The Republic of Uganda
MINISTRY OF GENDER, LABOUR & SOCIAL DEVELOPMENT

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GENERATING GROWTH OPPORTUNITIES AND PRODUCTIVITY FOR WOMEN ENTERPRISES (GROW) PROJECT (P176747)

OPERATIONAL GUIDELINES FOR THE OFFICE OF THE FOCAL POINT OFFICERS IN THE LOCAL GOVERNMENTS AND REFUGEE SETTLEMENTS

Grow
Enterprises for Women

JUNE 2025

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Grow
Enterprises for Women

Foreword

The Government of Uganda received financing from the international Development Association of the World Bank towards the implementation of the Generating Growth Opportunities and Productivity for Women Enterprises (GROW) Project. The Project Development Objective is to increase access to entrepreneurial services that enable female entrepreneurs to grow their enterprises. GROW Project is a nationwide project that is implemented in 135 districts, 11 cities including Kampala Capital City Authority(KCCA) and 44 Municipalities and is therefore implemented under the Local Governments (as amended) Act, 2015.

The GROW project is designed to support women entrepreneurs, enhance their productivity and ensure they have access to the resources necessary for their businesses to thrive. The key objectives of the GROW project are facilitating access to financial resources, training, and mentorship programs that enhance women's entrepreneurial skills and business acumen; supporting women-led enterprises to drive local economic development and create employment opportunities; improving the livelihoods of women and their families by promoting sustainable income generating activities; and building capacity of local communities to support women's economic initiatives and foster a culture of inclusivity and equality.

To enhance coordination and accessibility, the Ministry, in collaboration with the Office of the Prime Minister (Department of Refugees) and the Ministry of Local Government, has designated focal point officers at the 13 refugee settlements and within the Local Governments. To support these officers in fulfilling their roles, the Ministry has developed operational guidelines to streamline the delivery of GROW services and products to women entrepreneurs. These guidelines establish a detailed framework to promote the efficient and transparent use of funds. They define the processes for fund allocation, monitoring, and reporting, ensuring resources are effectively utilized to achieve the desired objectives.

I therefore call upon all stakeholders, from Local Government officials to community leaders, to collaborate and uphold the principles of integrity, transparency, and accountability. Together, let us harness the potential of women entrepreneurs to drive Uganda's economic growth and social development, creating a brighter future for all.

For God and My Country



Amongi Betty Ongom (MP)

Minister of Gender, Labour and Social Development

Preface

I am pleased to disseminate the operational guidelines for the GROW focal point office in the local governments and refugee settlements. These guidelines have been meticulously developed to ensure that the offices of the GROW focal point officers at local governments and refugee settlements are equipped with the necessary financial resources and operational clarity to effectively implement their mandates and contribute to the achievement of the Project Development Objective.

The GROW Project aims to empower local governments and refugee settlements by providing them with the support they need to enhance service delivery, promote transparency, and foster community development. As the backbone of public administration, local governments play a crucial role in addressing the needs of our citizens and driving forward our national development agenda.

These guidelines offer a robust and all-encompassing framework for the allocation, disbursement, and management of operational funds, guaranteeing the efficient and effective use of resources. The guidelines are expected to foster accountability, transparency, and exemplary governance at the local level. By adhering to these guidelines, we can significantly enhance the capacity of local governments and refugee settlements to deliver crucial services, ultimately elevating the quality of life for our communities. Embrace these guidelines, and together, we can create a sustainable and prosperous future for all.

I would like to extend my heartfelt gratitude to all the stakeholders who have contributed to the development of these guidelines. Your valuable insights and unwavering commitment have been instrumental in shaping a document that is both practical and responsive to the needs of our local governments.

As we embark on this journey, I call upon all Local Governments and Refugee Settlement Officials and other stakeholders to embrace these guidelines and work collaboratively towards their successful implementation of the GROW Project.

For God and My Country



A.D. Kibenge
Permanent Secretary,
Ministry of Gender Labour and Social Development

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Acronyms and Abbreviations

CAO	Chief Administrative Officer
CEDAW	Convention on the Elimination of All forms of Discrimination Against Women
CUPFs	Common User Production Facilities
ED	Executive Director
FPOs	Focal Point Officers
GBV	Gender Based Violence
GoU	Government of Uganda
GROW	Generating Growth Opportunities and Productivity for Women Enterprises
IPFs	Indicative Planning Figures
IDA	International Development Association
KCCA	Kampala Capital City Authority
LG	Local Government
MGLSD	Ministry of Gender Labour and Social Development
M&E	Monitoring and Evaluation
NDP III	National Development Plan Three.
POM	Project Operational Manual
PIT	Project Implementation Team
RHDs	Refugees and Host Districts
ToR	Terms of Reference

1.1. Background/Introduction

The Ministry of Gender, Labour and Social Development (MGLSD) in partnership with the Private Sector Foundation Uganda (PSFU) is implementing the **Generating Growth Opportunities and Productivity for Women Enterprises (GROW) project** with funding from the World Bank. The Project arises out of the desire to respond to the needs of women entrepreneurs to grow their businesses, sustain self-employment and create more jobs. **The Project Development Objective (PDO) is to increase access to entrepreneurial services that enable female entrepreneurs to grow their enterprises.** The project is comprised of four (4) components including i) Support for women empowerment and Enterprise Development services, including in host and refugee communities; ii) Access to finance for women enterprises' growth and transition; iii) Enabling infrastructure and facilities for women enterprise growth and transition; and iv) Program management, policy innovation, and evidence generation. In total, the project is estimated to benefit almost 1.6 million beneficiaries. These include female-owned enterprises, including refugee-owned businesses. GROW will support women entrepreneurs with the growth potential to improve productivity, sustainability and transition their enterprises from micro to small and to medium scale. The project is implemented in Uganda's districts, cities and municipalities, including Refugee Settlements and Refugee Hosting Districts (RHDs). The implementation has been mainstreamed into national and Local Government level structures to avoid duplication, foster sustainability and increase the efficiency of project implementation. These guidelines therefore stipulate the roles of both the MGLSD and the Local Governments to ensure effectiveness in implementation.

These guidelines shall be implemented in conjunction with all project documents, including, but not limited to, component manuals, operational notes, and Environmental and Social Safeguard documents and requirements.

1.2. Justification for the Guidelines

The operationalisation of the local government focal point officers and camp commandants in the refugee settlements is key in ensuring the realisation of the success of the GROW Project. The Guidelines, therefore:

i. Provide allocation modalities of the funds to Local Governments and Refugee Settlements under the GROW project;

ii. Enhance the implementation of the GROW Project;

iii. Outline principles, objectives, roles and practices for operationalising the Focal Point Officers in Local Governments and Camp Commandants in Refugee Settlements;

iv. Foster structured supervision, monitoring and evaluation;

v. Inform stakeholders of the objectives, implementation strategies and structures of the institutional support.

vi. Appraise focal point officers and camp commandants on their roles and mandate in the implementation of the GROW Project.

vii. Guide local governments and refugee settlements on planning, implementation, monitoring and evaluation, reporting and accountability under the GROW Project.

The guidelines inform Focal Point Officers and Camp Commandants about the coordination, implementation, management, and monitoring and evaluation of interventions for effective implementation of the GROW Project and efficient service delivery to women entrepreneurs. These guidelines shall ensure that the Refugee Settlements, Local Government and the Central Government deliver on their mandate in respect to ensuring that all GROW Project activities, as guided by the Project Operational Manual (POM), are implemented in accordance with the Government of Uganda (GoU) and the International Development Association (IDA) policies and procedures. The Local Government and Refugee Settlements shall be required to operationalise these guidelines to the greatest extent possible.

1.3. The Legal Policy Framework

The implementation of the GROW project is premised on national and international legal policy frameworks as follows:

1.3.1. International Regulatory Frameworks

i. Convention on the Elimination of All Forms of Discrimination against Women (CEDEW). The Convention contains an important safeguard against statelessness of women as it provides that State parties "shall grant women equal rights with men to acquire, change or retain their nationality" and "shall ensure in particular that neither marriage to an alien nor change of nationality by the husband during marriage shall automatically change the nationality of the wife, render her stateless or force upon her the nationality of the husband." Similarly, there is protection against a major cause of statelessness of children as the Convention also establishes that "State parties shall grant women equal rights with men with respect to the nationality of their children

ii. Declaration on the Elimination of Violence Against Women (DEVAW), 1993. DEVAW defines "violence against women" as "any act of gender-based violence that results in or is likely to result in physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life." DEVAW further defines the term as encompassing, but not limited to, various types of violence occurring in the family, within the general community, and perpetuated and condoned by the State. DEVAW recognizes violence against women is a result of historically unequal

power relations between women and men. It also recognizes that "some groups of women, such as women belonging to minority groups, indigenous women, refugee women, migrant women, women living in rural or remote communities, destitute women, women in institutions or in detention, female children, women with disabilities, elderly women and women in situations of armed conflict, are especially vulnerable to violence". Article 4 of DEVAW requires States to take various measures to eliminate violence against women. These include exercising "due diligence to prevent, investigate, and, in accordance with national legislation, punish acts of violence against women, whether those acts are perpetrated by the State or by private persons". It also proclaims that "States should condemn violence against women and should not invoke any custom, tradition or religious consideration to avoid their obligations" to eliminate such violence. States should also "adopt all appropriate measures … to modify the social and cultural patterns of conduct of men and women and to eliminate prejudices, customary practices, and all other practices based on the inferiority or superiority of either of the sexes and on stereotyped roles for men and women".

iii. Beijing Platform for Action 1995 – Section 256. A strategy to be developed that eliminates all obstacles to women's full and equal participation in sustainable development and equal access to and control over resources,

iv. Sustainable Development Goal 5 aims at achieving gender equality and empowering all women and girls.

v. International Refugee Law. The 1951 Convention relating to the Status of Refugees and its 1967 Protocol form the foundation of international refugee law and set out the principles upon which the regime of international protection for refugees is built. They provide a general definition of a refugee and establish the main rights and obligations of refugees and the treatment, by the country of asylum, to which they are entitled. These provisions apply to women, girls, boys, and men.

vi. International Human Rights Law addresses the rights and dignity of all human beings – women, men, boys, and girls at all times and without discrimination. Under international human rights law, States are obliged to respect, protect, and fulfil the human rights of all those within their jurisdiction regardless of age or sex, not just those who are its nationals. Consequently, international human rights principles are important not only for the protection of internally displaced, returnee and stateless women and girls, but also for female asylum-seekers and refugees. The rights of women and girls of concern are protected under general human rights instruments, particularly the 1948 Universal Declaration of Human Rights (UDHR); 1966 International Covenant on Political and Civil Rights (ICCPR); and 1966

International Covenant on Economic, Social and Cultural Rights (ICESCR). Together with the two protocols to the ICCPR, these instruments form what is known as the International Bill of Rights. The Universal Declaration and the Covenants each state that the rights they set out apply without distinction and prohibit discrimination, including discrimination on grounds of sex or other status. The Covenants also explicitly recognise the equal right of women and men to enjoy all the rights that they contain.

1.3.2. National Strategies and Guidelines.

i. Vision 2040, aspires for a future in which women are empowered to participate as equal partners in development.

ii. The NDP III, intends to promote Women's economic empowerment, leadership and participation in decision-making through investment in entrepreneurship programmes, business centers

iii. The Ministry Strategic Plan 2020/21 – 2024/25 seeks to promote women's participation in governance and development by strengthening National Women's Council structures to promote women's participation in income generation, leadership and decision-making.

iv. Comprehensive Refugee Response Framework (CRRF) Uganda, 2017, adapts the principles and objectives set out in Annex 1 of the New York Declaration of Refugees and Migrants to the Ugandan context. The CRRF is a multi-stakeholder coordination model on refugee matters focusing on humanitarian and development needs of both refugees and host communities. The CRRF in Uganda encompasses five mutually reinforcing pillars as outlined by the global objectives: (i) Admission and Rights, (ii)Emergency Response and Ongoing Needs, (iii) Resilience and Self-reliance, (iv) Expanded Solution and (v) Voluntary Repatriation

v. National Employment Strategy (NES) aims at boosting job creation and enhancing workforce skills. By aligning public policy with market needs, the NES supports initiatives that empower marginalized groups—including women entrepreneurs—through targeted skills training and job creation programs.

vi. Employment Governance Framework (EGF) and Labour Market Information System (LMIS). These frameworks improve the coordination and effectiveness of employment policies, ensuring that data-driven decisions maintain a dynamic and responsive labour market that benefits all participants, including those running small and medium enterprises.

vii. Gender Equality Strategy. Though it spans multiple economic sectors, this strategy

focuses on ensuring equal access to opportunities irrespective of gender. It underpins policy initiatives that support women entrepreneurs by mandating equitable treatment, access to finance, and business development support.

viii. Worker Compensation Guidelines, defines clear procedures for compensation or benefits in the event of workplace injuries, absenteeism due to illness, or other work-related incidents.

ix. Child Labour Prevention Guidelines, enforce the prohibition of child labour by outlining specific standards and verification processes to ensure that all employment practices meet international ethical benchmarks.

x. Gender Equality and Workplace Inclusion Guidelines provide detailed directives on eliminating gender bias, promoting equal opportunities, and creating inclusive hiring and retention practices. These guidelines are particularly important for projects like GROW, which aims to empower women entrepreneurs by leveling the playing field.

xi. Labour Management Plans (LMP), adopted by the GROW Project. The LMP consolidates the relevant labour laws, regulations, and guidelines into a cohesive operational framework. They outline processes for monitoring compliance, managing workplace risks, and fostering continuous improvement in labour practices.

1.3.3. National Regulatory Frameworks

i. The Constitution of the Republic of Uganda, 1995 as amended; Article 22, 32 (2), 33 (5), 36, 78(1b) guarantees equality between men and women, gender balance, fair representation and promotes women's rights in socio-economic, political and cultural spheres.

ii. Employment Act, 2006 sets out the basic framework for employment—including contracts, wages, termination, and dispute resolution. It emphasizes principles of fairness, non-discrimination, and equal treatment for all workers. For women entrepreneurs, this means a standardized approach to workplace rights and procedural fairness from day one. The Employment Regulations under the Employment Act provide detailed rules on minimum wages, working hours, overtime, leave entitlements, and termination procedures. They ensure that both employers and employees have clear, enforceable guidelines regarding workplace expectations

iii. Labour Unions Act, 2006 provides the legal framework for the formation of trade unions and collective bargaining. This law is vital in ensuring that employee voices, especially

those from underrepresented groups such as women, are heard and incorporated into workplace policies. Regulations on Trade Unionism and Collective Bargaining under the Labour Unions Act, these regulations guide the establishment and operation of trade unions, ensuring that the unionisation process is transparent and that workers can engage in collective bargaining without facing retribution

iv. Occupational Safety and Health Act, 2006 mandates that employers ensure safe and healthy working environments. For women-led businesses, adherence to these standards reduces workplace hazards and instils confidence among employees and customers alike. Occupational Safety and Health (OSH) Regulations elaborate on the general requirements stipulated in the Occupational Safety and Health Act by setting detailed standards for workplace conditions, risk assessments, and protective measures. Compliance with these regulations minimizes the risk of occupational injuries.

v. Labour Disputes Arbitration and Settlement Act, 2006 establishes mechanisms for resolving employment disputes amicably through arbitration, thus fostering industrial peace and stability—a critical component in maintaining business continuity.

vi. National Social Security Act, 1985 provides systems for social security, which support employees through contributions that eventually translate into retirement, disability, or other benefits. This legal backing helps women entrepreneurs plan for long-term workforce security.

vii. The 1997 Local Government Act, section 11 mandates local governments to give full effect to the decentralisation of functions, powers, responsibilities and services at all levels of local governments

viii. The Public Finance Management Act, 2015 as amended Sections 9 and 13 provides for gender and equity-responsive budgeting.

1.4. Users of the Guidelines

The users of the Guidelines will include: (i) Ministries, Departments and Agencies; (ii) Higher Local Governments (Cities/ Districts / Municipalities); (iii) Kampala Capital City Authority Divisions; and (iv) Refugee Settlements as indicated below:

S/n	Refugee Settlement	District
1	Nakivaale	Isingiro
2	Oruchinga	Isingiro

3	Kyaka	Kyegegwa
4	Rwamwanja	Kamwenge
5	Kyangwali	Kikuube
6	Kiryandongo	Kiryandongo
7	Nyumanzi	Adjumani
8	Palorinya	Obongi
9	Palabek	Adumani and Lamwo
10	Lobule	Koboko
11	Rhino	MadiOkollo
12	Bidibidi	Yumbe
13	Imvepi	Terego
14	Kampala urban refugees	Kampala

2.1. National Development Plan Programme Priorities

NDP Goal:	Increase household incomes and improve quality of life.
NDP Overall Objective:	To increase productivity, inclusiveness and wellbeing of population
Programmes that the GROW Project contributes to:	i. Human Capital Development ii. Community Mobilisation & Mindset Change
Sub-Programmes that the GROW Project will contribute to:	Human Capital Development i. Gender and Social Protection
Programme Objectives that the GROW Project contributes to	**Human Capital Development** i. To reduce vulnerability and gender inequality along the lifecycle.
Programme Outcomes	Human Capital Development i. Reduce gender gap index to 0.8 compared to 0.523 in 2017.

Interventions the GROW Project contributes to in the key NDPIII Programme	**Human Capital Development** To reduce vulnerability and gender inequality along the lifecycle: i. Promote Women's economic empowerment, leadership and participation in decision-making through investment in entrepreneurship programmes and business centers. ii. Scale up Gender-Based-Violence (GBV) prevention and response interventions at all levels. iii. Implement National Male Involvement Strategies in promotion of gender equality.

2.2. Defined Activities for implementation by the LGs and Refugee Settlements for Specific Subcomponents.

Component	Activity
Component 1. Support for women's empowerment and enterprises development services	
Subcomponent 1A. Support for the creation and strengthening of women platforms, community mobilisation, mind-set change.	Mobilise women entrepreneurs to join the district, sub regional and regional platforms.
	Coordinate the meetings, activities, and events of the platforms
	Collect, compile, and disseminate information and data pertaining to the platforms
Subcomponent 1B. Support for core businesses development for micro and small enterprises	Mobilise and sensitize women entrepreneurs for the core course.
	Assist beneficiaries in the process of physical and online application.
	Monitoring the beneficiaries after the training in liaison with MUBS.

Subcomponent 1C. Trade/ sector specific skills courses developed and delivered.	Mobilise women entrepreneurs for the training in the course on trade/sector skills course.
	Facilitate coordination between the national GROW project team (Kampala and regional) and Local Government level actors (LGs, enterprises, leaders)
	Lead mobilization of eligible enterprises and individuals to participate in the training
	Monitor the delivery of the training sessions to ensure they are happening as planned and meet the quality standards
	Identify any issues and report to the GROW Head quarter including low attendance, content delivery gaps, logistics, among others
	Sensitization of women entrepreneurs on the sector/trade skills course.
	Guiding women entrepreneurs on application to hired training firms.
	Monitoring the beneficiaries after the training in liaison with PSFU
	Monitoring business development service providers
	Monitor and report on labour issues with in the training organisations

Component 2. Bridging finance for supporting female owned enterprise growth and transition.	
Sub component 2A. Grant support for micro enterprises through business competition	Mobilisation of women to participate in business competition
	Support women entrepreneurs to prepare grant competition proposals
	Support women entrepreneurs in understanding of eligibility and deadlines.
	Support the Management firm to organize pre application workshops
	Monitoring and verification to verify applicant information
	Monitor and repot grantee progress and flag any risks to Project Implementation Team
	Primary link between district stakeholders and management firm
	Sensitisation of women entrepreneurs on activities in the exclusion list during the competitions.
Subcomponent 2B. Facilitating access to credit for enterprise growth (GROW financing facility)	Sensitisation about GROW loan requirements on how to access grants and financing that shall be provided through financial institutions Liaise with financial institutions to bring services closer to; and support women entrepreneurs in applying for loans
Subcomponent 2C. sustainable loan products and processes for women entrepreneurs developed	Sensitisation about available loan products and criteria on how to access the facility.

Component 3: Enabling infrastructure and facilities for women enterprises' growth and transition.	
Subcomponent 3A. Multipurpose Service and Production Facilities to Boost Women Enterprise Productivity	support the construction and equipping of common-user production facilities in four regions, including among refugees and hosting districts.
	Local Governments will be engaged to provide land for the construction and equipping of these facilities. The CUPFs will be constructed on public land provided by LGs, the Office of the Prime Minister for the case of settlements, or semi-autonomous public agencies
	The district local governments will be responsible for their operation, maintenance and management.
	Participate in the Monitoring implementation of the Environment and Social Management Plan by the contractors.
Subcomponent 3B. Enabling Access to Gender-Inclusive Workplace Infrastructure	Advise on the markets or workplaces with high numbers of women entrepreneurs that need to be upgraded.
	Guide how to integrate GROW project activities in the district development plan.
	Participate in sensitisation & awareness sessions for local communities.
	Participate in the supervision and monitoring process.
Environment and Social Performance	Participate in the monitoring of the implementation of the Environment and Social Management Plan by the contractors.
	Management of grievances within areas of jurisdiction
	Ensure Environmental and social safeguards are in place in workplaces

3.1. Roles and Responsibilities of Duty Bearers

The roles and responsibilities of different duty bearers in the implementation of the institutional Support to Local Governments will include:

3.1.1. Ministry of Gender, Labour and Social Development

i. Provide strategic leadership and oversight to ensure the project aligns with the national priorities

ii. Provide overall coordination of all stakeholders involved in implementation.

iii. Coordinates with Local Governments to ensure smooth implementation

iv. Provides oversight on procurement, and contracting and supervises the work of service providers.

v. Leads high level monitoring and ensures learning informs national policy

vi. Manages project budget and ensures compliance with financial regulations

vii. Leads national level strategic and inter-ministerial collaboration

viii. Prepares and submits consolidated national level progress reporting to the World Bank and Government

ix. Ensure adherence to gender, environmental and social safeguard policies in the implementation of the project.

x. Develop guidelines for the decentralised LG support function.

xi. Develop and implement GROW communication strategy, subcomponent manuals and operational notes.

xii. Selecting workplaces that will receive support under GROW infrastructure grants through consultations with women entrepreneur associations, facility management leaders, district technical leaders, and others.

xiii. Operate and manage the overall Grievance Redress Mechanism of the project

1.1.2. Roles to be performed by the Project Implementation Team (PIT)

i. Technical and day-to-day support to the designated technical officer in relation to the GROW project will be provided by relevant specialists and officers within both the PITs under MGLSD and PSFU.

ii. Oversee operational implementation of the project and conduct routine monitoring

iii. Coordinate with focal point officers to ensure that field-level activities are implemented.

iv. Conducts procurement of goods and services for project execution
v. Regional Officers shall also work closely with the GROW project Focal Point officers of their respective regions, for technical backstopping and timely support.
vi. Ensure adequate facilitation of the designated technical officer to undertake project specific tasks. Notably, the officer will continue to utilise the already available resources that are used for their routine work such as transport and office equipment

1.1.3. Office of the Prime Minister – Department of Refugees

i. Provide technical support to the Ministry of Gender Labour and Social Development to implement the refugee component of the Project
ii. Nominate GROW project Focal Point Officers for Refugee settlements
iii. Provide information about the Refugee Welfare Committees

1.1.4. Private Sector Foundation Uganda (PSFU)

i. Collaborate with the Ministry of Gender, Labour and Social Development (MGLSD) to implement the GROW Project.
ii. Facilitate access to entrepreneurial and financial services for women entrepreneurs.
iii. Provide training in business management skills, trade-specific skills, networking, and essential business management practices.
iv. Select participating financial institutions and manage the distribution of GROW loans through chosen banks, microfinance institutions, and SACCOs.
v. Work with MGLSD to address grievances associated with the GROW loan and skills development component.
vi. Partner with MGLSD to develop and implement the GROW communication strategy, subcomponent manuals, and operational notes.
vii. Process payments to service providers in accordance with the satisfactory performance of their respective components.
viii. Collaborate with MGLSD to implement and manage environmental and social safeguards in project activities, particularly among financial institutions, loan beneficiaries, and activities related to skills development.

1.1.5. Local Government

i. Provide adequate supervision of and care of its staff attached to the project, authorised contractors and their representatives in line with its obligation as an employer.
ii. Identify Common User facilities for prospective funding under the project.
iii. Undertake joint invitation of bids with the ministry, and after, receive and open bids.
iv. Approve plans for the Common User Production Facilities
v. Make progress reports on how the funds are utilised and regular financial statements shall be submitted either on both monthly or quarterly basis to MGLSD -GROW Project finance office

vi. Set up Grievance Redress Committees to manage grievances.

1.1.6. Focal Point Officers at the District/City/Municipal and Kampala Capital City Divisions

The District/City/Municipal/ KCCA divisions' local government through the designated focal person, with the guidance and support of the CAO/Town clerk and in liaison with the PIT teams from MGLSD and PSFU undertake to do the following:

i. Under the overall leadership of Chief Administrative Officers/ ED- KCCA/City Clerks/Municipal Town Clerks, focal point officers will directly support MGLSD in coordinating stakeholders, including management of the E&S safeguards at the district level.
ii. Mobilise communities in collaboration with women's platforms.
iii. Coordinate the meetings, activities, and events of the platforms.
iv. Collect, compile, and disseminate information and data pertaining to the platforms. A database will be developed at MGLSD linking with the district structures to capture the required data.
v. Identify or train male champions who can support community mobilisation for GROW.
vi. Focal Point Officers shall be trained to support the delivery of female entrepreneurship packages at the district level to enhance ownership and sustainability.
vii. Ensure decent work conditions and monitor the project interventions in their respective jurisdictions.
viii. Take lead in monitoring the operation and Management of the commissioned facilities.
ix. Advise on the markets or workplaces with high numbers of women entrepreneurs that need to be upgraded.
x. Provide on how to integrate GROW Project activities in the District Development Plan.
xi. Participate in sensitisation and awareness sessions for local communities
xii. Act as secretaries to the Grievance Redress committees.
xiii. The following are the deliverable/ outputs and timelines expected to be submitted to the GROW project PIT in MGLSD

- Work plan within 14 days after orientation by the National Level team.
- Monthly activity reports for GROW Project. First submission shall be in the first week of the following month and each report shall incorporate E&S aspects. (*see reporting format in annex 1)*
- An Incident/accident report immediately after an occurrence comes into the knowledge of the focal person

1.1.7. District Executive Council

i. Provide an oversight role on the implementation of the GROW project.

1.1.8. Chief Administrative Officer (CAO) /City Clerk/ Town Clerk/Executive Director-KCCA:

i. Be chief accounting officer,
ii. Approve and release funds for the implementation of GROW project activities in line with the approved work plan,
iii. Ensure effective and timely monitoring of GROW Project activities, and
iv. Ensure timely submission of accountability of funds and reports to the GROW project
v. Appoint Focal Point Officers Monitor compliance with environmental and social issues in the respective jurisdictions.

1.1.9. District Community Development Officer/ Principal Community Development Officer

i. Vote controller of the Institutional Support funds
ii. Supervise the implementation of GROW Project activities;
iii. Consolidate work plans and budgets for GROW Project institutional support in consultation with District/City/KCCA/Municipality/ division.
iv. Monitor the implementation of focal point officers' work plans and budgets
v. Compile and submit regular reports on the utilisation of funds for the GROW Project to CAO/ED-KCCA/City Clerks/ Municipal Town Clerks through the Heads of Department with a copy to the Permanent Secretary, MGLSD

1.1.10. Grievance Redress Committees at Local Government Level.

i. Receive and record all reported / submitted complaints and grievances in the Grievance Log book.
ii. Hold meetings at local levels with the affected persons/complainant
iii. Find solutions to the complaints received through dialogue in a prompt manner
iv. Set plans for addressing filed grievances.
v. Consult and co-opt relevant stakeholders during grievance resolution.
vi. Use Annexure 4, of Terms of Reference for the GRCs, to record all GRC and Community meetings in connection with resolution of grievances including GRC monthly meetings.
vii. Actively involve the Regional project officers and refugee specialist for refugee settlements, on project issues.
viii. Record and disclose all accepted resolutions by complainants in the disclosure format, Annexure 5 of the Terms of Reference for the Grievance Redress Committees.
ix. Formally communicate its decisions to complainants after cases are resolved or referred.
x. Refer complaints and grievances beyond their jurisdiction and capacity to relevant higher structures and authorities

xi. Maintain proper minutes of all GRC meetings.
xii. Compile and share reports on grievance redress on monthly and quarterly basis.
xiii. Seek guidance and support from the PIT as and when need arises.
xiv. Create awareness on existence of the GRM and responsible GRCs at various fora including; community meetings, local media, local functions etc.

1.1.11. Refugee Welfare Committees

i. Mobilize refugee women entrepreneurs to participate in GROW project activities, such as training, mentorship, and access to financial services and access to Common User Facilities.
ii. Represent the interests of refugee women entrepreneurs in decision-making processes, ensuring their voices are heard and their needs are addressed.
iii. Assist in the coordination and delivery of services, such as business development support and infrastructure improvements, within refugee settlements.
iv. They foster collaboration and understanding between refugee and host communities, contributing to a harmonious environment for entrepreneurship.
v. Monitor the implementation of the GROW project within refugee settlements and provide feedback to ensure its effectiveness and inclusivity.
vi. Support the representative for women affairs as secretary of the RWC under the GROW Project
vii. Receive and record all reported/submitted complaints and grievances in the Grievance Log book.
viii. Hold meetings at the respective settlements with the affected persons/complainant
ix. Find solutions to the complaints received through dialogue in a prompt manner
x. Set plans for addressing filed grievances.
xi. Consult and co-opt relevant stakeholders during grievance resolution.
xii. Use Annexure 4, of Terms of Reference for the GRCs/RWCs, to record all RWC and Community meetings in connection with resolution of grievances including RWC monthly meetings.
xiii. Actively involve the Regional project officers and refugee specialist for refugee settlements, on project issues.
xiv. Record and disclose all accepted resolutions by complainants in the disclosure format, Annexure 5 of the Terms of Reference for the GRCs/RWCs.
xv. Formally communicate its decisions to complainants after cases are resolved or referred.
xvi. Refer complaints and grievances beyond their jurisdiction and capacity to relevant higher structures and authorities
xvii. Maintain proper minutes of all GRC meetings.
xviii. Compile and share reports on grievance redress on a monthly and quarterly basis with the settlement commandant.

xix. Seek guidance and support from the PIT as and when need arises.
xx. Create awareness on existence of the GRM and responsible RWCs at various fora including community meetings, local media, local functions etc.

1.1.12. Role of the Secretary for women affairs in refugee Welfare Committees

i. Be the secretary to the Refugee Welfare committee
ii. Liase with other members of the RWC to Register grievances in the Grievance log book, Referral form book and receipt book

1.1.13. Role of the Office of the Settlement Commandant

i. Be the focal point office for the GROW project
ii. Vote controller of the Institutional Support funds
iii. Collaborate with Community services officers, Secretaries for women affairs and RWCS to implement GROW Project activities.
iv. Supervise the implementation of GROW Project activities;
v. Liaise with community services officers and secretaries for women affairs to develop work plans and budgets for GROW Project institutional support
vi. Monitor the implementation of the work plans and budgets for respective settlements.
vii. Compile and submit regular reports on the utilisation of funds for the GROW Project to Regional Desk Officers with a copy to the Permanent Secretary, MGLSD
viii. Supporting the refugee women Entrepreneurs through the handholding to apply for the GROW products and services and provide any other information o GROW using the available appropriate channels

4.1. Allocation Criteria

Variables and weightings for use in the allocation formula	**Weighting**	**Justification**
Administrative Units	30	Proxy for the cost of providing services in a larger district
Administrative Cost	10	Effective implementation of Institutional Support to focal point officers
Constant	40	Provides a basic minimum for a Local Government to deliver services
Population (Popn)	20	Estimates the mobilisation need arising out of the population size
Total	**100**	

The allocation of operational funds will be made to local governments that existed before

the Cabinet's decision in 2020 to discontinue the creation of new administrative structures. The population projections used to allocate the operational funds are based on the preliminary results of the 2024 National Housing and Population Census.

4.1.1. Disbursement of Institutional Support to Local Governments.

The GROW Project has budgeted an annual total of **Shs 3,240,000,000 Billion** (Shs. 2.92 Billion to Local Governments and Cities and Shs. 320,000,000 Million to Refugee Settlements) to support the focal point officers'/ settlement commandants in the implementation of the GROW Project in their respective jurisdictions. The Project in consultation with relevant stakeholders has developed these guidelines to operationalise the Institutional Support to Local Governments, Cities and refugee settlements. The key objective of the grant is to support Focal Point officers at Local Governments and settlement commandants in the refugee settlements in a bid to increase the participation of women entrepreneurs in accessing GROW Project products, services, and monitoring and reporting on Environment and Social safeguards of project related activities.

The project has also developed indicative planning figures (*attached in Annex 2*), a basis upon which the transfer of funds will be made to the beneficiary Districts, Cities, Municipalities and Divisions of Kampala Capital City Authority and refugee settlements. The funds are meant to facilitate activities related to monitoring women's projects, mobilisation of women for increased uptake of GROW Project services and products. The disbursement cycle of the Local Government and refugee settlements Institutional Support funds shall be based on the following predetermined steps;

i. **Disbursement of Funds to the Local Governments (Districts, Cities, Municipalities and Kampala Capital City Authority (KCCA) Divisions) and Refugee Settlements.**
The Ministry quarterly prepares a release schedule upon which funds will be disbursed to the Districts/Cities/Municipalities/KCCA Divisions/Refugee Settlements. The overall transfer to the Local Governments and refugee settlements is determined by the resources availed to the GROW Project from the Ministry of Finance, Planning and Economic Development. In Refugee Settlements, activity funds will be requested directly from the Project Coordinator via the Refugee Specialist. Funds will be allocated for designated activities upon request, and accountability shall be provided afterwards.

ii. **Acknowledgment of Receipt of Funds.**
All Accounting Officers for Local Government and refugee settlements will acknowledge receipt of funds in writing to the Permanent Secretary/Accounting Officer, Ministry of Gender, Labour and Social Development.

iii. **Utilisation and Purpose of Operational Funds.**
All operational funds will be managed strictly by the Offices of the Focal Point Officer

and the Settlement Commandant in accordance with the guidelines issued by the GROW Project. To access these funds, Local Governments and Refugee Settlements must adhere to specific requirements outlined in the relevant Programme budgets. The allocated funds are designated to support the Focal Point Officers in coordinating and implementing project activities. These facilitated include:

a. **Safari Day Allowances.** These funds are dedicated to covering the daily expenses incurred by Focal Point Officer during field monitoring and engagement activities. This allowance will compensate for a range of on-ground expenditures such as meals, local travel necessities, and incidental costs arising from on-site challenges. Often, Focal Point Officers may work in remote or non-standard environments where access to conventional amenities is limited. The Safari Day Allowances reflect an understanding of these logistical challenges by ensuring that the Officers have the flexibility to address unexpected needs, including additional meal support during extended field trips, emergency shelter in adverse weather conditions, or other unforeseen expenses that arise when operating away from a conventional office setting.

b. **Fuel for Monitoring Activities.** This budget will cater for mileage and transportation expenses during project oversight. This budget allocation is specifically reserved for fuel costs associated with the transportation required by Focal Point Officers during project oversight. It covers not only the routine mileage expenses but also accounts for possible variations in fuel costs due to fluctuating market prices and diverse travel distances in challenging terrains. This funding will support the operational mobility of Focal Point Officers, ensuring that they can reliably access remote or dispersed project sites. By earmarking this budget, the project ensures that monitoring activities are not disrupted by transportation constraints, allowing technical officers to maintain scheduled site visits, attend urgent meetings on the field, and respond swiftly to incidents without logistical delays. Moreover, this allocation is formulated with contingencies in mind, allowing for route deviations and additional mileage that might occur due to operational necessities.

c. **Communication Expenses and Office Imprest.** Funds will cover office-related expenditures, including communication and minor operational needs. This category of funding is aimed at supporting essential communication channels and everyday operational needs. It covers costs such as mobile data, telephone airtime, and internet connectivity that are vital for real-time coordination between the field and the office. In addition, it includes provisions for routine office expenditures such as printing, stationery, and minor logistical supplies that facilitate smooth day-to-day operations. The concept of office imprest under this category is particularly important as it allows for the availability of immediate funds to cover small, unplanned

expenses that could otherwise delay critical communication or administrative tasks. By ensuring a steady flow of communication expenses, the project will maintain seamless connectivity and information sharing, which is instrumental for timely decision-making and effective project oversight. The distribution of the individual budget is detailed in the table below.

Item	Budgetary percentage
Safari Day Allowances	40%
Fuel for monitoring the GROW Project activities	40%
Communication expenses and office imprest	20%
Total	**100%**

It is important to note that operational funds are exclusively reserved for these purposes and shall not be used to finance stakeholder engagement workshops. Instead, the Project Implementation Teams (MGLSD & PSFU) will organize and facilitate these events.

***NB**. The Focal Point Officers are expected to continuously collaborate with relevant technical officers to ensure the smooth implementation of project activities. In the absence of a designated Focal Point Officer, a qualified technical officer from the community-based department or from the Settlement Commandant's Office will assume leadership until the appointed Focal Point Officer resumes their duties.*

d. **Submission of Progress Reports/ Accountability.**
The local government and refugee settlement accounting officers shall ensure accountabilities are retired in line with the Public Finance Management Act, 2015 (as amended) and Treasury Instructions, 2017. The monthly reports will follow the quarterly report format outlined in Annex 1, specifying the reporting month. Further accounting officers at both local government and refugee settlements shall submit statements of income and expenditure as well as physical progress quarterly reports (within 15 days after the end of the quarter) to the Permanent Secretary/ Accounting Officer, MGLSD on all activities implemented detailing the number of meetings conducted, women entrepreneurs accessing GROW Project Products and services.

5.1. Reception, Operation and Maintenance of Motorcycles

To ensure effective implementation of project activities, motorcycles will be provided to the focal point officers. These motorcycles will be their primary mode of transport for effectively monitoring and overseeing project interventions within their respective jurisdictions. The focal point officers are responsible for monitoring all project-related activities and fulfilling their roles as outlined in their Terms of Reference (ToR). Throughout the project period, which extends until December 31, 2027, the GROW project will provide fuel for these motorcycles as part of the operational funds indicated as 40% in the table above. Each focal point officer will be responsible for the general maintenance of their motorcycle, including periodic servicing and repairs due to wear and tear.

To ensure sustainability, the operation and maintenance of the motorcycles will be integrated into the existing local government/ refugee settlement management structure. After the project's closure, the Community Services Department and Department for refugees will continue to allocate a specific percentage of its quarterly budget to the operation and maintenance of the motorcycles.

References

Beijing Platform for Action 1995

Cabinet's decision in 2020. Discontinuation of the creation of new administrative structures

Convention on the Elimination of All Forms of Discrimination against Women (CEDEW); Comprehensive Refugee Response Framework for Uganda

Equal Opportunities Act, 2007.

GROW Project Stakeholder Engagement Framework

GROW Project Operational Manual

GROW Project Appraisal Document

GROW Project Environment and Social Commitment Plan

GROW Project Environment and Social Framework

National Development Plan III

National Housing and Population Census. 2024

Public Finance Management Act, 2015 (as amended) and

The 1997 Local Government Act,

The Constitution of the Republic of Uganda, 1995 as amended.

The Ministry Strategic Plan 2020/21 – 2024/25

Treasury Instructions, 2017

Vision 2040

World Bank Environment and Social Framework

Annex1: Implementation progress reporting format for the Local Government and Refugee Settlements.

GENERATING GROWTH OPPORTUNITIES AND PRODUCTIVITY FOR WOMEN ENTERPRISES (GROW) PROJECT

[NAME OF LOCAL GOVERNMENT/SETTLEMENT]

INTERNAL MEMO

Local Governments		**Refugee Settlements** (For only Refugee Settlements)	
To:	CAO/ Municipal /City Clerk	**To:**	Project Coordinator GROW
Thru:	DCDO	**Thru:**	Refugee Specialist GROW[1]
From	Focal Point Officer	**From**	settlement Commandant
Date:	[DD/MM/YY]	**Date:**	[DD/MM/YY]

SUBMISSION OF THE IMPLEMENTATION PROGRESS REPORT FOR [NAME OF DISTRICT/ CITY/MUNICIPALITY/ SETTLEMENT] DURING MONTH/QUARTER [……]Q1 OF THE FISCAL YEAR [20……./20…..]

The Ministry of Gender, Labour and Social Development in partnership with Private Sector Foundation Uganda (PSFU) is implementing the **Generating Growth Opportunities and Productivity for Women Enterprises (GROW) Project** funded by the World Bank.

As noted in the Project Appraisal Document and the Financing Agreement, the GROW Project is supposed to be implemented in line with the activities stipulated in the guidelines and Terms of Reference. As a monitoring strategy, on quarterly basis, the project is mandated to submit to the GROW Project offices, implementation progress reports on project activities within the district/City/Municipality/Refugee Settlement.

An implementation progress report of activities carried out during month/quarter [……] of the fiscal year [20…/20….] is attached for your approval and onward forwarding to the permanent Secretary, MGLSD.

Name of the Author……

Signature of the Author……

1 Refugee settlements will channel activity requests and reports through the Refugee Specialist GROW Project to the Project Coordinator while making copy to the Respective Regional Desk Officers. The normal reporting of the Local Governments shall be maintained.

IMPLEMENTATION PROGRESS REPORT FOR [NAME OF DISTRICT /CITY/ MUNICIPALITY/SETTLEMENT], MONTH [……..]/[Q……], OF THE FISCAL YEAR 20……../20……..

1.1. Project Overview

The Government of Uganda through the Ministry of Gender, Labour and Social Development is implementing the Generating Growth Opportunities and Productivity of Women Enterprises (GROW) Project, with Grant funding from the World Bank amounting to US$ 217 Million. The project is being implemented by Ministry of Gender, Labour and Social Development in collaboration with Private Sector Foundation Uganda (PSFU). The Project Development Objective (PDO) is to increase access to entrepreneurial services that enable female entrepreneurs to grow their enterprises in targeted locations, including in Refugee Hosting Districts (RHDs). The project was declared effective on 20th January 2023.

1.2. GROW Project Components

GROW project is being implemented under four components as follows:

Component 1: Support for Women Empowerment and Enterprise Development Services

- 1A Support for the Creation and Strengthening of Women's Platforms, Community Mobilization, and Mindset Change
- 1B Support for Core Business Development for Micro and Small Enterprises
- 1C Support for Trade- and Sector-Specific Skills
- 1D Women's Entrepreneurship Work Placement/Apprenticeship Program

Component 2: Access to Finance for Women Entrepreneurs

- 2A Grant Support for Micro Enterprises through Business Plan Competition
- 2B Facilitating Access to Credit for Enterprise Growth
- 2C Sustainable Loan Products and Processes for Women Entrepreneurs

Component 3: Enabling infrastructure and facilities for women enterprise growth and transition;

- 3A Multipurpose Service and Production Facilities to Boost Women Enterprise Productivity
- 3B Enabling Access to Gender-Inclusive Workplace Infrastructure

Component 4: Program management support, policy innovation and evidence generation

- 4A: Project management support for high-quality implementation.
- 4B: Policy innovation and evidence generation.

Project implementation is guided by the Project Appraisal Document, Financing Agreement and the Project Operational Manual including the Environmental and Social Commitment Plan (ESCP). All GROW Project activities are undertaken in accordance with the requirements of the Environmental and Social Standards (ESSs) and the Environmental and Social Commitment Plan (ESCP), in a manner acceptable to the World Bank to ensure that potential E&S risks and impacts are effectively addressed during GROW project implementation.

This report captures the implementation progress of the GROW Project for the [Month]/ [Quarter] [Month -Month] FY [20……/20……], in line with the stipulated activities in the guidelines and Terms of reference.

2.1. Purpose

The purpose of this report is to outline the progress of activities planned and executed from [Month – Month /year], highlight milestones achieved, address challenges encountered, and share lessons learned in the implementation process.

3.1. Implementation progress

Sn	Implementation Action / Activity	Progress for [Month]/ [quarter] FY [20…../20….]	Next Actions for [Month/Quarter]
	Activity 1		
	Activity 2		
	Activity 3		
	Activity 4.		

3.2. Management of grievances

Details of Complaints Received and resolved during the reporting Period

S/n	Location and Register Number	Summary of Grievances	Name and address of complainant	Date of Receipt	Date resolved

NB. For this particular section, where grievances, may require seating of the GRCs/RWCs, the reporting format shall require a detailed reporting as indicated in section 8 (Quarterly Progress Report on Grievance management) of the Tors for the Grievance Redress Committees/Refugee Welfare Committees.

4.1. Challenges

4.2. Recommendations

4.3. Way forward

Annex 2: Indicative Planning Figures for Particular Local Governments and Refugee Settlements.

LOCAL GOVERNMENT ANNUAL INDICATIVE PLANNING FIGURES (IPFS)						
CODE	**LOCAL GOVERNMENT**	**ANNUAL**	**Q1**	**Q2**	**Q3**	**Q4**
121	Kampala Capital City Authority					
	Central Division	10,041,028	2,510,257	2,510,257	2,510,257	2,510,257
	Kawempe Division	14,895,284	3,723,821	3,723,821	3,723,821	3,723,821
	Makindye Division	15,893,488	3,973,372	3,973,372	3,973,372	3,973,372
	Lubaga Division	15,714,284	3,928,571	3,928,571	3,928,571	3,928,571
	Nakawa Division	14,497,576	3,624,394	3,624,394	3,624,394	3,624,394
601	Arua City	13,015,572	3,253,893	3,253,893	3,253,893	3,253,893
602	Fortportal City	12,445,232	3,111,308	3,111,308	3,111,308	3,111,308
603	Gulu City	12,610,380	3,152,595	3,152,595	3,152,595	3,152,595
604	Hoima City	12,530,204	3,132,551	3,132,551	3,132,551	3,132,551
605	Jinja City	14,982,884	3,745,721	3,745,721	3,745,721	3,745,721
606	Lira City	14,084,496	3,521,124	3,521,124	3,521,124	3,521,124
607	Masaka City	14,662,900	3,665,725	3,665,725	3,665,725	3,665,725
608	Mbale City	14,728,508	3,682,127	3,682,127	3,682,127	3,682,127
609	Mbarara City	14,309,792	3,577,448	3,577,448	3,577,448	3,577,448
610	Soroti City	18,416,688	4,604,172	4,604,172	4,604,172	4,604,172
701	Apac Municipal Council	9,922,688	2,480,672	2,480,672	2,480,672	2,480,672
702	Bugiri Municipal council	10,280,424	2,570,106	2,570,106	2,570,106	2,570,106
703	Bushenyi - Ishaka municipal council	9,738,372	2,434,593	2,434,593	2,434,593	2,434,593
704	Busia Municipal council	10,015,380	2,503,845	2,503,845	2,503,845	2,503,845

705	Entebbe Municipal Council	9,747,148	2,436,787	2,436,787	2,436,787	2,436,787
706	Ibanda Municipal Council	9,836,636	2,459,159	2,459,159	2,459,159	2,459,159
707	Iganga Municipal council	10,071,248	2,517,812	2,517,812	2,517,812	2,517,812
708	Kabale Municipal Council	9,747,148	2,436,787	2,436,787	2,436,787	2,436,787
709	Kamuli Municipal Council	10,504,696	2,626,174	2,626,174	2,626,174	2,626,174
710	Kapchorwa Municipal Council	9,166,732	2,291,683	2,291,683	2,291,683	2,291,683
711	Kasese Municipal Council	11,900,676	2,975,169	2,975,169	2,975,169	2,975,169
712	Kira Municipal Council	14,788,500	3,697,125	3,697,125	3,697,125	3,697,125
713	Kisoro Municipal Council	10,306,972	2,576,743	2,576,743	2,576,743	2,576,743
714	Kitgum Municipal Council	9,571,964	2,392,991	2,392,991	2,392,991	2,392,991
715	Koboko Municipal Council	9,695,632	2,423,908	2,423,908	2,423,908	2,423,908
716	Kotido Municipal Council	9,668,756	2,417,189	2,417,189	2,417,189	2,417,189
717	Kumi Municipal Council	9,537,316	2,384,329	2,384,329	2,384,329	2,384,329
718	Lugazi Municipal Council	10,204,472	2,551,118	2,551,118	2,551,118	2,551,118
719	Makindye Ssabagabo Municipal Council	13,973,064	3,493,266	3,493,266	3,493,266	3,493,266
720	Masindi Municipal Council	10,185,312	2,546,328	2,546,328	2,546,328	2,546,328
721	Mityana Municipal Council	10,211,356	2,552,839	2,552,839	2,552,839	2,552,839
722	Moroto Municipal Council	8,832,432	2,208,108	2,208,108	2,208,108	2,208,108
723	Mubende Municipal Council	10,654,928	2,663,732	2,663,732	2,663,732	2,663,732
724	Mukono Municipal Council	12,010,716	3,002,679	3,002,679	3,002,679	3,002,679
725	Nansana Municipal Council	15,915,556	3,978,889	3,978,889	3,978,889	3,978,889
726	Nebbi Municipal Council	9,801,136	2,450,284	2,450,284	2,450,284	2,450,284
727	Njeru Municipal Council	10,812,352	2,703,088	2,703,088	2,703,088	2,703,088
728	Ntungamo Municipal Council	10,774,616	2,693,654	2,693,654	2,693,654	2,693,654
729	Rukungiri Municipal Council	9,934,856	2,483,714	2,483,714	2,483,714	2,483,714

730	Sheema Municipal Council	9,841,604	2,460,401	2,460,401	2,460,401	2,460,401
731	Tororo Municipal Council	10,770,744	2,692,686	2,692,686	2,692,686	2,692,686
801	Abim District	15,619,300	3,904,825	3,904,825	3,904,825	3,904,825
802	Adjumani District	16,846,768	4,211,692	4,211,692	4,211,692	4,211,692
803	Agago District	20,268,092	5,067,023	5,067,023	5,067,023	5,067,023
804	Alebtong District	17,245,064	4,311,266	4,311,266	4,311,266	4,311,266
805	Amolatar District	16,282,688	4,070,672	4,070,672	4,070,672	4,070,672
806	Amudat District	15,411,212	3,852,803	3,852,803	3,852,803	3,852,803
807	Amuria District	17,649,600	4,412,400	4,412,400	4,412,400	4,412,400
808	Amuru District	16,498,412	4,124,603	4,124,603	4,124,603	4,124,603
809	Apac District	14,178,620	3,544,655	3,544,655	3,544,655	3,544,655
810	Arua District	13,233,756	3,308,439	3,308,439	3,308,439	3,308,439
811	Budaka District	18,524,992	4,631,248	4,631,248	4,631,248	4,631,248
812	Bududa District	20,216,696	5,054,174	5,054,174	5,054,174	5,054,174
813	Bugiri District	19,206,308	4,801,577	4,801,577	4,801,577	4,801,577
814	Bugweri District	14,668,636	3,667,159	3,667,159	3,667,159	3,667,159
815	Buhweju District	15,540,128	3,885,032	3,885,032	3,885,032	3,885,032
816	Buikwe District	20,526,996	5,131,749	5,131,749	5,131,749	5,131,749
817	Bukedea District	17,682,760	4,420,690	4,420,690	4,420,690	4,420,690
818	Bukomansimbi District	14,880,684	3,720,171	3,720,171	3,720,171	3,720,171
819	Bukwo District	16,273,684	4,068,421	4,068,421	4,068,421	4,068,421
820	Bulambuli District	19,254,824	4,813,706	4,813,706	4,813,706	4,813,706
821	Buliisa District	14,450,628	3,612,657	3,612,657	3,612,657	3,612,657
822	Bundibugyo District	19,808,140	4,952,035	4,952,035	4,952,035	4,952,035
823	Bunyangabu District	16,292,416	4,073,104	4,073,104	4,073,104	4,073,104

824	Bushenyi District	16,157,260	4,039,315	4,039,315	4,039,315	4,039,315
825	Busia District	18,883,932	4,720,983	4,720,983	4,720,983	4,720,983
826	Butaleja District	17,901,980	4,475,495	4,475,495	4,475,495	4,475,495
827	Butambala District	13,698,416	3,424,604	3,424,604	3,424,604	3,424,604
828	Butebo District	16,244,772	4,061,193	4,061,193	4,061,193	4,061,193
829	Buvuma District	13,724,900	3,431,225	3,431,225	3,431,225	3,431,225
830	Buyende District	19,035,816	4,758,954	4,758,954	4,758,954	4,758,954
831	Dokolo District	16,505,644	4,126,411	4,126,411	4,126,411	4,126,411
832	Gomba District	14,913,120	3,728,280	3,728,280	3,728,280	3,728,280
833	Gulu District	14,400,444	3,600,111	3,600,111	3,600,111	3,600,111
834	Hoima District	16,865,416	4,216,354	4,216,354	4,216,354	4,216,354
835	Ibanda District	16,220,372	4,055,093	4,055,093	4,055,093	4,055,093
836	Iganga District	16,643,872	4,160,968	4,160,968	4,160,968	4,160,968
837	Isingiro District	25,928,572	6,482,143	6,482,143	6,482,143	6,482,143
838	Jinja District	15,845,948	3,961,487	3,961,487	3,961,487	3,961,487
839	Kaabong District	17,343,176	4,335,794	4,335,794	4,335,794	4,335,794
840	Kabale District	15,746,016	3,936,504	3,936,504	3,936,504	3,936,504
841	Kabarole District	16,686,464	4,171,616	4,171,616	4,171,616	4,171,616
842	Kaberamaido District	20,050,592	5,012,648	5,012,648	5,012,648	5,012,648
843	Kagadi District	24,598,484	6,149,621	6,149,621	6,149,621	6,149,621
844	kakumiro District	21,587,516	5,396,879	5,396,879	5,396,879	5,396,879
845	Kalaki District	20,403,456	5,100,864	5,100,864	5,100,864	5,100,864
846	Kalangala District	12,572,240	3,143,060	3,143,060	3,143,060	3,143,060
847	Kaliro District	17,505,984	4,376,496	4,376,496	4,376,496	4,376,496
848	Kalungu District	14,797,220	3,699,305	3,699,305	3,699,305	3,699,305

849	Kamuli District	20,284,744	5,071,186	5,071,186	5,071,186	5,071,186
850	Kamwenge District	18,475,816	4,618,954	4,618,954	4,618,954	4,618,954
851	Kanungu District	20,039,712	5,009,928	5,009,928	5,009,928	5,009,928
852	Kapchorwa District	14,084,396	3,521,099	3,521,099	3,521,099	3,521,099
853	Kapelebyong District	14,522,336	3,630,584	3,630,584	3,630,584	3,630,584
854	Karenga District	13,751,300	3,437,825	3,437,825	3,437,825	3,437,825
855	Kasanda District	17,910,816	4,477,704	4,477,704	4,477,704	4,477,704
856	Kasese District	28,238,300	7,059,575	7,059,575	7,059,575	7,059,575
857	Katakwi District	17,838,096	4,459,524	4,459,524	4,459,524	4,459,524
858	Kayunga District	19,331,124	4,832,781	4,832,781	4,832,781	4,832,781
859	Kazo District	15,276,316	3,819,079	3,819,079	3,819,079	3,819,079
860	Kibaale District	16,584,412	4,146,103	4,146,103	4,146,103	4,146,103
861	Kiboga District	15,739,252	3,934,813	3,934,813	3,934,813	3,934,813
862	Kibuku District	18,642,104	4,660,526	4,660,526	4,660,526	4,660,526
863	Kikuube District	17,154,044	4,288,511	4,288,511	4,288,511	4,288,511
864	Kiruhura District	16,047,016	4,011,754	4,011,754	4,011,754	4,011,754
865	Kiryandongo District	18,237,840	4,559,460	4,559,460	4,559,460	4,559,460
866	Kisoro District	19,312,296	4,828,074	4,828,074	4,828,074	4,828,074
867	Kitagwenda District	15,579,172	3,894,793	3,894,793	3,894,793	3,894,793
868	Kitgum District	16,771,792	4,192,948	4,192,948	4,192,948	4,192,948
869	Koboko District	14,725,816	3,681,454	3,681,454	3,681,454	3,681,454
870	Kole District	16,752,736	4,188,184	4,188,184	4,188,184	4,188,184
871	Kotido District	15,678,640	3,919,660	3,919,660	3,919,660	3,919,660
872	Kumi District	16,642,636	4,160,659	4,160,659	4,160,659	4,160,659
873	Kwania District	15,618,656	3,904,664	3,904,664	3,904,664	3,904,664

874	Kween District	16,056,560	4,014,140	4,014,140	4,014,140	4,014,140
875	Kyankwazi District	18,701,488	4,675,372	4,675,372	4,675,372	4,675,372
876	Kyegegwa District	21,569,936	5,392,484	5,392,484	5,392,484	5,392,484
877	Kyenjojo District	24,813,152	6,203,288	6,203,288	6,203,288	6,203,288
878	Kyotera District	17,129,892	4,282,473	4,282,473	4,282,473	4,282,473
879	Lamwo District	17,310,432	4,327,608	4,327,608	4,327,608	4,327,608
880	Lira District	15,765,736	3,941,434	3,941,434	3,941,434	3,941,434
881	Luuka District	17,039,888	4,259,972	4,259,972	4,259,972	4,259,972
882	Luwero District	23,020,036	5,755,009	5,755,009	5,755,009	5,755,009
883	Lwengo District	16,985,100	4,246,275	4,246,275	4,246,275	4,246,275
884	Lyantonde District	13,717,196	3,429,299	3,429,299	3,429,299	3,429,299
885	Madi Okollo District	15,347,076	3,836,769	3,836,769	3,836,769	3,836,769
886	Manafwa District	19,731,128	4,932,782	4,932,782	4,932,782	4,932,782
887	Maracha District	17,622,680	4,405,670	4,405,670	4,405,670	4,405,670
888	Masaka District	12,578,848	3,144,712	3,144,712	3,144,712	3,144,712
889	Masindi District	16,812,108	4,203,027	4,203,027	4,203,027	4,203,027
890	Mayuge District	21,811,192	5,452,798	5,452,798	5,452,798	5,452,798
891	Mbale District	17,998,764	4,499,691	4,499,691	4,499,691	4,499,691
892	Mbarara District	14,971,724	3,742,931	3,742,931	3,742,931	3,742,931
893	Mitooma District	17,248,796	4,312,199	4,312,199	4,312,199	4,312,199
894	Mityana District	17,511,292	4,377,823	4,377,823	4,377,823	4,377,823
895	Moroto District	12,661,060	3,165,265	3,165,265	3,165,265	3,165,265
896	Moyo District	13,822,212	3,455,553	3,455,553	3,455,553	3,455,553
897	Mpigi District	16,493,556	4,123,389	4,123,389	4,123,389	4,123,389
898	Mubende District	18,781,092	4,695,273	4,695,273	4,695,273	4,695,273

899	Mukono District	23,723,380	5,930,845	5,930,845	5,930,845	5,930,845
900	Nabilatuk District	13,345,876	3,336,469	3,336,469	3,336,469	3,336,469
901	Nakapiripirit District	13,613,768	3,403,442	3,403,442	3,403,442	3,403,442
902	Nakaseke District	16,992,836	4,248,209	4,248,209	4,248,209	4,248,209
903	Nakasongola District	16,620,364	4,155,091	4,155,091	4,155,091	4,155,091
904	Namayingo District	16,342,828	4,085,707	4,085,707	4,085,707	4,085,707
905	Namisindwa District	20,123,384	5,030,846	5,030,846	5,030,846	5,030,846
906	Namutumba District	18,974,384	4,743,596	4,743,596	4,743,596	4,743,596
907	Napak District	16,191,720	4,047,930	4,047,930	4,047,930	4,047,930
908	Nebbi District	16,336,944	4,084,236	4,084,236	4,084,236	4,084,236
909	Ngora District	25,561,824	6,390,456	6,390,456	6,390,456	6,390,456
910	Ntoroko District	13,882,136	3,470,534	3,470,534	3,470,534	3,470,534
911	Ntungamo District	22,832,824	5,708,206	5,708,206	5,708,206	5,708,206
912	Nwoya Distict	15,664,960	3,916,240	3,916,240	3,916,240	3,916,240
913	Obongi District	13,433,276	3,358,319	3,358,319	3,358,319	3,358,319
914	Omoro District	16,345,788	4,086,447	4,086,447	4,086,447	4,086,447
915	Otuke District	15,469,000	3,867,250	3,867,250	3,867,250	3,867,250
916	Oyam District	20,564,784	5,141,196	5,141,196	5,141,196	5,141,196
917	Pader District	18,582,996	4,645,749	4,645,749	4,645,749	4,645,749
918	Pakwach District	15,239,856	3,809,964	3,809,964	3,809,964	3,809,964
919	Paliisa District	25,781,204	6,445,301	6,445,301	6,445,301	6,445,301
920	Rakai District	19,083,536	4,770,884	4,770,884	4,770,884	4,770,884
921	Rubanda District	15,614,288	3,903,572	3,903,572	3,903,572	3,903,572
922	Rubirizi District	14,884,576	3,721,144	3,721,144	3,721,144	3,721,144
923	Rukiga District	12,314,932	3,078,733	3,078,733	3,078,733	3,078,733

924	Rukungiri District	16,961,216	4,240,304	4,240,304	4,240,304	4,240,304
925	Rwampara District	14,157,852	3,539,463	3,539,463	3,539,463	3,539,463
926	Sembabule District	18,232,852	4,558,213	4,558,213	4,558,213	4,558,213
927	Serere District	18,569,512	4,642,378	4,642,378	4,642,378	4,642,378
928	Sheema District	15,173,616	3,793,404	3,793,404	3,793,404	3,793,404
929	Sironko District	23,573,188	5,893,297	5,893,297	5,893,297	5,893,297
930	Soroti District	16,858,344	4,214,586	4,214,586	4,214,586	4,214,586
931	Terego District	16,089,040	4,022,260	4,022,260	4,022,260	4,022,260
932	Tororo District	25,409,964	6,352,491	6,352,491	6,352,491	6,352,491
933	Wakiso District	37,444,324	9,361,081	9,361,081	9,361,081	9,361,081
934	Yumbe District	30,066,936	7,516,734	7,516,734	7,516,734	7,516,734
935	Zombo District	17,894,208	4,473,552	4,473,552	4,473,552	4,473,552

REFUGEE SETTLEMENT ANNUAL INDICATIVE PLANNING FIGURES (IPFS) UNDER GROW PROJECT							
S/N	**Refugee Settlements**	**No. of Refugee / Administrative Structures**	**Constant Allocation**	**Refugee Population Projections 2025**	**Population factor**	**Variable (Based on No of Administrative structures)**	**Indicative Annual Allocation**
1	Adjumani	12	5,000,000	229,255	13,484,437	27,673,043	46,157,481
2	Bidibidi	5	5,000,000	206,126	12,124,024	11,530,435	28,654,459
3	Imvepi	4	5,000,000	70,793	4,163,939	9,224,348	18,388,287
4	Kampala	5	5,000,000	159,096	9,357,789	11,530,435	25,888,224
5	Kiryandongo	2	5,000,000	140,444	8,260,707	4,612,174	17,872,881
6	Kyaka II	9	5,000,000	133,312	7,841,213	20,754,783	33,595,996
7	Kyangwali	12	5,000,000	145,617	8,564,975	27,673,043	41,238,018
8	Lobule	2	5,000,000	6,307	370,968	4,612,174	9,983,142
9	Nakivale	2	5,000,000	216,492	12,733,737	4,612,174	22,345,911
10	Uruchinga	5	5,000,000	8,083	475,430	11,530,435	17,005,865
11	Palabek	10	5,000,000	87,985	5,175,146	23,060,870	33,236,016
12	Palorinya	7	5,000,000	137,802	8,105,308	16,142,609	29,247,917
13	Rhino	7	5,000,000	170,982	10,056,906	16,142,609	31,199,515
14	Rwamwanja	10	5,000,000	100,915	5,935,670	23,060,870	33,996,539
TOTAL		**92**	**70,000,000**	**1,813,209**	**106,650,249**	**212,160,000**	**320,000,000**

Annex 3: Terms of Reference for Focal Point Officers at District, City, Municipality and Refugee Settlements.

THE REPUBLIC OF UGANDA

MINISTRY OF GENDER, LABOUR AND SOCIAL DEVELOPMENT

TERMS OF REFERENCE

For

DESIGNATING TECHNICAL FOCAL PERSONS IN ALL LOCAL GOVERNMENTS (DISTRICTS, CITIES MUNICIPALITIES AND REFUGEE SETTLEMENTS)

GENERATING GROWTH OPPORTUNITIES AND PRODUCTIVITY FOR WOMEN ENTERPRISES (GROW) PROJECT - P176747

March 2025

1. Introduction

The Ministry of Gender, Labour and Social Development in partnership with the Private Sector Foundation Uganda (PSFU) is implementing the Generating Growth Opportunities and Productivity for Women Enterprises (GROW) project funded by the World Bank.

The Project arises out of the desire to respond to the needs of women entrepreneurs to grow their businesses, sustain self-employment and create more jobs. The Project Development Objective (PDO) to increase access to entrepreneurial services that enable female entrepreneurs to grow their enterprises. the project is comprised of three (3) major components including i) Support for women empowerment and Enterprise Development services, including in host and refugee communities; ii) Access to finance for women enterprises growth and transition; iii) Enabling infrastructure and facilities for women enterprise growth and transition and iv) Program management, policy innovation, and evidence generation.

The project targets female owned enterprises, including Refugee owned businesses. GROW will therefore support women entrepreneurs with the growth potential to improve productivity, sustainability and transition their enterprises from micro to small and to medium scale. In total, the project is estimated to benefit almost 1.6 million beneficiaries, including community and household members that benefit from the project's investments in changing social norms, employees of women enterprises and improved infrastructure and facilities. To be specific, the project aims to reach about 60,000 female owned enterprises (including 3,000 refugee-owned business), about 280,000 women entrepreneurs and their employees (including 42,000 refugees and 14,000 host community members) with a package of assistance, including access to finance, training, business support services, and childcare among others.

The project will be implemented in all the districts and cities of Uganda including Refugee settlements and Refugee Hosting Districts (RHDs). The implementation shall be mainstreamed into existing national and local government level structures to avoid duplication, foster sustainability and increase the efficiency of project implementation.

As such, the project will to the extent possible, involve the various Local Government technical staff in the implementation of project activities. The local government implementation team will be led by the Chief Administrative Officers, ED- KCCA, Municipal Town Clerks and City Clerks Commissioner for refugee Management in refuge settlements to ensure ownership and sustainability of GROW activities.

1.1 GROW Project Components

The Project Development Objective will be achieved through four project components namely:

Component 1: Support for Women empowerment and enterprise development services.

Subcomponent 1A: Supporting creation and strengthening of women platforms, community

mobilisation, and mindset change.

Subcomponent 1B: Support for core business development for micro and small enterprises.

Subcomponent 1C: Support for trade/sector specific skills.

Subcomponent 1D: Women entrepreneurship work placement program.

Component 2: Access to finance for women entrepreneurs.

Subcomponent 2A: Grant support for micro enterprises through business competition.

Sub-component 2B: Facilitating access to credit for enterprise growth.

Subcomponent 2C: Sustainable loan products and processes for women entrepreneurs.

Component 3: Enabling infrastructure and facilities for women enterprise growth and transition.

Subcomponent 3A: Multi-purpose service and production facilities to boost women enterprise productivity.

Sub-component 3B: Enabling access to gender-inclusive workplace infrastructure.

Component 4: Program management, policy innovation, and evidence generation.

Subcomponent 4A: Project management support for high-quality implementation.

Subcomponent 4C: Policy innovation and evidence generation.

1.2 GROW Project Implementation Arrangement

The project Implementation is guided by the Project Operational Manual (POM) and the legal agreement between the World Bank and the Government of Uganda, including the Environment and Social Commitment Plan (ESCP) which ensures that the GROW project implementation effectively addresses potential E&S risks and impacts in a timely manner. All GROW Project activities shall be undertaken in accordance with the requirements of the Environmental and Social Standards (ESSs) in a manner which is acceptable to the Intentional Development Association (IDA) and the World Bank.

Based on the Environmental and Social Commitment Plan, there is need for the two Project Implementation Teams (PITs) of MGLSD and PSFU to work closely with the DLG and Department for refugees in implementing the GROW Project activities, including implementation of the Environmental and Social Management Plan (ESMP).

The implementation of the GROW project is intended to be mainstreamed into existing national and local government structures to avoid duplication, foster sustainability, and increase project efficiency.

To the extent possible, the various Local Government technical staff, such as Officers in charge of Health, Engineering, Planning, Environment, Production, Labour, Physical Planning, and Building Control, will be involved in this project. This includes community services officers, Refugee Welfare committees and secretaries for women affairs among the refugee settlements. The local government implementation team will be led by the

Chief Administrative Officers, ED- KCCA, City Clerks, and Municipal Town Clerks to ensure ownership and sustainability of GROW activities. Additionally the commissioner for refugee management in the Office of the Prime Minister will lead the team in the implementation team in the refugee settlements.

Notably, there is a need to have officers (one per local government and refugee settlement) specifically designated to serve as focal/contact persons for the GROW project. Given the nature of the work in the ESCP, it is advisable that the officer is selected from any of the following categories: Community Development Officer or Labour Officer. Given the uniqueness of the refugee settlements, it is imperative that the focal person is a settlement commandant.

2. Purpose and Objectives of the Assignment

The main objective of these Terms of Reference is to guide the selection of a Focal person at Local Government (LG) level and at the refugee settlements.

2.1 The Specific Objectives are:

- To Inform the LGs and refugee settlements of the implementation arrangements of the GROW project.
- To enable LGs and refugee settlements to identify and designate a suitable focal person for the GROW Project
- To establish a mechanism / linkage between the National Level, Local Governments and refugee settlements for purposes of successfully implementing Environment and Social Commitment Plan (ESCP) under the GROW project.

3. Scope of the Engagement

The designated technical officers shall be in charge of GROW Project activities in respective local governments and refugee settlements. They will work in close cooperation with the Project Implementation Teams at both MGLSD and PSFU in order to undertake the tasks which will be defined within the guidelines.

The nomination or designation shall stand, for as long as the designated officer is an employee of the respective district or Office of the Prime Minister Specifically Department of Refugees and for the duration that the GROW project activities shall be implemented within that district or refugee settlement

4. Tasks

4.1 Tasks of the Designated Focal Person

a) In carrying out their assignment as the focal person for the GROW project, the officer shall, with the guidance and support of the CAO or City Clerk or ED KCCA or Commissioner for Refugee Management and in liaison with the PIT teams from MGLSD and PSFU undertake the following:

b) Mobilising targeted beneficiary/women entrepreneurs to increase participation in the GROW project in line with the GROW project mobilisation strategy
c) Supporting the formation and operationalisation of District level or refugee settlement women's platforms
d) Collecting, compiling, disseminating and regularly updating information and data pertaining to the beneficiaries.
e) Coordinating district-level /settlement meetings, activities, and events of the GROW Project, including the women's platforms.
f) Participating in stakeholder engagements, sensitisation and awareness-raising sessions on the GROW Project aimed at creating visibility, ownership and Environmental and Social sustainability of the program.
g) Ensure equitable participation of women entrepreneurs from both the refugee settlement and host communities in the GROW project activities.
h) Support the PIT during project activities, including participating in field visits to GROW project beneficiaries, to include monitoring of E&S aspects of the sub-projects.
i) Drawing and implementing a schedule of activities aligned with the GROW project implementation plan
j) Guiding the GROW project staff on how best to incorporate Project activities into the district development plan and the Comprehensive Refugee Response Framework(CRRF) for Uganda.
k) Act as focal person for grievances and secretary to the GRC at the District level. For the case of the refugee settlements, secretaries of women affairs will be the secretaries to the Refugee Welfare Committees under the guidance of the camp commandant
l) Provide support to the PIT during the mapping and selection of the Common User Production facilities to get funding under the project.
m) Report to both CAO as well as the Permanent Secretary, MGLSD on performance of the GROW project

5. Deliverables and Timelines

The designation will run for the duration of the GROW project implementation, which is up to December 2027. The following are the deliverable/ outputs and timelines expected to be submitted to the E&S team of the GROW project PIT in MGLSD:

- Work plan within 14 days after orientation by the National Level team
- Monthly reports submission in the first week of the following month, on all GROW Project related activities engaged in within the district City, Municipality, refugee settlement. Specific accomplishments on Environment and Social compliance should be highlighted
- An Incident/accident report immediately an occurrence comes into the knowledge of focal person.

6. Work and Reporting Arrangements

Technical and day-to-day support to the designated technical officer in relation to the GROW project will be offered by the PITs under MGLSD and PSFU. Where available, the designated technical officer shall also work closely with the GROW project regional officers of their respective region, for technical backstopping and timely redress of issues that may arise.

The designated technical officer will be supervised within local government and refugee settlement structures. The designated officer will report to both their Accounting Officers as well as the Permanent Secretary MGLSD.

Where necessary, the designated focal point officer shall co-opt relevant technical officers during the implementation and monitoring of the GROW Project activities.

7. Facilitation for GROW Project Related Work

The designated technical officer shall be facilitated under the GROW project for project-specific tasks, in accordance with the GROW project rates. However, the officer will utilise the already available resources for their routine work such as transport and office equipment.

Annex 4. Terms of Reference for Grievance Redress Committees (GRCs)/Refugee Welfare Committees under GROW Project.

Introduction

The GROW Project will operate nationwide, with key entry points being Districts, Cities, Municipalities, Divisions, and refugee settlements. The project has established a Grievance Redress Mechanism (GRM) by adopting existing frameworks and forming Grievance Redress Committees (GRCs) at essential implementation levels. Referral pathways will also be utilized to access GRM services at the subcounty, village, and parish levels to ensure effective grievance management at the grassroots level. Membership in the GRCs will be voluntary, and members will serve on a non-retainer basis. However, the project may occasionally offer innovative incentives to facilitate the handling of grievances and complaints. Each GRC will consist of;

Level	Composition
City/District	Representative from the CAO/Town Clerk/ City/ Clerk's office - Chairperson
	Women Entrepreneurs (3)
	Community Development Officer
	Labour Officer
	Commercial Officer
	Planner
	Environment Officer
	Health Officer
Municipality	Representative form the Town Clerk's office - Chairperson
	Women Entrepreneurs (3)
	Community Development Officer
	Labour Officer
	Commercial Officer
	District Planner
	Environment Officer

Refugee welfare committees at settlements	Chair person
	Vice chair person
	General secretary
	Secretary education
	Secretary for production and environment
	Secretary for women affairs.
	Secretary for youth affairs and sports.
	Sanitation and sports.
	Sanitation and health.
	Security
	Special needs.
	Treasurer
	Secretary for information.

At local government level, the designated focal point officers will act as the primary contact for all grievances within their jurisdictions and will serve as the secretaries for the Grievance Redress Committees. Within the the refugee settlements, the secretaries for women affairs will be the secretaries for the Refugee Welfare Committees. These committees will operate in good faith to support the community and project teams in effectively addressing issues that arise from the project's activities affecting those involved. Quorum for the meeting will be at least five members inclusive of the aggrieved parties.

2.1. Grievance Redress Committees (GRC)/Refugee Welfare Committees(RWC) Meetings

Grievance Redress Committee, Refugee Welfare Committee will:

i) Receive and record all reported / submitted complaints and grievances in the Grievance Log book.
ii) Hold meetings at local levels with the affected persons/complainants
iii) Set plans for addressing filed grievances.
iv) Find solutions to the complaints received through dialogue in a prompt manner
v) Consult and co-opt relevant stakeholders during grievance resolution.
vi) Use Annexure 4, to record all GRC/RWC and Community meetings in connection with resolution of grievances including GRC/RWC monthly meetings.
vii) Actively involve the Regional project officers and refugee specialist for refugee settlements, on project issues.
viii) Record and disclose all accepted resolutions by complainants in the disclosure format, Annexure 5.

ix) Formally communicate its decisions to complainants after cases are resolved or referred.
x) Refer complaints and grievances beyond their jurisdiction and capacity to relevant higher structures and authorities
xi) Maintain proper minutes of all GRC/RWC meetings.
xii) Compile and share reports on grievance redress on monthly and quarterly basis.
xiii) Seek guidance and support from the PIT as and when need arises.
xiv) Create awareness on existence of the GRM and responsible GRCs /RWCs at various fora including; community meetings, local media, local functions etc.

3.1 The Individual GRC/RWC Members

To execute the implementation process, GRC individual members who represent community at Local Government/ Settlement level shall:

i) Focus on GRM/GRC objectives and expected end results.
ii) Maintain good working relationships with the project, community and other stakeholders
iii) Inform the community about the GRM implementation process.
iv) Receive and verify grievances at all respective levels to avoid hearsays and false information.
v) Where possible resolve grievances at the local government level.
vi) Communicate to the community and other interest parties, disclosures of their grievances.

It shall therefore be the responsibility of GRC members to **"make all affected persons aware of processes available for the redress of grievances that are easily accessible and immediately responsive".**

4.1 Awareness, Sensitization and Stakeholders Engagement by GRC/RWC

The GROW GRM shall be given wide publicity among stakeholders such as the community members, project affected persons, government agencies, and civil society organizations. Depending on the types of complaints, effective awareness of GRM process makes people understand better their options of grievance resolutions. Measures will be taken to encourage stakeholders to desist from submitting false claims and/or allegations. Criteria for eligibility of grievance shall be communicated and also awareness campaigns launched to give publicity to the roles and functions of the GRM. Therefore, awareness, sensitization and stakeholders' engagement shall include:

i) Scope of the project and planned project activities.
ii) Types of GRMs available (the level system); purposes for which the different GRMs can be accessed.
iii) Types of grievances not acceptable to the GRM.

iv) Eligibility to access the GRM.
v) How complaints can be reported to other levels of the GRMs;
vi) Procedures and time frames for initiating and concluding the grievance redress process;
vii) Boundaries and limits of GRM in handling grievances; and
viii) Roles of other agencies involved in grievance resolution.
ix) A variety of methods to be adopted for communicating information to the relevant stakeholders which may include the display of posters in public places such as in government offices, project offices, community centers, Markets, Business clinics within the area of operation

5.1 Terms of Service

The GRCs shall serve for only the duration of the GROW project and after shall be disbanded

6.1 Code of Conduct for Grievance Redress Committee Members

Introduction

The Grievance Redress Committee (GRC)/Refugee Welfare Committee (RWC), of ..... is committed to managing grievances arising from the project with integrity, honesty and fairness. The GRC/RWC members including its sub-committees (if any) will observe this Code when conducting grievance dispute resolution.

Basic Rules on the Code of Conduct

1 Attend all planned and any emergency meetings of GRC.
2 Send apologies to the GRC Secretary for non-attendance.
3 Prepare for the meetings by understanding the contents of the agenda at hand.
4 Arrive on time in the meeting and stay to the end
5 Participate fully in the meeting's proceedings.
6 Listen to views of other members.
7 Keep an open mind on matters under discussions.
8 Contribute positively to the meetings discussions.
9 While contributing to the discussions be brief and to the point and avoid digressions.
10 When in the meeting room discourage side conversations.
11 At all times have in mind the best interests of the project and its beneficiaries.
12 Draw attention to any potential conflicts of interest that may arise in the meetings.
13 Fulfil responsibilities assigned to you by the meeting.
14 Be prepared to report back your findings in the next meeting.

Prevention of Bribery during the course of work

Any member of the GRC soliciting or accepting a bribe in connection with the GROW Project will be committing an offence that is punishable under the relevant Ugandan Laws. Similarly, any member of the GRC using any false documents or records, with the intent to deceive will be committing an offense that is punishable under the relevant Ugandan Laws.

Conflict of Interest

A conflict of interest arises when GRC /RWC member(s) private interest negates or conflicts with the interest of the project. Private interest includes both financial and personal interest of the member and those of his connections. Connections include his family members, relatives, and close friends.

A GRC/RWC member should avoid any situation which may lead to an actual or perceived conflict of interest and make a declaration to the Project Manager or the Supervision Consultant. Examples of conflict of interest include making unfair judgement to favor friends and relatives. Failing to declare or avoid conflict of interest may give rise to criticism of favoritism, abuse of authority or even allegation of corruption.

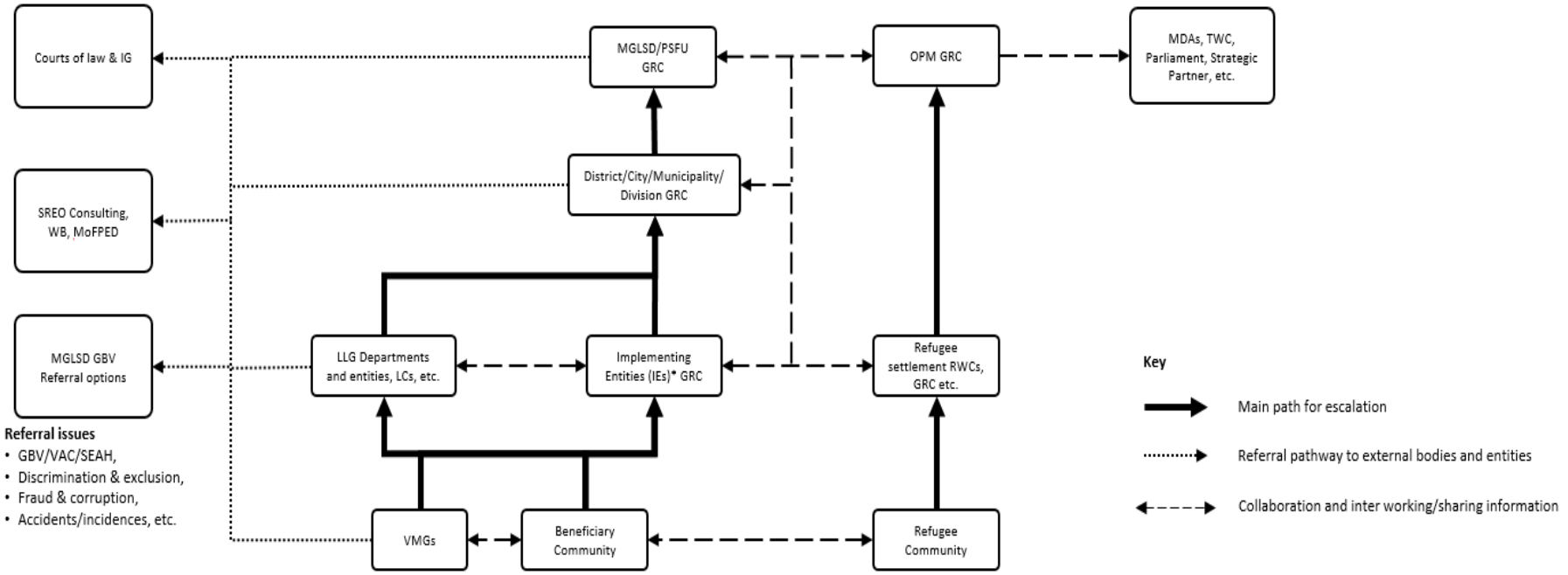
Handling Confidential Information

GRC/RWC members should not disclose any confidential information (e.g. tender price, personal data etc.) of the GROW Project without authorization. Members should take the necessary measures to protect such information from being abused or misused. This includes information on cases related to Sexual Exploitation and Abuse and Sexual Harassment

Compliance with Code of Conduct

It is the responsibility of the GRC/RWCmembers to understand and comply with this Code. The PIT will ensure GRC/RWC members fully understand and observe the requirements and standards laid down in this Code. A GRC/RWC member who is in breach of this code may be dismissed or removed from office by resolution of other GRC/RWC members. In case of suspected corruption or other criminal offences, a report will be made to the Project coordinator GROW Project and or any other appropriate authority. Any inquiries or complaints on possible breaches of this Code should be directed to the GROW Project Implementation Team.

7.1 Updated Grievance Redress Process



***Implementing entities (IEs)** include and not limited to CUPF, Contractors, Trainers, WEPs, Grants firms, Apprentice firms, Banks, loans and grants

8.1 Quarterly Progress Report on Grievance management

Period [month-month] Date:.....

During the Reporting Period, the following are the details of complaints received

a). Details of Complaints Received and resolved during the reporting Period

S/N	Location and Register Number	Summary of Grievances	Name and address of complainant	Date of Receipt	Date resolved

b). Details of Meetings (GRC/RWC and other meetings) held to solve the Grievances:

S/N	Date of the Meeting	Venue of the Meeting	Details of Participants	Outcome of meetings

8.2 Meeting Record Format for the GRCs /RWCs

Date of the Meeting..... Complaint Register ..... Venue of meeting.....

a) Details of Participants (register everyone present and relevant to the meeting):

Complainant Side	**Government / Project Side/GRC /RWC members**
1) 2)	1) 2)
Other parties present relevant to the concern 1) 2)	**Other parties present relevant to the concern** 1) 2)

Summary of Grievance:

Discussions held:

Decisions taken in the meeting / Recommendations of GRC/RWC:

Issue Solved / Unsolved.....

Signature of Chair Person of the meeting:

Name of Chair Person: ----------Date: ----------

9 Grievance Disclosure Form

District/City/ Municipality/Settlement.....

Subcounty/ Division/Zone.....

1	Registration No.	
2	Name of Complainant:	
3	Date of Complaint:	
4	Summary of the Complaint:	
5	Summary of Resolution:	
6	Resolved at First level/second level/third level (use appropriately)	
7	Date of Redress of the Grievance:	
8	Signature of the Complainant in acceptance of the Solution of Grievance	
9	Name:	
10	National ID number	
11	Signature of secretary	
12	Date	



MINISTRY OF GENDER, LABOUR AND SOCIAL DEVELOPMENT