection.

- Refer individuals to appropriate local services or organizations.

- Implement a data privacy and protection policy that includes confidentiality clauses which must be signed by all personnel handling referrals

- Establish a data management system that guarantees safety through secure encryption and privacy protocols.

- Develop specific security protocols to ensure communications are safe, ethical, and confidential.

- Ensure all grievance mechanisms have appropriate whistle-blower protection protocols in place that enable safe reporting.

World Bank's Grievance Redress Service. In addition to the enhanced project-level GRM and the dedicated hotline, the World Bank has developed a specific window under its existing Grievance Redress Service (GRS) to manage complaints related to any World Bank project globally. A protocol has been developed to process all complaints related to exclusion or discrimination in the Uganda portfolio.

3. Conduct Outreach and Sensitization Activities

The World Bank team, PIUs/PISTs, and service providers should contact SREO to assist with:

- The preparation and implementation of a plan to disseminate information about existing GRMs and the dedicated hotline.

- The development and implementation of outreach activities on nondiscrimination delivered to beneficiaries and communities in a safe, ethical, and confidential manner.

4. Strengthen Capacity and Deliver Technical Support

The World Bank team, PIUs/PISTs, and service providers should contact SREO to assist with:

- Training workers, contractors, and project-level GRM staff on nondiscrimination and inclusion, including developing training materials, identifying venues, and hiring trainers.

- Delivering any other needed technical support related to the implementation of the mitigation measures.

SREO will prepare training modules for call center operators, data management personnel, and community outreach personnel on the appropriate handling of sensitive information given the AHA context.

5. Conduct Monitoring and Evaluation

Task team leaders, social development specialists, PIUs/PISTs, and service providers should contact SREO to:

- Support the monthly and quarterly monitoring and evaluation of the implementation of agreed measures and actions to mitigate the risk of exclusion and discrimination and to reduce incidents of discrimination or exclusion due to the AHA.

- Provide comments on regular evaluations of the effectiveness of mitigation measures.

- Offer feedback on recommendations and support the implementation of adjustments to mitigation measures based on their effectiveness.

6. Take Remedial Action

When a discrimination or exclusion complaint is reported to the dedicated hotline, the following process should be followed:

- SREO will report the grievance to the World Bank, propose appropriate remedial actions, and follow up on agreed actions to resolve the case.

- The World Bank's EISM coordinator and country manager will assess the complaint and then forward it to the Ministry of Finance, Planning and Economic Development. If the Ministry does not object to the World Bank's recommendations, they will be forwarded to the PIU/PIST.

- The PIU/PIST is responsible for implementing the agreed measures, which might include training and retraining, hiring, offering financial compensation, providing service referrals, taking disciplinary actions, and providing access to project services and benefits.

Roles and responsibilities for the Implementation of Mitigation Measures

The different steps presented are guidance on the how to do and the sequencing for the implementation of the mitigation measures bearing in mind that the sequencing can vary from one project to another, and activities done in parallel in some instances. Each Step identifies the roles and responsibilities of the GOU, PIU/PIST, WBG, CSOs and SREO. The roles and responsibilities are summarized in this section in table 13.

This section also provides more specific information on roles and responsibilities to implement the mitigation measures of the EISM firm RSEO and the PIUs/PIST. The mitigations measures identified in the Projects' environment and social instruments will be implemented by the GOU through the PIU/PIST with the support of the EISM firm RSEO hired by the World Bank with NGO/CSOs and country-based development partners in implementing these mitigation measures. SREO's specific responsibilities include:

- Helping project teams improve existing project-level grievance redress mechanisms, and developing and operating an independent mechanism to identify, manage, and monitor cases of discrimination.

- Developing a robust data management system and process that secures personal data and information safely, ethically, and confidentially.

- Working with the World Bank to strengthen the capacity of PIUs/PISTs, workers, contractors, subcontractors, and service providers.

- Ensuring that contracts, codes of conduct, hiring procedures, whistle-blower protections, and all other needed protocols are in place to remediate cases of discrimination.

- Supporting the World Bank in monitoring the efficacy of the agreed mitigation measures.

- Reporting complaints of discrimination to the World Bank, proposing appropriate remedial actions, and following up on agreed actions to resolve cases.

With the support of SREO, PIUs/PISTs are responsible for implementing mitigation measures as described in the environmental and social instruments, including:

- Developing training, sensitization, information, educational, and communication materials on the principle of nondiscrimination of individuals or groups who are vulnerable or marginalized.

- Conducting consultations on nondiscrimination with targeted external stakeholders, including NGOs, CSOs, local governments, and other stakeholders, as appropriate.

- Integrating clauses on nondiscrimination and codes of conduct on nondiscrimination into all project contracts, which must be signed by all contractors, subcontractors, and service provider staff.

- Reviewing all relevant policy and protocol documents, including those for human resources and whistle-blower protections.

- Facilitating the monitoring of all measures to ensure their implementation, that all reported incidents are shared with the World Bank, and that they are addressed promptly.

Box 1: Roles and Responsibilities for the Implementation of Mitigation Measures

Government of Uganda

- Facilitating the implementation of mitigation measures under the leadership of the Ministry of Finance, Planning and Economic Development and through PIUs.

- Following up on reported cases of discrimination in coordination with the World Bank EISM coordinator and country manager.

- Achieving agreement with the World Bank on remedial actions and forwarding recommendations to PIUs.

Project Implementation Units/Project Implementation Support Teams

- Reviewing and enhancing project-level GRMs.

- Ensuring the implementation of mitigation measures.

- Facilitating capacity strengthening and community outreach efforts.

- Implementing agreed-on remedial actions and measures.

World Bank (task team leaders, social development specialists, and the EISM coordinator)

- Supporting capacity strengthening and training sessions.

- Facilitating communication between SREO and the Ugandan government, SREO and task team leaders, and SREO and PIUs/PISTs.

- Overseeing the remediation of reported cases, makes recommendations, and follows up to ensure their resolution.

Civil Society Organizations

- Hired by the EISM firm (SREO) to coordinate the monitoring of activities in Uganda.

- Participate in capacity-building and outreach activities to disseminate information about the hotline and the GRS to relevant populations.

- Receive and manage referrals for issues outside the EISM's scope.

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- Establishes a dedicated hotline and assists PIUs/PISTs in improving existing GRMs.

- Conducts outreach and sensitization activities.

- Provides capacity-strengthening and technical support to PIUs/PISTs.

- Monitors and evaluates discrimination complaints.