



The Republic of Uganda

Ministry of Agriculture, Animal Industry and Fisheries

**Uganda Climate Smart Agricultural Transformation (UCSAT)
Project - P173296**

Stakeholder Engagement Plan

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ACRONYMS

ACHPR	African Chapter on Human and Peoples' Rights
CBO	Community Based Organizations
CDO	Community Development Officer
COVID -19	Corona Virus Disease-19
CSA	Climate Smart Agriculture
DARST	District Adaptive Research Support Teams
ESIA	Environmental and Social Impact Assessment
ESF	Environmental Social Framework
ESMF	Environmental and Social Management Framework
ESS	Environmental and Social Standards
FPI	Free, Prior and Informed
GBV	Gender Based Violence
GHGs	Greenhouse gases
GoU	Government of Uganda
IAP2	International Association of Public Participation
ICT	Information Communication Technology
KPIs	Key Performance Indicators
LIPWs	Labor Intensive Public Works
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDAs	Ministries, Departments and Agencies of Government
MIS	Market Information Services
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labor and Social Development
MRVs	Monitoring Reporting and Verification
MoTIC	Ministry of Trade, Industry and Cooperatives
MoWE	Ministry of Water and Environment
NARO	National Agricultural Research Organization
NARS	National Agricultural Research System
NGO	Non-Government Organization
PDO	Project Development Objective
PES	Payment for Environmental Services
PIM	Project Implementation Manual
SE	Sexual Exploitation
SEF	Stakeholder Engagement Framework
SH	Sexual Harassment
UCSATP	Uganda Climate Smart Agriculture Transformation Project
UNMA	Uganda National Meteorological Authority
TIMPs	Technologies, Innovations and Management Practices
WHO	World Health Organization
VMPF	Vulnerable Marginalized People Framework
VSLA	Village Savings and Loan Associations
ZARDIs	Zonal Agricultural Research and Development Institutes

1.0 PROJECT DESCRIPTION

The Uganda Climate Smart Agricultural Transformation Project interventions targets addressing the primary drivers of poverty in the 69 districts in 13 sub regions across the country. These sub-regions and agro-ecological zones are targeted because of increasing and high levels of poverty, and land and natural resource degradation; as well as low value production, which are anchored in low productivity from engaging in low value economic activities making communities more vulnerable to climate change shocks. The project supports investments in technology and market-driven productivity increases in climate smart value chains. These investments will contribute to reversing the effects of climate change thereby sustainably increasing agricultural productivity and household incomes while enhancing resilience to climatic shocks. The Project Development Objective - (PDO) is to increase the 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.

To achieve the aforementioned PDO, the project is structured around the following components:

1. Strengthening Climate-Smart Agricultural Research, Seed and Agro Climatic Information Systems
2. Promoting Adoption of Climate Smart Agriculture Technologies and Practices
3. Market Development and Linkages for Selected Value Chains
4. Contingent Emergency Response Component
5. Project Management, Coordination and Implementation

The project targeted areas and value chains are detailed in table 1 below;

Table 1: Project targeted areas

No	Sub-Region	Agro-Ecological Zone	District	Value Chains Supported Per Sub-Region
1	BUSOGA	Kyoga plains	Iganga Mayuge Buyende Kamuli Kaliro	Dairy Coffee Aquaculture/Fisheries Cocoa
2	BUKEDI	Kyoga plains	Budaka Butaleja Kibuku Pallisa Tororo	Mangoes Citrus Aquaculture & Fisheries Dairy
3	ELGON	Eastern highlands (Elgon)	Bulambuli Bududa Mbale Sironko Kween	Dairy Coffee Bananas Vegetables

4	TESO	Kyoga plains	Bukedea Kaberamaido Katakwi Kumi Ngora Serere Kalaki	Aquaculture & Fisheries Beef Citrus Mangoes Dairy
5	KARAMOJA	North-eastern dry lands	Abim Kaabong Kotido Nakapiripirit Napak Moroto	Beef Sorghum Cassava Soybean Aquaculture/Fisheries
6	LANGO	North-eastern savannah grasslands	Apac Dokolo Amolatar Oyam Alebtong Otuke	Soybean Aquaculture & Fisheries, Mango Citrus Beef
7	ACHOLI	North-eastern savannah grasslands	Agago Kitgum Pader Nwoya Omoro Lamwo	Soybean Beef Maize Aquaculture/Fisheries
8	WESTNILE	The north-western highlands	Adjumani* Zombo Yumbe Nebbi	Beef Soybean Mangoes Aquaculture/Fisheries
9	ANKOLE	Western highlands, southern highlands, southern drylands, and Lake Albert crescent	Isingiro* Kazo Kiruhura Sheema Mitooma	Dairy Beef Banana Coffee Aquaculture/Fisheries
10	KIGEZI	Western highlands, southern highlands, southern drylands, and Lake Albert crescent	Kabale Rukungiri Rubanda Kisoro	Dairy Aquaculture/Fisheries Bananas Coffee
11	RWENZORI	Western highlands, southern highlands, southern drylands, and Lake Albert crescent	Bundibugyo Kamwenge* Ntooroko Kabarole Kyegegwa*	Dairy Coffee Beef Maize Cocoa Aquaculture/Fisheries

12	BUNYORO	Western highlands, southern highlands, southern drylands, and Lake Albert crescent	Kibaale Kiryandongo* Kakumiro Kikuube*	Dairy Beef Maize Coffee Aquaculture & Fisheries
13	BUGANDA	Central region	Nakasongola Butambala Kyankwanzi Nakaseke Gomba Ssembabule Mubende	Dairy Beef Banana Coffee Aquaculture/Fisheries

1.1 DESCRIPTION OF THE STAKEHOLDER ENGAGEMENT PLAN

This Stakeholder Engagement Plan (SEP) is part of the key undertakings of the Financing Agreement. The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the project cycle. The SEP outlines the ways in which the project team will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about project activities or any activities related to the project.

Specific objectives

- a. To identify, build and maintain constructive relationships with stakeholders
- b. To assess the level of stakeholder interest, participation and support for the project and enable stakeholders' views are taken into account in project design and implementation.
- c. To promote and provide strategies for effective and inclusive engagement with project stakeholders throughout the project life cycle.
- d. To ensure that project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner and format.

1.2 BRIEF SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

After project effectiveness, the project has undertaken the initial stakeholder engagements as follows;

Table 2: Initial stakeholder consultations

Stakeholders	Date	Information/ issues	Comments/feedback
National level engagements (PIT, MoFPED, WB, RDC, LCV, CAO, DPO)	19 th – 21 st November, 2024	<ul style="list-style-type: none"> • Provide an overview of UCSATP’s implementation strategy. • Strengthen stakeholder capacity in climate-smart agricultural practices. • Clarify roles and responsibilities of project stakeholders at national and district levels. • Foster collaboration between government agencies, development partners, and local authorities. • Discuss challenges, mitigation strategies, and best practices for project execution. 	District leaders affirmed their full support and political will to implement the project in their respective districts. The RDC Pader district for example pledged to offer 90 acres of land to support block farming in his district
District level engagements (Technical and political leadership)	9 th December 2024 – 6 th January 2025	<ul style="list-style-type: none"> • Establish the project implementation committees at the district and lower local governments • Carry out awareness campaigns on the project in the respective districts • Undertake the selection of Parishes and mobilize Farmer groups in the select Parishes • Submit to MAAIF/NPCU the district infrastructure investments including evidence of availability of land 	
Media engagements		<ul style="list-style-type: none"> • Over 38 radio talk-shows have been held, 13 newspaper articles published, 6 TV features held and 24 news bytes run include social media. Media engagements have since continued to be undertaken with the several activities such as farmer profiling, farmer institutional trainings. 	Key concerns raised include; issues around land compensation for major infrastructure e.g road chokes. The project addressed this issue stating that the proposed farm access road chokes will be implemented along the existing road corridor, thus no land acquisition is envisaged.
At the project strategic levels, the project organized the Project steering	1st – 12th September 2024 and 19th – 23rd May 2025	<ul style="list-style-type: none"> • The purpose was to orient the team and approve the Competitive Research Grants. • 	

Committee meeting and Technical Committee meeting.			
The project organized the first and Second World Bank Implementation Support Missions		<ul style="list-style-type: none"> Management has taken note of mission recommendations for example in order to expedite the implementation of the Refugee component consultative meetings with the Refugee implementing partners notably; Refugee hosting districts, OPM, and Civil society organizations. 	Agreed actions of the mission are under implementation
Private sector engagement targeting the potential service providers in the agriculture sector.	22nd to 25th July 2025	<ul style="list-style-type: none"> The project will rely on the private sector to deliver services to farmers, as such a private sector engagement targeting the potential service providers in the agriculture sector. The purpose was to delve on the strategic opportunities, and discuss potential areas of investment and partnerships available under the project. 	The concerns of delayed payments of completed services were raised

1.3 STAKEHOLDERS IDENTIFICATION AND ANALYSIS

The project will apply the following principles for stakeholder engagement:

- i. Openness and lifecycle approach; public consultations will be arranged during the implementation, carried out in an open manner, free of external manipulation, interference, coercion and intimidation.
- ii. Informed participation and feedback; information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholder feedback, for analysis and addressing comments and concerns.
- iii. Inclusiveness and sensitivity; stakeholder identification was undertaken to support better communication and build effective relationships. The participation process will be all inclusive. All stakeholders at all times will be encouraged to be involved in the consultative process. Sensitivity to stakeholder needs is the key principle underlying. Special attention will be given to vulnerable groups, in particular women, youth, the elderly including diverse ethnic groups, people living with disabilities, and refugees.

Project stakeholders

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

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

- ❖ May have an interest in the Project (interested parties). They include individuals or groups whose interests may be affected by the Project and who have the potential to influence the Project outcomes in any way.
- ❖ And disadvantaged/ vulnerable individuals or groups.

1.4 STAKEHOLDER IDENTIFICATION

For UCSATP, the stakeholder representatives include:

- a. Beneficiaries
- b. Members of parliament;
- c. Technical staff from line MDAs and statutory agencies;
- d. District political leaders – district chairpersons, district councillors;
- e. District technical heads of departments;
- f. Sub-county political and technical staff;
- g. Non-elected leaders that have wide recognition within their community, such as chairpersons of local initiative groups, committees, local cooperatives/village savings and loan associations (VSLA) etc.;
- h. Leaders of community-based organizations, local NGOs, and youth and women’s groups;
- i. Vulnerable and marginalized sections (indigenous groups such as Ik, Batwa, Benets, and Tepeth;
- j. The elders and veterans within the affected/beneficiary community;
- k. Religious leaders as well as traditional faiths; and
- l. Other opinion leaders in the local communities, etc.

For some stakeholder groups, verification of their representatives (i.e., the process of confirming that they are legitimate and genuine advocates of the community they represent) is an important task in establishing contact with the community stakeholders.

1.5 STAKEHOLDER CATEGORIZATION

The various international standards being applied to this Project define two main categories of stakeholders; firstly “those who will be or are likely to be directly or indirectly affected, positively or negatively, by a project (commonly referred to as project-affected people, households or communities)” and secondly “those who might have an interest in, or may influence the project”. This stakeholder categorization includes the disadvantaged/vulnerable individuals or groups. Following this definition, the two principal groups of stakeholders in the UCSATP are broadly categorized as follows: Affected parties, and interested parties.

1.5.1: AFFECTED PARTIES

Affected Parties include local communities, community members and other parties that may be subject to direct impacts from the UCSATP sub-projects. Affected parties are generally located within the Project’s defined area of influence but may be elsewhere (e.g.,

people who live outside of the project area but have personal or business interests that may be directly affected by the development of the sub- projects).

The SEP shall focus particularly on those directly and adversely affected by project activities. Mapping the impact zones by placing the affected communities within a geographic area can help define or refine the project’s area of influence. The SEP shall identify others who think they may be affected, and who will need additional information to understand the limits of project impacts.

Affected parties under UCSATP include:

Directly affected: communities, groups and individuals displaced physically and/or economically by the Project, including any vulnerable or marginalized stakeholders.

Table 3: Directly affected stakeholders

Stakeholders/Actors	Description	Categorization
Beneficiary farmers (individuals & groups)	These may be individuals, groups, households directly displaced physically or economically by the project	<i>Directly affected</i>
Businesses in the project area	Established businesses within the project area	<i>Directly affected</i>

Indirectly Affected: Residents, businesses, local government officials and administrators who may be indirectly affected by employment opportunities, influx and the related pressure on resources and services. Government officials, including district and sub-county administration in the project area, village administrations, environmental protection authorities. Community-based groups and non-governmental organizations (NGOs) that represent local residents and other local interest groups, and act on their behalf; and employees, their representatives and contractors to UCSATP.

Table 4: Indirectly affected stakeholders

No.	Stakeholders/Actors	Description	Engagement strategy
1	Residents (individuals & communities) near the project areas	Residents of the other settlements within the project area, who can benefit from employment and training opportunities stemming from the project;	<ul style="list-style-type: none"> - Community Barazas - IEC materials - Notice boards - Radios shows and announcements - Phone calls, sms - Institutions (schools, churches)
2	Private sector (suppliers, contractors, consultants)	These are providers of services, goods and materials within the project area that will be involved in the project’s wider supply chain or may be considered for	<ul style="list-style-type: none"> - Open public media (radio shows, announcements) - Print media - Notice board announcements

		the role of project's suppliers in the future;	<ul style="list-style-type: none"> - Social media - Phone calls
3	Ministry of Water & Environment and National Environment Management Authority (NEMA).	Provide technical support to identification and rehabilitation of degraded areas with woodlots	<ul style="list-style-type: none"> - Meetings - Formal letters - Emails - Reports
4	District Local Government <ul style="list-style-type: none"> - Administration - Production dept - Community services - Natural resources - Works & infrastructure 	Support implementation of project activities in the entire district directly sub counties and communities	<ul style="list-style-type: none"> - Meetings - Formal letters - Emails - Reports - Joint monitoring - Social media - Phone calls

1.5.2: INTERESTED PARTIES

The projects' stakeholders also include parties other than the directly affected communities: Individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way.

The Table below identifies the key stakeholder groups, their respective relevance to and interests in the project.

Table 5: Interested stakeholders

No.	Stakeholders/Actors	Roles/ relevance	Interest	Engagement strategy
1	District Local Government <ul style="list-style-type: none"> - Political leadership - Administration - Production dept includes OWC - Community services - Natural resources - Works & infrastructure Sub county LG <ul style="list-style-type: none"> - Political leadership - Sub county chief - Agriculture Officer - Community Development Officer - Parish Chiefs 	<ul style="list-style-type: none"> - Support implementation of project activities in entire district directly with sub counties and communities - Work in close collaboration in close collaboration with PCU, Value Chain leads from MAAIF, commodity lead officers, Local Authorities 	<ul style="list-style-type: none"> - Project implementation manuals/ plans/ strategies/policies - Budget support - Capacity building/ training 	<ul style="list-style-type: none"> - Joint monitoring - Meetings - Reports - Radio shows and announcements - Social media - Formal letters & emails - IEC materials - Press releases - Phone calls
2	Private sector,	These include providers of services, goods and materials within the project area that will be involved in the project's wider supply chain or may be considered	<ul style="list-style-type: none"> - Business opportunities - Profit - Capacity development - Access to financial capital 	<ul style="list-style-type: none"> - Press releases - Radio/ TV shows & announcements - Notice boards - Procurement notices - Social media

		for the role of project's suppliers in the future;		- Website
3	Non-Governmental Organizations/ Community Based Organisations	These are Civil society groups and NGOs on the regional, national and local levels, that pursue environmental and socio-economic interests. They play advocacy role in areas they serve. They tend to be closer to the communities where they operate. They also have a scientific understanding of a range of problems associated with projects.	- Project information - Partnerships	- Reports - Meetings - Joint monitoring - Press releases - Social media - Formal letters and emails
4	Beneficiary farmers (individuals & groups)	These are individuals, groups, households directly benefiting from the project. They include vulnerable and marginalized groups as defined in the VMGP.	- Involvement in project activities - Information on the project	- Community barazas/ meetings - Phone calls - Community notice boards - Suggestion boxes - IEC materials - Radio shows
5	Residents individuals & communities near the project area	Residents of the other settlements within the project area, who can benefit from employment and training opportunities stemming from the project;	- Employment opportunities - Training opportunities	- Radio shows - Community notice boards - Phones
6	Academics & researchers	These include academic, research institutions, universities, and organizations	- Project data - Project documents including reports, and studies	- Reports - Website - Meetings - Social media - Radio/ TV shows
7	Politicians at national/regional/local levels;	Members of Parliament, RDCs, LC5s, Local Councilors from the respective project areas	- Value for money	- Media releases - Reports - Meetings - IEC materials - Radio/ TV shows
8	Ministries (Project Steering Committee) - Ministry of Agriculture Animal industry and Fisheries - Office of the Prime Minister - Ministry of Finance Planning and economic development - Ministry of Gender Labour and Social Development - Ministry of Trade and Cooperatives	These are government Ministries, departments and agencies. - Government Ministries provide overall policy direction - Government departments issues permits - Regulatory agencies provide the technical support to adherence of standards, regulations and policies	- Adherence to standards, regulations and policies - Value for money	- Reports - Press releases - Radio/ TV shows - Joint monitoring - Budgets - Work plans - Formal letters - Emails - Meetings

	<ul style="list-style-type: none"> - Ministry of Lands and Housing <p>Departments</p> <ul style="list-style-type: none"> - Chief Government Valuer, - Natural resources etc <p>Agencies</p> <ul style="list-style-type: none"> - Regulatory agencies like NEMA, - Accountability & anti-corruption agencies like IGG, & Auditor General Office 			
9	Mass media like radios, televisions, newspapers, bloggers and associated media interest groups	These include local, country and national print and broadcasting media, digital/web-based entities, and their associations	<ul style="list-style-type: none"> - Advocacy - Publicity - Partnerships 	<ul style="list-style-type: none"> - Meetings - Press releases - IEC materials - Reports - Social media
10	Other notable projects in the region;	These may include projects implemented in the agriculture sector by partners agencies, ministries and civil society	<ul style="list-style-type: none"> - Learning opportunities - Opportunities for collaboration 	<ul style="list-style-type: none"> - Reports - Meetings - Emails - Formal letters
11	Financiers/ Lenders to the Project	These are the financiers of the project i.e. <ul style="list-style-type: none"> - World Bank - Ministry of Finance Planning and Economic Development 	<ul style="list-style-type: none"> - Partnerships - Value for money - Accountability 	<ul style="list-style-type: none"> - Reports - Formal letters - Emails - IEC materials - Media engagements (Radio, TV, print) - Work plans - Accountabilities - Joint monitoring

Disadvantaged/Vulnerable and Marginalized Individuals or Groups

Vulnerable and Marginalized individuals or Groups in the Project refer to those who are likely to be adversely affected by project impacts and/or are more limited than others in their ability to take advantage of Project benefits. Such individuals or groups are susceptible to exclusion from, and/or are unable to fully participate in the mainstreaming consultation process and as such may require specific measures and assistance to ensure adequate inclusion in Program activities. Vulnerable Groups according to ESS7 include hunter-gatherer communities, pastoralist and agro-pastoralist communities which in this project include groups like Ik/Teuso of Kabong, Batwa, Tepeth, the Benet of Mt. Elgon, female headed households, people with disabilities, elderly persons amongst others.

Vulnerable groups in Uganda are also defined in the legal frameworks as demonstrated in the table below;

Table 6: Uganda vulnerable people groups

Conflict related	Demographic categories	Poverty related
<ul style="list-style-type: none"> ❖ Refugees ❖ Internally displaced Persons ❖ War orphans ❖ Abductees <p>Households living near conflict zones.</p>	<ul style="list-style-type: none"> ❖ Asset- less widows and widowers; ❖ Orphans and abandoned children; ❖ Female headed households; ❖ Child headed households; ❖ People with disabilities [PWD) ❖ The chronically sick; ❖ HIV/AIDS infected and affected persons; ❖ Victims of domestic violence; ❖ Ethnic minorities; ❖ Street children 	<ul style="list-style-type: none"> ❖ Urban and rural poor; ❖ Urban unemployed; ❖ Low paid workers ❖ Informal sector workers ❖ Beggars ❖ Squatters ❖ Landless ❖ Nomadic pastoralists Peasants ❖ Plantation workers ❖ Unemployed Youth

(Source: The National Equal Opportunities Policy, 2006, -MoGLSD-Kampala).

The Vulnerable and Marginalized Groups Plan (VMGP) has been prepared alongside this SEP to guide full engagement of Vulnerable and marginalized Groups Communities. Site specific interventions have been prepared at the community level (*refer to VMGPs for the Batwa, IK, Tepeth, and Benet*). Therefore, the implementation of the VMGP in the Project will help the Vulnerable Groups to create important opportunities for improving their quality of life and wellbeing.

1.6 STAKEHOLDER ANALYSIS

A sound community relations approach to engagement with stakeholders, builds on in-depth and structured analysis of stakeholders. It also allows UCSATP to determine which stakeholder groups to prioritize within the stakeholder engagement/community relations strategy. For example, influential stakeholders who are significantly impacted by the Project typically make good partners for UCSATP to work with, while stakeholders with limited influence who are significantly impacted are best approached through an empowerment or rights protection perspectives, as they may not have the capacity to represent themselves properly.

Similarly, interested parties can be a low priority for community relations efforts, but their capacity to exert high influence over the Project, means that they need to be kept informed and involved, while building strategies to reduce any inappropriate demands that they place on the Project.

The analysis involves mapping stakeholders using the following three key determinants:

- a. The stakeholder’s projected level of interest in the Project;
- b. The Project’s potential impact on the stakeholder; and
- c. The stakeholder’s degree of influence/power on or value to the Project.

The UCSATP definitions of impact/interest and influence/power are described in Table below.

Table 7: Definitions for stakeholder analysis and mapping

Significance	Impact/Interest axis	Influence/Power axis
High	<ul style="list-style-type: none"> ❖ The stakeholder will experience a high degree of impact as a result of the Project (e.g., resettlement, complete loss of livelihood, loss of pasture/water, etc.); or ❖ The project is directly related to stakeholder's institutional field of interest and/or responsibilities. 	The stakeholder has decision-making powers regarding whether the project will go ahead or not and/or about the adequacy of the ESIA process and/or UCSATP mitigation strategies.
Medium	<ul style="list-style-type: none"> ❖ The stakeholder will experience some degree of impact but impacts can be managed and/or mitigated, or ❖ The project or aspect thereof has some relevance to the stakeholder's institutional field of interest and/or responsibilities 	The stakeholder can influence the scope and timing of the ESIA and/or UCSATP's mitigation strategies.
Low	<ul style="list-style-type: none"> ❖ The stakeholder will experience very few effects as a result of the project; or ❖ The project has limited relevance to the stakeholder's institutional field of interest and/or responsibilities 	The stakeholder has very little control over the project.

Table 8: Stakeholder impact/power matrix for the UCSATP

Significance	Impact/Interest axis	Influence/Power axis
High	<ul style="list-style-type: none"> ❖ Beneficiary farmers (individuals & groups) ❖ Businesses in the project area ❖ District Local Government ❖ Sub county Local Governments ❖ Financiers/ Lenders to the Project (World Bank & MoFPED) 	The stakeholder has decision-making powers regarding whether the project will go ahead or not and/or about the adequacy of the project processes and/or mitigation strategies.
Medium	<ul style="list-style-type: none"> ❖ Residents, individuals & communities near the project area ❖ Private sector (suppliers, contractors, consultants) ❖ Project Steering Committee, UCSATP-PCU, ❖ Government Departments like Chief Government Valuer, & Natural resources ❖ Regulatory agencies like NEMA, ❖ Accountability & anti-corruption agencies like IGG, & Auditor General Office ❖ Politicians at national/regional/local levels; ❖ Mass media like radios, televisions, newspapers, bloggers and associated media interest groups 	The stakeholder can influence the scope and timing of the project and/or UCSATP's mitigation strategies.
Low	<ul style="list-style-type: none"> ❖ Non-Governmental Organizations/ Community Based Organisations ❖ Academicians & researchers ❖ Other notable projects in the region 	The stakeholder has very little control over the project.

UCSATP will continue to undertake analysis of its various stakeholder groups to identify any new stakeholders and determine/confirm the appropriate level and methods of consultation and engagement for each stakeholder group. The Senior Social Development Officer will be responsible for ongoing stakeholder identification, mapping and analysis. The officer will also be responsible for updating the stakeholder database and matrix as well as creating/updating Key Stakeholder Profiles.

1.7 ENGAGEMENT STRATEGIES/METHODS AND TOOLS

The project makes use of various methods of engagement as part of its continuous interaction with the stakeholders. For the engagement process to be effective and meaningful, a range of various techniques need to be applied that are specifically tailored to the identified stakeholder groups. The format of every consultation activity meets general requirements on accessibility, i.e., should be held at venues that are easily reachable and do not require long commute, entrance fee or preliminary access authorization, cultural appropriateness (i.e., with due respect to the local customs and norms), and inclusiveness, i.e., engaging all segments of the local society, including disabled persons, the elderly, minorities, and other vulnerable individuals. If necessary, logistical assistance can be provided to enable participants from the remote areas, persons with limited physical abilities and those with insufficient financial or transportation means to attend public meetings scheduled by the project.

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

Various methods of engagement are being used as part of the project's interaction with the stakeholders, to ensure that different stakeholder groups are successfully reached and are involved in the process of consultation, decision-making and the development of impact management solutions.

International standards increasingly emphasize the importance of a consultation being **Free, Prior and Informed (FPI)**, which implies an accessible and unconstrained process that is accompanied by the timely provision of relevant and understandable information. In order to fulfil this requirement, a range of consultation methods are applied that specifically focus on this approach. Information that is communicated in advance of public consultations primarily includes an announcement thereof in the public media, local and national, as well as the distribution of invitations and full details of the forthcoming meeting well in advance, including

the agenda. It is crucial that this information is widely available, readily accessible, clearly outlined, and reaches all areas and segments of the target community.

APPROACH TO FPI

These parameters can be achieved by implementing the following approach:

- a. **Advance public notification of an upcoming consultation meeting follows the same fundamental principles of communication**, i.e., it should be made available via publicly accessible locations and channels. The primary means of notification may include mass media and the dissemination of posters/advertisements in public places. The project keeps proof of the publication (e.g., a copy of the newspaper announcement) for accountability and reporting purposes. Existing notice boards in the communities may be particularly useful for distributing the announcements, such as boards adjacent to the widely visited public premises—district offices, trading centers, market places, stores, bus parks, and offices of the local NGOs. When the notifications are placed on public boards in open air, it should be remembered that the posters are exposed to weather, may be removed by by-passers or covered by other advertisements. The project’s staff will therefore maintain regular checks in order to ensure that the notifications provided on the public boards remain in place and legible;
- b. **Selecting the methods of communication that reach the potential audience with lower levels of literacy or those who are not well-versed in the technical aspects of the project.** Oral communication is an option that enables the information to be readily conveyed to such persons. This includes involving the selected community representatives/community leaders/local NGOs and initiative groups to relay up-to-date information on the project and consultation meetings to other members of the community. Advertising the project and the associated meetings via radio or television and making direct calls (in case fixed-line or mobile phone communication is available) is another method that allows reaching out to most audiences. The announcement of a public meeting or a hearing is made sufficiently in advance, thereby enabling participants to make necessary arrangements, and provides all relevant details, including date, time, location/venue and contact persons.
- c. **Placement of the project materials in the public domain** is also accompanied by making available a register of comments and suggestions that can be used by any member of the affected community and general public to provide their written feedback on the contents of the presented materials. As a rule, the register is made available for the entire duration of the requisite disclosure period. Where necessary, a project representative or an appointed consultant should be made available to receive and record any verbal feedback in case some stakeholders experience a difficulty with providing comments in the written form.
- d. **Drafting an agenda for the consultation meeting** is an opportunity to provide a clear and itemized outline of the meeting’s structure, sequence, chairpersons, a range of issues that will be discussed and a format of the discussion (e.g. presentation/demonstration followed by a Questions & Answers – Q&A session, facilitated work in small groups,

feature story and experience sharing, thematic sessions with a free speaking format enabling the exchange of ideas). A clearly defined scope of issues that will be covered at the meeting gives the prospective participants an opportunity to prepare their questions and comments in advance. It is essential to allocate a sufficient amount of time for a concluding Q&A session at the end of any public meeting or a hearing. This allows the audience to convey their comments and suggestions that can subsequently be incorporated into the design of the project. Keeping a record of all public comments received during the consultations meetings enables the project's responsible staff to initiate necessary actions, thereby enhancing the project's overall approach taking into consideration the stakeholders' priorities. The recorded comments and how they have been addressed by the project become an appropriate material for inclusion in the project's regular reporting to the stakeholders;

- e. **Distribution of targeted invitations to the consultation meeting** or a hearing is an important element of the preparation process and is based on the list of participants that is compiled and agreed in advance of the consultation. Invitations may be sent both to certain individuals that have been specifically identified as relevant stakeholders (e.g. representatives of authorities, leaders of local NGOs and initiative groups, village/community chairpersons) and as public invites (e.g. addressed to initiative and professional bodies, local organizations, and other public entities). Text of individual invitations can be tailored to reflect the specifics of an invitee and their role in the process, whereas the text of public invitations normally indicates general details. Means of distributing the invitations should be appropriate to the customary methods of communication that prevail locally in the Project Area of Influence (PAI). Depending on the availability and technical feasibility, the following means of distribution can be used: direct mail (post); as an inclusion with other existing public mailings, circulates from a local authority. The invitation should typically contain a clear request for confirmation of the participation, also specifying a date by which the confirmation is expected. All invitations that will be sent out are tracked in order to determine and manage the response rate. If no response has been received, the invitation can be followed up by a telephone call or e-mail where possible.
- f. **An attendance list is made available at the commencement of the consultation/hearing in order to record all participants who are present at the meeting and their affiliation.** Wherever possible, attendees' signatures should be obtained as a proof of their participation. Details of the attendees who were not initially on the list (e.g., those participating in place of somebody else, or general public) should be included in addition to those who have registered for the meeting in advance.
- g. **The introductory initial part of the meeting or a hearing should be delivered in a format that is readily understandable to the audience of laypersons and should be free of excessive technical jargon.** If necessary, preference should be given, whenever possible, to the oral and visual methods of communication (including presentations, pictorials, illustrations, graphics and animation) accompanied by hand-out materials imparting the relevant information in understandable terms rather than as text laden with

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

- h. If a large audience is expected to attend a public meeting or a hearing, necessary arrangements should be made to ensure audibility and visibility of the presentation and any demonstrations involved. This includes provision of a microphone, proper illumination, projector, places allocated for the wheelchair users, etc.
- i. Taking records of the meeting is essential both for the purposes of transparency and the accuracy of capturing public comments. At least three ways of recording may be used, including:
 - taking written minutes of the meeting by a specially assigned person or a secretary;
 - audio recording (e.g., by means of voice recorders); and
 - photographing.
- j. The latter should be implemented with a reasonable frequency throughout the meeting, allowing notable scenes to be captured but at the same time not distracting or disturbing the audience excessively. Where feasible, the video recording may also be undertaken. Combination of these methods assures that the course of the meeting is fully documented and that there are no significant gaps in the records which may result in some of the important comments received from the stakeholder audience being overlooked.
- k. As a possible option in addition to the Q&A session nearer the close of the public meeting/hearing, evaluation (feedback) forms may be distributed to participants in order to give them an opportunity to express their opinion and suggestions on the project. This is particularly helpful for capturing individual feedback from persons who may have refrained from expressing their views or concerns in public.

Box 2: Evaluation of consultation meeting

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

h. What aspects of the meeting they particularly appreciated or would recommend for improvement?

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

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

Table 9: Methods, Tools and Techniques for stakeholder engagement

Method/Tool	Description and Use	Contents	Dissemination Method	Target Groups
Distribution of printed public materials: leaflets, brochures, fact sheets.	Used to convey information on the Project and regular updates on its progress to local, regional and national stakeholders.	<ul style="list-style-type: none"> ❖ Printed materials present illustrative and written information on Project activities, facilities, technologies and design solutions, as well as impact mitigation measures; ❖ Presented contents are concise and adapted to a layperson reader; and ❖ Graphics and pictorials are widely used to describe technical aspects. 	<ul style="list-style-type: none"> ❖ Distribution as part of consultation meetings, public hearings, discussions and meetings with stakeholders, as well as household visits. ❖ Placement at the offices of local administrations and NGOs, libraries and other public venues. 	Households in Project Area of Influence, as well as interested parties.
Distribution of printed public materials: newsletters/ updates.	A newsletter or an update circular sent out to project stakeholders on a regular basis to maintain awareness of the Project development.	Important highlights of project achievements, announcements of planned activities, changes, and overall progress.	<ul style="list-style-type: none"> ❖ Circulation of the newsletter or update sheet with a specified frequency in the Project Area of Influence, as well as to any other stakeholders that expressed their interest in receiving these periodicals. Means of distribution: post, emailing, electronic subscription, delivery in person. 	<ul style="list-style-type: none"> ❖ Households in project areas of Influence. ❖ Public venues in project area of influence-local administrations, libraries. ❖ Residents in project area.
Printed advertisements in the media.	Inserts, announcements, press releases, short articles or feature	<ul style="list-style-type: none"> ❖ Notification of forthcoming public events or 	Placement of paid information in local, regional and national printed media, including those intended	<ul style="list-style-type: none"> ❖ Residents in project area ❖ Interested parties

	stories in the printed media – newspapers and Magazines	<p>commencement of specific Project activities.</p> <ul style="list-style-type: none"> ❖ General description of the Project and its benefits to the community. 	for general reader and specialized audience.	
Radio or television entries	Short radio programmes, video materials or documentary broadcast on TV.	<ul style="list-style-type: none"> ❖ Description of the Project, Project development updates, solutions for impact mitigation. ❖ Advance announcement of the forthcoming public events or commencement of specific Project activities. 	Collaboration with media producers that operate in the region and can reach local audiences.	Residents in project area
Visual presentations	Visually convey Project information to affected communities and other interested audiences.	Description of the Project and related solutions/impact management measures. Updates on Project development.	Presentations are widely used as part of the public hearings and other consultation events with various stakeholders.	Affected communities in the project area, participants of the public hearings, consultations, rounds tables, focus group discussions and other forums attended by Project stakeholders. Authorities and other governmental bodies.
Notice boards	Displays of printed information on notice boards in public places.	Advance announcements of the forthcoming public events, commencement of specific Project activities, or changes to the scheduled process.	Printed announcements and notifications are placed in visible and easily accessible places frequented by the local public, including libraries, village cultural centers, post offices, shop, local administrations.	Directly affected communities in the project area.
Information Feedback				

Information repositories accompanied by a feedback mechanism	Placement of Project-Related information and printed materials in dedicated/designated locations that also provide visitors and readers with an opportunity to leave their comments in a feedback register.	Various Project-related materials, ESMF documentation, environmental and social action plans.	Deposition of materials in publicly available places (offices of local NGOs, local administrations, public libraries) for the duration of a disclosure period or permanently. Audience are also given free access to a register of comments and suggestions.	Directly affected communities in the project area.
Dedicated telephone line (hotline)	The project shall set up a designated and manned telephone line that can be used by the public to obtain information, make enquiries, or provide feedback on the Project. Initially, telephone numbers of Project's specialized staff were shared with the public, particularly staff involved in stakeholder engagement, public relations and environmental protection.	Any issues that are of interest or concern to the local communities and other stakeholders.	Telephone numbers are specified on the printed materials distributed to Project stakeholders and are mentioned during public meetings. Project's designated staff should be assigned to answer and respond to the calls, and to direct callers to specialist experts or to offer a call- back if a question requires detailed consideration.	Local communities within the Project Area of Influence. Any other stakeholders and interested parties.
Internet/Digital Media	Launch of Project website to promote various information and updates on the overall Project, impact assessment and impact management process, procurement, employment opportunities, as well as on Project's engagement	Information about Project operator and shareholders, project development updates, health and safety, community relations, community updates, employment and	A link to the Project web-site should be specified on the printed materials distributed to stakeholders. Other on- line based platforms can also be used, such as web conferencing, webinar presentations, web-based meetings, Internet	Affected and interested parties.

	activities with the public. Web-site should have a built-in feature that allows viewers to leave comments or ask questions about the Project.	procurement, environmental and social aspects.	surveys/polls etc. Limitation: Not all parties/stakeholders have access to the internet.	
Surveys, interviews and Questionnaires	The use of public opinion surveys, interviews and questionnaires to obtain stakeholder views and to complement the statutory process of public hearings.	Description of the proposed Project and related solutions/impact management measures. Questions targeting stakeholder perception of the Project, associated impacts and benefits, concerns and suggestions.	Soliciting participation in surveys/interviews with specific stakeholder groups or communitywide. Administering questionnaires as part of the household visits.	Directly affected households in the Project Area of Influence. Other communities within the Project Area of Influence.
Feedback and suggestion box	A suggestion box can be used to encourage residents in the affected communities to leave written feedback and comments about the Project. Contents of the suggestion box should be checked by designated Project staff on a regular basis to ensure timely collection of input and response/action, as necessary.	Any questions, queries or concerns, especially for stakeholders that may have a difficulty expressing their views and issues during public meetings.	Appropriate location for a suggestion box should be selected in a safe public place to make it readily accessible for the community. Information about the availability of the suggestion box should be communicated as part of Project's regular interaction with local stakeholders.	Directly affected households in the Project Area of Influence. Other communities within the Project Area of Influence.
Consultation & Participation				
Public hearings	Project representatives, the affected public, authorities, regulatory bodies and other stakeholders for detailed discussion on a specific	Detailed information on the activity and/or facility in question, including a presentation and an interactive	❖ Wide and prior announcement of the public hearing and the relevant details, including	Directly affected communities in the Project Area of Influence. Other communities within the Project Area of Influence.

	activity or facility that is planned by the Project and which is subject to the statutory expert review.	Questions & Answers session with the audience.	<p>notifications in local, regional and national mass media. Targeted invitations are sent out to stakeholders.</p> <ul style="list-style-type: none"> ❖ Public disclosure of Project materials and associated impact assessment documentation in advance of the hearing. ❖ Viewers/readers of the materials are also given free access to a register of comments and suggestions that is made available during the disclosure period. 	Residents of in the Project Area of Influence
Household visits	Household-level visits can be conducted to supplement the statutory process of public hearings, particularly to solicit feedback from community members and vulnerable persons who may be unable to attend the formal hearing events.	Description of the Project and related solutions/impact management measures. Any questions, queries or concerns, especially for stakeholders that may have a difficulty expressing their views and issues during formal community-wide meetings.	Visits should be conducted by Project's designated staff with a specified periodicity. Limitation: logistical challenges in reaching households in remote locations.	Directly affected in the Project Area of Influence.
Focus Group Discussions and Round Table Workshops	Used to facilitate discussion on Project's specific issues that merit collective examination with various groups of stakeholders.	Project's specific activities and plans, design solutions and impact mitigation/management measures that require	Announcements of the forthcoming meetings are widely circulated to participants in advance. Targeted invitations are sent out to stakeholders.	Directly affected households in the Project Area of Influence, youth, elderly, women, and other vulnerable groups.

		detailed discussions with affected stakeholders.		
Information centers and field offices	Project's designated venue for depositing Project-related information that also offers open hours to the community and other members of the public, with Project staff available to respond to queries or provide clarifications.	Project-related materials. Any issues that are of interest or concern to the local communities and other stakeholders.	Information about the info center or a field office with open hours for the public, together with contact details, is provided on the Project's printed materials distributed to stakeholders, as well as during public meetings and household visits.	Directly affected communities in the Project Area of Influence and any other stakeholders and interested parties.
Site Tours	Visits to Project Site and facilities organized for local communities, authorities and the media to demonstrate Project solutions. Visitors are accompanied by the Project's staff and specialists.	Demonstration of specific examples of Project's design solutions and approaches to managing impacts.	Targeted invitations distributed to selected audience offering an opportunity to participate in a visit to the Project Site.	Local communities within the Project Area of Influence. Elected officials. Media groups. NGOs and other initiative groups.

1.8 STAKEHOLDER ENGAGEMENT PROGRAM

The main objective of this Stakeholder Engagement Plan (SEP) is to define a program for stakeholder engagement, including public information disclosure and consultation, throughout the UCSATP project implementation cycle. The SEP outlines the ways in which project implementation teams will interface with stakeholders and includes a mechanism by which people can raise concerns or make complaints on activities related to the project and receive feedback on issues raised.

The participation of the local population is essential to the success of project(s), ensure smooth collaboration between project staff and local communities and minimize and mitigate environmental and social risks related to the proposed project activities.

The Key objectives of the SEP are to:

- a) Provide guidance for stakeholder engagement such that the project meets the standards of International Best Practice.
- b) Identify key stakeholders that are affected, interested and/or able to influence the Project and its activities.
- c) Identify the most effective methods, timing and structures through which to share project information, and ensure regular, accessible, transparent and appropriate consultation.
- d) Provide a stakeholder's engagement process that provides stakeholders with an opportunity to influence project planning and implementation.
- e) Establish formal grievance/resolution mechanisms.
- f) Define roles and responsibilities for the implementation of the SEP.
- g) Define reporting and monitoring measures to ensure the effectiveness of the SEP and periodical reviews of the SEP based on findings.

1.9 STRATEGY FOR INFORMATION DISCLOSURE

Project Stakeholder Engagement Plan shall be disclosed for public review and comment preferably in English. UCSATP/NPCU will continue applying the similar approach of disclosure for any additional E&S materials that will be prepared as part of the project development. The SEP shall be made available for public review for the period of 60 days in accordance with the international requirements.

- a. Distribution of the disclosure materials will be accomplished by making them available at venues and locations frequented by the community and places to which public have unhindered access. Free printed copies of the SEP will be made accessible for the general public at locations such as: The Project Management Unit offices;
- b. All the District Project Offices;
- c. At the Sub- County offices in the project areas

The disclosure process will include the following:

- a. Placement of the SEP in public domain for 60-day disclosure period
- b. Public consultation meetings in project affected communities and with other stakeholders to present and discuss the input/ findings from reviews on the SEP.
- c. Addressing stakeholder feedback received on the entire disclosure package.
- d. Share annual SEP implementation reports with stakeholders.

The SEP will remain in the public domain for the entire period of project development and will be updated on a regular basis as the project progresses through its various phases, in order to ensure timely identification of any new stakeholders and interested parties and their involvement in the process of collaboration with the

project. The methods of engagement will also be revised periodically to maintain their effectiveness and relevance to the project’s evolving environment.

Methods of disclosure may vary according to target audience. For each media example, identify the specific names, for example, *The Daily Monitor* and *Capital FM, NTV*.

Table 10: Information disclosure channels

Stakeholder Category	Project information to be disclosed	Means of information disclosure
Ministries, Departments and Agencies, Development partners	Project information, implementation approaches	TV’s (NTV, NBS, UBC among others), Newspapers, letters, emails, phone calls, physical visits
District Local Governments, implementing partners	Project information, implementation approaches	Radios (Capital FM or local radio stations), Use of Local councilors, physical visits, meetings,
Farmers	Gender roles, production information	FGDs, Meetings, physical visits, phone calls, women representatives, Local Radios, simplified IEC materials
Vulnerable groups	Production information/benefits	FGD’s, use of local distinct language and trusted leaders. Use of skilled translators, local radios.
Project Affected Persons	Land acquisition, project rights and alternatives/options	Newspapers, TV’s, Radio’s, physical visits, local councilors, social media channels
Ministries, Departments and Agencies, Development, implementing partners	Project implementation, roles and responsibilities	Letters, emails, phone calls, reports, meetings, physical field visits among others
General public	Project information, awareness, risks and mitigation measures	Newspapers, radio’s, TV’s, social media channels

1.10 PROPOSED STRATEGY FOR CONSULTATION

Methods used during consultations may vary according to target audience, some of the strategies include: Interviews with stakeholders and relevant organization; Surveys, polls, and questionnaires; Public meetings, workshops, and/or focus groups on specific topic; and Participatory methods. The table below specifies the stakeholder categories, their roles in the project and proposed engagement strategies.

Table 11: Stakeholder category, their roles in the project and strategy of engagement

Organization/Agency	Role/ Responsibility under the project	Specific functions (relating to CSATP implementation)	Degree of impact and influence	Frequency, timing	Strategies of engagement/Consultation
National Level					
Government Ministries					
Office of the Prime Minister-OPM	Overall coordination of Government Ministries, Departments and Agencies to ensure effective delivery of the project to the people of Uganda.	Perform a coordination of government ministries and departments which are stakeholders in the UCSATP	High	Continuous	<ul style="list-style-type: none"> ❖ Meetings, ❖ Workshops ❖ Reports ❖ Site inspections ❖ Formal letters & emails
Ministry of Finance, Planning and Economic Development-MoFPED	<ul style="list-style-type: none"> a. Trigger relevant economic policies, revenue mobilization; and b. ensure efficient allocation and accountability for project financial resources. 	<ul style="list-style-type: none"> a. Mobilization of necessary bilateral finances for the project; b. Custodian of the financing agreement; and c. support Strategic guidance to the project on matters of finances including accountabilities. 	High	Continuous	<ul style="list-style-type: none"> ❖ Meetings, ❖ Workshops ❖ Reports ❖ Site inspections ❖ Formal letters and emails
Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)	<ul style="list-style-type: none"> a. Creating an enabling environment in the agricultural sector; b. Formulation, review and monitoring of policies, plans, strategies, and standards for the value chain of crops, livestock and fisheries. 	<ul style="list-style-type: none"> a. Establish Project Coordination Unit (PCU/PMU) and Project Implementation Team; b. Set the strategic direction and oversee communications and stakeholder engagement activities for the Project; c. Review communications and engagement plans and materials prepared by contractors to support the engagement approach; d. Develop and implement communications and engagement campaigns that increase awareness and understanding of the Project, 	High	Continuous	<ul style="list-style-type: none"> ❖ Meetings, ❖ Workshops ❖ Reports ❖ Site inspections ❖ Media engagements (radio, TVs, newspapers & magazines) ❖ Social media (WhatsApp, YouTube, twitter & Facebook)

Organization/Agency	Role/ Responsibility under the project	Specific functions (relating to CSATP implementation)	Degree of impact and influence	Frequency, timing	Strategies of engagement/Consultation
National Level					
Government Ministries					
		and build relationships with key stakeholders, and encourage public participation; e. Manage media and government relations; and f. Monitoring and reporting.			
Ministry of Lands, Housing and Urban Development (MoLHUD)	a. responsible for providing policy direction, national standards and coordination of all matters concerning lands, housing and urban development;	a. Guide any process relating to matters of land acquisition in the project where it could arise; and b. Sets standards for compensation which should be fair, adequate and timely.	Medium	Continuous	❖ Meetings, ❖ Workshops ❖ Reports ❖ Site inspections ❖ Formal letters and emails
Ministry of Water and Environment-MoWE	b. management and sustainable utilization of water and environment resources for the betterment; c. To improve the quality Water resources for population; and d. To ensure better access of water and environment resources in all parts of the country.	a. Provide catchment management plans that will be updated to confirm the hotspots that need intervention and as well as for preparing plans for micro catchments; b. The project will also support the creation of catchment management organizations where they do not exist; and c. Coordination and implementation project functions relating to water (irrigation, wetlands restoration drives including restoration of degraded lands).	Medium	Continuous	❖ Meetings, ❖ Workshops ❖ Reports ❖ Site inspections

Organization/Agency	Role/ Responsibility under the project	Specific functions (relating to CSATP implementation)	Degree of impact and influence	Frequency, timing	Strategies of engagement/Consultation
National Level					
Government Ministries					
Ministry of Gender, Labor and Social Development-MoGLSD	<p>a. empower communities in diverse project areas;</p> <p>b. promote cultural growth, skills development and labour productivity;</p> <p>c. Promote gender equality, labour administration, social protection and transformation of communities; and</p> <p>d. to ensure that all Ugandans enjoy better standards of living, especially the disadvantages and vulnerable groups.</p>	<p>Provide mechanisms for effective mainstreaming of cross-cutting themes such as:</p> <ul style="list-style-type: none"> ❖ HIV/AIDS, ❖ gender, ❖ OSH, ❖ PWDs, ❖ Contract and employment aspects, ❖ GBV interventions i.e. VAC SE/SH etc ❖ Vulnerabilities etc 	Medium	Continuous	<ul style="list-style-type: none"> ❖ Meetings, ❖ Workshops ❖ Reports ❖ Site inspections ❖ Media engagements (radio, TVs, newspapers & magazines) ❖ Social media (WhatsApp, YouTube, twitter & Facebook)
Ministry of Local Government-MoLG	<p>a. To inspect, monitor, and offer technical advice/assistance, support supervision and training to all Local Governments;</p> <p>b. To coordinate and advise on matters of harmonization and advocacy; and</p> <p>c. To act as a Liaison/Linkage with the Central Government, MDAs, Private Sector and local governments with regard to development.</p>	<p>Coordinate the effective participation of the 69 project lower government agencies (districts, sub-counties and parish levels as well as communities) in the project.</p>	High	Continuous	<ul style="list-style-type: none"> ❖ Meetings, ❖ Workshops ❖ Reports ❖ Site inspections ❖ Formal letters and emails ❖ Media engagements (radio, TVs, newspapers & magazines) ❖ Social media (WhatsApp, YouTube, twitter & Facebook)

Organization/Agency	Role/ Responsibility under the project	Specific functions (relating to CSATP implementation)	Degree of impact and influence	Frequency, timing	Strategies of engagement/Consultation
National Level					
Government Ministries					
Ministry of Trade, Industry and Cooperatives-MoTIC	<p>a. The Ministry is responsible for promoting trade and industry and cooperatives for the development of the country; and</p> <p>b. To ensure expansion and diversification of trade, cooperatives, environmentally sustainable industrialization, appropriate technology, conservation and preservation of other tradable national products.</p>	Put in place, mechanisms for marketing of CSATP supported products.	Medium	Continuous	<ul style="list-style-type: none"> ❖ Meetings, ❖ Workshops ❖ Reports ❖ Site inspections ❖ Formal letters and emails ❖
Security agencies					
Uganda Peoples Defense Forces-UPDF	To preserve and defend the sovereignty and interior integrity of Uganda. To co-operate with civilian authority in emergency situations in cases of natural disasters.	Cooperate with other security agencies to ensure safety and security of people and their property in project areas especially in those areas with pockets of insecurity such as Karamoja and Sebei.	Low	Continuous	<ul style="list-style-type: none"> ❖ Meetings, ❖ Workshops ❖ Reports ❖ Site inspections ❖ Formal letters and emails ❖ Media engagements (radio, TVs, newspapers & magazines) ❖ Social media (WhatsApp, YouTube, twitter & Facebook)
Uganda Police-UPF	The mandate of Uganda Police Force as provided in the Constitution of the Republic of	UPF will assume key responsibility in the project with respect to prevention of crime, maintenance of law and order	Low	Continuous	<ul style="list-style-type: none"> ❖ Meetings, ❖ Workshops ❖ Reports

Organization/Agency	Role/ Responsibility under the project	Specific functions (relating to CSATP implementation)	Degree of impact and influence	Frequency, timing	Strategies of engagement/Consultation
National Level					
Government Ministries					
	Uganda, and Uganda Police Force Act Cap 303, is protection of life and property, prevention and detection of crime, keeping law and order, and maintenance of overall security and public safety in Uganda.	<p>in the communities. It's Child and Family Protection Unit (CFPU) will undertake investigate all cases related to the abuse of children and women's rights including;</p> <ul style="list-style-type: none"> ❖ domestic violence, ❖ rape ❖ defilement, ❖ sexual harassment, ❖ child abuse and neglect, ❖ child labor incidences, ❖ indecent assault, ❖ child desertion, ❖ children offenders, ❖ trafficking in women and children as well as; <p>Creating awareness on the rights of women and children, iii) Counseling children and women victims of abuse.</p>			<ul style="list-style-type: none"> ❖ Site inspections ❖ Formal letters and emails ❖ Media engagements (radio, TVs, newspapers & magazines) ❖ Social media (WhatsApp, YouTube, twitter & Facebook)
Statutory/ regulatory agencies					❖
National Environment Management Authority-NEMA.	<p>a. Play coordination, monitoring and supervision of environmental aspects with its stakeholders; and</p> <p>b. Promote the integration of environmental considerations into development policies,</p>	Review and approvals of Environmental Assessments for sub-project activities relating to CSATP interventions.	High	Monthly	<ul style="list-style-type: none"> ❖ Reports ❖ Site inspections ❖ Meetings ❖ Formal letters and emails

Organization/Agency	Role/ Responsibility under the project	Specific functions (relating to CSATP implementation)	Degree of impact and influence	Frequency, timing	Strategies of engagement/Consultation
National Level					
Government Ministries					
	plans, programmes and projects, with a view to ensuring the proper management and rational utilization of environmental resources, on sustainable yield basis, for the improvement of the quality of human life in Uganda.				<ul style="list-style-type: none"> ❖ Media engagements (radio, TVs, newspapers & magazines) ❖ Social media (WhatsApp, YouTube, twitter & Facebook)
National Agricultural Research Organization-NARO	<p>a. to coordinate and oversee all aspects of public funded agricultural research in Uganda; and</p> <p>b. undertake research in all aspects of agriculture including crops, livestock, fisheries, forestry, agro-machinery, natural resources and socio-economics.</p>	Will champion research through its institutional framework (especially the ZARDIs) on the project value chains and products.	Medium	Continuous	<ul style="list-style-type: none"> ❖ Meetings ❖ Reports ❖ Bulletins ❖ Workshops ❖ Field visits ❖ Study Tours ❖ Radios, TVs ❖ IEC materials
Uganda Export Promotion Board-UEPB	<p>a. Export promotion and development;</p> <p>b. help in export of products and services out of Uganda;</p> <p>c. offer support services to exporters in Uganda and foreign buyers in terms of market information, assistance with entering and establishing in new export</p>	The eventual growth and development of the envisaged value chains products will be poised towards foreign markets.	Low	Bi-monthly	<ul style="list-style-type: none"> ❖ Meetings ❖ Reports ❖ Workshops ❖ Field visits ❖ News letters ❖ Study Tours ❖ Radios, TVs

Organization/Agency	Role/ Responsibility under the project	Specific functions (relating to CSATP implementation)	Degree of impact and influence	Frequency, timing	Strategies of engagement/Consultation
National Level					
Government Ministries					
	markets, business linkages, export product development and capacity building.				
Private sector	d.				❖
Private sector					
Private Sector Foundation-PSFU	<p>a. a focal point for private sector advocacy as well as capacity building and continues to sustain a positive dialogue with Government on behalf of the private sector;</p> <p>b. aimed at strengthening the private sector as an engine of economic growth in Uganda.</p>	The Foundation will be important when it comes to mobilizing private players under CSATP to align with the objectives of development.	Medium	Bi-monthly	<ul style="list-style-type: none"> ❖ Meetings ❖ Reports ❖ Workshops ❖ News bulletins ❖ Field visits ❖ Study Tours ❖ Radios, TVs ❖ Social media (WhatsApp, YouTube, twitter & Facebook)
Uganda National Farmers' Association-UNFA	<p>a. Lobby and advocate for farmer friendly agricultural policies;</p> <p>b. Build and develop capacity of farmer organizations to render effective services; and</p> <p>c. Increase farmers accessibility to income opportunities and agricultural information.</p>	Will be pivotal in mobilizing and sensitizing farmers on the opportunities and their effective participation in CSATP.	Low	Bi-monthly	<ul style="list-style-type: none"> ❖ Reports ❖ Workshops ❖ FGDs ❖ News bulletins ❖ Field visits ❖ Radios, TVs ❖ Social media (WhatsApp, YouTube, twitter & Facebook)
National Project Steering Committee-NPSC	The committee will approve the project's Annual Work Plans and Budgets (AWP&BS).	Will be Chaired by the Permanent Secretary (PS) MoFPED and the PS MAAIF responsible for providing	High	Bi-annually	<ul style="list-style-type: none"> ❖ Annual workplans ❖ Budgets ❖ Workshops

Organization/Agency	Role/ Responsibility under the project	Specific functions (relating to CSATP implementation)	Degree of impact and influence	Frequency, timing	Strategies of engagement/Consultation
National Level					
Government Ministries					
		strategic guidance to the project. It will comprise of Permanent Secretaries (PS) of MAAIF, Office of the Prime Minister (OPM), MoFPED, Ministry of Trade, Industry and Cooperatives (MoTIC), Ministry of Local Government (MoLG), Ministry of Water and Environment (MoWE). The committee shall also include Directors of National Animal Genetic Resources Centre and Data Bank (NAGRC&DB), National Agricultural Research Organization (NARO), Uganda National Meteorological Authority (UNMA), Comprehensive Refugee Response Framework (CRRF), a representative of Chief Administrative Officer (CAO) with the National Project Coordinator being an ex-officio and Secretary to the committee.			<ul style="list-style-type: none"> ❖ Reports ❖ Fieldtours
National Technical Advisory Committee- NTAC,	a. The advisory committee will be responsible for providing technical support to overall project implementation and approving the national, zonal and district level investments and selected CSA research proposals.	National Technical Advisory Committee, comprising (among others) Commissioners of relevant line Ministries and departments - Commissioner Refugees, including, NAGRC, CRRF, UNMA, NARO Director for Technical Promotion and Outreach, Inter-governmental Technical Working Group responsible	High	Quarterly	<ul style="list-style-type: none"> ❖ Reports ❖ Workshops ❖ FGDs ❖ News bulletins ❖ Field tours ❖ Radios, TVs

Organization/Agency	Role/ Responsibility under the project	Specific functions (relating to CSATP implementation)	Degree of impact and influence	Frequency, timing	Strategies of engagement/Consultation
National Level					
Government Ministries					
		for Projects/Programs as well as private sector and farmer organization representation. The committee shall be chaired by the Director of Agricultural Extension Services			
District level category					❖
Chief Administrative Officer-CAO	<p>a. Ensuring proper use and accountability of resources and revenues in the District;</p> <p>b. Supervising, monitoring and coordinating development activities at the District and Lower Council's and ensuring accountability and transparency in the management and delivery of Council services.</p>	<p>a. The overall coordination and supervision of the project at the district level;</p> <p>b. Responsible for all issues of accountability of CSATP resources at district and local levels; and</p> <p>c. Coordinate monitoring and reporting on project activities and resources.</p>	High	Continuous	<ul style="list-style-type: none"> ❖ Reports ❖ Workshops ❖ Monitoring and supervision ❖ Formal letters and emails ❖ Media engagements (TVs, Radio shows, newspaper adverts & pull-outs)
District Implementation Support Team-DIST	Play a multi-sectoral role of coordinating and steering development program	To be composed of relevant technical departments/staff at the District namely; Production, Natural Resources, Community Services, Administration and Works and engineering.	High	Continuous	<ul style="list-style-type: none"> ❖ Reports ❖ Workshops ❖ Meetings ❖ Site visits ❖ Case studies ❖ Social media (WhatsApp, YouTube, twitter & Facebook)

Organization/Agency	Role/ Responsibility under the project	Specific functions (relating to CSATP implementation)	Degree of impact and influence	Frequency, timing	Strategies of engagement/Consultation
National Level					
Government Ministries					
					<ul style="list-style-type: none"> ❖ Monitoring and supervision ❖ Formal letters and emails
Subcounty level					
Sub County Chief (Senior Assistant Secretary)	To manage and coordinate the implementation of policies, programmes, projects and laws of Government and Local Council III for the general welfare and development of the population.	Oversight role over the activities and functioning of Sub- County Implementation Support Team (SIST) with respect to CSATP activities at sub-county and lower government levels.	High	Continuous	<ul style="list-style-type: none"> ❖ Reports ❖ Workshops ❖ Training sessions ❖ Meetings ❖ Site visits ❖ Monitoring and supervision ❖ Formal letters and emails Social media (WhatsApp, YouTube, twitter & Facebook)
Community level category					❖
Farmers, catchment management organizations, NGOS, CBOs and pastoralists etc.	Implementers and beneficiaries	<ul style="list-style-type: none"> a. Participate in the Community Based Watershed Development (CBWD) model developed by ministry of water and environments under guidance of the District Natural Resource and Environmental Officer; b. Adoption and implementation of project activities. 	Low	Continuous	<ul style="list-style-type: none"> c. Reports d. Workshops e. Training sessions f. Meetings g. Site visits h. Social media (WhatsApp, YouTube, twitter & Facebook)

Organization/Agency	Role/ Responsibility under the project	Specific functions (relating to CSATP implementation)	Degree of impact and influence	Frequency, timing	Strategies of engagement/Consultation
National Level					
Government Ministries					
The Vulnerable and Marginalized Groups according to ESS7 are traditional hunters & food gatherers - Batwa/; - Ik; - Benet; - Tepeth	Vulnerable groups often sidelined in development interventions	Mainstream measures for meaningful inclusion on VMMGs into UCSTP	Low	Continuous	<ul style="list-style-type: none"> ❖ Reports ❖ Community Meetings/ barazas ❖ Training sessions ❖ Case studies/Study tours ❖ IEC materials in local language ❖ Radios
Development Partners especially World Bank	The World Bank is to provide financing and technical assistance to government (GoU/MAAIF) towards operationalization of CSATP.	<ul style="list-style-type: none"> a. Counter financing of CSATP; b. Technical support towards effective and efficient implementation of the project in line with lending agreement; c. Support supervision 	High	Continuous	<ul style="list-style-type: none"> ❖ Reports ❖ Meetings ❖ Inspections ❖ Workshops ❖ Formal letters/ emails

1.11 STRATEGY TO INCORPORATE THE VIEWS OF VULNERABLE GROUPS

The UCSATP Vulnerable and Marginalized Groups Framework (VMGF) and Vulnerable and Marginalized Groups Management Plan (VMGMP), ESMF and GRM provide reference to the actions and procedures that will be applied to receive and respond to the views from the VMGPs.

Views, suggestions and recommendations received from these groups will be responded to during the public consultative meetings or through administrative correspondences or through follow up field visits and discussions with households/community. Issues that require urgent remedial action will be processed through administrative and decision-making steps and feedback provided to the affected people/community within reasonable period (not exceeding 1 month). Feedback on issues that will require attention by the Project Steering Committee will be provided soon after the next Steering committee meeting. Issues that qualify to be incorporated in subsequent project implementation activities and processes will be handled during annual VMGP planning processes.

1.12 MONITORING AND REPORTING

In order to enhance inclusion of the vulnerable groups in the project and tracking stakeholder engagement, a number of Key Performance Indicators (KPIs) will also be monitored by the project on a regular basis, including the following parameters:

Key performance indicators

- a. Number of engagements, consultation meetings and other public discussions/forums conducted within a reporting period (e.g., quarterly, bi-annually or annually);
- b. Number of participants attending consultation meetings and other forums disaggregated to show women, and vulnerable and marginalized persons;
- c. Frequency of public engagement activities;
- d. Geographical coverage of public engagement activities – number of locations and settlements covered by the consultation process, including the Refugee settlements;
- e. Number of public grievances received within a reporting period (e.g., monthly, quarterly, or annually) and number of those resolved within the prescribed timeline;
- f. Type of public grievances received; and Number of press materials published/broadcasted in the local, regional, and national media.

2.0 FINANCIAL RESOURCES

Financial resources for implementing the SEP for project implementation period shall be integrated in work plans and activity budget of the NPCU. Specific annual budgets shall be submitted for approval. The National Project Coordinator (NPC) will confirm these provisions prior to the approval of annual work plans and activity budgets.

Table 12: Budget for implementing the stakeholder engagement plan

Budget Category	No. sub regions/ districts	Quantity	Unit Costs	Times/Years	Total Costs
1.Communication campaigns					
1a. Posters, flyers	13 sub regions (69 districts)	10000	15,000	Continuous	150,000,000
1b. Social media campaigns	13 sub regions (69 districts)		50,000,000	Continuous	50,000,000
2. Trainings					
2a. Training on social/environmental issues for PIU and contractor staff	13 sub regions (69 districts)	69	5,000,000	3	1,035,000,000
2b. Training on gender-based violence (GBV) for Project Implementing Unit (PIU) and contractor staff	13 sub regions (69 districts)	69	5,000,000	3	1,035,000,000
3. Stakeholder perception surveys					
3a. Mid-project perception survey	13 sub regions (69 districts)	69	2,000,000	3	414,000,000
3b. End-of-project perception survey	13 sub regions (69 districts)	69	2,000,000	1	138,000,000
4. Vulnerable engagements					
4a. Engagements with Batwa, IK, Tepeth & Benet	4 sub regions (8 districts)	8	10,000,000	3	240,000,000
5. Grievance Mechanism					
5a. Training of GM committees	13 sub regions (69 districts)	69	5,000,000	2	690,000,000
5b. Suggestion boxes in each district office	13 sub regions (69 districts)	69	100,000	1	6,900,000
5c. GM communication materials	13 sub regions (69 districts)	3000	15,000	3	135,000,000
TOTAL STAKEHOLDER ENGAGEMENT BUDGET:					3,893,900,000

3.0 MANAGEMENT FUNCTIONS AND RESPONSIBILITIES

Management: The over-all responsibility for implementing this SEP is the MAAIF/UCSATP (PCU). The National Project Coordinator (NPC) will be responsible for ensuring that the SEP is satisfactorily implemented by the project implementation teams. The NPC will ensure that stakeholder engagement has been adequately planned for and budgets for these actions included in annual budgets of UCSATP and Contractors/Consultants. The NPC will be assisted by the Deputy Project Coordinator, Value Chain Leads, Senior Social Development Officer, Senior Monitoring and Evaluation Officer, Senior Environmental Health and Safety, and Senior Sustainable Lands Officers

and Communication Officers. The Value Chain Leads shall be responsible for ensuring that the applicable provisions of SEP have been satisfactorily implemented. The Value Chain Leads will ensure that stakeholder engagement has been adequately planned for and budgets for these actions included in annual budgets of their respective value chains. The Contract Managers for contracts and Consultants shall be responsible for ensuring that the applicable provisions of SEP have been satisfactorily implemented by the Contractors and Consultants.

Responsibilities: Within the PCU, the Senior Social Development Officer shall lead on the implementation and overall performance of the SEP with support from the Senior Environmental Health and Safety Officer and Communications Officers. The Safeguards Desks at the PCU will support and monitor implementation of applicable provisions of this SEP by the respective Value Chains and Contractors/Consultants.

The Contract Managers, will require contractors to submit quarterly reports on stakeholder engagement performance and issues that require attention by NPCU.

At the District Local Governments (DLGs), the Chief Administrative Officers or designated Project Focal Person shall be responsible for the implementation of this SEP. The designated project Focal Person working with the Social (DCDO) Safeguards Focal Points will, budget, implement and report on performance of the SEP on behalf of their districts.

At the Sub County level, the Senior Assistant Secretary will work in liaison with the district to provide last mile implementation of the SEP. The Community Development Officer will provide technical guidance including stakeholder identification, categorization, analysis, and designing appropriate strategies for implementation.

4.0 GRIEVANCE MECHANISM

The SEP is linked to the project GRM and will adopt the GRM system established at the NPCU, District, Sub County and community levels. A Grievance Redress Manual was prepared and will be adopted as a guide to operationalize the sub-project GRM. The access points for logging complaints are detailed in Table 13 below. The access points will be updated and publicized from time to time.

The Sub County under direct technical guidance from the District Community Development Officer and as guided in the GRM manual will establish community/ lower GRCs including the workers GRCs. The contractor will adopt the GRM manual, publicize and accordingly train the members of the community and workers GRCs on their roles and responsibilities.

Table 13: Grievance access points for logging complaints

Office	Physical address	Hotline/ numbers	contact	Digital platforms
Uganda Climate Smart Agricultural Transformation Project	Ministry of Agriculture, Animal Industry and Fisheries P.O Box 102, Entebbe Plot 16-18, Lugard Avenue, Entebbe Uganda	Tel: 041 4320004		Email: me_ucsatp@agriculture.go.ug or climatesmartug@agriculture.go.ug X/twitter: @UCSATP, Youtube: youtube.com/@UCSATP, TikTok: tiktok.com/@ucsatp, Follow: WhatsApp groups
Busoga	Iganga (FP/DCDO)	757994922/752/ 702163535		moitieriya@gmail.com / smukoti@gmail.com
	Mayuge (FP/DCDO)	772-368055/ 705-453328/ 0772-368273		emmakawuzii@gmail.com / knfvic@gmail.com
	Buyende (FP/DCDO)	772482119/701229449/ 776939350		fredrickkabbale@yahoo.co.uk/ waiguloemmanuel@gmail.com
	Kamuli (FP/DCDO)	772595849/ 0772 614540		musenero@hotmail.com / mmere2@yahoo.com
	Kaliro (FP/DCDO)	774800803/7557/ 774138573		fredmax38@yahoo.com/ hatibwa@gmail.com
Bukedi	Budaka (FP/DCDO)	788313907/ 777753541		maxwellelinga3@gmail.com / mpindi pherster@gmail.com
	Butaleja (FP/DCDO)	772309755/ 782209922		dugoamina@yahoo.com/ kassimu2099@gmail.com
	Kibuku (FP/DCDO)	774251975/706156131/ 782572211		mbayomichealjohn@gmail.com
	Pallisa (FP/DCDO)	782 583624/ 782556952		okwalingamichael@gmail.com/ wamiredawson@yahoo.com
	Tororo (FP/DCDO)	779679949/ 772555391		okothrujema@gmail.com / vincentowendo2014@gmail.com
Elgon	Bulambuli (FP/DCDO)	772896504/ 779461600		atsekeli@gmail.com / cnamwau@gmail.com
	Bududa (FP/DCDO)			
	Mbale (FP/DCDO)	782081906		wanakinag@gmail.com
	Sironko (FP/DCDO)	785928361/ 772440726		nabugofrancis1@gmail.com / neyindajoseph@gmail.com
	Kween (FP/DCDO)	772 355132/ 0782 660 242		chemtlimo@gmail.com / rosetwoyem@gmail.com
Teso	Bukedea (FP/DCDO)	77-2991699		mike.opolot@gmail.com
	Kaberaido (FP/DCDO)	752451894/775004193/ 772999302		joshagaja@gmail.com / joshagaja@yahoo.com/ nicksonankunda@gmail.com

	Katakwi (FP/DCDO)	775554291/ 777338905	arikoonyait@gmail.com / tinocatherine@yahoo.com
	Kumi (FP/DCDO)	782151884/ 782458282	ogogolr@gmail.com / alexokirigi@gmail.com
	Ngora (FP/DCDO)	782-798920/ 773464918	jacob4mm@gmail.com / jacob4mm@yahoo.com / amurongrace@gmail.com
	Serere (FP/DCDO)	774976938/ 770302112	vinceobul2@gmail.com / amodoifrancis6@gmail.com
	Kalaki (FP/DCDO)	786717075/ 772695101	ocomaf Francis@gmail.com / joatikoro@gmail.com
Karamoja	Abim (FP/DCDO)	772996147/ 0782126227	koguth@yahoo.com / ogwaria@gmail.com
	Kaabong (FP/DCDO)	772647276/781871130/ 772448025	eladuf@yahoo.com / ojok.jimmy@gmail.com
	Kotido (FP/DCDO)	772356128/ 774143130	okudaread@gmail.com / etuko82@gmail.com
	Nakapiripirit (FP/DCDO)	777451845/ 772578462	atibuloese@yahoo.com / dathiyo14@googlemail.com
	Napak (FP/DCDO)	777792997/ 774029790	lodungokolsimon@gmail.com / aganm73@yahoo.co.uk
	Moroto (FP/DCDO)	772582104/ 788742499/751860237	drinangolet@yahoo.com / lolemmargie@yahoo.com
Lango	Apac (FP/DCDO)	782634412/755961486/ 0772 660023	maxwellelinga3@gmail.com / oketoss@yahoo.com
	Dokolo (FP/DCDO)	777333679/ 774236698	opondopatmaj@yahoo.com / judithamuge82@gmail.com
	Amolatar (FP/DCDO)	782271376/ 0772/751332579	dulsonokello@gmail.com / dcdoamolatar@gmail.com
	Oyam (FP/DCDO)	782/755229107/ 772618488	ronald_were@yahoo.com / gira2415@gmail.com
	Alebtong (FP/DCDO)	782972442/ 773535685	edwardokullo@gmail.com / dovicks2020@yahoo.com
	Otuke (FP/DCDO)	772887835/ 782333587	anyuruth@gmail.com / syl_cen@yahoo.com
Acholi	Agago (FP/DCDO)	0782138317/ 0783204227	georgekot@yahoo.com / gabrieloola@gmail.com
	Pader (FP/DCDO)	772901805/792901805/ 789454449	sadolatona@gmail.com
	Nwoya (FP/DCDO)	772671066/ 772309960	ebongtamim1967@gmail.com / akenag188@gmail.com
	Omoro (FP/DCDO)	777367393/757112684/ 772335149	oyetjomo@gmail.com / perryisiro@gmail.com
	Lamwo (FP/DCDO)	772658285/ 772317761	patricmuha@gmail.com / nyeko.wilfred@yahoo.com
	Kitgum (FP/DCDO)	-773232761/ 773890583	alfredkinyer@gmail.com

West Nile	Adjumani* (FP/DCDO)	0774348550/ 0772841354	magodfrey60@gmail.com
	Zombo (FP/DCDO)	782705511 /753705511/ 0777 459 776	kw.onegiu@yahoo.com / walterkumakecho@gmail.com / ocaki.samuel@yahoo.com
	Yumbe (FP/DCDO)	772340967/ 773488505	kawawaras@yahoo.com / rashidkawa064@gmail.com / andstin25@gmail.com
	Nebbi (FP/DCDO)	772949799/ 772683449	piwaj@yahoo.com/ peterokiria@gmail.com
Ankole	Kazo (FP/DCDO)	772972471/705278516/ 786469036	asiimwejb78@gmail.com / muhwezipolly2019@gmail.com
	Kiruhura (FP/DCDO)	772381036/757167656/ 702308600	kenyecathie@gmail.com / tknorah@gmail.com
	Sheema (FP/DCDO)	772/702565326/ 772825254	kansrobs@gmail.com/ turingana@yahoo.co.uk
	Mitooma (FP/DCDO)	772601457/ 0782-431563	mondaylwanga@yahoo.com / allenatuzarirwe@gmail.com
	Isingiro (FP/DCDO)	752598184/775136325/ 776571820	brukasozi@gmail.com / Ststallo79@gmail.com
Kigezi	Kabale (FP/DCDO)	772593312/ 772514850; 701795181	twebazejeniffer@gmail.com / Christophernamara@yahoo.co.uk
	Rukungiri (FP/DCDO)	782385669/752785669/ 772604325	oneckpius@gmail.com/ Agavik@hotmail.com
	Rubanda (FP/DCDO)	782 107 252/ 776580243	romwebesa2@gmail.com / gkahwezi@gmail.com
	Kisoro (FP/DCDO)	772859836/700640258/ 772486806	richamugisha@yahoo.com ; habomugisharichard@gmail.com / niyonzimasam@gmail.com
Rwenzori	Bundibugyo (FP/DCDO)	772-602218/ 782338310	lkisembo@yahoo.com
	Kamwenge* (FP/DCDO)	782362984/ 774053545	kamanyirealred@yahoo.com / hniyigira@gmail.com
	Ntooroko (FP/DCDO)	774423508/ 773598157	bagonza.patrick@gmail.com / Koburungievelyn@gmail.com
	Kabarole (FP/DCDO)	7734448927/ 783419711	dkusiimakwe@gmail.com / mondaychris2011@gmail.com
	Kyegegwa* (FP/DCDO)	782528752/772881969/7 03841367/ 772669806	annamkahunde@gmail.com / kasaijakalya@gmail.com
Bunyoro	Kibaale (FP/DCDO)	772453470/ 775286277	lumu2525@gmail.com / waswajoseph14@gmail.com
	Kiryandongo* (FP/DCDO)	782446765/ 772355182	atwookiissa@gmail.com / gdabanja@yahoo.com
	Kakumiro (FP/DCDO)	774853145/751994095/ 701599700	stephenserumaga@gmail.com/ nicksonankunda@gmail.com
	Kikuube* (FP/DCDO)	772344738/701044019/ 782888039	ntumebarnabas@gmail.com / atumanya.nelson@gmail.com

Buganda	Nakasongola (FP/DCDO)	777525652/ 772590712	xnakamya@gmail.com/ buyinzasemaka@yahoo.co.uk
	Butambala (FP/DCDO)	703655511/773132202/ 754618101, 0782469948	ssentongorobert@gmail.com/ wamalarasah03@gmail.com
	Kyankwanzi (FP/DCDO)	772552660/753723637/ 782655574	achong.moses@yahoo.com/ achongmoses2@gmail.com/ muhanguzi@gmail.com
	Nakaseke (FP/DCDO)	+256772335915, +256701176522/ 777892161	franckikos@yahoo.co.uk/ dbatalingaya@gmail.com
	Gomba (FP/DCDO)	774 955878/ 772993197	benkiddu@gmail.com/ Morganaden33@gmail.com
	Ssembabule (FP/DCDO)	752693848/773237279/ 759113232	byarugabasimon@yahoo.com/ musoketwaha2012@gmail.com
	Mubende (FP/DCDO)	772474306/ 772617274	kisaakyefredric@gmail.com

Timelines for grievance handling

Prompt handling of grievances is encouraged as they are received, and/or addressed and records shall be kept. Where possible, complaints shall be handled instantly especially in cases where complaints are logged in through walk-ins, meeting, media talk shows and call options. However, in cases where complaints have been logged through written format i.e., suggestion boxes or complaint logs, periodic analyses shall be undertaken and the corresponding timelines are elaborated below.

Table 14: Timelines for grievance handling

Action	Resolution Timelines	Responsibility
Acknowledgement of grievance	Acknowledgement within 24 hours i.e.; <ul style="list-style-type: none"> - outlining the grievance process; - providing contact details of the contact person that is responsible for giving feedback about the grievance; - giving an indication of how long it is likely to take to resolve the grievance 	GRC Secretary
Sorting of grievances.	Sorting within 7 days ; <ul style="list-style-type: none"> - whether the grievance is within the scope of the project - whether the grievance is sensitive or non-sensitive 	GRC Secretary
Detailed analysis/ Investigation/Verification and resolution	Investigation within 14 days ; <ul style="list-style-type: none"> - to determine the validity and truthfulness of the grievance; - to verify the claims made by the complainant, and evidence provided to substantiate the claims; and - to determine appropriate redress where required 	Chairperson of the GRC
Resolution	Resolution within 30 days and may include; <ul style="list-style-type: none"> - an apology, - referral, 	Chairperson of the GRC

	<ul style="list-style-type: none"> - negotiation, - compensation etc <p>NB: if the resolution cannot be made within the 30 days, formal communication will be made to the complainant informing them of the reason for the delay</p>	
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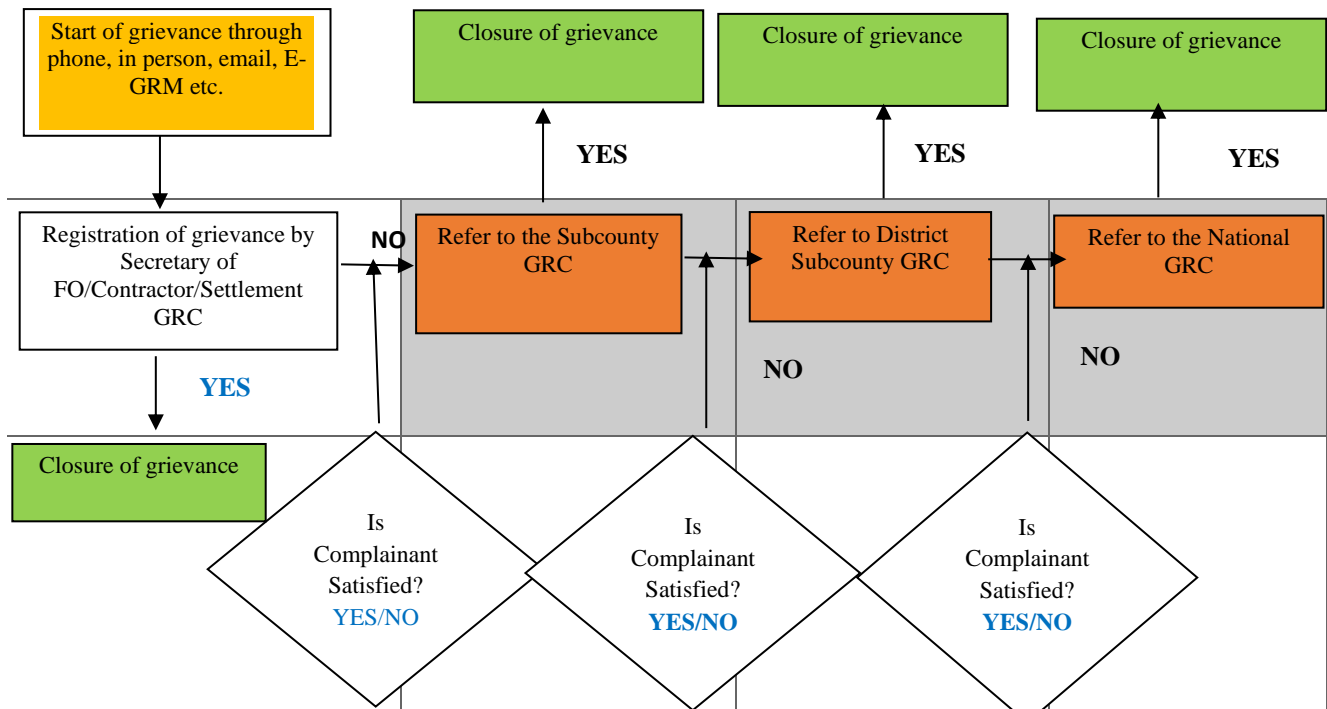
4.1 GRIEVANCE RESOLUTION AND ESCALATION/ REFERRAL PROCESS

The Ugandan laws allow any aggrieved person the rights to access justice through systematic administrative and judicial system. If the complainant remains dissatisfied with any of the structured levels of the grievance mechanism, complainant has a right of appeal to any legal authority. In case of any referrals, the committee will receive a complaint, record it and provide **written referrals within fourteen (14) days** to the next level of structure. Copies of these referrals shall be kept in record file. Efforts shall be made to follow-up on how the resolution of the project related complaints referred are being handled.

Escalation Steps for Unresolved Grievances

The GRM Flow chart below shows the resolution and escalation steps for grievance handling under the Uganda Climate Smart Agricultural Transformation Project.

Flow Chart: Grievance Resolution and Escalation Process



Source: UCSATP Stakeholder Engagement Framework, 2024.

Key

	Grievances resolved and closed
	Grievances escalated to next GRC level

4.2 WORKER GRIEVANCE MECHANISM

An employee grievance is a problem or complaint regarding the work, company culture, or colleagues, including their management. Any communication for the purpose of gaining clarification is not included in the grievance redress process. Employee grievances may include issues such as harassment, unhealthy working environment, employee misconduct, abuse, un-ethical language etc.

Examples of employee grievances in the workplace

To gain a deeper understanding of the types of grievances that can arise in the workplace, it's essential to explore specific examples across different types. Employee grievances can manifest in various ways, ranging from issues related to pay and benefits, concerns about bullying, working conditions, and workload. Addressing these grievances effectively is crucial for maintaining a positive work environment and ensuring compliance with Uganda employment laws.

1) Pay and benefits grievances

One common area of concern for employees is their compensation and benefits package. Grievances related to pay and benefits may include:

- **Salary disputes:** Employees may raise a grievance if they believe they are not being paid in accordance with their employment contract or if they feel that their salary is not equal to their responsibilities and contributions
- **Bonus and incentive disputes:** Grievances may arise if employees believe they are entitled to bonuses or incentives that have not been awarded or if there is a disagreement about the criteria for receiving such rewards
- **Benefits package issues:** Employees may express grievances regarding the adequacy or fairness of their benefits package, including health insurance, retirement plans, and other perks promised in their employment contract
- **Pay discrimination:** Grievances related to unequal pay, especially between employees in similar roles, can lead to a formal complaint if employees perceive that they are being unfairly compensated based on the Uganda Employment Act 2006.

2) Bullying and harassment grievances

Bullying and harassment can create a toxic work environment leading employee to file grievances. Examples of these types of grievances include:

- **Verbal harassment:** Employees may experience grievances related to offensive or inappropriate comments, jokes, or language from colleagues or supervisors.
- **Cyberbullying:** With the rise of digital communication, employees may raise a grievance regarding bullying through emails, messages, or social media platforms.
- **Discrimination:** Grievances may arise if employees feel targeted due to their race, gender, age, disability, or other protected characteristics.
- **Retaliation:** Employees who raise concerns about bullying or harassment and then face retaliation may raise a grievance based on the adverse treatment they experience. Having anti-bullying and harassment policies in place can help you to address these types of grievances. These policies should include the disciplinary and grievance procedure you'll follow if an employee lodges a grievance for bullying or harassment.

3) Working conditions grievances

Issues related to the physical or environmental aspects of the workplace can also lead to grievances. Examples include:

- **Health and Safety concerns:** Employees may raise a grievance if they believe that the workplace poses health and safety risks, such as insufficient personal protective equipment, poor ventilation, or unsanitary conditions.
- **Work space disputes:** Grievances can arise when employees feel that their workspace does not meet reasonable standards or that their needs for privacy or comfort are not being addressed.
- **Unmanageable workloads:** Employees may raise a grievance if they feel overwhelmed by the volume of tasks assigned to them, leading to stress, exhaustion, and potential health issues.
- **Unrealistic deadlines:** Grievances can arise when employees believe that deadlines set by a supervisor/s are unattainable or that they are not given sufficient time to complete tasks.
- **Lack of resources:** Employees may file grievances if they feel they lack the necessary tools, resources, or support to fulfil their job responsibilities effectively.

Rights and Responsibilities

Any employee filing complaint can;	The person who is the subject of the complaint has the right to;	The entity is required to;
<ul style="list-style-type: none"> ▪ contact their immediate supervisor or HR department. ▪ submit an application describing the circumstances in detail ▪ file a plea against any formal decision. 	<ul style="list-style-type: none"> • receive a copy of the accusations. • appeal on any formal decision. 	<ul style="list-style-type: none"> • Organize a structured grievance process. • Analyze without bias. • Treat all employees equally. • Preserve anonymity. • Establish a secure working environment

Workers Grievance Redress Procedure

A. Workers' councils: These will act as a first point for lodging grievances, and thus provides a safer, more accessible, and sometimes anonymous channel for reporting complaints. Workers' councils (also known as worker committees, staff committees, or worker representatives) shall play a crucial role in grievance management providing a structured, often collaborative, channel for employees to raise concerns about their working conditions, treatment, and rights. These committees will function as a bridge between frontline workers and management, thus helps to resolve issues quickly and prevent them from escalating.

B. Report to immediate Supervisor (s): A complainant/victim (includes survivors of GBV/SEA/SH) will report to the Immediate Supervisor (s) as the next stage

The Supervisor is required to address the situation and convey it to the employee within **5 working days**. If the supervisor (s) is unable to fix the complaint, the matter should be transferred to the Human Resource (HR) head.

C. Report to the HR Head

After receiving the complaint, it is the HR Head's responsibility to gather all information and conduct an investigation within **14 days**.

If the situation involves sexual misconduct or theft, the employee has the option to file a complaint outside of the entity. The entity shall follow Survivor centered referral pathway established by Ministry of Gender Labour and Social Development on how duty bearers can respond to GBV cases (*described*

in section 7.4 below) and immediately refer the matter. Respective location and contact details of referral pathways and providers shall be mapped and displayed on public access points by the entity.

4.3 GBV/SEA/VAC GRIEVANCE HANDLING

All workers shall sign a Code of Conduct (CoC) and shall be bound by the clauses therein. Awareness raising, training shall be undertaken prior to signature of CoC and all through during project implementation. This will ensure that all the requirements in CoC's are clearly understood by all workers. This CoC's shall prohibit workers from engaging in SEA, GBV, and VAC while employed under the project. **Sanctions will be applied if a worker is confirmed as a perpetrator such as formal warning, suspension from duty, termination or referral to the police or other authorities as warranted.**

The GBV/SEA/VAC complaints will be received through the Workers Grievance Redress Committee (GRC). The Community Development Officers (CDOs), will act as Community Focal Points and will support the GRCs in registration as well as referrals, psychosocial support services, and case management of all grievances submitted by project and non -project beneficiaries at the community level. GBV/SEA/SH cases that need investigation and prosecution will be referred to the police and will be prosecuted by the courts of law whenever necessary.

The GRCs and all the stakeholders involved in the referral pathways will be trained to enhance capacity for all teams managing GBV/SEA/SH grievances and referrals at all levels for better management of the vices in a more systematic way. The GRCs will be trained on the survivor-centred approach and GBV guiding principles, data management, and roles and responsibilities to facilitate safe, ethical and confidential referrals.

Additional channels through which GBV/SEA/SH cases can be reported include: telephone calls (designated phone contacts provided by MAAIF, and UCSATP at district, community and national levels meant for easy reporting using phone. Individuals will be encouraged to freely walk into MAAIF and UCSATP offices at all levels – national, district, community and Refugee settlements to report GBV/SEA/SH cases. Similarly, any case that will be reported/referred at any level will be followed up and investigated up its conclusion. The project will build the capacity of the persons/team that will be in charge of receiving information/phone calls or managing complaint registers from the public/community on GBV/SEA/SH handling.

MAAIF will procure service provider as part of the Environment and Social Safeguards Contract Supervision Consultant to support GBV/SEA/SH handling. Appropriate budget allocation has been allocated under the GBV/SEA/VAC Action plan.

Annex 1: Attendance list for stakeholder engagements



Bm 2



MINISTRY OF AGRICULTURE, ANIMAL INDUSTRY AND FISHERIES

UGANDA CLIMATE SMART AGRICULTURAL TRANSFORMATION PROJECT (UCSATP)

ACTIVITY: District Stakeholder Engagements

SUB-REGION: RWENZORI

DISTRICT: NTOOROKO

LOCATION: District HQs

DATE: 02-01-2025

No	NAME	GENDER		TITLE	INSTITUTION/ DISTRICT	CONTACT	SIGNATURE
		M	F				
1.	KULE YOWASI	✓		AHO	NDLG	0777676799	<i>[Signature]</i>
2.	Baguma Lavben	✓		AHO	Ntooroko DLG	0779835809	<i>[Signature]</i>
3.	Bukambale Godfrey	M		For LCTII	Nombe s/c	0775406652	<i>[Signature]</i>
4.	Kule YONAH	M		For SAS	Nombe S/country	0777873710	<i>[Signature]</i>
5.	AGUM MOSES	✓		CAO	NDLG	0782367928	<i>[Signature]</i>
6.							
7.							
8.							



Bm 2



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DATE: 02/01/2025

No	NAME	GENDER		TITLE	INSTITUTION/ DISTRICT	CONTACT	SIGNATURE
		M	F				
1.	MUKYMUZA BRIAM	✓		RETUGEEFIP	HTOROKO	077758484	<i>[Signature]</i>
2.	MASEREKA CHARLES	✓		Sec for CBS	HTOROKO DLG	0774127613	<i>[Signature]</i>
3.	KABUBU JOHN	✓		D/councilor	Ntoroko DLG	0784506112	<i>[Signature]</i>
4.	Musiuguzi Jackson	✓		CDO	Ntoroko DLG	0756111452	<i>[Signature]</i>
5.	Kighiwhiro matayo	M		AO	Ntoroko DLG	0772651148	<i>[Signature]</i>
6.	SYAMDELEHERE LIVERSON	M		AO	Ntoroko DLG	0787502720	<i>[Signature]</i>
7.	MUJUZI DAN	✓		AHO	Ntoroko	0782309771	<i>[Signature]</i>
8.	KAHUNGU NOAH	✓		P.A.O	Ntooroko DLG	0774031910	<i>[Signature]</i>
09	Rahmu Ibrahim			Comm. officer	NDLG	0773411296	<i>[Signature]</i>

MINISTRY OF AGRICULTURE, ANIMAL INDUSTRY AND FISHERIES

UGANDA CLIMATE SMART AGRICULTURAL TRANSFORMATION PROJECT (UCSATP)

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No	NAME	GENDER		TITLE	INSTITUTION/ DISTRICT	CONTACT	SIGNATURE
		M	F				
✓ 1.	Birungi Josphine		✓	Assistant Agric officer	Ntoroko District	0782792787	<i>[Signature]</i>
✓ 2.	MUTEGERI MOSES	✓		AEO/CIVIL FOR DIE	NTOROKO BHOTS	0789282784	<i>[Signature]</i>
✓ 3.	Ninsima Benjamin	✓		Asistant A.A.HO	NOMBE SIB	0783075299	Ninsima
✓ 4.	Businge Yahaya	✓		CDO	BWERAMURESC 0774507851	0774507851	<i>[Signature]</i>
✓ 5.	MAATE RAPHAEL G	✓		LC III CIP	KARUGUTU T/C	0782431733	MTRC
✓ 6.	Kabusiima John Bosco	✓		v/c/person LC III	Kibunku T/c	0782465499	<i>[Signature]</i>
✓ 7.	Kabugo Eddy M	✓		VL/PLCV	NTOROKO	0771257595	<i>[Signature]</i>
✓ 8.	Mase reka Mubarak	✓		DEO	NToroko	0782805146	<i>[Signature]</i>
✓ 9.	Kidawalime Denis	M		AG. DIA	NDLG	0774811207	<i>[Signature]</i>

BH 2

MINISTRY OF AGRICULTURE, ANIMAL INDUSTRY AND FISHERIES

UGANDA CLIMATE SMART AGRICULTURAL TRANSFORMATION PROJECT (UCSATP)

 ACTIVITY: District Stakeholders Engagement

SUB-REGION: RWENZORI

DISTRICT: NTOOROKO

 LOCATION: District HQs

 DATE: 02/01/2025

No	NAME	GENDER		TITLE	INSTITUTION/ DISTRICT	CONTACT	SIGNATURE
		M	F				
✓ 1.	Biira Sylvia		✓	C.D.O	Nombe s/c	0777638978	<i>[Signature]</i>
✓ 2.	Namara Dorothy		✓	C.D.O	Rwebicango s/c	0775512770	<i>[Signature]</i>
✓ 3.	Mbene Mathew	✓		For DPC	Ntoroko	0782139321	Mbene
✓ 4.	Rtd Maj. Edward Mugabirwa	M		R.D.C	NDLG	0772825923	<i>[Signature]</i>
✓ 5.	WILLIAMS KASORO	M		LCV CIP	NTOROKO DLG	0786306860	<i>[Signature]</i>
✓ 6.	Thembo Kahungu	M		A.A.O	Kanara T/C	0778763414	<i>[Signature]</i>
✓ 7.	BARONGA STEPHEN	M		AAHO	BWERAMURESC	0773046485 0702498107	<i>[Signature]</i>
✓ 8.	Dr Kaganza Mark	M		Asst vet Officer	NDLG	0702498107	<i>[Signature]</i>