



ARUA AIRPORT EXPANSION AND UPGRADING PROJECT STAKEHOLDER'S ENGAGEMENT PLAN



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List of Acronyms

CCD	Client Care Desk
CCO	Client Care Officer
CDO	Community Development Officer
CLO	Community Liaison Officer
CSOs	Civil Society Organizations
EIA	Environment Impact Assessment
ESSD	Environment and Social Safeguards Division
FGD	Focused Group Discussions
GBV	Gender Base Violence
GRM	Grievance Redress Mechanism
GRMC	Grievance Redress Mechanism Committee
HQs	Head Quarters
ICAO	International Civil Aviation Organization
LCV	Local Council Five Chairman
MP	Member of Parliament
NEM	National Environment Management
NGOs	Non-Governmental Organizations
PIU	Project Implementation Unit
PMU	Project Management Unit
Q&A	Question and Answers
SEA/H	Sexual Exploitation and Abuse/ Harassment
SEP	Stakeholders Engagement Plan
SMEs	Small and medium Enterprises
ToR	Terms of Reference
UCAA	Uganda Civil Aviation Authority
VAC	Violence Against Children

1.0 Introduction/Project Description

Arua Airport (IATA: RUA, ICAO: HUAR) currently functions as the primary domestic airstrip serving Arua, offering essential air connectivity to other regions of Uganda. It operates as a civilian facility, accommodating both scheduled and chartered flights, and is particularly suited for small aircraft that frequently travel between Arua and Entebbe, as well as other nearby destinations. Managed by the Uganda Civil Aviation Authority (UCAA), the airport plays a significant role in supporting regional air transport within the country's upcountry aviation infrastructure.

The Arua Airport Expansion and Upgrading Project marks a transformative step toward enhancing aviation infrastructure and regional connectivity in Northern Uganda. As a strategic hub for trade, tourism, and transportation, the airport's modernization aims to align with international standards while responding to increasing air traffic demands. The project encompasses key upgrades including runway extension, terminal improvements, and advanced navigation systems to bolster operational efficiency, safety, and long-term economic development.

Recognizing that inclusive development relies on transparent communication and active participation, this Stakeholder Engagement Plan (SEP) outlines a comprehensive strategy for identifying, involving, and managing stakeholders throughout the project lifecycle. The engagement process is designed to be participatory and responsive, ensuring that the views, concerns, and aspirations of stakeholders from local communities to governmental bodies are respectfully captured and addressed.

The SEP establishes a structured approach to engagement, guided by relevant policies and legal frameworks. It emphasizes timely communication, risk mitigation, and the promotion of harmonious relationships among stakeholders. Special attention is given to gender and social inclusion, ensuring that vulnerable groups are meaningfully involved. In doing so, the plan supports both the technical success and the social sustainability of the project.

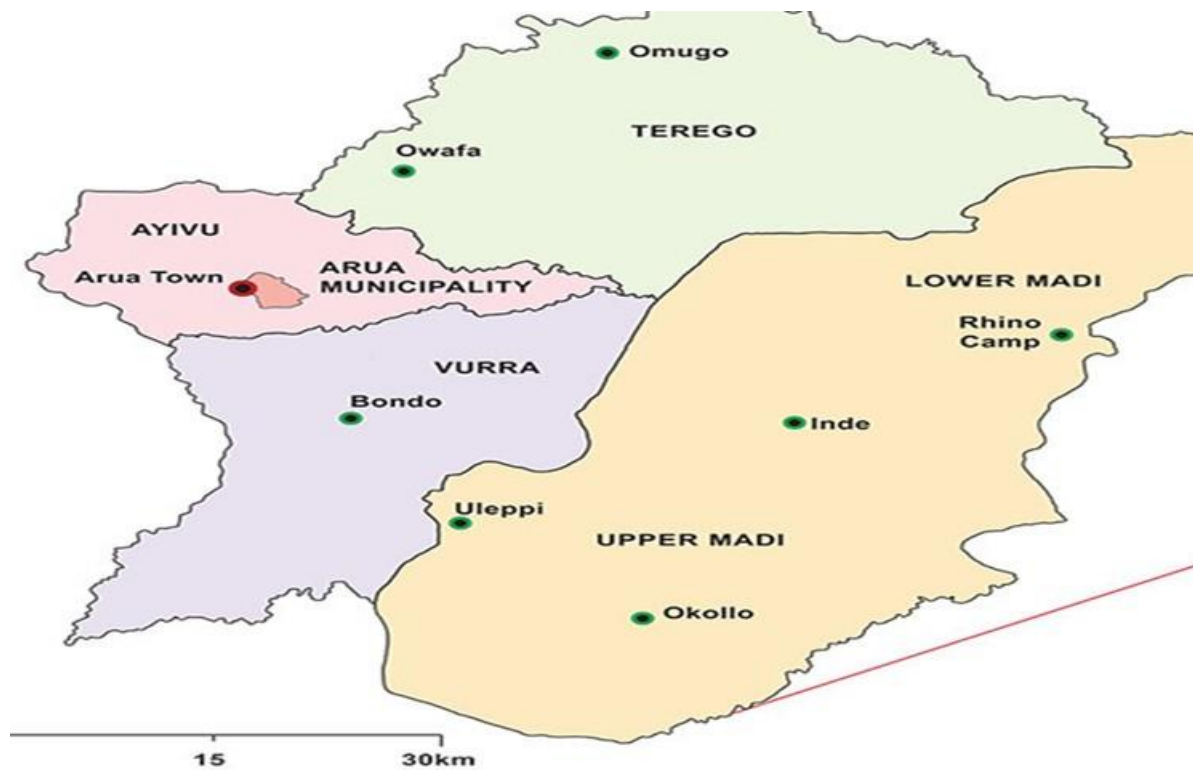
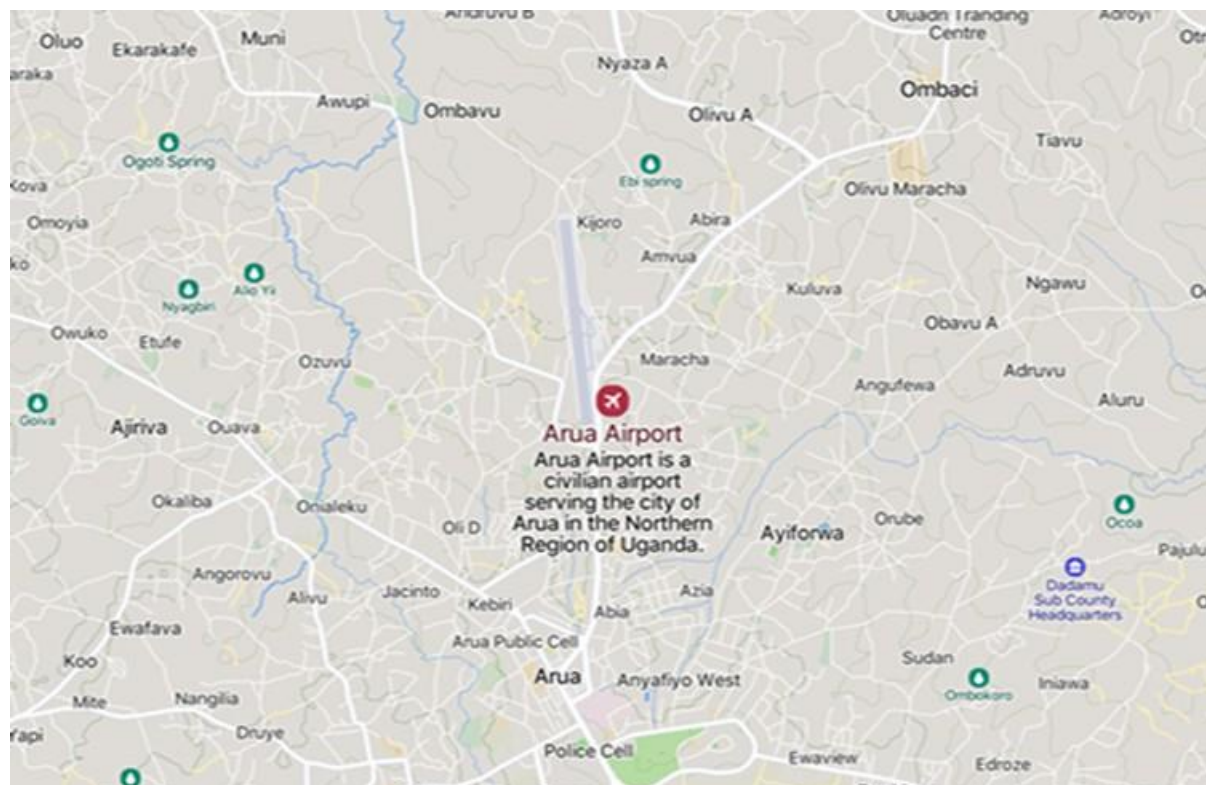


Figure 1: Map of Arua District showing Ayivu division where the airstrip is found



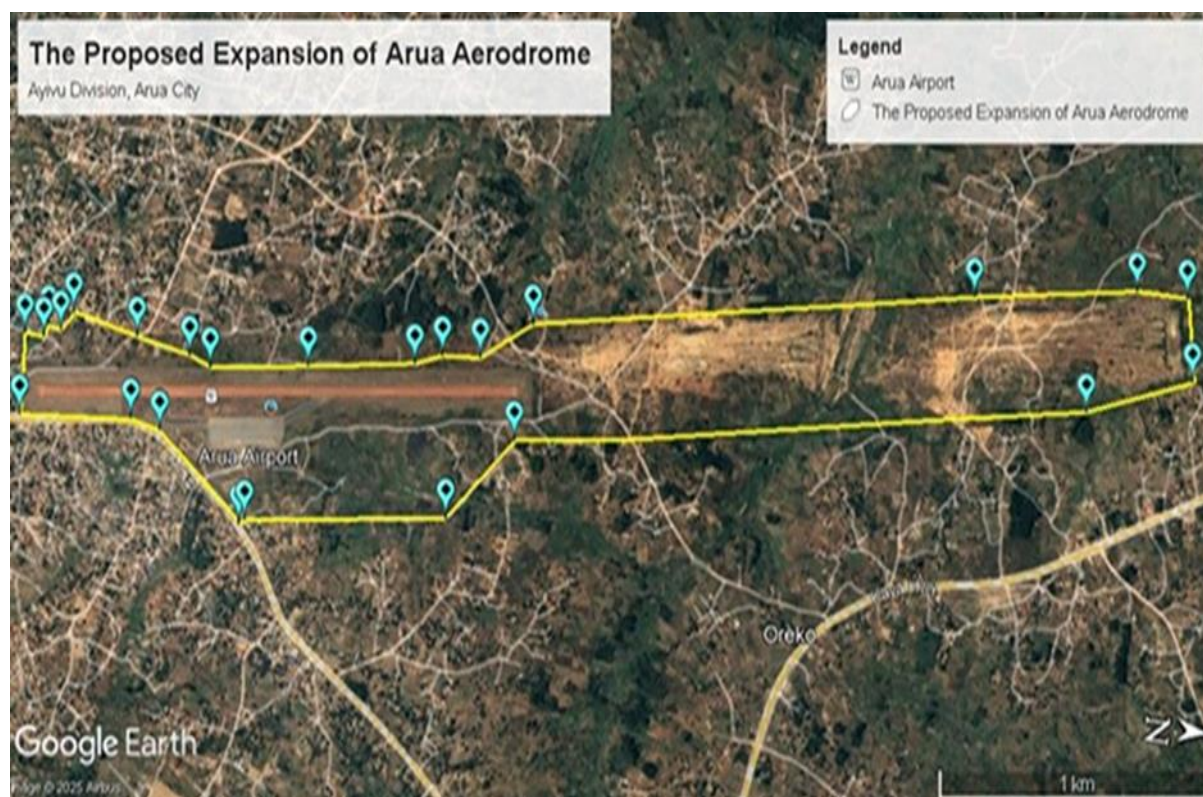


Figure 2: The Proposed Arua Airport Expansion Project site

1.1 Project justification

The primary justification for expanding Arua Airstrip is its geographic positioning near the borders of the Democratic Republic of Congo and South Sudan, positioning it as a strategic node for regional air logistics. The expansion initiative is intended to upgrade the facility to international airport standards to facilitate transboundary commerce, enhance interregional air network efficiency, and contribute to macroeconomic growth in the West Nile zone. This development aligns with a national aviation infrastructure framework that includes the establishment of multiple international airports to alleviate operational load at Entebbe International Airport and support decentralized aviation capabilities. The project responds to increased aircraft traffic and passenger throughput, marking a step toward scaling Uganda's airport infrastructure capacity. (See Appendix (i) for the status of the airstrip)

The Stakeholder Engagement Plan (SEP) is crucial for the successful implementation of the Arua Airport Expansion and Upgrading Project, as it ensures transparency, collaboration, and sustainability. Open communication fosters trust among stakeholders, making project decisions clear and well-understood. Inclusive engagement allows affected communities, government agencies, and other key players to voice their concerns, ensuring their interests are incorporated into the project's development. Proactively addressing stakeholders' concerns helps prevent conflicts, minimizes resistance, and fosters cooperation, reducing delays and ensuring smoother implementation.

Additionally, effective engagement aligns with national and international regulatory standards, ensuring compliance with legal, environmental, and aviation requirements. A structured approach to stakeholder involvement promotes sustainable development, strengthens local support, and contributes to environmentally and socially responsible decision-making. Furthermore, a well-developed engagement

strategy enhances investor confidence and improves the project's funding prospects, reinforcing its credibility and long-term viability. Stakeholder engagement remains a cornerstone of the project, promoting transparency and inclusive decision-making. By addressing the concerns and expectations of affected communities, government agencies, investors, and other key stakeholders, the project aims to facilitate a smooth implementation process while ensuring long-term regional development

1.2 Objectives of Stakeholder Engagement Plan

The overall objective of this Stakeholder Engagement Plan (SEP) is to define a program for stakeholder engagement, including public information disclosure and consultation, throughout the entire project cycle. The involvement of the local population is essential to the success of the project(s) to ensure smooth collaboration between project staff and local communities and to minimize and mitigate environmental and social risks related to the proposed project activities.

1.3 The Key Objectives of the SEP

- i. Provide guidance for stakeholder engagement such that it meets the standards of International Best Practice.
- ii. Identify key stakeholders who are affected, and/or able to influence the Project and its activities.
- iii. Identify the most effective methods, timing and structures through which to share project information, and to ensure regular, accessible, transparent and appropriate consultation.
- iv. Develop a stakeholder engagement process which provides stakeholders with an opportunity to influence project planning and design.
- v. Establish formal grievance resolution mechanisms.
- vi. Define roles and responsibilities for the implementation of the SEP.
- vii. Define reporting and monitoring measures to ensure the effectiveness of the SEP and periodical reviews of the SEP based on findings.

1.4 Importance of SEP Plan

Why is it important to develop a Stakeholder Engagement Plan at the onset?

- i. To guide effective stakeholder engagement throughout the project cycle.
- ii. To facilitate exchange of information and ideas for successful planning, implementation and monitoring process of works, programs and activities.
- iii. To effectively empower citizens to participate in project activities for improved service delivery. In addition to integrating their voices in project planning.
- iv. To strengthen alliances with opinion leaders, community leaders to influence their constituencies to support the project
- v. To enable the beneficiaries, communities and citizens to buy into the project and own it for project sustainability – including the protection of project infrastructure and assets from vandalism and theft.

1.5 SEP Elements

The SEP will have the following elements:

- i. A proactive engagement of stakeholders to generate the required buy in and political and social contract.
- ii. An appreciation of the benefits the project will bring to their own lives, business and operations. This raises allies and advocates needed to rally and support the implementation of Arua Airport Expansion Project.

- iii. Political buy-in at all levels is a critical factor for the successful execution of the project. A down-top approach in generating the necessary buy-in through creating awareness and demonstrating the costs/benefits to beneficiaries especially the PAPs.

2.0 Summary of Stakeholder Engagement Activities

Table 1: Summary of stakeholder Engagement

Stakeholder engaged (Name/Designation)		Key comments/Questions	Response(s)
Pamela Licoru Smith (Airport operations officer-in charge Arua Airport)		-Has space been allocated for all operational departments in the current airport design plan? -Recommend outlining a detailed coordination strategy with the Civil Aviation Authority (CAA), engineers, and contractors to ensure ongoing flight operations are not disrupted during construction. -It is crucial to clarify responsibility for marking and securing the airport boundaries to prevent continued land encroachment and unauthorized activities on airport grounds.	- A strategy is being developed to align construction work with flight schedules. Led by CAA with support from contractors and engineering teams. Communication protocols will be established for safety and efficiency. - A strategy is being developed to align construction work with flight schedules. Led by CAA with support from contractors and engineering teams. Communication protocols will be established for safety and efficiency. -Securing Boundaries: CAA's Land Management Unit and Airport Security are responsible. Immediate measures underway: perimeter marking, fencing, and local authority engagement. Climate Resilience Measures:

		-Suggest incorporating climate resilience measures into the upgrade—such as structural modifications—to address recurring issues related to wind and flooding. -Recommend procurement and installation of professional aviation communication systems, with a clear timeline to replace the current reliance on WhatsApp.	Structural assessments ongoing to address wind/flood vulnerabilities. Drainage improvement, structural elevation, and reinforcement are proposed. _Issue to be forwarded for consideration
Arua Airstrip staff • Operations Manager-UCAA-Arua Aerodrome • Aerodrome Security-AVIPOL • Port Health-MoH • Immigration • Fire Fighting Department • Aviation Fuel Supplier • Meteorology Department		Flooding and Drainage Deficiencies - Recurrent flooding around the airstrip due to inadequate infrastructure planning is disrupting normal aerodrome activities and raising safety concerns. End-User Functionality Not Fully Addressed - Construction plans may not sufficiently consider the practical needs of end users, potentially affecting long-term accessibility and operational efficiency. Lack of Proper Waste Management and Sanitation Systems - Absence of effective sanitation and waste disposal infrastructure poses health and environmental risks, undermining core airport standards.	To share with the engineering team to consider revising designs to improve water flow and ensure resilient surface runoff systems. Stakeholder feedback is being integrated into final construction adjustments to ensure the design meets the real-world needs of airport staff and passengers in terms of usability and access. Plans are underway to install modern waste disposal and sanitation systems that meet international airport health and safety standards, with

		Inadequate Office Space for Critical Operations – Teams like firefighting and emergency response are constrained by insufficient workspace, which could impact response time and readiness. Limited Health Screening Capacity With projected increases in international traffic, the absence of prioritized health check infrastructure raises public health concerns. Risk of Design and Implementation Errors Concerns about oversight or construction flaws highlight the need for vigilant quality assurance throughout project execution. Unreliable Communication Equipment – Current communication tools may not meet aviation standards, compromising coordination and operational safety.	implementation prioritized in upcoming phases. Updated architectural layouts now include expanded space for critical departments such as firefighting and emergency services. Temporary accommodations are also being arranged where necessary. With anticipated international traffic growth, plans for a permanent health screening unit are in motion, in partnership with health authorities to ensure readiness and compliance. A third-party quality assurance team has been appointed to monitor all construction stages, with frequent inspections set to catch and prevent technical or design errors. Professional aviation-grade communication tools are being procured to replace informal systems like WhatsApp. The first set of new equipment is expected to arrive in the next project phase.
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The airlines -Eagle Air -City link Uganda -Aim Air -MAF-Arua -DALGT		-Airlines expressed concern about how flight slots would be coordinated and whether the airport would be equipped to handle increased air traffic efficiently. -They questioned whether the terminal facilities would be sufficient to accommodate both domestic and international passengers, including areas for check-in, baggage handling, and waiting. -It was noted that the lack of rest areas and accommodation for crew members could pose challenges for extended layovers and operational flexibility. -Operators raised the issue of health screening and emergency medical preparedness, especially in light of expected international traffic. -Concerns were also shared regarding whether the airport would provide secure, climate-controlled cargo handling systems to support both commercial and humanitarian freight.	A slot management system will be introduced to organize air traffic and maintain smooth operations in partnership with the Civil Aviation Authority. Terminal enhancements will be rolled out in phases to support both international and domestic travelers, with key services like check-in, baggage handling, and waiting areas prioritized. -Temporary rest areas will be provided for airline crews, while permanent facilities and local accommodation partnerships are developed. A provisional health screening area will be established early, with a fully equipped medical unit completed before international operations begin. Basic freight handling will continue throughout construction. Advanced, climate-controlled cargo facilities will be added in later phases to support growing commercial and relief logistics.
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Daniel Comboni (Ass.RCC – Arua City) Dribared Fiona (Ass.RCC- Central Division)		-There is a need to improve fencing and surveillance systems—not only to safeguard airport infrastructure, but also to protect workers and nearby residents from potential accidents or breaches. -Managing movement into and out of sensitive airport zones is essential to prevent unauthorized access, reduce risks, and maintain smooth operations. -Close coordination between project teams, police, and aviation security will help uphold safety, protect assets, and ensure public order during both construction and operational phases. -Given Arua’s proximity to the DRC and South Sudan, the project must consider cross-border challenges such as refugee flows and regional instability when planning and implementing security measures. -Ongoing concerns about smuggling and cross-border crime require proactive strategies during implementation to protect both the airport and the surrounding communities.	The RCCs issues to be forwarded to the Project management team and CAA to implement together with RDCs office.
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Local Government Officers from Arua City and Arua District • Deputy Town Clerk and • Environment Officer • City Engineer • City Physical Planner • City Community Development Officer • City Planner		• Emphasized the need to balance infrastructure development with community welfare and local realities • Raised concerns around land tenure disputes and called for transparent, fair compensation mechanisms • Highlighted the need to upgrade road infrastructure to handle increased traffic during and after construction • Called for integration of the airstrip expansion into Arua City's broader physical and urban development plans • Voiced worries about strain on essential public utilities the water supply, electricity, and waste management • Urged for more inclusive community engagement, particularly involving vulnerable and marginalized groups • Stressed the importance of creating local employment opportunities throughout construction and post-completion • Requested measures to control noise, dust, and air pollution during construction phases • Called for consistent environmental monitoring and strict enforcement of NEMA environmental standards	- The project will prioritize inclusive development by involving local communities—especially vulnerable groups—and promoted local employment throughout both construction and operational phases. -Land acquisition followed a transparent, participatory process, with compensation provided fairly and in accordance with national laws and community expectations. -The airport expansion will be aligned with Arua City's broader development plans, and road infrastructure was upgraded to accommodate increased traffic during and after construction. - Close collaboration with utility providers will help follow water supply, power distribution, and waste management systems to meet future demands. - Environmental Management Dust, noise, and air pollution will be mitigated through active controls during construction, and all works complied with NEMA environmental standards through regular monitoring.
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		• Pointed to weak coordination between national agencies, contractors, and local governments, and asked for clear communication channels • Requested capacity-building programs to strengthen local government's ability to manage and monitor the project • Expressed concern over bureaucratic delays that could negatively impact project timelines and community trust	- Communication between agencies, contractors, and local authorities will be given priority to improve Coordination & Local Government Support for the project.
Avutia Malon (Division mayor) & Division Town clerk		• He was glad that finally there are signs that the awaited project is soon taking off and pledged all necessary support from his office. • Pointed out lack of infrastructure readiness—roads, drainage, and utilities need upgrades • Expressed concerns about urban congestion if traffic management isn't improved • Stressed the importance of enhanced security and surveillance around the expanded facility • Asked for a framework for revenue sharing or local benefit allocation • Noted information gaps and called for wider public awareness campaigns • Recommended climate-resilient planning, including drainage and green buffers	• Local leaders expressed optimism about the project's progress and pledged continued support. • Concerns about the readiness of roads, drainage, and utilities will be addressed in initial upgrade phases. • A traffic management plan is in development to handle anticipated urban congestion. • Security will be enhanced through improved fencing, access systems, and surveillance measures. • A framework for equitable benefit-sharing and local job creation is under review.

		• Urged protection of local vendors and small businesses near the project area • Suggested setting up a local grievance mechanism for handling community complaints.	• Broader community engagement will be supported through outreach and information campaigns. • Climate-resilient features like green buffers and upgraded drainage are being integrated. • Small businesses near the site will be supported through fair relocation or inclusion strategies. • A grievance redress mechanism will be established to handle public complaints transparently.
Wadri Sam Nyalala (City Mayor)		• Raised concerns about managing urban sprawl and population growth linked to increased economic activity. • Advocated for inclusive economic benefits, especially for youth, women, and local entrepreneurs • Requested clarity on municipal authority role during and after the project implementation. • Encouraged public-private partnerships to boost tourism and local enterprise development • Proposed a municipal-level monitoring committee to track project progress and community impact	• Concerns were raised about managing urban sprawl and population growth driven by increased economic activity. • Stakeholders advocated for inclusive economic benefits, particularly targeting youth, women, and local business owners. • Clarity was requested on the role and authority of the municipal government during and after the project's implementation. • Support was expressed for fostering public-private

		• Expressed interest in positioning Arua as a regional trade and logistics hub linking Uganda, DRC, and South Sudan • Promised to give any support for success of the project.	partnerships to promote tourism and local business growth. • A proposal was made to establish a local monitoring committee to track project progress and ensure accountability. • There was interest in positioning Arua as a regional trade and logistics hub connecting Uganda to the DRC and South Sudan. • The municipality pledged full support to help ensure the project's success.
Oguttu Moses	Physical Planner-Arua City	• The airstrip expansion must align with Arua's broader urban development and land use plans. • Traffic increases may overwhelm city roads if transport infrastructure isn't upgraded. • Utilities like water, electricity, and waste services could face strain due to higher demand. • Environmental features such as flood control and green buffers should be prioritized. • Rising land values might lead to displacement or housing affordability issues. • Local economic benefits, including job creation and	• The project will align with Arua's long-term city plans, ensuring compatibility with land use and zoning priorities. • Traffic and transport concerns will be addressed through planned road upgrades and integration with the city's transport strategy. • Utilities like water, electricity, and waste systems will be reinforced in coordination with service providers to support the projected demand. • Environmental safeguards—including

		support for informal businesses, should be ensured. • Emergency planning must be integrated to address safety and disaster response around the facility. • Coordination with other infrastructure projects is necessary to avoid conflicts or duplication. • Ongoing community engagement is essential, with special attention to vulnerable groups.	green spaces, flood-resilient drainage, and pollution controls—will be incorporated into the design. • Measures will be introduced to prevent displacement and protect housing affordability amid rising land values. • Local job creation and support for small-scale businesses will be prioritized to boost inclusive economic growth. • Emergency preparedness and response protocols will be integrated into the facility's safety and operations planning. • The project will coordinate with other city infrastructure developments to avoid overlap and optimize investment. • Continuous community engagement will be maintained, ensuring all voices—especially from vulnerable groups—are heard and considered.
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Kabiri Charles (Deputy Town Clerk)		-The Deputy Clerk highlighted that some Project-Affected Persons (PAPs), including Ezabu and Obote, have contested their compensation. He urged UCAA to accelerate resolution of these claims to avoid further delays. -He emphasized the importance of prioritizing local hiring for both construction and operational phases of the project. -He requested training and capacity-building support for municipal staff to strengthen their ability to oversee and manage project-related impacts.	-The Uganda Civil Aviation Authority (UCAA) will accelerate resolution of outstanding compensation claims, including those raised by Ezabu and Obote, to avoid further delays in project implementation. -The project will prioritize hiring of local residents during both the construction and operational phases to ensure broad community benefit. -Tailored capacity-building programs will be provided to municipal staff, equipping them with the skills and tools necessary to effectively manage and monitor project-related responsibilities
Kyasanku David (City Town Clerk)		• The Town Clerk expressed concern that municipal authorities had not been adequately involved in the planning and execution of the airstrip expansion project. • He mentioned that the anticipated rise in population due to project activities might overwhelm basic public services such as sanitation, healthcare, and waste management.	• The project team will ensure that municipal authorities are fully involved throughout the planning and execution stages to strengthen collaboration and community confidence. • Anticipated population growth and potential pressure on public services—such as

		• He noted that limited municipal resources could make it challenging to support related infrastructure or handle increased administrative duties. • He pointed out the need for clearer distinctions between the responsibilities of local authorities and national agencies during and after the project. • He warned that enforcement of construction and environmental standards might be difficult due to limited staffing and technical capacity at the municipal level. • He added that disruptions to local businesses and markets could potentially reduce municipal revenue from taxes and permits. • He expressed concern over possible land use conflicts, especially where zoning guidelines might clash with project implementation. • He anticipated a surge in community grievances that could strain the city's complaint management systems.	sanitation, healthcare, and waste management—will be addressed through joint planning and strategic service delivery enhancements. • Municipal resource constraints will be acknowledged, and the project will explore opportunities to provide technical assistance and co-financing for supporting infrastructure. • Clear definitions of responsibilities between local and national stakeholders will be established to guide smooth implementation and post-project management. • Support will be extended to improve municipal capacity to enforce construction and environmental standards, including training and access to technical expertise.
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		• Lastly, he cautioned that if the distribution of project benefits was not fair, it could cause social tensions among residents.	• Measures will be taken to minimize disruptions to local economic activities and mitigate any potential decline in municipal revenue from taxes and fees. • Coordination with land use and zoning frameworks will be prioritized to prevent conflicts and ensure alignment with local development plans. • A comprehensive grievance redress mechanism will be implemented, with the municipality playing a central role in resolving community concerns efficiently. • Equitable benefit-sharing mechanisms will be put in place to ensure that all residents, including vulnerable groups, will experience tangible gains from the project and social cohesion will be preserved.
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The LC 1 Chairpersons for the Seven Villages near the Aerodrome; Muni, Awupi ,Aivu ,Ombaci ,Pajulu Andruvu ,Paraka ,Ayivu ,Oreko ,Giligili •		• LC1 Chairmen voiced concern over growing insecurity in nearby villages, especially Awindiri and Onzivu, due to suspected criminal activity. They cautioned that the increased movement and activity from the project could worsen these risks if not managed proactively. • They emphasized the need for strong collaboration between project implementers, police, and community watch groups to maintain public safety throughout construction and operation. • The local leaders requested for more community involvement and participation at the different levels of project implementation. • To provide employment opportunities both skilled and unskilled for the locals. • Involve local investors in the project as service providers. • Given Arua's border location, they stressed the importance of factoring in cross-border risks such as smuggling and refugee movement in the project's security planning. • Better fencing and surveillance around the	• The project team appreciates the LC1 Chairmen's commitment to community safety and will work closely with local leaders, police, and security agencies to strengthen public safety measures throughout the construction and operational phases. • In response to concerns about rising insecurity in Awindiri, Onzivu, and other areas, enhanced surveillance and secure fencing will be prioritized to deter criminal activity and safeguard both the infrastructure and neighbouring residents. • Security planning will incorporate Arua's unique cross-border context, taking into account smuggling risks and the movement of refugees. Coordination with border agencies and regional security bodies will be pursued to address these
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		aerodrome were proposed to protect both the facility and surrounding residents from unauthorized access or accidents. • Leaders called for improved monitoring of tenants and migrants in rental areas to support local crime prevention efforts. • They noted that lack of cooperation from some landlords has made it difficult to track new residents, potentially weakening local security.	dynamics comprehensively. • The project will support tenant registration and encourage responsible landlord practices, in partnership with LC1 officials, to improve resident tracking and strengthen local crime prevention systems. • Community participation will be embedded at various levels of implementation, with ongoing dialogue and feedback sessions to ensure the voices of residents are actively considered in decision-making. • Employment opportunities—both skilled and unskilled—will be extended to residents, contributing to household incomes and overall social stability. • Local investors and service providers will be encouraged to participate in the project through
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			procurement processes designed to be accessible and inclusive.
		• The project team recognizes the community's frustration over past unfulfilled promises and is committed to ensuring that this project moves forward transparently and on schedule. Regular updates will be shared to keep residents informed and engaged. • The willingness of some members to offer additional land is appreciated. Fair, timely, and transparent compensation will remain a guiding principle in any further land acquisition. • Local employment will be prioritized, with deliberate efforts made to consider qualified residents for both skilled and unskilled job opportunities throughout the project. • The strong community support for the airport's potential to boost trade and development is deeply valued. The project will be implemented with full respect	•The project team recognizes the community's frustration over past unfulfilled promises and is committed to ensuring that this project moves forward transparently and on schedule. Regular updates will be shared to keep residents informed and engaged. •The willingness of some members to offer additional land is appreciated. Fair, timely, and transparent compensation will remain a guiding principle in any further land acquisition. •Local employment will be prioritized, with deliberate efforts made to consider qualified residents for both skilled and unskilled job opportunities throughout the project. •The strong community support for the airport's potential to boost trade and development is deeply valued. The project will be implemented with full respect for the rights, livelihoods, and

		for the rights, livelihoods, and dignity of all affected persons to ensure inclusive and lasting benefits.	dignity of all affected persons to ensure inclusive and lasting benefits.
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3.0 Stakeholder Analysis and Identification of Stakeholders

Stakeholders are defined as “persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively.”

A few stakeholder groups were identified for the preparation and implementation of the project and these include,

- Directly concerned ministries and national agencies,
- Districts’ local government authorities and technical staff,
- Cultural Institutions,
- Project-affected communities and households,
- Project-affected industrial and commercial organizations; and
- Relevant NGOs in the fields of conservation, development and human rights.

Within these groups, the identification of stakeholder organizations was based on the project scope of works, the geopolitical and traditional setting of the project area, and previous consultations carried out.

3.1 Main principles

In order to meet the best practice approaches, the project will apply the following principles for stakeholder engagement:

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

3.2 Stakeholders Categorization

The stakeholder engagement process for the project starts from identification, mapping and analysis to help clarify the stakeholder identification procedure for the forthcoming stages. This will help the project to comply with the commitments stated. The analysis has identified the following stakeholder groups for the project, and each of these groups is discussed in detail below:

- i. Project affected parties.
- ii. Other interested parties, and
- iii. Vulnerable groups.

This list of stakeholders detailed in is likely to expand/change in composition as the project moves to feasibility, design and implementation phase.

3.3 Stakeholder Identification Criteria

The following criteria will be adjusted to take account of local specific conditions in the identification of stakeholders:

- i. **Liability:** project implementation or on-going operations may result in legal, financial or other liabilities of the proponent to a social group.
- ii. **Influence:** a social group may be able to substantially influence project implementation or on-going operations.
- iii. **Partnership:** there are opportunities for building partnership relations between the project developer and a given social group in the framework of the project implementation or on-going operations.
- iv. **Dependency:** project implementation may significantly affect a given social group. It may affect the vital interests of its representatives if they are dependent on the project on-going operations in economic or financial terms.
- v. **Representation:** a social group may have a right to represent interests in a project or on-going operations, and this right is legitimated through legislation, custom and/or cultural specifics,
- vi. **Expressed interest:** a social group and/or individual may express interest in a project or on-going operations, and this group is not necessarily directly affected by the planned or current activities.

3.4 General List of Stakeholder Groups

Engagement with all identified stakeholders will help ensure the greatest possible contribution from the parties towards the successful implementation of the project and will enable the project to draw on their pre-existing expertise and networks. It will also facilitate community and institutional endorsement of the project by various parties. Access to the local knowledge and experience becomes possible through the active involvement of all stakeholders.

Table 2: List of stakeholders identified

Stakeholder Group	Interest/cause in engagement
Government Ministries, Departments and Agencies The principal government departments stakeholders include: Key Ministries - The Ministry of Works and Transport - The Ministry of Finance, Planning and Economic Development - The Ministry of Lands, Housing and Urban Development	Government projects are normally implemented under a Ministry, Department or Agency; however, they will require inputs and contribution from other government departments. These will need to be consulted or engaged for secondary permits, policy guidance and involvement in the design and implementation of the project. -Will oversee and coordinate the project, acting as the lead ministry and key party to the Public-Private Partnership (PPP) arrangement. - Will support project financing, ensure value-for-money assessments, and guide fiscal oversight throughout implementation. - Will manage land acquisition, valuations, and ensure resettlement procedures are handled transparently and lawfully.

Stakeholder Group	Interest/cause in engagement
- The Ministry of Local Government - The Ministry of Internal Affairs, - The Ministry of Gender, Labour and Social Development Departments and Agencies - The Uganda Civil Aviation Authority (UCAA) - The National Environmental Management Authority (NEMA) - Public Procurement and Disposal of Public Assets Authority (PPDA) - The Uganda Police Force and Aviation	- Will work to align the project with local governance structures and ensure active municipal participation. - through law enforcement agencies, will strengthen project-area security and border control mechanisms. - Will play a vital role in safeguarding labor rights and promoting inclusive benefit-sharing, especially for vulnerable groups. - will implement the project, manage regulatory compliance, and oversee long-term aerodrome operations. - will conduct and review environmental and social impact assessments, ensuring compliance with sustainability safeguards. - will ensure transparent and compliant procurement processes throughout the project lifecycle. - Security will enhance on-the-ground security, monitor sensitive zones, and respond to any criminal activity during construction and operation.
Affected Communities The primary area of influence of the project are the residents from eight villages surrounding the airfield.	The list of affected communities or groups being directly affected within primary area of influence of the project will be identified and updated as the project progresses. These will include institutions, communities and groups along the line route areas. The secondary area of influence is considered the broader geographic areas within which the project will be implemented.
NGO and Community based Organizations These have been identified and include: Communities Based organizations (CBOs) operating and living around the project implementation areas.	They represent the interest of different interested parties and vulnerable groups, and they also have a scientific understanding of a range of problems associated with projects.

Stakeholder Group	Interest/cause in engagement
Project Personal African Development Bank	It will manage stakeholder consultation, address grievances, and implement community development program to minimize any potential negative impact identified in the project implementation. It is important that the employees of the project, the implementing partners and in particular the Stakeholders and Relationship and Community Liaison Unit, are included in consultation and engagement processes. By consulting personnel, it is possible for project managers and implementers to communicate accurate information regarding project activities, procurement, recruitment policies and procedures, worker health and safety procedures and environmental impact as well receiving information on the status of community development programs.
Vulnerable Groups The vulnerable groups within the project area of interest can be grouped into categories of elderly, youth, women, children, unemployed, and people with disabilities.	Attendance will be encouraged at consultation meetings and certain additional measures such as having separate meetings of homogeneous groups will be put in place to encourage participation.
Mass media – news media, social media, internet, community WhatsApp platforms	Intermediaries for informing the public about the planned activities of the project and project information disclosure as well as for receiving feedback.
Business Community and Private Sector	Economically interested business entities, they can also be potential local contractors of the project.
Local Area MP's	Representing the interests of affected communities (land users) and vulnerable groups.

3.5 Stakeholder identification and analysis

Table 3: List of stakeholders identified

Key stakeholders	Identified key stakeholders
Government Institutions/officials	- Uganda Civil Aviation Authority (UCAA) - Ministry of Works and Transport - Office of the President. - Ministry of Finance, Planning and Economic Development – - Uganda Investment Authority (UIA). - National Environmental Management Authority (NEMA) - Uganda Revenue Authority (URA) - Directorate of Immigration and Citizenship Control
Impacted communities	Institutions e.g. -Community Leaders and Representatives, Local Council Leaders (LCs), Cultural and Religious Leader, Youth and Women groups, PAPs, and communities near the airstrip-(Muni, Awupi, Aivu, Ombaci, Pajulu Andruvu, Paraka ,Ayivu ,Oreko ,Giligili)
Project personnel	Project Stakeholders Engagement and Community Liaison Unit (SE/CLU);

NGO and Community Based Organizations (CBOs)	NGOs Supporting Community Engagement & Advocacy • Save Young Lives Foundation Uganda (SYLFU) • Youth Social Advocacy Team (YSAT) • Humane Africa Mission CBOs Active in Arua District • Community Empowerment for Transformation Action West Nile (CEFTRA_WN) • Youth On Move (YOM) RESTITUTE TEAM UGANDA (RETE-Uganda)
Services providers, suppliers and businesses;	Contractors, engineering companies, supervising companies
Funding partners and investors;	African Development bank
Interest groups and environmental advocates;	Contractors, communities, youth
Vulnerable groups	Elderly, youth, women, children, unemployed, and people with disabilities.
Traditional and Religious Organizations.	Religious Organizations - Roman Catholic Diocese of Arua - Mission Aviation Fellowship (MAF Uganda) - AIM AIR (Africa Inland Mission) - Pentecostal Assemblies of God (PAG) – Arua Chapter - Anglican Church of Uganda – Madi and West Nile Diocese Traditional Institutions - Ayivu Cultural Institution - Ombaci Cultural Village - Council of Elders and Clan Leaders
Consultation Groups	Consultation Method
Government officials	New media – (Zoom, WhatsApp, Team etc.) Phone/email/text messaging, one-on-one interviews, Formal meetings, Workshops /presentations
Implementing Partners	New media, Phone/email/text messaging, One-on-one interviews, Workshops, Formal meetings, Surveys
Affected communities	New media, print media, text messaging and radio announcements, public town hall meetings, Focus group meetings, Surveys, Information Centre
Vulnerable Groups	New media, print media, text messaging and radio announcements, Public and Town hall meetings, Focus group meetings, Surveys, Information Centre
Project and partners Employees and managers	Phone/fax/email/text messaging, One-on-one interviews, Workshops • Focus group meetings, Surveys
NGO's and conservation organizations	New media, Interactive sessions, Phone/fax/email/text messaging
Traditional and Religious Organizations	• One-on-one interviews, Focus group meetings, Information Centre
Services providers	• Interactive sessions, Website and online platform, Mass media, Workshops and presentations, Emails

4.0 Resources and Responsibilities for implementing stakeholder engagement activities

4.1 Resources

The Proposed SEP budget will be sizable to take care of diverse project components that are divergent in nature. The Budget will cover four core areas- Internal Communication, External Communication, Social Accountability/Citizen/Stakeholder Engagement, and Behavior Change Communication. Below is a summary of resources proposed for consultations and engagements

Table 4 : Summary of Resources proposed for consultations and engagements

Focus Areas	Products/Activities	Cost (UGX)
Internal Communication Inter-ministerial/Inter District	• Web and Social media posts • Internal meetings	To be determined during project implementation
External Communication	• Design & Creation of Website, social media platforms • Design and Production of outreach materials Media Engagement – brochures, factsheet, FAQs • Writing & dissemination of updates to the public on project achievements, results and best practices • Radio and TV appearances	To be determined during project implementation
Citizen Engagement	• Community meetings • Stakeholder engagements • Public Launches and dissemination workshops • Meetings with Opinion leaders – Religious, cultural and politicians – MPs, Mayors, Councilors, LCs • Community Message Boards • Radio Announcements	To be determined
Behavior Change Communication	• Campaigns • Radio and TV Adverts • Design and Production of messages	To be determined during project implementation

4.2 Responsibilities for Implementing Stakeholder Engagement Activities

Table 5 : Responsibilities for Implementing Stakeholder Engagement Activities

Target stakeholders	Topics of engagement	Timeline and location	Responsibilities
Relevant government Ministries, Departments and Authorities	Share the Project concept for the expansion of Arua Airstrip. Establish avenues of collaboration during implementation. Identify focal persons for the project.	Prior to the start of the project	Government Agencies Uganda Civil Aviation Authority (UCAA) – Project oversight and technical execution Ministry of Works and Transport – Policy direction and coordination Ministry of Finance – Financial structuring and PPP compliance Private Sector Local contractors and suppliers – For construction, logistics, and service provision Local Government & Community Arua City Council – Land use planning and community engagement Local leaders and MPs – Advocacy and resolution of land acquisition issues Project Affected Persons (PAPs) – Compensation and resettlement coordination Development Partners - Potential support from international donors – African Development Bank for capacity building and sustainability
Project Team	Share the SEP and the implementation Plan	Prior to the start of the project.	Ministry of Works and Transport, CAA Local government representatives

Impacted communities – Project Affected Persons;	What is the project and why? Benefits? Timelines? Right of Way modalities and compensation. Grievance redress mechanisms, The role of PAPs in project sustainability and protection of new infrastructure. Employment opportunities for youth in the project.	Prior to starting the project, once PAPs are identified and line routes are defined	Project Social Development Specialists. Communications Specialist
NGO's and conservation organizations, special interest groups, environmental advocates,	Outline project operations, benefits, and remedies. Define provisions for compensation and acquisition of right of way. Define Environmental and social safeguards,	Prior to starting the project, once PAPs are identified and line routes are defined	Project Specialist: Environment specialist, Social Development Specialists, and Communication & Stakeholder Engagement Specialist.
Vulnerable groups	Define social safeguards, and avenues for grievance redress	Prior to the start of the project, once expansion line routes are defined	Environment specialist, Social Development Specialists, and Communication & Stakeholder Engagement Specialist.
Funding partners and investors,	To see the investment opportunities in the expansion of Arua airstrip project	Prior to start of the project and during implementation	PIU, MOWT, ADB, UCAA.
Members of Parliament	To generate the required buy in, political and legislative support	Throughout the project cycle	PIU, MOWT, UCAA & Communication & Stakeholder Engagement Specialist.
Cultural and religious leaders	Objectives and benefits of the project. Solicit their support in getting residents to cooperate	Prior to the launch of the project.	PIU, Communication & Stakeholder Engagement Specialist.

4.3 Methods, Tools and Techniques for Stakeholder Engagement

Table 6: Methods tools and proposed techniques

Method / Tool	Description and Use	Contents	Dissemination Method	Target Groups
Information Provision				

Distribution printed materials: brochures, sheets of public leaflets, fact	Used to convey information on the Project and regular updates on its progress to local, regional and national stakeholders.	Printed materials present illustrative and written information on Project activities, facilities, technologies and design solutions, as well as impact mitigation measures. Presented contents are concise and adapted to a layperson reader. Graphics and pictorials are widely used to describe technical aspects. Information may be presented different languages commonly used in region such as Lugbara, English, Swahili, Alur, Madi, and Kakwa, Arabic and Lingala	Distribution as part of consultation meetings, public hearings, discussions and meetings with stakeholders, as well as household visits in remote areas. Placement at the offices of local administrations and NGOs, libraries and other public venues.	Households in the Project Area of Influence. Residents as well as wider stakeholders in the project.
New Media, Internet, social media, WhatsApp	Timely reach of key audiences and provision of immediate feedback	Project highlights, results, best practices, photos and status reports	MOWT, CAA and Arua City Websites, community WhatsApp platforms, emails	Key audiences
Distribution of printed public materials: newsletters/ updates	A newsletter or an update circular sent out to Project stakeholders on a regular basis to maintain awareness of the Project development.	Important highlights of Project achievements, announcements of planned activities, changes, and overall progress.	Circulation of the newsletter or update sheet with a specified frequency in the Project Area of Influence, as well as to any other stakeholders that expressed their interest in receiving these periodicals. Means of distribution – post, emailing,	Households in Project Area of Influence. Public venues in Project Area of Influence – local authority offices, libraries. Residents in project area

			electronic subscription, delivery in person. The mailed material can be accompanied by an enclosed postage-paid comment/feedback form that a reader can fill in a return to the Project's specified address.	
Printed advertisements in the media	Inserts, announcements, press releases, short articles or feature stories in the printed media – newspapers and magazines	Notification of forthcoming public events or commencement of specific Project activities. General description of the Project and its benefits to the community.	Placement of paid information in local, regional and national printed media, including those intended for general reader and specialized audience	Key audiences
Radio or television entries	Short radio programmes, video materials or documentaries broadcast on TV.	Description of the Project, Project development updates, solutions for impact mitigation. Advance announcement of the forthcoming public events or commencement of specific Project activities.	Collaboration with media producers that operate in the region and can reach local audiences.	Residents and other interested people
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 engagements 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, shops, local administrations.	Directly affected communities in the project area
Information Feedback				
Information repositories accompanied by a feedback mechanism	Placement of Project-related information and printed materials in dedicated/designated locations that also provide visitors and readers with an opportunity to leave their comments in a feedback register.	Various Project-related materials, ESMF documentation, environmental and social action plans.	Deposition of materials in publicly available places (offices of local NGOs, local administrations, libraries) for the duration of a disclosure period or permanently. Audience is 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 enquiries, or provide	Any issues that are of interest or concern to the local communities and other stakeholders.	Telephone numbers are specified on the printed materials distributed to Project stakeholders and are mentioned during public meetings.	Local communities within the Project Area of Influence. Any other stakeholders and interested parties

	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.		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.	within the project area and Uganda in general.
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. Websites should have a built-in feature that allows viewers to leave comments or ask questions about the Project.	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 website 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, especially in the remote areas and in communities.	Affected communities, Project stakeholders and other interested parties that have access to internet resources.

	Website should be available in the different languages; (; Lugbara, English, Swahili, Alur, Madi, and Kakwa, Arabic and Lingala) commonly used in project area) for both local and international stakeholders.			
Surveys, Interviews and Questionnaires	The use of public opinion surveys, interviews and questionnaires to obtain stakeholder views and to complement the statutory process of public hearings.	Description of the proposed Project and related solutions/impact management measures. Questions targeting stakeholder perception of the Project, associated impacts and benefits, concerns and suggestions.	Soliciting participation in surveys/interviews with specific stakeholder groups or communitywide. Administering questionnaires as part of the household visits.	Directly affected households in the Project Area of Influence. Other communities within the Project Area of Influence.
Feedback & 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	Any questions, queries or concerns, especially for stakeholders that may have difficulty expressing their views and issues during public meetings.	Appropriate location for a suggestion box should be selected in a safe public place to make it readily accessible for the community. Information about the availability of the suggestion box should be communicated as part of Project's regular interaction with local stakeholders.	Directly affected households in the Project Area of Influence. Other communities within the Project Area of Influence.

	to ensure timely collection of input and response/action, as necessary.			
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Table 7: Consultation and Participation

Consultation & Participation				
Public hearings	Project representatives, the affected public, authorities, regulatory bodies and other stakeholders for a detailed discussion on a specific activity or facility that is planned by the Project, and which is subject to statutory expert review.	Detailed information on the activity and/or facility in question, including a presentation and an interactive Questions & Answers session with the audience.	Wide and prior announcement of the public hearing and the relevant details, including notifications in local, regional and national mass media. Targeted invitations are sent out to stakeholders. Public disclosure of Project materials and associated impact assessment documentation in advance of the hearing. Viewers/readers of the materials are also given free access to a register of comments and suggestions that is made available during the disclosure period	Directly affected communities in the Project Area of Influence. Other communities within the Project Area of Influence. Residents in the Project Area of Influence
Household visits	Household-level visits can be conducted to supplement the statutory process of public hearings, particularly to solicit feedback from community members and vulnerable persons who may be unable to	Description of the Project and related solutions/impact management measures. Any questions, queries or concerns, especially for stakeholders that may have difficulty expressing their views	Visits should be conducted by Project's designated staff with a specified periodicity.	Directly affected in the Project Area of Influence.

	attend the formal hearing events.	and issues during formal community-wide meetings.		
Focus Group Discussions and Round Table Workshops	Used to facilitate discussion on Project's specific issues that merit collective examination with various groups of stakeholders.	Project's specific activities and plans, design solutions and impact mitigation/management measures that require detailed discussion with affected stakeholders.	Announcements of the forthcoming meetings are widely circulated to participants in advance. Targeted invitations are sent out to stakeholders.	Directly affected households in the Project Area of Influence, youth, elderly, women, and other vulnerable groups.
Information centers and field offices	Project's designated venue for depositing Project-related information that also offers open hours to the community and other members of the public, with Project staff available to respond to queries or provide clarifications.	Project-related materials. Any issues that are of interest or concern to the local communities and other stakeholders.	Information about the info center or a field office with open hours for the public, together with contact details, is provided on the Project's printed materials distributed to stakeholders, as well as during public meetings and household visits.	Directly affected communities in the Project Area of Influence and any other stakeholders and interested parties.
Site Tours	Visits to Project Site and facilities organized for local communities, authorities and the media to demonstrate Project solutions. Visitors are accompanied by the Project's staff and specialists to cover various aspects and to address questions arising from the public during the tour.	Demonstration of specific examples of Project's design solutions and approaches to managing impacts.	Targeted invitations distributed to selected audiences offering an opportunity to participate in a visit to the Project Site. Limitation: possible safety restrictions on the site access during active construction works.	Local communities within the Project Area of Influence. Elected officials. Media groups. NGOs and other initiative groups.

4.4 Description of Information Disclosure Methods

Table 8 : Stakeholder Engagement and Disclosure Methods

Stakeholder Group	Project Shared Information	Means of communication/ disclosure
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Local population in the Project Area of Influence	International and National ESMF, ESMP, and Stakeholder Engagement Plan; Public Grievance Procedure; Regular updates on Project development.	Public notices, electronic publications and press releases on the Project website. Dissemination of hard copies at designated public locations. Press releases in the local media, Consultation meetings, Information leaflets and brochures, Separate focus group meetings with vulnerable groups, as appropriate.
Non-governmental and community-based organizations	ESMF, ESMP, RPF, RAP (if triggered), and Stakeholder Engagement Plan; Public Grievance, Procedure; Regular updates on Project development.	Public notices, electronic publications and press releases on the project website. Dissemination of hard copies at designated public locations, Press releases in the local media, Consultation meetings, Information leaflets and brochures.
Government Ministries/authorities and agencies	ESMF, ESMP, Executive Summary, and Stakeholder Engagement Plan; Regular updates on Project development. Additional types of Project's information if required for the purposes of regulation and permitting.	Dissemination of hard copies of the ESMF, ESMP, RPF package, and SEP at municipal administrations. Project status reports. Meetings and round tables.
Related businesses and enterprises	Stakeholder Engagement Plan,	Electronic publications and press releases on the Project website. Information leaflets and brochures.
Project Employees	Public Grievance Procedure, Updates on Project development and Tender/procurement announcements.	Procurement notifications.
	Employee Grievance Procedure; Updates on Project development.	Staff handbook, Email updates covering the Project staff and personnel. Regular meetings with the staff, Posts on information boards in the offices and on site, Reports, leaflets.

5.0 Grievance Redress Mechanism

5.1 Introduction

UCAA, MOWT and Contractor will set up project-specific Grievance Redress Mechanism (GRM) for PAPs and the public to report concerns or complaints related to the Project implementation. The Grievance Redress Mechanism acknowledges that complaints by PAPs and the public should be recorded and filed accordingly to the Grievance Redress Mechanism for redress before and during the implementation of the project. UCAA will establish Grievance Committees at Community level and PIU as soon as project implementation commences construction.

The GRM is for the benefit of the project and the PAPs; and is expected to amicably resolve any disputes that may arise with the compensation process, construction and other project activities in a timely manner. The PMU will establish Grievance submission channels for receiving grievance such as phone lines, email address, physical office locations and face-to-face meeting with the stakeholders.

The GRMC (Grievance Redress Mechanism Committee) will be constituted with PAP's representatives, women, youth, traditional elders, religious leaders, local government officials and PIU Safeguard Specialist who will be tasked in solving concerns and complaints raised by the PAPs and the public.

The PIU Safeguards Specialist/Grievance Redress focal point person will follow up the aggrieved PAPs at each level to ensure that grievances are resolved.

Grievance Committee's TOR will be as follows:

- Provision of information about project implementation
- Provision of a forum for resolving grievances and disputes at the lowest level
- Resolution of disputes relatively quickly before they escalate to an unmanageable level
- Facilitation of effective communication between the project and affected persons
- Registration of the grievances raised by the PAPs
- Gathering and sharing information and avoiding potential problems
- Creating awareness among the Public and communities living along the route
- Addressing the grievances forwarded by the PAPs representatives
- Developing information campaigns and Strengthening community participation

The PAPs will file their complaints to the Community level representative and will be responded to within three days of launching their complaint. Below is the process to be followed:

The Grievance log registry will be kept at PIU, MOWT, UCAA office and all complaints investigation will be done through GRM committee, where the team will:

- Inform all PAPs of grievance resolution process during initial community meeting
- Record and file complaints through grievance resolution committee
- Reach agreeable resolutions, inform the community of the reached resolution, and inform the PAPs in writing.
- In the case that a PAP is not satisfied with an identified solution they will be assisted to file a complaint with the Conflict Arbitration Committee at the UCAA office

5.2 Grievance Channel and Management Process

Any comments and grievances regarding the project will be submitted in different ways, which may include in person, by phone, text message, mail/ letter or email, through the following channels (see

Table Below):

Grievance sharing channel

Table 9 : Grievance Channel mechanisms

Grievance Channel	UCAA
Email address	
Telephone number	
Physical Office Location	

PIU will aim to address grievances through the following steps and within the below indicative timelines:

Table 10 : Grievance Management Process

	Steps to address the grievance	Indicative timeline*	Responsibility
1	Receive, register and acknowledge complaint in writing.	Within one day	Community GRC PIU GRC supported by PIU/engineering and supervision Consultant
2	Screen and establish the basis of the grievance; Where the complaint cannot be accepted (for example, complaints that are not related to the Project), the reason for the rejection should be Clearly explained to the complainant.	Within three days	Community GRC PIU GRC supported by PIU/engineering and supervision Consultant
3	PIU GRC to consider ways to address the complaint.	Within three days	PIU GRC supported by PIU/engineering and supervision Consultant
4	Implement the case resolution or the unsatisfied complainant can seek redress with the appeal process.	Within five days	PIU GRC or UCAA Conflict Arbitration Committee case of appeal
5	Document the grievance and actions taken and submit the report to PIU.	Within five days	PIU/engineering and supervision Consultant

6	Elevation of the case to a national judiciary system, if complainant so wishes.	Anytime	The complainant PIU GRC
	* If this timeline cannot be met, the complainant will be informed in writing That the GRC requires additional time.		PIU GRC

5.3 SEA/H, VAC and GBV GRM system

Separate channels will be developed for community members, as well as for project workers to enable safe and confidential reporting of SEA/H, VAC and GBV cases. Consideration may include the development of a separate, stand-alone GBV/SEA/H GRM run by a separate entity, such as a VAC and GBV services provider. GRM operators will be trained in safe, confidential, empathetic (non-judgmental) and ethical management of reported cases related to SEA/H, VAC and GBV cases, as well as on appropriate procedures for data collection, information sharing and response.

5.4 UCAA Roles and Responsibilities

- All UCAA employees and/or contractors are responsible for reporting any comment response, and grievance to the Client Care Desk headed by the Client Care Officer (CCO) who works together with the Community Development Officer (CDO),
- The Client Care Officer (CCO) is responsible for receiving comment responses, and grievances and ensure that they are correctly documented. The CCO is the main point of contact for community level comment response, and grievances, and will be responsible for maintaining clear communications and updating the aggrieved in line with time frames,
- The Client Care Officer is responsible for receiving and handling comment responses, and grievances,
- The CDO will coordinate the investigation and response to grievances, and
- The principle CDO is responsible for on-going monitoring and review of the effectiveness and efficacy of the Grievance Mechanism.

5.5 Procedure for Comment Response

The steps taken by UCAA for receiving and handling any comments pertaining to the Project are outlined below.

STEP 1: Submitting a comment to Project Manager

A comment can be submitted to the Project Manager in a few ways.

- During regular meetings held between communities and UCAA.
- Through the Local Consultative Forums established in the affected villages,
- During the Monthly formal meetings with UCAA,
- During the informal meetings with UCAA:
- Through communication directly with management – for example a letter addressed to site management, or other operational offices.
- Placing a comment in the community suggestion boxes, and
- Through the CDO.

For comments that have been submitted informally, CDO will arrange for a meeting where the comments can be explained in full and written down on a **grievance and comment logging form (Appendix V)**. For all comments, the CDO will be the main point of contact, responsible for responding to the commenter.

STEP 2: Logging the comment

Once a comment has been received it must first be logged in the **comments and concerns register** and the Head CDO will be informed. As this register is a live document, an example is found in **(Appendix vi)**

STEP 3: Providing the initial response

The person/community/stakeholder that lodged the initial comment will then be contacted within 7 days to acknowledge that the comment has been logged and feedback provided.

5.6 Procedure for Grievances

The steps taken by UCAA is to receive and handle any such concerns as of the steps outlined below.

STEP 1: Submitting grievance to MOWT

Grievance can be submitted in a few different ways.

- During regular meetings held between communities and UCAA.
- Through the Local Consultative Forums established in the affected villages.
- During informal meetings with UCAA.
- Through communication directly with management for example a letter addressed to site management, or other operational offices.
- Placing a comment in the community suggestion boxes in the information center; and
- Through the Client Care Officer (CCO) or Community Liaison Officer (CLO).

For grievances that have been submitted informally, the CCO will arrange for a meeting where the grievance can be explained in full, written down, and agreed upon. For all grievances, the CLO will be the main point of contact, responsible for updating the complainant about the process.

STEP 2: Logging Grievance

Once grievance has been received, it must first be logged in the grievance database register and the CLO will be informed. As this register is a live document, an example may be found in **(Appendix 6)**.

STEP 3: Providing the initial response

The person/community/stakeholder that lodged the initial grievance will then be contacted within 7 days to acknowledge that UCAA has logged the complaint. This response will either accept or refute possible responsibility for the grievance.

This notification will include details of the next steps for investigation of grievance, including the person/department responsible for the case.

STEP 4: Investigating Grievance

Then the grievance should be investigated. UCAA aims to complete investigation within two weeks of the grievance first being logged. Depending on the nature of the grievance, the approach and personnel involved in the investigation will vary. A complex problem may involve external experts for example. A simpler case may be easier, and quicker to investigate. UCAA will involve the aggrieved in this investigation, where possible, to ensure participation.

UCAA, through CLO, will continually update the aggrieved on the progress of the investigation and the

timeline for conclusion.

STEP 5: Concluding/resolving the grievance

The grievance should then be concluded.

- UCAA will outline the steps taken to ensure that grievance does not re-occur.
- Consultation with aggrieved parties and views sought about company recommendations
- If complainant is satisfied, then CLO should seek their sign off from the Project Manager.

STEP 6: Taking further steps if the grievance remains open

If, however, the grievance still stands then the CLO will initiate further investigation and determine the steps for future action.

5.7 Record Keeping

All comment responses and grievances are to be logged using the Comment Response, and Grievance logging forms and registers. This includes details of the comments/grievance, the commenter/aggrieved, and ultimately the steps taken to resolve the grievance. Hard copies of the form are to be kept at the project sites, whilst soft copies will be saved on the UCAA server. Any accompanying documentation e.g., written statements, photographic evidence, or investigation reports are to be filed along with the grievance log both in hard and soft copies.

A master database will be maintained by the CCO to record and track management of all comments and grievances and audited by the CLO. This will serve to help monitor and improve the performance of the Comment Response and Grievance Mechanism.

5.8 Comment/Grievance and Response Mechanism Log

A sample format for logging summary details of each **comment response and grievance** is provided in **Appendix V**. As noted above, hard and soft copies should be kept on file.

Note:

- If it is a comment, the one for whom the comment is made will receive a copy if he/she requests one.
- If it is a Grievance, the aggrieved shall always receive a copy once complete for their own records.

5.9 Initial Response Template

The template in **Appendix V**, is an example of what should be used for providing the initial response to the aggrieved only in the case of Grievances. This should be written on headed paper. This response must be sent within 7 days of the grievance being entered into the logbook.

5.10 Monitoring and Review

It is vitally important to monitor the effectiveness of the comment response and grievance mechanism. Appropriate measures for this include monthly reporting on the number of grievances received, resolved and outstanding. This will be undertaken by the CLO and reported to the Project Manager. As part of the annual review/report, analyzing the trends and time taken for grievance resolution will help to evaluate the efficacy of the comment response and grievance mechanism.

As part of stakeholder engagement and consultation, involving the views of the stakeholders for whom

the Comment Response and Grievance Mechanism is designed in this monitoring and review will help to improve effectiveness and stakeholder buy-in.

6.0 Monitoring and Evaluation and Reporting

6.1 Monitoring and Evaluation

UCAA will maintain a database and activity file detailing all public consultation, disclosure information and grievances collected throughout the project, which will be available for public review on request. Stakeholder engagement should be periodically evaluated by senior management of UCAA, assisted by the CLO. The following indicators will be used for evaluation:

- Level of understanding of the project stakeholders.
- Annual grievances received and how they have been addressed; and
- Level of involvement of affected people in committees and joint activities and in the project itself.

To measure these indicators, the following data will be used:

- Issues and management responses linked to minutes of meetings.
- Monthly reports,
- Feedback from primary stakeholder groups (through interviews with sample of affected people),
- Commitment and concerns register and
- Grievance register.

6.2 Reporting

6.2.1 Monthly Reports

The CLO will prepare brief monthly reports on stakeholder engagement activities for the Project Coordinator, which include:

- Activities conducted during each month,
- Public outreach activities (meetings with stakeholders and newsletters),
- Entries to the grievance register,
- Entries to the commitment and concerns register,
- Number of visits to the information centre,
- Progress on partnership and other social projects,
- New stakeholder groups (where relevant), and
- Plans for the next month and longer-term plans.

Monthly reports will be used to develop annual reports reviewed by UCAA Management.

6.2.2. Annual Reports

UCAA will compile a report summarizing SEP results on an annual basis. This report will provide a summary of all public consultation issues, grievances and resolutions. The report will provide a summary of relevant public consultation findings from informal meetings held at community level.

These evaluation reports should be presented to the UCAA Management, and a summary of the results will be provided for the annual report. A three-yearly evaluation should be conducted by an independent consultant using a perception survey, which uses that same set of questions over time to achieve continuity. ***N.B The first survey to assess stakeholder perceptions should be conducted before major construction work to provide a baseline for community perceptions.***

6.2.3 Reporting Back to the Communities

UCAA will provide the opportunity to report back to the communities on matters relating to:

- Main findings from the annual monitoring.

- Progress on implementation of the mitigation including the community development plan and social investment initiatives.

Whilst the exact method of this reporting is yet to be finalized (and upon finalization the SEP will be updated) UCAA will use tried and tested successful reporting methods for past projects.

- To report every quarter/ yearly to UCAA. These sessions will be open to all interested stakeholders to be held in a conference room.
- To report directly to Ward administrators and then the division through the community liaison team.
- To publish reports and have them available in the info center and copies sent to stakeholders (Districts, local consultative forums, local mayors etc.).

Table 11: Monitoring and Reporting

Monitoring and Reporting			
	Actions	Timeframe	Responsibility
MOWT Project Grievance Redress Mechanism	UCAA PIU will establish, maintain, and operate a Grievance Redress Mechanism for the PAPs, communities and the Public) as described in the SEP. GRM Focal points Persons will be established to address these grievances within the PIU.	Update, consult, adopt, and implement the Grievance Redress Mechanism to include activities prior to project start, and during implementation.	UCAA, PIU

6.2.4 Monitoring and Evaluation and Reporting

The Appendix VIII, indicates the Stakeholder Engagement Plan. It will be periodically revised and updated as necessary during project implementation 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 of the development. Any major changes to the project-related activities and to their schedule will be duly reflected in the SEP.

7.0 Appendixes

Appendix i: Pictorials of the Status of the Arua Aerodrome



d) Airside boarding interface



e) Apron area



f) Some of the air crafts operating at the airstrip

Appendix ii: Stakeholder Register

Stakeholder category (choose from the list)	Individual or group (choose from list)	Stakeholder name	Organization	Position in their organization/group	Location	Contact address	contact phone	contact email	Stakeholder interest in the project	Potential risk for project	Stakeholder priority	Engagement objectives	Focal point of contact	Date of engagement	Issue raised	Follow-up
Local stakeholders																

[illegible]

Institutions

National																
International																

Appendix iii: Feed Back Form

Feedback Form		
Context (purpose of engagement, community context):		
Stakeholder feedback/ incident/ comment/ query:	Follow up actions/ response taken:	
	Further follow up actions required?	
Print name:	Signature:	Date:

Appendix iv: Stakeholder Consultation Notes

Consultation notes

Date:

Location:

Team leader:

Participants:

Notes

Key learning

Next steps for follow-up/clarification

Appendix v: Sample of an Initial Grievance/Comment Logging and Response Form

Name of Committer/Aggrieved		Comment/Grievance Number	
Name of Organization/Position			
Address			
Telephone/Fax			
Email Address			
Most effective means to send a response	Mail ☐	Email ☐	Phone ☐
Date of Comment/Grievance			
Date inputted			
Nature and location of Comment/Grievance			
Received by			
Initial Response details and sent by:			
Date of initial response			
Resolved/Addressed by			

Nature of Resolution	
Date of Resolution	
Signed	

Appendix vi: Commitments and Concerns Register

Commitment ID	Date	Commitment name or project request	Contact person & details	Recipient community	Project description	Related Documents & location	Background	Related risks	Project cost	Follow up action, date & task owner	Outcome	Signed Off	Comments

Appendix vii: Grievance Register

Ref No.	Date	Name	Phone	Post	Email	Description of Grievance	Date of Grievance (DD MM.YY)	One time grievance	Happened more than once	Ongoing	Expected Resolution/Redress	Action identified to resolve the grievance	Date taken	Taken by whom	Is complainant satisfied	If no, why?

Appendix viii: Monitoring and Reporting Template

Monitoring indicator	frequency	Responsibility	Cost	Source of evidence
Number of public hearings, consultation meetings and other public discussions/forums conducted within a reporting period				
public engagement activities				
Geographical coverage of public engagement activities				
locations and settlements covered by the consultation process,				
Number of public grievances received within a reporting period				
Number of press materials published/broadcasted in the local, regional, and national media				