



THE REPUBLIC OF UGANDA

Ministry of Agriculture, Animal Industry and Fisheries

Uganda Climate Smart Agricultural Transformation Project (UCSATP)

**Labour Intensive Public Works and Payment for Ecosystem Services
Handbook**

January, 2025

Forward

Decreasing productivity of land and water resources is a major environmental challenge facing humankind. Sustainable land management is essential revolutionizing Climate Smart Agriculture through addressing land degradation, improving agricultural productivity, and ensuring climate resilience. In response to these challenges, Uganda Climate Smart Agricultural Transformation Project (UCSATP) developed Labour Intensive Public Works (LIPW) and Payment for Ecosystem Services (PES) mechanism to incentivize, promote and scale-up sustainable land management technologies and practices (TIMPs).

This innovative model integrates short-term employment opportunities with ecological restoration and conservation, ensuring that selected communities not only earn livelihoods through labour intensive activities but also receive incentives for adopting and promoting SLM TIMPs that generate long term ecological bundle of benefits. By enhancing land rehabilitation, restoration, increasing agricultural resilience, and improving community incomes, LIPW-PES mechanism/approach paves the way for a more transformed and sustainable future.

As we move forward, this Handbook considers the opportunities to scaling-up finance sustainable land management Technologies, Innovations and Management Practices (TIMPs) from two innovative incentive mechanisms and these are: Labour Intensive Public Works (LIPW) and Payment for Ecosystem Services (PES). It's therefore, imperative that policy makers, development partners, and communities and other actors become actively engaged in and support the implementation of the LIPW-PES mechanism/model. Together, we can create a watershed/landscape that is both productive and sustainable ensuring continued ecosystem services for present and the future.

Maj. Gen. David Kasura-Kyomukama

PERMANENT SECRETARY

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Glossary of Important Terms, Abbreviations and Acronyms

LLA- LLA means the community member with knowledge and expertise in specific LIPW intervention as selected by the farmer group. This shall not include a government /public Officer.

Watershed- Watersheds is an area of land that drains to a common appoint within which a surface run-off collects and flows out through a single outlet to a river or water body.

Community Driven Development (CDD)- Community-Driven Development (CDD) is an approach to local development that gives control over planning decisions and investment resources to community groups including local governments.

Labour-intensive: A work approach where labour is maximized (though not necessarily efficient) in order to create as great an employment impact as possible. It is often preferred where income generation and job creation are the principal, short-term objectives – for instance, disaster relief or cash-for-work projects.

ACDO: Assistant Community Development Officer

CAO: Chief Administrative Officer

CBWD: Community based watershed Development

CDO: Community Development Officer

CSA; Climate Smart Agriculture

CWC- Community Watershed Committee

DCDO: District Community Development Officer

DEC: District Executive Committee

DEO: District Environment Officer

DPIC: District Project Implementation Committee

DRDIP: Development Response to Displacement Impacts Project

DTPC: District Technical Planning Committee

ENR: Environment and Natural Resources

ESMP: Environmental and Social Safeguards Plan

ESS: Environment and Social Safeguards

FG: Farmer Group

FO: Farmer Organisation

FP: Focal Point

GEMS: Geo-enabled Initiative for Monitoring and Supervision

GHG: Green House Gases

GRC: Grievance Redress committee

IPF: Indicative Planning Figures

LCI: Local Council

MAAIF: Ministry of Agriculture, Animal Industry and Fisheries

MGLSD: Ministry of Gender, Labour and Social Development

MIS: Management Information System

MOU: Memorandum of Association

NARO: National Agricultural Research Organisation

NPCU: National Project Coordination Unit

NUSAF: Northern Uganda Social Action Fund

O & M: Operation and Maintenance

OPM: Office of the Prime Minister

OSH: Occupation, Safety and Health

PAD: Project Appraisal Document

PDM: Parish Development Model

PES: Payment for Ecosystem Services

PLWA: People Living with HIV/AIDS

PRA: Participatory Rural Appraisal

PS: Permanent Secretary

PWD: People with Disabilities

RUA: Resource User Associations

SLM: Sustainable Land Management

SSLMO: Senior Sustainable Land Management Officer

STPC: Sub-County Technical Planning Committee

SWC: Soil and Water Conservation

TIMPS: Technologies, Innovations and Management Practices

UCSATP: Uganda Climate Smart Agricultural Transformation Project

WB: World Bank

1.0. Introduction

1.1. Background and overview

The Government of Uganda is committed to promoting agricultural transformation through job creation and poverty reduction interventions for all its communities. The Uganda Climate Smart Agricultural Transformation Project (UCSATP) being implemented under the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) aims to increase productivity, market access and resilience of select-value chains in the Project Area and to respond promptly and effectively to an eligible crisis or emergency.

The project has five components namely; i) Strengthening Climate Smart Agricultural Research, Seed, and Agro-Climatic Information Systems; ii) Promoting Adoption of Climate Smart Agriculture Technologies and Practices (LIPW inclusive as the incentive for adoption and scaling up SLM); iii) Market Development and Linkages for Selected Value Chains; iv) Contingent Emergency Response component to respond rapidly at the Government's and; v) Project Management, Coordination and Implementation

Sustainable Land Management (SLM) is one of the major approaches for CSA across the livestock, Crop and Fisheries and beneficial insects value chains. The implementation of SLM will utilize matched, direct financing, non-matched Grants and Labour-Intensive Public Works (LIPW) to support its operationalization.

1.2. Description of Incentive for Payment Mechanism for SLM

Adoption of Sustainable Land Management (SLM) practices is essential for enhancing productivity, preserving ecosystems, and combating land degradation. However, encouraging beneficiaries, especially farmer's groups and Private land owners to adopt SLM practices often requires well-designed incentives. The UCSATP shall provide incentives at the district level to promote the adoption of SLM technologies and practices on both communally and privately owned lands. All the promoted SLM practices will be applied to the selected value chains to promote sustainable productivity increases. The categories of incentive payments for adoption of SLM include; 1) Labour Intensive Public Works (LIPW) cash transfer and 2) Payment for ecosystem services of watershed protection/services.

1.2.1. Description of Labour Intensive Public Works (LIPW) Approach

The Underemployment and unemployment are widespread in the developing economies. The LIPW programme aims at avoiding adverse risk strategies during the lean season through cash transfer. The potential of LIPW to be progressive and transformative involves providing infrastructure and supporting and promoting self-help groups.

Public Works Labour intensive (LIPW) initiatives have been conceptualised to support implementation of interventions such as infrastructure development, restoration and other initiatives that require unskilled labour because the jobs offered in the rural spaces can reduce migration to urban areas and help in the implementation of programmes and projects. The participation in LIPW approach aims at empowering different genders individuals, particularly men and women of low income earnings and unemployed active labour to achieve sustainable and inclusive development. The LIPW approach takes into consideration design elements such as flexible working hours and workload for women and other vulnerable and marginalized.

The LIPW activities for under UCSATP are categorised in the wilderness which respond to watershed restoration and rehabilitation. These activities are listed as catchment areas surrounding Dams for desilting, flood/run off control, reforestation, degraded grazing areas/rangelands, restoration of degraded wetlands and other ecosystems, invasive spp control, biodiversity conservation, watershed management

1.2.2. Payment for Ecosystem System (PES) Intervention.

The rate of adoption of sustainable land management (SLM) technologies that are engines for watershed restoration is less than 30 percent. The low adoption SLM practices is associated to absence of incentive mechanisms to influence smallholder farmers' ability to address immediate climatic risks. The project shall utilize Payment for Ecosystem Services (PES) to incentivize practices that maintain or enhance ecosystem services at the small holder's farmer's farm (Figure 1). The interventions by the project tailored to support SLM adoption include; soil and Water conservation (e.g. contour farming, vegetation buffers, Farm terracing); agroforestry; watershed management; climate mitigation and adaptation

The bundle of co-benefits that a farmer group or individual shall realize from participating in SLM interventions include; improved agricultural productivity, resilience to climate change, improved soil health, water management crop diversity

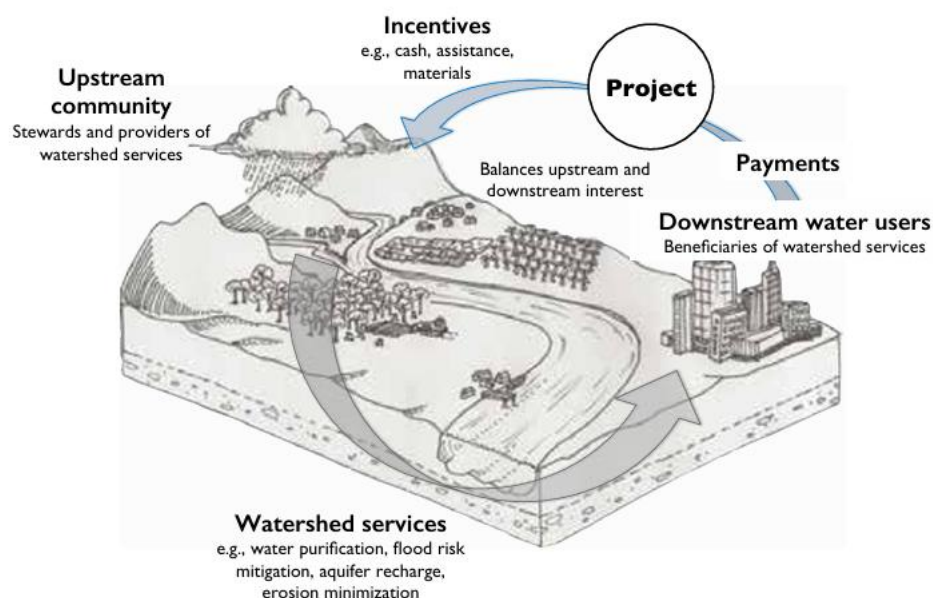


Figure 1. An example of how PES works in watershed

Source: adapted from el al. 2013

1.2.3. Complementarity of LIPW and PES in SLM Promotion

The LIPW and PES Incentive mechanisms synergize to achieve sustainable land use, ecosystem restoration and community development. Both the LIPW and PES come with a bundle of strengths that create a holistic approach to fostering SLM adoption and scale-up in the UCSATP implementing Districts. The LIPW approach brings short term employment through SLM interventions in SWC, afforestation, infrastructure for water management. The cash transfer will address immediate needs and creates enabling conditions for SLM. On the other hand, PES offers long term and continuous SLM practices such as maintaining vegetation, renewed soil fertility, preserving water resources and enhancing soil carbon for nutrient balance. Therefore, The LIPW lays groundwork for PES through establishing SWC green and physical infrastructure and rehabilitation of degraded watersheds. Through delivery of ecosystem services, the farmers and communities will then qualify for PES schemes.

Also, the LIPW approach will engage large number of community members in SLM-related interventions leading to awareness and skills development in sustainable practices. Meanwhile, PES will build on the efforts of LIPW by incentivizing Private individual land owners and farmer groups to enhance the achievements of LIPW interventions. Therefore, LIPW will serve as a gateway for introduction of SLM technologies and practices as the PES reinforces sustainable adoption by linking to other forms of incentives. The integrated implementation of LIPW and PES mechanisms in promoting SLM will create synergies where UCSATP will achieve the due indicators of addressing acreage of land restored and creation of jobs while ensuring absorption of GHG from the atmosphere

1.4. LIPW-PES Institutional Framework

The Operationalization of all UCASTP components is guided by the Project Implementation Manual and other customized value chain documents. In addition, LIPW Manual has been developed to guide and operationalize SLM TIMPs labour requirements in the various value chains. Project Districts will have the overall responsibility of implementing the LIPW. Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) through the National Project Coordination Unit (NPCU) will oversee the implementation of the LIPW ensuring that the targeted results are achieved in a timely manner. This is done through providing intensive support to the participating districts in operationalizing the LIPW in the communities.

The district Project Implementation Committee (DPIC) with its subsidiary ESS-SLM working Group (ESS-SLM WG) in each of the implementing districts will focus on the LIPW-PES thematic activities. The private sectors (NGOs, CSOs, CBOs) will provide technical expertise, invest in PES schemes, conduct awareness campaigns to promote SLM and build collaborations with local institutions. The Sub-County Technical Planning Committee (STPC) and parish Project coordination and monitoring team will support in implementation, track progress and ensure compliance of LIPW and PES interventions at community level. The district value chain leads will oversee the operations of LIPW in their respective value chains. The district value chain leads working with the STPC will identify Lead Local Artisan (LLA) or private individual with expertise in specific intervention to support establishment, maintenance and reporting on progress. He/she will be tasked to identify participating labour in the

community to undertake LIPW activities at the farmer or community group level. The UCSATP-LIPW institutional arrangements is shown in figure 2 below;

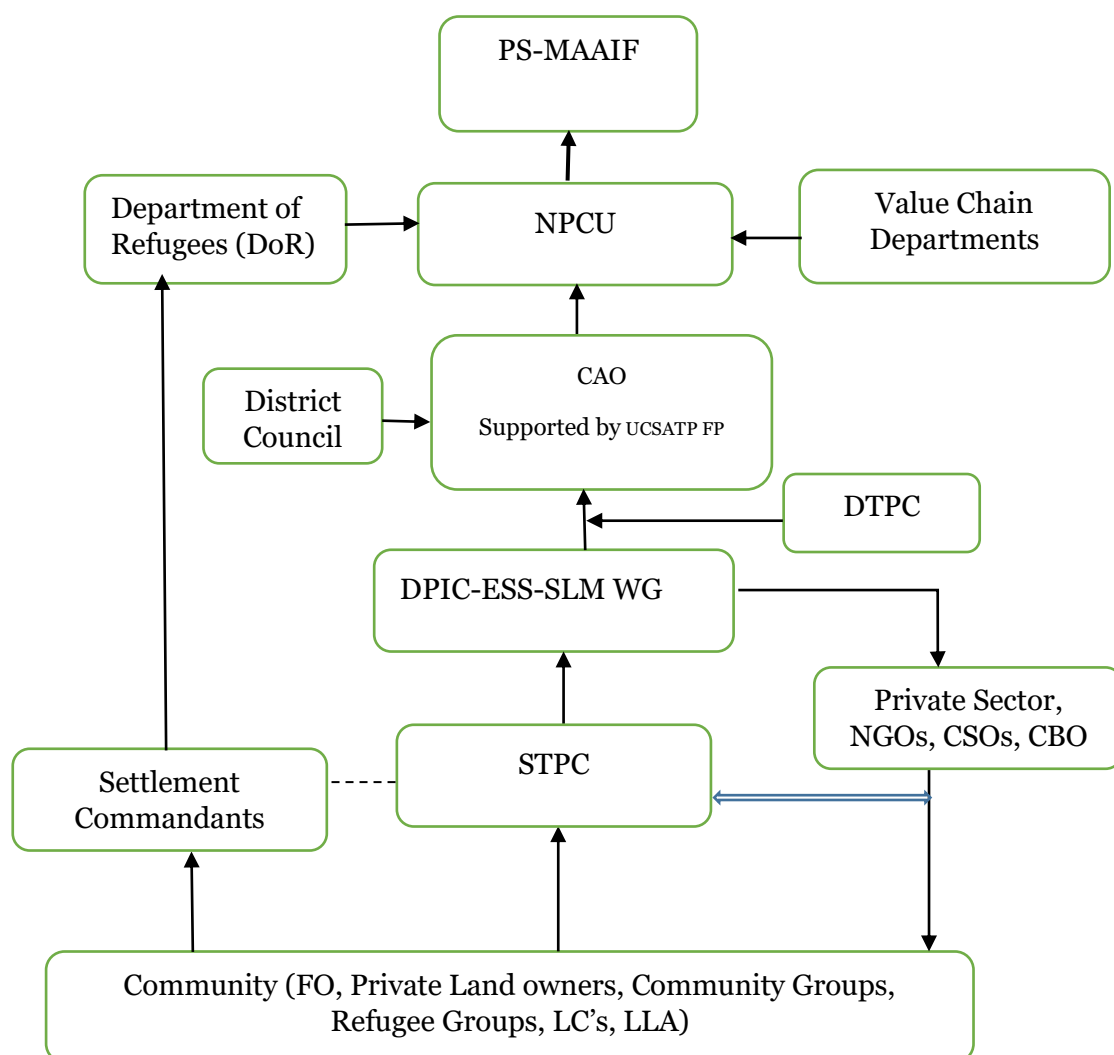


Figure 2: UCSATP LIPW-PES Institutional Arrangement

1.3. Coverage and scope

The LIPW will span 69 project districts (Figure 3) whose implementing sub-counties will be selected on the basis of land degradation, fragile ecosystem, Community watershed management facilities. Other consideration will include gender disparities (poverty, youth, PLWA, PWDs, women, lactating mothers, elderly and Vulnerable and marginalized groups). The project will conduct an assessment of the natural resources base within the implementing communities. This shall be determined through

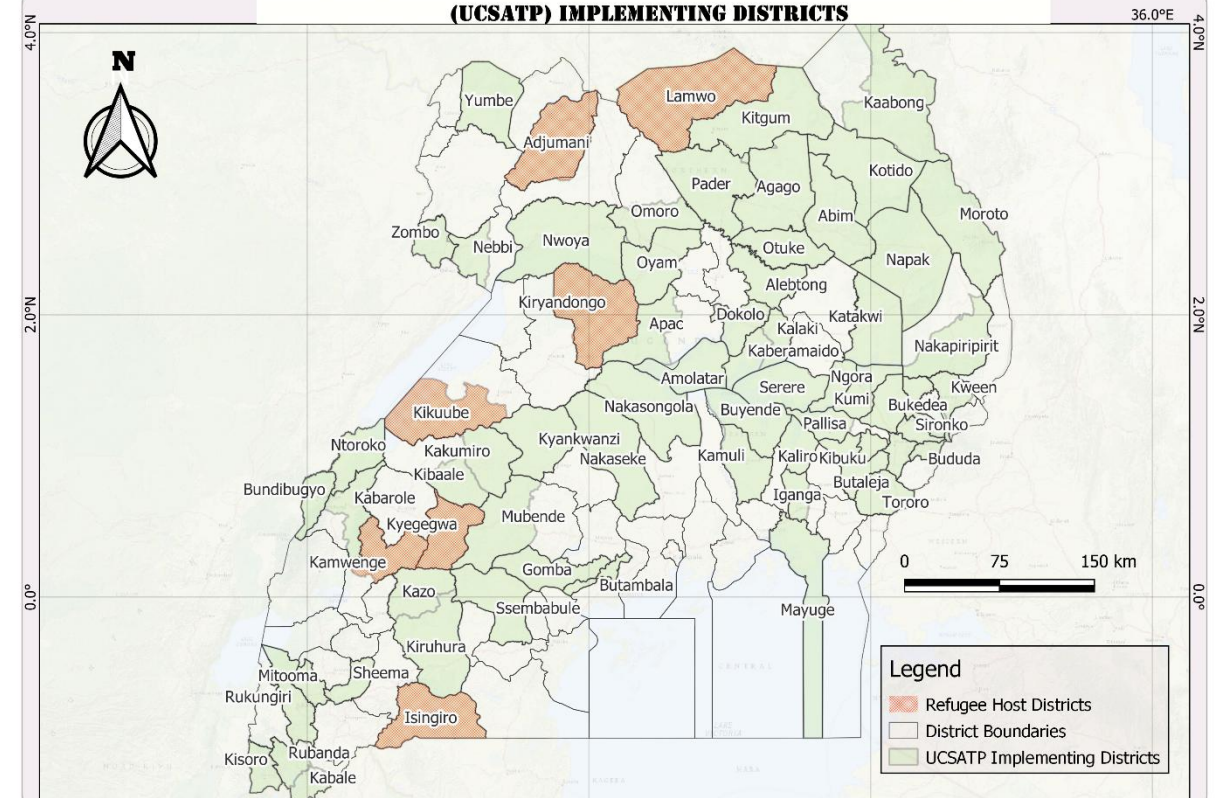


Figure 6: The Geographical Scope for CESMI Implementing Districts

The goal of the ERIW is to improve on the livelihoods of the poor and vulnerable

1.4. Objectives of LIPW

The programme objectives to;

- i) Provide Incentives for upscaling and adoption of TIMPs to enable productivity enhancement, resilience, and sustainability in selected value chains
- ii) Provide for transfer of cash/income to poor able-bodied persons in return for labour offered.
- iii) Support the increase of community assets and green infrastructure in order to promote community development.
- iv) Enhance capacity of the community to operate and sustain established and possible investments.

1.5. Methodologies of SLM promotion Programmes

The project shall employ two different approaches including

- i) *The Job creation/employment.* This shall be designed to offer income in the form of cash transfer/wages to vulnerable households who have offered labour. Although assets are created, the focus is on the safety of the households by ensuring that they have smooth consumption. The transfer/wages or earnings from LIPW activities will protect existing household assets, provide a platform on which beneficiaries can build productive and sustainable livelihoods and ultimately reduce poverty.
- ii) *The Restoration and regeneration of degraded natural resources.* The restoration and regeneration activities will focus on establishment of climate smart agricultural TIMPs that alleviate climatic shocks, reduce poverty and GHG through carbon sequestration. The LIPW will support the establishment and maintenance of PES interventions for sustainability and continuity.

1.6. LIPW-PES Principles of Implementation

The LIPW-PES Incentive mechanisms for SLM promotion handbook draws on this definition to identify the fundamental principles, which ideally underpin LIPW-PES incentive mechanism:

- a) ***Fair and transparent beneficiary selection/targeting:*** Beneficiaries are selected through community-based targeting, with an effective appeal mechanism to address inclusion or exclusion errors. The client list is verified through public meetings during which it is read aloud and discussed;
- b) ***Labour-based:*** Works must be labour-intensive and use simple tools, mechanisation as much as possible. Public works sometimes can be supported by Appropriate and Motorised machinery if it is essential for the work. The ratio of labour to capital inputs should be approximately 45% to 55% for Sustainable Land Management (SLM-LIPW) non-matched grant;
- c) ***Participation:*** the community participates in the selection, planning, monitoring and evaluation of projects;
- d) ***Predictability:*** LIPW sub-projects are provided through a multi-annual resource framework;
- e) ***Proximity:*** The LIPW beneficiaries shall work in sub-projects that are within workable distance from where they reside to minimise transport costs.
- f) ***Integration:*** The LIPW interventions shall be integrated into the value chain activities on public and privately-owned land.
- g) Voluntary: The stakeholders enter into LIPW-PES agreements on voluntary basis
- h) Conditionality:*** Funding for interventions are dependent on the delivery of ecosystem service benefits. In practice, however, payments support will be based on the implementation of management practices that the contracting parties agree to give rise to these benefits.
- i) ***Complementarity:*** LIPW sub-projects will complement production and productivity, resilience and sustainability of value chains investments.
- j) ***Gender Sensitivity:*** the LIPW activities are designed to enable women, youth and other vulnerable groups to actively participate. The nature of works shall be flexible and suited to the work schedules of all other vulnerable groups.
- (k) **Promotion of saving from wage/transfer.** Savings shall be a fair proportion of wage rate done per task allocated.

1.9. Management Information System. A project Management Information System (MIS) will be put in place with the module of LIPW for managing and monitoring the implementation of sub-projects.

1.10 Lessons Learned and Reflected

The LIPW implementation approach is informed by some of the key lessons learnt and experiences taken from various public works Government programmes such as NUSAF and DRDIP, in designing the Labour-Intensive Public Works under Uganda Climate Smart Agricultural Transformation Project (UCSATP). These include;

- i) A standard “employment wage rate” can be used across all LIPWs for uniformity. Manual cash transfers are good enough for pilot projects, but are not scalable, inefficient, insecure and prone to fraud. There is a strong need to develop a method for delivering cash electronically directly from government to people. International experience has shown that the task rate system is popular with beneficiaries and promotes greater productivity than daily paid work.
- ii) LIPW-PES have limited capacity and resources, hence, better coordination and harmonization of programmes could result in more effective implementation for example some systems, processes and resources could be shared and allocated in a strategic way (unified job cards, same wage rates and targeting methods, interlinked MIS, coherent technical standards and collaboration among project stakeholders.
- iii) When resources do not allow for a pure on demand approach, demands are reduced by imposing ceilings to the number of beneficiaries and asking communities to prioritize. The LIPW interventions are best implemented during lean seasons typically, periods of redundant labour.

1.11 Use of the Manual

The manual will be used for the operationalization of LIPW in selected Farmer groups, community groups, private land owners and public infrastructural investments of the implementing Districts.

2.0. SLM IMPLEMENTATION

The LIPW-SLM will adopt the Community Based Watershed Development (CBWD) model. This will encompass well established management structures, planning and Monitoring and Evaluation.

2.1. Community Based Watershed Development (CBWD Model)

The community based approach will use the watershed protection mechanism for ecosystem restoration in the degraded watersheds. These mechanisms will be financed by government to pay restoration interventions to private land owners and communally owned lands to beneficiaries to implement SLM measures designed to stabilize or improve water quality, control erosion and floods. Local community may collectively volunteer to request for the project to manage restoration activities wetland reclamation, afforestation, agroforestry and SWC structures for their biodiversity, landscape, food diversity and recreational values.

2.1.1. Description of Community Based Watershed Development

Approach

The Community Based Watershed Development approach is among the new and emerging integrated landscape approaches to conservation and restoration of land and water resources. The approach aims to deliver multiple benefits by way of enhanced land and water management while minimizing trade-offs and taking advantage of synergies between, food production, water supply, biodiversity conservation, supply of other ecosystem services and poverty alleviation. The CBWD approach is the coordinated development and management of water, land, and related resources in order to maximize economic and social welfare in an equitable manner, without compromising the sustainability of the vital ecosystems. The CBWD recognizes the important contribution of land and watershed management to productivity, water yield, flow regimes, flood risks and ecological resilience. Implementing CBWD model in degraded watersheds preferably using the SLM principles, can reverse degradation. The application of SLM provides significant opportunity for wide spread ecological restoration, especially in the areas where there is excessive degradation.

2.1.2. Community Based Watershed Development Planning.

The Community Based Watershed Development approach allows for the development of a watershed plan that is logically sequenced and provides a roadmap for systematic and sustainable integrated development in a watershed. Design of watersheds

typically respects the combination of SLM applications to minimize or reverse conversion of natural ecosystems. Annual development plans of LIPW will be produced at community level through a participatory socio-economic and resource mapping processes. The Implementation of CBWD plans will support scaling up and adoption of appropriate sustainable land and water management technologies and practices by farmers, private individuals and communities in selected watersheds in the project districts.

At the community level the watershed development plans will be prepared and followed by the Community structures establishment, who will spearhead the implementation of the planned climate smart Agricultural (SLM interventions in the watersheds. The watershed development plan of SLM-LIPW will be integrated in to the Sub County and District Development Plans. In each of the Watersheds targeted for interventions, the community management structure (40% women) will be formed to manage sub project activities. .

2.2. LIPW-PES Model

The LIPW shall adopt the following options;

a) Sustainable Natural Resource Management in Public, private individuals and Communal Lands investments

The SLM-LIPW Watershed funds will address global and local challenges of soil degradation, deforestation, climate change and there impacts on the land. The supported major activities in this option are Afforestation and Reforestation of degraded communal land (hillside communal land treatment and management including woodlot establishment, gully rehabilitation using biophysical measures and seedling production. Additionally, preparatory activities include but not limited to assessment, profiling and mapping; community engagement, supervision, monitoring, restoration, rehabilitation of degraded watersheds. The sub-project funds shall be catering for labour, non-labour and operational costs as well as Environment and Social safeguards costs. The sub-project will be supported from establishment to operation and maintenance till the investment is well established.

b) PES-Value Chain specific development and Livelihood improvement investment. The LIPW value chain- specific investment funds will support activities that are of SLM nature. The major activities under this option will be implemented across four value chains as construction of water harvesting structures with water efficient irrigation methods, homestead development by promoting high value crops and multi- purpose fruit trees and forage tree planting, livestock improvement practices (e.g. promotion of beekeeping and honey production etc.), promoting biofuel/biomass, biogas energy, promotion of fuel saving and efficient technologies, and road chokes construction.

Crop production aiming increasing productivity and carbon sequestration (treatment of farmland with slope < 30% with suitable bio-physical measures, treatment of farmland with slope > 30% with suitable bio-physical measures, applying conservation agriculture, agro-forestry, and biodiversity; agro-forestry promotion); livestock production aiming improving productivity and reducing carbon emission (promotion of fodder or forage production, improved beekeeping activities; Climate Resilience Building and Increasing Water Availability (support small scale irrigation, rainwater harvesting and flood water impoundment structures, renewable energy potential at the rural and refugee setting). The PES interventions, participating Farmer organisations and privately owned land may consider financing the wages only (up to Sub-project budget ceiling). This will be through LIPW approved CBWD plan and budget across all Value chains. This may include operations and maintenance costs for road chokes, water harvesting structures, farmers pasture gardens, SWC structures among others.

The interventions under this option are referred to as non-matched grants requiring no co-funding.

2.3. LIPW-PES Implementation Arrangements

The implementation arrangements involve a well-structured implementation framework to ensure effective coordination, participation and sustainability at all levels (from local to national levels). The implementation arrangements integrate all stakeholders; government, research institutions, private sector, NGO's and communities. This will ensure both bottom-up and top-down approach policy formulation and community impact.

Local level. This will involve community and farmer based implementation whose roles include adoption of SLM practices, participate in community awareness and capacity building, watershed planning, monitoring and reporting. Each sub-project will have Sub-Project Management Committee (SPMC) that will oversee implementation at the farmer group level. The ESS-SLM Technical Working Group (ESS-SLMTWG) will coordinate activities and align with UCSATP programs. The A Local Lead Artisan (LLA) will be required will be engaged by the community with support from the DTIC and STPC. He/she will work with the communities in managing the execution of the works to ensure adherence to sector standards and CSA technologies as specified in the national LIPW guideline (2016). Technical support will be provided by the district and sub-county officers as necessary. Participating Districts are responsible and accountable for use of LIPW—PES funds, overall oversight and implementation of LIPW. In addition, each sub-project will have a Lead Local Artisan (LLA) or Contracted implementing Partners (IP) who has knowledge or easily trainable on SLM TIMPs and other value chain issues. He/she will also assist in ensuring that sub projects activities and payments/cash transfers to participants are properly done and be selected from within the same community.

District Project Implementation committee will be set up at the community for the purpose. The committee will ensure that periodic payments are made to beneficiaries only after verification of works and a final payment is made only after submission of work completion report to the districts. Districts formally report to the Senior SLM Officer. Districts can follow any of the three different delivery modalities for LIPW-PES implementation:

a) Community groups/farmer group approach. The individual members with small parcels of land (minimum of 1 acre) aggregate together to form farmer a group. Farmer group members shall democratically elect a management committee titled Sub-Project Management committee (SPMC) to spear head the implementation of LIPW activities within the watershed, expenditure and reporting as per conditions in the Financing Agreement (Annex 1) signed with the NPCU. This group will be registered at the respective sub-counties. This committee will also engage LIPW beneficiaries enrolled and registered for labour to support sub-project implementation. Additionally, the committee will carry out procurement of materials, tools and equipment and makes payments to workers through their individual bank accounts. Additionally, the group members may

constitute the labour force to support their own investment. The committee will identify and engage/hire the Lead Local Artisan (LLA) for technical guidance as supervisor for sub-project duration. The Lead Local Artisan (LLA) will be at least with skills related to enterprise. Expenses for remuneration-2% (daily wage based) will be used from the wage of the sub-project budget. The LLA or Implementing Partners may be required for preparatory works, establishment, operation and maintenance and support works after project completion and can be hired for a week more than employment days available for wage workers in the sub-project. Preference will be given to female candidate. The LLA must be a resident of the Parish or implementing sub-county where the LIPW sub-project is being implemented.

For public infrastructural investments, the unskilled/casual worker (identified by the contractor from target households in consultation with NPCU and district representatives) shall undertake implementation of the TIMPs in line with roles and responsibilities stipulated in the engagement letters. The wage payment shall be drawn from the general labour costs of the contract.

b) Collaborative (Private Sector) Approach: This support will be applicable to farmer group, associations, institutions, individual or private land owners with acreage between 20 -100 Ha and on degraded hotspots (farmlands, landscapes and adjacent to ecosystems). The focus of investments will be enhancement and promotion of SLM TIMPS for climate change mitigation and adaptation for example Trees for Global Benefit (TGB) under Payment for Ecosystem Services (PES) and the introduction of agri-environment payments for public benefits. Given the scope of works to be undertaken, the implementing partners shall be sourced on contract basis in accordance with project procurement guidelines and memorandum of Understanding (MOU). The MOU shall spell out implementation modalities, payments, reporting and maintenance.

2.4. Funds Allocation

The SLM promotion program across value chain and watershed shall absorb US\$ 9.65 million. The basic costing figures and number of beneficiaries targeted under the LIPW are presented in the Table 2.1 below.

Table 1: Planned Funding Allocation for SLM promotion (in millions)

S/N	COST CENTRES AND TARGETS		Cost (US\$) Million
A	SLM in Watersheds		
1	LIPW-PES sub-project allocation		9.65
I	Supervision & Management cost		0.65
II	Transfer for sub-projects		9.00
		45% of Transfer cater for labour share	4.05
		55% cater of transfer cater for Non-labour cost	4.95
2	PES Sub-project Allocation		5.4
3	Incentives for PES adoption Allocation for Selected Commodities		2.6
	Sub-Total		17.65
B	On-farm SLM Allocation for Selected Commodities		
I	Cocoa		0.2
II	Mangoes		0.2
III	Hass Ovacado		0.28
IV	Cashewnuts		0.28
V	Vegetables		0.28
VI	Coffee		0.28
VII	Citrus		0.28
	Sub-Total		1.8
C	SLM for Host & Refugee Landscape Allocation		5.36
	Grand Total		24.81

On the budget for the LIPW-PES Sub-project a minimum of 45% allocation is for wages share. Out of 45% labour allocation, it is expected that at least 70% will be used to make payment of unskilled workers wages. While up to 30% of the labour budget can be used to pay wages of various skilled workers (Forestry and other engineered structure Subject Matter Experts, Masons, carpenter, plumber etc.) & appropriate and motorized equipment engaged in LIPW sub-projects depending on project types and will be strictly determined by design & estimates of the respective micro-project. Meanwhile for on-farm will be determine by the need of farmer and requirements of the farmland. Payments are made to the direct beneficiaries every 14 days and a final

payment is made after the completion of works. Wages are paid based on performance (measurement of works) and payments are made on respective e-wallet of the worker under LIPW module in the e-voucher.

2.5. Sub-Project Ceiling.

A sub-project of intervention shall have a budget ceiling not exceeding 65,000 USD. Each sub-project will have a wage (Casual labour/simple mechanisation) budget of at least 45 percent and a 55 percent of the total cost is available for non-labour respectively. The non-labour cost shall be used to finance, inputs/materials/simple machinery/tools and 5 percent for project management costs including 2 percent administrative costs, 2 percent ESMP (1 percent) and 2 percent will provide for the remuneration of LLA (Technical support). The management cost will also pay for the transportation, travel allowance and communication expenses of the LIPW focal person and LLA and other capacity building support (extension/coaching/training) services. The wages for the LLA that may be hired by the Sub-Project Management Committee will be included in the cost estimate under the wages heading for workers.

2.6. Targeting

In the of funding allocation, LIPW-PES funds will not be able to reach all people within the selected watersheds. It's important to target and prioritize individuals/households/community groups who are vulnerable and marginalised. This will require targeting geographically, and within those areas, targeting the most in need based on the eligibility criteria within the household. Targeting therefore, is the process by which households are selected to participate in LIPW-PES activities. Depending on the budget available, it determines whom to target, how much to pay, under what conditions and for how long. Targeting systems shall be dynamic and allow new eligible households to access the LIPW-PES funds and remove households that are no longer eligible. In order to attain successful targeting outcome LIPW-PES need to have well trained staff, well-defined rules, clearly assigned institutional roles, information system, material inputs, monitoring and evaluation.

Beneficiaries of the on-farm SLM shall be the targeted farmer groups under matching grants arrangement. These are already existing and SLM shall boost the productivity of the selected commodities

The beneficiaries of LIPW-PES will be identified and prioritized using a three-step process, according to interventions and capacity from the national, host and refugee communities.

Step 1: Geographic Targeting

Geographic targeting will take place at the watershed level. Watershed will be delineated using automated algorithms from GIS software for watershed delineation. The core data set will be the processed Digital Elevation Model (DEM) which is a better choice for extracting the drainage network for watershed delineation. The other dataset required include, land use land cover (LULC), soil data, climate data and validation data from aerial imagery, satellite imagery and field survey for ground truthing. The watershed boundaries will be essential to geospatial assessments, watershed analysis for implementation.

The form the will be used to identify the implementing sub-counties and communities. It is suggested that the local government needs to prepare and agree on a set of criteria to identify geographic area eligible for LIPW that include; 1) level of environmental and natural resources degradation; 2) High poverty incidence level and number of refugee population/population pressure and High number of unemployed able bodied population

The LIPW approach will target degraded watersheds or fragile ecosystems in the implementing districts. Consideration will also be given to watersheds that cross to non-selected neighbouring sub-counties or districts to address the externalities generated in Watersheds Management.

- a) Watersheds in selected sub-counties
- b) Overlapping Watersheds in Selected and non-selected sub-counties.

Validation of on the situation of watershed. The team from the DPIC and NPCU shall cross-check information taking into consideration the number drivers exacerbated.

Step 2: Targeting communities

The communities within the watershed identified, shall conduct a deeper watershed analysis and that will give first overview of the existing vulnerabilities (incl. negative coping capacities) and degradation levels as well as recovery levels. This will provide an overview of the situation and prioritize watershed interventions. This will be done by getting view of the local situation, and analyse relevance/appropriateness of interventions in the watershed.

Step 3: Targeting Households

The LIPW-PES will primarily target communities or users of fragile ecosystems within the targeted Watersheds. The selection aims in ensuring gender equality in the implementation of its activities. At least 40% female will participate in the LIPW activities.

Communities will be mobilized and sensitized following Participatory Rural Appraisal (PRA) in line with community Driven Development (CDD) requirements. The PRA will the focus on co-responsibilities, and core principles, community institution building and identification of livelihoods activities (climate smart agriculture activities) that will be integrated into Sustainable Land Management technologies and practices.

To identify households to take part in the implementation of LIPW Sub-Projects a combination of community targeting and administrative targeting have to be used. The national community and refugee population may not have good information/knowledge of each community characteristics. Thus, it is very essential to use administrative targeting to make the selection of programme participants fair and inclusive.

SLM- LIPW participants shall be targeted for a minimum of 3 times within the watershed. This shall facilitate the participants accumulate meaningful saving that will enable them reinvest in livelihoods activities that can be integrated in their natural resources' intervention for sustainability, resilience building and as well facilitate graduation out of the program to other programs such as livelihood effectively done by using a poverty map. A poverty map provides a detailed description of the spatial distribution of poverty and inequality within a country, by using household data and census data with the aim of estimating welfare indicators for specific geographic areas. LIPW program will use existing national poverty map, so that using a poverty map will

bring about transparency and reduce political interference due to the unbiased criteria in distributing resources.

Criteria of Selection

The criteria for household selection will include; *food insecurity, poverty, and household demography* (refugees, household member with condition like disability, pregnancy), low assets ownership etc. The selection process will have provisions for the inclusion of vulnerable and marginalized groups including the elderly, PWDs, and PLWAs. The selection of households shall be carried out by the respective parishes of the sub-county supported by CDO and Extension staff and Local Council one. Ideally one member of eligible households can be selected to participate in the implementation of LIPW. However, in the rural areas of Uganda households' size (number of family members) varies considerably (1-12 family members). Depending on the agreement reached at the community level, more than one (1) family member can be allowed to participate in the LIPW depending on family size. One participant for a family size of 1-5, two (2) participants for a family size of 5-10 and three (3) participants for a family size greater than ten members can be eligible to work in the LIPW sub-project in one fiscal year-as a fair targeting guideline. participants Household member participating in LIPW should be, able-bodied, between the ages of 17 and 65, 2% of beneficiary will vulnerable and marginalized persons as detailed below;

Identification of Beneficiaries

- The Sub-County Technical planning committee will mobilise communities through a public notice for registration process. The Parish chief and CDO will carry out sensitization of mobilized communities.
- Interested and eligible household will apply at the Parish within 14 days.
- The Parish chiefs and CDO will create a prioritized list of the beneficiaries which will be made public after approval from the Sub-County Technical planning committee.
- Considering a minimum of 30 days of work, the communities/HH will be engaged in the order of priority of the task for sub-project completion. The parish chief and the CDO must ensure that a worker from a target household is engaged.

- Orientation on environment, safety and health, shall be provided to all beneficiaries before the commencement of daily work schedule.

The list of target household is reviewed and updated annually. In reviewing and updating not all HH may be selected in the following years. The number of HH getting benefits from LIPW every year will depend on number of days of work per HH and budget allocation for a given year in the district.

2.7. Selection of Households to Participate in LIPW

The project shall use households targeting to select LIPW beneficiaries at the community level based on the following selection criteria;

- HH having income and agricultural products insufficient to feed their family
- HH with any member having disability
- Single women headed HH
- Refugee, vulnerable and marginalized.
- HH having a member who is a migrant returnee.

The pre-selected list is approved by the DTIC and a final list is prepared based on availability of jobs in LIPW. Selection of HH in general will go through the following process in Figure 2 below;

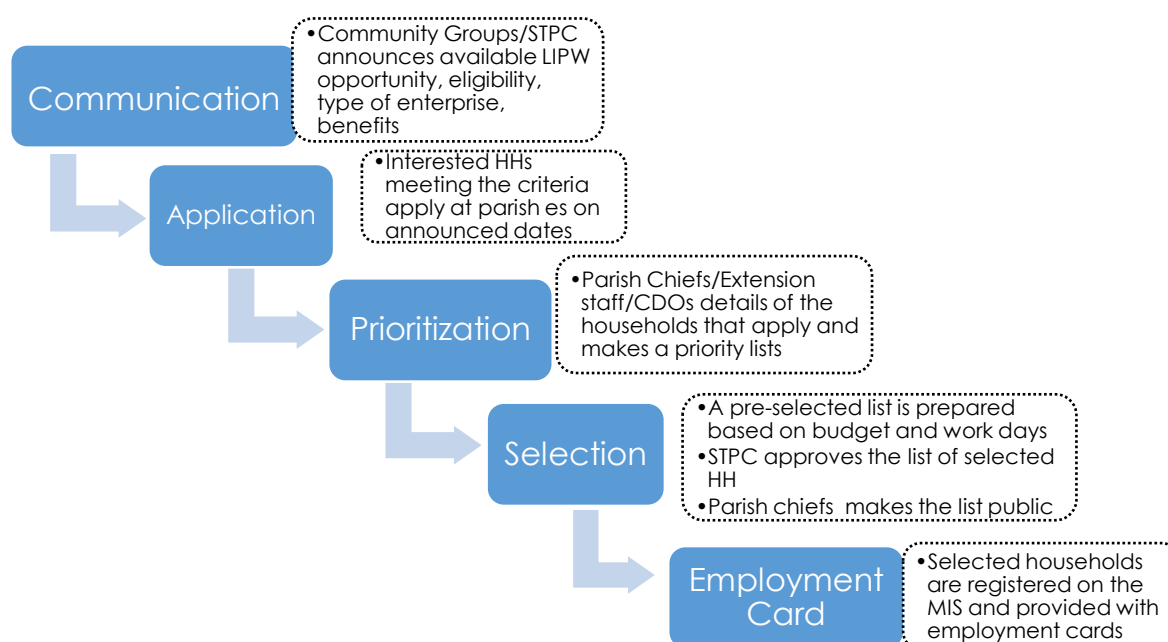


Figure 4. Selection Process

2.8. Beneficiary Engagement and Payment

(a) A typical CBWD plan may prioritize up to ten (10) subprojects. The plan will employ appropriate number of persons over the sub-project life cycle which will vary depending on the scale of interventions planned in a watershed and on the available resources. The suggested number of LIPW participants is 100-300 persons. In highland area where the terrain is rugged and population density is high up to 300 participants can be engaged depending on IPF. The recommended community watershed size is 200-500 ha but may vary based on the terrain, topography and slope. In the lowland area where the terrain is flat the watershed tends to be bigger but cannot be greater than the community boundary.

(b) LIPW will pay a wage not exceeding the prevailing market rates for unskilled labourers and should appropriately meet the household food basket. A fraction of this wage (30%- UGX 2000) shall be mandatory deducted and remitted as a saving to cater for subsequent financial needs of the household through diversification of investment options. The wage rate is planned at 7,000 UGX; for any adjustments, this will be communicated by the PS/MAAIF after consultation with the PS/MGLSD.

(d) Wage payment for beneficiaries will be effected by Community group structure. The secretary of the group committee supported by selected Clerk or implementing partners from the community will keep track of attendance. After every two (2) weeks the attendance sheet signed by sub-project committee will be prepared. The LLA will prepare report highlighting the work accomplished and submit the report along with the attendance sheet. The UCSATP Focal Person will clear and approve for payment. The committee treasurer will draw the fund from the community project account and pay beneficiaries. Or payment shall be done using electronic payments.

2.9. Setting Wage Rates

In Uganda currently average wage rates payable to LIPW targeted beneficiaries is at UGX 7,000. Based on the principle of LIPW wage-setting, the participating communities shall use the current wage. This wage is reasonable in amount and below the labour market rate which does not encourage beneficiaries for both the skilled worker and unskilled worker (Casual labour) to prioritize participating in LIPW activities. However, this may need to be revised periodically to take into account issues

such as inflation, for which wage-rate and labour market surveys will normally be required. This wage shall be adopted for agronomic, structural and vegetative SLM in accordance to work norms as indicated in annex 2

The gang workers for Maintenance and rehabilitations of community assets will be engaged on an annual basis as and when projects are identified. The wages payable to a gang worker by the district local government will be UGX. 200,000 per month of work. The actual wage earned in a work month will be determined based on the days worked. The other category of road workers is headmen. Minimum qualifications for a headman will be “O” Level Certificate and at least 4 years of relevant experience. Headmen will be employed on 1-year engagement and at a monthly salary of wage of UGX 250,000/= per work month. Payments to workers may be effected through the banks. (MoWT Guidelines, Revised 2017). The workers will be constituted into gangs which will be assigned works as a group. A gang will comprise of 10 workers to work on 20km task, i.e. each worker will maintain 2km of road near his home. A gang will be supervised by a headman 5 gangs i.e. 100km. The number of road workers required will be determined by the district local government basing on the size of its road network. This option shall be adopted only for small value labour intensive work where machinery works are adopted e.g. minor construction, repair and maintenance, backfilling among others etc. To ensure the productivity of the work force the participants will be organized in to gang/work group consisting of 20-25 members.

2.10. Activities of Focus

LIPW sub-projects are noncomplex in nature, meet community needs and require minimal preparatory works and supervision. The TIMPs to be undertaken range from Agronomic SLM, Structural SLM, Vegetative SLM, Water harvesting SLM, water for harvesting structures and other productive infrastructure, social infrastructure and economic community services. Other SLM TIMPS to be adopted will be accessed from the NARO Technology Register Compendium (2022). The Labour Intensive Public Work (LIPW) and Payment Ecosystem Services (PES) approach under is expected to offer 750,000 (40% women) jobs (short-term employment) and income earning opportunities. The SLM-LIPW technologies and practices will include the construction of community infrastructure, water harvesting, environment restoration, rehabilitation, afforestation, reforestation, pasture/fodder management among

others. Agronomic Practices; Soil Management Practices; Vegetative Conservation practices; Agro forestry, Livelihood improvement practices; Sustainable Grazing/rangeland management; Drainage systems, Hillside Terraces; Sustainable degraded hillsides management; Sustainable Forest management practices; Gully Rehabilitation practices; Farmland Terraces; Small and Medium scale Irrigation practices; Water harvesting practices

The LIPW funds will be used to pay wages, materials, tools and equipment, mechanisation, capacity building activities, monitoring and supervision and general operations. Important to note, 45% of the LIPW program allocation will be paid as wages to beneficiaries. The types of activities eligible for implementation under LIPW are included in figure 3 below.



Figure 5: **Eligible Activities for implementation under LIPW and PES**

2.11. LIPW Sub-Project Planning and Implementation

The districts will be responsible for identification, implementation and supervision of the sub-projects. The district shall have a dedicated LIPW team to manage and oversee the activities in close collaboration Project Focal Person. The planning steps are presented in Figure 4 below;

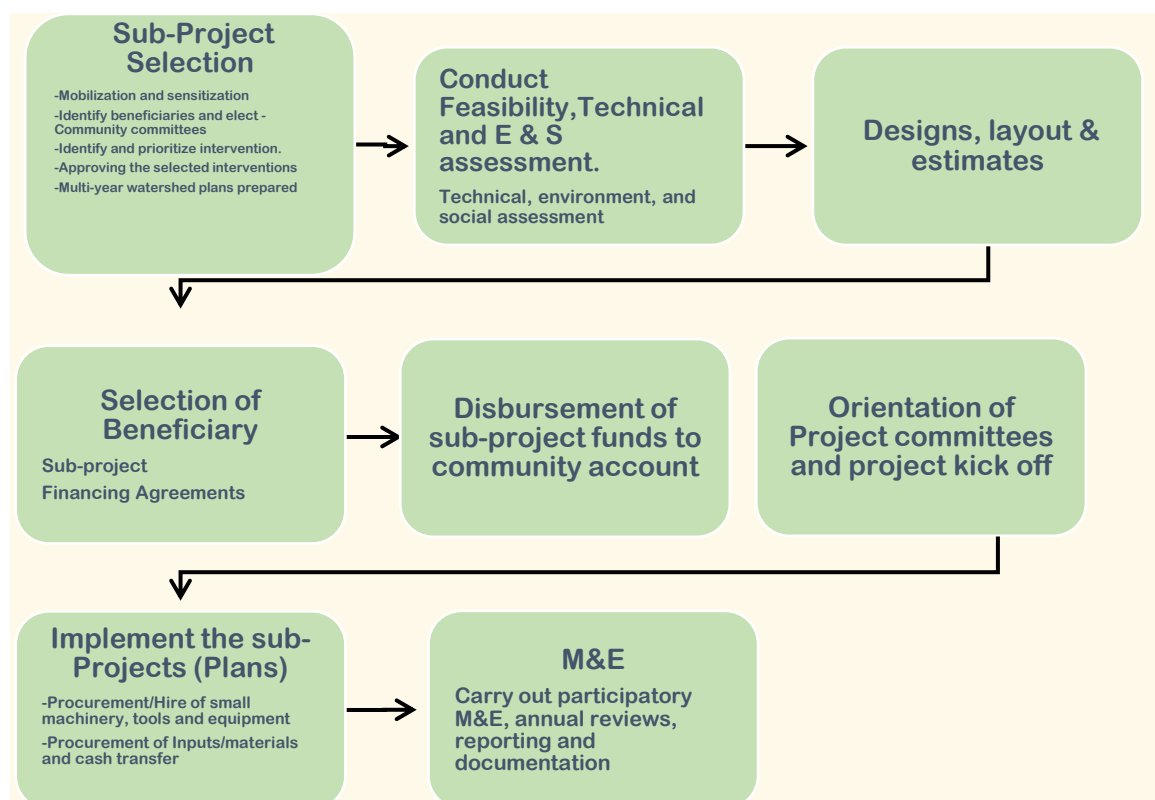


Figure 6: Sub-Project Cycle for LIPW-PES

Stage 1: The Sub-project selection

Community targeting-The DPIC with ESS-SLM Technical Working Group will be responsible for the identification of sub counties and watershed for LIPW. The STPC will then select community based on level of natural resource degradation, fragile ecosystem and vulnerability of areas where the CBWD plan will be implemented. This will be facilitated by the District Community Development Officer (DCDO), Environment Officer (EO), Forestry Officer (FO), Wetlands Officer, CDO/ACDO and Parish Chiefs with the participation of the beneficiary.

Mobilization and sensitization- The sub-county TPC will undertake consultations with community members to consult on local needs and priorities. The STPC will mobilize and sensitize communities living in the selected watersheds about the project and the component. The STPC will call general community meeting and sensitize the community on UCSATP-LIPW-PES on SLM promotion, the role communities, rules of participation in SENRM, and need for saving from the transfer.

Conduct surveys and resources assessment: community supported by sub-county technical staff, implementing partner, DPIC, and UCSATP will conduct a stakeholder analysis, Watershed resource mapping, watershed carrying capacity assessment (biological survey), socio-economic assessment and trend analysis.

Identify and prioritize intervention Community supported by LLA, sub-county technical Implementing partner, PTIC, and NPCU will carry out problem analysis, identify and prioritize interventions that can lead to sustainable land management (SLM) and CSA for sustainable productivity and production livelihoods.

Approve the selected interventions: The sub-county team presents the selected intervention at the community general assembly, interventions discussed and approved.

Prepare multi-year community plan: based on the above assessments, priority interventions identified and approved, a multi-year CBWD plan will be developed by the community with the support from LLA, sub-county technical staff Implementing Partner, DTIC and NPCU. The plan will be submitted to the sub-county along with the application expressing interest for support.

Stage 2: Conduct Feasibility, Technical, Environment and Social assessment. A list of potential subprojects in form of community plan is received by the sub-county committee. The UCSATP Focal Person will ensure that the Parish has carried out the required processes in sub-project selection. The team shall undertake the verification exercise to determine the viability of the sub-project in line with on the LIPW Checklist. Thereafter, the Designate LIPW Focal person works with value chain leads both from district and NPCU to develop/review technical specification and budget estimates in respect to CBWD plan (refer to stage 4). The projects will be prioritized for funding.

When a list of LIPW sub-projects is received from the sub-county, the District Safeguards Team supported by UCSATP Focal Person or LIPW designated Officer will carry out the environmental and social screening. The ES report bearing the costed Environment and Social Management Plan (ESMP). The E&S screening checklist included in the Annex 3 will be used for the purpose. Based on the results of the screening, projects with significant environmental and social risks will not be considered for approval.

Stage 3: Design, layout and Estimate, Sub-projects.

This is critical stage to ensure the successful planning, implementation estimation of project cost. The LLA or Private Practitioner will support the community in site identification and selection of the appropriate intervention based on the objectives of the farmer or community group. The technical person defines the technical specification detailing requirements of the intervention. After, the technical person and group member's carryout site mapping, demarcating boundaries, draw schedules and estimate labour requirements of the intervention through community engagement meetings for decision making on the site. Lastly, the team identify list of materials, labour, training and equipment needs in order to secure funding from UCSATP under LIPW-PES model.

Stage 4: Selection of Beneficiaries: Beneficiaries will be selected in reference to the selection criteria in section 2.6. The engagement Sub-project agreement (MOU) with terms and conditions stipulated shall be signed between the SPMC and Chief Administrative Officer (CAO)/or District focal point person.

Stage 5: Orientation to the committees, Once the project is selected and approved by the DTIC, the Parish chief and extension team will go ahead with the formation of project management committee. The DPIC supported by NPCU together with value chain leads will carry out orientation/training sessions to districts and sub-county staffs on managing LIPW. The district and Sub-county team will then cascade orientation to the micro-project implementation committee and members of farmer groups of every micro-project prior to project kick off.

Stage 7: Implement the sub-Projects (Plans): The Sub-Project Management committee (SPMC) or private individuals will be responsible for implementing selected intervention with the support of LLA, Implementing Partner and STPC. The

Implementing partners will train the SPMC/Community structures on different approaches for SLM. The SPMC or individuals will use e-voucher system to redeem goods and supply the tools and materials as well as mechanisation. The e-voucher shall provide a module for e-wallet for payment of LIPW members enrolled households. The Sub-Project Management Committee will effect wage payment timely, establish group savings and promote saving. Procurement of Hand Tools and Equipment and Project Kick Off Procurement of materials/inputs and cash transfer Work Completion, Measurement, Bill Preparation and Final Payment of Wages. The implementation of the plans/interventions shall include the Environment and Social Management Plans (ESMP). This will address the mitigation and adaptation measures to address the risks identified and associated with intervention.

Stage 8: M&E: Carry out participatory M&E, annual reviews, reporting and documentation. The UCSATP – Senior SLM Officer (SSLMO) will ensure that the community structures and the RUA/G keep records manually with support from LLA, Implementing Partners and this should later be captured electronically (MIS) by the Sub-County Team to support UCSATP evaluations. The LIPW designate/ Value chain lead, will make frequent visits in coordination with the ESS counterparts.

However, for the year 1 projects shall be re-targeted for maintenance activities under LIPW support. Thus, ESS screening to determine sub-project eligibility, the extent of environmental and social risks, and whether any further assessment is required. Sub-projects with significant environmental and social safeguards risks and impacts will not be eligible under the LIPW component.

2.12. To ensure transparency and fairness, the communication process will leverage a range of channels including, parish and village meetings, radio, print media, notices displayed in districts and sub-county offices. This communication will cover the target beneficiaries, participation of vulnerable and marginalized groups (women, youth, lactating mothers, PWDs, refugees and indigenous groups), LIPW sub-projects and criteria for participation.

2.13. Managing environmental and social risks and impacts

2.13.1 Environmental and Social Screening.

All potential LIPW subprojects will undergo environment and social screening (ESS) to determine subproject eligibility, environmental and social risks and impacts, and

whether any further environmental and social assessment is required. The screening will also include determine risks in relation sexual exploitation and abuse and sexual harassment (SEA/SH).

Given the LIPW objective to implement low risk sub-projects which require less supervision and monitoring, subprojects with significant social and environmental risks or impacts will not be selected. The screening will be based on the screening checklist and guidance provided in **Annex 1**. The District ESS team will be responsible for reviewing screening reports before the NPCU provides approval. Whilst potential LIPW subprojects with significant environmental and social risks and impacts will not be selected, selected LIPW subprojects may have some potential environmental and social risks and impacts. The ESS templates bearing the ESMP and Environment and social Monitoring checklist shall be developed and implemented by sub-project beneficiaries

2.13.2 OSH considerations

Depending on budget, a sub-project can accommodate as many workers guaranteeing at least 90 days of LIPW work. Farmer groups are also formed based on the works assigned as per the design estimate. The following OSH aspects will be provided;

- i. Stocked and accessible First aid kits made available at sites. First aid administered by first aider and linked to nearby health facilities for further management Maintenance of the accident register.
- ii. Appropriate and safe work tools (hoes, spade, pick axe, motorized tools and equipment)
- iii. Appropriate and adequate personal protective equipment (such as helmets, boots, gloves, protection glasses etc.)
- iv. Training on safe work procedures and risk assessment risk
- v. Maintenance of training records
- vi. Adequate welfare facilities (toilet, bathing and urinal facilities, rest shade
- vii. Meals and safe drinking water.
- viii. OSH advisory services shall be sought from the District Labour office
- ix. All workers will sign a Code of Conduct and letter of engagement before commencing work.

Gender considerations: The project will target at least 40 percent inclusion of women in the LIPW sub-projects. Accordingly, considerations will be made to address needs and concerns of female participants. Women should be consulted on their interest in participating in the subproject, and subprojects selected should enable women to participate. Working hours should accommodate the preferences of women (for example working earlier in the day), and incorporate other provisions such as those noted above, such as separate toilets and measures to facilitate child minding. The project will also ensure that women are represented in consultations and meeting discussing the subprojects including on subproject identification and selection, and information around beneficiary selection. All workers will be required to sign a Code of Conduct to mitigate against the risk of sexual harassment on work sites.

Others: Child labour and forced labour will not be allowed. Sound worker management relationship will be maintained by treating workers fairly.

2.13.3 Stakeholder engagement:

The engagement and participation of stakeholders, including vulnerable and marginalized members of communities, is a key element of subproject identification and beneficiary selection. The Districts and Sub-counties will draw on their existing mechanisms to inform communities about the purpose and objectives of the LIPW component. All subprojects will be selected based on local needs. This therefore, calls for active participation of key stakeholders in all discussions regarding subproject identification and selection. As a mechanism of sub-project disclosure and dissemination, project information will be displayed at sub-counties and District offices, and in local languages.

2.13.4. Grievances redress:

LIPW will utilize existing grievance mechanism established at all levels of the project implementation. any issues, questions or concerns raise by stakeholders will be managed and monitored by the grievances redress committees established at farmer group, sub-county, district to National levels. All grievances in relation to the LIPW will be documented. The contractor handling public works infrastructural investment will have a functional workers GRC to address any workplace grievances raised by respective worker.

3.o. Institutional Arrangement

The institutional set-up of UCSATP reflects the roles of the four different levels (see Figure 1) and their functional and operational linkages.

Level	Organizational structure	Roles and responsibilities
National	MAAIF-NPCU	<ul style="list-style-type: none"> • National Coordination and Multi-sector collaboration • Undertake research, innovation & Technology innovation • Develop SLM implementation plans • Provide general coordination • Set standards • Awareness creation • Produce training material and organize trainings • Design instruments for monitoring and evaluation • Contract for the evaluation, supervision and impact assessment • Mobilize resources from the Government and development partners
	Technical Working Group	<ul style="list-style-type: none"> • The ESS & SLM Technical Working GROUP will include representatives of the key sector ministries, Ministry of Local Government and UN and Government Lead Agencies • The ESS & SLM Technical Working GROUP will be chaired by the PC-UCSATP. The Working Group will meet on quarterly basis and will report to the PS/OPM. • The specific responsibility of the committee will be to provide technical and operational guidance to the UCSATP-LIPW- Technical Support Team • To ensure that the Project complies and conforms to sector norms and standards, and related Government policies.

		<ul style="list-style-type: none"> • Ensure there is no overlap in Implementation with other partners and Ministries • Review and approve the watershed development plans
District	DEC	<ul style="list-style-type: none"> • Endorse watershed Multi- year plans recommended by STPC and DPIC; • Launch the watershed Management plans; • Monitor the works to promote participation of all stakeholders and proper utilisation of resources; • Enforce anti-fraud measures; • Monitor the subprojects' activities against the set key performance indicators.
	District UCSATP FP/DPIC	<ul style="list-style-type: none"> • Approve LIPW subprojects for DEC endorsement and funding by MAAIF. • Provide technical guidance to farmer groups • Participate to prepare watershed base LIPW sub projects planning. • Train farmers and cooperatives on the best SLM Practices • Supervise the works to ensure technical quality. • Ensure that mitigation measures against potential negative environmental impacts are implemented. • Monitor the subprojects' activities against the set key performance indicators and report progress • Conduct field assessment so as to document successes or lesson on adoption rate. • Certify for compliance on social and environmental safeguards. • Certify works before payment. • Disseminate climate information such as seasonal forecasts, Pest alerts and other early warning information. •
	NGOs, CSO's & Research Institutions	<ul style="list-style-type: none"> • Facilitate knowledge exchanges among the implementers and farmers • Undertake impact assessment on the soil, carbon sequestration and soil and water conservation

		<ul style="list-style-type: none"> • Provide expertise in sustainable agriculture or ecosystem service valuation. • Invest in PES schemes as buyers of ecosystem services. • Collaborate with local institutions for implementation of SLM
Sub-county	Sub county UCSTP/STPC	<ul style="list-style-type: none"> • Recommend CBWD plan for DPTIC Approval. • Support to carry out community level watershed based planning process • Supervise the works to ensure technical quality. • Ensure that mitigation measures against potential negative environmental impacts are implemented. • Monitor the subprojects' activities against the set key performance indicators. • Certify for compliance on social and environmental safeguards. • Certify works before payment.
	Extension Staff	<ul style="list-style-type: none"> • With the support from sub-county technical staff carry out socio-economic and biophysical survey <ul style="list-style-type: none"> • Mobilize community members to identify their needs • Present the identified, prioritized problems and action plan at the general assembly for discussion, amendment and approval • Mobilize the community for implementation of action plan • Manage day-to-day operations • Support communities to identify a Lead Local Artisan
Village	Community Resource user association	<ul style="list-style-type: none"> • Coordinate and schedule all LIPW-PES related activities including; tree planting, gathering of Forest resources, and record keeping. • Prevent any kind of un regulated activities in the forests, Wetlands, River Banks, Lakeshores etc. under restoration by UCSATP

		<ul style="list-style-type: none"> • Prevent uncontrolled fires in the forests, river banks, wetlands and rangelands among other ecosystems under the UCSATP project. • Promote integrated agroforestry practices in fragile ecosystems in under the project done pure animal husbandry activities. • Patrol the ecosystems in restoration to prevent illegal harvesting and any other form of degradation. • Boundary clearance • Keep the whole village informed of UCSATP activities. • Raise awareness amongst villagers about their rights and responsibilities in the management of facilities including O&M of the resources
	LLA/Private Practitioner	<ul style="list-style-type: none"> • Provide technical guidance to the community throughout the sub-project implementation. • Ensure that design, layouts, work schedules and budget estimates are executed • Support communities in the preparation of work schedules, allocation of tasks and ensure quality; • Ensure that program targets are met; and • Prepare and submit reports at every stage of payment while the major report will be submitted at the end of the works. • Ensure that each workers group will have a group leader who is assigned additional responsibilities including attendance of group members, present attendance records to DPIC, and welfare of group members. • Labour and Stores Management: A record keeper selected from the beneficiaries will be responsible for keeping a daily attendance register of all individuals as they report and finish allocated tasks. The daily labour attendance register will show serial number, full names, sex, age, village and parish. (it will be developed)

		<ul style="list-style-type: none"> Community facilitation will be the responsibility various activities in watersheds categorized below <p>Pre-project</p> <ul style="list-style-type: none"> Participate in capacity building sessions on DRDIP, specialized trainings and enterprise selection. Community mobilization in target villages with support from LCIs, Parish Chiefs and Local Leaders. Mobilize communities for UCSATP orientation meetings. Attend orientation and capacity building sessions with the SPTC. <p>During Implementation</p> <ul style="list-style-type: none"> Support communities in maintenance of records. Support communities in preparation of progress and financial reports for submission to S/C FP. Mentoring of community resource persons. Provide continuous mentoring, capacity building and hand holding support to sub-projects Supervision & monitoring of implementation of SENRM activities Participate in community group meetings. Support LIPW beneficiaries in sub project implementation. Reporting on the project progress at sub project implementation level. Support Beneficiaries in record keeping, conflict resolution Link communities to STPC, DPIC and other partners Participate in sub-projects' review and commissioning <p>Post Implementation</p> <ul style="list-style-type: none"> Provide continuous capacity building support to Sub-projects Work closely with other community structures
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		<ul style="list-style-type: none"> • Link sub-projects to STPC & DPIC for technical support. • Support to promote integration of business aspects in LIPW projects for sustainability • Ensure all O&M activities are mainstreamed in district and sub county plans
	LCI	<ul style="list-style-type: none"> • Launch the subprojects jointly with other higher LCs; • Monitor operations at the watershed, particularly wage payments, implementation of mitigation measures of the environmental and social effects; • Ensure fairness in selection of beneficiaries; • Mobilize the village for post implementation activities - Formation of an Operation and Maintenance (O&M) Committee, and • Jointly with the sub-county leadership, arrange for the commissioning of the subprojects

4.0. Procurement and Financial Management

4.1. Procurement:

Procurement under LIPW will be implemented at 3 levels; namely, (i) at the Central Government level – MAAIF; (ii) at the Local Government level – Districts; and (iii) at Community level. All LIPW related procurements will comply with the GoU procurement rule and community procurement. Procurement under the Project will be carried out in accordance with the World Bank's "Guidelines: Procurement under IBRD Loans and IDA Credits" dated May 2004 revised October 2006; and "Guidelines: Selection and Employment of Consultants by World Bank Borrowers" dated May 2004 revised October 2006, and the provisions stipulated in the Legal Agreement. Based on these Guidelines, a Procurement Handbook outlining simple procurement procedures for application at the community level in accordance with Section 3.15 - Community Participation in Procurement has been developed.

Procurements will be carried out based on the option of implementation modality selected. The NPCU supported by Project Implementation will have the overall responsibility to provide guidance to the participating municipalities and monitor the procurement management.

4.2. Fund Flow, Disbursement Conditions and Reimbursement

The LIPW funds disbursement shall use an integrated financial systems comprising of the digital tools (E-Voucher) and traditional banking services (vendor) that will be guided by the provisions of project financial manual and complemented by e-voucher system as adopted by MAAIF. A hybrid payment modality involving banking services like "Cash on Wheels" and e-vouchers will be accessible, flexible and inclusive financial services in remote locations of LIPW beneficiaries where traditional banking infrastructure is limited and cab cases of fraud.

The modality will be guided by two (2) procedures;

a) Payment for Wage

UCSATP-NPCU will issue an e-voucher to beneficiaries via SMS, each tied to a unique code or QR Code worth 14 days of work (person days) to LIPW participating beneficiaries per pay period. The LIPW beneficiaries, LLA, and supporting service providers will receive notifications (SMS alerts) when the mobile bank is scheduled to visit. They present identification and other details of which mobile unit can also dispense e-vouchers or convert them to cash which they can withdraw or deposit cash. A mobile banking vehicle visits a rural village bi-weekly to provide cash withdrawal and deposit services. The gazetted pay points shall be at central place where LIPW beneficiaries will present their e-vouchers (on mobile devices or as printed codes) to the mobile bank to withdraw the corresponding cash amount for payment tranche.

Vendor Redemption: If the participating beneficiary purchases inputs, materials and other services, the vendor uses a point-of-sale device to redeem the e-voucher electronically. The vendor can later receive cash or a credit transfer to their bank account via the mobile banking service.

b) Mandatory Saving for Investment.

The short-term/temporary employment created by the LIPW-SLM will enable poor households to receive cash transfers for participation that will allow households to meet consumption needs and enable them to participate in savings schemes. The A fraction (2,000/) of wage shall be conditionally deducted and retained in e-voucher system or remitted bank account as a saving to cater for subsequent financial needs of the household. This shall facilitate the participants accumulate meaningful savings that will enable them reinvest and diversify on household livelihood enterprises.

The savings will enable them to invest in productive enterprises and promote Livestock, Crop, fisheries and beneficiary insects value chains. This will improve the quality and productivity of household enterprises through;

- i) *Productive inclusion*: such as improved access to technical skills, start-up grants, improved market linkages to urban centres and coaching in both agriculture and non-farm self-employment. This will be done in partnership with private sector service providers and other relevant actors.
- ii) *Productive Partnership*; create links to existing Income Generating Programs such Parish Development Model (PDM)
- iii) *Improve human capital investments for jobs*. Promote access, education (especially skills development) to enable human capital improvements for the next generation. Emphasize job readiness skills. This is critically important for the children from poor households that start from the lower base.

The mandatory saving shall be retained within the e-voucher system for future capitalisation of the saving groups formed by the LIPW beneficiaries. The disbursement of accumulated savings shall be made to the organized groups into two tranches; firstly, will be done after 45 days of work and last one will be done at the end of 90 days. The SLM-LIPW participants shall invest in high value crops such as irrigated vegetable investments and in the last tranche the beneficiary groups will invest in other value chain crops and livestock such as avocado, Banana plantation, coffee, among others. The money shall be redeemed after executive committee proves with documentation on completeness of the project.

5.0. M&E and Reporting

5.1. Site Supervision

STPC and LLA will be responsible for the routine supervision and monitoring of implementation of at the sub-project. Prioritized LIPW interventions will be monitored against the set performance indicators and quality of works at all stages. The quality of works/output is required to comply with the sector standards and National LIPW TIMPs. Compliance with mitigation measures on negative environmental and social impacts shall be ensured by the relevant sector specialist. The CAO will submit the above information in a report on a monthly basis to MAAIF.

5.2. District Monitoring

The LIPW designated Extension officer undertakes regular monitoring and supervision and will report to the UCSATP FP. Institutions including the DPIC and DEC shall conduct periodic monitoring or as and when required. Operational cost shall have budget line tagged to this activity. Utilizing the Management Costs, Municipalities can hire social mobilizer (SM) to support the LIPW Focal person and also to carry out monitoring through Geo-Enabling initiative for Monitoring and Supervision (GEMS).

5.3. National Monitoring

The NPCU will support the Districts for periodic monitoring of sub-projects.

5.4. MIS :

The UCSATP-NPCU team will work closely with the M&E project teams in the design and implementation of MIS. They will ensure that the appropriate information, stored and available for analysis within the MIS system of Government to enable enhancements to the LIPW. The District are required to maintain and update data and information on the System. The PCO monitors that the system is updated regularly. It is envisioned that the system will have a central data repository and the municipalities will be logged into the server for the data entry and generation of relevant reports.

5.5. Reporting

All implementing Districts are required to submit both financial reporting and physical progress reports to the NPCU. The District submit physical and financial progress reports within one month after the end of each quarter.

6.o. OPERATION AND MAINTENANCE OF SLM-LIPW SUBPROJECT

The main objectives of O&M are to ensure the effectiveness of the subprojects, contribute towards addressing poverty on a sustainable basis, strengthen community ownership, and increase commitment at grass root level through integration of stakeholders' contributions. The main challenges of subproject O&M are poor planning, lack of ownership and delegated responsibility, and a lack of awareness and understanding. Moreover, inadequate resources at the community level for O&M is

also often a critical limiting factor, particularly for subprojects that involve significant capital cost.

Thus to sustain the continuous operation of LIPW subprojects, good operations and maintenance (O&M) plan develop by the sub-project committee. This plan shall highlight interventions that can be integrated to the main LIPW activities to facilitate community sustainability in watershed. O&M activities for public works infrastructural investment shall be mainstreamed in sector plans at sub county and district level.

An O&M plan shall be prepared and agreed upon by all relevant stakeholders' (community Committee, STPC, DTPC) at the LIPW planning stage. Overall O&M requirements for each intervention shall depend on the types of ownerships of the LIPW subprojects.

6.1. Subprojects on Private Land

Subprojects created on private land are expected to be operated and maintained by individual households. Failure for the individual households to carry out the required operation and maintenance on the upstream of the watershed shall have negative impacts on communal property downstream. To avoid or minimize the effect of upstream unmaintained subprojects on the downstream, the upstream subproject users have the responsibility to carry out timely O&M. Thus, the STPC must oversee and ensure that assets on individual property are well operated and maintained.

6.2. Subprojects on Communal Land

Subprojects owned communally require the formation of community-based users' associations such as irrigation water users, Wetlands User Associations, Forestry user association etc. To guarantee the continuous operation of the subprojects, these associations must have by-laws by which users are governed. There should also be a clear action plan of the associations to handle operation and maintenance of the subprojects. Beneficiaries should be trained to execute the O&M tasks after subprojects implementation is completed or after decommissioning. The bulk of O&M cost is expected to be unskilled labour. However, in some circumstances the cost of industrial materials such as cement and reinforcing bars is involved. The community-based association has to contribute funds regularly to address maintenance requirements.

6.3. Sub-project on Public and Institutional land

The investment under public and institutional land shall adopt the established arrangement of specific institutional for maintenance of investments. The investment management shall be integrated into Planning and budgeting of the institutions to cater of maintenance.

7.0. Incentives and enablers to mainstream SLM for ecological restoration

SLM interventions can foster many benefits when integrated into a broader production of watershed. These include;

a) Direct financial and economic incentives.

Increasing the multi-functionality and productivity of watersheds and agricultural landscapes. The direct financial and economic benefits to farmers arising from sustainable land management practices are increased soil carbon in cropping systems, consistently leading to increased yields. In livestock grazed grassland system, restoration of diverse grassland of high value will benefit farm income over a long time by increasing hey yields. These form direct motivators of ecological restoration.

b) Non-Financial incentives shall be based on bundle of benefits for the communities. These are for water quality, watershed services and restoration.

9.0. Collaboration.

Districts shall deliver LIPW in coordination or jointly with similar programmes through sharing of systems, processes and resources. Where possible UCSATP-LIPW shall work together with the implementing partners. Other areas of collaboration may include coherent technical standards and collaboration among staffs.

9.1. Implementing Partners

The identification of Implementing partners will be informed by the environment and natural resource assessment in the watersheds as well as the selected interventions outlined in the CBWD plan.

Engagement of private sector partners for capacity building and technical support

Eligibility

- Partners should have experience and sound understanding the environment and natural resource management
- They should have willingness (commitment & corporate social responsibility) and capacity (staff and resources) to provide technical assistance to beneficiary communities.
- They should be knowledgeable and experienced in their specific resource and should have a solid track record – ethically, technically, and business wise.
- Local presence in target districts/sub-region

How partners will be selected

- ToR will be prepared and uploaded/posted on the UCATP website, and the UCSATP FP will send out the ToR to potential partners in their respective districts.
- All actors in the roster (minimum of 3 partners) as well as other interested organizations will be called for a meeting to explain the requirements and will be asked to express interest.
- A long list of actors will be shortlisted using a set criterion and those short listed would be invited to submit their proposals in a standard format (this will be developed by UCSATP)
- An appraisal committee comprising of NPCU and sector experts will be formed to appraise and shortlist proposals (appraisal criteria will be developed by NPCU).
- NPCU with the help of UCSATP FP will conduct field appraisal of shortlisted organizations to assess their work on the ground.
- Shortlisted proposals/organizations will be asked to present their proposals at NPCU (concerned districts representatives will also be invited).
- Based on the presentation and field assessment report, the project appraisal committee will rank and make recommendation, and the partners will be selected accordingly.

What will capacity building partners do?

- Support a stakeholder analysis, watershed resource mapping, and guide the selection and prioritization process
- CBWD plans - Support in preparation of viable CBWD plans for groups specific to the environment and natural resource
- Technical support- technologies – training communities (RUA/G) on approaches for sustainable environmental and natural resource management.
- Technical support-resource use: identification and promotion of livelihoods that support sustainable use of ENR.

ANNEXES

Annex 1: UCSATP Project Districts

N o	SUB- REGION	DISTRICT	VALUE CHAINS SUPPORTED PER SUB- REGION
1	BUSOGA	Iganga Mayuge Buyende Kamuli Kaliro	Dairy Coffee Aquaculture/Fisheries Cocoa
2	BUKEDI	Budaka Butaleja Kibuku Pallisa Tororo	Mangoes Citrus Aquaculture & Fisheries Dairy
3	ELGON	Bulambuli Bududa Mbale Sironko Kween	Dairy Coffee Vegetables
4	TESO	Bukedea Kaberamaido Katakwi Kumi Ngora Serere Kalaki	Aquaculture & Fisheries Beef Citrus Mangoes Dairy
5	KARAMOJA	Abim Kaabong Kotido Nakapiripirit Napak Moroto	Beef Sorghum Cassava Soybean Aquaculture/Fisheries
6	LANGO	Apac Dokolo Amolatar Oyam Alebtong Otuke	Soybean Aquaculture & Fisheries, Mango Citrus Beef
7	ACHOLI	Agago Kitgum Pader Nwoya Omoro Lamwo	Soybean Beef Maize Aquaculture/Fisheries
8	WESTNILE	Adjumani* Zombo Yumbe	Beef Soybean Mangoes

		Nebbi	Aquaculture/Fisheries
9	ANKOLE	Isingiro* Kazo Kiruhura Sheema Mitooma	Dairy Beef Coffee Aquaculture/Fisheries
10	KIGEZI	Kabale Rukungiri Rubanda Kisoro	Dairy Aquaculture/Fisheries Bananas Coffee
11	RWENZORI	Bundibugyo Kamwenge* Ntooroko Kabarole Kyegegwa*	Dairy Coffee Beef Maize Cocoa Aquaculture/Fisheries
12	BUNYORO	Kibaale Kiryandongo* Kakumiro Kikuube*	Dairy Beef Maize Coffee Aquaculture & Fisheries
13	BUGANDA	Nakasongola Butambala Kyankwanzi Nakaseke Gomba Ssembabule Mubende	Dairy Beef Coffee Aquaculture/Fisheries

NOTES

- 1. TOTAL NUMBER OF DISTRICTS 69**
- 2. * REFUGEE HOSTING DISTRICTS**

ANNEX 2: FINANCING AGREEMENT

This finance agreement has been made and entered on this ____ day of _____ 20__ at _____ between the Government of Uganda through _____ District Local Government and the Community group/FO/Individual beneficiary for the _____.

1. WHEREAS the Government of Uganda desires to assist communities in carrying out projects supports them to enhance income and build environment structures and has set up the Uganda Climate Smart Agricultural Transformation Project (UCSATP) as one of the means for boosting production and productivity, and
2. WHEREAS the Farmer Group/individual of _____ located at _____ Sub-county / Division of _____ District has applied to the UCSATP for assistance with the following sub-project:

Title : _____

Code (ID) : _____ and,

3. The sub-project has been appraised by the Sub-County Technical Planning Committee (STPC) and relevant Sub-county / District Local Government authorities, reviewed and recommended by the UCSATP Focal Person and approved by the DTIC on _____ and endorsed by the District Executive Committee (DEC) on _____
4. THEREFORE, the UCSATP through _____ District Local Government and the STPC hereby agree the following:
5. The _____ Sub-project _____ shall consist of the following components:

	<u>Value Chain</u>	<u>Number</u>	<u>Activity</u>
a).	
b).	
c).	
d).	
.	

6. The total estimated cost of carrying out the sub-project, based on current prices is: Ush _____
7. The Group/Individual has opened a special bank account for this sub-project in the _____ at _____ with the

name of the account being _____ Sub-Project Account No. _____ (attach copy of bank card) and provided UCSATP Focal Person with the account number _____ and names of signatories. This bank account shall only be used for deposit of UCSATP contributions in the sub-project.

8. The UCSATP contribution to the sub-project will be provided in a single tranche. The tranche of Ush _____ shall be deposited directly in the sub-project bank account within seven days of the signing of this Agreement.
9. The STPC is responsible for keeping adequate records of all sub-project related financial transactions, use of materials and labour and community contributions, and for adequate safe-keeping of materials.
10. The Community Procurement Committee is responsible for procuring all goods, materials, labour, transport and other inputs for the works. Quantities of goods, materials, labour, transport and other inputs should not exceed those indicated on the schedules provided by the DPIC without prior written approval of the CAO.
11. The community Group/individual agrees to complete the sub-project in not more than 12 months from the date of signing this agreement. The expected completion date is _____
12. The community Group/individual is not permitted to use the funds provided by UCSATP for activities or works other than the agreed sub-project components.
13. The STPC shall provide complete information regarding the progress of the works or any related aspect or any matter relating to this agreement on a regular basis to the entire community, to designated representatives of the STPC, DPIC and to MAAIF/NPCU.
14. CAO and designated representatives of the DPIC will monitor the execution of the work.
15. Acceptance of the works at the time of completion will be affected in the presence of representatives of the CAO, _____ Sub-county Chief in _____ District Local Government, the STPC and any others concerned. The work will be assessed and if found satisfactory by the CAO and DPIC staff, arrangements for handing over a completion certificate will be made.
16. The CAO can stop and suspend the works if it becomes evident that the group/Individual is not performing its work satisfactorily as per the terms of this Agreement. If there are serious problems such as financial irregularities, misappropriation, lack of physical progress, failure to report, or lack of community support the CAO can recommend to the DPIC and DEC that the project be cancelled.

17. This Agreement may be amended or cancelled by mutual consent of the CAO,
_____ Sub-county Chief in
_____ District Local Government and the
FG/FO/Individual in writing.

18. If during implementation of the works, any dispute arises to any aspects of this Agreement, the parties shall first attempt to settle the dispute through mutual and amicable consultation. If the dispute is not settled through such consultation, the matter may be referred for Grievance Redress Committee of the district for arbitration

19. This Agreement shall be governed by the Laws of the Republic of Uganda.

SIGNATURES:

For: _____ District Local Government:

Title: _____

For: The Farmer Group Committee/Individual

_____ Chairman

_____ Secretary

_____ Treasurer

Annex 3: Work Norms/Task rates

Annex P: LIPW provisional work norm/ task rate

S/N	Description of Activity	Unit	Norm (proposed)
1.1	Hill side terrace construction	PD/km	250
1.2	Cut off drain construction	m ³ /PD	0.7
1.3	water way construction	PD/m ³	1
1.5	Vegetative Fencing	PD/km	40
1.6	Nursery site establishment and management	Number	
1.7	Tree seed collection /purchase	kg/PD	20
1.8	Seedling Production	PD/1000 seedlings	15
1.9	Pitting	pits/PD	15
1.1	Seedling planting	Plant/PD	50
1.11	Gabion Check Dam Construction	PD/m ³	0.25
1.12	Stone Check Dam Construction	m ³ /PD	0.5
2	Water related Development		
2.1	Community Pond Construction (20m (20m x 20m x 3m)	m ³ /PD	0.5
2.2	Spring Development	PD/no	1700
2.3	Hand dug Well Construction	m ³ /PD	0.5
2.4	Irrigation canal construction	PD/km	250
3	Road Construction		
3.1	Access road or Road Chokes construction and Maintenance	PD/km	3,000

Note

All data/norms are indicative value

Local conditions (nature of the work soil, as well as social habits) should be taken in account.

ANNEX 4. CHECKLIST FOR ENVIRONMENTAL AND SOCIAL SCREENING

This form must be completed for a sub-project that may pose minor environmental or social problems. The form must be filled by designated District Environmental Officer (DEO) and forms part of the sub-project application. This form is filled with the use of the information from the checklist (D) below.

Sub-project

Name:

—

Village/Cell:

Parish/Ward:

Sub-county/Division:

District:

1. Type of sub-project:

2. Number of people benefiting from the sub-project:

3. General description of the sub-project

- Sub-project objectives: _____

- Sub-project components: _____

4. Baseline description of affected environment

- Description of physical chemical environment (soil, air, water etc)

- Description of biological environment (habitats, communities, flora etc)

- Description of socio-economic environment (historical sites, aesthetic aspects, public health, infrastructure etc)

5. Identification of negative environmental impacts

- Impacts in the physical-chemical environment (soil, air, water etc)

- Impacts on the biological environment (flora, habitats, communities etc)

- Impacts on the Socio-economic environment (historical, sites, aesthetic, public health, infrastructure etc)

6. Mitigation Measures

Description of Impact

Mitigation Measures

Report prepared by:

Name: _____

Position:

Signature: _____

Date:

Approved by:

Name: _____

Position:

Signature: _____

Date:

ANNEX 5. Job Card

Information

Household with Employment Card can participate in LIPW

One person from the HH selected/listed is eligible

to work in a sub-project

Use of heavy equipment is restricted

Equal wage rate for male and female for same kind of work

Wages are paid regularly

Payment of wages will be done to individual Bank account of

Card Number:



THE REPUBLIC OF UGANDA

UCSATP/MAAIF:Village,
..... Parish,..... Sub-
County,District

JOB CARD

PP Size Photo of the
LIPW beneficiary

LIPW Beneficiary Details	
HH No/Next of Kin	
Name	
Father/Mother	
National ID	
NIN	
Address:	

Work site Norms/ rules

- Daily attendance will be taken (once towards the end of the day's work).
- The card must be presented at the time of reporting and registration.
- Workers cannot participate in the work without presenting the card
- Drinking alcohol is not allowed at worksites
- No worker shall be subject to any physical, sexual, psychological or verbal harassment or abuse
- Language and behaviours that are demeaning, threatening, harassing, abusive, culturally inappropriate, or sexually provocative are prohibited
- Hand tools must be used with safety precautions.
- In case of loss of the tools the group leader will be held responsible.
- Beneficiaries who do not complete the task will have will have the attendance marked for half.
- No wages will be paid without works