



## **The Investment for Industrial Transformation and Employment Project (INVITE) Trust (P171607)**

**Under**

**The Ministry of Finance Planning and Economic Development (the  
Settlor) and the Bank of Uganda (Trustees)**

**Environmental and Social (E&S) Capacity Building Plan**

**April 2025**

## 1.0 Environmental and Social (E&S) Capacity Building Plan

### 1.1 E&S CAPACITY BUILDING PLAN OVERVIEW

Capacity building, the process of developing and strengthening the skills, abilities, processes, and resources that organizations and communities need to effectively discharge their mandated roles which in this case, is the effective management of environmental and Social issues.

The measures proposed under the project's institutional capacity assessment will directly benefit the project implementation, ensuring that the INVITE Trust staff's capacity for implementing the INVITE Project will be strong from the beginning of the project. This will include the integration of additional staff recruited under the project into the INVITE Trust's Project Implementation Unit (PIU).

### 1.2 CAPACITY ASSESSMENT

INVITE Trust has low capacity for the implementation of World Bank-funded projects and provision of overall coordination of project activities since the implementation team is just being recruited. The INVITE Trust Project Implementation Unit (PIU) shall be established and adequately staffed with qualified and experienced personnel to supervise, monitor, and report on all project activities. Details on how the capacity and resources for E&S management by PFIs and other implementing agencies will be assessed before the Capacity building Plan is enrolled to ensure all the capacity needs are covered.

Therefore, for effective implementation of the INVITE Trust Project activities, it is important for staff from the implementing agencies, Participating Financial Institutions (PFIs), Micro Small Medium Enterprises (MSMEs) and Large Enterprises (Les) to undertake capacity building and training on national laws and regulations on environmental and social risks and impacts management; environmental and social management systems; World Bank's ESF and Environmental and Social Management Systems (ESMSs) for World Bank projects. The PFIs, and MSMEs/LEs that do not have E&S systems will be supported by the INVITE Trust pool of E&S consultants to develop and customize their Environmental and Social Management System (ESMS), commensurate to the E&S risk level posed by their individual investments (transaction/loan application).

A capacity assessment will be done for the PFIs, and MSMEs/LEs focusing on EHS training from the bottom up to address their training needs. First, the PFIs, and MSMEs/LEs will be assessed on how to be helped in establishing/strengthening/maintaining adequate EHS management and compliance. Secondly, how to help PFIs, and MSMEs/LEs establish/strengthen and implement an effective ESMS reflective of the specific types of financial instruments under the Windows of Components 1 and 2.

### 1.3 AWARENESS TRAINING

Awareness training will help the stakeholders to understand the environmental and social impacts/risks, their roles and responsibilities in managing Environmental and Social (E&S) impacts/risks, and how to help eliminate, reduce, or compensate for the negative impacts. The target groups for the awareness training will include the INVITE Trust team, Ministry of Finance Planning and Economic Development (MoFPED), Bank of Uganda (BoU), PFIs, MSMEs/LEs and other stakeholders mentioned in section 9.2 of the INVITE Trust Environmental and Social Management Framework (ESMF). The awareness trainings will be delivered through workshops, webinars, print, and electronic media.

#### 1.4 ONE-ON-ONE E&S TRAINING AND CAPACITY DEVELOPMENT SUPPORT

Compliance to environmental and social requirements will be part of the eligibility for loan/grant applicants to qualify and non-compliance can result in failure to access investment financing from INVITE Trust. The INVITE Trust will ensure that all the PFIs engaged have the capacity to implement the E&S requirements and those with limited capacity are trained. The PFIs, MSMEs/LEs including small-scale industries (SSIs) that do not meet E&S requirements will be offered compliance assistance through a one-on-one E&S Capacity development support based on their individual E&S gaps. E&S capacity development will be undertaken by pre-qualified pool of E&S Consultants, procured by the INVITE Trust. E&S specialists are included in the core structure of the Trust Manager firm to support the INVITE Trust during and beyond the duration of the project phase.

One-on-one training of PFIs and MSMEs/LEs will be done on a case-by-case basis for PFIs and MSMEs/LEs that have met all the eligibility requirements except E&S. From E&S eligibility assessment in section 2.3 of the INVITE Trust ESMF and/or ESMS readiness assessment highlighted in section 8.2.2 of the INVITE Trust ESMF, E&S gaps shall be identified. The identified gaps will be used to develop an E&S capacity-building action plan and Terms of Reference (ToRs) for engagement of E&S Consultants prequalified by INVITE Trust. After completion of E&S capacity development and implementation of E&S capacity action plan, the concerned PFI or MSME/LE will be requested to process and submit the missing E&S requirements to facilitate application processing. The one on one compliance assistance will be extended into the implementation stage for the first 6 months of operation and may be further extended beyond 6 months on a case by case basis.

#### 1.5 CAPACITY BUILDING PLAN IMPLEMENTATION SCHEDULE

It is recommended that once the INVITE Trust PIU is instituted, a 3-5-day workshop is held in targeting INVITE Trust PIU, BoU, MoFPED, Private Sector Foundation Uganda (PSFU), and other MDAs closely associated with the project listed in Section 9.2. The workshop as detailed below will aim at providing attendees with the basic approach to implementing the guidelines provided in the ESMF combined with the use of appropriate tools, such as the screening form, ESMP template, and ESMF Reporting Forms. Refresher courses should be held as needed during the course of the project implementation. The training will be organised by INVITE Trust with support from the World Bank.

The details of the capacity building plan and schedule and the Training Format of the ESMF are presented in [Table 1](#) and [Table 2](#) respectively.

*Table 1: Capacity Building Plan Implementation Schedule*

Aspect	Key issues to be addressed	Mode of engagement	Stakeholders	Responsible entity	Timing	Resources
World Bank ESF	World Bank Environment and Social Standards (ESSs)	Training workshop	Technical personnel from: INVITE Trust PIU and, PSFU INVITE PIU, BoU and MoFPED and other MDAs closely associated with INVITE Project.	INVITE Trust	Prior to commencement of project activities and once the relevant staff are in place.	Trainers Materials Budget
ESMF	ESMF Implementation	Training workshop	Technical personnel from: INVITE Trust PIU and, PSFU INVITE PIU, BoU and MoFPED and other MDAs closely associated with INVITE Project.	INVITE Trust	Prior to commencement of project activities and once the relevant staff are in place.	Trainers Materials Budget
ESMS	ESMS requirements	Training workshop	Participating Financial Institutions (PFIs) and LEs	INVITE Trust	Prior to disbursement of funds to PFIs.	Trainers Materials Budget
EHS	ESHS requirements, including those specified in ESMPs and project contracts	Training onsite	Service providers, Participating Financial Institutions (PFIs), MSMEs, LEs and supervision/ verification consultants	INVITE Trust	During project implementation	Trainers Materials Budget
Good International Industry Practices (GIIPs)	Improve knowledge on GIIPs in ESHS requirements	Training workshop	Senior Managers of the INVITE Trust and PSFU PIUs and other staff of the PIUs	INVITE Trust/PSFU	During project Implementation	Trainers Materials Budget

Aspect	Key issues to be addressed	Mode of engagement	Stakeholders	Responsible entity	Timing	Resources
E&S Staff	E&S awareness	Training workshop	Senior Managements of PIUs and other staff of the PIUs	INVITE Trust/PSFU	During project Implementation	Trainers Materials Budget

*Table 2: Proposed Training format for ESMF Implementation*

Module	Duration (Day)
Introduction <ul style="list-style-type: none"> <li>a. Objective of the ESMF</li> <li>b. Key stakeholders with a role in the ESMF</li> <li>c. Relevant legislative and regulatory acts and World Bank ESF</li> <li>d. Baseline Environmental and Social Conditions</li> <li>e. Structure and role of Project Implementation units and relevant governmental authorities</li> </ul>	1
Summary of guidelines for the project activities <ul style="list-style-type: none"> <li>a. Environmental and Social Screening and Impact Assessment</li> <li>b. Stakeholder Consultations and Engagement</li> <li>c. Environmental and Social Impacts and Mitigation Measures</li> <li>d. Monitoring and Reporting</li> <li>e. Grievance Redress Mechanism</li> <li>f. ESMP &amp; ESMS</li> </ul>	1
Capacity Building and Implementation Budgets <ul style="list-style-type: none"> <li>a. Capacity building requirements</li> <li>b. Budgeting for the implementation of ESMPs, ESMS, SEP and other E&amp;S management plans</li> <li>c. Q&amp;A session</li> </ul>	1
<b>Total</b>	<b>3 days</b>

## 1.6 E&S TRAINING OF SERVICE PROVIDERS, PFIs, MSMEs, LEs DURING IMPLEMENTATION

The training will cover the E&S areas of specific interest, including but not limited to: Development & Implementation of ESMP, Environmental and Social Management Systems (ESMS), Health and Safety Management Systems (both Occupational and Community Health and Safety), management and use of Auxiliary Facilities, environmental and social due diligence, Labour influx management and use of Code of Conduct, Child abuse/defilement, Grievance Redress Management, and so on.

A proposed E&S topic for a 3-day training is provided in Table 3 below.

*Table 3: E&S Training for Service Providers, PFIs, MSMEs, LEs*

Module/Topic	Duration (Day)
<ul style="list-style-type: none"> <li>a. Stakeholder mapping and engagement;</li> <li>b. Specific aspects of ESMF implementation, environmental and social assessment and monitoring of the ESMPs, development and implementation of ESMS;</li> <li>c. Occupational health and safety;</li> <li>d. Community Health and Safety;</li> <li>e. Codes of conduct for project workers;</li> </ul>	03

<ul style="list-style-type: none"> <li>f. Traffic Management;</li> <li>g. Waste Management;</li> <li>h. Emergency preparedness and response;</li> <li>i. Gender mainstreaming in investment activities;</li> <li>j. Combatting, and monitoring of HIV/AIDS;</li> <li>k. Combat pandemic diseases such as COVID 19, M-pox, Ebola, as applicable;</li> <li>l. Contractor and Operator management on environment and social risks;</li> <li>m. Grievances management implementation and monitoring;</li> <li>n. Gender-based violence/Sexual Exploitation and Abuse;</li> <li>o. Labour and Working Conditions, including employer compliance with national labour laws, and combatting of child labour and forced/trafficked labour;</li> <li>p. Resettlement and Livelihood Restoration;</li> <li>q. Labour influx management and child abuse;</li> <li>r. Acquisition &amp; management of auxiliary facilities and construction materials sites Monitoring and Reporting.</li> </ul>	
<b>Total</b>	<b>03</b>

## 1.7 TRAINING OF E&S STAFF

During the Implementation of the project and as part of capacity building for support towards the Implementation of this ESMF and its associated tools, it is recommended that the E&S specialists at the INVITE Trust PIU undergo the World Bank ESF training, through periodic (quarterly) refresher E&S training workshops and seminars, and the following internationally recognised E&S programs: -

- a. ISO 45001:2018 Occupational Health and Safety Management System (Lead implementers)
- b. ISO 14001: Environmental Management System (Lead Implementer).
- c. Quality Management System 9001 (Lead Implementer and Auditors).
- d. Labour Management practices by ILO.
- e. NEBOSH International General Certificate in Occupational Health & Safety
- f. Land acquisition and management related courses
- g. SEA, GBV and VAC training
- h. Stakeholder engagement related training.
- i. Attend international conferences on climate change, biodiversity, impact assessments to share and learn best practices for replication in the project implementation.