

Uganda Lake Victoria Fuel Transportation Project

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1.0 INTRODUCTION

This Stakeholder Management Plan (SMP) details the principles, practices and procedures to be implemented by Mahathi Infra Uganda Limited (MIUL) to manage, remedy and mitigate the stakeholder's requirements for the Design, Build and operate the Uganda Lake Victoria Fuel Transportation Project.

The SMP identifies the management strategies required to effectively engage internal and external stakeholders. This plan will be updated and submitted as and when there is a change in scope or conditions to suit the project needs and requirements. In addition, MIUL project related personnel, are advised to redirect all complaints and requests to the Stakeholder Manager. The Stakeholder Manager will act accordingly on a case-by-case basis.



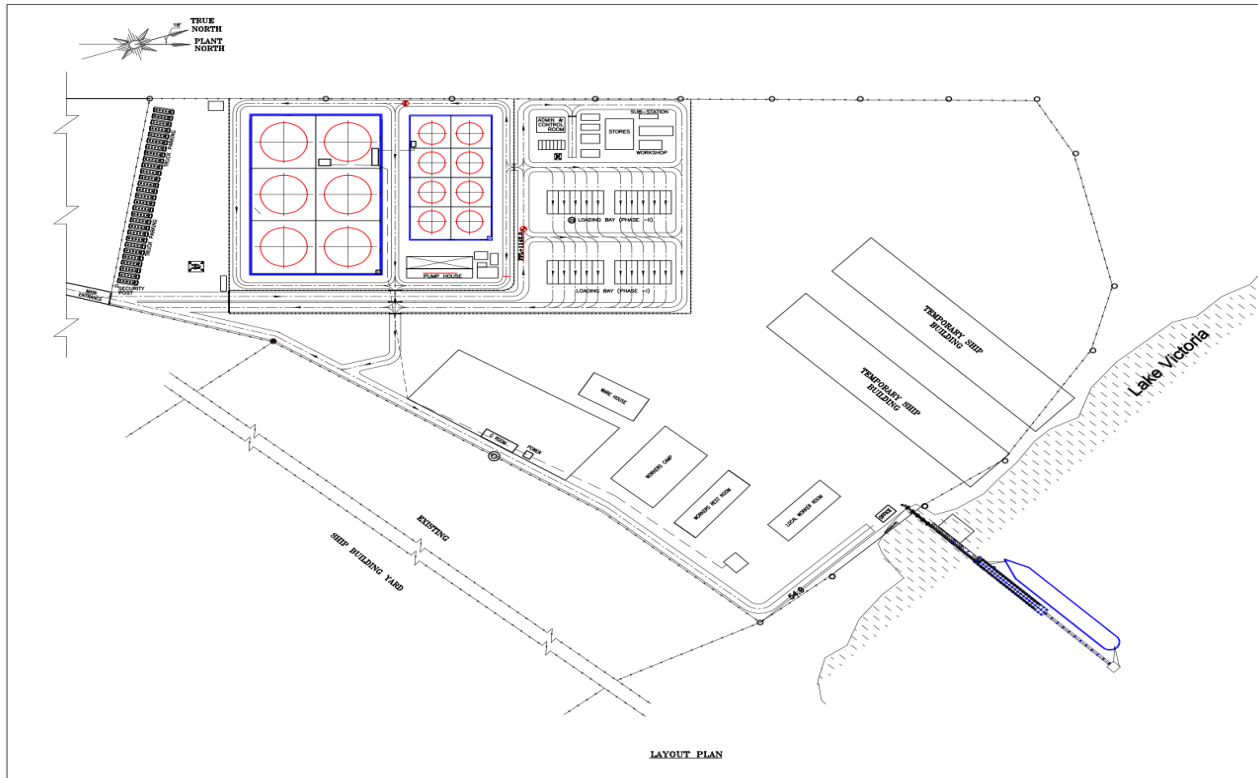
The Lake Victoria Fuel Transportation Project is intended to move fuel by double hull oil tankers from Kisumu in Kenya to Bugiri-Bukasa in Uganda, located between Entebbe and Kampala. The fuel so received will be stored in the storage terminal at Bugiri-Bukasa and then distributed to the retail outlets in Uganda and the surrounding countries.

The aim of the project is to build storage tanks of a total capacity of 70,000 cum and associated infrastructure together with a jetty to support the berthing of tankers for

offloading/loading of fuel. As part of the project, 4 nos. of double hull oil tankers of 4500 cubic meters oil carrying capacity will be constructed.

Mahathi Infra Services Pvt Ltd, an EPC contractor, is contracted to construct the storage terminal and jetty and Jiang Ping An Ship Building Co. Ltd., a shipbuilding company based in Hong Kong, is contracted to carryout construction of ships. Both the contractors have set up fabrication facilities and shipyard facility at the project site in Uganda.

TERMINAL LAYOUT



1.1 OBJECTIVES

The SMP document defines:

- All stakeholders related correspondences/information that need to flow in and out of the project during the construction process will be informed to all staff including the Project Manager who will assist the Stakeholder Manager in implementing the SMP on site during the project.
- The stakeholders that the project needs approval (NOC) and permits from at the various stages in order to complete the project on time and without any delays.
- The program pertaining to the submission of the documents is submitted to internal and external stakeholders.

- The format of the information and submission such as reports, designs photos and presentations.
- The methods, roles and responsibilities for transmitting and providing this information.
- The main objective of the SMP is to report the project development, progress, issues, solutions implemented on site and any other relevant information. The SMP will elaborate how to engage and obtain the necessary approval and instructions from key stakeholders including, but not limited to, MIUL, URA, UNBS, UMEME, Ministry of Energy and Mineral Development (MOE&MD), Ministry of Works and Transport (MOWT), Ministry of Environment (NEMA), and the local administration (Katabi Town council and Wakiso District authorities). The SMP will discuss the mitigation measures, which could be taken on site to prevent residents' complaints and ensure their satisfaction throughout the development of works.

Furthermore, the SMP shall encompass the following objectives:

- Building trust, courtesy, and transparency among the internal and external stakeholders.
- Be inclusive and focused on the stakeholders.
- Fostering collaborative measures with MIUL in an effort to coordinate with other authorities associated with project delivery.
- Aligning the strategic outcome of stakeholder's management with communication objectives.
- Working closely with MIUL and the concerned department at URA, UIA, MOE&MD and MOWT to raise awareness and ensure the commitment for efficient investment towards public interest.
- Communicating to stakeholders at different levels, providing information as to the project proposals benefits, cost and schedule. Protocols for this should be established covering security and confidentiality classifications.

1.2 SITE LOCATION & SCOPE OF WORKS

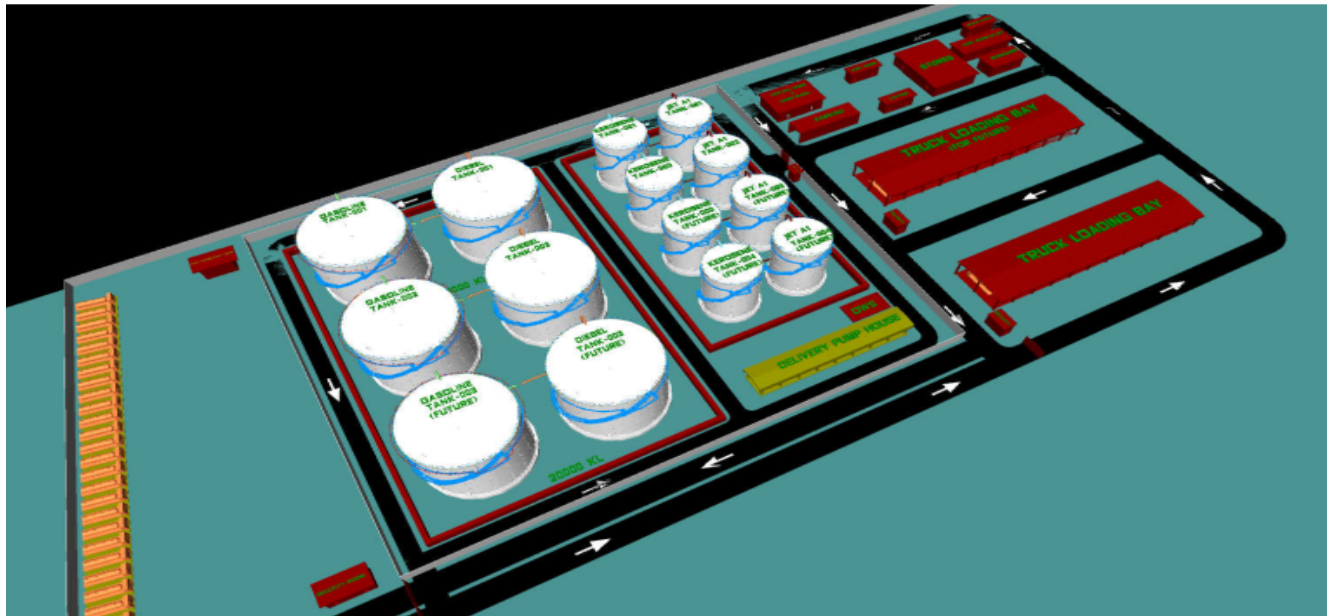
The Scope of Works shall include, but not limited to the following:

a) Fuel Storage Terminal at Bugiri-Bukasa at the shores of Lake Victoria

The scope of work for this location includes:

- Tank farm for different types of fuel products - Total 14 Storage Tanks
- Products Handling facilities – 4 (Gasoil, Gasoline, Kerosene, Jet A-1)
- Fuel loading facilities for truck tankers - 20 Truck Loading Bays

- Oil truck tankers parking area
- Security and distribution building - Automated Operations with Smart cards and TAS
- Sub-station with a 1500 KVA transformer
- Control room with servers and administration facilities
- Laboratory, workshop and Warehouse



b) Barge Terminal – Jetty

- The location for the Barge Terminal is on Lake Victoria at bugiri – bukasa village.
- Jetty at Bugiri - Bukasa site for Berthing of Oil Tanker barges.
- Length of Jetty is 310 meters including mooring dolphins
- Jetty will have unloading facilities for four products
- Individual pipelines for all products from Jetty to storage tanks



c) Shipyard – Construction of Oil Tanker Barges

- The shipyard to be established at the project site
- Building 4 (Four) self-propelled barges of 4500 cum fuel carrying capacity
- Length – 118 mtrs width – 23mtrs
- Access gangways for access to the barges, including handrails.
- Crew accommodation for min.14 crew members
- Construction to IMO regulations.
- Class certification - IRS





1.3 OUTCOME

The outcome of this document will progressively support by Informing and raising awareness of MIUL projects through public outreach and public involvement. The following are examples that can be used to raise awareness:

- Setting workflow process for answering public requests.
- Timely and successful project delivery; this will be realized through the process of gaining the necessary stakeholders' approvals throughout the project stages.
- Setting of stakeholder's rational expectations will be through continuous feedback and revision of key stakeholders, satisfying media requests and effective planning.
- Sustaining stakeholder support for the project progress and aims.
- Promoting the stakeholder's decision making.
- Providing input for bench marking and the setting of requirements.

1.4 PROJECT EFFECTS

The project has several effects on the surrounding environment in addition to effects at national level including:

- Good quality blacktop road will be constructed connecting the main road till the fuel terminal.
- Dust/visual pollution will get controlled, and the residents will get dust free environment.

- Increase in tanker truck movement from terminal to main road
- Any spill/fire hazard related consequences in operational stage
- Direct Employment to local persons in Kenya & Uganda
- Indirect Employment to many due to development of ancillary industries
- Skill development of local persons in marine & mechanical sectors
- Cost effective transportation leading to reduced fuel prices
- Reduced Traffic Congestion leading to reduced pollution
- Reliability in fuel supplies leading to assured availability.

2.0 AUDIENCE IDENTIFICATION, INFORMATION AND UPDATE

2.1 STAKEHOLDER IDENTIFICATION

A stakeholder identification exercise was undertaken to identify the stakeholders, their likely role and the methods and tools that could be used to engage with them. As the project has progressed, the stakeholders have been added to this list and it continues to be a “live” document.

The stakeholders are grouped into six categories as shown in the below table:

| Stakeholder Categories | |
|---|-----------------------|
| Shareholders, Directors of board | Statutory Authorities |
| Customers/Oil marketing companies | Local community |
| Service providers, Vendors, contractors | |

2.2 STAKEHOLDER REGISTER

Stakeholder Registry shall be maintained for events related to Stakeholder Engagements

2.3 Types of stakeholders

These stakeholders are segmented as follows, reflecting their overall likely role within the process:

Decision makers – People or organisations charged with making the final decisions on the projects.

Delivery Partners – Groups that will play a role in delivering the project and subsequent operation

Engagement Partners - Groups that will be using the project facilities in operational phase.

Influencers – Groups that will be engaged with directly or through the other partners. Whether they support or oppose the project, they will have an influence on the decision makers.

These classifications have been used to help determine the appropriate nature and frequency of contact and the most suited method of engagement for each stakeholder.

2.4 IDENTIFICATION OF KEY ENTITIES IN THE PROJECT AREA

(a) PRIMARY AUDIENCE

- General Public – Community – residents of Bugiri Village and surrounding areas
- Landowners surrounding the terminal

(b) KEY STAKEHOLDERS:

- MIUL Board & Share holders
- Financiers (Bank)
- NEMA (National Environment Management Authority)
- URA (Uganda Revenue Authority)
- MOE&MD (Ministry of Energy & Mineral Development)
- MOWT (Ministry of Works & transport)
- UMEME (Uganda Main Electricity distribution company)
- NWSC (National water and sewerage corporation)
- IRS (Indian Register of Shipping)
- OMCs (Oil Marketing Companies)
- KPC (Kenya Pipeline Company)
- KPA (Kenya Port Authority)
- LC (Local Chairman-Bugiri)
- Katabi Town Council
- Vendors

2.5 ROLES/RESPONSIBILITIES

General Public & Residents

- Influence on the perception
- Beneficiaries of ancillary activities related to the project
- Consequential effects of any incidents in the project

NEMA

- Approval of EIA studies for Terminal, Jetty, Barge building and workers' camp
- Protection of wetlands

- Oil spill response plan approval
- Approval of annual audits

URA

- Tax treatment on Imported material
- Timely Customs clearance of containers
- Tax treatment of facilities construction
- Customs process for import of petroleum products, transit cargoes
- Bonding of storage tanks

MOE & MD

- Construction approvals for the terminal facilities
- Storage license
- Approvals for domain related issues

MOW&T

- Construction of asphalt road
- Ship registration
- Transport licenses for barges

UMEME

- Electricity supply & installation of transformer

IRS

- Design approvals
- Equipment and material approvals
- Certification of barges

OMCs

- Accept the alternate mode of transport than the truck transport mode
- Signing of Transport and Storage agreements
- Organising petroleum product at Kisumu and nominate barges for transportation
- Understand the new processes and implement
- Coordination in vessel scheduling

KPC

- Make the facilities at KOJ, Kisumu ready in all respects for berthing and loading the barges
- Align the processes with KRA, URA, OMCs, MIUL etc.
- Make the product available for loading the barges

KPA

- Aligning with the required processes for vessel movement and berthing
- Suitability of the approach channels and any required upgradations
- Piloting and other guidance's related to barge movements in Kenyan waters.

LC (Bugiri)

- Interaction and information sharing with local community
- Boundary management of local community
- Resolving issues related to the project activities on local environment

Katabi Town Council/Wakiso district admin

- Building approvals
- Site plan approvals
- Trading license
- Environment audit processing
- Disaster management plan & Oil spill response plan processing

Vendors/Contractors

- Execution of construction works
- Quality of works
- Compliance to regulations
- Supply of local procurement materials

2.6 Tools and Methods

A range of potential tools and methods were identified and many of them have been used in dissemination of information and will continued to be utilized to support development of the project, through to implementation.

2.6.1 Communication tools

The following tools were identified to support wide communications about the project and its benefits:

- Public relations and media briefings – Regular communication updates and briefings by project office and chairman's office
- Website
- Site tours and presentations – Invite and conduct frequent site tours and visual material to explain the plan, , common questions, and incorporate feedback from engagement exercises.

2.6.2 Engagement tools

- Meetings – meetings held with key decision makers and stakeholders. Different formats used, including, group, one to one meetings depending on the audience.
- Briefing events – structured target audience-based events held with engagement and delivery partners, with a focus on common benefits.
- Drop-in sessions – Facilitate people to come in, seek information and ask questions.
- Workshops – held with appropriate stakeholders to raise awareness, discuss benefits, problems, impacts, identify mitigation measures and discuss options.
- Links with existing projects/partner entities – ensure opportunities taken to link the plan with other connected projects developed and use the entity’s contact to reach wider base of stakeholders.
- Pop up events – considered using public events, visits by public dignitaries to spread awareness.

3.0 STAKEHOLDER MANAGEMENT STRATEGIES

Project Stakeholder Management includes the processes required to identify the people, group or organizations that could impact or be impacted by the project. It analyses Stakeholder expectations, their impact on the Project and develops appropriate management strategies. Please refer to figure below:



A list of stakeholders shall be created by brainstorming, this will be regularly updated throughout the life of the project, considering all changes and potential influences. The Stakeholders shall be prioritized by power and interest and plotted on the power/ interest grid. The stakeholders shall be divided into two general categories, i.e., Internal, and external.

(a) INTERNAL STAKEHOLDERS:

MIUL Shareholders, Board of directors, employees, project workers, MOE&MD, MOWT, NEMA, URA etc. are those who will receive our notification through MIUL i.e. Shareholders and board will receive notifications on status of project, budget requirements and clearances on policy matters, URA will receive notifications concerning imports, storage & export of various project material and petroleum products, NEMA will receive the same concerning environmental issues such as request for permits (Fuel Depot, Jetty construction, Workmen accommodation, etc. ...), OSRP etc. They have the power to push the project forward.

(b) EXTERNAL STAKEHOLDERS:

Residents, nearby landowners, contractors, and business stakeholders will be notified as in the examples mentioned in section 4.0, including excavation notices, movement of heavy trucks, road closure messages, incident notification procedure etc. MIUL's aim is to receive ZERO complaints from stakeholders, and we will endeavor to maintain continuous coordination and contact with them to achieve our goal.

(c) DIRECTLY AFFECTED:

Are those who are concerned with the day-to-day activities of the project. Team members, contractors are direct stakeholders as their workloads are scheduled around the project each workday.

(d) INDIRECTLY AFFECTED:

Are those who are not impacted by the project.

Those not affected are the end users, because their concern is with the finished project. This would be the quality of the general completion of the project (OMCs, KPC, Transporters, etc. ...). The management of stakeholder responsibility is very important to the success of a project.

It's important to define the various types of stakeholders, their needs or interests, communicate effectively and manage their expectations.

Stakeholder mapping and analysis shall be undertaken to identify those stakeholders who may experience impacts (both positive and negative) and those with an interest in the project. Understanding the motivation and expectation of the Stakeholders is key to being able to manage their expectations.

Stakeholders shall be continuously assessed and analyzed throughout the lifecycle of the project with respect to their attitude, influence, power and vested interests as these may change at various stages of the project.

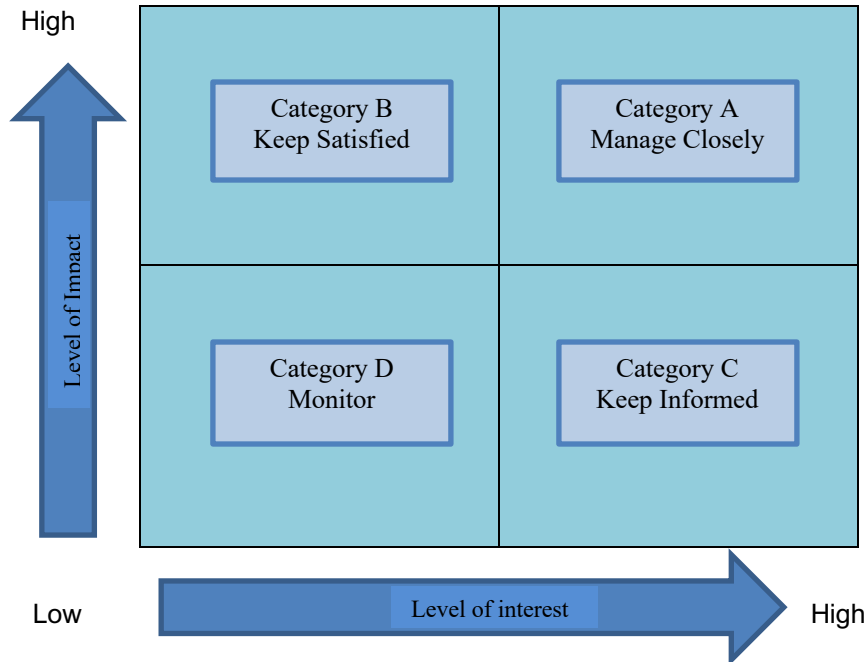
This tool categorizes stakeholders in the following:

Category A: Manage Closely

Category B: Keep Satisfied

Category C: Keep Informed

Category D: Monitor



High power, highly interested people (Manage Closely): you must fully engage these people and make the greatest efforts to satisfy them.

High power, less interested people (Keep Satisfied): put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.

Low power, highly interested people (Keep Informed): adequately inform these people and talk to them to ensure that no major issues are arising. People in this category can often be very helpful with the detail of your project.

Low power, less interested people (Monitor): again, monitor these people, but don't bore them with excessive communication.

The stakeholders shall be categorized into the following four types:

MANAGE CLOSELY:

The stakeholders that MIUL should manage closely-are the most important here. They're the ones who can really make the effort go, and they care about and are invested in the

issue. If they're positive, they need to be cultivated and involved. Pay attention to their opinions, comments and accede to them where it's appropriate. If their ideas aren't acted on, make sure they know why and why an alternative seems like the better course. As much as possible, make them integral parts of the team for example:

- EPC contractors/ Shareholders/ MOWT/ URA/ OMCs

KEEP SATISFIED:

These are people and organizations affected by the effort that could potentially be extremely helpful, if they could be convinced that the effort is important either their own self-interest or to the greater good. You must approach and inform them, and to keep contact with them overtime. Offer them opportunities to weigh in on issues relating to the effort, and demonstrate to them how the effort will have a positive effect on issues and populations they're concerned with for example:

- Residents of Bugiri Village/ Governmental agencies/ MOE&MD

KEEP INFORMED:

External Stakeholders must be kept informed up to date of the project whenever required.

MONITOR:

These people and organizations simply are not interested in your effort one way or the other. They may be stakeholders only through their membership in a group or their position in the community; the effort may in fact have little or no impact on them. As a result, they need little or no management. Keep them sporadically informed by newsletter or some similar device for example:

- Other Contractors & Consultants in the area, General public not directly affected by the project.

4.0 OVERVIEW OF ENGAGEMENT ALREADY UNDERTAKEN

During the development of project, the initial project team initiated a series of engagement events with the local village residents along with the local council.

Site meetings organized during various dignitaries visit, e.g Prime minister of Buganda, Minister of works & Transport, Minister of finance, Delegation of Parliamentarians, etc.

Organized press briefings during these visits to take the project benefits to a wider audience.

Had site visits organized to influential groups e.g URA team consisting of all commissioners, KPC teams, ISCOS (Inter Government standing committee on shipping), Northern corridor integration projects team, etc.

Online meeting with about 85 Oil Marketing companies through KPC for apprising on the Project facilities, their construction progress and the ultimate benefits.

5.0 STAKEHOLDER ENGAGEMENT CONTROL

Stakeholder and Communications representatives in collaboration with other project disciplines shall develop appropriate engagement strategies and plans for each stakeholder.

The stakeholder engagement strategy shall be reflected within the Responsibility Matrix, Action Plan and Communications Plan setting out the following:

Objectives, Goals and methods to be used, Communication Tools i.e. Presentations, workshops, approval process, etc.

Monitoring will be carried out by periodically re-assessing the position of each stakeholder to determine any further action (if any) is required to keep it committed and supportive of the project.

There are many strategies for managing the stakeholders and knowing how to engage them, which include:

- Treating them with respect
- Completing the work required as per all the plans and method statements submitted
- Keeping the environmental effects on the surrounding area to a minimum
- Attending to the stakeholder's requirements and comments in a fast and efficient way
- Engaging them in decision-making
- Engaging them in the conception, planning, implementation, and evaluation of the effort from its beginning.

EXAMPLES:

Below are some examples of potential complaints that could arise:

- a) **NOISE:** If a resident complains about noise and is requesting the Contractor to stop the work, then this will be escalated through the normal procedure to the SHM. The Contractor's team will not stop the work at that time unless instructed by the PM. The PM will approach the complaining party in a professional manner, to understand the noise situation and try to mitigate the noise pollution.
- b) **DUST:** If a resident complains about dust, this will be escalated to the PM. The PM shall investigate, before approaching the complaining party. If the investigation concludes that there is

excessive dust, then strict instruction will be forwarded to construction team by PM to stop the work and directly/immediately start spraying water to suppress the dust as much as possible. If the investigation concludes that the dust is in the normal range and control procedures and measures are already in place with the assistance of Environmental Manager, we will explain to the complaining party that preventive actions are already taking place (spraying water, visual monitoring, etc.as per NEMA standards.

- c) **MEDIA:** The Contractors are not allowed to have direct contact with Media even if they are approached. Any approach from the media will be escalated to the PM who will handle it as suitable in consultation with the Chairman of MIUL.

6.0 COMMUNICATION CHANNELS:

The communication plan includes the appropriate channels for communication as per the category and type of stakeholders, either internal or external.

6.1 COMMUNICATION PROTOCOL

MIUL shall follow the communication protocol of the specific stakeholder

- **Government agencies:** Official communications to be sent via official letters through MIUL. Emails are accepted for daily follow up but are not considered official. Meetings will be held to discuss stakeholder issues with MIUL who will assist MISPL and other EPC contractors in scheduling the meetings. The meetings will be attended by MISPL staff, if required the relevant engineer from MIUL and PMC consultants.
- **UTILITIES AND AUTHORITIES:** All official communications to be sent via official letters to the head/manager/director of the department. Emails are accepted for daily follow up but are not considered official. MIUL may request and hold meetings directly with any utility or authority, such as NEMA, UMEME, NWSC, MOE&MD, MOWT, UPDF etc.
- MISPL may participate in any workshops presentations and directly engaging with all authorities and utilities under the supervision of MIUL.
- **MIUL:** EPC contractors Communication with MIUL will be through official letters, meetings and verbal instructions from the Project Manager. Meetings will be held regularly to discuss progress and other issues.

7.0 PUBLIC OUTREACH AND RELATIONSHIP MANAGEMENT

MISPL and other EPC contractors shall support MIUL, on this issue which may be summarized as follows:

- Support MIUL in providing responses to inquiries by the public.
- Support MIUL, and statutory authorities by providing technical information as needed.

- Identify appropriate stages of project progress.
- Work with MIUL to develop methods and tools for communicating the project to the public.

7.1 PUBLIC INQUIRIES

- The communication plan will pay attention to any public inquiries in the project.
- MISPL- MIUL shall respond to the queries and complains and provide feedback within 48 hours from the date of enquiry.
- Following the initial report, MISPL shall prepare a detailed report and submit it to MIUL for review and acceptance.
- MIUL will review the submitted report and provide their comments.

8.0 MEETING PROTOCOL

- An agenda will be circulated no later than 2 working days in advance of the meeting
- The agenda will contain a brief description of the issues which will be discussed
- The agenda will be limited to a sensible and manageable number of issues per meeting.
- All parties are to invite attendees no later than 2 working days in advance of the meeting to ensure that there is correct coverage of each discipline required during the meeting
- The attendees acknowledge that to move issues forward, decision makers must be available at the meetings, so as to approve proposals discussed at meetings, if not so the other parties should be notified.
- Any additional items being proposed must be notified no later than 24 hours in advance and must be accompanied with a full description of the items.
- Issues not previously indicated will not necessarily be discussed due to appropriate preparation not being undertaken which leads to inefficient use of time.
- Cancellation of all meetings shall be indicated to all parties no later than 24 hours before the meeting.
- Discussions on agenda items will be limited to a sensible time allocation for each issue. This will assist in ensuring the meetings remain focused.
- Breakout sessions will be available as required.
- The meeting organizer will take formal Minutes of Meetings (MOM), for circulation and review by all parties.

8.1 MEETING FOLLOW UP

- Within 2 working days, draft MOM shall be prepared and circulated to all attendees for comments, the draft will also include all actions by the attendees for review.
- Any comments/revisions should be confirmed within 3 working days from the issue of the draft.
- The final version of the minutes will be circulated within 1 week from the date of the meeting to all attendees and relevant stakeholders
- Any action recorded must be progressed/ action prior to the next relevant meeting.

9.0 PUBLIC REQUESTS AND COMPLAINTS

All PRC received during construction shall be addressed immediately by MISPL. It is anticipated that the PRC will come either through general Communication channels. i.e, telephone call, email, letters etc. Or walk into a site office, or any other source.

10.0 PUBLIC RELATION & OUTREACH DURING CONSTRUCTION

The Contractor shall comply with all Stakeholders Management and Public Outreach requirements as stated in the contract, as instructed by the Client or/ and the Client's Representative. The Contractor shall ensure Stakeholder satisfaction and requirements are met throughout the different stages of the project through mobilization and construction.

MISPL's site supervision team under the direction of MIUL's Project Manager will ensure compliance with the stakeholder's management and Public Outreach as per contract requirements as stated above.