

ANNEX 1: STAKEHOLDER ENGAGEMENT PLAN (SEP)



Proposed Upgrade of Karugutu-Ntoroko (56.5km), Link to Rwebisengo (8.2km) and Ntoroko Town Roads; to Bituminous Standard

STAKEHOLDER ENGAGEMENT PLAN (SEP) FOR THE CIVIL WORKS



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1.0 INTRODUCTION

1.1 Project Background

The Government of Uganda (GoU) through the Ministry of Works and Transport (MoWT) is planning to upgrade Karugutu-Ntoroko (56.5km), Link to Rwebisengo (8.2km) and Ntoroko Town Roads (3.2km) from Gravel to bituminous standard. Uganda's government aims at enhancing transportation services to support agricultural, industrial, trade, tourism and social sectors. The transport policy focuses on developing an integrated and self-sustaining economy to eradicate poverty and boost economic integration. Roads are hugely important to local communities, and in Uganda, they carry 95% of freight traffic and 99% of passenger traffic and contribute 3% of the country's Gross Domestic Product (GDP). There is much more about roads beyond good engineering and construction— sustainable roads connect people to jobs, education and health, boost regional integration, link communities to income-generating markets, expand economic growth, and decrease poverty.

The main project road (Karugutu to Ntoroko) starts from Karugutu Trading Centre on the Fort Portal – Bundibugyo Road at UTM Arc 1960 191336E 87285N and ends at the lake shore on Lake Albert in Kanara Town Council at UTM Arc 1960 226397m E 116912m N. The starting point of the road at Karugutu is approximately 340 kilometers, by road, West of Kampala, the Capital City of Uganda. Over 95% of the road traverses through a gazetted Wildlife Reserve which falls under the jurisdiction of Uganda Wildlife Authority. The proposed desired alternative will maintain an existing road section from Karugutu to Kakara where there is a junction to Rwebisengo-and will continue all the way to Makondo an operational road covering about 16 Km that will require an opening for the upgrade and later on divert near the park boundary for 18 Km through green-field and to join the District feeder road of 3 Km to give a total length of approximately 21 km to Kanara.

In accordance with the National Environment Act (NEA), Cap 181, National Environment (Impact Assessment) Regulations, 2020 and the Guidelines for Environmental Impact Assessment in Uganda. The road development is among the projects that are subjectable to an Environmental and Social Impact Assessment (ESIA) process.

The project will be implemented in accordance to IFC standards; this ESIA has been revised in accordance to IFC's Sustainability Framework. IFC's Sustainability Framework articulates the Corporation's strategic commitment to sustainable development, and is an integral part of IFC's approach to risk management. The Sustainability Framework comprises IFC's Policy and Performance Standards on Environmental and Social Sustainability. The Policy on Environmental and Social Sustainability described IFC's commitments, roles, and responsibilities related to environmental and social sustainability in this report.

According to IFC Standards, the Karugutu-Ntoroko Project is Category A. This is because most of the project closely interacts with a Wildlife Protected Area, Toro-Semliki Wildlife Reserve (TSWR); and project activities have potential adverse environmental impacts on some of the Biological resources held within TSWR, though most of them can be readily addressed through mitigation measures.

1.2 Project Description

The proposed project is situated in Ntoroko District which was granted a District status by the act of parliament in 2010 curving it from Bundibugyo District effective July 2010. Ntoroko as a District is located in the western region of Uganda bordered by the Districts of Kibale in the Northeast, Kabarole in the East and Southeast, the Bundibugyo District, Democratic Republic of Congo (DRC) to the West, and Lake Albert to the North.

The road starts at Karugutu Trading Centre on the Fort Portal – Bundibugyo Road at UTM Arc 1960 191336E 87285N and ends at the lake shore on Lake Albert in Kanara Town Council at UTM Arc 1960 226397m E 116912m N. The starting point of the road at Karugutu is approximately 340 kilometers, by road, West of Kampala, the Capital City of Uganda. Over 95% of the road traverses at the peripheral of Toro-Semuliki Wildlife Reserve which falls under the jurisdiction of Uganda Wildlife Authority. The proposed desired alternative will maintain an existing road section from Karugutu to Kakara where there is a junction to Rwebisengo-and will continue all the way to Makondo an operational road covering about 16 Km that will require an opening for the upgrade and later on divert near the park boundary with in the park for 18 Km through green field and to join the District feeder road of 3 Km to give a total length of approximately 21 km to Kanara.

The existing road has been undergoing periodic maintenance and is motorable. It has a width of approximately 6m. The Karugutu – Ntoroko road is Gravel class A, maintained by MoWT. The road is in a fair to poor condition and exhibits defects including, loss of gravel, potholes and scoring of drainage channels mainly after river Wasa towards Kanara Town Council where the road is generally flat with cotton soils that often become problematic during the rainy season.

Table 1: Administrations along the project

Sub County/ Town Council	Ward / Parish	Villages/Cells
Karugutu Town Council	Karugutu Ward	Karugutu South Cell
	Nyabuhuru Ward	Karugutu North Cell
		Nyabuhuru Cell II
Kacwamba	Kacwamba I, Kacwamba II	Kacwamba I, Kacwamba II
		Kakhoga
Karugutu Sub County	Itojo Parish (within the wildlife reserve)	Kakara
Kanara Sub County	Kimara Parish (within the Wildlife reserve)	Kanywataaba
		Wassa
		Kandita
		Kacwankumu
Kanara Town Council	Kanara Ward (old)	Kanara A
		Kanara B, Rwenyange B
		Rwenyange A
	Twanzane Ward	Ntoroko South B
		Ntoroko south A
		Ntoroko Middlewest
		Ntoroko west
	Kanyansi Ward	Ntoroko Central A
		Ntoroko Central B
		Ntoroko East B, East A
		Ntoroko
	Ntoroko Ward	Kisenyi A
		Kisenyi B
Ntoroko, North B North A		
Rwebisengo Town Council	Mukimba	Mukimba I & II
	Rwebisengo	Rwebisengo Central, Rwebisengo North

		Rwebisengo South
		Rwebisengo West
	Majumba	Majumba South
		Majumba North

1.3 Purpose and Scope

The process of ESIA preparation undertook a series of activities including public participation and stakeholder engagement.

Stakeholder engagements are a basis for building strong, constructive and responsive relationships with the affected project communities. The engagements were initiated at the scoping stage will continue throughout the project life. The continuous consultations will help MOWT to ensure that affected communities and other concerned individuals and organizations are kept fully informed of project progress and meaningfully participate in planning, implementation evaluation and monitoring. It will also facilitate the identification of avoidance, minimization, mitigation and compensation measures that are appropriate and sustainable in the project area. The process of stakeholder engagements will be systematic as guided by the Stakeholder Engagement plan(SEP).

The SEP is a formal strategy to communicate with project stakeholders at national, international and community level to achieve the support for the project while observing the national guidelines and international best practices, defining technically and culturally appropriate approach to consultations and disclosure, grievance management and monitoring, evaluation and reporting.

The SEP will assist the project team with managing and facilitating engagements through various stages of the project life cycle at feasibility, detailed project design, The SEP is a living document that evolves throughout the project life and updated frequently as stakeholder communication needs change.

1.4 Objectives of the Stakeholder Engagement Plan

The overall goal of this SEP is to improve and facilitate decision making and create an atmosphere of understanding that actively involves project affected people and other stakeholders on a timely manner and that these PAPs are provided with sufficient opportunity to voice their opinions and concerns that may influence project decisions.

The key objectives of this SEP are summarized below;

- i) To establish a systematic approach to stakeholder consultations, identification and analysis of stakeholders
- ii) To identify key stakeholders and understand engagement requirements
- iii) To create awareness of the project, potential risks, impacts and seek views on the proposed project design,
- iv) To define reporting and monitoring measures to ensure the effectiveness of the SEP
- v) To provide project-affected parties with accessible and inclusive means to raise issues and grievances for effective management

2.0 OVER VIEW OF STAKEHOLDER ENGAGEMENTS

Stakeholder engagement is the process by which the project developer involves the participation of project affected communities in project activities and decision making processes throughout the life cycle of the project. Effective stakeholder engagement has to be all inclusive and conducted in a transparent manner to improve the environmental and social sustainability of projects, enhance project acceptance, relationships and make a significant contribution to successful project design and implementation.

A stakeholder is a group or individual who may be affected by the project or have specific interest in the project activities. These may be identified within the right of way, surrounding communities, responsible authorities that are directly or indirectly affected by the road project

The Ministry of Works and Transport (MoWT) identified key stakeholders including the project affected persons, assess their interests, undertake consultations and information disclosure of possible project impacts that could potentially harm them.

The team will conduct meaningful stakeholder engagements to achieve the following;

- i) Cutting unnecessary costs of the project
- ii) Effective management of risks that threaten project viability
- iii) Enhance reputation for MoWT and Contractor
- iv) Minimization on conflict between the project and affected parties
- v) Enables identification, monitoring and reporting on impacts and
- vi) Management of stakeholder expectations and attitudes.

2.1 Principles of effective Stakeholder Engagement

Stakeholder engagement is usually formed by a set of principles defining core values underpinning interactions with stakeholders. Common principles based on International Best Practice include the following:

The development of the Stakeholder engagement plan followed the principles below;

- a) **Commitment** is demonstrated when the need to understand, engage and identify the project affected persons, community and other stakeholders is recognized and acted upon early in the process. The process should commence as soon as scoping paying more attention to communities and households affected by displacement
- b) **Integrity** occurs when engagement is conducted in a manner that fosters mutual respect and trust. Ensure the team works with affected households and communities to explore ways to avoid, minimize where possible physical and economic displacement of households. The stakeholder views should be taken as important and where possible implemented.
- c) **Respect** is created when the rights, cultural beliefs, values and interests of stakeholders and neighboring communities are recognized. Ensure that the public consultations and disclosure process complies with the National legislation, regulations and MoWT standards.
- d) **Transparency** is demonstrated when community concerns are responded to in a timely, open and effective manner; The team will establish grievance management committees to manage all grievances and concerns.

- e) **Inclusiveness** is achieved when broad participation is encouraged and supported by appropriate participation opportunities. Women and vulnerable PAPS should be encouraged to participate at all relevant stages or special arrangements to be made to ensure participation.
- f) **Trust** is achieved through open and meaningful dialogue that respects and upholds a community's beliefs, values and opinions. The process must be culturally appropriate and inclusive of all stakeholders affected by land acquisition, free of interference, manipulation, intimidation or coercion

2.2 Considerations and Barriers to Stakeholder Engagement

In addition, the following considerations have been made while developing this SEP and will be important during SEP implementation:

- a) **Consultation Fatigue:** The stakeholders especially project affected persons may get frustrated of the consultation processes especially when promises are not fulfilled and their opinions and concerns are not put into consideration. This however will be avoided by combining engagements for similar stakeholders to avoid fatigue. Further to that, the team shall ensure no promises are done but rather use the consultation process to manage expectations, challenges, misconceptions disseminate accurate information, gather opinions as feedback.
- b) **Securing Stakeholder participation:** Cultural norms and values can prevent free participation of key stakeholders including women and the girls because they believe issues of land are managed by men. This limits representation of the women concerns. However, this will be managed by employing Community Liaison Officers sensitive to power dynamics and structures of grievance management committees will be established with a balanced gender representation.
- c) **High stakeholder expectations:** Stakeholders can have unrealistically high expectations of benefits that may accrue to them from a project. These expectations may require considerable attention against a limited number of resources. However, MoWT will endeavor to the extent possible to incorporate stakeholder views into the project design. All views which require design considerations will be compiled and submitted to the Design department. In situations where such views cannot be incorporated, reasons will be provided to the stakeholders in a timely and transparent manner.
- d) **Time and Resources:** It takes time to develop and build trust based relationships with stakeholders especially where issues of their land and other property is affected. Some stakeholders will be sensitized on the complex issues requiring technical knowledge, and team should ensure the relationship with stakeholders grow on honesty, integrity and transparency.
- e) **Language barrier:** The team will adopt the preexisting engagement and communication channels within the project area such as through the Local Council Chairpersons and other volunteers to act as translators during engagements

- f) **Community and or family events, obligation and or disputes:** Planning for engagements in time zones that are less demanding for the attention of community stakeholders such as time after gardening at around 12.00 noon onward will be given attention

2.3 Engagements to Date

The team conducted stakeholder engagements at community, sub-county, district and national level in consultations during the preliminary designs so that views and concerns can be captured to inform the final designs. The affected persons, communities, districts, sub counties and town council technical staff was consulted to disclose the project, obtain inputs into developing the SEP and to inform the ESIA studies. The team is happy to report that participation in all engagements was good and a good representation of women was observed.

3.0 STAKEHOLDER ENGAGEMENT STRATEGY/ METHODOLOGY

The various stakeholders along the project area will receive the information about the proposed project through different channels. These will include but not limited to;

3.1 Stakeholder engagements / Public meetings

A four level approach will be employed by MOWT to disclose the project information to the public. These initial engagements will target the communities at the community level, the Sub-counties, the Districts and the high level engagements which will target the CSO's/NGO's and the area Members of parliament in the project affected Districts. These engagements will be through dialogues and consultations. Through such engagements, the stakeholders will be in position to air out their views, concerns as well as their recommendations which will be considered throughout the project construction process. For the high level engagements, the mode of dissemination will be through workshops or meetings with the respective persons.

3.2 Focus Group Discussions and Key Informant Interviews

The MOWT team will also disseminate as well as gather more information about the project through the use of Focus Group Discussions (FGD's) and Key Informant Interviews with a few selected groups and persons along the project area. The information got from these groups will be used to enrich the stakeholder views as well as a better understanding of the project area. The FGDs will be arranged at the community level especially for engagements between Special Interest Groups such as vulnerable social groups, identified livelihood groups and community representatives like community leaders. There will also be regular special meetings in the form of Key Informant Interviews between expert stakeholders or institutional stakeholder representatives to share relevant project information and derive feedback or build consensus. These will for instance include the various clan leaders as these are very vital when it comes to critical decisions in the project area. Such Discussions and interviews will be continuous throughout the project cycle.

3.3 Grievance Mechanism

Through the detailed Grievance Mechanism which will be guided by the Grievance Redress Mechanism, the various issues, concerns and grievances raised by the stakeholders throughout the project cycle will consistently be dealt with and solutions provided accordingly. Herein the various Grievance Management Committees will be formed along the project area so that the grievances are easily dealt with at the community level. It's only the complex grievances that will be escalated for further attention.

3.4 Radio talk shows

The radio talk shows will also be used through the different phases to disclose various project information to the stakeholders. These will be conducted as and when necessary. Through the radio talk shows, project information will be disseminated to large audiences.

3.5 Correspondences

Letters/Memos and phone calls shall be used in informing the stakeholders of impending engagements and providing feedback to concerns raised.

4.0 REGULATORY AND GOVERNANCE FRAMEWORK FOR STAKEHOLDER ENGAGEMENT

This section outlines the regulatory framework for the Projects Stakeholder engagement activities namely; The Legislative requirements of Government of Uganda, The MOWT environment and Safeguard Standards

Table 2: Legal and Policy Framework for Stakeholder Engagement

Law/Policy	Jurisdiction/Mandate	Relevance
A: National Legal and Policy Framework for Stakeholder Engagement		
The constitution of the Republic of Uganda, 1995	This is the cornerstone of legislation in Uganda. First it was drawn up with widespread participation of the population, including people with disabilities, women and other minority groups. Each group ensured that their interests are represented. Secondly, it provides for statutory instruments that govern participation in policy and programs. It provides for participatory governance – Under the political objectives; part (i) The State shall be based on democratic principles which empower and encourage the active participation of all citizens at all levels in their own governance; and (iii), the State shall be guided by the principle of decentralization and devolution of government functions and powers to the people at appropriate levels where they can best manage and direct their own affairs.	Identify and plan for consultation and active participation of community members, local leadership and other stakeholders along project areas in planning studies and implementation.
	On women issues Article 33 states that women shall be accorded full and equal dignity of the person with men and that women shall have the right to equal treatment with men and that right shall include equal opportunities in political, economic and social activities. On disability Article 34 states that persons with disabilities have a right to respect and human dignity and the State and society shall take appropriate measures to ensure that they realize their full mental and physical potential. Article 36 on minorities' states that minorities have a right to participate in decision-making processes and their views and interests shall be taken into account in the making of national plans and programs.	The identification of stakeholders for consultation and participation should give equal opportunity and include socially vulnerable groups including women, children persons with disabilities and other minorities such as refugees and non-citizens.
	On environmental protection and conservation, the constitution offers 'every Ugandan... a right to a clean and healthy environment' (section 39) while at the same time expects citizens to play their part in creating a healthy environment - 'it is the duty of every citizen of Uganda to create and protect a clean and healthy environment (section 17).	Stakeholder engagements should include consultation over potential social and environmental impacts and locally agreeable mitigation measures. The SEP should take into consideration likely vulnerabilities among stakeholders and how they

		are likely to compromise their full participation in planning consultations and mitigation implementation
The Environmental Impact Assessment Regulations, 2020;	These specify the general requirements for good ESIA and RAP practice in Uganda. The Environmental Impact Assessment Regulations, the developer to take all measures necessary to seek the views of the people in the communities that may be affected by the project.	Require developers to ensure that the views of stakeholders in affected communities are sought and those potential impacts including benefits are identified and appropriately disclosed.
The Local Government Act (1997);	The Local Government Act (1997) provides for the system of local governments, which is based on local councils and the participation of the community members in which powers over development planning, budgeting, financial management, human resources and service provision function (including the emerging of safety and security service delivery needs) have been devolved to popularly elected Local Governments.	Identify and plan for meaningful engagement, consultation and involvement of relevant local government stakeholders, community leaders and members. Preceding the preparation of this SEP, was extensive mapping of stakeholders to ensure inclusive public involvement and participation As the project further evolves, more stakeholders shall be identified and involved as per the prevailing needs and requirements of the project.
National Gender Policy 2007; and National Plan of Action for Women.	These are instruments aimed at narrowing the gender (inequality) gap and promoting equity in access to and control of resources or development outcomes by ensuring that gender concerns are routinely identified and addressed in the identification, design, appraisal, implementation, monitoring and evaluation of national, and local government policies, plans and programs.	These have implications for stakeholder engagement that includes the identification of and consultation with vulnerable social groups such as women, youth and disabled groups in respect to development processes and related impacts.
The MOWT Environment and Social Management System (2019) and the MOWT Land Acquisition and Resettlement Policy (2019) section 4.0	Highlight the significance of stakeholder engagement as source of information as well as project social and environment risk management strategy and tool throughout the project cycle and includes Guidelines for Stakeholder Consultation and Information Disclosure during ESIA and RAP processes. This is re-echoed in annex 1 section 6 and 5 of the MOWT Business Processes for the Department of Environment and Social Safeguards	These have implications for stakeholder engagement that includes the identification of and consultation with all relevant stakeholders in respect to development processes and related impacts including management of project risks and meaningful disclosure of project relevant information.
Stakeholder engagement is also implied in a number of national legislation that guide land acquisition in	The Land Act, 1998 addresses land holding, management control and dispute resolution and repeats (in Section 3) provisions of Article 237 of the Constitution which vests all land ownership in the citizens of Uganda, to be held under <i>customary, freehold, mailo or leasehold</i> tenure systems. Section 43 of the Act reaffirms the statutory power of compulsory acquisition conferred on the government and local authorities under articles 26 (2) and 237(2) (a) of the	These have implications for stakeholder engagement that includes the identification of and consultation with relevant land management structures at local government level, the land

public interest such as the Land Act, 1998; and Land Acquisition Act, 1965.	Constitution but subject to fair and prompt compensation and where necessary recourse to redress mechanism. This is re-echoed in Land Acquisition Act, 1965.	owners and users under different tenure including vulnerable social groups such as women, youth and children that derive sustenance from land in respect to development impacts and mitigation measures.
B: Other Policy Frameworks for Stakeholder Engagement		
The MOWT Standards regarding stakeholder engagement and consultation	<p>Stakeholder Engagement: According to MOWT Stakeholder engagement is an ongoing process that may involve in varying degrees, the following elements:</p> <ul style="list-style-type: none"> i. stakeholder analysis and planning, disclosure and dissemination of information, consultation and participation, grievance mechanism, and ongoing reporting to Affected Communities. The nature, frequency, and level of effort of stakeholder engagement may vary considerably and will be commensurate with the project's risks and adverse impacts, and the project's phase of development. ii. Stakeholder Analysis and Engagement Planning: Safeguards team should identify the range of stakeholders that may be interested in their actions and consider how external communications might facilitate a dialog with all stakeholders. The team will develop and implement a Stakeholder Engagement Plan that is scaled to the project risks and impacts and development stage, and be tailored to the characteristics and interests of the Affected Communities. iii. Disclosure of Information: Disclosure of relevant project information helps Affected Communities and other stakeholders understand the risks, impacts and opportunities of the project. The team will provide Affected Communities with access to relevant information. Consultation: When Affected Communities are subject to identified risks and adverse impacts from a project, the team will undertake a process of consultation in a manner that provides the Affected Communities with opportunities to express their views on project risks, impacts and mitigation measures, and allows the team to consider and respond to them. The extent and degree of engagement required by the consultation process should be commensurate with the project's risks and adverse impacts and with the concerns raised by the Affected Communities. Informed Consultation and Participation: For projects with potentially significant adverse impacts on Affected Communities, MOWT will conduct an Informed Consultation and Participation (ICP) process that will build upon the steps outlined above in Consultation and will result in the Affected Communities' informed participation. External Communications and Grievance Mechanisms: MOWT will implement and maintain a procedure for external communications that includes methods to (i) receive and register external communications from the public; (ii) screen and assess the issues raised and determine how to address them; (iii) provide, track, and document responses, if any; and (iv) adjust the management program, as appropriate. In addition, safeguards team is 	Identify and plan for early and appropriate engagement and consultation with all project stakeholders including vulnerable social groups and paying special attention to their needs and concerns.

	encouraged to make publicly available periodic reports on their environmental and social sustainability. Where there are Affected Communities, the team will establish a grievance mechanism to receive and facilitate resolution of Affected Communities' concerns and grievances about MOWT's environmental and social performance	
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5.0 ROLES AND RESPONSIBILITIES

The Safeguards team will make sure that all affected parties and local authorities are informed about the Project and will be involved in the process of identifying the important issues of the Project. Roles and responsibilities have been defined in order to ensure effective stakeholder engagement during the life of the project. Principal roles and responsibilities for the implementation of this plan during the construction phase are outlined in Table 3 below.

Table 3: Roles and responsibilities

Roles	Responsibilities
Project Management	<ul style="list-style-type: none"> • Ensures that this SEP is implemented • Provides necessary resources for effective implementation of this Plan
Social team	<ul style="list-style-type: none"> • Coordinates with parties for effective implementation of this Plan • Evaluates the compliance of Project activities with national legislation requirements • Organizes cooperation activities with Survey, Valuation and Principal Component Analysis (PCA) • Searches the causes of the social incidents that cause; injuries, delays or stoppage in the work and disputes among Project and communities • Monitors all grievances and ensure that all complaints are resolved and closed, • Coordinates with parties for proper implementation of this SEP

6.0 STAKEHOLDER MAPPING, IDENTIFICATION AND ANALYSIS

6.1 Stakeholder identification

Stakeholder identification is the process of determining individuals, groups or institutions by their key groupings and sub-groupings to determine their priorities and objectives in relation to the project. The identified stakeholders may be directly or indirectly affected by project.

During the process of stakeholder identification, we have the key and non-key stakeholders. The key stakeholders must be identified first, as those that are positively or negatively affected during the project, can significantly influence the project and their interest in the project must be recognized. For non-key stakeholders, their needs do not have to be recognized but identified as a result of identifying all stakeholders.

Stakeholder mapping and identifications is based on the location, power, mandate influence, interest and vulnerability in the project. Key consideration is given to those stakeholders who

have the power to influence the project, control what decisions are made, facilitate its implementation and stakeholders with direct or indirect interest in the project

These stakeholders are identified in the following ways:

- i) By determining the project footprint in terms of land acquisition and observations during team Reconnaissance in the project area;
- ii) In consultation with key local resource persons including the project staff, government officials, community leaders, and interest group representative;
- iii) By brainstorming the preliminary list of stakeholders potentially affected by the project footprint including categories of organizations, interest groups, households, individuals;
- iv) Impact zoning. This is done by mapping the sphere of influence of different types of environmental and social impacts. Near term and future may be assessed to determine the cumulative impacts;

Document review of past stakeholder information and consultation in relation to the project or locality. These can be existing databases, grievance logs, past ES/IAS, Local government newsletters, reports from development partners, nongovernmental organizations etc.

6.2 Classification of stakeholders

Stakeholders are categorized for the better utilization of rules for generating appropriate engagement strategies. For the interest of this SEP, the project stakeholders are classified as

6.2.1 Primary stakeholder

These are stakeholders with a direct relationship or stake with the project success. They bear a direct risk or impact and involves human entities. considered to have high influence and power. These require regular engagements, information dissemination and consultations throughout the project phases. These include Project affected communities, PAPs, project proponent, NWSC, UWA UMEME, NEMA and all District and Sub-County Local Governments along alignment fall in this category.

When primary stakeholders are meaningfully engaged, the project is able to achieve its objectives and the benefits. Anticipated social and environmental risks will be well communicated hence generation of appropriate measures, views on how to mitigate the risks. Full participation during project implementation and monitoring will be achieved. Special care will be taken at initial stages to ensure that the identification exercise is wide-sweeping and that no marginal groups are inadvertently excluded. Vulnerable social groups with high interest but low influence will as well be identified, supported and encouraged to participated and be consulted as primary level stakeholders.

6.2.2 Secondary stakeholders

These are stakeholders with a public or special interest in the project. They have less direct involvement but sometimes extremely influential or can still be influenced. They have high influence but low power or high power but low influence. Secondary stakeholders provide views, concerns and suggestions inform of information sharing of how certain aspects on social risks can be handled since most of them are located in the project area. Further still these CSOs are involved in identifying social risks in the project area which are escalated for further management during project implementation. These include NGOS, activists, communities.

6.2.3 Tertiary stakeholders

considered to have low power and low influence. These will require to be monitored for any concerns and relevant information shared where necessary. These stakeholders include the private sectors, media, public opinion leaders etc. Such stakeholder is informed about the entire project scope, purpose, sponsor information, process, ways different stakeholders can participate, potential risks and impacts of the project on local communities and proposals for mitigation. Tertiary Stakeholders are most useful for project information dissemination.

Table 4: Table Of Identified Stakeholders (For Refinement)

Stakeholder Groups	Stakeholder Type	Connection to the Project		
Local Communities				
Karugutu South Cell Karugutu North Cell Nyabuhuru Cell II Kacwamba I, Kacwamba II Kakhoga Kakara Kanywataaba Wassa Kandita Kacwankumu Kanara A Kanara B, Rwenyange B Rwenyange A Ntoroko South B Ntoroko south A Ntoroko Middlewest Ntoroko west Ntoroko Central A Ntoroko Central B Ntoroko East B, East A Ntoroko Kisenyi A Kisenyi B Ntoroko, North B North A Mukimba I & II Rwebisengo Central, Rwebisengo North Rwebisengo South Rwebisengo West Majumba South Majumba North	Directly affected Stakeholders	<ul style="list-style-type: none"> • PAPS for land, crop vulnerable and marginalized groups (women, poor households, PWDS) • Adjacent communities • Host communities that will receive impacts (positive or negative) as a result of the Project – e.g. positive employment opportunities, provision of infrastructure services or negative impacts associated with dust and noise 		
Mobile market users				
Education institutions				
Religious institutions				
Local Business operators				
GOVERNMENT				

Stakeholder Groups	Stakeholder Type	Connection to the Project
Uganda Wildlife Authority(UWA) Ministry of Water and Sewerage corporation UMEME NEMA MoWT NFA MGLSD	Potentially influential Stakeholders	Government institution concerned with implementing the state's Environment Protection and Improvement policy These are instruments aimed at narrowing the gender (inequality) gap and promoting equity in access to and control of resources
LOCAL Administrators		
Ntoroko District Karugutu Town Council Karugutu Sub County Kanara Sub County Kanara Town Council Rwebisengo	Primary Stakeholders	Local government is of primary political importance to the Project with permitting requirements that must be met by the Project They also have responsibilities for waste management, infrastructure and traffic management. MOWT will have to work in cooperation with the local administration
Secondary Stakeholders		
Area clan offices		
Rural Mothers at Risk		
Cultural leaders		

6.3 Stakeholder Analysis

Once relevant stakeholder groups have been identified, the next step is to analyse their interests. Stakeholder analysis identifies the primary, secondary and tertiary stakeholders of the project, how they will be affected, their interests or concerns, expectations, potential impact of the proposed project on their interests and methods of engagement. The team will employ the following methods of engagements Phone /email, One-on-one engagements, Focus group discussions; Distribution of pamphlets and newsletters; Public meetings; and Newspaper/magazines/radio. When deciding the frequency and the appropriate engagement technique used to consult a particular stakeholder group, the team shall consider the following criteria:

- i) The extent of impact of the project on the stakeholder group;
- ii) The extent of influence of the stakeholder group on the project; and
- iii) The culturally acceptable engagement and information dissemination methods.

After analyzing the relevant stakeholders' interest and project impacts, it is important to categorize the different groups of stakeholders and to determine the relative priority that the project should give to each stakeholder groups interest. The team would consider the importance, degree of influence. Special measures will also be put in place to cater for the interests of the primary stakeholders and the vulnerable groups including women. In general, engagement is directly proportional to impact and influence. As the extent of impact of a project on a stakeholder group increases, or the extent of influence of a particular stakeholder on a project increases, engagement with that particular stakeholder group should intensify and deepen in terms of the frequency and the intensity of the engagement method used

Table 5: Table Showing Stakeholder Analysis

Category Of Stakeholder(To Be updated)	Stakeholders	Interest at stake in relation to project	Effect of Project on their Interests +0-	Importance of Stakeholders for the Success of the Project U=Unknown 1=Little/No Importance 2=Some importance 3=Moderate importance 4=Very Important 5=Critical Player	Degree of Influence of Stakeholder over Project U=Unknown 1=Little/No Influence 2=Some influence 3=Moderate Influence 4=Significant Influence 5=Very Influential	Engagement method
PAPS/Communities, Institutions along the Road	PAPS(affected by land,crops,business,social services, other public utilities etc	Compensation, Livelihood Restoration, Loss of Social ties, Access of natural resources	Can Influence the Project time and licence for the project to operate.	Fair and Prompt compensation, livelihood restoration and access to social services	Very Influential	Physical Meetings and Radio Talk Shows
	Educational Institutions	Safety of Students		Very Important	Significant Influence	Physical Engagement meetings
	Cultural Clan and Religious Institutions	Loss of land and cultural/religious sites Loss of clan networks		Very Important	Significant Influence	Physical Meetings and Radio Talk Shows
	TSWR /UWA management	Project traversed a protected area		Very Important	Significant Influence	Physical Meetings and Letters
	Indirectly Affected Communities adjacent to villages along alignment	Blocked Access		Very Important	Significant Influence	Physical Meetings and Radio Talk Shows
	Mobile Market Vendors	Blocked Access		Critical Player	Very Influential	Physical Meetings and Radio Talk Shows

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District and Urban Local Governments along alignment	Ntoroko District Karugutu Town Council Karugutu Sub County Kanara Sub County Kanara Town Council Rwebisengo	Local government is of primary political importance to the Project with permitting requirements that must be met by the Project		Critical Player	Very Influential	Physical Meetings and Radio Talk Shows
Central Government Ministries and Agencies	Ministry of Water and Sewerage corporation UMEME NFA NEMA MoWT MGLSD UWA	Government institution concerned with implementing the state's Environment Protection and Improvement policy		Very Important	Significant Player	Physical Meetings and Radio Talk Shows
Project Proponent and Financiers and other Project Partners		Overall project financing and ESS's compliance supervision and monitoring		Very Important	Significant Influential	Physical meetings Engagement
Contractor and	Contractor	Undertake physical construction of the road		Very Important	Significant Influential	Physical meetings Engagement

Category Of Stakeholder(To Be updated)	Stakeholders	Interest at stake in relation to project	Effect of Project on their Interests +0-	Importance of Stakeholders for the Success of the Project U=Unknown 1=Little/No Importance 2=Some importance 3=Moderate importance 4=Very Important 5=Critical Player	Degree of Influence of Stakeholder over Project U=Unknown 1=Little/No Influence 2=Some influence 3=Moderate Influence 4=Significant Influence 5=Very Influential	Engagement method
Supervising Engineer		infrastructure				
	Supervising Engineer	Delegated role to ensure works compliance by the contractor.		Very Important	Significant Influential	Physical Engagement meetings