



Republic of Uganda

Soroti Sweet Potato Producers and Processors Association (SOSPPA)

Strengthening Productive Capacity and Resilience of Smallholder Sweet Potato  
Producer Organizations in Uganda Project (P179537)

Stakeholder Engagement Plan

(April 10th, 2025)

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## Acronyms

Global Agriculture and food Security Program (GAFSP)			
ACDP	Agriculture Cluster Development Project's		
AHA	Anti-Homosexuality Act		
CAO	Chief Administrative Officer		
CDO	Community Development Officer		
CIP	International Potato Centre		
CHS	Community Health, and Safety risks		
CLOs	Community Liaison Officers		
COVID-19	Coronavirus Disease of 2019		
DAO	District Agricultural Officer		
DEO	District Environment Officer		
DLGs	District Local Governments		
DPO	District Production Officer		
EISM	Enhanced Implementation Support and Monitoring		
ESCP	Environmental and Social Commitment Plan		
ESF.	(World Bank's) Environment and Social Framework		
ESMF	Environmental and Social Management Framework		
ESS	Environmental and Social Standards		
ESRS	Environmental and Social Review Summary		
FDG	Focus Discussion Groups		
GAFSP	Global Agriculture and food Security Program		
GBV	Gender-Based Violence		
GC	Grievance Committees		
GHG	Green House Gas (Emissions)		
GoU	Government of Uganda		
GM	Grievance Mechanism		
GRC	Grievance Redress Committee		
GRM	Grievance Redress Mechanism		
GRS	(World Bank's) Grievance Redress Service		
HIV/AIDS	Human immunodeficiency virus/ Acquired	Immune	deficiency
Syndrome (AIDS).			
IDA	International Development Association		
IFC	International Finance Corporation		
IND	Inclusion and Non-discrimination		
LC	Local Council		
LGs	Local Governments		
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries		
MDAs	Ministries, Departments and Agencies		
MoU	Memorandum of Understanding		
NEMA	National Environment Management Authority		
NGO/CSOs	Non-Governmental Organization/Community Based Organizations		

ODPP	Office of Director of Public Prosecutions
OHS	occupational health, and safety risks
OFSP	Orange-Flesh Sweet Potato
PAD	Project Appraisal Document/Project Paper
PAI	Project Area of Influence
PAPs	Project affected Persons
PCU	Project Co-ordination Unit
PIU	Project Implementation Unit
POM	Project Operations Manual
POs	Producer Organizations
PSUs	Project Support Unit
PWDs	People with Disabilities
RPF	Resettlement Policy Framework
SACCO	Savings and Credit Cooperative Society
SEA/SH	Sexual Exploitation and Abuse/Sexual Harassment
SEP	Stakeholder Engagement Plan
SOSPPA	Soroti Sweet potato Producers and Processors Association
TV	Television
VMIG	Vulnerable or Marginalized Individuals or Groups
UBOS	The Uganda Bureau of Statistics
UMFSNP	Uganda Multi-Sectoral Food Security and Nutrition Project
UNFE	Uganda National Farmers' Federation

## 1.0 Project Description

**Project Context.** The Teso sub-region (project area) of Uganda has a population of about 2.5 million people, 70 percent<sup>1</sup> of whom are youth (35 years or younger). The region has the highest poverty level in the country with at least 53 percent living in extreme poverty, where more than 50 percent of agricultural household's experience food shortages. This region is the largest producer of sweet potato, which is their staple food (UBOS, 2019). However, immediate and midterm negative effects of COVID-19 on production and processing of foods, commodity prices, household incomes of farmers, and diet quality in that region have been observed. These outcomes further compounded the pre-COVID challenges for smallholder-based agricultural value chains in Uganda stemming from high input and transaction costs in addition to limited investments in infrastructure and services.

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<sup>1</sup> Akampumuza et al., 2020

Hence, there is an urgent need to target technical and business development support to strengthen the capacity of key stakeholders to pursue new and promising market opportunities in this value chain. In this regard, producer organizations (POs) can play a pivotal role including amongst others: providing farmers with reliable input and output markets and mitigate market failures that constrains their associated ability to do business; using collective bargaining to get discounted input prices and higher output prices for members; and facilitating farmers' access to distant markets through joint marketing. POs therefore play a critical role in building the resilience of rural communities during systemic shocks such as pandemics and droughts. However, in countries like Uganda, weak technical competence and management capacity and poor governance often severely limit the performance of POs and prevent them from harnessing collective action amongst their members to thrive and grow. These limitations must and can be overcome through targeted capacity strengthening of POs such as SOSPPA. In case of this proposed project, there are strong market opportunities for expanding and diversifying production and value addition of sweet potato and other crops grown by its members. In particular, for sweet potato, SOSPPA can utilize technologies and management practices developed by its partners, including the International Potato Center (CIP), to accelerate product development and marketing on the basis of a solid understanding of market demand.

**Project development objective:** The Strengthening Productive Capacity and Resilience of Smallholder Sweet potato Producer Organizations in Uganda Project aims to increase production and consumption of sweet potato and build the resilience of the smallholder producers and processors for economic value addition in project areas.

The overarching goal of this project is to build the capacity and resilience of producer organisations like SOSPPA to respond to the COVID-19 pandemic and other shocks by improving food, nutrition, and income security of its members. This will be achieved through processing and value addition and the promotion of profitable and sustainable sweet potato-based innovations and linkage to markets, financing, and weather insurance in six project districts namely Katakwi, Serere, Soroti, Bukedea, Ngora, and Amuria. The project will harness the experiences of Uganda Multi-Sectoral Food Security and Nutrition Project (UMFSNP) and International Potato Center (CIP), together with the Development and Delivery of Biofortified Crops at Scale project of World Food Programme, and build on the ongoing Agriculture Cluster Development Project's (ACDP) value chain development initiative, in pursuing the specific objectives of the proposed project components.

**The Strengthening Productive Capacity and Resilience of Smallholder Sweet potato Producer Organizations in Uganda Project comprises the following components:**

Component 1: Improve market access and farm incomes for SOSPPA farmers through OFSP marketing, processing, and value addition supported by effectively managed facilities and trainings. (US\$ 0.680,641 million)

Component 2: Increase productivity and production of sweet potato roots and vines, and other nutritious crops, amongst SOSPPA farmers with yield-enhancing inputs, improved and climate smart agricultural practices. (US\$ 0.597,706 million)

Component 3: Promote diversified utilization and consumption of OFSP products amongst SOSPPA members and in current and new markets. (US\$ 0.616,320 million)

Component 4: Strengthen SOSPPA's governance and management capacities to deliver services to its members. (US\$ 0.438,666 million)

The Project is being prepared under the World Bank's Environment and Social Framework (ESF). Per Environmental and Social Standard ESS10 on Stakeholder Engagement and Information Disclosure. SOSPPA as an implementing agency will provide stakeholders with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination, or intimidation.

#### **. Environmental and Social Risks and Impacts.**

The above-mentioned components are expected to contribute to varied environmental and social risks relating to construction of silage processing hub in the various six project districts and its risks associated with civil work. These will largely occur during the construction phase, which may include: noise, dust, solid waste accumulation, occupational health, and safety risks (OHS), community health, and safety risks (CHS), and the risks of communicable diseases including HIV/AIDS. Other risks associated with the planned agricultural activities include increase in the rate of extraction of soil nutrients and impoverishment of the soils due to increase in vine and root production; Potential increase in the build-up of pests and diseases in the project areas hence increase in use of pesticides (e.g., insecticides and fungicides); and Green House Gas (GHG) emissions; potential pollution of water sources and aquatic life where there is improper handling of pesticides, associated potential health risks to the users and communities which may come out of pollution highlighted earlier. Solid waste accumulation from the agricultural activities will be minimal.

Social risks may include Economic displacement and/or restricted access to land impacting users of the project land donated (by Soroti District Local Government to the project). ( , impacts induced by labor influx (though minimal) due to civil works such as GBV, SEA/SH, and increase in HIV/AIDS spread., potential child abuse and labor, GBV risks associated with increased incomes and economic empowerment of women could result in displacement and exclusion women from the the sweet potato value chain, and inadequate engagement of the multiple stakeholders might pause discrimination and

exclusion risks to vulnerable or marginalized individuals or groups from accessing projects benefits and opportunities.

In June 2024, the preparation of SOSPPA like other projects adopted positive measures to manage the risk of potential discrimination against or exclusion of any affected individuals or groups in providing or receiving benefits in World Bank-financed projects and programs in Uganda. The major environmental and social documents and instruments of SOSPPA including PAD, ESMF, ESCP and the SEP have sections spelling out the specific measures and obligations.

Regarding this law, the Government of Uganda issued five Circulars including the Circular on Uganda's Social Safeguard Policies by the Ministry of Finance, Planning and Economic Development. Since then, GoU has taken various actions (see Annex 1) to ensure inclusion and non-discrimination for all World Bank [financed] projects in Uganda. Of specific reference is the Letter of Assurance of September 21, 2023, by the Permanent Secretary / Secretary to the Treasury on Uganda's Social Safeguard Policies, which spells out the following:

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

The World Bank commits to support the process of enhancing implementation and monitoring by defining clear tools and establishing mechanisms for monitoring non-inclusive and non-discriminatory policies and handling of grievances as relates to AHA within PIUs/PCUs. This will include requiring scheduled (monthly) progress reports regarding policy implementation and effectiveness in managing complaints from the PIUs/PCUs.

Furthermore, training will be offered to all concerned parties to promote sensitization to discrimination and exclusion. Finally, the GRM will be adapted to take into consideration complaints related to discrimination and exclusion. In support of this requirement, the World Bank has hired a credible international entity (firm, agency) with strong knowledge of the Ugandan context and a track record of enhanced third-party implementation support and performance monitoring to undertake this role on its behalf. The entity (for the Enhanced Implementation Support and Monitoring, or EISM, mechanism) is expected to work with NGO/CSOs and country-based development partners and will focus primarily on supporting project teams to implement mitigation measures to address grievances and concerns from beneficiaries, communities, and workers relating to discrimination from project benefits and opportunities. (The details are provided in Annex 2). The objectives of the EISM include:

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

The EISM will establish mechanisms for monitoring non-discrimination policies and grievance handling within PIUs/PCUs by requiring scheduled monthly reports from the PIUs/PCUs on their progress with policy implementation and grievance handling. This will involve reporting on actions to implement the mitigation measures and data on grievance handling in each World Bank supported project under implementation or planned for implementation in Uganda, including Strengthening Productive Capacity and Resilience of Smallholder Sweet potato Producer Organizations in Uganda Project (SOSPPA)

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## 2. Objective/Description of SEP

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle. The SEP outlines the ways in which the project team will communicate with stakeholders including 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. The objectives are in line with ESS10 as follows; To identify, build and maintain constructive relationships with stakeholders in particular the project affected persons
- 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 environmental and social performance.
- c. To promote and provide means for effective, inclusive and non-discriminative engagement with project affected parties throughout the project life cycle on issues that could potentially affect them.
- 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.

## 3. Stakeholder identification and analysis

### 3.1 Methodology

To meet best practice approaches, the project will apply the following principles for stakeholder engagement:

- *Openness and life-cycle approach*: Public consultations for the project(s) will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion, or intimidation.
- *Informed participation and feedback*: Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholder feedback, and for analyzing and addressing comments and concerns.
- *Inclusiveness and sensitivity*: Stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive, non-discriminatory, and sensitive.
- *Transparency*: All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods.

- Culturally appropriate Special attention is given to vulnerable groups that may be at risk of being left out of project benefits, particularly women, the elderly, persons with disabilities, displaced persons, and migrant workers and communities, and the cultural sensitivities of diverse ethnic groups.

### 3.2. Affected parties and other interested parties

Affected parties include local communities, community members, and other parties that may be subject to direct impacts from the Project. Specifically, the following individuals and groups fall within this category: farmers beneficiaries (including youth), pregnant and lactating women (PLW), local communities, schools/colleges, and school administration.

The projects' stakeholders also include parties other than the directly affected communities as detailed in table below;

Table 1: Affected parties and other interested parties

Organization/Agency	Role	Specific functions (relating to SOSPPA project implementation)	Degree of impact and influence	Frequency, timing	Methods of engagement/Consultation
<b>District level category</b>					
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 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"> <li>❖ Reports</li> <li>❖ Workshops</li> <li>❖ Inspections</li> </ul>

Organization/Agency	Role	Specific functions (relating to SOSPPA project implementation)	Degree of impact and influence	Frequency, timing	Methods of engagement/Consultation
District Production Officer-DPO	<p>a. To coordinate, manage and monitor the production and marketing programmes, projects and activities in the District;</p> <p>b. Coordinating the preparation of production and marketing Strategic Action Plans for the district;</p> <p>c. Coordinating the implementation of Government production and marketing policies, programmes, projects; and</p>	<p>a. Coordinate of production and marketing of project interventions in the District;</p> <p>b. Coordinate the delivery of production and marketing extension services in the District.</p>	Medium	Continuous	<ul style="list-style-type: none"> <li>❖ Reports</li> <li>❖ Workshops</li> <li>❖ Meetings</li> <li>❖ Site visits</li> <li>❖ Case studies</li> </ul>

Organization/Agency	Role	Specific functions (relating to SOSPPA project implementation)	Degree of impact and influence	Frequency, timing	Methods of engagement/Consultation
	d. Coordinating the delivery of production and marketing extension services in the District.				
Community Development Officer-CDO	<p>a. Organizing local communities to effectively participate in development initiatives;</p> <p>b. Sensitizing communities on gender issues, social rights, roles and obligations;</p> <p>c. Monitoring, evaluating and reporting on community development programmes</p>	<p>a. Mobilizing local communities to effectively participate in the project;</p> <p>b. Support effective mainstreaming of gender and social rights into the project;</p> <p>c. Monitoring and reporting on community involvement in project interventions; and</p>	Medium	Continuous	<ul style="list-style-type: none"> <li>❖ Reports</li> <li>❖ Workshops</li> <li>❖ Training sessions</li> <li>❖ Meetings</li> <li>❖ Site visits</li> <li>❖ Case studies</li> </ul>

Organization/Agency	Role	Specific functions (relating to SOSPPA project implementation)	Degree of impact and influence	Frequency, timing	Methods of engagement/Consultation
	<p>and projects; and d. Promoting the equal participation of all communities in development programmes.</p>	<p>d. Devising means to promote equal participation of different groups and individuals in the communities in the project.</p>			
District Natural Resources Officer	<p>a. To manage the sustainable harnessing of the environment within the District; b. Supporting community-based initiatives on the renewal and sustainability of the natural environment; c. Providing technical</p>	<p>a. Support initiatives in the communities in renewable and sustainable energy activities; b. support to local environment communities on the implementation of environmental policies and programmes; and</p>	Medium	d. Continuous	<ul style="list-style-type: none"> <li>❖ Reports</li> <li>❖ Workshops</li> <li>❖ Training sessions</li> <li>❖ Meetings</li> <li>❖ Site visits</li> <li>❖ Case studies</li> </ul>

Organization/Agency	Role	Specific functions (relating to SOSPPA project implementation)	Degree of impact and influence	Frequency, timing	Methods of engagement/Consultation
	support to local environment committees on the implementation of environmental policies and programmes.	c. Lead in the delivery of interventions aimed at restoration of degraded lands (forests, wetlands and ecosystems).			
District Environment Officer-DEO	<p>a. To support environmental conservation programmes in the District;</p> <p>b. Ensure effective integration of environmental and social concerns into district development agenda; and</p> <p>c. Supervision of development projects in the district in line</p>	Management of awareness and sensitization on environmental sustainability in the districts.	Medium	Continuous	<ul style="list-style-type: none"> <li>❖ Reports</li> <li>❖ Workshops</li> <li>❖ Training sessions</li> <li>❖ Meetings</li> <li>❖ Site visits</li> <li>❖ Case studies</li> </ul>

Organization/Agency	Role	Specific functions (relating to SOSPPA project implementation)	Degree of impact and influence	Frequency, timing	Methods of engagement/Consultation
	with applicable laws and policies on environment.				
<b>Subcounty level</b>					
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 activities at sub-county and lower government levels.	Medium	Continuous	<ul style="list-style-type: none"> <li>❖ Reports</li> <li>❖ Workshops</li> <li>❖ Training sessions</li> <li>❖ Meetings</li> <li>❖ Site visits</li> </ul>
<b>Community level category</b>					
Farmers, NGOS, CBOs and pastoralists etc.	Implementers and beneficiaries	Adoption and implementation of project activities.	Medium	Continuous	<ul style="list-style-type: none"> <li>a. Reports</li> <li>b. Workshops</li> <li>c. Training sessions</li> <li>d. Meetings</li> <li>e. Site visits</li> </ul>

Organization/Agency	Role	Specific functions (relating to SOSPPA project implementation)	Degree of impact and influence	Frequency, timing	Methods of engagement/Consultation
Development Partners especially World Bank/ Global Agriculture and food Security Program (GAFSP)	The World Bank/ GAFSP is to provide financing to SOSSPA towards operationalization of the project.	<ul style="list-style-type: none"> <li>a. Counter financing of the project;</li> <li>b. Technical support towards effective and efficient implementation of the project in line with grant agreement;</li> <li>c. Support supervision</li> </ul>	High	Continuous	<ul style="list-style-type: none"> <li>❖ Reports</li> <li>❖ Meetings</li> <li>❖ Inspections</li> <li>❖ Workshops</li> </ul>
<b>Government Ministries/ National stakeholders</b>					
Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)	<ul style="list-style-type: none"> <li>a. Creating an enabling environment in the agricultural sector;</li> <li>b. Enhancing crop production, improving food and nutrition security, widening export base</li> </ul>	<ul style="list-style-type: none"> <li>a. Set the strategic direction for and oversee communications and stakeholder engagement activities for the Project;</li> <li>b. Build relationships with key stakeholders,</li> </ul>	e. High	Continuous	<ul style="list-style-type: none"> <li>❖ Meetings,</li> <li>❖ Workshops</li> <li>❖ Reports</li> <li>❖ Site inspections</li> </ul>

Organization/Agency	Role	Specific functions (relating to SOSPPA project implementation)	Degree of impact and influence	Frequency, timing	Methods of engagement/Consultation
	<p>and improved incomes of the farmers;</p> <p>c. Has a role in the formulation, review and monitoring of policies, plans, strategies, and standards for the value chain of crops, livestock and fisheries.</p>	<p>and encourage public participation;</p> <p>c. Manage media and government relations; and</p> <p>d. Monitoring and reporting.</p>			
Uganda National Farmers' Federation - UNFE	<p>a. Lobby and advocate for farmer friendly agricultural policies;</p> <p>b. Build and develop capacity of farmer organizations to render</p>	Will be pivotal in mobilizing and sensitizing farmers on the opportunities and their effective participation in the project.	Low	Bi-monthly	<ul style="list-style-type: none"> <li>❖ Reports</li> <li>❖ Workshops</li> <li>❖ FGDs</li> <li>❖ News bulletins</li> <li>❖ Field visits</li> <li>❖ Radios, TVs</li> </ul>

Organization/Agency	Role	Specific functions (relating to SOSPPA project implementation)	Degree of impact and influence	Frequency, timing	Methods of engagement/Consultation
	<p>effective services; and  c. Increase farmers accessibility to income opportunities and agricultural information.</p>				

### **3.3. Vulnerable or Marginalized individuals or groups**

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

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. The details of strategies that will be adopted to effectively engage and communicate with members of vulnerable or Marginalized groups and individuals will be considered during project implementation. To facilitate appropriate communications with individuals or groups who may be vulnerable to discrimination and exclusion, the World Bank will provide Enhanced Implementation Support and Monitoring to the project. Specifically, an entity has been engaged through the World Bank to provide implementation support in conducting additional consultations with such vulnerable or marginalized individuals or groups that are likely to be affected by the project. The entity is also undertaking training of the implementing teams to widen their understanding on how to implement the required guidance and commitment to inclusion and non-discrimination of the vulnerable or marginalized individuals or groups to ensure access to all project benefits and opportunities. Details of the EISM are found in Annex 2 .

## **4. Stakeholder Engagement Program**

### **4.1. Summary of stakeholder engagements done during project preparation**

Initial consultations under this project were held as part of project preparation as well as during the preparation of the Environmental and Social Management Framework (ESMF), Stakeholder Engagement Plan (SEP), and Resettlement Policy Framework-RPF. The project will continue with its stakeholder engagement throughout the project life (preparation and implementation phases).

During project formulation and design stage, CIP and SOSSPA took a center stage to consult key stakeholders both the national and local governments (LGs). These consultations covered several aspects including commercialization of the proposed value chain, mapping out the relevant stakeholder, assessment of supportive institutional structure etc., which were key in the formulation and design of this project. This helped in creating understanding of sweet potato

production dynamics, clarifying project objectives, and possible project activities. The project preparation process was done through field visits and community meetings.

Further consultation was undertaken in 2024 to inform the project and entire World Bank portfolio on the appropriate measures to mitigate potential risks and impact on the most vulnerable or marginalized individuals or groups that could be affected by the decision. This process will continue throughout SOSPPA's project period. Issues from these meaningful engagements will continue to inform the design, preparation and improve implementation with an inclusive and non-discriminatory lens.

### **Face-to-face consultations**

Face to face consultation during ESF safeguards instruments preparation were undertaken. Field visits were undertaken in the Districts of Serere, and Amuria. The participants who were consulted constitute the; CAOs, DAOs, Environment Officers, Fisheries officers. Further consultations were undertaken targeting the national MDAs namely, Ministry of Agriculture, Animal Industry and Fisheries, Ministry of Education and Sports, Ministry of Health, Ministry of Water and Environment, Ministry of Gender, Labour and Social Development, and National Environment Management Authority (NEMA). Refer to Annex Table 1 for details.

, Further consultations were also held defining the risks and appropriate measures to mitigate potential exclusion and discrimination of vulnerable or marginalized individuals or groups, hence resulting into updating the project instruments.

### **Information Disclosure**

The environment and social information, reports and plans shall be disclosed through a number of information channels/methods, tools and techniques detailed in Table 2 below.

## **4.2. Summary of project stakeholder needs and methods, tools, and techniques**

Different engagement methods are proposed and cover different stakeholder needs as stated below:

**Table 2: Methods, Tools and Techniques for Stakeholder Engagement**

Method/Tool	Description and Use	Contents	Dissemination Method	Target stakeholder 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"> <li>❖ Printed materials present illustrative and written information on Project activities, facilities, technologies and design solutions, as well as impact mitigation measures;</li> <li>❖ Presented contents are concise and adapted to a layperson reader; and</li> <li>❖ Graphics and pictorials are widely used to describe technical aspects.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Distribution as part of consultation meetings, public hearings, discussions and meetings with stakeholders, as well as household visits.</li> <li>❖ Placement at the offices of local administrations and NGOs, libraries and other public venues.</li> </ul>	Beneficiaries Households in Project Area of Influence, as well as interested parties.
Printed advertisements in the media.	Inserts, announcements, press releases, short articles or feature stories in the printed media - newspapers and Magazines	<ul style="list-style-type: none"> <li>❖ Notification of forthcoming public events or commencement of specific Project activities.</li> <li>❖ General description of the Project and its</li> </ul>	Placement of paid information in local, regional and national printed media, including those intended for general reader and specialized audience.	<ul style="list-style-type: none"> <li>❖ Residents in project area</li> <li>❖ Interested parties</li> </ul>

		benefits to the community.		
Radio or television entries	Short programmes, materials documentary broadcast on TV. radio video or	<ul style="list-style-type: none"> <li>❖ Description of the Project, Project development updates, solutions for impact mitigation.</li> <li>❖ Advance announcement of the forthcoming public events or commencement of specific Project activities.</li> </ul>	Collaboration with media producers that operate in the region and can reach local audiences.	Ministries, Departments and Agencies
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.
<b>Information Feedback</b>				
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)	Setting up a designated and manned telephone line that can be used by the public to obtain information, make	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	SOSSPA/CIP, Beneficiaries, Vulnerable groups. Any other stakeholders

	enquiries, or provide feedback on the Project. Initially, telephone numbers of Project's specialized staff can be shared with the public, particularly staff involved in stakeholder engagement, public relations and environmental protection.		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.	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 activities with the public. Web-site should have a built-in feature that allows viewers to leave comments or ask	Information about Project operator and shareholders, project development updates, health and safety, community relations, community updates, employment and procurement, environmental and social aspects.	A link to the Project web-site should be specified on the printed materials distributed to stakeholders. Other on-line based platforms can also be used, such as web conferencing, webinar presentations, web-based meetings, Internet surveys/polls etc. Limitation: Not all parties/stakeholders have access to the internet.	Ministries, Departments and Agencies, NGOs, General public

	questions about the Project.			
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.	Beneficiaries
<b>Consultation &amp; Participation</b>				
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 including documentation and Verification of Land and Other Assets	Project's specific activities and plans, design solutions and impact mitigation/management measures that require detailed discussions with affected stakeholders.	Announcements of the forthcoming meetings are widely circulated to participants in advance. Targeted invitations are sent out to stakeholders.	Beneficiaries, Vulnerable groups youth, elderly, women, and other vulnerable groups.

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.	Beneficiaries
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.

#### 4.3. Stakeholder Engagement Plan (SEP)

Table 3 – SEP Matrix

Project Stage	Estimated Date/Time Period	Topic Consultation/ Message	Method Used	Target Stakeholders	Responsibilities
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Project inception, preparation, and appraisal	<i>Continuous</i>	<p>Project appraisal and viability consultations</p> <p>Stakeholder/Community consultations, sensitizations and awareness raising</p> <p>Support the EISM to ensure:</p> <ul style="list-style-type: none"> <li>• Training of government staff and private sector consultants/clients, workers, and contractors on non-discrimination under the Project, inclusive of identification of affected individuals and venues, as well as providing other logistical support.</li> </ul>	<p>FGDs, interviews, Inceptions/introductory meetings</p> <p>Media communications, reports, letter and email correspondences</p> <p>Enter into MoUs between DLGs and SOSSPA, and FG and SOSSPA</p>	Farmers, district technical and political leaders, funders	CIP, SOSSPA, GAFSP
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		<ul style="list-style-type: none"> <li>• Training project level GRM on non-discrimination under the Project, inclusive of developing training materials, identifying venues, and providing trainers.</li> <li>• Preparation of training modules for call center operators, data management personnel, and community outreach personnel on appropriate handling of sensitive information.</li> </ul>			
Project execution/ implementation	<i>Throughout project implementation</i>	Update SOSSPA constitution to take care of the expected changes in the organization	Meetings/workshops / seminars, filed visits, correspondences by letters, email, phone, social media	Project Staff, local communities (farmers, DLGs, CBOs, NGOs),	SOSSPA, CIP

		<p>Land will be acquired/ secured to house the silage hub</p> <p>Prepare a guideline specifying land requirement, its ownership, how the silage hub will be run and sustained, and management of the silage hub.</p> <p>Recruit more farmer members/ groups to produce more sweet potatoes that feeds into processing factory</p> <p>Capacity building of project implementers and beneficiaries, inclusive of a continuous EISM for vulnerable or marginalized individuals or groups as defined in the</p>		<p>national (MDAs, UNFFE), international (stakeholders )</p>	
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		Project inception, preparation, and appraisal phase above.			
Project completion	<i>Final year of implementation</i>	Project closure road map  End project survey	Survey	Farmers, and project implementers	SOSSPA

## **Disclosure of environmental and social risk management documents**

Project environmental and social risk management documents (ESMF, ESCP SEP) shall be disclosed for public review and comment preferably in English and Ateso. SOSPPA will continue applying the similar approach to disclosure for any additional E&S appraisal materials that will be prepared as part of the project development. The ESMF, and 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 ESMF/ESMPs, and the SEP will be made accessible for the general public at the following 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 ESMF and SEP in public domain 60-day disclosure period
- b. Public consultation meetings in project affected communities and with other stakeholders to present and discuss findings of the documents.
- c. Addressing stakeholder feedback received on the entire disclosure package.

The SEP with updated information of EISM 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.

### **4.4. Reporting back to stakeholders**

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and Grievance Mechanism (including complaints lodged through the Enhanced Implementation Support and Monitoring GRM alternative avenue), and on the project's overall implementation progress.

## 5. Resources and Responsibilities for implementing stakeholder engagement activities

### 5.1. Resources

SOSSPA will be responsible for the implementation of SEP. The budget for the SEP is UGX UGX 720,000,000.

Table 3: budget for implementing the stakeholder engagement plan

Budget Category	Quantity	Unit Costs	Times/Years	Total Costs	Remarks
<b>3. Communication campaigns</b>					
3a. Posters, flyers	8000	15,000	Continuous	120,000,000	
3b. Social media campaign		25,000,000	Continuous	25,000,000	
<b>4. Trainings</b>					
4a. Training on social/environmental issues for PIU and contractor staff		50,000,000	2	100,000,000	
4b. Training on gender-based violence (GBV) as well as Inclusion and Non-discrimination (IND) of the the vulnerable or marginalized individuals or groups for Project Coordination Unit (PCU) and contractor staff as well as community outreaches for benefiting community leaders and communities		50,000,000	2	100,000,000	
<b>5. Beneficiary surveys</b>					
5a. Mid-project perception survey		30,000,000	1	30,000,000	

5b. End-of-project perception survey		60,000,000	1		60,000,000
<b>6. Grievance Mechanism</b>					
6a. Training of GM committees including EISM GRMs (as an alternative avenue for reporting complaints of vulnerable or marginalised individuals or groups)		100,000,000	2		200,000,000
6b. Suggestion boxes in each district office		5,000,000	6		30,000,000
6c. GM (including EISM GRM) communication materials		15,000	4000		60,000,000
<b>TOTAL STAKEHOLDER ENGAGEMENT BUDGET:</b>					725,000,000

## 5.2. Management functions and responsibilities

SOSSPA will be responsible for carrying out stakeholder engagement activities as part of the project's management system. The project coordinator will be devoted to managing and implementing the Stakeholder Engagement Plan. Stakeholder engagement activities will be documented, tracked, and managed through the various reports, and a stakeholder database/ register shall be established. The proposed stakeholder database/register must be done in a way that does not result in exclusion and discrimination of the vulnerable or marginalized individuals or groups. Therefore, SOSPPA will ensure that all staff are well versed with approaches of EISM.

## 6. Grievance Mechanism

The main objective of a GM is to assist to resolve complaints and grievances in a timely, effective, and efficient manner that satisfies all parties involved. SOSSPA shall establish and operationalize the Grievance Mechanism (GM) structure constituting of Grievance Committees (GC) at each member Famer group, each school/college, and SOSSPA secretariat. Each committee will constitute five (5) members (30% female). Please refer to the guideline in 6.1 below. -

The GM will provide for an appeals process if the complainant is not satisfied with the proposed resolution of the complaint. Once all possible means to resolve the complaint have been proposed and if the complainant is still not satisfied, then they should be advised within their right to seek for legal recourse. The project will have due consideration to handle sensitive and confidential complaints,

including those related to Sexual Exploitation and Abuse/Harassment (SEA/SH) in line with the World Bank ESF Good Practice Note on SEA/SH, and Government of Uganda laws and policies (refer to Annex III) and appropriate referral pathways established to manage GBV/SEA/SH related cases. Labour related grievances shall be handled in line with Labor Management Procedures and project workers GRM. Appropriate training for the relevant GRM staff will be undertaken to build their capacity to mitigate potential risks and impacts through the EISM mechanism.

In addition, the project GRM will include a mechanism to enable individuals or groups who are vulnerable or disadvantaged to report incidents of exclusion or discrimination safely, ethically, and confidentially and to ensure such grievances are resolved in an efficient and effective way commensurate with the principle of non-discrimination and inclusion for all. This referral pathway will be developed with the support of the World Bank-provided Enhanced Implementation and Monitoring Support outlined in the project's ESMF. Overall, SOSPPA will leverage and harness the experiences of the grievance redress structures, knowledge and skills applied by the associated agricultural projects - (UMFSNP and ACDP).

As may be found necessary, the recipient will plan and engage various stakeholders to the deepen inclusivity of vulnerable or marginalized individuals or groups in the Project. The EISM GRM will offer an alternative avenue of lodging complaints that may arise through the continuous engagement, in addition to the GOU led Project-level GRM. The EISM GRM shall ensure mitigation of the potential impacts of the AHA through the following:

- Enhance existing project-level grievance redress mechanisms to safely, ethically, and confidentially receive cases related to discrimination on World Bank/IFC financed operations and refer them to an appropriate grievance handling mechanism.
- Design and operate a mechanism for receiving grievances related to discrimination on WB\_ financed operations (including from project\_ level grievance mechanisms noted above).
- Establish a hotline or an alternative complaint mechanism, for individuals to lodge complaints of discrimination on WB\_ financed projects or voice their concerns without fear of reprisal.
- As indicated above, a hotline (0800 333125) hosted and operated by a local NGO on behalf of the EISM firm has been established for vulnerable or marginalised individuals or groups to lodge their complaints of exclusion and discrimination. The guidelines on how the hotline will be used and cases managed will be outlined in the Project Operations Manual (POM) and training undertaken.

## 6.1. Description of Grievance Mechanism (GM)

Table 5: Project Level GM

Step	Description of Process	Time Frame	Responsibility
GM implementation structure	SOSSPA shall establish, and operationalise the project level Grievance Mechanism (GM) structure constituting of Grievance Committees (GC) at each member Farmer group, each school/college, and SOSSPA secretariat	Two Months after project effectiveness	SOSSPA
Grievance uptake	Grievances can be submitted via the following channels. These channels shall be communicated to the project stakeholders. <ul style="list-style-type: none"> <li>• Project telephone</li> <li>• E-mail</li> <li>• Letter to Grievance focal points at local facilities (FGs, schools, SOSSPA)</li> <li>• Complaint form to be lodged via any of the above channels</li> <li>• Walk-ins may register a complaint in a grievance logbook at a facility or suggestion box]</li> </ul>	Two months after project effectiveness	SOSSPA
Sorting, processing	Any complaint received at each of the GC level is sorted and processed. Any unprocessed complaints shall be forwarded to the SOSSPA secretariat for further management. Complaints of criminal and civil nature shall be recorded and referred to respective government institutions for redress.	Upon receipt of complaint	Respective Focal Persons/ Chairperson of the Grievance Committees

Step	Description of Process	Time Frame	Responsibility
Acknowledgment and follow-up	Receipt of the grievance is acknowledged to the complainant by the Focal person through a preferred means by the complainant	Within 2 days of receipt	Respective Focal Persons/ Chairperson of the Grievance Committees
Verification, investigation, action	Investigation of the complaint is led by the Chairperson of the Grievance Committee. A proposed resolution is formulated by the GC and communicated to the complainant by the GC	Within 10 working days	Complaint Committee Respective Focal Persons/ Chairperson of the Grievance Committees
Monitoring and evaluation	Data on complaints are collected by each Farmer group and reported to SOSSPA project implementation unit	Throughout project implementation	SOSSPA
Training	<p>Training needs for staff/consultants in the PCU, Contractors, and Supervision Consultants shall be undertaken by SOSSPA</p> <p>The Recipient shall support the EISM to ensure:</p> <ul style="list-style-type: none"> <li>• Training of government staff and private sector consultants/clients, workers, and contractors on non-discrimination under the Project, including by identifying individuals and venues, as well as providing other logistical support.</li> </ul>	<p>Bi-annually/ throughout project implementation</p> <p>Complete training within three months of Project Effective Date and support the EISM throughout implementation.</p>	<p>SOSSPA</p> <p>The hired entity in collaboration with SOSSPA</p>

Step	Description of Process	Time Frame	Responsibility
	<ul style="list-style-type: none"> <li>• Training project level GRM on non-discrimination under the Project, including by developing training materials, identifying venues, and providing trainers.</li> <li>• Preparation of training modules for call center operators, data management personnel, and community outreach personnel on appropriate handling of sensitive information.</li> </ul>		

### **Community Grievance Committees (GCs)**

SOSSPA will adopt and operationalize the Grievance Redress model established under Agriculture Cluster Development (ACDP) project. This is a community-based arrangement that seeks to resolve grievances at the lowest level possible using existing or established structures. GRCs are composed of a minimum of 5 persons with; 3 PAP representatives with a gender balance, chairpersons (ex-officio) and 2 other community members elected by the participating members from among the elderly or opinion leaders, and or community based civil society leadership:

- a. The GRC should comprise of: An observer who is a CBO / CSO representative if available–
- b. Chairperson LC1 (but not to be elected as chairman of the GRC)–
- c. Project Affected Persons (at least 1 woman must be elected)–
- d. An opinion leader (e.g. elder, religious or clan leader) if available.
- e. From the PAPs members, an executive is elected composed of chairperson, secretary and mobiliser
- f. GRCs should be set up with the help of District and sub-county CDOs and Local leaders through community meetings with PAPs and general community members along the alignment using the following procedure.

### **GRM s sensitization and engagement strategy**

Stakeholder engagements will be held with the District and sub-county selected technical officers (CDOs) and leaders during second level engagements at the onset of detailed cadastral and property surveys. The purpose and objectives of

setting the GRCs will be explained to them including their expected support roles during this process.

Using the project CLOs, the parish chiefs and LC1 chairperson of the various villages along the alignment will also be consulted during pre-set up engagement. The purpose and objectives of setting the GRCs will be explained to them including their expected support roles during this process.

During the pre-set-up engagements, the parish chiefs and LC1 chairpersons will be given guidance about the procedure for mobilization of PAPs and community members with emphasis on mobilizing women, elderly, PWDs, youth, opinion leaders and elders, and members of the community based civil society. A schedule for the set-up of GRCs will be developed and shared with local leadership.

### **Workers Grievance Redress Management**

In line with the provisions of ESS2 and ESS10, SOSSPA will establish accessible and functional **Worker** Grievance Mechanism for all categories of **workers** described in the LMP detailed in the ESMF. All workers will have liberty to communicate their grievances to the employer, SOSSPA or World Bank. Grievances shall be communicated by complainants verbally or using telephone, email, by letter to either or all of the aforementioned entities. The ESF standards, and Uganda labour laws provide employers and workers or their respective associations with opportunities to use social dialogue in order to prevent and resolve labour disputes amicably.

The workers GRM will be constituted among the workers and some representation from the project beneficiary community, and the contractor. It should be emphasized that this GRM is not a substitution to legal system for receiving and handling grievances. However, this is formed to mediate and seek appropriate solutions to labour related grievances, without escalating to legal redress. Legal redress is noted as the last resort mechanism to resolve labour disputes.

The Community Health and Safety Standard recognizes that project activities, equipment, and infrastructure can increase community exposure to risks and impacts. Potential negative impacts affecting health and safety may arise from project supported activities which in this case may include management impacts from infrastructure activities, and associated packaging among others. It is therefore important that, the project strictly observes the need to avoid or minimize the risks and impacts to community health, safety and security that may arise from its particular attention given to the health and safety of the communities. Therefore, it is important to ensure that, the project avoid or minimize the potential for community exposure to health risks (e.g., accidents, pollution, contaminated areas/resources) and diseases that could result from or

be exacerbated by communicable diseases, injuries, mental health, and well-being

### **The World Bank's Grievance Redress Service (GRS)**

The GRS is the World Bank's easy way to provide PAPs and communities an avenue to bring their complaints directly to the attention of Bank Management. The project-level GRM will remain the primary tool to raise and address grievances in Bank-supported operations except issues that cannot be resolved at the project level. The GRS facilitates corporate review and resolution of grievances by screening and registering complaints and referring them to the responsible Task Teams/Managers.

The GRS undertakes the follow functions within defined time frame:

- a. Receives complaints from stakeholders
- b. Evaluates and determines their eligibility and category
- c. Refers complaints to appropriate Task Teams/Managers
- d. Follows up with Task Teams to ensure complaints are resolved
- e. Refers PAPs to the Borrower or other parties where appropriate.

### **Submitting a Complaint to GRS**

Complaints may be submitted by one or more individuals, or their representatives, who believe they are adversely affected directly by an active (i.e. not closed) Bank-supported operation (IDA). A complaint may be submitted in the English or local language. Processing complaints not submitted in English will require additional processing time due to the need for translation. A complaint can be submitted to the Bank GRS through the following channels:

- a. By email: [grievances@worldbank.org](mailto:grievances@worldbank.org);
- b. By fax: +12026147313
- c. By mail: The World Bank, Grievance Redress Service, MSN MC 10-1018, 1818 H St NW, Washington, DC 20433, USA and/or
- d. Through the World Bank Uganda Country Office in Kampala

The complaint must clearly state the adverse impact(s) allegedly caused or likely to be caused by the Bank supported operation. This should be supported by available documentation and correspondence where possible and appropriate. The complainant may also indicate the desired outcome of the complaint, i.e., how it may be resolved. The complaint should have the identity of complainants or assigned representative/s, and address contact details

Information on how to submit complaints to the WB's corporate GRS is provided in <http://www.worldbank.org/GRS>. Information on how to submit complaints to the WB Inspection Panel is provided in [www.inspectionpanel.org](http://www.inspectionpanel.org)

In addition to the enhanced project-level GRM and the dedicated hotline, the World Bank has developed a specific window under its existing GRS to manage

complaints related to any World Bank supported project globally. A protocol has been developed to process all complaints related to exclusion or discrimination against vulnerable or marginalized individuals or groups following the enactment of the AHA 2023, in the Uganda portfolio. Therefore, potential cases from SOSPPA's proposed Project can use this protocol.

## 7. Monitoring and Reporting

The Stakeholder Engagement Plan will be periodically revised and updated as necessary in the course of project implementations in order to ensure that the information presented herein is consistent and is the most recent, and that the identified methods of engagement remain appropriate and effective in relation to the project context and specific phases development. Any major changes to the project related activities and to its schedule will be duly reflected in the SEP.

Monthly summaries and internal reports on received and resolved grievances, enquiries and related incidents, together with the status of implementation of associated corrective/preventative actions will be collated by Focal Persons/Community facilitators & M&E and referred to Project Coordinator. The monthly summaries will provide a mechanism for assessing both the number and the nature of complaints and requests for information, along with the Project's ability to address those in a timely and effective manner.

Participative community monitoring programmes will be introduced to check project impacts and the effectiveness of mitigation programs). The output (reports from participants) from such monitoring is likely to be verbal (meetings or telephones) and will be recorded.

Other project teams shall maintain suitable monitoring measures for engagement with interested parties/ other stakeholders such as national government and its agencies, NGOs and the general public. All new commitments made by SOSPPA or its representatives to stakeholders are to be entered into the Commitments Register. Information on public engagement activities undertaken by the Project during the year may be conveyed to the stakeholders in a standalone annual report on project's interaction with the stakeholders.

In addition, the project will implement a World Bank financed EISM to assess the level of non-discrimination under the project. This will facilitate a direct and quick response to the World Bank on these very sensitive risks of exclusion and discrimination. The EISM provides for establishing monitoring implementation of non-discrimination policies and grievance handling within World Bank funded Project Implementation Units and IFC clients. The PIUs/PCUs are required to share monthly progress reports on the respective projects under their responsibility and

in this case SOSPPA. This involves reporting on implementation of actions and mitigation measures arising from grievance handling data and reports the respective project. Monitoring and reporting on the EISM will be integrated on the project routine/agreed mechanism.

### **Monitoring Indicators**

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

including the following parameters:

- a. Number of public hearings, consultation meetings and other public discussions/forums conducted within a reporting period (e.g. monthly, quarterly, or annually);
- b. Number of participants attending consultation meetings and other forums disaggregated to show women, vulnerable or 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 settlements in remote areas within the Project Area of Influence (PAI);
- 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.
- g. Number of grievances received through EISM GRM within the reporting period and actions taken
- h. Type of EISM grievances (from the Vulnerable or marginalized individuals or groups); and Number of press materials published/broadcasted in the local, regional, and national media

## Annexes

### Annex 1: Government of Uganda Actions on Non-discrimination

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

This annex highlights recent actions and circulars (attached) issued by the GOU to ensure inclusion and non-discrimination of vulnerable or marginalized individuals or groups. It also includes transcripts of relevant Guidelines and Circulars issued by the GOU.

The Government has continued to ensure inclusion and non-discrimination in all its projects and consistent with this, the Government has taken the following measures:

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

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

Through a competitive process, the World Bank and International Finance Corporation (IFC) have contracted an international firm SREO Consulting Ltd. (SREO) to support the implementation of the mitigation measures. SREO will partner with local Civil Society Organizations (CSOs) and/or individuals with expertise and experience in inclusion and nondiscrimination in Uganda.

The World Bank will support the Ugandan government in the rollout of the mitigation measures through EISM, targeting PIUs/PCUs including SOSPPA's Project, contractors, subcontractors, frontline service providers, and local stakeholders, as required and set out in the environmental and social documentation.

Telephone: 256 414707000/232095  
Fax : 256 41 4233524  
Email : [finance@finance.go.ug](mailto:finance@finance.go.ug)  
[treasury@finance.go.ug](mailto:treasury@finance.go.ug)  
Website : [www.finance.go.ug](http://www.finance.go.ug)  
Plot No. 2-8 Apollo Kaggwa Road  
In any correspondence on  
This subject please quote No. ALD 141/259/01 TC



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

21<sup>st</sup> September 2023

The World Bank Country Manager  
Uganda Country Office  
Kampala, Uganda.



### **UGANDA'S SOCIAL SAFEGUARD POLICIES**

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

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

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

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

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

Ramathan Ggoobi

**PERMANENT SECRETARY/SECRETARY TO THE TREASURY**

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

Attorney General, Ministry of Justice and Constitutional Affairs

Hon. Minister of Finance Planning and Economic Development

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**Mission**

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

Hon. Minister of Education and Sports

Hon. Minister of Health

Hon. Minister of Gender Labour and Social Development

Hon. Minister of Energy and Mineral Development

The Principal Private Secretary to H.E. the President

Solicitor General, Ministry of Justice and Constitutional Affairs

The Director of Public Prosecutions

Telephone: 256 414707000/232095  
Fax : 256 41 4233524  
Email : [finance@finance.go.ug](mailto:finance@finance.go.ug)  
[treasury@finance.go.ug](mailto:treasury@finance.go.ug)  
Website : [www.finance.go.ug](http://www.finance.go.ug)  
Plot No. 2-8 Apollo Kaggwa Road  
In any correspondence on  
This subject please quote No.



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

ALD 141/259/01 TC

21<sup>st</sup> September 2023

All Accounting Officers  
All Ministries, Departments and Agencies  
All Local Governments



### **UGANDA'S SOCIAL SAFEGUARD POLICIES**

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

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

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

*Mission*

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

## **Specific Measures for High Risk Sectors**

### **Health**

- The Ministry of Health issued a circular on August 8, 2023 that guarantees access to health care services for all and prohibits the discrimination or stigmatization of any individual who seeks health care services on any grounds.
- The Ministry of Health will widely disseminate and socialize health sector guidelines for the effective implementation of the circular.
- Implementating entities should strengthen grievance redress mechanisms, and third-party monitoring systems in collaboration with national and international partners.

### **Education**

- The Permanent Secretary in the Ministry of Education and Sports on 18<sup>th</sup> August 2023 issued a circular stating that the Ministry of Education and Sports does not permit any form of discrimination against any persons in the delivery of education services, programs and projects.
- In light of that circular, the Ministry should ensure that there is no discrimination (including any form of bullying) against teachers and students on any grounds.
- The Ministry of Education and Sports will prepare project specific guidelines to address non-discrimination.
- Implementating entities should strengthen grievance redress mechanisms, including an independent hotline and third-party monitoring systems where necessary.



Ramathan Ggoobi

**PERMANENT SECRETARY/SECRETARY TO THE TREASURY**

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

Attorney General, Ministry of Justice and Constitutional Affairs

Hon. Minister of Finance, Planning and Economic Development

Hon. Minister of Education and Sports

Hon. Minister of Health

Hon. Minister of Gender, Labour and Social Development

Hon. Minister of Energy and Mineral Development

The Principal Private Secretary to H.E. the President

The Solicitor General, Ministry of Justice and Constitutional Affairs

The Permanent Secretary, Ministry of Health

The Permanent Secretary, Ministry of Education and Sports

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

The Director of Public Prosecutions

Telephone: 256 41 4707000/222095  
Fax : 256 41 4333524  
Email : [finance@uganda.gov.ug](mailto:finance@uganda.gov.ug)  
[treasury@uganda.gov.ug](mailto:treasury@uganda.gov.ug)  
Website : [www.uganda.gov.ug](http://www.uganda.gov.ug)  
Plot No. 2-8 Apollo Kagame Road  
In any correspondence on  
This subject please quote No.



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

BPD 86/179/01

10<sup>th</sup> July, 2023

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

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

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

### A. INTRODUCTION

1. This Circular is issued in fulfilment of Article 155 (1) of the Constitution, and Sections 13 (5) and 14 (1) of the Public Finance Management Act, 2015 (Amended).
2. The theme for the FY 2023/2024 Budget has been retained as: ***“Full Monetization of the Ugandan Economy through Commercial Agriculture, Industrialization, Expanding and Broadening Services, Digital Transformation and Market Access”***. The Budget for FY 2023/2024 was approved to address the strategic mission of facilitating more Ugandans to join the money economy.
3. The purpose of this Circular is to communicate the following:
  - i. The FY 2023/2024 Annual Cash Flow Plan (**Annex 1**);
  - ii. The Policy, Operational and Administrative Guidelines for execution of the Budget in FY 2023/2024.
4. As you execute the Budget for FY 2023/2024, I urge all Accounting Officers to ensure that all program activities contribute towards addressing the following objectives:
  - i. Completion of public investments with higher multiplier effects on attainment of NDPIII and the NRM 2021-2026 Manifesto;
  - ii. Full-scale implementation of the Parish Development Model (PDM);
  - iii. Enhanced revenue mobilization and collection; and

  
Minister

*“To formulate sound economic policies, promote revenue mobilization, ensure efficient allocation and accountability for public resources so as to achieve the most rapid and sustainable economic growth and development”*

- iv. Ensuring efficiency and effectiveness of Government through rationalization of public expenditure.
5. The key priorities to achieve the above objectives are detailed in the approved Budget for FY 2023/2024. For ease of reference, please follow the link <https://www.budget.finance.go.ug> to access the following key documents, among others:
- i. The Budget Speech for FY 2023/2024;
  - ii. Approved Estimates of Revenue and Expenditure Volume I (Central Government Votes and Missions Abroad);
  - iii. Approved Estimates of Revenue and Expenditure Volume II (Local Governments); and
  - iv. Approved Estimates of Revenue and Expenditure Volume III for the State-Owned Enterprises and Public Corporations.

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

6. In accordance with Section 36 (b) of the PFM Act 2015 (Amended), the Annual Cash Flow Plan for FY 2023/2024 has been generated off the Program Budgeting System (PBS) based on the quarterly projections in your respective Vote work plans for FY 2023/2024.
7. The purpose of the Cash Flow Plan is to guide and ensure that Government maintains sufficient liquidity to be able to sustain and make timely payments to meet service delivery requirements by aligning Vote cash inflows and outflows to your respective Program Implementation Action Plans (PIAPs).
8. In view of the above, and in line with Sections 15 and 21 (i) of the PFM Act, 2015 (Amended), all Accounting Officers are urged NOT to overcommit the vote budgets beyond the Annual Cash Flow Plan issued in this Circular. Furthermore, you should submit expenditure commitments, in line with the PIAPs, indicating the actual forecast commitments and the cash position of your respective Votes as per Section 16 (i) of the PFMA, 2015 (Amended) to inform decision-making on the subsequent quarterly expenditure releases.



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

***Policy Directives***

9. The FY 2023/2024 Budget allocations directed resources to program areas meant for enhanced socio-economic transformation for all Ugandans through job and wealth creation, and increasing household incomes, by targeting the 39% of Ugandans still in the non-money economy. All Accounting Officers are urged to adhere to the following policy directives that guided the preparation of the Budget for FY 2023/24:
- i. Fund key Government priorities to increase the momentum in socio-economic transformation, for example: the standard-gauge railway, the meter-gauge railway, solar-powered irrigation, PDM, *Emyooga*, road maintenance, coffee value addition, vaccines and pharmaceutical manufacturing etc.;
  - ii. Support development initiatives that drive private sector growth;
  - iii. Implement only ongoing projects and other multi-year commitments as approved in the Budget;
  - iv. Halt new non-concessional projects, except those already provided for in the fiscal framework, or those with no direct or indirect claim on the Consolidated Fund;
  - v. Hold back any recruitment plans in FY 2023/2024 except on a replacement basis where the resources are already available;
  - vi. No travel abroad, except for critical positions of the Executive, Legislature, Judiciary, security, diplomatic relations and resource mobilization; and
  - vii. **NO** purchase of new vehicles except hospital ambulances, tailored vehicles for medical supplies/distribution, and for agricultural extension services, security and revenue mobilization.

***Non-Discrimination***

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

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

*Advertising by Ministries, Agencies and Local Governments*

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

*Contracting in Ugandan Shillings versus Foreign Currencies*

12. I have received numerous requests from a number of Ministries, Departments and Agencies (MDAs) to undertake contracts in foreign currency, especially in United States Dollars and Euros. In line with the fiscal and monetary policies agreed with Bank of Uganda, I wish to reiterate this Ministry's position that no procurements should be undertaken in foreign currency as previously communicated in FY 2016/17, FY 2017/18 and FY 2018/19. Contracting in the local currency, is meant to preserve the sanctity and value of the Shilling since the budget is appropriated in the local currency which is easily convertible.
13. Therefore, this is to guide all Accounting Officers as follows:
  - i. **That all contracts for works, goods and services shall be awarded in Ugandan Shillings to hedge against cost overruns due to global forex rates fluctuations that impact on the stability of the Shilling; and**
  - ii. **All contracts, including those that follow international competitive bidding procedures, shall be quoted in Ugandan Shillings. The only exemption will be where it is clearly expressed in the financing agreements with Development Partners to use other currencies in the bidding process, if necessary. This should be strictly the exception and not the norm. I request the Honorable Attorney General's chambers to take note and enforce this guideline while approving agreements.**



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



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

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

THE REPUBLIC OF UGANDA

5<sup>th</sup> June 2023

### Circular

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

### PROVISION OF SERVICES TO ALL PEOPLE WITHOUT DISCRIMINATION

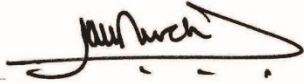
The constitution of the republic of Uganda recognises that health is a fundamental right and guarantees access to health care services for all. The Ministry of Health is mandated to provide Preventive, Promotive, Curative and Rehabilitative Health Services to all people in Uganda in their diversity **without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

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

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

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

A handwritten signature in black ink, appearing to read 'M. S. S. S.', with a long horizontal line extending to the right.



Dr. Henry G. Mwebesa  
**DIRECTOR GENERAL HEALTH SERVICES**

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

**Telegram:** "EDUCATION"  
**Telephone:** +256-41-7893602  
**Fax:** +56-41-4230437

In any correspondence on  
this subject please quote: EPD 191/336/03



**Ministry of Education and Sports**  
**Embassy House**  
**P.O. Box 7063**  
**E-Mail:** [permasec@education.go.ug](mailto:permasec@education.go.ug)  
**Website:** [www.education.go.ug](http://www.education.go.ug)  
**Kampala, Uganda**

18<sup>th</sup> August 2023

All Heads of Education Institutions

### **PROVISION OF EDUCATION SERVICES TO ALL PEOPLE WITHOUT DISCRIMINATION**

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

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

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

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

**Ketty Lamaro**  
**PERMANENT SECRETARY**

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

Tel: Director + 256-0414-332504.  
General +256-414-332500  
+ 256-414-332501  
Toll Free: 0800112300



Office of The Director of Public Prosecutions,  
Workers House, 12<sup>th</sup> & 11<sup>th</sup> Floor  
Plot 1, Pilkington Road,  
P.O. Box 1550,  
Kampala (Uganda)  
[admin@dpp.go.ug](mailto:admin@dpp.go.ug)  
[www.dpp.go.ug](http://www.dpp.go.ug)

Our Ref: ADM 12/01  
Your Ref:

Date: 25<sup>th</sup> August, 2023

### CIRCULAR NO.18/2023

All Prosecutors,  
Office of the Director of Public Prosecutions.

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

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

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

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

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

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

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

Handwritten signature of Jane Frances Abodo in black ink.

Jane Frances ABODO  
DIRECTOR OF PUBLIC PROSECUTIONS

## Annex 2: Enhanced Implementation Support and Monitoring on Non-Discrimination

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

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

The objectives of the EISM include:

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

Table 6 (below) illustrates the enhanced implementation support and monitoring steps. Figure 4-4 contains the Enhanced Implementation Support and Monitoring process. Figure 4-5 contains the Complaint Management for vulnerable or marginalized individuals or groups.

<b>1. Scope of Work and Activities</b>
--

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

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

**grievances related to discrimination across the WB/IFC portfolio.**

To do so the EISM will:

- Enhance existing project-level grievance redress mechanisms to safely, ethically, and coincidentally receive cases related to discrimination on World Bank/IFC financed operations and refer them to an appropriate grievance handling mechanism.
- Design and operate a mechanism for receiving grievances related to discrimination on WB/IFC financed operations (including from project level grievance mechanisms noted above).
- Establish a hotline or an alternative complaint mechanism, for individuals to lodge complaints of discrimination on WB/IFC financed projects or voice their concerns without fear of reprisal. The EISM is an alternative to lodging complaints through a GOU-led project-level GRMs

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

<b>Table 6. Enhanced Implementation Support and Monitoring Steps</b>	
Act as a key first step in the referral process from project-level GRMs	Designed specifically to handle complaints restricted to WB/IFC projects
Step 1	Receives and document complaints of discrimination in accessing WB/IFC projects’ benefits, services, and opportunities.
Step 2	Develops specific security protocols to ensure that communications are safe, ethical, and confidential.
Step 3	Establishes a data management system on an international server guaranteed by the provider as safe and secure encryption and privacy.

Step 4	Implements a data privacy and protection policy to include confidentiality clauses to be signed by all personnel entrusted with managing referrals or referral-related information.
Step 5	Handles complaints in a confidential, anonymous, and non-judgmental manner which is sensitive to local context and in local languages.
Step 6	Provides detailed monthly reports of complaints received to the WB/IFC
Step 7	Provides ad hoc incident reports of all allegations to WB/IFC within 48 hours of receipt.
Step 8	Reports grievances to the WB/IFC, proposes appropriate remediation, and follows up on agreed actions to resolve the case.
Step 9	Maps available services for vulnerable or marginalized individuals or groups including counselling, legal services, protection, and other services.
Step 10	Refers individuals to the appropriate local services or organizations as needed.
Step 11	Regularly evaluates the effectiveness of mitigation measures to determine whether and how well the mitigation measures are functioning.
Step 12	Recommends and supports the implementation of adjustments to mitigation measures based on regular evaluations and their impact.

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

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

- **Assist the WB/IFC to prepare and implement a plan to disseminate information** about the support provided by the entity including support to existent GRMs.
- **Prepare community/beneficiary information materials** on their rights within the Constitution of Uganda and World Bank/IFC policies informed by various official circulars issued by the GOU on non-discrimination and World Bank/IFC policies.

- **Develop and implement a methodology to conduct periodic outreach to beneficiaries/communities** to hold consultations on non-discrimination to identify issues and risks in a safe, ethical, and confidential manner.

### 1.3 Capacity strengthening and technical support

Activities related to capacity strengthening and technical support include:

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

### 1.4 Monitoring and Evaluation

Activities related to monitoring and evaluation include:

**Developing a system to regularly monitor WB/IFC projects** for 1) implementation of agreed GOU actions to mitigate the risk of discrimination on WB/ IFC projects, 2) incidents of discrimination on World WB/IFC financed projects.

- **Regularly evaluating the effectiveness of mitigation measures** to determine whether and how well the mitigation measures are functioning to improve WB/IFC awareness of incidents of discrimination on WB/IFC financed operations.
- **Recommending and supporting the implementation of adjustments to mitigation | measures** based on regular evaluations and their impact.

Figure 4-4: Description of Enhanced Implementation Support and Monitoring (EISM) Process

mentation Support and Monitoring (EISM) Process

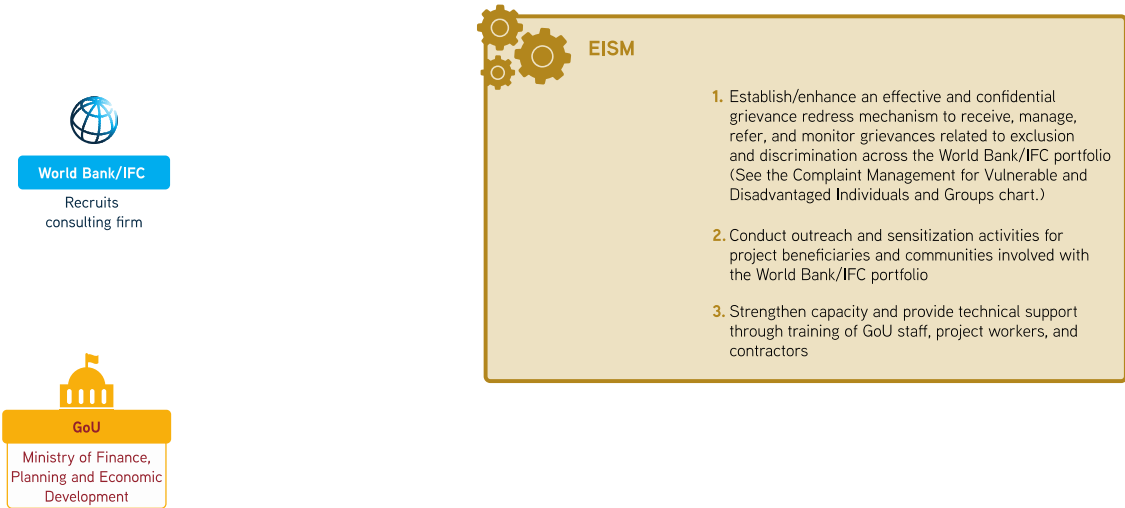
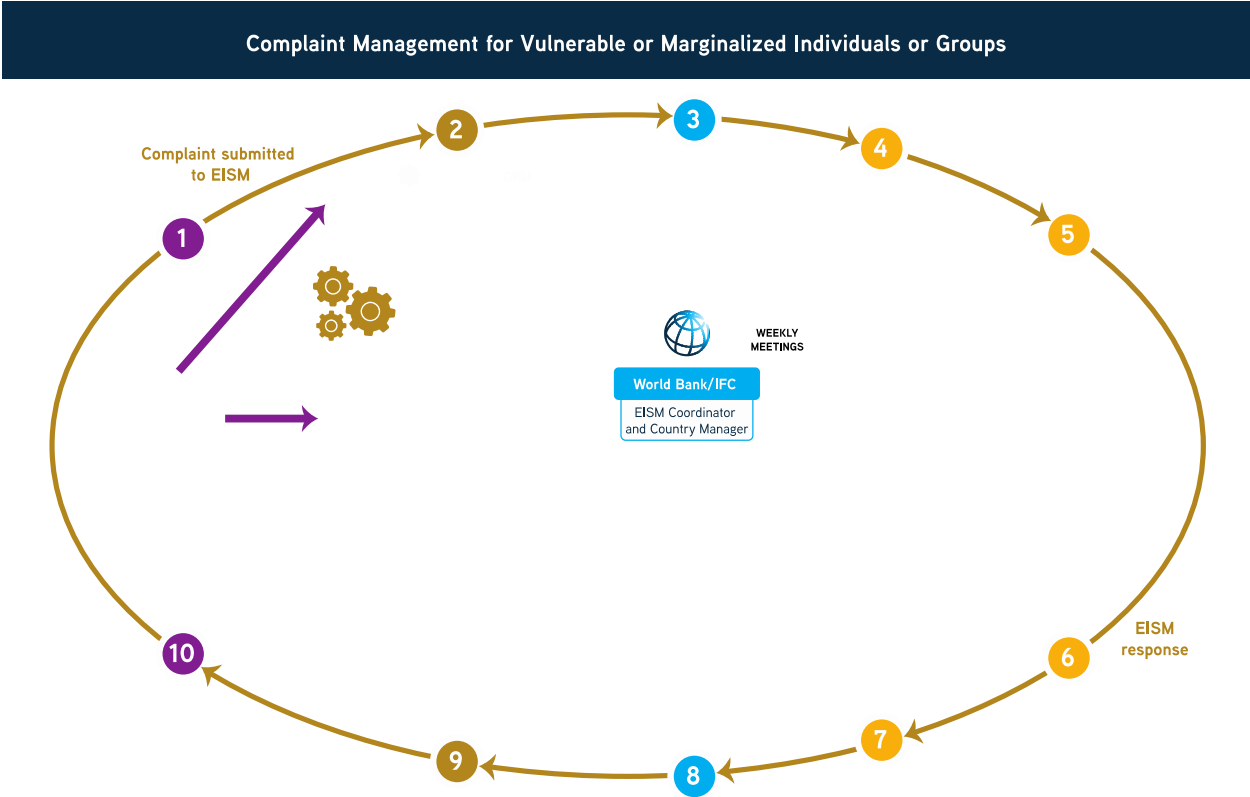


Figure 4-5: Complaint Management for Vulnerable or Marginalized Individuals or Groups



Note: For the IFC, the complaint management process is similar, but instead of government, it is done through private sector borrowers.

### Annex 3: Records of stakeholder consultations

Table 7. Consultation Minutes

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Project Implementation Team	Follow-up Action(s)/Next Steps	Timetable/ Date to Complete Follow-up Action(s)
Stakeholder consultation with SOSSPA – Serere district (SOSSPA Executive members, farmers, District DAO, Environment Officer, DCDO, CAO, school/college)	22. 05. 2023	<p>Following issues were picked during consultations. These issues have a bearing on productivity of sweet potato as raw material and sustainability of project investments.</p> <ul style="list-style-type: none"> <li>- Experience - SOSSPA already works with the World Bank funded ACDP project under MAAIF. This experience good for the</li> </ul>	<p>2 members from each district will be included in the Board of Governors of SOSSPA. Some positions (chairperson, secretary, treasurer) will be reserved for the founder members of SOSSPA.</p> <p>Terms of References for staff shall be well defined.</p> <p>The hub shall be owned and run by the farmer groups.</p>	<p>Update SOSSPA constitution to take care of the expected changes in the organization</p> <p>Put in place a PCU to implement the project</p> <p>Land should be acquired/ secured to house the silage hub</p> <p>SOSSPA shall prepare a guideline</p>	<p>After project effectiveness, and monitor throughout project implementation</p>

		<p>proposed project</p> <ul style="list-style-type: none"> <li>- Recruitment of more farmer members especially from other district to sustain the productivity, may negatively affect the current landscape of governance of SOSSPA?</li> <li>- How shall the project Management be managed?</li> <li>- The inadequate extension services and capacity on sweet potato production,</li> <li>- Access to supplies for agro-inputs</li> <li>- Availability of land for the processing</li> </ul>		<p>specifying land requirement, its ownership, how the silage hub will be run and sustained, and management of the silage hub.</p> <p>Recruit more farmer groups to produce more sweet potatoes to feed into processing factory</p>	
--	--	--	--	---	--

		<p>factory, and Land for silage hub</p> <ul style="list-style-type: none"> <li>- Who owns the silage hub and how will it be run?</li> </ul>			
<p>Stakeholder consultations in Amuria district (District DAO, Environment Officer, DCDO, CAO)</p>	<p>23. 05. 2023</p>	<ul style="list-style-type: none"> <li>- How will the District local governments and Farmer organization work with SOSSPA?</li> <li>- Relationship between sweet potatoes and fish production? <ul style="list-style-type: none"> <li>- Peelings from sweet potatoes contain good feed nutrients for fish</li> </ul> </li> <li>- District currently has a redundant feed mill of</li> </ul>	<ul style="list-style-type: none"> <li>- Project will need to have an MoU between SOSSPA and DLGs/Farmer groups affiliate that specifies the roles and responsibilities of each party</li> <li>- The feed mill in Amuria district provides an opportunity for processing sweet potato peelings for fish feed</li> </ul>	<p>SOSSPA to Draft MoUs to be signed between DLGs and SOSSPA, and FG and SOSSPA</p>	<p>After project effectiveness, and throughout project implementation</p>




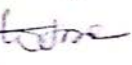

		500 kg/hr. obtained from government.			
Consultations with CIP	9. 05. 2023	<ul style="list-style-type: none"> <li>- Discuss the road map for stakeholder consultations</li> <li>- Presented the draft design</li> <li>- Recommended a field visit to Serere and Amuria district (in place of Serere and Ngora) as earlier planned</li> </ul>	<ul style="list-style-type: none"> <li>- CIP did the project design, and will support SOSSPA to undertake capacity building</li> </ul>	Capacity building to SOSSPA	For the first two years of project implementation as per project design



Annex 4: Attendance lists

Stakeholder consultations – Amuria district

STAKEHOLDER CONSULTATION  
AMURIA DISTRICT - 23.05.2023

NAME	ORGANISATION	DESIGNATION	CONTACT	SIGN.
IGORAL MOSES	AMURIA DLG	Ag Senior Environment Officer	0712834656	
DOKON 1200 SUNDAY	ADLG	District Officer	0777484622	
KIM MOSES BUNSEN Kalebo Joseph	AMURIA DLG SOS/PA-UG	Ag. DDO Coordinator (Focus Point Reps)	0782849424	
Moses Anguria	MARIF	Social Scientist	0782966648	
Hayongo Barbara C	MARIF (ADM)	Environment Specialist	0782454205	

Stakeholder consultations Serere District

22.05.2023

SN.	NAME	ORGANISATION	DESIGNATION	TELEPHONE	SIGN.
1.	Okello Joseph	SOSPAA-UG	Coordinator	0782960048	
2.	Johns MICHAEL OTAI	SOSPAA UG	Seed multiplier	073173438	
3.	OKALE BOVICTOR	SOPPAUG	Seed. Multiplier	0789320036	
4.	EKUMU PAUL	SOSPAA	Secretary SOSPAA	0783115773	
5.	Agywa Florence	SOSPAA	Treasurer	0783565738	
6.	Khayongo Barbara C.	MAAIF	Environment Specialist	0782454245	
7.	MOSES ANGNIS	MAAIF	Social Scientist	0777905153	
8.	AKELLO CHRISTINE ASPOGAVIA		Processor / Value multiplier	0774975314	
9.	ATSU TOM	AGRIBUTECH BILLINGHAM COLLEGE	Lecturer	0788587854	
10.	Egywaai Julius	AGRIBUTECH BILLINGHAM COLLEGE	LECTURER	0770642270	
11.	AMBAT CHRISTINE MARY	AGRIBUTECH BILLINGHAM COLLEGE	DIRECTOR	0782815484	
12.	Okello Paulac	AGRIBUTECH-BILLINGHAM COLLEGE	EX-DIRECTOR	0772478947	
13.					

## Annex 5: GBV/SEA/SH PREVENTION AND RESPONSE ACTION PLAN

An action plan will be implemented by SOSSPA. The project will maintain strong coordination and collaboration with the (District Local Governments (DLGs)/ Community Services Department (in the region of operation), Ministry of Gender, Labour and Social Development (MGLSD), and other government line ministries, and other relevant NGO's for a comprehensive GBV/SEA prevention and response services. In addition, SOSPPA will closely collaborate with Third Party Monitoring Agency/Entity for supporting the EISM to ensure that effective inclusion and non-discrimination is achieved.

### Existing risk management systems at SOSSPA

SOSSPA does not have an existing policy guideline for GBV risk management since this is still new concept within the organization. The current practice is that the organization relies on piecemeal capacity delivered by organizations they have partnered with notably MAAIF/ACDP. However, the project puts in place the need for building capacity through skilling and hiring of the focal person for E&S risks management. SOSPPA will also leverage the experiences from its partner agencies and projects that have implemented World Bank funded projects.

**Code of Conduct and Ethics:** The **Project specific GRM** will be developed and will consist of SEA/SH reporting channels/entry points which include:

- Trained Community Facilitators whose role is to receive and refer cases appropriately to GBV service providers;
- At the PIU, SOSSPA will recruit staff who will be responsible for day-to-day implementation of the project. SOSPPA will be responsible for building the the capacity on management SEA/SH risks and impacts throughout the project. The project coordinator shall be the focal point/entry point for SEA/SH activities and reporting. A staff will be trained to facilitate a survivor centered approach ensuring safe and confidential referrals and case follow up either from the community or from project workers.

	<b>Activity to Address SEA/SH risk</b>	<b>Steps to be taken</b>	<b>Time Lines</b>	<b>Responsible</b>	<b>Monitoring (Who will monitor)</b>	<b>Output indicators</b>	<b>Estimated Budgets (UGX)</b>
1	<b><i>Sensitize the IA on the importance of addressing SEA/SH on the project, and the mechanisms that will be implemented</i></b>						

2	<b>Conduct GBV/SEA assessment at project sites</b>						
a)	Conduct a SEA/SH risk assessment in project area to inform risk mitigation strategies	<ul style="list-style-type: none"> <li>Integrate SEA/SH risk assessment tool into ESMF</li> <li>Develop TOR</li> <li>Procure consultant to conduct the assessment</li> </ul>	July-September 2023	Consultant, SOSSPA	SOSSPA & WB	SEA/SH risk assessment report	
3	<b>Map out GBV/SEA prevention and response service providers</b>						
a)	Identify existing SEA/SH service Providers in the project area and develop a SEA/SH referral pathway	<p>Review for existing SEA/SH service provider referral lists</p> <p>Identify SEA/SH service providers</p> <p>Develop/update SEA/SH referral pathway</p>	October-December 2023	Consultant, SOSSPA, World Bank	SOSSPA	<p>SEA/SH service provider mapping Report</p> <p>Referral pathway developed/updated</p> <p>Number of Service providers in the project area with capacity on SEA/SH</p>	
b)	Review capacity and quality of SEA/SH service Providers in the project area	<p>Develop tools for assessing capacity of GBV/SEA service</p> <p>Conduct organizational</p>					

		capacity assessment					
c )	Disseminate the referral pathway to stakeholders including service providers	Distribute the SEA/SH referral lists widely & in public places	November 2023	SOSSPA	SOSSPA	SEA/SH Referral Pathway disseminated Level	
d )	Stakeholder consultations on SEA/SH situation with LG, NGO's,	Develop stakeholder facilitation guide Conduct stakeholder consultations Conduct regular SEA/SH safety audits Prepare reports	November 2023	SOSSPA	SOSSPA	Number of stakeholder consultations done	
<b>5.</b>	<b><i>Integrate SEA/SH risk management in Contractors' Environment and Social Implementation Plan (ESIP)</i></b>						
a )	Incorporate SEA/SH risk in the Contractor's Bidding Documents (BOQs) and the Environment and Social Implementation Plan (ESIP)	Integrate SEA/SH considerations in the Contractor's Environment and Social Implementation Plan (ESIP)	October onwards	SOSSPA	SOSSPA	Updated ESIP with SEA/SH	
<b>6.</b>	<b><i>Review the IA's capacity to prevent and respond to SEA/SH</i></b>						

a )	Review for attention to SEA/SH: * Human resource manuals and staff capacity. * Existing GBV/SEA Policies and procedures. * Project code of conduct.	Capacity assessment of implementing agency  Review MAAIF ESMS and procedures/Guidelines  Review Project Frameworks to identify SEA/SH policies and procedures.		SOSSPA	SOSSPA	SEA/SH prevention and mitigation measures addressed in policy documents	
e )	Develop M&E programme	Develop an M&E plan to monitor work plan implementation  Monitor SEA/SH Implementation Plan	July-September 2023	SOSSPA	SOSSPA	M&E framework in place Number of monitoring activities done and reports produced on quarterly basis	
<b>7 Inform project affected communities about SEA/SH risks</b>							
a )	Develop information dissemination strategy	Develop a strategy  Identify the methods to disseminate the information	July-September 2023	SOSSPA	SOSSPA	A SEA/SH communication strategy in place	

		Dissemination of information publicly to stakeholders				No of IEC materials disseminated	
b )	Develop/adapt relevant IEC materials for community engagements	Develop relevant IEC materials translated in local languages of the project location	July-September 2023	SOSSPA Communication team	SOSSPA	No and type of SEA/SH IEC material developed	
e )	Conduct community sensitization on SEA/SH risks	Develop a Community sensitization plan, material and messages  Conduct community sensitization (Radios, posters, community engagements)	January-June 2022	SOSSPA & District Local Government	SOSSPA	Number of District, sub county and community sensitization conducted	
<b>8</b>	<b><i>GBV/SEA sensitive channels for reporting in GRM</i></b>						
a )	Develop/Review GRM for specific SEA/SH procedures	Undertake internal review of GRM for SEA/SH mitigation  Integrate SEA/SH entry points within the GRM with clear procedures  Develop/update SEA/SH reporting	January-June 2021	Consultant, SOSSPA	SOSSPA	GBV/SH procedure integrated In Ministries –MIS-GRM module	

		and allegation procedures					
	Identify and train SEA/SH focal points within the GRM who responsible SEA/SH cases and referrals will be as defined in the referral pathway.	Identify and select GBV/SEA focal persons within the GRC  Clarify the role of the focal points in GBV/SEA as referral points  Train the focal points on GBV/SEA basics and the referral pathway	January-June 2021	SOSSPA	SOSSPA	Number of focal persons identified and trained in all districts  Number of GBV cases received, referred and resolved	
9	<b>Define and reinforce SEA/SH requirements in procurement processes and contracts</b>						
a)	Incorporate SEA/SH Requirements and expectations in the contractor/suppliers/consultants' contracts.	Ensure that SEA/SH issues are incorporated in all contracts signed by contractors'/consultants/ suppliers	October onwards	SOSSPA	SOSSPA	SEA/SH standards in procurement/contract document	

c )	Codes of Conduct signed and understood	<ul style="list-style-type: none"> <li>• Define the requirements to be included in the CoC which addresses SEA/SH</li> <li>• Review CoC for provisions/clauses that guard against SEA/SH</li> <li>• Have CoCs signed by all contractors/suppliers/consultants</li> </ul>	October onwards	SOSSPA	SOSSPA	Contract documents with clearly defined SEA/SH clauses/requirements	
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