**REPUBLIC OF UGANDA**

# MINISTRY OF GENDER, LABOUR AND SOCIAL DEVELOPMENT

# DRAFT

# STAKEHOLDER ENGAGEMENT FRAMEWORK (SEF)

# FOR

## GENERATING GROWTH OPPORTUNITIES FOR WOMEN (GROW) UGANDA -P176747

**May, 2022**

**SEF TEAM COMPOSITION**

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| | |
|---|---|
| CEDAW | Convention on Elimination of all Forms of Discrimination Against Women |
| (D)CDO | (District) Community Development Officer |
| DLG | District Local Government |
| ESF | Environmental and Social Framework |
| ESIA | Environmental and Social Impact Assessment |
| ESMF | Environmental and Social Management Framework |
| ESMP | Environmental and Social Management Plan |
| ESMMP | Environmental and Social Management and Monitoring Plan |
| ESS | Environmental and Social Standard |
| GBV | Gender Based Violence |
| GoU | Government of Uganda |
| GROW | Enhancing Growth Opportunities and Productivity for Women Enterprises (GROW) Project |
| GRM | Grievance Redress Mechanism |
| GRS | Grievance Redress Services of the World Bank |
| HIV/AIDS | Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome |
| HSE | Health Safety and Environment |
| ICRW | International Centre for Research on Women |
| IDA | International Development Association of the World Bank |
| IWGIA | International Work Group for Indigenous Affairs |
| LC | Local Council |
| MDAs | Ministries, Departments and Agencies |
| M2S | Micro to Small |
| S2M | Small to Medium |
| MGLSD | Ministry of Gender, Labour and Social Development |
| MoFPED | Ministry of Finance, Planning and Economic Development |
| MoLG | Ministry of Local Government |
| MLHUD | Ministry of Lands, Housing and Urban Development |
| MTWA | Ministry of Tourism, Wildlife and Antiquities |
| MoWT | Ministry of Works and Transport |
| NDP | National Development Plan |
| NEMA | National Environment Management Authority |
| NFA | National Forest Authority |
| OPM | Office of the Prime Minister |
| OSH | Occupational Safety and Health |
| PIU | Project Implementation Unit |
| PWDs | People With Disabilities |
| RAP | Resettlement Action Plan |
| RPF | Resettlement Policy Framework |
| SEA | Sexual Exploitation and Abuse |
| SEF | Stakeholder Engagement Framework |
| (S)GBV | (Sexual and) Gender Based Violence |
| (S)VAC | Sexual Violence Against Children |
| PSFU | Private Sector Foundation Uganda |
| UBOS | Uganda Bureau of Statistics |
| UNDP | United Nations Development Programme |
| UNHCR | United Nations High Commission for Refugees |
| UOBDU | United Organisation for Batwa Development in Uganda |
| UPF | Uganda Police Force |
| UWA | Uganda Wildlife Authority |

| VMGF | Vulnerable and Marginalised Groups Framework |
|------|-----------------------------------------------|
| VMGs | Vulnerable and Marginalised Groups |
| WB | World Bank |

## EXECUTIVE SUMMARY

The Ministry of Gender Labour and Social Development (MGLSD), with support from Government of Uganda and World Bank (WB), seeks to improve the socioeconomic status of women in Uganda through the proposed project, Generating Growth Opportunities for Women (GROW), Uganda. The project seeks to transition women's business enterprises to the next level of business growth, and it will be structured around four main components: Support for Women Empowerment and Enterprise Development Services; Bridging Finance for Supporting Female-owned Enterprise Growth and Transition; Demand-driven Enabling Infrastructure and Facilities for Enterprise Growth and Transition; and Project Management Support, Policy Innovation and Evidence Generation.

**Scope of the GROW Project**

The GROW Project is a national initiative that will be implemented in all the districts in Uganda in a phased manner. At the initial stage, the implementers will carry out preliminary stakeholder consultations in twenty districts spread across all the four regions of Uganda (i.e., Northern, Central, Eastern and Western), with five districts sampled from each region. Consideration will be made to ensure that Vulnerable and Marginalised Groups (VMGs), including refugee women, are included among the Project beneficiaries. Besides the need for regional balance, socioeconomic considerations will be taken into consideration, with an effort to include underdeveloped, slow, and fast developing districts in the sample.

Given the potentially significant environmental and social impacts of the Project, it will be imperative to adhere to the requirements of the World Bank's Environmental and Social Standard (ESS) 10 Stakeholder Engagement and Information Disclosure which emphasises the importance of open and transparent engagements between the borrower and stakeholders as an element of good international practice. The impacts above may fall disproportionately on women and other VMGs. The MOGLSD was charged with the responsibility of developing a comprehensive Stakeholder Engagement Framework (SEF) For the GROW Project that will finally guide the process of Stakeholder Engagement (SE) throughout the life circle of the GROW project to help avert the risks and adverse impacts of the project and maximise project benefits.

**Stakeholder Consultations**

Effective stakeholder engagement will therefore constitute a vital undertaking throughout the life cycle of the Project, enhancing its acceptance. It will constitute an important step towards mitigating the risks and adverse impacts of the proposed GROW Project, improving its environment and social sustainability and also represent a significant step towards its successful project design and implementation. In the implementing of the proposed GROW Project, the SEF outlines the principles and modalities for identifying and categorising all project stakeholders to plan meaningful stakeholder engagement processes in line with the World Bank Environmental and Social Framework (ESF). Meaningful public participation and consultations are provided for under the Constitution of Uganda and other relevant national protocols and statutes with which this SEF will comply. Public participation allows Project Affected communities – to contribute meaningfully to vital decisions by expressing fears, concerns, expectations, views, needs and values. This mode of participation will be the heart of stakeholder engagement under the GROW Project.

**The Context of the Stakeholder Engagement Framework (SEF)**

The SEF considers engagement of all stakeholders as an important part of communication that will build and maintain enduring relationships among stakeholders, affected communities including VMGs, refugees, Persons with Disability (PWDs) and other interested parties within the GROW project beneficiaries, which, if done in a timely, relevant, understandable, open, and transparent manner, will lead to all stakeholder appreciation and acceptance of the project. The SEF will ensure that consultations shall be carried out in the most culturally appropriate manner, free of manipulation, interference, coercion, discrimination, and intimidation. The Stakeholder Engagement Plan (SEP) that will be developed will cover all components of the GROW project. The same SEP will target all project beneficiaries in order to create awareness about the sub-projects. The single SEP will be used across the different sub-projects' locations, across the various

districts addressing all project components after they have been identified. Dates, locations, venues, time and mode of stakeholder engagements will be updated for all the project locations after project identification is concluded for each district.

**National-Level Stakeholder Consultations**

For planning purposes, preliminary multi-sectoral consultations were held in Kampala in the course of March and April 2022 via Zoom with various stakeholders at the national level, notably from the academia, Civil Society Organisations (CSOs); Faith Based Organisations (FBOs); VMG representative organisations; Development Partners, notably the World Bank, the United Nations Development Programme (UNDP), and the United Nations High Commission for Refugees (UNHCR); and critical Government ministries and agencies. The objective was to gather data that would inform project design and prepare materials for the SEF which will guide the Social Safeguard team in the preparation and updating of various Environmental and Social Management documents, including the Environmental and Social Commitment Plan (ESCP), the Environmental and Social Management Framework (ESMF), the Resettlement Policy Framework (RPF), the Vulnerable and Marginalised Group Framework (VMGF). These preparatory processes are crucial for the development of a detailed Stakeholder Engagement Framework that will be used to guide the development of the SEP at the implementation stage.

# 1   INTRODUCTION AND BACKGROUND TO THE STAKEHOLDER ENGAGEMENT FRAMEWORK

## 1.1   The Background

Most women enterprises in Uganda operate on micro or small scale, usually without access to financial support to enable them transition to a higher level of business growth. The goal of the proposed GROW Project will be to support women entrepreneurs financially and equip them with skills and facilities to propel their businesses to the next level growth. The Project comes as a timely intervention in the wake of the Covid-19 pandemic which greatly disrupted economic activities and people's livelihoods across the country and world over. The adverse impacts of the pandemic have been felt more disproportionately by women and other Vulnerable and Marginalised Groups (VMGs), notably ethnic minorities and refugee women, worsening their already dire socioeconomic situation. The pandemic has aggravated and intensified poverty and unemployment as many people lost their businesses and livelihoods. In response, the Government of Uganda has secured a loan from its development partner, the World Bank, to help finance and revamp the socioeconomic status and livelihoods of women and other VMGs through the proposed project, Generating Growth Opportunities for Women (GROW), Uganda.

The proposed GROW Project will be implemented by two main institutions: Ministry of Gender, Labour and Social Development (MGLSD) and Private Sector Foundation Uganda (PSFU) in partnership with Ministry of Finance Planning and Economic Development (MOFPED) and Makerere University Business School.  This Stakeholder Engagement Framework (SEF) is a vital component of the project's implementation. It sets out the principles of, and modalities for, effective stakeholder engagements that will ensure the environmental and social safety standards as well as the acceptance and sustainability of the GROW project**.** The SEF is designed to enhance stakeholder participation in the project, right from the planning, management to the evaluation of the project. Stakeholder consultation in the preparatory stage has also been used to identify mitigation measures and actions that will improve the project's decision making. The SEF has been prepared to guide stakeholder consultations during the project formulation cycle and later, to inform the preparation of a comprehensive Stakeholder Engagement Plan (SEP) and future engagements, as soon as a given location, stakeholder group, and schedule of activities have been confirmed. This process is being applied because adequate information for the development of a SEP is not yet available.

The SEF will guide in the identifying and verification of various proposed stakeholders, including both project-affected persons and other interested parties as well as VMGs, most of whom are women. In addition, individuals or groups who might have different concerns and priorities about project benefits, impacts and mitigation mechanisms will be identified and, if need be, given separate forms of engagements.

## 1.2   Project Development Objective (PDO)

The Project Development Objective (PDO) is to increase access to services that enable female entrepreneurs to increase the social and economic impact of their enterprises in targeted locations, including host and refugee communities.

## 1.3   Project Components

The project consists of four components that together constitute a comprehensive package of customized support for empowering female entrepreneurs to grow and transition their enterprises from micro to small and from small to medium.

Component 1 will provide enterprise development services for women through training (technical, life-skills, digital), business advisory services, and enhanced networks for women through platforms that facilitate market linkages and value chain development and seek to change negative social norms that prevent women from engaging business activities. Component 2 will facilitate access to finance for women entrepreneurs to transition from micro enterprises to small and medium enterprises. This component will

address the key constraint of access to larger scale finance for women entrepreneurs to expand their business. Component 3 will support investments in enabling infrastructure and facilities including common-user facilities and childcare facilities to ensure that women have access to economic and social infrastructure. Component 4 will support project management, policy innovation, and evidence generation. These components will include host communities and have specialized activities that address the specific needs of women entrepreneurs that are refugees and that are from refugee hosting community locations. These four components together constitute a comprehensive package of customized support for empowering female entrepreneurs to grow and transition their enterprises from micro to small and from small to medium as detailed below.

**Component 1: Support for Women Empowerment and Enterprise Development Services**.

This component focuses on supporting enterprise development services and increasing access to social and business networks. It will (a) expand access to tailored packages of personal and enterprise development support for women's business growth, (b) expand access to mentorship, social and business networks, and (c) tackle social norms constraining women's economic participation and productivity through mind-set trainings for women and men, sessions on GBV, and engagements with men and wider community. *Subcomponent 1A (Supporting and strengthening womenf platforms and beneficiary selection)* will establish platforms to promote supportive social norms, deliver skills and training, and connect women with business networks, markets and infrastructure. *Subcomponent IB (Support for core business development for micro and small enterprises)* will support a core package of training in topics known to enhance success of entrepreneurs of all enterprises. *Subcomponent IC (Support for trade/sector specific skills)* will support advanced, sector-specific training for women entrepreneurs who successfully complete the core course and want to avail trade specific trainings. *Subcomponent ID (Women Entrepreneurship Fellowship Program)* will support promising women entrepreneurs that want to operate in male-dominated sectors and match them with sector and industry leaders and mentors to receive on-the-job training in their field.

**Component 2: Financial Accelerator Facility for Women Entrepreneurs**.

This component will support access to finance for women entrepreneurs to transition from micro enterprises to small and medium enterprises. The component will invest in the "investment readiness" of women entrepreneurs and the capacity of financial sectors to serve women entrepreneurs as well as incentivize credit provision through matching grants linked to lending from participating financial institutions (PFIs). *Sub-component 2A (Investment Ready Support and Grants)* will support women entrepreneurs to become "investment ready" by developing and refining their operating model and moving toward scaled business implementation. *Sub-component 2B (Complementary Matching Grant for Enterprise Growth) will support women entrepreneurs*, including refugees and women entrepreneurs from host communities, to meet the capital needs for business expansion and growth.

**Component 3: Demand-driven Enabling Infrastructure and Facilities for Enterprise Growth and Transition.**

This will finance investments in infrastructure and facilities that address constraints women face in expanding and growing their micro, small and medium enterprises. *Sub-component 3a (Childcare infrastructure and facilities)* will support women entrepreneurs to identify, establish and operate childcare facilities that are in close proximity to their enterprises and that enable them to spend more time on growing their enterprises. It will finance childcare infrastructure, childcare equipment, digital access points, childcare training and start-up funding, and local and community capacity building. *Sub-component 3b (Household and socio-economic infrastructure and technology)* will support women entrepreneurs in collaboration with their communities and local governments to identify, prioritize and address critical gaps in the provision of household and socio-economic infrastructure that prevent them from growing their micro and small enterprises. It will finance energy, water, and market and transport safety and access enhancements, GBV One-Stop-Shop Service Facilities, and time-saving connections and technology. *Sub-component 3c (multi-purpose service and production facilities)* will support women entrepreneurs in collaboration with local governments, existing entrepreneur associations and Uganda Investment Authority (UIA) to identify opportunities to invest in multi-purpose service and production facilities.  It will finance

feasibility assessments, multi-purpose facility construction and/or upgrading, and multi-purpose equipment and training.

**Component 4: Project Management Support, Policy Innovation, and Evidence Generation**

Will strengthen the capacity of government institutions to deliver a coordinated and high-quality package of "wrap around support" to the targeted beneficiaries as well as to tackle policy constraints that impede women's economic empowerment. *Subcomponent 4.A (Project management support for high-quality implementation)* will enhance the capacity of national, district, and community institutions to implement the project. This includes financing of Project Support Teams (PSTs) at the key implementing agencies (MGLSD, PSFU, and MLG) as well as financing capacity building activities. *Subcomponent 4.B (Policy innovation and evidence generation)* will implement a learning agenda for the project as well as generate evidence that will underpin dialogue and reforms on creating an enabling policy environment for female entrepreneurship and women's economic empowerment (WEE).

## 1.4 Project Beneficiaries

The primary beneficiaries of the project are the women and their enterprises that receive direct support under the project. The project aims to reach about 30,000 female owned enterprises (including refugee owned business) and about 185,000 women entrepreneurs (including refugees and host community members) with a package of assistance, including access to finance, training, business support services, and childcare among others. It aims to support micro enterprises transitioning to small and small enterprises transitioning to medium. In addition, the Bank team will ensure that GROW does not duplicate the support envisaged under the Bank-financed project, INVITE, which also aims to support small and medium enterprises. The GROW project implementation will support complementarity by linking women entrepreneurs to the INVITE-financed credit lines after they have transitioned and grown from micro to small and small to medium.

➢ **Under component 1:** The project aims to support about 5,000 women entrepreneur platforms targeting nearly 150,000 women entrepreneurs with networking and leadership support, GBV sessions, and a training course on core business skills, climate change, and green jobs. In addition, under this component about 20,000 women enterprises will receive trade-specific skills training, benefiting nearly 60,000 women (these women will be both the enterprise owners as well as women employed by the enterprise). This includes an estimated 600 platforms in RHC districts benefiting approximately 13,320 women entrepreneurs in RHC districts.

➢ **Under Component 2:** The project aims to support 25,000 women micro enterprises to transition to small enterprises with bridging finance. The project aims to support 3,000 women small enterprises to transition to medium enterprises with bridge finance. This includes approximately 2,200 micro enterprises and 110 small enterprises in RHC districts.

➢ **Under Component 3:** The project aims to support 55,360 women entrepreneurs and employees (direct beneficiaries) as well as 3.8 million local citizens (indirect beneficiaries) with access to climate resilient and adaptive infrastructure and facilities. The project aims to support 42,000 female direct and 2.5 million indirect beneficiaries with access to local infrastructure and facilities (subcomponent 3.A) and 13,360 female direct and 1.3 million indirect beneficiaries with access to regional facilities. This includes an estimated 6,600 women entrepreneurs and employees as well as 456,00 indirect beneficiaries (men and women) in RHDs.

**Table 1 Categorization of Enterprises Based on Size and Turnover**

| | |
|---|---|
| Micro enterprise | Fewer than 5 workers and annual turnover of less than UGX 10 million (less than US$2,810) |
| Small enterprise | Having 5–49 workers and annual turnover of UGX 10-100 million (US$2,810 – US$28,100) |
| Medium enterprise | Having 50–100 workers and annual turnover of UGX 100-360 million (US$28,100 – US$101,100) |
| Large enterprise | Having more than 100 workers and annual turnover of more than UGX 400 million (US$112,360) |

The project will operate nationwide, including in the Kampala district. The distribution of project funds across regions will be determined based on more in-depth mapping of the women enterprises and the value chain analyses that are planned. Sector selection will be based on the outcome of the value chain analyses and on growth prospects for women enterprises in a given sector as well as opportunities for moving into greener jobs and sectors. However, a negative list of sectors linked to environment and social standards will be developed to ensure there are no safeguard issues during project implementation. Beneficiaries of the project will be selected through criteria yet to be agreed. These may include (a) having a bank account; (b) being formally registered; (c) evidence of filing tax returns (for the transition from small to medium enterprises); (d) having focus on annual revenue performance over the course of the year, rather than at just one point; and (e) having a business plan for expansion, including the perspective of current and future climate risks, impacts, and opportunities for supporting women's movement into greener jobs and sectors.

The project will also support women in addressing GBV and the institutions that serve them through sessions with women entrepreneurs who are part of the platforms. The platforms will include support to adolescent girls' transition from school to work. The project will also benefit the families of the women who receive support and the communities in which they live by raising women's incomes benefiting about 650,000 individuals.

## 1.5    The Proposed Project Locations and Coverage

The proposed GROW Project will have a national coverage.

**Map of Uganda Showing the Proposed Regional Coverage by End of the Project Life Cycle**



Key
- Northern
- Eastern
- Central
- Western

**Figure 1: District Map of Uganda by Region** *(Source: Http://www.gou.go.ug)*

**Map of Uganda showing regional distribution of Refugees and Asylum – Seekers in Uganda Uganda Refugee Response who will constitute part of the GROW Project Beneficiaries**
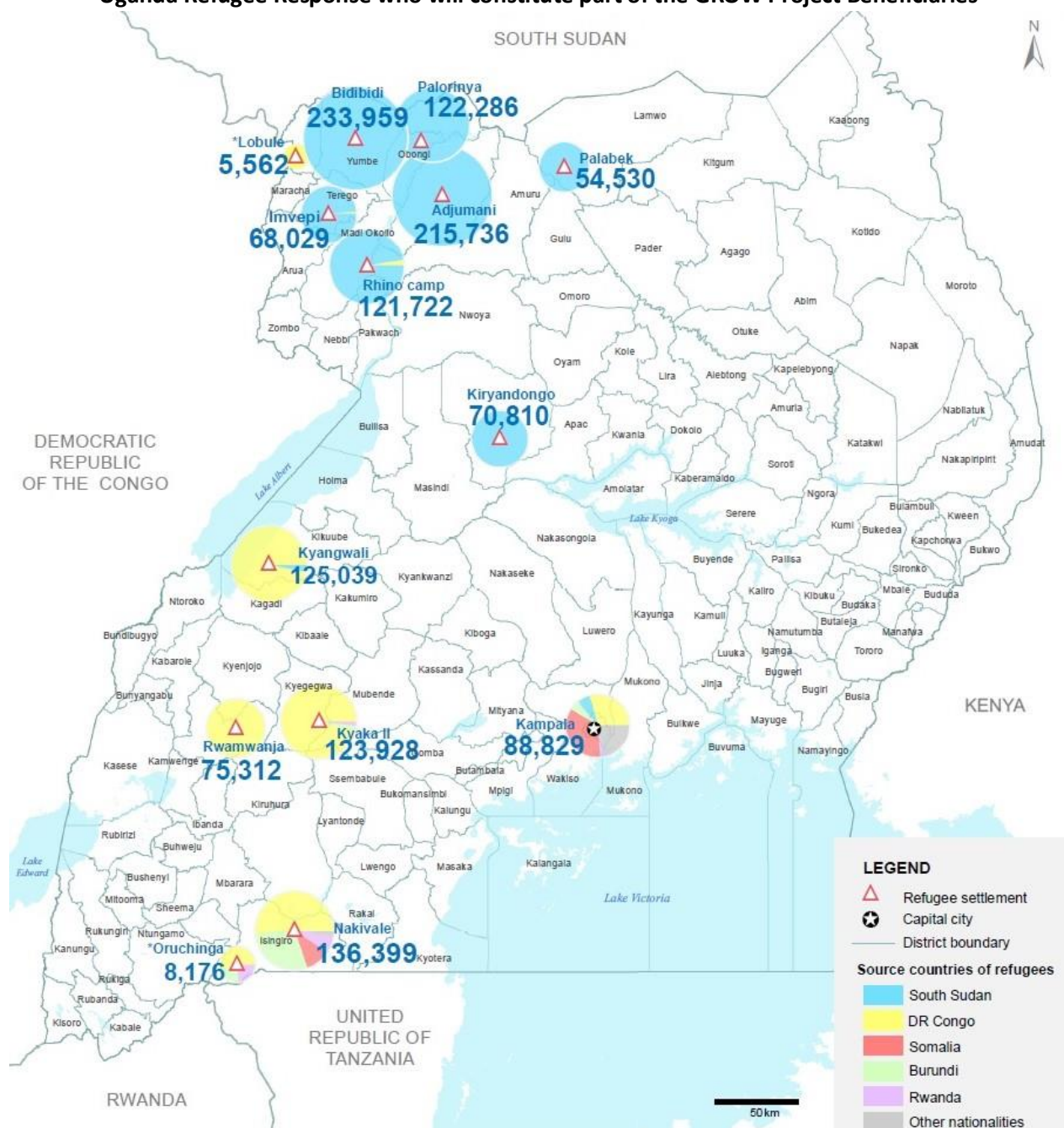


*Figure 2:The Main Vulnerable and Marginalised Groups in Uganda as Categorized under the National Equal Opportunities Policy, 2020.*

## 2    METHODOLOGY AND APPROACH

### 2.1    Introduction

This section presents the approach and key methods of engagement that were used to inform the various stakeholders about the GROW Project that will be funded by World Bank during project preparation.

### 2.2    Approach

Initial preparatory stakeholder engagements meant to inform project design were held between   23$^{rd}$ March and 20th April 2022 and this will be a continuous process throughout the life cycle of the GROW. (See Table 2). However, stakeholder engagement had taken place to inform project scoping and identification. Details about the purpose of the ESMF and other environment and social safeguards instruments (ESMF, RPF, VMGF, ESCP and this SEF) in regard to Generating Growth Opportunities for Women (GROW) Uganda were communicated through an official email from MGLSD, with an introductory letter (See Annex 3) about the project attached. The stakeholders identified (see Table 2) were invited to respond to a specific questionnaire/checklist (See Annex 1) relating to the Generating Growth Opportunities for Women (GROW) Uganda project and were also encouraged to make additional comments during the consultation process.

### 2.3    Approach and Methodology in SEF Preparation

Preparation of this SEF has been done in accordance with applicable World Bank Environmental and Social Framework specifically ESS10 Stakeholder Engagement and Information Disclosure and ESS7 on Indigenous Peoples/ Sub-Saharan African Historically Underserved Traditional Local Communities as well as Uganda's environmental impact assessment requirements, (National Environment Acts, EIA Regulations and guidelines).

It also involved literature reviews; stakeholder consultations and discussions with relevant sector institutions, including but not limited MGLSD, OPM, NEMA, UNHCR and PSFU among other members. Principally, the preparation of this SEF was undertaken considering the COVID-19 Standard Operating procedures and being an activity that needed to be expedited, the study benefited from literature review and some planned online meetings such as Zoom, WhatsApp, Google meet, WebEx, email correspondences as well as telephone-based consultations with relevant key stakeholders.

### 2.4    Literature Review

Some of the key documents that were reviewed include:
   a) The World Bank Environmental and Social Framework 2017 Washington DC
   b) Generating Growth Opportunities for (GROW) Uganda Project-P176747 - PAD
   c) Relevant National Laws, Policies and Constitution
   d) National Development Plan (NDP) 2010-2014

### 2.5    Stakeholder Engagement and Community Consultations

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 MGLSD 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.

The discussions focused on the general scope of the GROW Project, and particularly on generating opportunities for women to grow their micro and small enterprises in targeted districts, including in refugee and host communities. The views from these consultations were recorded, analyzed and appropriate measures recommended as part of the SEF where necessary. A summary of the of 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 |
| Uganda Investment Authority | Officer | 23/03/22 | Virtual Meeting (Zoom) | | 1 | 3 |
| | Officer | 23/03/22 | Virtual Meeting (Zoom) | | 1 | |
| | Officer | 23/03/22 | Virtual Meeting (Zoom) | 1 | | |
| Ministry of Finance, Planning and Economic Development | Officer | 23/03/22 | Virtual Meeting (Zoom) | | 1 | 1 |
| National Planning Authority | Officer | 23/03/22 | Virtual Meeting (Zoom) | | 1 | 1 |
| Ministry of Local Government | Officer | 23/03/22 | Virtual Meeting (Zoom) | | 1 | 1 |
| Ministry of Trade Industries and Cooperatives | Officer | 23/03/22 | Virtual Meeting (Zoom) | 1 | | 1 |
| Ministry of Tourism, Wildlife and Antiquities | Officer | 23/02/22 | Virtual Meeting (Zoom) | | 1 | 1 |
| Office of the Prime Minister | Officer | 24/03/22 | Virtual Meeting (Zoom) | 1 | | 1 |
| United Nations Development Programme | Officer | 24/03/22 | Virtual Meeting (Zoom) | | 1 | 1 |
| Kyambogo University | Officer | 24/03/22 | Virtual Meeting (Zoom) | | 1 | 3 |
| | Officer | 24/03/22 | Virtual Meeting (Zoom) | | 1 | |
| | Officer | 24/03/22 | Virtual Meeting (Zoom) | | 1 | |
| Makerere University Business school | Officer | 24/03/22 | Virtual Meeting (Zoom) | | 1 | 1 |
| National Forestry Authority | Officer | 25/03/222 | Virtual Meeting (Zoom) | | 1 | 3 |
| | Officer | 25/03/222 | Virtual Meeting (Zoom) | | 1 | |
| | Officer | 25/03/222 | Virtual Meeting (Zoom) | | 1 | |
| National Environmental Management Authority | Officer | 25/03/222 | Virtual Meeting (Zoom) | | 1 | 1 |
| United Nations Development Programme | Officer | 25/03/222 | Virtual Meeting (Zoom) | | 1 | 1 |
| Inter Religious Council of Uganda | Officer | 25/03/222 | Virtual Meeting (Zoom) | | 1 | 4 |

| Stakeholder | Key personnel consulted | Date | Method of Engagement | Gender | | |
|---|---|---|---|---|---|---|
| | | | | **Male** | **Female** | **Total** |
| | Officer | 25/03/222 | Virtual Meeting (Zoom) | 1 | | |
| | Officer | 25/03/222 | Virtual Meeting (Zoom) | | 1 | |
| | Officer | 25/03/2022 | Virtual Meeting (Zoom) | | 1 | |
| National Union of the Disabled Persons of Uganda-NUDIPU | Officer | 25/03/2022 | Virtual Meeting (Zoom) | | 1 | 5 |
| | Officer | 25/03/2022 | Virtual Meeting (Zoom) | | 1 | |
| | Officer | 25/03/2022 | Virtual Meeting (Zoom) | 1 | | |
| | Officer | 25/03/2022 | Virtual Meeting (Zoom) | | 1 | |
| | Officer | 25/03/222 | Virtual Meeting (Zoom) | | 1 | |
| The Southern and Eastern Africa Trade Information and Negotiations Institute – (SEATINI) Uganda | Officer | 1st April 2022 | Virtual Meeting (Zoom) | - | 1 | 1 |
| | Officer | 1st April 2022 | Virtual Meeting (Zoom) | - | 1 | 1 |
| | Officer | 1st April 2022 | Virtual Meeting (Zoom) | - | 1 | 1 |
| Council for Women Economic Empowerment in Africa, Uganda (CEEWA) | Officer | 1st April 2022 | Virtual Meeting (Zoom) | - | 1 | 1 |
| Oxfam Uganda | Officer | 1st April 2022 | Virtual Meeting (Zoom) | - | 1 | 1 |
| Mercy Corps Uganda | Officer | 1st April 2022 | Virtual Meeting (Zoom) | 1 | | 1 |
| Women of Uganda Network (WOUGNET) | Officer | 1st April 2022 | Virtual Meeting (Zoom) | - | 1 | 1 |
| CARE International | Officer | 1st April 2022 | Virtual Meeting (zoom) | 1 | | 1 |
| IK representative/ Kaabong District Commercial officer | Officer | 21st April 2022 | Telephone call | 1 | | 1 |
| **Total** | | | | | 38 | |

## 2.6    Brief Summary of Stakeholder Concerns

The following stakeholder engagements have been undertaken as part of GROW Project preparation and these were conducted between 23rd March 2022 to 1st April 2022. A summary of the of views/concerns raised about the project provided by the stakeholders, and responses to some inquiries is captured below (Table 3) while the detailed stakeholder minutes are provided under Annex and Annex 4.

**Table 3: Key Stakeholder Issues Raised**

| Stakeholder | Issues/concerns | Response/Action plan |
|---|---|---|
| National Planning Authority | There is need to ensure that all these interventions being made do not overlap to minimize waste and duplication since there are already existing government led interventions such as UWEP and now the Parish Development Model. | Project will work to provide credit to already existing entities which are already, and small medium level as opposed to start ups at micro level. |
| Ugandan Investment Authority | The project is yet to come out and explicitly indicate the type of Common- User facilities that it intends to establish | For now, what is clear, the Common User facilities will include childcare facilities, machines, lavatories and the like. |
| | UIA already has similar structures/spaces for SMEs but they aren't being utilized by the intended beneficiaries. | Noted |
| | There is need to have an assessment to inform the establishment of these Common User Facilities | The project will carefully study make practical recommendations to inform establishment of these Common User facilities. |
| | There is need to show synergies between different projects that are running such as the Parish Development Model, GROW and INVITE | Noted |
| | There is need to have proper guidelines on how to link users to the common user facilities. | These guidelines will be shared before project implementation commences |
| | As part of its investment strategy, UIA preserves space for SME growth across the country. | Noted |
| | UIA also needs to know the linkage between PDM, GROW and INVITE projects to see where it can plug-in and help to inform project implementation. | Noted |
| | On the issues of land -UIA has previously donated land to women for example in Soroti and Namanve but the women entrepreneurs haven't taken possession owing to the cost of carrying out the associated studies and assessments. | MGSLD will further engage with UIA as explore ways of how best the GROW project can utilize this opportunity of available land to enhance women's growth opportunities. |
| | Recently, UIA, embarked on a land mobilization drive across the country and from this they were able to get land from various regions such as West Nile, Lango with Nebbi donation 511 acres, Madi Okollo 515acres, Yumbe 1224 acres, | Noted, MGSLD will explore how it can ride on this to mitigate the risks involved in land take and acquisition. |

| Stakeholder | Issues/concerns | Response/Action plan |
|---|---|---|
| | Pader,500 acres, Dokolo 200 acres, Oyam 54, Lira 300, Ankole sub-region 25acres, Kigezi 6acres, Rukunigri 203 acres, Kisoro 620, Tooro 502 and Nakasongola,640 acres | |
| | Before the UIA take possession of land due diligence studies such as ESIA and RAP are undertaken in compliance with national laws and international best practices. | Noted, where required GROW will also conduct the requisite due diligence studies to comply with the national laws and World bank standards specifically ESS1, ESS5, ESS10 and any other Environment and Social Standards that may apply in line with WB ESF framework,2017. |
| | Land is only given out to potential users after undertaking the required due diligence studies. | Noted |
| | Regarding grievances -UIA noted that they normally encounter grievances especially those related to land take and acquisition but use existing structures at district and community level to resolve any issues that arise. | Noted, GROW project will also recommend a Grievance Redress Mechanism in cognizance of the existing grievance redress structures such especially at district and community level. |
| Ministry of Finance Planning and Economic Development | The General feeling is that there is a duplication of interventions from UWEP | Unlike UWEP, GROW has been designed in such a way that it provides credit to already existing entities owned by women which are already at small medium level as opposed to start ups at micro level. |
| Ministry of Local Government | There is need to include the vulnerable and marginalized groups in this intervention to ensure that they are extricated from the pangs of poverty. | All components will integrate disability inclusion, using best practices on how to best run entrepreneurships and jobs platforms for women with disabilities and digital platforms for female entrepreneurs |
| | The project should have updated gender disaggregated data to inform the design and implementation of the GROW project. | Review and analysis of data regarding entrepreneurship in Uganda will be done and presented in the safeguards documents to inform project design and implementation. |
| | **On the issue of DLGs capacity to implement such projects**-The DLGs have the capacity and structures to help in project implementation and monitoring. However, they need to be involved right from inception so that they can have full appreciation of the project objectives, intended out comes and target groups. | Noted |
| Ministry of Trade, Industry and Cooperatives | Women should be encouraging to formalize businesses so that they can tap into this government led intervention. | Noted |
| | There is need to teach the women entrepreneurs value addition skills for purposes of competitiveness and growth in business | Noted-Through training, the project intends to deliver Core course and sector specific training to respective women's groups and through these trainings they will be equipped with various skills such as |

| Stakeholder | Issues/concerns | Response/Action plan |
|---|---|---|
| | | processing, marketing branding and the like. |
| | Women entrepreneurs should be encouraged to join business forums to ensure that they get free mentorship and expert views and ideas on the dos and don'ts' of where they can pick crucial tips for business growth and success | Noted |
| **Ministry of Tourism Wildlife and Antiquities** | Does the project intend to support any start-ups? | Women in Tourism will be supported at both group level and individual level |
| | Will there be any form of capacity building for the women entrepreneurs? | Peer learning is going to be encouraged-the GROW project will provide structured peer support to women entrepreneurs who are serious about growing their businesses, with mentoring and guidance from lead female entrepreneurs |
| | There are serious issues of GBV specifically in the tourism sector that need to be mitigated. | Given the scope of this project, GBV policy and action plan with activities that reflect the priorities and needs identified by the communities and GBV actors to mitigate the risk of GBV on the project. |
| | There are also cases of child labour especially in recreational areas such as clubs, restaurants in rural areas | The project should have a child protection to serve as a guiding instrument for child protection |
| | Need to sensitize the business community specifically women entrepreneurs about the need to employ skilled personnel. | Noted, project proponent will ensure that the respective entrepreneurs are equipped with the requisite skills. Employment of skilled manpower is crucial for competitiveness and productivity in the tourism industry since in largely depends on skill levels, professionalism, commitment, passion, loyalty and soft skills of the workers |
| **Ministry of Gender Labour and Social Development** | The project will work with local governments to ensure that the project is a success since they will be carrying out most of the verification and monitoring of these projects | Noted |
| | Project beneficiaries can be given autonomy to change the business portfolio for as long as they notify the monitoring officer-to spread the risk and make the intervention more sustainable. | Noted |
| | The project should have officer stationed where it has a foot print so that they can efficiently issues that arise in each respective region. | The project will establish functional human structures for purposes of implementing and monitoring the activities of the beneficiary groups. |
| | Verification of applicants is very important and this will be only possible with the help of district structures such as the (District Executive Committee, District Technical | Noted |

| Stakeholder | Issues/concerns | Response/Action plan |
|---|---|---|
| | Planning Committee, Sub- County Executive Committee and Sub- County Technical Planning Committee | |
| | Project design should also give assign sufficient funds for institutional support to help in monitoring the project since some of the beneficiaries are in hard-to-reach areas and accessing them is very difficult. | Noted |
| | **On the issue of training-**There is need to have a proper training structures and personnel, from experience, the trainings delivered in the previous projects under UWEP were found to be inadequate. marketing, bookkeeping, value addition and packaging training cannot be entrusted by grassroot trainers. | The project will conduct training to enhance human endowment by supporting training in topics known to improve the success of women entrepreneurs |
| | The project should also include the Vulnerable and marginalized groups for example under UWEP, Indigenous groups in Bundibugyo and Kabale such as the Batwa, IK in Kaabong were considered for funding.<br>Majority are involved in agriculture, art and craft, weaving, tailoring and embroidery and cosmetology. | Noted |
| | **Regarding management of E&S Safeguards-**The project should make it categorically clear, that no enterprise will access credit if it is involved in a business that degrades the environment, such as sale of charcoal, firewood, sale of alcoholic beverages which cause social disharmony. | Noted |
| | **There is also need to sensitize the men to help** diffuse and alleviate any misconceptions about women enhancing and boosting their enterprises. Most men have a tendency of abdicating responsibility once they realize that their spouses are earning an income. | Before implementation sensitization will be carried in beneficiary communities and men will be invited to fully appreciate the objectives of the project. |
| | The project should also try as much as possible to diffuse GROW from local politics to prevent it from being hijacked. | Noted -Project will be implemented based on the guidelines and governance structures established |
| | The project also needs to be implemented in a phased-out manner to ensure success, a lot of issues are picked up as the project progresses, therefore the project is able to find remedies for the challenges encountered along the way. | Noted |
| | Regarding OHS-there is need to carry OHS for livestock keepers, crops farmers and | OHS issues are part of the project and will be addressed as and when required to safeguard all involved from harm. |

| Stakeholder | Issues/concerns | Response/Action plan |
|---|---|---|
| | these issues should be verified by the CDO using a standard checklist from MGLSD | |
| **UNDP** | Project should follow the **Do No Harm** principle, to ensure that through this intervention social and environment risk aren't triggered and where it is inevitable mitigate measures for negative effects on the social fabric should be instituted especially among the Vulnerable and Marginalized groups such as indigenous persons, the old, sick and infirm, refugees among others. | Noted |
| | There need to give space and opportunities to potential beneficiaries who come up with new innovations | Noted -where feasible new innovations will be supported as long as they fulfil the requirement of the implementing entity. |
| | Need to ensure that all these groups are formalized for traceability and sustainability purposes. | All groups to established will be formalized and legally registered. |
| | How deliberate is the project about helping vulnerable and marginalized groups? | All components will integrate disability inclusion, using best practices on how to best run entrepreneurships and jobs platforms for women with disabilities and digital platforms for female entrepreneurs. |
| | Is the project targeting youth led-groups? | Yes-the project will target all groups as long as they're registered and fully operational. |
| | There is need to include enterprises that are borne out of local innovation such groups making bags, tiles, and other construction materials out of plastics. | Noted |
| **Makerere University Business School** | There is need to understand the level where entrepreneurs are | Noted |
| | Training materials for all the targeted groups will need to be translated and simplified for easy understanding. | Noted, this will help to ensure that beneficiaries can easily acquire skills and knowledge regardless of their literacy levels. |
| | Peer learning will need to be used by the project so that entrepreneurs can have hands on experience | Noted- the project intends to use peer learning to enable sharing ideas and experiences. Similarly, entrepreneurs will have access to mentors that would support their enterprise growth and transition |
| | The project will need to carry out a needs assessment a have a clear understanding of the training needs. | Noted, this will help to assess the specific training needs of the potential beneficiaries. |
| | The project should have a **ToT** (Training of trainers) strategy in the respective regions to help train the various women led entrepreneur groups | For purposes of extending the training to rural areas and hard to reach areas, the project intends to use this strategy to ensure that quality trainings are delivered to all groups |

| Stakeholder | Issues/concerns | Response/Action plan |
|---|---|---|
| | There is need engage husbands to be part of the training so that they can appreciate what the project objectives and goals | Before implementation sensitization will be carried in beneficiary communities and men will be invited to fully appreciate the objectives of the project. |
| | The project proponent can work reputable NGOs and CSOs such as Council for Economic Empowerment for Women of Africa - Uganda Chapter (CEEWA- U) who have experience of working with women entrepreneurs. | Noted |
| Kyambogo University | The project should have mitigation measures for Gender based violence. | The project will have GBV action plan to guide on how best GBV issues can be handled |
| | What type of women are being targeted? | The women being supported are those who businesses are at small and medium and need their businesses to be transitioned to the next stage of business growth |
| | There is need to benchmark this project from previous projects. | Noted |
| | Specifically what type of vulnerable groups are being targeted? | Vulnerable groups include the disabled, refugees and indigenous and marginalized groups such as the Batwa and IK |
| Makerere University Kampala | The project should explore options of a teaching and learning center for the children in the childcare center | Noted |
| | The project should consider training care givers for the children. | Noted |
| | Training should be carried out with due consideration to the different literacy levels. | Noted |
| NEMA | There is need to follow the law when deciding on the assessments to be done especially for infrastructure projects. | Before implementation the respective laws and international best practices regarding Environmental and social safeguards will be followed through the requisite assessments |
| | There need to have proper identification of impacts, this will guide on the type safeguards documents that have to be prepared such as ESIA, Project briefs, RAP and the like. | Noted |
| PSFU | Sensitization should be carried out within the beneficiary communities on risks associated with the project. | The project proponent will have a stakeholder engagement plan to guide the sensitization and area specific community outreach activities related to the project. |
| | The project will use existing structures to prepare for prevention and response to risk associated the project such as sexual exploitation and assault | Noted |
| | There is need to incorporate environmental and social sustainability in the project | Noted, all these will be followed to the letter through various E& S studies related to the project activities. |

| Stakeholder | Issues/concerns | Response/Action plan |
|---|---|---|
|  | The project also needs to come out strongly on issues related to GBV | The project will have GBV action plan to guide on how best GBV issues can be handled. Specifically, WB guidance noted 2018 on management of GBV risks will be used together with MGSLD guidelines on GBV. |
| UNDP | What happens when the resources are siphoned by the men? | The project will use existing structures to ensure that it mitigates against the risk of siphoning of credit accessed to enhance business growth. |
|  | There is need to carry out community wide sensitization and invite the men to be part of these sensitizations. | Noted |
|  | What are the project objectives of GROW, how different are they from UWEP? | GROW is targeting already established businesses while UWEP was focusing on start ups |
|  | Is there a component on mentorship and coaching of selected women entrepreneurs? |  |
| NFA | NFA is already conducting projects in forested areas that are home to indigenous groups such as the Batwa and it has entered into arrangements such as collaborative forest management with the adjacent communities to help support and enhance their livelihoods | Noted |
| NUDIPU | There is need to build capacity of project personnel on issues related with disabled persons | MGLSD and MLG will support training and technical assistance for local government staff on all issues related to the project |
|  | Will this credit be for paying back? | Yes the project will be for paying back and the proposed interest rate is between 6-8% P. A |
|  | The Common User Facilities should have assistive devices for the visually impaired, ramps for those with wheelchairs to enable them access and utilize these facilities | Noted |
|  | There is need to give the beneficiaries proper training | Noted |
|  | Training materials should be designed and produced to benefit all including the disabled, the visually impaired and the illiterate. | Noted |
|  | What specific measures are to mitigate loss and ensure that successes are scaled up? | The project will put in place appropriate mechanisms to ensure that beneficiaries are held accountable in case they default on payment. |
|  | How can the project leverage from the so many women with disabilities that NUDIPU has mobilized from VSLA groups and have started IGA under the iSAVE inclusive economic empowerment program? | This is noted, further consultations will be held with NUDIPU to ensure that the groups referred to fit the selection criteria. |

| Stakeholder | Issues/concerns | Response/Action plan |
|---|---|---|
| **Micro finance Support Center** | Is there room for partnerships to work with the project? | MGSLD will engage various stakeholders to see how best it can co-opt them to support the successful implementation of the project. |
| | Can women operating in SACCOs be able to access credit and training from the project? | All women entrepreneurs who fulfil the selection requirements will benefit from credit and training offered by GROW |
| **IRCU** | We hope that the terms and conditions are favourable for the potential beneficiaries | MGSLD is mindful of the economic situation of the groups and targeted beneficiaries and will ensure that the terms and conditions of accessing credit are fair to all. |
| Oxfam Uganda | Oxfam Uganda - Most of the micro and small enterprises are not formalised, how is GROW going to help them get formalised? | The project will put in place appropriate mechanisms to ensure that beneficiaries get formalised and certified. |
| | Affordability of the credit. One of the major challenges has been the high percentage rate to support enterprises, there is need to look at affordability of the credit to support entrepreneurs | The project is planning to make the credit affordable and as per now, it is planning for 7% interest rate |
| | Skills training and certification of enterprises, will there be this kind of thing? | One of the components of the core courses is skilling |
| Mercy Corps Uganda | Affordability of the credit. One of the major challenges has been the high percentage rate to support enterprises, there is need to look at affordability of the credit to support entrepreneurs | The project is planning to make the credit affordable and as per now, it is planning for 7% interest rate |
| | The question of the missing middle women has been with us for close to 20 years. The missing middle is the creation of the structures and if not addressed, it will continue to stay with us. | The major focus of GROW is the missing middle women in business enterprises |
| Women of Uganda Network (WOUGNET) | WOUGNET - how are we going to identify the missing middle from the community? | The missing middle women is that woman who is already in business but lucks the capacity to grow to the next level, those are the kind of women GROW intends to support |
| | At community level, most of the women are not aware of the availability of these projects – what awareness creation mechanisms are you putting in place? | A communication strategy will be developed to ensure that information coverage and communication channels reach out to most of the population |
| CARE International | | The major focus of GROW is the missing middle women in business enterprises |
| The Southern and Eastern Africa Trade | SEATINI – how sufficient are the finances available to support business enterprises, this is because there are other hidden | The project is still in the planning stage but it is committed to supporting women enterprise growth and will try and work out |

| Stakeholder | Issues/concerns | Response/Action plan |
|---|---|---|
| Information and Negotiations Institute – (SEATINI) Uganda | costs which makes it expensive for the women e.g. registration and this is the reason the enterprises remain small | modalities on how women will be supported with some of these hidden costs |
| | The issue of helping the enterprises get affordable packaging materials and the packaging itself | The project intends to network as well as partner with relevant organisations who might be of benefit to the various enterprises |
| | How can GROW improve the issue of accountability so that the projects can move to the next level? | GROW intends to work through available Local government structures as well as similar structures available for Economic empowerment projects. This will also allow for borrowing into good practices and success stories of previous project plus continuous monitoring at all levels |
| Ik representative and District Commercial Officer Kaabong district | Need to be mindful of the low literacy levels among the IK communities and therefore any capacity building and training need to be mindful of this | Project is cognizant of this challenge and will strive to have inclusive trainings for all groups including VMGs |
| | On the issue of GRM, when faced with complaints within the community -The IK always use their traditional GRM structures headed by elders known as 'Mgikaskou'. Issues resolved by the clan leaders include Marital issues Conflict over land. However, for issues that are criminal nature the formal grievance redress structures are used | Noted, the project will integrate the local community-based structures to build a robust and functional GRM structure that will serve the community and the IK |
| | In terms of livelihoods, women in Kaboong are normally involved in farming and Apiary | The GROW project will ensure that in taps into existing livelihood activities to enhance women's growth opportunities in this area. |
| | Similar projects such as 'Emyooga' and NUSAF have been implemented in the area so women can be mobilised to benefit from the project | Noted, GROW project will draw lessons from this project to inform the implementation of the project among the IK |

# 3 OVERVIEW OF STAKEHOLDER ENGAGEMENT FRAMEWORK

## 3.1 Objectives and Guiding Principles of the SEF

### 3.1.1 Introduction

Meaningful engagement with stakeholders is necessary for the project's social license of operation and sustainability. Engagements to date have been guided by ESS 10 Stakeholder Engagement and Information disclosure. Guidelines for inclusion and working with stakeholders including VMGs, refugees and Persons with disabilities, have been discussed. The project has had extensive stakeholder engagement from early stages of the project identification and preparation, with interested parties such Ministries, Departments and Agencies (NPA, UIA, NEMA, NFA, MoTIC) among others. Other stakeholder engagements included coordinators of CSOs working with VMGs, private sector representatives, civil society organizations including faith-based institutions.

Socio-economic development is a vital element of Uganda's overarching policy agenda, Vision 2040. The Government of Uganda envisions a socio-economic development that is both transformative and inclusive. For detailed exploration of the policy, legal and regulatory frameworks, refer to chapter 4.

### 3.1.2 Specific Objectives

The broad objectives of this SEF are to:

a. Describe the applicable regulatory and/or other requirements for disclosure, consultation and engagement with the Project's stakeholders;
b. To enable identify elaborately different stakeholders including their roles and develop an approach for reaching each of the sub groups;
c. Identify, analyse and prioritize key stakeholder groups, focusing on Project directly affected local communities;
d. To provides an appropriate approach for consultations and disclosure of Project information throughout the project cycle;
e. To plan for engagement modalities and provide effective communication tools for consultations and disclosure of Project information at various stages of the project;
f. Provide a transparent and inclusive strategy, action plan and timetable for disclosure of information, ensuring that engagement with each group is undertaken without any form of discrimination;
g. Describe the processes for implementing stakeholder engagement and community liaison activities, including any special measures for engaging with vulnerable and Marginalised groups and integration of this SEF into GROW project's wider management systems;
h. Establish an effective grievance mechanism, ensuring that stakeholders are properly informed of their rights and know how to communicate their concerns;
i. Determine roles, responsibilities in project consultation, communication and information disclosure;
j. Define monitoring and reporting procedures; and
k. Ensure continuous improvement.

### 3.1.3 Stakeholder Engagement and Grievance Redress Mechanism Guiding Principles

The project assessment and implementation procedures should 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. Likewise, ESS 10 recognises 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 Grievance Redress Mechanism (GRM). Managing grievances is an integral part of Stakeholder Engagements far and beyond the SEF and SEP as well as the VMGF, RPF and ESMF studies phase.

In order to realize this, the SEF should take into consideration the following principles including those based on ESS10 and International Best Practice (IBP):

The principles are expounded in table below:

**Table 4: Application of principles of the Stakeholder Engagement**

| SN | Principle | Application of this Principle to the project |
|---|---|---|
| 1 | Early and effective dissemination of relevant project information to ensure adequate, proportionate and extensive stakeholder consultations. with project stakeholders.<br>Active participation of affected parties in the engagement process | Design and disseminate appropriate project relevant information to stakeholders early enough in project<br>To allow stakeholders to air out as well as share the concerns, fears and expectations in relation to the project |
| 2 | Interaction with stakeholders based on honesty and transparency | Build confidence of stakeholders through appropriate feedback and keeping up with promises/programs |
| 3 | Follow-up actions of the engagement process. | Ensures timely feedback to the stakeholders |
| 4 | No intimidation/manipulation/coercion; deliberations should be free and fair. | Ensures free and fair participation of all stakeholders |
| 5 | Upholding integrity during the engagement process to foster mutual respect and trust | Builds trust and promotes acceptance and ownership of the project by stakeholders |
| 6 | Commitment to meaningful and inclusive participation of all project stakeholders including vulnerable groups and the right to redress system in case of disputes. | Identify different categories of stakeholders and barriers to their participation; and design strategies to ensure they are disclosed to, heard and or attend consultations.<br>Inform all stakeholders early enough about the GRM and alternatives. Stakeholders should be informed about the GRM process at the initial stage of project preparation. Project affected parties should be informed in the course of project's community engagement activities. |
| 7 | Stakeholder engagements are culturally appropriate and accessible conducted in ways that promote mutual respect; and recognises the rights, interests, cultural | Plan for and execute stakeholder engagements in respect to timings and venues suggested by stakeholders, in a language they understand and prefer; using translated communication materials. |

| SN | Principle | Application of this Principle to the project |
|---|---|---|
|  | practices, language needs, values and beliefs of stakeholders. |  |
| 8 | Inclusiveness is encouraged and promoted through appropriate and multiple stakeholder participation approaches to include highly visible stakeholders as well as those that are typically underrepresented, such as minority groups, women, youth, and vulnerable people. | Plan and employ several consultation approaches and encourage the vulnerable groups to participate and contribute during meetings.<br><br>Follow up with identified vulnerable and minority groups not attending planned meetings such as girls, very old and disabled. |
| 9 | Proactive management of stakeholder events in line with the SEP schedule so that there is clear linkage between stakeholder engagement and key stages in the ESIA, RAP, and Livelihood assistance process. | Share Stakeholder Engagement Plan (SEP) and schedule within different clusters on the project team to build consensus and harmonise activities in line with SEP. |
| 10 | Attention to modalities of engagement to ensure its effectiveness and achieve a "social license" to operate, which depends on mutual trust, respect and transparent communication between implementing agencies, MGLSD, PSFU and its stakeholders. | Builds mutual trust, respect and transparent communication between implementing agencies and its stakeholders. |
| 11 | Cultivating respect by recognising the rights, interests, values and cultural beliefs of stakeholders and neighbouring/host communities | Respect for cultures and preservation of their indigenous knowledge, builds mutual trust, respect and transparent communication between implementing agencies and different ethnic groups |
| 12 | Demonstrating transparency and accountability by responding to community concerns in a timely, open and effective manner | Builds confidence and accountability issues between implementing partners and stakeholders |
| 13 | Emphasis on a two-way engagement tailored to the project | Encourages giving of feedback and Build confidence of stakeholders through appropriate feedback and keeping up with promises/programs |
| 14 | Involvement of all players in the implementing entity | Involvement, participation and builds a sense of ownership among stakeholders |
| 15 | Involvement of stakeholders in the project implementation and monitoring | This encourages free monitoring of project activities and demanding for accountability |

| SN | Principle | Application of this Principle to the project |
|----|-----------|----------------------------------------------|
| 16 | Channels of communication are to be open throughout the Project for addressing each grievance by persons trained and capable of receiving and communicating with vulnerable social groups in a sensitive and culturally appropriate manner | Helps address any project risks in a timely manner to avert any serious project impacts. Also helps in referencing of records by the respective authorities eg police in case of any incidences |
| 17 | Written records: A Grievance Record Register is maintained, in a prescribed Form, as discussed in Section5, which includes the tracking process of resolution | Effective record keeping to keep track of project activities as well as grievances, GRMs, GRCs and helps clearly show how many grievances have been resolved, actions taken and those pending |

### 3.1.4 The Context of the Stakeholder Engagement Framework

To ensure awareness, ownership and participation of women and other VMGs in the proposed GROW project, careful consideration will be given to stakeholder engagements. This goal will be achieved through the Stakeholder Engagement Framework (SEF), which outlines a number of principles and modalities for identifying, categorising and planning the details of how consultations with stakeholder will take place. The SEF also entails the disclosure of pertinent information about the proposed project to the stakeholders to ensure transparency, ownership, commitment to, and the sustainability of, the project, while also addressing and responding to any concerns or grievances that the stakeholders may have. This will make it easier to plan meaningful stakeholder engagement processes in line with the World Bank Environmental and Social Framework (ESF) during the project's life cycle. Public participation will allow Project Affected communities, whether individuals or communities, to contribute meaningfully to decision-making processes by expressing their fears, concerns, expectations, views, needs and values, thereby giving them a sense of ownership of the Project.

The SEF describes the process of detailed planning, information gathering and consultations that will form the basis of developing a comprehensive Stakeholder Engagement Plan (SEP). It has been prepared to guide stakeholder consultations during the project formulation cycle and, later, to inform the preparation of a comprehensive SEP as soon as the specific locations, stakeholder groups, and schedule of activities have been confirmed. The updated SEP will also include any engagement requirements associated with the use of the identified Financial Institutions for Component 2. The SEF therefore inform the process of preparation, establishment and implementation of the Stakeholder Engagement Plan (SEP) in line with anticipate potential project risks and impacts

## 3.2 Stakeholder identification, mapping, and analysis

The project implementers (MGLSG and PSFU) will identify the different stakeholders, both project-affected parties and other interested parties. According to ESS10, stakeholders may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, civil society organisations and groups with special interests, the academic community, or other businesses.

### 3.2.1 Stakeholder Identification

The GROW Project stakeholders include; i) government ministries, departments and agencies with mandates to generate opportunities for women to grow their micro and small enterprises; ii) Local Government/national authorities, iii) Private sector, iv) Research and training institutions, v) NGOs/CSOs,

including community based organizations; vi) Institutions representing Vulnerable and Marginalized groups (Batwa, IK, Tepeth and Benet) vii) Financing institutions; viii) National and international NGOs ix) communities closer to construction work, and x), Micro and small-scale entrepreneurs, xi) religious leaders as well as traditional faiths; xii)other opinion leaders in the local communities, etc (Table 7).

Given the current stage of the Project (i.e., the specific locations, stakeholder groups, and schedule of activities are not known), the community stakeholders at these levels cannot yet be identified. This document will be updated as the Project progresses. The following table lists the stakeholder categories that should be targeted for consultation during the stakeholder consultation, explains their interest to the Project and presents whether they are deemed "Affected" parties by or "Interested" parties to the Project.

**Table 5: Stakeholder categories that should be targeted for consultation during the GROW Project formulation and designing the project Stakeholder Engagement Plan**

| No. | Primary Stakeholders | Main Interests | Influence on the project | Impact of GROW/ Women entrepreneurs on stakeholders | Remarks |
|---|---|---|---|---|---|
| | | | | | |
| 1 | MGLSD, PSFU | • As the Project Proponent, MGLSD is responsible for overall project planning and implementation, supervision and monitoring. <br> • Provide technical guidance on project implementation | HIGH +ve / -ve | HIGH +ve / -ve | Ensure the common user facilities are well constructed within cost, quality and expectations of stakeholders and there is inclusion of all groups especially the vulnerable and marginalized. |
| | | • Mandate for Sustainable community development and cultural preservation <br> • Protection of human rights and vulnerable social groups. <br> • security of livelihoods <br> • Occupational and community health and safety. <br> • Labour rights and social justice at place of work. <br> • Monitors Project Team for project delivery. <br> • Coordinates client with project sponsor. <br> • Oversees and keep project on course. <br> • Undertakes the Project initiation and documentation. | HIGH +ve / -ve | HIGH +ve / -ve | Project should ensure that there is identification and protection of rights of vulnerable social groups; compliance to relevant ESF standards/laws/regulations; and community safety plans |
| 2 | Project Affected communities, land owners and or land users, community members. | • Direct beneficiaries and have strong stake to sustain a social contract with GROW in terms of acceptability, adoption & usage of all proposed GROW project benefits and services as well as the common user facilities (designs, construction, operation). | HIGH +ve / -ve | HIGH +ve / -ve | Need to build and strengthen women entrepreneurial associations/groups. <br> Need to strengthen the safeguards capacities of the Business management |

| No. | Primary Stakeholders | Main Interests | Influence on the project | Impact of GROW/ Women entrepreneurs on stakeholders | Remarks |
|---|---|---|---|---|---|
| | | | | | committees and CUF management committees Need to address their concerns and establish GRM across all project components as well as instruments including the ESMP, SEP, VMGP, RAP and ESCP |
| 4 | Vulnerable groups (Women, Children, Disabled, poor vendors) and Ethnic minorities | • They want fair treatment and inclusion into all elements of the project. | HIGH +ve / -ve | HIGH +ve / -ve | The project environmental and social instruments developed as per GoU& WB requirements include measures to ensure inclusion of all groups. |
| 5 | Makerere University Business School (MUBS) | • MUBS is a government institution of higher learning specializing in business education.<br>• MUBS to develop and conduct a tailored core or General course for effective GROW project roll out. Collaborations will also be developed with other service providers offering demand-driven menu of sector-specific trainings. | HIGH +ve / -ve | HIGH +ve / -ve | Make input into Project design documents and plan for and implement project training component delivery |
| 6 | Ministry of Trade, Industry and Cooperatives | • To formulate, review and support policies, strategies, plans and programs that promote and ensure expansion and diversification of trade, cooperatives, environmentally sustainable industrialization. | HIGH +ve / -ve | HIGH +ve / -ve | To provide guidance on how business should be conducted in the respective regions in line with set standards |
| 7 | National Planning | • To foster socio-economic transformation through establishing development planning systems and producing comprehensive and integrated development | HIGH +ve / -ve | HIGH +ve / -ve | Need to be engaged to provide guidance on |

| No. | Primary Stakeholders | Main Interests | Influence on the project | Impact of GROW/ Women entrepreneurs on stakeholders | Remarks |
|-----|----------------------|----------------|--------------------------|------------------------------------------------------|---------|
| | Authority (NPA) | plans | | | development planning in the country. Guide on the monitoring and evaluation of Public Projects and Programmes. |
| 8 | Uganda Investment Authority (UIA) | • To initiate and support measures that enhance investment in Uganda and advise Government on appropriate policies conducive for investment promotion and growth | HIGH +ve / -ve | HIGH +ve / -ve | Need to be engaged to advise and help stimulate & lead key stakeholders (women entrepreneurs) in creating a competitive business environment and offer SME support |
| 10 | Ministry of Finance Planning and Economic Development MoFPED | • Plays a pivotal role in the co-ordination of development planning <br> • Mobilization of public resources; and ensuring effective accountability for the use of such resources for the benefit of all Ugandans | HIGH +ve / -ve | HIGH +ve / -ve | MoFPED need to be engaged to guide in sound economic policy issues and, ensure efficient allocation and accountability for public resources specifically during project implementation |
| 11 | Ministry of Local Government (MoLG) | • Ensure that Local Governments comply with the statutory requirements and adhere to national policies and standards and promote Local Economic Development (LED) in support of wealth creation at the household level, with the view of raising taxable incomes and reducing dependency. <br> • Continuous monitoring of the project at various levels | HIGH +ve / -ve | HIGH +ve / -ve | MoLG has the mandate to guide, harmonize, mentor and advocate for all local governments in support of the vision of government to bring about socio-economic development of the country |

| No. | Primary Stakeholders | Main Interests | Influence on the project | Impact of GROW/ Women entrepreneurs on stakeholders | Remarks |
|---|---|---|---|---|---|
| | | | | | MOGLSD will ensure timely and continuous monitoring of the project |
| 12 | District and Urban Local Governments | • Sustainable social services delivery planning and management of public services and implementation of development of plans;<br>• compensation rates; prompt and fair compensation,<br>• conflict management,<br>• access to social services in the project areas,<br>• safety and social integrity of community in project beneficiary districts/areas. | HIGH<br>+ve / -ve | HIGH<br>+ve / -ve | Need to be engaged continuously since they<br>• can influence the timing for project activities<br>• can influence choices made by affected community<br>• can influence and monitor project activities<br>• can support assessment women entrepreneurs, training and capacity building |
| 13 | Uganda Wildlife Authority (UWA) | • To conserve, economically develop and sustainably manage the wildlife and protected areas of Uganda in partnership with neighboring communities and other stakeholders for the benefit of the people of Uganda and global community | HIGH<br>+ve / -ve | HIGH<br>+ve / -ve | Needs to be engaged to guide on the implementation of development projects in the eco-sensitive areas of the project |
| 14 | Ministry of Tourism, Wildlife and Antiquities (MTWA) | • The ministry has the responsibility to sustain tourism, wildlife and cultural heritage through formulation and implementation of policies of tourism, wildlife and cultural heritage | HIGH<br>+ve / -ve | HIGH<br>+ve / -ve | Need to be engaged to provide guidance on sustainable development and implementation of Common User Facilities and / or other project |

| No. | Primary Stakeholders | Main Interests | Influence on the project | Impact of GROW/ Women entrepreneurs on stakeholders | Remarks |
|---|---|---|---|---|---|
| | | | | | components in areas that are close to wildlife conservation areas |
| 15 | OPM | • Management of refugee settlements including services delivery and protection of refugee rights | HIGH +ve / -ve | HIGH +ve / -ve | Needs to be engaged on issues related to Refugee inclusion and involvement in the GROW project specifically to provide guidance on how the project can engage them. |
| **Secondary stakeholders** | | | | | |
| 16 | Neighboring / adjacent communities to the Common User facilities | • They are key influencers of the primary beneficiaries and can also transform into entrepreneurs. They can influence choices made by project in long run and also mobilize against project<br>• In addition, male/husbands involvement to promote support for women participation in the GROW project and the importance of family cohesion in promoting enterprise growth is key for the GROW project to ride on | MODERATE -ve | HIGH +ve / -ve | Need for sensitisation about the GROW project and its benefits, skilling for those who can attend with the beneficiaries as a wider spill over effect of the GROW and functional GRM in place |
| 17 | Ministry of Water and Environment (MWE) | • Overall mandate to monitor, assess and regulate water resource<br>• Monitor and guide the use of wetlands for sustainability | HIGH +ve / -ve | HIGH +ve / -ve | Complete ESIA on time; compliance with relevant laws and regulations |
| 18 | National Forestry Authority (NFA) | • Sustainable management of forests and wildlife resources | HIGH +ve / -ve | HIGH +ve / -ve | Need to be consulted in relation to compliance to National Forestry and Environmental Laws in protected areas<br>Compensation for lost |

| No. | Primary Stakeholders | Main Interests | Influence on the project | Impact of GROW/ Women entrepreneurs on stakeholders | Remarks |
|---|---|---|---|---|---|
| | | | | | ecosystem and services |
| 19 | Ministry of Lands, housing and urban development (Physical planning and Lands Administration Department) | • Lands Administration, land use policy and security of tenure<br>• Physical planning and sustainable land use | MODERATE -ve | HIGH +ve / -ve | Engaged of MHLUD is important to seek guidance on compliance to the Land use polices and plans; Land Act, 1998. |
| 20 | Civil Society Organization s / NGOs | • Have direct interest in HIV/AIDS, livelihoods, vulnerable groups and other related sectors<br>• They can provide supplementary support to women entrepreneurs (directly / indirectly)<br>• They conduct advocacy. | HIGH +ve / -ve | HIGH +ve / -ve | Assistance programs for vulnerable social groups Protection of rights of vulnerable social groups. Coordinate with project teams, monitor project and advise their members accordingly. |
| 21 | UNHCR | • Overall mandate to manage refugee settlements, their identification and support including protection of their rights.<br>• Can influence project activities timings and implementation<br>• Can influence project financing and design. | HIGH +ve / -ve | HIGH +ve / -ve | Project should be cognizant of relevant ESF standards/laws including UHNCR-SOP both during implementation and operation stages UNHCR needs to be consulted on the refugee issues especially in the |

| No. | Primary Stakeholders | Main Interests | Influence on the project | Impact of GROW/ Women entrepreneurs on stakeholders | Remarks |
|---|---|---|---|---|---|
| | | | | | project areas that are hosting refugees |
| 22 | Men, husbands and boys | • These can influence project activities since most land in which most businesses are run are owned by these men<br>• Women economic empowerment might be viewed as a threat to male household leadership and provision | HIGH<br>+ve / -ve | HIGH<br>+ve / -ve | The importance of family cohesion in promoting enterprise growth is key for the GROW project to ride on |
| 23 | Private Sector | • Advance economic empowerment and financial independence | HIGH<br>+ve / -ve | HIGH<br>+ve / -ve | Provide Learning platform for women entrepreneurs through success stories and good practices |
| 24 | FBO | • To manage spiritual feeding of the population which sometimes might negatively impact on the project especially in terms of HH leadership, ownership of property and HH provision which culturally are viewed as male roles | HIGH<br>+ve / -ve | HIGH<br>+ve / -ve | Positives influence and impact communities on the importance of empowering women |
| 25 | IRCU | • Monitor, coordinate, streamline and try to harmonise oppressive religious beliefs that especially marginalise women and girls | HIGH<br>+ve / -ve | HIGH<br>+ve / -ve | Positive influents beliefs of people to embrace development and economic empowerment of women |
| 26 | Micro Finance Institutions | • Disbursement of funds and ensuring timely repayments are done<br>• Sensitisation as well as financial skilling for entrepreneurs that promotes enterprise growth | HIGH<br>+ve / -ve | HIGH<br>+ve / -ve | Acquisitions of financial skills to better growth of women enterprises |
| 27 | NEMA | • Identification of Environmental risks<br>• Directly monitor the environment impacts of the GROW across the country<br>• | HIGH<br>+ve / -ve | HIGH<br>+ve / -ve | Sensitisation on the dangers of negatively impacting on the environment<br>Put in place rules and regulations to protect the environment |

| No. | Primary Stakeholders | Main Interests | Influence on the project | Impact of GROW/ Women entrepreneurs on stakeholders | Remarks |
|---|---|---|---|---|---|
| 28 | women entrepreneurs | • Direct beneficiaries of and have strong stake to sustain a social contract with GROW in terms of acceptability, adoption & usage of available facilities, common user facilities (designs, construction, operation, training and any other opportunities that have been recommended | HIGH +ve / -ve | | Need to build and strengthen women entrepreneurial associations/groups. Need to strengthen the safeguards capacities of the Business management committees and CUF management committees Need to address their concerns and establish GRM as well as ESMP |

## 3.3 Consultations with project affected communities/people

The project stakeholders likely to be affected by the GROW Project positively or negatively will be consulted to inform project design and establish the nature of impacts and possible mitigation measures, this will be done through the continuous stakeholder engagement exercise (Table 8). Information generated from this process will be integrated into the GROW design documentation, ESMF, Grievances Management Strategy, Stakeholder Engagement Plan, as appropriate. The planned consultations will combine discussion of the project priorities, scope and implementation arrangements. The same categories of the stakeholders will be targeted for full disclosure at onset of the project implementation.

**Table 6: Stakeholder groups likely to be affected**

| Stakeholder | Interest/Targeted inputs | Target | Venue, time and preferred language | Specific needs | Notification method |
|---|---|---|---|---|---|
| Vulnerable and Marginalized Groups (IK, Tepeth, Batwa and Benet) | Need to carry out consultations with VMGs through their leaders and representatives.<br><br>To promote effective project design, to build local project support or ownership, and to reduce the risk of project-related delays or controversies, MGLSD will undertake an engagement process with affected Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities, as required in ESS10 i.e. have meaningful consultation with the affected VMGs' communities during project preparation as well as implementation stage to inform them about the project, to fully identify their views, to obtain their broad community support to the project, and to develop project design and safeguard instruments. FPIC guidelines will be followed when there is land take in these areas with communities under ESS7 are found. | All VMG Communities | Within their community gathering areas selected by the VMGs. | | |
| Communities around project areas that deal with small and micro enterprises. | Need to be adequately informed and consulted about subproject's environmental and social aspects and design and take their views into account.<br>Initiate consultations as early as possible, and for meaningful consultations provide relevant material in a timely manner prior to consultation, in a form | Members of the community, community leaders | Community town halls, common area selected by community members | | |

| | | | | |
|---|---|---|---|---|
| | and language that are understandable and accessible to the groups being consulted. | | | |
| Vulnerable Groups (such as women groups, youth, refugee women, PLWDs, Blind and illiterate, ethnic minorities) | Need to be adequately informed and consulted about subproject's environmental and social aspects and design and take their views into account.<br><br>Initiate consultations as early as possible, and for meaningful consultations provide relevant material in a timely manner prior to consultation, in a form and language that are understandable and accessible to the groups being consulted. Assess possible /potential impact of GROW project to these groups Capture the perceptions of these groups about business establishment | Cultural and community leaders, | Community/village town halls | |

## 3.4    Consultations with vulnerable individuals or groups

The GROW Project 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 take into account considerations relating to age, including the elderly and minors, and including in circumstances where they may be separated from their family, the community or other individuals upon which they depend.

Vulnerable or disadvantaged individuals or groups can thus 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.*

### 3.4.1    Identification of Vulnerable / Disadvantaged Stakeholders

Communities will express their interest in participating in the GROW project through an application process following terms and conditions stipulated in the GROW project including environment and social assessment set out to meet the recommended criterion and targeted applicants based on the ESF standards and other ES safeguards standards. Once the selection criteria at district and sub county levels for the different enterprises from various eligible communities is completed, these communities will be invited and involved in the Project disclosure and consultations process, specifying potential support or resources that may help involve them in the Project. This identification will be further refined as the Project progresses. The table below presents an example of how the potential vulnerable or disadvantaged individuals or groups identified within each short-listed community can be involved in the Project disclosure and consultations.

**Table 7: Potential vulnerable or disadvantaged individuals or groups identified**

| Community | Stakeholder group that include; vulnerable women, youth, refugees, PLWDs. Blind and illiterate women, ethnic minorities | Key characteristics | Language needs | Preferred notification means | Specific needs |
|---|---|---|---|---|---|
| Identified Community | Female-headed households (widows, divorced, separated) | Approximately x households out of y; z children | Local language commonly used in project area | Posters in strategic areas in the community, visit with civil society representative or Project focal point from Area local leader (preferably woman representative) | Timing of the engagement Logistical needs to attend meeting |
| | Elderly/ elderly households | Establish number of households | Local language commonly used in project area | Visit with translator and civil society representative or Project focal points from Area local leader (one man, one woman) | Graphic/visual illustrations for the engagement Timing and duration of the engagement Refreshment and meals |
| | Youth, women and PWDs | Establish number of youth and women in the community | Local language commonly used in project area and English | Written information such as flyers, fact sheets and posters in strategic areas in the community, | Short and concise messages Graphic/visual illustrations for the engagement |

### 3.4.2 Taking into Account Vulnerable / Marginalized Stakeholders

MGLSD together with the PSFU undertaking the Project, NGOs in the project areas, the contractors or sub-contractors as well as consultants should make sure their representatives understand who the vulnerable and marginalized individuals or groups may be to adapt their communication approaches and the Project design and planning accordingly. Additionally, if there are no organizations active in the project area that work with vulnerable groups, the team will liaise with contact personnel such as cultural or religious leaders or elders, who may be more aware of marginalized groups and how best to communicate with them. Vulnerable Groups include hunter-gatherer communities, pastoralist and agro-pastoralist communities which in this project include groups like Ik/Teuso of Kabong, Batwa, Tepeth, the Benet of Mt. Elgon. The

Vulnerable and Marginalized Framework (VMGF) that has been prepared alongside this SEF is to be a guide for fully engaging Vulnerable and Marginalized Groups Communities in specific plans that will be developed during the implementation of GROW project at the community level. Therefore, the implementation of the VMGF in the Project will help the VMGs to create important opportunities for improving their quality of life and wellbeing. The Program will have potential benefits to Vulnerable Groups with minor negative impacts of less significance and magnitude. The Program is aimed at maintaining and strengthening positive outcomes and mitigating negative impacts.

The GROW Project Implementation Unit (PIU) will establish a monitoring system involving mainly GROW staff at national, as well as at district, sub-county and community levels to ensure effective implementation of VMGPs at all levels. The Grievance Redress Mechanism is to provide a formal channel for community members to air grievances and to improve performance and provide a high level of accountability. VMGs within the communities affected by the project will be further confirmed and consulted during Environmental and Social Assessment preparation and Resettlement Action Plans (if any) through dedicated means, as appropriate.

## 3.5 Stakeholder Engagements Implementation Plan and Information Disclosure

The Stakeholder Engagement implementation plan aims to hold the GROW project to commit and remain relevant, trustworthy and open, responsible, responsive and inclusive through continuous interactions and engagement with the various stakeholders in order to help deliver on its objectives. The SEF Implementation plan will help guide the GROW project in; reducing project risks, effectively manage project resources, promote and facilitate team collaboration, meet timelines; build trust and better relationships with stakeholders and communities. The SEF Implementation plan will entail the following;

### 3.5.1 Processes to follow during Stakeholder Engagements –Practicalities

Once the specific locations where the GROW project interventions will be implemented a project specific Stakeholder Engagement Plan will need to be developed to guide on the process of engaging stakeholders. The process of stakeholder engagement plan will therefore involve the following, as set out in the World Bank ESF 2017 under ESS10:

i) stakeholder identification and analysis;
ii) planning how the engagement with stakeholders (including VMGs) and Financial intermediaries will take place across all sub-projects showing dates, time, location and category of stakeholders;
iii) disclosure of information;
iv) consultation with different stakeholders;
v) addressing and responding to grievances; and
vi) reporting to stakeholders.
vii) Development and establishment of an effective means of interacting with each stakeholder (Communication plan)
viii) Timely documentation of the SEP field activities

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

Consultations will be undertaken by the MGLSD/PSFU PIU team and the contracted Consultant with an introduction, a presentation of the Project and its parties, a question and answer session and a conclusion.

Contact details of the relevant parties to the Project will be shared and support material will be prepared so as to be understood by the stakeholders (in terms of languages and visuals, for instance).

All methods of engagement will also consider custom and cultural importance of the given area such as gesture, personal presentation and language. Similarly, because of the COVID-19 pandemic, national, World Bank and WHO guidelines related to physical distancing will also be followed to mitigate the risk of spreading and contracting the virus.

All information collected will be summarised and confirmed with stakeholders at the end of the discussions. Stakeholders will 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 should be identified and registered into the stakeholder registration form. MGLSD/PSFU assisted by the Consultant will describe how the views of VMGs, as well as vulnerable or disadvantaged groups will be sought during the consultation process and which measures will be used to remove obstacles to participation (e.g. separate mechanisms for consultation and grievances, developing measures that allow access to project benefits, and so forth) when documenting the environmental and social impact assessment process.

### 3.5.2    Information Disclosure

The following information will be made available to all stakeholders on the GROW project. The various documents will together contain this information:

a. Purpose, nature, objectives and scale of the project.
b. Duration of proposed project activities.
c. Likely potential impacts and impacts regarding the environment, land tenure changes (resettlement, land acquisition or expropriation), occupational and community health, safety and security, and any other potential adverse impact on communities arising from the project.
d. Proposed mitigation plans.
e. Available grievance mechanisms.
f. Envisaged consultation process, if any, and opportunities and ways in which the public can participate (via the SEP) and
g. Time and venue of any envisaged public meetings.

### 3.5.3    Methods for Public Consultation

### a)    Public hearings

Open public meetings organised by MGLSD/PSFU to inform communities, local government and NGOs about the proposed project and requisite planning studies including the RAPs and ESIAs, potential impacts and possible mitigation measures, community responses; progress of the project, details on impacts, adopted mitigation measures and problems raised. The public can express comments and queries verbally at meeting. Anonymous comment boxes will be provided. The events will be announced in the national and local media. Public hearings to inform the draft ESIA reports and Draft RAPs will be organised by the consultant. Minutes of the meeting will be provided. Also, public meetings will be organised for women to be informed about the programs and requirements for detailed ESIA/RAP disclosures.

### b)    Meetings

These are dedicated and select meetings between institutional level stakeholders and the project developer or consultant to share relevant project information and derive feed or build consensus. These meetings can take place in the form of Focus Group Discussions (FGDs) moderated by consultant or MGLSD/PSFU. The FGDs will also be arranged at the community level especially for engagements between special interest groups such as vulnerable social groups, VMGs, women groups and community representatives like community leaders. These meetings can also be in the form of Key Informant Interviews between expert stakeholders and the consultant or MGLSD/PSFU to share relevant project information and derive feedback or build consensus. These take place during the whole project, including the operation stage.

## 3.6    Disclosures

The MGLSD/PSFU website will be used to disclose project documents, including those on environmental and social performance. This will begin with disclosure of this draft SEF and the draft ESMF and RPF. Besides the draft disclosure documents (and the final documents in future), project brochures and updates will be posted. An easy- to-understand guide to the terminology used in the environmental and social reports or documents will also be posted on the website. In addition, the site will provide details about the Grievance Redress Mechanism and contact details for the Social Safeguards Specialist. The GROW project will update and maintain the website regularly.

### 3.6.1    Disclosure of environmental and social safeguards documents

Project environmental and social safeguards documents (ESMF, ESMP, SEF, RFP, VMGF) shall be disclosed for public review and comment. GROW project will continue applying the similar approach to disclosure for any additional E&S appraisal materials that will be prepared as part of the project development. The ESMF report (together with its associated environmental and social management plan – ESMP), RPF, VMGF and SEF shall be made available for public review for the period of 60 days in accordance with the international requirements.

Distribution of the disclosure materials will be accomplished by making them available at venues and locations frequented by the community and places to which public have unhindered access. Free printed copies of the ESMF/ESMPs, VMGF/VMGPs, RPF/RAPs and the SEF/SEP will be made accessible for the general public at the following locations such as:

a) The Project Implementation Unit offices;
b) All the District Project Offices;
c) At the Sub- County offices in the project areas
d) Local NGO offices where available; and
e) Other designated public locations to ensure wide dissemination of the materials.

Electronic copies of the ESMF, ESMP, VMGF, RFP, RAP (as required) and SEF shall be uploaded on the MGLSD/GROW. This allows stakeholders with access to Internet to view information about the planned development and to initiate their involvement in the public consultation process.

The disclosure process will include the following:

a) Placement of the ESMF, RPF, and SEF in public domain 60-day disclosure period
b) Public consultation meetings in project affected communities and with other stakeholders to present and discuss findings of the documents.

c) Addressing stakeholder feedback received on the entire disclosure package.

The SEF will remain in the public domain for the entire period of project development and will be updated on a regular basis as the project progresses through its various phases, in order to ensure timely identification of any new stakeholders and interested parties and their involvement in the process of collaboration with the project. The methods of engagement will also be revised periodically to maintain their effectiveness and relevance to the project's evolving environment. Apart from disclosure in the project areas, the safeguard instruments will also be disclosed in the World Bank external website.

### 3.6.2 Communications and feedback mechanisms

The following strategies will be applied in order to ensure that views presented during the consultations have been well captured and responded to:

a) Written comments will be registered/acknowledged by the MGLSD/PSFU and E&S safeguards Team. The teams will provide feedback to the source of comments providing response on action taken as well as reference to action taken in the documents.
b) The MGLSD/PSFU team and E&S safeguards Teams will identify comments requiring administrative response and advise the relevant authority on response or action taken.
c) The Teams will maintain record of all written comments and responses given or action taken for future reference.

### 3.6.3 Documenting project stakeholder needs to inform preparation of Safeguards Plans

Information generated from Stakeholder consultation will be documented as indicated in table below.

| Location | Stakeholder | Key characteristics | Language needs | Preferred notification Means (e.g., e-mail, phone, radio, letter, baraza) | Specific needs (e.g., accessibility, child care, daytime meetings) |
|---|---|---|---|---|---|
|  |  |  |  |  |  |

# 4 POLICY, LEGAL AND REGULATORY FRAMEWORKS

This Stakeholder Engagement Framework (SEF) is underpinned by the Uganda's policy and legal framework which guarantees the right to information and public participation. It is also supported by the World Bank ESF specifically ESS10: Stakeholder Engagement and Information Disclosure. This section mainly focuses on those policy and legal elements relevant to stakeholder engagement only.  The ESMF includes the broader regulatory regime.

## 4.1 The Uganda Policy Framework

### 4.1.1 The National Equal Opportunities Policy, 2006

This policy translates Article 21 of the Constitution and other rights-sensitive provisions such as Articles 35 and 36 on the rights of persons with disabilities and the protection of minorities, respectively, with the aim of ensuring equal access to opportunities and prohibition of any kind of discrimination.

### 4.1.2 Uganda National ICT Policy 2012

One of the objectives of Uganda's National ICT Policy is "to facilitate the broadest possible access to public domain information." The policy is designed to support the attainment of this objective through several strategies, including conducting research to establish citizens' information needs and the barriers to information use, and developing measures to overcome these barriers; and increasing accessibility to government information and ensuring uniform practices in its distribution.

### 4.1.3 Guidelines for environmental impact assessment in Uganda 1997

According to these Guidelines, during the ESIA process, its scoping phase to the extent possible, involve consultations with potentially affected communities, relevant government agencies, representatives of other interested parties including NGOs, private sector, independent experts and all other stakeholders including the general public. This will include meetings to obtain their comments on what should be included in the study amongst others.

## 4.2 The Uganda Legal Framework

### 4.2.1 The Constitution of the Republic of Uganda, 1995 (as amended)

The Constitution of the Republic of Uganda is the supreme law, provides for and guarantees public participation as one of its core pillars and a constitutional right. Amongst its Fundamental and other human rights and freedoms, it is stated that, the State shall guarantee and respect institutions which are charged by the State with responsibility for protecting and promoting human rights by providing them with adequate resources to function effectively. In addition, the right to access information is enshrined in Article 41 of the Constitution which provides that, every citizen has a right of access to information in the possession of the state or any other organ of the state except where the release of the information is likely to interfere with the security of the state or the right to the privacy of any other person.

### *4.2.2* The National Environment Act, 2019; and The Wetland Regulations, the Environmental Impact Assessment Regulations (EIAR), 1998

The National Environment Act, among other objectives, provides for the use and management of the environment for sustainable development. It provides for strategic environmental assessment and addresses emerging environmental management issues,

The ESIA Regulations provides specific guidelines on the general requirements for good ESIA and RAP practices in Uganda. Regulation 12 (1) of the EIAR requires the developer to take all measures necessary to seek the views of the people in the communities that may be affected by a given project. Regulations 19,

20, 21, 22 and 23 outline further specific requirements for public participation in environmental impact assessments.

The Act provides the necessary guidelines and regulations on projects and sub projects that may be subject to environmental impact assessments. Such impacts, largely, depend on the nature and scale of the projects and sub projects. It is also worth noting that both hazardous and non-hazardous waste may be generated from sub project activities. Such wastes will have to be addressed in line with the National Waste Management regulations of 1999, which require developers to ensure that the views of stakeholders in affected communities are sought and that potential impacts and benefits are identified and appropriately disclosed.

### 4.2.3    The Access to information of Act 2005

The Access to Information Act of 2005 further specifies the constitutional guarantee of access to information by determining the scope of citizen rights and the obligations of information offices in all public bodies. It prescribes the procedures for obtaining access to information and making complaints against a refusal to release information. In principle the Act applies to information and records of all government bodies at the national, regional and local level. It does not apply to cabinet records and the records of court proceedings before the conclusion of the case. The Act explicitly recognizes the link between the provision of timely, accessible and accurate information and transparent, accountable and participatory governance. In all, the Act was enacted to promote the right to access to information, promote an efficient, effective, transparent and accountable Government and to enable the public to effectively access and participate in decisions that affect them as citizens of the country.

### 4.2.4    The National Forestry and Tree Planting Act, 2003

The Act seeks to foster the conservation, sustainable management and development of forests for the benefit of the people of Uganda.

Some sub-projects under the GROW Project may directly affect forests, which will require getting permits, especially where gazetted forests (whether Central or Local Forest reserves, Community or Private Forests) are encroached upon. In non-gazetted forests, project implementation teams will negotiate with the owner(s) on the most appropriate means of restoration or compensation.

### 4.2.5    The Local Government Act, 1997

This Act provides for a decentralised governance and devolution of central government functions, powers and services to local governments that have their own political and administrative set-ups.

The Act provides for local governance structures that are based on local councils and the participation of community members in which powers over development planning, budgeting, financial management, human resources, and service provision function (including safety and security service delivery needs) have been devolved to popularly elected Local Governments.

Throughout the life cycle of the proposed GROW project, the Act will guide in identifying and planning for meaningful engagements, consultations and involvement of relevant local government stakeholders, community leaders and members. Preceding the preparation of this SEP was as extensive mapping of stakeholders to ensure inclusive public involvement and participation.

The respective district local governments in the districts hosting project will be consulted and involved in the implementation and monitoring of the sub-projects within their areas. As the project further evolves, more stakeholders will be identified and involved as per the prevailing needs and requirements of different project.

### 4.3    Regional Conventions on Access to Information

#### 4.3.1    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 that every individual shall have the right to receive information and the right to express and disseminate his/her opinions within the law.

### 4.4    International Conventions on Access to Information

#### 4.4.1    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. States shall facilitate and encourage public awareness and participation by making information widely available.

#### 4.4.2    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.

#### 4.4.3    Other conventions on rights to information

The right of access to information is also 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).1 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 that Every individual shall have the right to receive information and the right to express and disseminate his/her opinions within the law.

## 4.5    The World Bank's Environmental and Social Safeguard Standards (ESSs)

Specifically, the World Bank Environmental and Social Standard 10 (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 a significant contribution to successful project design and implementation. Furthermore, stakeholder engagement ought to be an inclusive process conducted throughout the project life cycle. Where properly designed and implemented, it supports the development of strong, constructive and responsive relationships that are important for successful management of a project's environmental and social risks.

For the GROW Project and its sub-projects, the Bank requires the proponent and implementing agencies to prepare a clear SEF that, among others, includes:
   i.    Identification of all stakeholders interested in or likely to be impacted by the project;
   ii.   Development and implement a stakeholder engagement and consultation plan; and
   iii.  Involvement of all stakeholders in RAP and ESIA preparation and implementation through appropriate and timely sharing of relevant information and effective consultation and participation.

Early stakeholder engagement is highlighted as an integral requirement of ESS1 on Environmental and Social Impact Assessment and Management and ESS7 on Indigenous Peoples/ Sub-Saharan African Historically Underserved Traditional Local Communities, ESS5 on and Acquisition, Restrictions on Land Use and Involuntary Resettlement, and the ESS8[1] on cultural heritage as provided for in the WB ESF.

MGLSD and PSFU should identify and plan for early and appropriate engagement and consultation with all project stakeholders, including VMGs, vulnerable social groups (PWDs), paying special attention to their needs and concerns.

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1The requirements of this ESS8 applies to all projects that are likely to have risks or impacts on cultural heritage and include a project which: (a) Involves excavations, demolition, and movement of earth, flooding or other changes in the physical environment. As such, some of graves along the alignment are likely to be impacted.

# 5 GRIEVANCE MANAGEMENT STRUCTURES/COMMITTEES

## 5.1 Introduction

ESS10 requires that concerns and grievances of project-affected parties related to the environmental and social performance should be addressed and responded to by the developer/project proponent in a timely manner. Additionally, ESS 7 emphasises that grievance mechanism should be culturally appropriate and accessible to affected Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities, and takes into account the availability of judicial recourse and customary dispute settlement mechanisms among Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities.

The objective of the grievance mechanism is to resolve and remedy complaints that may result from direct and indirect consequences of the GROW Project activities. The mandated stakeholders will leverage existing Local Grievance Redress Mechanisms, which include Chairperson 1 (LC1) and other relevant existing structures at parish, sub-county, district and national levels.

The GRM will handle all complaints arising from activities and implementation of the proposed GROW Project as well as the losses and damages caused by construction works, and any direct or indirect environmental and social impacts. The GRMs will be established prior to implementation and will remain operational for the duration of the project. Affected communities and other potential complainants should be fully informed/sensitized of the GRM, its functions, procedures, timelines and contact persons both verbally and through booklets and information brochures during consultations meetings and other stakeholder engagement activities.

Anticipated grievances for the GROW project will include those related to:
- Crop damage;
- Sexual Exploitation and abuse;
- Family wrangles;
- Noise pollution;
- Waste Management;
- Wrongly recorded personal or community details;
- Wrongly recorded assets including land details and/or affected land area/crops;
- Recent change of asset ownership;
- Incorrect computation of compensation; and
- Names missed out of RAP register.
- Training needs

Implementing Agencies (MGLSD and PSFU) will implement an effective GRM at the highest level (national – ministries and district and subcounty) that will oversee all the other 4 levels of GRMs across all project components a cross all districts, with the objective of helping to ensure that the affected communities and third parties avoid resorting to the judicial system as much as possible. The project's GRM will include four successive tiers of extra-judicial grievance review and resolution. The first and second tiers are the Grievance Resolution Committees (GRCs) at village/parish and sub-project levels. The third and the fourth tiers are the GRM Focal Persons at the district and the PIU offices. Complainants will, however, have the option to seek redress from the judicial system at any time. GBV and SEA cases will be handled through GBV referral pathways established by MGLSD and a GRM for workers will also be put in place to deal with incidences and grievances.

## 5.2 Composition of the Grievance Resolution Committee (GRC) Process

A local GRC will be established at parish, sub-counties, and district levels with an office. A committee of 6 persons elected from four different categories shall comprise the following:

a. Representative from the implementing agency (PSFU, MGLSD)
b. Grievance Officer or CDO
c. Selected Village GRC member
d. Representatives of community members;
e. Female Representative
f. The Local Councillor 1
g. Chairperson/or cultural leader and VMG coordinator for the locations having VMGs

The Committee will be constituted through a participatory, transparent, democratic and gender sensitive election process where participants (stakeholders present/proposed beneficiaries) shall be nominated, seconded and shall be voted for to respective office positions. And since the project targets women, the Committee will emphasise having more women elected as its executive and in the leadership positions. The composition should apply to all components on the GROW project to ensure that all kinds of grievances including exclusion, inadequate delivery of trainings are all addressed through a formal structure. Since the project has a national coverage, the grievance committees will be established to help community beneficiaries have access to grievance committees and expeditiously handle grievance that may arise. Grievances that are criminal in nature,

## 5.3 The Two-Stage Grievance Resolution Process

The resolution of grievances will be a two-stage process.

a) The first stage will involve the following main steps:
   i. Receipt of grievances;
   ii. Screening of grievances; and
   iii. The GRC Hearing Procedure.
b) The second stage will involve the following steps:
   i. Implementing agencies resolution at central level;
   ii. Closure of grievances; and
   iii. Grievance records and documentation.

The steps above are detailed hereafter.

### 5.3.1 Receipt of Grievances

Any community member from the affected communities can lodge a grievance or complaint verbally or in writing. Grievances will be logged with a designated Grievance Officer, an LC1 official, elected GRM members or a Project's Liaison Officers at district and sub county levels right from the village or parish level by completing a written grievance registration form that will be available at construction sites, Liaison Centres, districts, project's website and in implementing agencies' offices. An example of a grievance log will be provided in the Stakeholder Engagement Plan. Details of grievances or complaints logged verbally will be captured as per the particulars of the grievance log.

The Grievance Officer or the Project's Community Liasion Officer of each district will review the received grievances and record them in a Grievance Register. To simplify the process of lodging a grievance, a variety of grievance log-in-channels will be used such as a dedicated phone number, web sites, e-mails, in-person, anonymous, suggestion box, among others.

All the grievances received be recorded by the Grievance Officer on the grievance registration form (See Annex 5) and logged into the Grievance Register. A copy of the logged grievance will be signed by aggrieved person and Community Development Officer.

During SE exercises or meetings organised in each project beneficiary areas at the time of ESIA, RAP, project briefs, VMGPs preparations, the project team (Social safeguard, PIU) working together with the local leaders and Community Development Officers will explain to local communities the alternative ways of lodging a grievance. The GRM procedures will be disclosed through the Project's website and will also be advertised on billboards/posters in each district/sub-county offices clearly visible to the public. Information material on GRM will also be made available at the information desks in districts/sub-counties covered by the project.

To ensure that all grievances are captured, the implementing agency will explain how the grievances received by district GRC members may be channelled through the Project's GRM. Training will be conducted for all GRC members on their roles and responsibilities and the implementing agency shall regularly monitor to ensure no grievances are missed.

### 5.3.2    Grievance Screening

All grievances will be registered, reported, and tracked by implementing agency in the Grievance Register by a Grievance Focal Point 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 during weekly E&S meetings during the construction phase.

### 5.3.3    The GRC Hearing Procedure

A local GRC will be established at village/parish, sub-counties, and district levels with an office. 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 at Stage 1 the PAP's complaint is not resolved, the PAP 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 30 days. Special provisions will be made for any complaints of a confidential nature. Complaints on GBV and VAC shall be received and referred immediately to service providers. The GRC shall convene whenever necessary (but at least once a month) and shall include the six members as defined in section 6.2 above.

The LC 1 official or Grievance Officer will act as secretary of the GRC and shall be responsible for creation, coordination, and documentation. Members of the GRC will be invited in accordance with the types of complaints to be addressed. The meeting will start without the complainants by reviewing all PAP complaints received since the last GRC meeting, and to propose a solution to all grievances within the past one month. Then, the GRC will welcome the complainants whose grievances had been reviewed during the previous meeting to discuss proposed resolution.

For each grievance, the GRC will determine whether additional investigations are warranted. If so, additional information will be collected before the next GRC meeting and such information will be provided to the PAP before the meeting. The GRC will then inform the PAP about the date, time and place of its review meeting, and invite the affected persons accordingly.

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.

### 5.3.4 Implementing Agencies Resolution at Central Level (second stage)

If the complainant is not satisfied, the 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.).

### 5.3.5 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. However, the actions to implement this solution will be undertaken within one month of the grievance being logged 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 implementing agency/LC 1 and the complainant), stating that the complainant considers that his/her grievance is closed. The grievance will 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.

### 5.3.6 Grievance Records and Documentation

MGLSD and PSFU will nominate a GRM Focal Point who will be responsible to manage a grievance database to keep a record of all grievances received. 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.

The Supervising Consultant and Service Provider in their monthly monitoring reports will provide information on grievance management. Grievance monitoring and reporting will occur in quarterly, annual reports.

### 5.3.7 Monitoring of GRM

The Project GRM focal point will also be responsible for documenting (recording), logging grievances received and addressed (both anonymous and non-anonymous, and reporting on a regular to the grievance committee members. To ensure that the identity of non-anonymous complainants is protected, grievance log books and reports should not include identifying information on individuals.

### 5.3.8 Disclosure of 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 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 mini grid 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 complainee 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 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. A template of the GRM recording form can be found in the Annex 6 of this SEF.
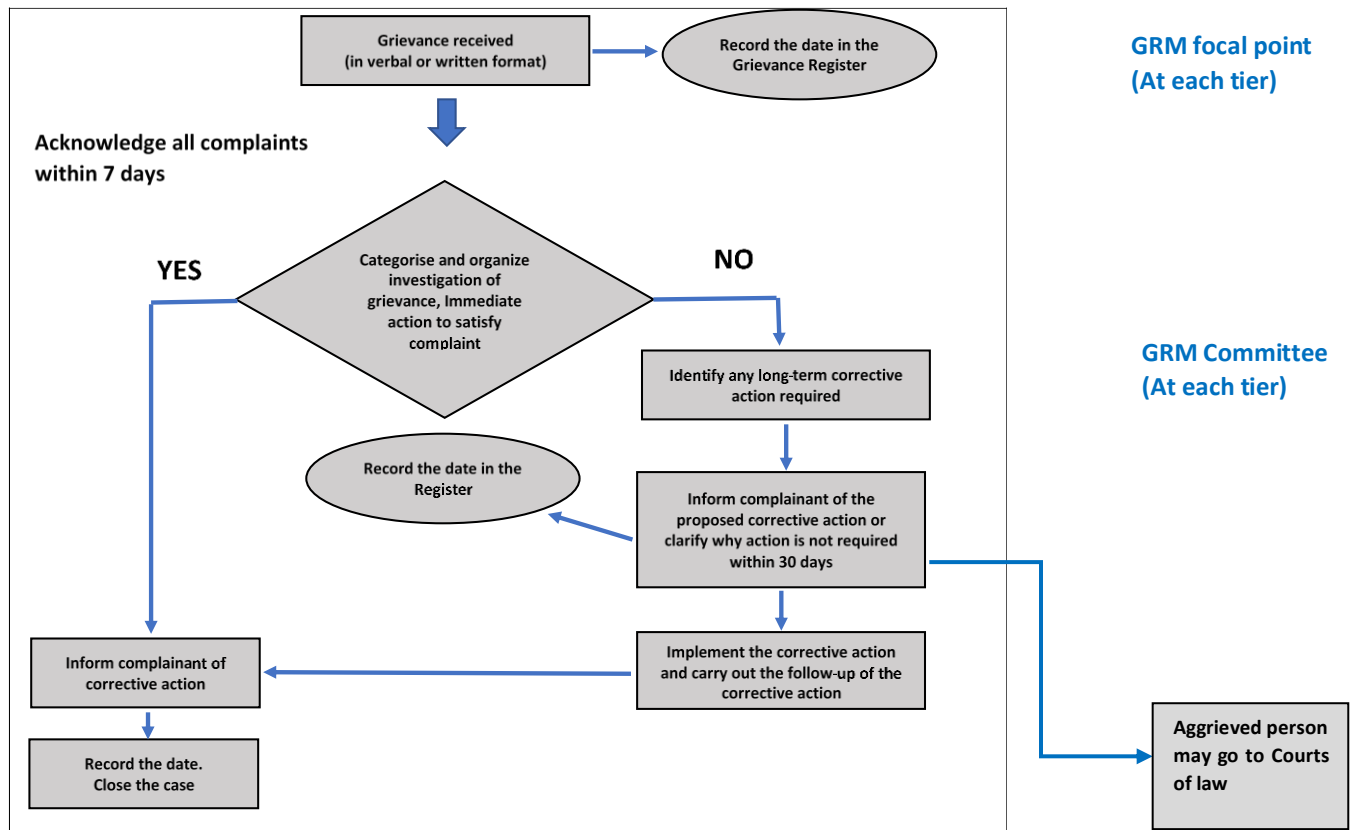
**Figure 3: The Process Flow Chart of Grievance Redress Mechanism**

# 6 RESPONSIBILITIES AND RESOURCES FOR IMPLEMENTING STAKEHOLDER CONSULTATIONS

## 6.1 Responsibility

For effective preparation and implementation of the SEF through information gathering from stakeholders, the MGLSD and PSFU will provide support supervision to team leaders and SDSs who will manage and coordinate all SE activities. For the purpose of this assignment, the short-term project Environment and Social Consultants will give support to the PIU for the initial period of project document preparation stage and will work in coordination with MGLSD PIU for the GROW project and PSFU team. The consultants will be responsible for undertaking stakeholder engagements at the project initial and preparatory stages while MGLSD and PSFU will oversee SE at all project phases and throughout the project lifecycle. The local government structures in place across the country will also support the PIUs in the implementation monitoring and evaluation of the GROW project in all the districts, sub counties and parishes.

## 6.2 Resources

Resources will be dedicated to managing and implementing the Stakeholder Engagement Framework, in particular to this point and more resources will be set apart for the continuous SE, in terms of people, time, budget and channels for continuous Stakeholder Engagements and consultation will be maintained to communicate by all parties to the Project throughout the project life cycle.

### 6.2.1 Implementation Budget

The implementation of the SEF is to be led by MGLSD and PSFU through a Project Implementation Unit (PIU) and an indicative budget for its implementation is proposed as herein.

| No. | Activities | Approx. Cost (USD) |
|-----|-----------|--------------------|
| 1 | Stakeholder consultation meetings | 52,000.00 |
| 2 | Information products e.g. brochures | 66,000.00 |
| 3 | Publicity/media | 30,000.00 |
| 4 | Capacity building | 55,000.00 |
| 5 | Monitoring and evaluation | 65,000.00 |
| 6 | Engagement of Liaison Specialists/Officers in project areas | 150,000.00 |
| | **TOTAL** | **418,000.00** |

# 7    MONITORING, EVALUATION AND REPORTING

Monitoring the stakeholder engagement activities is important to ensure that consultation and disclosure efforts are effective and in particular that stakeholders have been meaningfully consulted early enough and throughout the process. Monitoring, evaluating and reporting of the SE activities is important and the SEF anticipate this to be done at two levels:

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

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

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

## 7.1    Monitoring indicators For the SEF

A number of Key Performance Indicators (KPIs) will also be monitored by the project on a regular basis,

including the following parameters:

- Number of public hearings, consultation meetings and other public discussions/forums conducted within a reporting period (e.g. monthly, quarterly, or annually);
- Number of participants attending consultation meetings and other forums disaggregated to show women, and vulnerable and marginalized persons;
- Number of VMGs, Refugees reached and consulted
- Number of Free and fair consultations without any coercion and intimidation
- Frequency of public engagement activities;
- Geographical coverage of public engagement activities – number of locations and settlements covered by the consultation process, including the settlements in remote areas within the Project Area of Influence (PAI);
- Number of public grievances received within a reporting period (e.g. monthly, quarterly, or annually) and number of those resolved within the prescribed timeline;
- Type of public grievances received;
- Number of press materials published/broadcasted in the local, regional, and national media.

## 7.2    Monitoring and Reporting Back to Stakeholders

The monitoring and reporting back to stakeholders will be carried out through the following channels;

- Documented project monitoring and evaluation reports
- Targeted SE community dialogues
- Print and audio media reports

- Display of information on the implementing partners organisational office yards and notice boards

## 7.3   Information Sharing

Information sharing and knowledge transfer is an important part of the successful transition from the planning and design phase to detailed design and delivery phase of the sub-projects.  GROW project and its sub-projects will work together to ensure the contractors have a strong understanding of the project's stakeholders and their interests, concerns and desired outcomes for the project, based on engagement undertaken to date. This will minimize the need for contractors to revisit matters that stakeholders have previously raised with GROW.

## REFERENCES

1. Regional and International Legal and Regulatory Instruments
2. Convention on Elimination of all Forms of Discrimination Against Women (CEDAW), 1979.
3. Convention on the Rights of Persons with Disabilities, 2006.
4. International Covenant on Economic, Social and Cultural Rights, 1976.
5. The United Nations Convention on the Rights of a Child, 1990.
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7. World Bank. 2017. *Environmental and Social Framework (ESF)*.
8. World Bank. 2018a. *Template for ESS10: Stakeholder Engagement and Information Disclosure Stakeholder Engagement Plan and Stakeholder Engagement Framework*. Environmental and Social Framework for IPF Operations. ESS10: Stakeholder Engagement and Information Disclosure.
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## APPENDICES

### Annex 1: The Grow Project Consultation Checklist/Tool

**MINISTRY OF GENDER, LABOUR AND SOCIAL DEVELOPMENT**

**ENHANCING GROWTH OPPORTUNITIES AND PRODUCTIVITY FOR WOMEN ENTERPRISES (GROW) PROJECT**

**INTRODUCTION**

The Government of Uganda plans to acquire credit from the International Development Association (IDA)/World Bank towards the implementation of the GROW Project. The proposed project will support the country's efforts to uplift the social economic status of all Ugandans including for refugee and host communities, industrial parks and commercial enterprises, health and education facilities, as enshrined in Uganda's Vision 2040 and other policy documents.

The GROW project is to be implemented mainly by Ministry of Gender, Labour and Social Development (MGLSD) and Private Sector Foundation, Uganda (PSFU).

It is a requirement for projects of this nature to identify and consider environmental and social concerns during implementation of the project. The MGLSD is conducting stakeholder consultations to identify issues and concerns for vulnerable and marginalized groups in the project areas.

You have been identified as a key stakeholder in this exercise. This is to request for your little time to respond to some of these questions.

**ESF social and Environmental safeguards screening checklist**

1. Are you aware of the Enhancing Growth Opportunities and Productivity for Women Enterprises Project (GROW Project) *(Knowledge/awareness on the subject)*
   a) Yes……………………… b) No………………………..
   *(Researchers give an overview of the proposed GROW project)*

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

3. What concerns or expectations do you have in relation to the proposed implementation of the GROW project?

4. What anticipated potential risks and impacts do you foresee from implementation of the GROW project?

5. Do you foresee any gender risks or have any gender and vulnerability risks/concern/fears that might arise as a result of the GROW project? Yes……………..    b) No………………….. And why?)

6. What mitigation measures would you recommend to avert these risks?

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

8. Which stakeholders do you think are relevant for these consultations at all levels?

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

10. What would be the best method for communicating and the most appropriate language for consultation?

11.  Which organisations i.e. CSOs, CBOs, government entities and other Development partners work with women, children and other vulnerable and Marginalised Groups (VGMs) or do work related to Economic empowerment of Women that the GROW 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?

12. What kind of services do they offer?

13. What recommendations do you have that might benefit women and all the other vulnerable and Marginalized Groups and the community at large as well as programming in the next 5 years?


**Interview Guide for the Resettlement Policy Framework**

*Introductory Remarks*
    a. Overview of the GROW Project RPF process
    b. Institutional Mandate, Roles and responsibilities within GROW Project


1. **Land Acquisition and Related Issues**

    a. What are the anticipated (positive and negative) impacts of the GROW Project arising especially from land acquisition and probable mitigation measures?*(Probe for both the positive and negative risks and impacts by project component)*

b. What are the prevalent land ownership issues within the project area?

c. What are the pertinent issues that the GROW Project process must take note of in relation to land acquisition?

2. **Major Livelihood Options**

   a. How would you generally describe the target area economically? *Probe for:*
      - *Land use and tenure systems (access and control by women)*
      - *Types of economic activities people majorly engage in, especially the women*
      - *Entrepreneurial skills availability in the community, especially amongst women,*
      - *Challenges they encounter, and*
      - *General poverty levels in the community, especially amongst the women*

   b. What is the Land tenure system of the area / region?

   c. What are some of the land tenure issues and their implications to GROW Project implementation, especially where land will be needed for the GROW project?

3. **Communication and Grievance Resolution**

   a. What is the most appropriate communication medium for the community members in the project area?

   b. What are the main challenges to service delivery for the communities within the project area?*(Probe for agricultural production systems, water, electricity, health status, education trade and any other services in the area)*

   c. What are the existing conflict resolution mechanisms in the community, especially those related to land management?

4. **Gender Relations and Practice on Financial Decisions Among Men and Women In Households In Target Areas** *(Probe for sole or joint access, control and decision making power):*

   a. Who controls the income within the household?

   b. Who holds decision making power regarding expenditure of household income?

   c. Who holds ownership of, access to and decision making power over productive assets?

   d. Who holds autonomy in use of household resources for agricultural production like land?

   e. How is the participation of men and women in local meetings and level of comfort in regard to speaking in public?

   f. What is the membership in community groups?

   g. What are the enabling or disabling factors to people joining these groups?

   h. What are the Inhibiting factors to women participation in the community?

   i. What would you point out as the likely positive and negative impacts of the GROW project on the women in the area?

5. **Vulnerability**

   a. Who are the most vulnerable categories in the target community? *(Probe for the disabled, widows, children, orphans, elderly, female-headed households and minority groups in the area with a bias on females)*

   b. What are the existing systems to improve the life of vulnerable people in this community?

   c. How is the proposed project likely to affect the life and livelihoods of vulnerable people during and after implementation?

   d. What are the appropriate mitigation measures to protect the interests of vulnerable groups?

6. **Project Design Strategies to Mitigate Land Acquisition Impacts**

   a. What are the possible alternative locations of GROW Project sub-projects?

   b. What is your assessment of the possible subproject project impacts?

   c. What possible resettlement strategies would you propose?

   d. What are the compensation rates and eligibility for entitlements?

**Interview Guide for Key Informants Interviews (KIIs) for District Officials and Community Leaders**

1. What types of communities are presenting your regions, are they based on clan, ethnicity or geographical boundaries?
   (a) If in clans, which ones?
   (b) If by ethnicity, which groups?
   (c) If geographical, which ones?

2. Are any of these groups considered vulnerable or marginalized by virtue of their way of life, gender, economic status or ethnicity?

3. How can the program be designed so that some of these communities especially those that are vulnerable and marginalized also benefit?

4. What are some of the Institutions both formal and informal institutions dealing with vulnerable and marginalized available in this district?

5. How can these institutions be used to bring on board these vulnerable and marginalized during GROW project design and implementation?

6. What constraints or barriers are these institutions facing and what does this mean to GROW project success opportunities?

7. Who are some of the key stakeholders in this region who influence these vulnerable and marginalized groups?

8. What specific interests do they have and how can the participation of the poor and vulnerable groups be enhanced?

9. What are the social, political and other risks that may jeopardize the success of the GROW project or the achievement of the project goal? ***Probe for issues such as the conflict, the drivers of conflict and implication of this to the GROW Project design and implementation***
   a) Social
   b) Political
   c) Conflict Drivers
   d) Implications to Program design and implementation

10. How can these conflict, elite capture risks, etc. be managed and minimized during implementation so that the Program can also benefit the vulnerable groups?

11. What are some of the Social/Cultural issues that could be impacted (negatively) by the GROW project?

12. How this can be managed during GROW project implementation? ***Including recommending ways of avoiding, minimizing, mitigating and improving vulnerable groups such as Batwa and IK - Karimojong.***

13. What are some of the Economic activities' women are involved in this region?

**Focus Group Discussions Guide (for Women, Men, Youth, Elderly & Disabled)**

**Gender and economic empowerment in context**

(a) What do the community members here think about women running businesses?

What about disabled women? Elderly women? Young women? Widowed women?

(b) What kinds of businesses does the community think are okay for women to run?

What about for men?

Are there any kinds of businesses that the community doesn't think men or women should run?

(c) Are there certain kinds of businesses that are particularly difficult for women to run, or would be considered inappropriate?

What makes them seem inappropriate?

(d) Are there businesses that are inappropriate for women to run?

Can we discuss the reasons for that?

(e) What are some of the challenges that women face in running their own businesses?

(f) What are some of the benefits to women from running their own businesses?

(g) How does money get managed within the household in your community, typically?

(h) What is the wife's role with managing money within the household?

(i) What is the husband's role in managing money within the household?

(j) Do husbands support their wives when the women have their own businesses?

(k) Who in the household typically decides how to spend the money that is earned by household members?

(l) If women earn money, then who in the household decides how it will be spent?

(m) How are these things decided within your household?

(n) Has the decision-making on how money in the household is managed and spent changed at all over time?

In what ways?

(o) How easy is it for a woman to access credit or loans in your community?

What about for men?

**Interview Guide Uptake of Entrepreneurial and Social Skills and Practices from the Training Program**

(a) Have you ever received any training on starting up a business?

(b) How have you used these skills in your business?

(c) How has using these skills affected your business?

(d) How has using these skills affected your interactions with other business owners?

(e) Which of these skills do you think you will not be able to use?

Let's talk about the challenges to using these skills?

(f) How have you used these skills in other relationships or interactions in your household or community?

How has using these skills contributed to changes in your household?

(g) Had you received any training on these skills through prior trainings?

(h) In your household, who decides how money is spent?

(i) What about the money you earn?

(j) How comfortable are you talking about your desires to your family members?

**Community Consultation Interview Guide for the VMGF**

1. What categories of communities exist in this area?

2. What is main source of livelihood of the people living in this community?

3. *What would one have to do if one wanted to freely consult the people in this community?* ***Probe for:***

    a. *Who to approach first?*

    b. *How to approach them*

    c. *Medium of exchange,*

    d. *Where to consult them from*

    e. *Gender aspects in consultation*

    f. *Religious aspects in consultation*.

4. What Institutions relate and interact with these groups?

5. What are some of the relevant cultural, demographic characteristics of the people in this community? *Probe for:*

    a. *Total Numbers* …………………………………………….

    b. *Men* …………………………………………………

    c. *Women* …………………………………………………….

    d. *Youth* …………………………………………………..

    e. *Education status* …………………………………………..

    f. *Average ages* …………………………………………......

    g. *Religious affiliations* ……………………………………….

    h. *Marital status etc.* ……………………………………….

6. How do these groups access land and other natural resources and what are the implications of their access to natural resources in terms of depletion of these resources?

7. What guidance and mechanisms does the program need to adopt to ensure that these groups participate and benefit from the Growth Opportunities and Productivity for Women Enterprises Program interventions?

8. How can the Program benefit these people in an equitable manner?

9. What parameters will be used to show that these groups have benefited from the Program?

10. What capacity does the district, sub-county or NGO have or not have to implement the GROW Program in this area?

**Key Informants' Interview Guide for Refugee Hosting Districts**

**Environmental Effects Associated with the Hosting of Refugees**

1. What environmental impacts has the district experienced as a result of hosting refugees?

2. How have these environmental problems impacted directly on women?

3. Are there any interventions either from government or Non-governmental organizations or CBOs to address these environmental impacts associated with the refugees?
*Mention the government Ministries, NGOs and CBOs and their interventions (e.g. tree growing, energy conservation through promotion of energy saving stoves etc.)*

4. Have these programs (mentioned in 3 above) contributed to mitigating/alleviating the environmental problems/impacts? *Give details*

**Women Enterprises with Climate Change/Environmental Conservation Components**

1. Are there some women/women groups whose enterprises have climate change/ environmental conservation components? *Probe and let them elaborate*

2. Have these women entrepreneurs received any training (from the central government, district local government, NGOs, CSOs, CBOs etc.) in running their businesses?

3. Do the women entrepreneurs mentioned in 1 above get any support from men (husbands, sons, brothers, fathers etc.) in running their businesses? *Probe for the kind of support*

4. What benefits have those women entrepreneurs (mentioned in 1) realized from those enterprises? Probe for skills, household income etc.

5. What challenges are such women entrepreneurs (mentioned in 1 above) facing in running their businesses?

6. How can the GROW project address those challenges and help such women entrepreneurs improve and/or diversify their enterprises?

**COMMUNITY LEVEL QUESTIONS**

| | |
|---|---|
| **Date of Meeting** | |
| **Venue/Place/Village** | |
| **Sub-county/District** | |
| **Key contacts** | |
| **Facilitator** | |

**Target districts:** All districts of Uganda

| Questions | Responses |
|---|---|
| 1) Whom would you categorise as vulnerable and marginalized people in this community? | |
| 2) Why are they categorised as vulnerable people? | |
| 3) What are the main means of livelihoods in this community? (*Probe crop farming, businesses, cattle keeping, other sources of income, etc.)* | |
| 4) The Government of Uganda is preparing a project to improve the social economic status of women in Uganda. How do you think this project can benefit this community? | |
| 5) How do you think this project might affect the sources/means of livelihoods in this community? (Negatively and positively). | |
| 6) What are the possible negative effects from this project (probe labour influx, livelihoods, land, cultural practices)? | |
| 7) What should the project do to mitigate/minimise or address the negative effects of this project? | |
| 8) What resources are needed to enable vulnerable and marginalized people participate in the implementation of this project? | |
| 9) Who are the key stakeholders involved in addressing challenges faced by the vulnerable and marginalised groups in this area? And who should be involved? | |

| | |
|---|---|
| **Names** | |
| **Age bracket** | |
| **Sex** | |
| **Religion** | |
| **Title** | |
| **Agency/Organisation** | |
| **Telephone/email contact:** | |

| Questions | Responses |
|---|---|
| 1. Whom would you categorise as vulnerable and marginalized people in this country? | |
| 2. Why are they categorised as vulnerable people? | |
| 3. What is your mandate in addressing the issues of vulnerable and marginalised groups? (*any policy/laws/frameworks, strategies, byelaws, plans, programs, budgets etc.* | |
| 4. What programs/projects are currently being undertaken in your sector towards improving the life of vulnerable groups. How do you integrate | |

| | | |
|---|---|---|
| | aspects of vulnerability and marginalization in planning and implementation of activities. | |
| 5. | How do you think GROW project might positively affect the livelihoods of vulnerable and marginalised groups? What do you think would be the contribution of the project to the vulnerable and marginalized groups? | |
| 6. | What are the possible negative effects to the vulnerable and marginalised groups in the project areas? | |
| 7. | What should the project do to mitigate/minimise or address the negative effects of this project on the vulnerable and marginalised groups? | |
| 8. | What opportunities should the project provide for vulnerable groups in refugee settings | |

## Annex 2: Initial Stakeholder Responses During Consultative Meetings

**Stakeholder 1: Ministry of Gender, Labour and Social Development (MGLSD)**

| No | QUESTION | ANSWERS |
|---|---|---|
| 1 | What is your preferred mode of communication during project preparation, implementation and Closure? | We use emails, official letters, fax and sometimes, music dance and drama so that the people get the picture of what is being communicated. |
| 2 | How do you normally get information about community, project activities? | From opinion leaders, faith based organizations that tell us what is going on. |
| 3 | Are there any limitations about time of day or location for public consultations? Day/Time/location preferences? | Day time is always the best. You can't risk or feel safe holding consultations late evenings in communities. |
| 4 | What need-specific resources might be needed to enable vulnerable, marginalized people participate in meaningful, free prior informed and fair consultation process? | Equal Opportunities Policy, Gender Policy, provide for the minorities in Uganda. Finance, training and start up kits to be made accessible to even the marginalized people. |
| 5 | Describe briefly what kind of information should be disclosed, type of method that should be used to communicate to each stakeholder group? What kind of information would you like to know about the project to enable free prior informed consent, social acceptance among the community and meaningful participation and your preferred method and language of project information sharing? What are the structures for information disclosure(right from district level) | People need to be told to embrace government projects in order to benefit.<br><br>Disclose information about tangible and intangible culture so that the implementation team gets to know what fits the community values.<br><br>Let the community/ local leaders talk to the people in the language they understand best. This method enhances community participation. |
|  | NITAU-How best can we use your networks to share project information | We have many organizations in all districts that give us feedback and communicate issues related to gender ministry's' mandate. |
| 6 | What other stakeholders would be interested in the project because of its location, proximity to natural resources, vulnerable people etc? | • Engage the Civil Society Organizations in the implementation of GROW Project to avoid or minimize litigation<br>• Faith Based Organizations<br>• Use Community Development Officers<br>• Undertake Capacity building for other relevant Ministries, Departments and Authorities, especially the Social Development Sector in order to support GROW Project implementation.<br>• Continue with stakeholder engagement at all stages of the GROW Project implementation<br>• Develop a Communication Strategy to create synergies with other MDAs<br>• Use social media, radio, drama, skits, Local Leaders, TV, print media, etc as may be appropriate for various segments of the stakeholders<br>• Always include MGLSD among the stakeholder engagement and IEC materials |
| 7 | What are the social, economic and environmental characteristics of the project area and nearby populations? What role can the community play in identifying risks, potential impacts, opportunities to consider in the assessment process? What are the | Communities characterized by people that survive on less than a dollar per day and farmers mostly.<br><br>The risk that may occur as result of implementation of the project include; Defilement, HIV/ AIDS, Child labor, sexual exploitation and abuse. |

| No | QUESTION | ANSWERS |
|----|----------|---------|
|    | risks, impacts, opportunities that may arise due to the implementation of the project? | |
| 8 | Are there any active organizations in the project area that work with vulnerable groups such as persons with disabilities, indigenous people, widows etc.? | Yes, we work with various NGOs like USAID, World Vision and police among others. |
| 9 | Describe the ways in which people affected by the project can bring their concerns to project management's attention? How should grievances be addressed? How are the grievances currently handled in the community and what would be the most appropriate way to handle the grievances (cultural appropriateness in GRM)? | The people can bring their concerns through print media, social media, engaging local leaders and cultural groups (through Music dance and drama). |
| 10 | Is there any formal or informal grievance redress mechanism in the area? | There are local council leaders, police, cultural leaders who help in the communities |
| 11 | How should the existence of a project grievance redress mechanism be communicated to you? | Phone calls, emails, letters and through village grievance redress committees. |
| 12 | How can the project involve you in enforcement and monitoring project activities? | There are things that are overlooked. Involve the ministry in all social aspects of the project. For example physical cultural resources, children affairs, gender among others. |

**Stakeholder 3: Ministry of Lands, Housing and Urban Development (MLHUD)**

Contact person:  Mr. Emmanuel Kaganzi, Commissioner Physical Planning, MLHUD.

| No | Questions | Responses |
|---|---|---|
| 1 | What is your preferred mode of communication during project preparation, implementation and Closure? | Phone calls, letters, emails, TV's, radio talk shows among others. |
| 2 | How do you normally get information about community, project activities? (E.g. for NEMA, explain about disclosure and feedback and the multi-sectoral approach towards disseminating information). | Letters, emails, phone calls, Community feedback, reconnaissance surveys, RAP reports among others. |
| 3 | Are there any limitations about time of day or location for public consultations? Day/Time/location preferences? | Day time is most appropriate for consultations and most especially morning hours as long as there is efficient and effective mobilization. |
| 4 | What need-specific resources might be needed to enable vulnerable, marginalized people participate in meaningful, free prior informed and fair consultation process? | The vulnerable group need people whom they are familiar with in the communities like L. Cs to be speak to them during community engagements. |
| 5 | Describe briefly what kind of information should be disclosed, type of method that should be used to communicate to each stakeholder group? What kind of information would you like to know about the project to enable free prior informed consent, social acceptance among the community and meaningful participation and your preferred method and language of project information sharing? What are the structures for information disclosure (right from district level)? | RAPs, ESIA's, |
|  | NITAU: How best can we use your networks to share project information? | There are many companies that we work with across the country that you can reach through our networks toshare information. |
| 6 | What other stakeholders would be interested in the project because of its location, proximity to natural resources, vulnerable people etc.? | The SACCO groups, farmers and the refugees. |
| 7 | What are the social, economic and environmental characteristics of the project area and nearby populations? What role can the community play in identifying risks, potential impacts, opportunities to consider in the assessment process? What are the risks, impacts, opportunities that may arise from the implementation of the project? | It was observed that most people in various parts of Uganda are farmers and earn their living from agriculture.<br><br>The risks that may arise is; whenever there's a subsidy, there are always cases of corruption. |
| 8 | Are there any active organisations in the project area that work with vulnerable groups such as persons with disabilities, indigenous people, widows etc.? | Yes, there are |
| 9 | Describe the ways in which people affected by the project can bring their concerns to project management's attention? How should grievances be addressed?<br>How are the grievances currently handled in the community and what would be the most appropriate way to handle the grievances (cultural appropriateness in GRM)? | People affected by the project can use emails and phone calls to deliver their concerns to the project management.<br>Grievances should be addressed through established policy frameworks that guide the project.<br>In communities, grievances are handled by the local leaders who engage both parties involved and try to solve issues amicably. |
| 10 | Is there any formal or informal grievance redress mechanism in the area? | The company has its policies for addressing grievances that may arise from time to time for instance having the right code of conduct, vetting |

| No | Questions | Responses |
|----|-----------|-----------|
| | | the implementing agencies by UNBS and being creative with marketing to avoid grievances. Informally, in the communities, there are local council leaders who help in the communities |
| 11 | How should the existence of a project grievance redress mechanism be communicated to you? | Whenever grievances occur. We mostly use phone calls, email because a call center is in place to capture any grievances available in the field. |
| 12 | How can the project involve you in enforcement and monitoring project activities? | We can be involved to supply solar panels and monitor their installations to those populations that are off grid. |

## Stakeholder 3. National Forestry Authority (NFA)

Contact person: Ms. Justine Aheebwa

| No | Questions | Stakeholder Responses |
|----|-----------|----------------------|
| 1 | What is your preferred mode of communication during project preparation, implementation and Closure? | MGLSD and GROW PROJECT implementing agencies can use email, letters, phone calls, meetings among others.

NFA guided MGLSD to use role plays, TV's, surveys, use of local languages, local councilors. The Authority emphasized on the use of consultative meetings. This empowers the community members, makes them feel valued and respected. Local council chairpersons are usually the designated translator's in their community engagements. |
| 2 | How do you normally get information about community, project activities? (E.g., for NEMA, explain about disclosure and feedback and the multi-sectoral approach towards disseminating information). | We normally get information about field activities through our field offices country wide. NFA has had several engagements with Government Agencies on through engagements like this consultation meeting. |
| 3 | Are there any limitations about time of day or location for public consultations? Day/Time/location preferences | The most appropriate time for public consultations would be during afternoons when the majority of the people are back from the garden. This should be backed up by community mobilisations on radio, phone calls among others. |
| 4 | What specific resources might be needed to enable vulnerable, marginalized people participate in meaningful, free prior informed and fair consultation process? | There is need to let their own people speak to them during consultations as way of building trust and confidence in the consultation process. We as NFA normally use the local community members as translators during the consultation process. |
| 5 | Describe briefly what kind of information should be disclosed, type of method that should be used to communicate to each stakeholder group? What kind of information would you like to know about the project to enable free prior informed consent, social acceptance among the community and meaningful participation and your preferred method and language of project information sharing? What are the structures for information disclosure (right from district level)? | Inform stakeholders about government's efforts and projects, including the targeted beneficiaries. Stakeholders need to be sensitized about the project benefits.

Information can be disclosed using radio and television talk shows, use of LC's, skilled translators.

Disclose information regarding collaborative forest management. Where 5% of community forest reserves can enable population surrounding forest reserves start up something productive for themselves. For instance, apiary, tree planting and so forth |
| | NITAU: How best can we use your networks to share project information? | Our networks can be used to create awareness and promote the project interventions |

| No | Questions | Stakeholder Responses |
|---|---|---|
| | | Promote the planting of fruit trees which can be enjoyed by vulnerable people and various stakeholders. |
| | | Settlements and developments should be at least 50km from forest reserves. |
| | | Our networks can be used to address landscape issues holistically to avoid grievance issues. |
| 6 | What other stakeholders would be interested in the project because of its location, proximity to natural resources, vulnerable people etc.? | The refugees and other marginalized groups like theTepeth, Batwa, Ndorobos, Ik. This group of stakeholders would be more interested on off grid power for instance solar power. |
| 7 | What are the social, economic and environmental characteristics of the project area and nearby populations? What role can the community play in identifying risks, potential impacts, opportunities to consider in the assessment process? What are the risks, impacts, opportunities that may arise due to the implementation of the project? | People living near forest reserves use firewood for cooking. Charcoal burning is major source of livelihood for populations living near forests. <br><br> Absentee landlords cause delays in RAP implementation. <br> There are numerous forest encroachers due to lack of clean energy. |
| 8 | Are there any active organisations in the project area that work with vulnerable groups such as persons with disabilities, indigenous people, widows etc.? | Yes, there are various NGOs in the communities and districts that have been working with vulnerable widows and PWDs. |
| 9 | Describe the ways in which people affected by the project can bring their concerns to project management's attention? How should grievances be addressed? How are the grievances currently handled in the community and what would be the most appropriate way to handle the grievances (cultural appropriateness in GRM)? | Through their cultural, local council and religious leaders because they are respectable members of communities. <br><br> Grievances should be addressed in a culturally appropriate way. Respect for opinion leaders and dialogue should be upheld. Parents of some of the forest encroachers, refugees were killed in wars and have no origin. |
| 10 | Is there any formal or informal grievance redress mechanism in the area? | Yes, NFA has legal frameworks that addresses grievances. There is a policy document that talks about Eco systems, social impact assessments, collaborative forest management which are well laid in the law. |
| 11 | How should the existence of a project grievance redress mechanism be communicated to you? | Through policies guiding resettlements. Landscape issues must be addressed holistically to avoid grievances. |
| 12 | How can the project involve you in enforcement and monitoring project activities? | NFA has the capacity to support in grievance redress by mapping out illegal settlements in forest reserves, <br><br> sensitisation on clean cooking is key to all project stakeholders. <br><br> The project should promote bamboo tree planting and save the environment. |

**APPENDIX ....5**

**MINUTES FOR STAKEHOLDER CONSULTATTIONS - VITUAL INTERVIEWS (NATIONAL LEVEL CSOs)**

**WITH STAKEHOLDERS FROM MERCY CORPS UGANDA, OXFAM UGANDA, WOUGNET, CARE INTERNATIONAL, SEATINI, CEEWA AND FACILITATED BY THE CONSULTANTS[2]**

| 1. Introduction | |
|---|---|
| a). Date: **24th March, 2022** <br> b). Meeting Venue | Virtual interview Meeting organized and called by MOGLSD & PSFU officials |
| c). Subject of the meeting | Stakeholder Consultations on the SEF for the GROW Project (Planning and design phase) |
| d). Methodology of Meeting | Virtual interview Meeting with Dialogue (Q&A) with guided questions by the consultants |
| **Participants** | **Organisation** |
| 1) Ms. Joanita Nasuuna | The Southern and Eastern Africa Trade Information and Negotiations Institute – (SEATINI) Uganda |
| 2) Ms. Florence Kuteesa | Council for Women Economic Empowerment in Africa, Uganda (CEEWA) |
| 3) Ms. Jane Ocaya-Irama | Oxfam Uganda |
| 4) Mr. Edward Simiyu | Mercy Corps Uganda |
| 5) Ms. Goretti Z Amuriat | Women of Uganda Network (WOUGNET) |
| 6) Kate Kanya | World Bank |
| 7) Ms. Jane Kyokusima | The Southern and Eastern Africa Trade Information and Negotiations Institute – (SEATINI) Uganda |
| 8) Mr. Edton Babu | CARE International |
| **2. PRESENTATIONS** | There were self introductions <br> a). Overview of the project was presented by Mr. Mutambi Enoch from MGLSD and facilitated by the consultants |
| | b). Discussions/Key Emerging issues |

**Concerns/fears**
1. Oxfarm Uganda - Most of the micro and small enterprises are not formalisd, how is GROW going to help them get formalised?
2. Affordability of the credit. One of the major challenges has been the high percentage rate to support enterprises, there is need to look at affordability of the credit to support entrepreneurs
3. Skills training and certification of enterprises, will there be this kind of thing?
4. GROW should recognize that most of the women entrepreneurs are of reproductive age. GROW should therefore ensure availability of child care centers for these women.
5. How will the facilities be managed or maintained?
6. CEEWA -
7. There is often an issue of sustainability, what strategies are going to be put in place to ensure that these programs are sustained within the community especially among the women and the youth. These need a facility at the district where they go for support, direction and guidance.
8. SEATINI – how sufficient are the finances available to support business enterprises, this is because there are other hidden costs which makes it expensive for the women e.g. registration and this is the reason the enterprises remain small
9. Is the project going to support these enterprises to get certified?
10. The issue of helping the enterprises get affordable packaging materials and the packaging its self

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[2] MERCY CORPS Uganda, Oxfam Uganda, Women of Uganda Network (WOUGNET), CARE International, The Southern and Eastern Africa Trade Information and Negotiations Institute – (SEATINI) Uganda, Council for Women Economic Empowerment in Africa, Uganda (CEEWA)

11. Asset financing, issue of supporting UNBS in providing services for these small business enterprises
12. How can GROW improve the issue of accountability so that the projects can move to the next level?
13. Mercy Corps Uganda – the question of the missing middle women has been with us for close to 20 years. The missing middle is the creation of the structures and if not addressed, it will continue to stay with us.
14. How do small businesses get audited?
15. How does the project address these structural issues that will address the missing middle issues?
16. How do you intend to channel these funds out? What is the breakdown of this funding?
17. WOUGNET - how are we going to identify the missing middle from the community?
18. At community level, most of the women are not aware of the availability of these projects – what awareness creation mechanisms are you putting in place?
19. How sure are you that we are going to have results?
20. CARE International – what is the relationship between UWEP, PDM and Emyoga? And what is the convergence most likely going to be?
21. Is there any transformative model that this project is going to use because previously 30% was gender transformative? Adopting gender transformative markers will be helpful
22. What is the unit cost to support a woman, how much goes to skilling, interpersonal marketing?
23. Reports available undertaken by CARE International for the UWEP project indicate that there was a time lag of about 2 years between the time women applied for money and when they actually received the money.
24. OXFAM International – convergence, women organizations takes different forms, will women groups be facilitated?
25. Most businesses lack machines and skills in value addition and branding, how will these be supported?
26. 

**Challenges:**
1. Coverage, some places are too remote and hard to reach areas
2. A framework for periodic monitoring should be put in place
3. Local governments give timely information reports however, challenges of cost managing the nature of this project in terms of facilitation and salaries
4. Lack of skills by local governments especially in skilling hands on experience training.
5. Sometimes these projects bring about family stability but we now bring men on spot
6. Empowerment programs have empowered women however in the process, men have resorted to drinking and leaving the burden of provision to women thus neglecting their responsibilities
7. How can health and environment risks be addressed especially on occupational health eg. Manufacturing facilities.

**3. RECOMMENDATIONS**

Actions to be taken, when and by who?
   a) Training and capacity building of CDOs in delivering some business skills to the beneficiaries
   b) Bringing on board organizations like FIDA – Uganda who have been on ground doing both land rights advocacy and economic empowerment of women, they have built the capacity of women.
   c) Government should initiate conversations with CSOs working on women empowerment and skilling programs and take advantage of them working with the women
   d) Government should take advantages of partners like PSFU and MUBs to skill the beneficiaries
   e) Bring men on board, involve men since the houses and land in which most projects are housed belong to the men
   f) Male engagement from the start not only involving men but ensuring that men know their roles in the household/family
   g) Politics should always be defused from project activities during implementation
   h) Politicians can have a role in projecting monitoring but not in the initial stages of implementation
   i) Implementation should be phased so for learning purposes
   j) Work with the district technical teams especially in the initial selection and verification of projects to ensue authenticity of the projects
   k) There should also be regional teams to verify what happens in the grass roots

| | |
|---|---|
| | l) On safety, the local government teams should oversee safety issues e.g. chemicals and fumigation, the vet and production officers are there to vet and verify theses safety issues.<br>m) MGLSD noted that, success stories from previous projects like UWEP will be borrowed by the GROW project among these include;<br>    • Working with local governments<br>    • Natural factors i.e., working with women, women are a good group in terms of acceptance and payments<br>    • A quick identification of flexibilities eg. how flexibility helped in achieving success in repayment of loans<br>    • How members spread risks within the project, split money they received and repay accordingly<br>    • Selection of regional officers closer to the beneficiaries to foresee the projects<br>    • Continuous monitoring of the project |
| 4. | **Other organizations/department, CSO and development partners to consult and work with in relation to the GROW Project**<br>i.    FIDA – Uganda, they are involved in land rights advocacy and economic empowerment of women, they have built the capacity of women in communities they work in. |

**Annex 5: List of Stakeholders Consulted and those yet to be consulted**

Overall summary of stakeholders (Ministries and Agencies) consulted:

| S/N | Institution Consulted | Consultation Date | Male | Female | Total |
|---|---|---|---|---|---|
| 1 | Ministry of Gender, Labour and Social Development (MGLSD) | 23/03/22 | 5 | 10 | 15 |
| 2 | Ministry of Finance, Planning and Economic Development<br>• Uganda Investment Authority (UIA)<br>• National Planning Authority | 23/03/22 | 2 | 3 | 5 |
| 3 | Private Sector Foundation Uganda (PSFU) | 23/03/22 | 5 | 2 | 7 |
| 4 | Office of the Prime Minister (OPM) | 24/03/22 | 2 | 2 | 4 |
| 5 | Ministry of Trade, Industry and Cooperatives | 23/03/22 | 3 | 2 | 5 |
| 6 | Ministry of Agriculture, Animal Industry and Fisheries | 23/03/22 | 2 | 2 | 4 |
| 7 | Ministry of Lands, Housing and Urban Development (MLHUD) | 23/03/22 | 3 | 5 | 8 |
| 8 | Ministry of Tourism, Wildlife and Antiquities (MoTWA)<br>• Department of Museums and Monuments (DMM)<br>• Uganda Wildlife Authority (UWA) | 23/03/22 | 1 | 1 | 2 |
| 9 | Ministry of Water and Environment<br>• National Forestry Authority (NFA)<br>• National Environment Management Authority (NEMA) | 25/03/22 2 | 3 | 2 | 5 |
| 10 | Makerere University Business School (MUBS)<br>• Other Higher institutions of learning – Kyambogo University, Makerere University | 24/03/22 | 1 | 1 | 2 |
| 11 | Private Sector<br>• Commercial Banking and Financial Institutions<br>• Non-Governmental Organisations (NGOs)<br>• Uganda Manufacturers Association (UMA) | - To be consulted | 4 | 3 | 7 |
| 12 | Development Partners,<br>• WB<br>• UNDP<br>• UNHCR | - To be consulted | 6 | 6 | 12 |
| 13 | VMGs Representative Organisations;<br>• Organisations of people with disability - NUDIPU,<br>• Women's disability group, etc. | 20/04/2022 | 2 | 2 | 4 |
| 14 | Civil Society Organisations:<br>• Women Organisations, Faith Based Organisations (FBOs)<br>• Religious and Cultural Organisations<br>• Gender Activists | To be consulted | 3 | 2 | 5 |
| 15 | Ministry of Local Government<br>• Randomly Selected Local Governments | 23/02/22 | 5 | 6 | 11 |
| 16 | Local communities with potential beneficiaries of the project<br>• Community members<br>• Women | To be consulted | 10 | 10 | 20 |
| | **Total** | | **57** | **59** | **116** |

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In any correspondence on **ADM 141/183/01**
this subject please quote No

**Ministry of Gender, Labour
and Social Development
P.O. Box 7136
Kampala,
Uganda.**

16th March 2022

(See Attached Distribution List)

**ENHANCING GROWTH OPPORTUNITIES AND PRODUCTIVITY OF WOMEN
ENTERPRISES (GROW) PROJECT – ENVIROMENTAL AND SOCIAL
FRAMEWORK CONSULTATIONS**

The Government of Uganda through the Ministry of Gender, Labour and Social Development
in partnership with the Private Sector Foundation Uganda (PSFU) is designing a women's
economic empowerment project that would support achievement of the NDP III's Human
Capital Development Program objective. The project arises out of the need to respond to the
needs of women entrepreneurs who have been seriously affected by COVID-19 impacts and
want to grow their businesses, sustain their self-employment and also create more jobs. The
project will focus on and prioritize transition of women enterprises: from the micro to small
enterprises; and small to medium enterprises.

The proposed project design consists of four (4) components; namely:

a) **Support for Women Empowerment and Enterprise Development Services.** This
component will focus on supporting enterprise development and strengthen social and
business networks. The component will (a) expand access to skills development tailored
packages of personal and enterprise development support for women's business
growth, (b) expand access to mentorship, social and business networks, and (c) tackle
social norms constraining women's economic participation and productivity through
mind-set trainings for women.

b) **Bridging Finance for Supporting Female-owned Enterprise Growth and
Transition.** This component will support access to finance through the creation of
revolving funds that provides credit to women entrepreneurs and supporting women
enterprises to access formal financial services. This will focus on providing affordable
credit to women entrepreneurs transitioning from micro to small enterprises and small
to medium enterprises.

c) **Demand-driven Enabling Infrastructure and Facilities for Enterprise Growth and
Transition.** This component will finance enabling infrastructure and facilities that
address constraints and gaps preventing female-owned enterprises from growing and
generating jobs. The component will both strengthen the voice of female entrepreneurs
in articulating demand for growth-enabling public infrastructure and facilities and
finance investments that will support the growth of their enterprise

d) **Project Management Support, Policy Innovation and Evidence Generation.** This
will support project supervision and management, research, innovation and policy
reviews.

One of the key project requirements for Project approval is formulation of Environmental and
Social Framework which will clearly spell out how environment and social aspects will be
taken care of during project preparation and execution.

**Annex 4: Meeting Agenda for Online Stakeholder Consultations for the Proposed Enhancing Growth Opportunities and Productivity for Women Enterprises (GROW) Project, March 2022**

| TIME | ACTIVITY | RESPONSIBLE PERSON |
|---|---|---|
| 10:00 AM – 10:10AM | Opening and Welcome remarks | Secretariat |
| 10:10 AM – 10:30AM | Overview of the GROW Project | MGLSD |
| 10:30 AM – 10:40AM | General reactions and comments from the Participants | Consultants / MGLSD |
| 10:40 AM – 11:40AM | Specific guided question and answer session | Consultants |
| 11:40 AM – 12:00NOON | Way forward and closure | MGLSD |

**REPORTING FORMAT FOR THE VITUAL INTERVIEWS**

1. **INTRODUCTION**
a. Venue, date and subject of the meeting
b. Participants
c. Meeting Methodology

2. **PRESENTATIONS**
a. Highlight of presentations made (by who)
b. Discussions/emerging issues

3. **RECOMMENDATIONS**

Actions to be taken, when and by who?

4. **CONCLUSION.**

**ANNEXES**

1. Attendance list
2. Photographs

**Annex 4: Minutes**

**Annex 5A: Minutes for the Virtual Interviews/Consultations with Stakeholders (National Level) from UIA, MOFPED, NPA, MOLG, MOTIC, MOTWA Facilitated by the Consultants3**

| 5. Introduction | |
|---|---|
| a). Date: **23rd March, 2022** b). Meeting Venue | Virtual interview Meeting organized and called by MOGLSD&PSFU officials |
| c). Subject of the meeting | Stakeholder Consultations on the SEF for the Grow Project (Planning and design phase) |
| d). Methodology of Meeting | Virtual interview Meeting with Dialogue (Q&A) with guided questions by the consultants |
| **Participants** | **Organisation** |
| 1) Ms. Winnie Lawoko-Olwe, | Uganda Investment Authority |
| 2) Ms. Susan Nakibuuka | Uganda Investment Authority |
| 3) Ms. EriaKaweireku | Uganda Investment Authority |
| 4) Ms. Aziza Nabitalo | Ministry of Finance, Planning and Economic Development |
| 5) Ms. Judith Mutabazi | National Planning Authority |
| 6) Ms. Ruth Kashaga Development Officer | Ministry of Local Government |
| 7) Mr. Stephen MbogoKirya | Ministry of Trade Industries and Cooperatives |
| 8) Ms. Harriet Kizza | Ministry of Tourism, Wildlife and Antiquities |
| **6. PRESENTATIONS** | There were self-introductions a). Overview of the project was presented by Mr. Mutambi Enoch from MGLSD, facilitated by Judith IkiringObore, Samuel Segawa, Willy Epalitai, Godwin Asiku and Julius Byenya |
| | b). Discussions/Key Emerging issues |

1. There was a general concern by all stakeholders about duplication of the project interventions since there are already other projects currently implementing projects on economic empowerment examples given include among others; UWEP, Parish Development model (PDM) and other NGOs
2. MOLG expressed concern as to what happens to the poor and vulnerable groups of women not yet established since GROW is focusing on already established women.
3. Given that UWEP targets about 30% women, why shouldn't the GROW, an all-women-project target all women right from the grassroots?
4. NPA wanted to know how the GROW Project will be different from the other projects and/or how the GROW will compliment other similar projects.

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3Uganda Investment Authority (UIA), Ministry of Finance, Planning and Economic Development (MOFPED), National Planning Authority (NPA), Ministry of Local Government (MOLG), Ministry of Trade Industries and Cooperatives (MOTIC), Ministry of Tourism Wildlife and Antiquities (MOTWA) and facilitated by the consultants

5. In relation to infrastructure, UIA wanted to know how the common user facilities that include land and industrial parks are going to be aligned e.g., UIA has undeveloped land; how can this infrastructure be put to use by the GROW project?
6. Most women are involved in industrial parks; most of them are in informal trade: how can they be helped to get formalised?
7. How can women be helped to get into circles where they can use incubation centers, e.g., for storage and value addition?
8. How can women be helped to get startup kits?
9. How to link women to available programmes that promote high market value and market access, i.e., mobilise them into groups to enable them get startups which may not be affordable to small circles.
10. UIA has 22 Common User Facilities managed under the Local Government and State House but it's not yet very clear how these are going to be put in use by the GROW project.
11. UIA has allocated women entrepreneurs land in industrial parks but the women have failed to take up the opportunity because they cannot set up the necessary infrastructure. How can GROW help these women to set up infrastructure given that when land allocated is not used for a certain period of time, it is withdrawn?
12. How can the GROW Project help women because what often fails them from taking off is the exorbitant starting expenses and requirements that they have to meet even before starting construction, which include:
    - Acquisition of a build plans
    - Building permits
    - Inspection fees
    - Survey fees
    - Filling the sites (although the land is given freely as an incentive to the women, most land topographically isn't favorable so it's the expenses to work on the land that knock out women).
13. Some projects are run and completed on the good will of the people (community) without completion of land acquisition. How will UIA do this differently with the GROW project?
14. Most of the land is acquired through the right procedure and at the time of leasing, UIA ensures that there are no encumbrances.
15. A list of land is available (industrial parks for UIA) but the acquisition process is not yet completed except for Namanve and Soroti industrial parks.
16. Why should the GROW project be brought when UWEP was dissolved and replaced with PDM?
17. What category of stakeholders will be beneficiaries?
18. Seems like there is a ladder, PDM at the bottom, GROW in the middle and then INVITE at the top. Thus, there is need for a clear map on how all these will work out.
19. How will the most vulnerable populations in the rural area be helped especially with regards to land acquisition?
20. Does UIA take into consideration the issue of livelihood support to the PAPs?
21. Is there any consideration for training for people coming up in business, e.g., the girl-child and women in undertakings such as crafts?
22. Concerns on the capacity of local government on deliver of the GROW project at implementation was raised; there is need for capacity building.
23. GBV issues are common in the tourism sector; employers do not want to employ trained persons, and they often employ children below 18 years who are often unskilled how will this be handled?

**7. RECOMMENDATIONS**

Actions to be taken, when and by who?

n) UIA has no clear grievance redress Mechanisms in place to mitigate risks and these gaps are yet to be addressed.

o) Low hanging fruits (Availability of land especially in Soroti and Namanve) can kick start the GROW project.

p) Need to bring on board various local government structures right from the planning stage so that they can understand the project, appreciate it and own it for better implementation.

q) People should be sensitised to use skilled labour.

r) Need to bring UBOS on board in order to have gender disaggregated dated on the various sectors in relation to the different enterprises.

s) Need to bring on board representatives of the faith based organisations

t) Need for psychosocial support to, or do counseling for, women who lost businesses due to the COVID -19 Pandemic to enable them function normally to their full potential.

u) Need to build a robust M&E system to ensure checks and balances in the GROW project.

v) Train women on how to boost their standards, e.g., in value addition, branding and packaging that would improve their products.

w) Need to sensitise women to look out for trade portals and the products in their areas so that they can take advantage of the vast information to improve their businesses.

x) Need to sensitise and encourage women to go digital since this now is the best way to do marketing.

**8. Other organisations/department, CSO and development partners to consult and work with in relation to the GROW Project**

ii. Equal Opportunities Commission, Ministry of Trade and Industry since most women are into trade;

iii. Ministry of Tourism, Wildlife and Antiquities which employs most women participate;

iv. UMA because which brings together the various business and investment partners.

**Annex 5B: Minutes for the Virtual Interviews/Consultations with Stakeholders (National Level) from UNDP, MGLSD, OPM Facilitated by the Consultants[4]**

| 1. Introduction | |
|---|---|
| a). Date: **24th March, 2022** b). Meeting Venue | Virtual interview Meeting organized and called by MOGLSD&PSFU officials |
| c). Subject of the meeting | Stakeholder Consultations on the SEF for the GROW Project (Planning and design phase) |
| d). Methodology of Meeting | Virtual interview Meeting with Dialogue (Q&A) with guided questions by the consultants |
| Participants | Organisation |
| 1. Hasan Mbazira M & E Officer | Ministry of Gender Labor and Social Development |
| 2. Ms. Rebecca Nabwire | Ministry of Gender Labor and Social Development |
| 3. Ms. Harriet | UNDP |
| 4. Peter Malinga | Office of the Prime Minister ( OPM) |
| 5. Kate Kanya | World Bank |
| 2. PRESENTATIONS | There were self-introductions a). Overview of the project was presented by Mr. Mutambi Enoch from MGLSD, facilitated by Judith IkiringObore, Samuel Segawa, Willy Epalitai, Godwin Asiku and Julius Byenya |
| | b). Discussions/Key Emerging issues |

**Concerns/fears**
1. There was a general concern by stakeholders about the possibility of duplication of the project and the question here was how this was going to be handled?
2. In terms of continuous monitoring, is there a reserve fund for periodic monitoring?
3. How are issues of inclusion within exclusion going to be handled?
4. Make it a deliberate action that VMGs are given first priority over other groups
5. Economic/financial projects endanger family stability and how they will be addressed?
6. How will environment, health and social issues be handled?
7. Are the groups going to be supported already formulated?
8. How are we deliberated about supporting groups with vulnerabilities and what are the interventions to ensure deliberate supervision to these groups

**Challenges:**
8. Coverage, some places are too remote and hard to reach areas.
9. A framework for periodic monitoring should be put in place.
10. Local governments give timely information/reports; however, challenges of cost managing the nature of this project in terms of facilitation and salaries may arise.
11. Lack of skills by local governments especially in skilling hands on experience training.
12. Sometimes these projects bring about family instability but we now bring men on spot.
13. Empowerment programs have targeted women with men resorting to drinking and neglecting their responsibilities, leaving the burden of provision to women.

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[4]Ministry of gender Labor and Social development (MGLSD), United nations Development Program (UNDP),Office of the Prime Minister (OPM), World Bank ( WB)

| | |
|---|---|
| | 14. How can health and environment risks be addressed especially on occupational health e.g.,manufacturing facilities? |
| **3.** | **RECOMMENDATIONS** |
| | Actions to be taken, when and by who? |
| | a) Training and capacity building of CDOs in delivering some business skills to the beneficiaries |
| | b) Bringing on board organizations like FIDA – Uganda who have been on ground doing both land rights advocacy and economic empowerment of women, they have built the capacity of women. |
| | c) Government should initiate conversations with CSOs working on women empowerment and skilling programs and take advantage of them working with the women |
| | d) Government should take advantages of partners like PSFU and MUBs to skill the beneficiaries |
| | e) Bring men on board, involve men since the houses and land in which most projects are housed belong to the men |
| | f) Male engagement from the start not only involving men but ensuring that men know their roles in the household/family |
| | g) Politics should always be defused from project activities during implementation |
| | h) Politicians can have a role in projecting monitoring but not in the initial stages of implementation |
| | i) Implementation should be phased so for learning purposes |
| | j) Work with the district technical teams especially in the initial selection and verification of projects to ensue authenticity of the projects |
| | k) There should also be regional teams to verify what happens in the grass roots |
| | l) On safety, the local government teams should oversee safety issues e.g., chemicals and fumigation, the vet and production officers are there to vet and verify theses safety issues. |
| | m) MGLSD noted that success stories from previous projects like UWEP will be borrowed by the GROW project among these include: |
| | • Working with local governments |
| | • Natural factors i.e., working with women, women are a good group in terms of acceptance and payments |
| | • A quick identification of flexibilities e.g., how flexibility helped in achieving success in repayment of loans |
| | • How members spread risks within the project, split money they received and repay accordingly |
| | • Selection of regional officers closer to the beneficiaries to foresee the projects |
| | • Continuous monitoring of the project |
| **4.** | **Other organisations/department, CSO and development partners to consult and work with in relation to the GROW Project** |
| | FIDA – Uganda, they are involved in land rights advocacy and economic empowerment of women. They have built the capacity of women in communities they work in. |

**Annex 5C: Minutes for the Virtual Interviews/Consultations with Stakeholders (National Level) from MUBs, Makerere and Kyambogo Universities Facilitated by the Consultants[5]**

| 1. Introduction | |
|---|---|
| a). Date: **24th March, 2022**<br>b). Meeting Venue | Virtual interview Meeting organized and called by MOGLSD&PSFU officials |
| c). Subject of the meeting | Stakeholder Consultations on the SEF for the GROW Project (Planning and design phase) |
| d). Methodology of Meeting | Virtual interview Meeting with Dialogue (Q&A) with guided questions by the consultants |
| **Participants** | **Organisation** |
| 1. Kebirungi Harriet | Kyambogo University |
| 2. Ms. Grace Muhoozi | Kyambogo University |
| 3. Ms. Lilian Namubiru | Kyambogo University |
| 4. Dr. Diana Ntamu | Makerere Business School |
| **2. PRESENTATIONS** | There were self-introductions<br>a). Overview of the project was presented by Mr. Mutambi Enoch from MGLSD,<br>facilitated by Judith IkiringObore, Samuel Segawa, Willy Epalitai, Godwin Asiku and Julius Byenya |
| | b). Discussions/Key Emerging issues |

**Issues, Concerns/fears**
1. How best can the project package the course for the people in different backgrounds that they can better participate in this project?
2. There was a general concern among stakeholders about the possibility of duplication of the
3. Child care facilities should be well defined what they have, do and do not do
4. What is the minimum package of training that should be given to the beneficiary entrepreneurs?
5. What would keep the children busy at the child-care center as their mothers are busy working? Is there a possibility of giving the children education?
6. Are the child-care givers going to receive some kind of training to avoid some other impacts like malnutrition?
7. How is the GROW project going to ensure that the children are safe and protected. What will give the mothers satisfaction that their children are taken care of
8. If we empower women without targeting men, it is going to attract GBV
9. Projects of this magnitude can also trigger environment degradation

**Challenges:**
1. MUBs - Some of the challenges in designing training materials include working with business people at different levels. The most important thing is to understand the entrepreneurs, then design material that suits them as well as consider language issue.
2. MUBs - Absence of GRMs in the training packages to mitigate especially GBV and other risks

**3. RECOMMENDATIONS**
Actions to be taken, when and by who?
a) Design training material tailored to the needs of a specific population/ entrepreneurs with
b) Considerations of language taken into consideration, translate material into simplified languages in their visions and business plans
c) There is a need to do a needs a analysis
d) Training of Trainers should be done in the local languages

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[5]Makerere University Business School (MUBs), Makerere University (MAK), Kyambogo University

| 4. | **Other organisations/department, CSO and development partners to consult and work with in relation to the GROW Project** |
|---|---|
| | • Council for Economic Empowerment for Women of Africa - Uganda Chapter (CEEWA- U) which has experience of working with women entrepreneurs |

**Annex 5D: Minutes for the Virtual Interviews/Consultations with Stakeholders (National Level) from NUDIPU, IRCU, MSC, PSFU Facilitated by the Consultants[6]**

| 1. Introduction | |
|---|---|
| a). Date: **25th March, 2022**<br>b). Meeting Venue | Virtual interview Meeting organised and called by MOGLSD&PSFU officials |
| c). Subject of the meeting | Stakeholder Consultations on the SEF for the GROW Project (Planning and design phase) |
| d). Methodology of Meeting | Virtual interview Meeting with Dialogue (Q&A) with guided questions by the consultants |

| Participants | Organisation | |
|---|---|---|
| 1. Byarunhanga Julius | National Forestry Authority | |
| 2. Margret Kyohairwe | National Forestry Authority | |
| 3. Julian Nyamusana | National Forestry Authority | |
| 4. Beatrice Mugamabe | United Nations Development Program | |
| 5. Irene Nakasolya | Inter Religious Council Uganda | |
| 6. Patrick A. Barasa | Inter Religious Council Uganda | |
| 7. Caroline Tusiime | Inter Religious Council Uganda | |
| 8. Caroline Bunga Idembe | Inter Religious Council Uganda | |
| 9. Asale Deborah | National Union for Disabled Persons Uganda | |
| 10. Oyuulyetu Deborah | National Union for Disabled Persons Uganda | |
| 11. Sarah Ojirot | National Union for Disabled Persons Uganda | |
| 12. PopurasAisu | National Union for Disabled Persons Uganda | |
| 13. Mugisha Fredrick | Microfinance Support Centre | |
| 14. James Muhwezi | Microfinance Support Centre | |
| 15. Orishaba Judith | Office of the Prime Minister | |
| 16. Jerome KapelMugondi | Private Sector Foundation | |
| 17. Rebecca Kukundakwe | Private Sector foundation | |

| 2. PRESENTATIONS | There were self-introductions<br>a). Overview of the project was presented by Mr. Mutambi Enoch from MGLSD,<br>facilitated by Judith IkiringObore, Samuel Segawa, Willy Epalitai, Godwin Asiku and Julius Byenya |
|---|---|
| | b). Discussions/Key Emerging issues |

**Issues, Concerns/fears**
1. Will the grants disbursed be paid back? There's need to be very clear from the start. People coordinating the project should be well aware of this and their capacity to manage built.
2. What measures have been put in place to recover the funds?
3. How will GBV issues be addressed as women and other vulnerable groups get empowered?
4. There is need to address the issue of women led businesses not moving from one level to the next i.e., establish a legal process and formalise the process.
5. Include issues of refugees in the project
6. Environment sustainability i.e., the input of women businesses might affect environment directly.

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[6] National Union of Disabled Persons Uganda (NUDIPU), International Religious Council Uganda (IRCU), Microfinance Support Centre (MSC), Private Sector Foundation Uganda (PSFU)

| | |
|---|---|
| | 7. Is the project in position to have direct linkage between young scientists from universities and women led businesses?<br>8. PSFU - Some projects are running in swamps but with full compliance of NEMA guidelines.<br>9. Does MGLSD have the capacity to handle the project in terms of Human Resource right from the national to the local level?<br>**Challenges:**<br>    15. MUBs - Some of the challenges in designing training materials include working with business people at different levels. The most important thing is to understand the entrepreneurs, then design material that suits them as well as consider language issue.<br>    16. MUBs - Absence of GRMs in the training packages to mitigate especially GBV and other risks |
| **3.** | **RECOMMENDATIONS**<br>Actions to be taken, when and by who?<br>a) Capacity building of program staff coordinating the project<br>b) Microfinance support Center has not interacted well with the Ministry and the would like to do so this is because Microfinance support center has common user facilities that would be put to use by the GROW project<br>c) PSFU supports projects to develop child protection guidelines<br>d) Put GRMs because throughout the project life cycle, there are always tendencies of GBVs so there have to be mechanisms to handle<br>e) Use existing tools of Grievance management established by MGLSD e.g. referral pathways<br>f) Spousal engagement, involve men so that they can also have information about the project<br>g) Capacity building<br>h) Establish dedicated accounts where the money is to be paid back |
| **4.** | **Other organisations/department, CSO and development partners to consult and work with in relation to the GROW Project** |

| GRIEVANCE FORM | |
|---|---|
| Date: | |
| Reference Number: | |
| Full Name (optional and can be left blank for anonymous grievances): | |
| ID Number (optional and can be left blank for anonymous | |
| CONTACT INFORMATION: *(Please mark how you would like to be contacted: mail, telephone, email, in person)* | By Post: *Please provide mailing address*<br><br>By Telephone:<br><br>By Email: |
| | |
| TYPE OF GRIEVANCE: | Individual:<br>Group:<br>Cultural: |
| DESCRIPTION OF INCIDENCE OR GRIEVANCE: | *What happened? Where did it happen? Who did it happen to? What is the result of the problem?* |
| HAS THIS GRIEVANCE BEEN RAISED PREVIOUSLY BY YOU OR ANYONE ELSE? | No<br>Yes<br><br>Details: |
| DATE OF INCIDENCE GRIEVANCE: | One time incidence/grievance (date …)<br>Happened more than once (how many times …) |

| | On-going (currently experiencing problem) |
|---|---|
| WHAT WOULD YOU LIKE TO SEE HAPPEN TO RESOLVE THE PROBLEM? | |
| Signature:<br>Date:<br>Please return this form to: Grievance Manager *[Add details of contact]* | |
| ASSESSMENT CATEGORY | |
| GRIEVANCE ACCEPTED  Yes / No | |
| RESPONSE/ FOLLOW UP (SUMMARY OF RESPONSE AND CORRECTIVE ACTIONS TAKEN) | |
| RESPONSE TO APPLICATION<br>Date:<br>Person:<br>Observations: | |
| CORRECTIVE ACTION AND SIGN-OFF<br>Applicant satisfied with corrective action:  Yes / No (Details)<br>Is further action required: No / Yes (Details)<br>If Yes, date sign-off received from Application: | |