COMMUNITY SUPPORT CENTER COMMUNITY ENGAGEMENT STRATEGY

SUPPORTED BY ACTOGETHER UGANDA

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DEVELOPED BY

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List of abbreviations:

PAP	Project Affected People
CSC	Community Support Centre
ROW	Right of Way
KJE	Kampala Jinja Expressway
NSDFU	National Slum Dwellers Federation Uganda
KCCA	Kampala Capital City Authority
MoLHUD,	Ministry of Land Housing and Urban Development
COWA	Companionship of works Association.
TV	Television
UNRA	Uganda National Roads Authority

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Acknowledgement

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1.0 Executive summary

Community engagement strategy[1], is formulated as tool to support the realisation of objectives of community support centre. The strategy brings out the methods of engagement in relation to activities of the community support centre to achieve its goals and objectives in 2.4, this strategy spells out the approaches of engagement in 5.1 to 5.1.15 and performance measurement for the strategy 6.0(I- ix). This strategy reorganises the principles of engagement which include: (a)transparency, (b)inclusivity, (c)accountability, (d) accessibility, (e) flexibility and (f) proportionality. Community Service Centre will be the administrator of this strategy and will develop activities, fundraise resources, coordinate all stakeholders on behalf of the board. Engagement themes will be formulated from time to time depending on the level of implement of the relocation and resettlement programs. The community engagement will address the concerns of Project affected people (PAPs) in Kinawataka and Kasokoso slums and Host communities. Interventions related to improved livelihoods, will Support community engagements on KJE resettlements and participatory slum upgrading, provide guidance on low-cost housing typologies, strengthen local livelihood initiatives (Savings groups, youth & women) and support community access to Community upgrading & the incremental Micro Housing Loan facility are the main concern addressed in this strategy. The activities will be conducted in communities, schools, on websites, written magazines, use of helpline and other online channels. Environmental protection will be integral part of this strategy, issues of sanitation, waste management

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1   Engagement strategy enhances transparency, inclusiveness and provides mechanism to integrate citizen voices with vulnerabilities at national, subnational and community levels (Global Financial facility Civil society engagement strategy as approved by Government of Uganda, March 9, 2018)

and general cleanliness will be tackled. They will be addressed both in schools and communities and on-line and other social media platforms. The data and information use to form these strategies.

2.0 Background

The Community Support Center (CSC) is an implementing facility whose main role is to:

Provide technical and financial advisory services to PAPs in the ROW to facilitate their relocation and resettlement Support longer term incremental upgrading of Kinawataka and Kasokoso informal settlements.

The CSC will leverage opportunities for incremental slum upgrading through housing and financial literacy for Kampala Jinja Expressway [2](KJE) project affected persons (PAPs) and through construction and livelihood management skilling for communities within the project area of Kinawataka and Kasokoso[3]. The CSC is hosted by National Slum Dwellers Federation of Uganda (NSDFU) and ACTogether Uganda with representatives of the settlement level forums, on behalf all project communities in partnership with the KJE consortium.

2.1   Services offered:

- Support community engagements on KJE resettlements and participatory slum upgrading
- Provide guidance on low-cost housing typologies.
- Strengthen local livelihood initiatives (Savings groups, youth & women).
- Support community access to Community upgrading & the incremental Micro Housing Loan facility.

2.2 Vision

An incrementally upgraded Kasokoso and Kinawataka into modern settlements.

2.3 Mission

To facilitate effective and efficient relocation and resettlement of project affected persons (PAPs) from the right of way (ROW) in the KJE project and provide advisory services for long-term sustainable incremental slum upgrading of Kasokoso and Kinawataka.

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2   Kampala Jinja Expressway is intended to reduce traffic between Kampala and Jinja by 70minutes, support regional integration and create 1750 jobs and contribute to Government of Uganda revenue through toll roads, fees and taxes

3   Kinawataka and Kasokoso are slums in Kiira Municipality wakiso district near Kampala.

2.4 Objectives

The overarching objectives of the Community Support Center are:

To provide technical and financial guidance to KJE project affected persons (PAPs) and communities in Kasokoso and Kinawataka to enable them to resettle.

To build capacity and resilience of the project communities to implement the social safeguards required by the KJE and implement incremental slum upgrading initiatives in Kasokoso and Kinawataka.

To leverage resources from government[4] and private partners to enable community slum upgrading in Kasokoso and Kinawataka, as a model for replication across Uganda.

3.0 Strategies

In order to achieve the above objectives, the following strategies will be implemented. The immediate, short-term strategy focuses on providing support to PAPs to enable them to relocate and resettle in a manner that leaves them no worse off, while the medium- and long-term strategy focuses on incremental slum upgrading of Kasokoso and Kinawataka.

3.1 Short Term Strategies (1-3 years)

- To access financial guidance on appropriate use of community upgrading fund and cash compensation by community beneficiaries or PAPs.

- To disseminate information to PAPs and members of the host community in the process of acquiring affordable land and houses to hire or own.

- To provide necessary information on genuine and affordable real estate referrals in close proximity to PAPs and other members of host communities.

- To provide information to and sensitize PAPs and host community members on low-cost housing typologies available after compensation or future incremental house upgrading.

- To negotiate for or with Kira Municipal Council and KCCA in declaration of a special planning area in Kasokoso and Kinawataka.

- To provide office space for or support to initiate the process to construct 210 houses for critically vulnerable PAPs, maximizing local opportunities within Kasokoso and Kinawataka.

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4   KJE is a public and private partnership, therefore this presents an opportunity for Community support Centre to access resources to build resilience of PAPs and host communities (UNRA report 2018)

3.2 Medium Term Strategies (2-5 years)

To offer technical and engineering support to design low-cost housing and in situ upgrading techniques and typologies for low-income earners through participatory engagements, including informal settlement planning house dreaming through scheduled community planning studios.

To train youth and other members of the communities in construction of housing, road infrastructure and production of low-cost housing materials for community upgrading.

To provide onsite manufacturing of low-cost housing and upgrading materials for piloting and sale.

To offer saving and financial advice, through the Microfinance Support Center on incremental livelihoods and housing improvements for all members of affiliate saving groups in Kasokoso and Kinawataka.

To host the sales and marketing of a variety of merchandise for members of saving groups in Kasokoso and Kinawataka, including seasonal handcrafts, poultry, outdoor community shopping, construction, recycling, waste management, etc.

To coordinate the planning, design, and implementation of the negotiated special planning area in Kasokoso and Kinawataka.

3.3 Long Term Strategies[5] (5-20 years)

To train members of the community to offer technical or civil engineering advice and manpower in house, road and drainage construction and repairs, and waste management as source of income.

To offer onsite post supervision and guidance to community members trained in construction and production of low-cost housing and upgrading materials.

To link community members to vocational training facilities in construction and management and related potential job opportunities.

Develop its internal institutional capacity to manage the Upgrading programme.

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5   Long term strategies for Community support Centre are in line with Government of Uganda Technical vocational Education and training (TVET)2019. The policy supports the creation of needed employable skills and competencies relevant for national transformational labour market as opposed to just acquisition of education certificate.

4.0 Why Engagement strategy

The development of infrastructure, construction of Kampala Jinja Express (KLE) comes with a number of social economic concerns for PAPs and host communities directly. However, this development raises other concerns to stakeholders: government ministries, government entities, municipalities, civil society landscape, community groups and individuals. There

> The higher the transparency, inclusivity, accountability, accessibility, flexibility and proportionality elements are, the more successful the engagement.

is need to promote and implement social-economic safeguards to ensure the communities and individual are not worse-off than before the construction.

4.1 The Administrator of the engagement strategy:

The engagement strategy will be under the custody of the secretariats, the strategy support the team Implementation of the decisions of the Management Board, mobilizes resources, and reports,Conduct daily operations at the center and ttechnically support the Board to synthesize communities', Technical team: MoLHUD, COWA trainers (metal works, masonry, carpentry & joinery, plumbing), Rep. of 30 trainees in construction, Financial literacy & livelihoods team, Communication & Advocacy team, Conduct daily operations at the center,ttechnically support the Board to synthesize communities' aspirations and Link the center to other line stakeholders. The secretariat might decide to recruit a community-based structure called community gate keepers to note new entrants in the project area working with local councils. The community gatekeepers will search for new developments, collect information, destinate the formation to PAPs and host communities and take feedback to the secretariat for onward transmission and processing.

4.2 Engagement message:

The engagement process will largely aim at communicating objectives of Community support Centre and the teams will advocate for anticipated results. The overarching objectives of the Community Support Center are: 1- To provide technical and financial guidance to KJE project affected persons (PAPs) and communities in Kasokoso and Kinawataka to enable them to resettle and 2- To build capacity and resilience of the project communities to implement the social safeguards required by the KJE and implement incremental slum upgrading initiatives in Kasokoso and Kinawataka and 3- To leverage resources from government and

private partners to enable community slum upgrading in Kasokoso and Kinawataka, as a model for replication across. The engagement process will present a fundraising voice because all activities to be implemented will require financial and non financial resources.

5.0 Stakeholders and engagement process:

Stakeholder identification and analysis will be an integral part of this engagement planning process[6]. Communities are most successful when true partnerships exist and power or control is shared. Understanding and managing the relationship between community members and stakeholders increases the likelihood of achieving desired project outcomes. Conversely, not fully appreciating the dynamics of the relationships that exist between stakeholders can lead to obstructions that negatively impact the overall project. Kasokoso and kinawataka Communities are comprised of a broad diversity of people with different backgrounds, needs, values and aspirations. CSC engagement plan emphasizes: the importance of creating a platform representing a collection of individuals who bring unique knowledge and skills which augment the knowledge and skills of the relocation, resettlement and incremental upgrading interventions, identifying champions to assist with disseminating information and building support; efforts to gain governmental and political leader support; and integrating the public and private sectors. While the goal is to be as inclusive as possible at all times, at times CSC might need to tailor some engagement processes and activities to enable some communities or individuals to fully participate. Over time, networks will build and community members will become more aware of the relevant issues and of what questions to ask related to the relocation, resettlement and incremental upgrading interventions.

A stakeholder is anyone who:

- Will be affected by the program or project- PAPs
- Has knowledge related to the KJE project
- Has some authority related to the program or project: UNRA, Ministry of Lands, Nakawa Division and Kiira municipality, ACTogather.
- Has an interest in the KJE project

5.1 How to engage/Forms of engagement

A broad spectrum of community engagement techniques will be used to engage affected communities and stakeholders; no single approach

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6   Community support Centre will take the responsibility of coordination and organising meetings and developing themes for engagement.

will suit every issue. Some techr information or elicit views and opinions; others will aim at effectively involve communities in decision making and implementation. The most appropriate community engagement technique will be determined according to the issue or subject on table, the desired objectives, and available resources. Community engagement techniques will be designed in collaboration with local organizations and other stakeholders that understand the issues pertaining to the area and the citizens within Kasokoso and Kinawataka.

All engagement processes will need to inform. Most will have

The community engagement spectrum will be generally categorized into three types:

- Inform – where decisions have already been made or action is required, there is a need to ensure that the affected community is aware of the information or facts.

- Consult – Where in put is required, feedback or advice before part of the project or decision is finalized.

- Active Involvement– CSC will collaborate with specific stakeholders; groups or the community to work through the issues and develop solutions.

some level of consultation and some will include active participation. Sensitivity and understanding of the importance of cultural history and oral record-keeping traditions are also important when selecting engagement techniques. When appropriate and applicable, employ multi-lingual materials and methods to reach a deeper and broader audience.

The following will be techniques to be used to engage stakeholder:

5.1.1 Engagement forums.

Engagement forum will constitute stakeholders with in the project scope. Both projects affected people and the support service providers, government ministries and entities and civil society. Different topics will be identified during services and other mean of information search and collection. Several engagement fora's will be organised to hand specific issues of concern, action will be made and means of verification will be agreed-upon to ensure un financial accountability. The secretariat will decide when and where to hold these meetings. They can address issues in schools, the one reallocated people will join or existing 11 villages targeted by the project, Livelihoods initiatives and other issues related to access to social services and pollical engagement.

5.1.2 Community radios:

Community radios will used to air programs underway; community issues will be presented by subject matter specialists with high involvement of local council's and other community structures. Community gatekeepers will collect feed back from the population the

5.1.3 Newsletter/ Newspaper/ Magazines.

Although electronic information sharing continues to increase, newspapers and newsletters still remain a highly viable vehicle for disseminating information on relocation and restoration program within communities. While newsprint communications may be expensive to produce, they should be considered as part of an overall community engagement strategy. Readership and distribution of the publication should be researched and considered prior to utilizing this approach. Use these media to publicly display names/pictures of community members or groups who have made formal commitments to engage in the community involvement process, as a way to reinforce their commitments.

5.1.4 Helpline

A helpline is a widely advertised phone number that community members can call to access pre- recorded messages, leave comments on relocation, resettlement and incremental upgrading, or talk directly to someone who can answer questions about an issue or an engagement activity. A helpline will be considered as a support mechanism of an overall community engagement strategy. The key to a successful staffed helpline is to have the right person at the receiving end. Callers must feel that the person answering calls is really listening to and interested in what they have to say, and is both knowledgeable and responsive. Depending upon the target audience, it will be important to have a bi- or multi-lingual person staffing the helpline. Ahelpline number requires relatively low cost and little effort to maintain.

5.1.5 Web-based Announcements/social media (Electronic Media)

In today's setting, society is increasingly using a range of social media and social networking tools to help promote activities, provide information, and encourage dialogue. A variety of web-based engagement processes are ideal highways to easily spread information, such as online discussion forums and blogs, Facebook, online surveys, social networking (i.e., Twitter, LinkedIn, etc.), and digital interactive TV. Web-based activities are a valuable tool to announce and share information (i.e., events, meetings, etc.), but are also opportunities to create dialogue and discussions

and gather feedback. Web-based announcements and social media formats enable people to choose where, when and for how long they want to participate. Web-based processes typically work best as part of a package of methods. It should also be noted that social media has limited face-to-face interaction and may require considerable staff time dedicated to coordinating, responding, and posting updates.

5.1.6 Consultation:

To Solicit Information/Feedback from the Community will provide opportunities to develop two-way relationships between the relocation, resettlement and incremental upgrading interventions and community members. Consultation processes will run parallel with information and active participation strategies, as the public has often already been informed about an issue or an engagement activity.

5.1.7 Public Exhibitions

This will consist of presentation displays to solicit the views and comments of large numbers of people. Integrated relocation and incremental upgrading information and facts can be displayed and passersby asked to comment on particular issues and themes, generate ideas, or vote for particular activities or issues.

Public Exhibits can include:

- Banner stands
- Informational booths
- Bulletin board presentations,
- Drawings,

Selecting a busy public location will help to achieve high levels of participation and will generate interest in the project from those who may not otherwise get involved. The approach can be organized to coincide with other events, including community festivals, school fairs, Bath Day celebrations, etc.

5.1.7 Surveys and Questionnaires.

Surveys and questionnaires can be created to identify the needs and views of a large number of people. Increasingly, free online survey software programs (e.g., SurveyMonkey) are being used to develop community feedback surveys. Surveys are typically most effective when a limited number of short and concise questions are used to garner information

Main Stages to Consider While Developing a Survey

1. Defining the sample size and the type of information required

2. Deciding on the type of survey to be used (postal, drop and collect, telephone/interview, online, etc.)

3. Survey design

4. Piloting the survey

and feedback. In addition, surveys are best used as part of a program that include other methods; by themselves they can be limited in scope and do little to promote meaningful community engagement. Surveys collect qualitative and quantitative data while allowing participants to remain anonymous. Mail or online surveys can also cover a wide range of demographics, both within and outside the community. In addition, participation rates can vary greatly depending on community interest. For example, elders, illiterate, typically prefer not to take surveys and would rather participate in face-to-face discussions/interviews. To promote a specific positive relocation, resettlement and incremental upgrading behavior within the project areas, CSC will emphasize closed-ended questions that will help quantify data on the benefits and barriers associated with the interventions. CSC might also want to include some open-ended questions so that participants can provide more detail on their views. If time or resources are lacking, then an intercept survey may suffice.

5.1.8 Public Meetings

Public meetings will provide an opportunity to consult a large number of community members and stakeholders. Meetings allow direct interaction with the community, foster information and data gathering, and enable many people to be heard. It will also enable CSC staff to explain processes, provide information, and collect feedback. Items to Consider while Planning a Public Meeting Is it possible for most community members/ stakeholders to participate?

Is it possible for most community members/ stakeholders to participate? Time/Day Length of meeting Location Availability of childcare Is the meeting in an appropriate format? Individual meetings vs. small groups vs. large groups	Will stakeholders feel part of the process? Is the information presented appropriately for the target audience? Native language (if appropriate) Use of plain language vs. scientific terms

Open discussions vs. presentations from panel speakers Will the affected community want to provide input?

Is there interest in the topic?

Will they feel part of the process?

Are there conflicts within the community? Breaking into small groups is a valuable way to use public meetings to engage people effectively.

Meetings should be organized to allow for small group discussions with oral feedback.

In addition, it is important to allow opportunities for participants to set or influence the agenda

5.1.9 Interviews

An interview is an informal and trusted setting where community members can share ideas and concerns. Interviews will provide opportunities for CSC staff to meet community members, allow staff to learn the history of a particular aspects or village, gain knowledge about relocation, resettlement and, and engage community members about their vision for the future. Community elders are a particularly important demographic to interview, as they provide a historical context to issues within the community.

5.1.10 Open Day or "Drop-in" Sessions

Open day or drop-in sessions by government and UNRA staff at CSC will allow community members to see first-hand on a regular basis to the community. These sessions will facilitate direct interaction with the community to raise awareness relocation program, share ideas and information about issues or challenges, and answer any immediate questions.

5.1.11 Community Fairs/Events (Birth Days, Community Cleanup Day, road runs)

A community fair or event will provide a fun and enjoyable venue for sharing project information and raising awareness about a particular issue. A fair will incorporate a range of activities and events to appeal to the broadest possible audience. These will include entertainment, road runs,

Community Fairs:

- Will increase the visibility and approachability of the program or issue
- These events will attract variety of stakeholders.

information sharing (booths or displays), rides, hands-on art and other activities for children, and events of interest to adults, community car wash and birth days. As well as distributing information, a fair provides a range of opportunities for consultation and active participation.

Community fairs or events will be organized as part of engagement activities, or engagement activities will be planned to coincide with existing community fairs or events. Community events might require significant staff resources to plan and execute, as well as effective collaboration skills.

5.1.13 School Visits.

School visits and other approaches in educational settings allow representatives from the relocation, resettlement and incremental upgrading staff to meet with school children and raise awareness about the interventions. Children are an important target audience for sustained long-term engagement and often times the most involved in adapting behaviors for social changes.

Power of Children to Deliver a Message

- Important when seeking to generate behavioral change
- Children transfer the message to their homes, family, siblings, etc.
- Supports sustained engagement
- School visits require creative and hands-on messaging or activities to engage students.

5.1.14 Workshop

Workshops or facilitated discussion groups allow community members and stakeholders to discuss their ideas in an open and relaxed atmosphere. Workshops will take a variety of formats and serve as a valuable venue for distributing and collecting information on community needs. Workshops are useful for encouraging discussion among those who may feel less confident in a larger group.

5.1.15 Engagement activity audits:

There is a need to ensure compliance, the main objective of relocation, resettlement and incremental upgrading audit is to determine a baseline for the program and ensure compliance with law reforms and relevant legal frameworks. Engagement audit gives volunteer stakeholders/ community members an opportunity to provide information and advice for creative problem solving. Engagement activity audits are an effective method to determine the baseline and impact of the relocation interventions. The engagement team at the secretariat will ensure proper use of resources and compliance with legal requirements and standards. This approach will be flexible in search way that stakeholders: members of saving groups, PAPs and government entities: UNRA and Ministry of lands and civil society organisations and others will participate in both implementation and ensuring proper accountability mechanism.

6.0 Stakeholder Engagement Success Measures.

Community support Centre is committed to continuously improving the effectiveness of its multi-stakeholder engagement model.

Evaluating performance under this engagement strategy is key to understanding where stakeholder engagement should be refined and improved.

This is a 'live' document and can therefore be amended and updated as required where areas for improvement have been identified.

Community Support Centre performance in relation to Community engagement should be assessed against its ability to deliver against the six engagement principles as discussed in section

Performance measurement for Community Engagement Strategy might include:

(i)   Amount of stakeholder feedback via consultations, online surveys webinars and social media

(ii)   Number of public consultations and feedback received

(iii)   Number of groups/one-on-one interactions with stakeholders

(iv)   Number of domestic and international events attended

(v)   Number of quantity and quality of stakeholder-related events

(vi)   Number of number of meetings and outcomes from Advisory Committees

(vii)   Number of annual stakeholder satisfaction surveys; satisfaction and website accessibility.

(viii) Improved complaint resolution and publication of complaint-related data (introduced metrics such as time until acknowledgement email has been sent, time until query has been answered, time until query has been resolved.

(ix)   How appropriate was a template used for particular query, satisfaction of the resolution outcome, escalation paths?

This strategy is live document and can be adjusted any time whenever there is a need, however, it is appropriate to review this strategy after every 12 months. The steering Committee is recommended to constitute a review commission guided by the consultant.