

REPUBLIC OF RWANDA



RWANDA URBAN DEVELOPMENT PROJECT (RUDP II)

STAKEHOLDER ENGAGEMENT PLAN



October, 2021

ACRONYMS

AF	: Additional Funding
CoC	: Codes of Conduct
CoK	: City of Kigali
CSO	: Civil Society Organization
CSM	: Contractor Site Manager
ESMP	: Environmental and Social Management Plan
ESF	: Environmental and Social Framework
ESIA	: Environmental and Social Impact Assessment
ESMF	: Environmental Social Management Framework
ESS	: Environmental and Social Standards
GoR	: Government of Rwanda
GRC	: Grievance Redress Committee
GRM	: Grievance Redress Mechanism
LODA	: Local Administrative Entities Development Agency
MININFRA	: Ministry of Infrastructures
MINALOC	: Ministry of Local Government
MINECOFIN	: Ministry of Economic Planning and Finance
NGO	: Non-Governmental Organization
NDF	: Nordic Development Fund
NBS	: Nature-Based Solutions
PAPs	: Project Affected People
PIU	: Project Implementation Unit
RDB	: Rwanda Development Board
REG	: Rwanda Energy Group
REMA	: Rwanda Environment Management Authority
RF	: Resettlement Framework
RHA	: Rwanda Housing Authority
RAP	: Resettlement Action Plan
RTDA	: Rwanda Transport Development Agency
RUDP II	: Second Rwanda Urban Development Project
RWAFWA	: Rwanda Water and Forestry Agency
SEP	: Stakeholder Engagement Plan
USD	: United States Dollar
WASAC	: Water and Sanitation Corporation
WB	: World Bank

TABLE OF CONTENT

ACRONOMYS	ii
I. INTRODUCTION	1
1.1 <i>Background/Project overview</i>	1
1.2 <i>Project objectives, indicators and components</i>	2
2- <i>Regulatory and Governance Framework</i>	6
II. STAKEHOLDERS ENGAGEMENT PLAN FOR RUDP-II	7
1. <i>Introduction</i>	7
2. <i>Objective of the Stakeholder Engagement in the context of RUDP-II</i>	10
3. <i>Principles of Stakeholders Engagement</i>	11
5. <i>Classification of stakeholders based on ESS10</i>	15
III. METHODOLOGY USED TO PREPARE THE SEP FOR RUDP-II	23
1. <i>Procedure for engagement</i>	24
2. <i>Engagement methods and techniques under RUDP-II</i>	25
1. <i>Preparation stage</i>	27
2. <i>Development of ESF instruments stage</i>	3
4. <i>Stakeholder consultation during the implementation of ESF instruments</i>	15
V. GRIEVANCE REDRESS MECHANISM	17
1. <i>Introduction</i>	17
2. <i>Objectives of Grievance Redress Mechanism</i>	17
3. <i>Grievance Redress process</i>	18
VI. INSTITUTIONAL ARRANGEMENT FOR SEP IMPLEMENTATION	27
1. <i>Introduction</i>	27
2. <i>Responsible team and support</i>	27
□ <i>Environmental and Social management Unit</i>	27
VII. MONITORING AND REPORTING	30
1. <i>Introduction</i>	30

2. <i>Reporting</i> -----	31
VIII. SEP Implementation budget -----	32
IX. RESULTS OF PROJECT CONSULTATIONS ON THE ESF INSTRUMENTS/DOCUMENTS -----	33
1. <i>Introduction</i> -----	33
2. <i>Conduct of the discussions during the public consultation</i> -----	35
References -----	41

LIST OF FIGURES

Figure 1: Map of Rwanda featuring the City of Kigali and 6 Secondary Cities, national road network linking them as well as sensitive wetland ecosystems and national parks -----	Error!
Figure 2: Photo log: Consultation Forums -----	1
Figure 3: Grievance Redress Process for the implementation of RUDP -II.-----	22
Figure 4: SEP implementation arrangements-----	27

LIST OF TABLES

Table 1: Key Data on Project Cities -----	2
Table 2: Identification of Primary and Secondary Stakeholders for each component of the project RUDP-II, Rwanda. -----	13
Table 3: Identified stakeholders for RUDP-II and potential interest or influence in the project (this is just an indication and not a proper assessment of each group).-----	18
Table 4: Stakeholders consultation methods for the preparation of the RUDP-II project in Rwanda. -----	25
Table 5: Stakeholders levels of consultation -----	26
Table 6: Stakeholders’ engagement activities and objectives under RUDP-II -----	3
Table 7: Proposed Members of GRC and their roles -----	Error! Bookmark not defined.
Table 8: Proposed members of the GBV task force -----	25
Table 9: Other stakeholders communication methods for RUDPII -----	25
Table 10: Budget required for implementation of SEP we will review-----	32
Table 11: Stakeholders participants in the WebEx meeting held on 16th July 2020 -----	34
Table 12: Summary of the main issues discussed during the WeBex meeting on ESF instruments and responses provided by the project team -----	36

LIST OF ANEXES

Annex 1: List of participants in the consultations of ESF instruments -----42
Annex 2: Template for stakeholder register -----58

EXECUTIVE SUMMARY

Under the National strategy for Transformation and the currently under-preparation Rwanda’s vision 2050, urban development has been identified as a key driver to the country transformation agenda. The Government aims to develop basic infrastructure and upgrading of informal urban settlements to meet the demands of the urban inhabitants and match the accelerating urbanization.

Within this framework, with the financial support from the World Bank Group, The Government of Rwanda is implementing the Rwanda Urban Development Project – II (RUDP-II) through the Ministry of Infrastructure Acting as the overall Coordinator. The Project Development Objective (PDO) of this project is “to improve access to basic services, strengthen urban management and enhance resilience in the City of Kigali and the six secondary cities of Rwanda.”

RUDP-II will generate benefits in urban and flood control to the City of Kigali and six secondary cities (Musanze, Rubavu, Nyagatare, Rusizi, Huye and Muhanga). It will also benefit local communities and the environment and ecosystem services of wetland areas in the City of Kigali with the support of GE7 funding.

The RUDP-II project has the following components:

Component 1: Support to the City of Kigali (US\$ 68.93 million, of which IDA US\$ 58.95 million, GEF-7 US\$ 7.7 million and PPCR US\$ 2.28 million)

- Subcomponent 1a: Integrated urban planning for resilient, inclusive infrastructure delivery (US\$ 55.05 million, of which IDA US\$ 54.05 million and GEF-7 US\$ 1 million)
- Subcomponent 1b: Evidence-based, sustainable wetland management, flood risk management and greenhouse gas monitoring (US\$ 13.88 million, of which IDA US\$ 4.9 million, GEF-7 US\$ 6.7 million and PPCR US\$ 2.28 million)

Component 2: Support to Secondary Cities (IDA US\$ 80.85 million)

- Subcomponent 2a: Infrastructure and service delivery in secondary cities (IDA US\$ 77.85 million)
- Subcomponent 2b: Institutional and capacity development of secondary cities (IDA US\$ 3 million)

Component 3: Institutional Capacity Development and Project Management (US\$ 10.67 million, of which IDA US\$ 10.2 million, GEF-7 US\$ 0.37 million and PPCR US\$ 0.10 million)

- Subcomponent 3a: Institutional capacity development at the national level (IDA US\$ 2.95 million)
- Subcomponent 3b: Project management (US\$ 7.72 million, of which IDA US\$ 7.25 million, GEF-7 US\$ 0.37 million and PPCR US\$ 0.10 million)

Component 4: Contingency Emergency Response

In accordance with the World Bank Policy on Investment Project Financing dated November 10, 2017, Paragraph 12 and 13 for situations of urgent need of assistance, the project includes a project-specific Contingent Emergency Response Component (CERC). The CERC will allow for the rapid reallocation of project funds in the event of a natural or man-made crisis during implementation of the project to address eligible emergency needs under the conditions established in the Project Implementation Manual. This component will have no initial funding allocation but will draw resources from other expenditure categories at the time of its activation.

Performance of the project

The Second Rwanda Urban Development Project (RUDP-II) was approved by the Board on October 30, 2020, and declared effective on February 10, 2021, with a project closing date of December 31, 2025. The Bank has approved the Project Implementation Manual, and all relevant memorandums of understanding have been signed. A consortium has been appointed to develop detailed wetland rehabilitation plans and a LiDAR survey has recently been completed for the CoK. The most essential positions overseeing project activities related to wetlands restoration and management in REMA’s Single PIU (SPIU) have been filled and recruitment for others is underway. The project is in compliance with all covenants, except one, which requires the GoR to cause within 30 days of the project’s effectiveness date to establish and fill key staff positions PIUs in the secondary cities.

Additional Financing from the NDF grant

GoR requested additional finance from the Nordic Development Fund (NDF) to focus on wetland restoration and flood prevention under the RUDP II. This financing will serve to extend wetland rehabilitation in Kigali by covering the Nyabugogo and Rugenge-Rwintare wetlands. The NDF Additional Support of Euro 9 million will complement the World Bank and NDF original support to RUDP II and make transformational change possible for a climate-resilient and rapidly growing CoK. The NDF has established a trust fund at the World Bank for a total of euro 9.0 million (US\$10.64 million equivalent). The Bank team will manage the funds for the project, following all Bank policies and procedures.

The document presents the “Stakeholders Engagement Strategy and Communication Plan (SEP)” for Rwanda Urban Development Project- II (RUDP-II) as required under the new Environmental and Social Management Framework (ESF) and especially The Environmental and Social Standards 10: Stakeholder Engagement and Information Disclosure.

The SEP will be the operational tool to define the protocols for effectively engaging local and affected communities in the overall project development, disseminate activities, outputs and results, coordinate and hold consultations and develop clear channels of communication of the project to all relevant stakeholders and target audience. The SEP will also describe the agreed Grievances Mechanism that will review the existing GRM of the current RUDP -I project with

new ones that can make more effective communication and engagement, specially that this new project involved new agencies no previously engaged in the RUDP-I.

The SEP of RUDP-II aims at: (a) raising awareness and informing stakeholders and target audience about the project objectives, the types of investments and activities that are going to be funded by the project including the Additional Financing of the NDF grant and (b) maximizing the impact of the project by making the results and deliverables of the project available to the stakeholders and to the wider audience. Therefore, the implementation of the plan is crucial for the success of the project and for the sustainability of investments in the long term.

Identification of stakeholders: This Stakeholders Engagement Plan for RUDP-II was developed taking into account the diversity of relevant stakeholders. Within this framework, stakeholders were found to be of two categories based on their interests and influence in the project: **Primary stakeholders** are those directly affected, either positively or negatively, by the project, decisions, or actions. **Secondary stakeholders** are those that are indirectly affected by the project, or decision, or actions, for example, people who no living in the village use the roads that are going to be closed for repairs so they will be affected for the delays, soil runoff, etc.

These two categories of stakeholders are found in the following groups of people or entities having a direct or indirect interest: (i) Government ministries and agencies, (ii) local communities, vulnerable or disadvantage groups, (iv) non-government organizations (NGOs), private sector, academic institutions, development partners, general public of the local community (students, families), among others. A non-exhaustive list of already identified stakeholders was dressed and their roles were defined with an assumption that the list will continuously be updated throughout project implementation.

Identification of engagement methods: The SEP also has agreed on the methods and techniques to engage the above-mentioned stakeholders. Different means for communicating and disseminating information or collecting stakeholders views and feedback on the project activities, for example, using correspondences (Phone, Emails, text messages); one-on-one meetings, focus groups (sectorial, villages, private sector, etc) meetings, public meetings. The project will also use print media, radio announcement, internet media, workshops, surveys, institution’s website, direct communication with owners of affected properties, land, crops/asset, among others.

Institutional arrangement for the implementation of the SEP activities: Several government agencies will be involved in implementing the SEP.

MININFRA is the overall coordinating Ministry of the project and there are 3 Project Implementing Unities (PIUs) at national level at one of each implementing agency (CoK, REMA and LODA). MININFRA recruited one Environmental and Social Management Coordinator that is in charge of coordinating the implementation of the ESF requirements by all implementing

agencies. Under MININFRA, each PIU has an Environmental and Social Management Unit composed of a Social Safeguards Specialist and an Environmental Specialist that are responsible for overseeing and coordinating all activities associated with stakeholder engagement, managing all activities related to database, logistics, and interaction with other departments of Implementing Agencies. Under the CoK, a Social Safeguards Specialist and Environmental Specialist will be responsible for day-to-day ESF activities. Under LODA, based at District level, an Environmental and Social Specialist will be responsible for day-to-day ESF activities through direct interactions with contractors, the supervisor, PAPs and other relevant stakeholders.

Budget: The implementation of the SEP activities will require a budget that has been estimated at 190,000USD for 5years. An additional amount of 5,000USD over the 5 years has been budgeted for implementing SEP activities under the Additional Financing of the NDF grant.

Grievance Redress Mechanism: A grievance mechanism has been developed for potential use by stakeholders. The mechanism will be applied in the activities of the Additional Financing of the NDF grant as stipulated in the updated ESCP. The aim of the grievance mechanism is to achieve mutually agreed resolution of grievances raised by such stakeholders. This grievance mechanism ensures that complaints and grievances are addressed in good faith and through a transparent and impartial process, but one which is culturally acceptable.

I. INTRODUCTION

I.1 Background/Project overview

The Second Rwanda Urban Development Project (RUDP-II) is well aligned with the World Bank’s current Country Partnership Strategy (CPS) 2014-2018, Systematic Country Diagnostic (SCD) completed in June 2019 and the proposed Country Partnership Framework–CPF (FY21–FY25) under preparation. The SCD recognizes environmental sustainability and building resilience to climate change as key priorities and underlines the critical need to manage urbanization, strengthen decentralization and support climate compatible urban development in achieving Rwanda’s aspirations for growth.



Figure 1 Map of Rwanda featuring the City of Kigali and 6 Secondary Cities, national road network linking them as well as sensitive wetland ecosystems and national parks

RUDP-II will benefit the City of Kigali as Rwanda’s principal city and its supporting six Secondary Cities of Huye, Muhanga, Musanze, Nyagatare, Rubavu and Rusizi as shown in the map featured in Figure 1. Half of the urban population outside Kigali is found along emerging corridors around secondary cities: The Musanze-Nyabihu-Rubavu corridor (one-third) and the Muhanga-Huye corridor including Nyanza and Ruhango districts (18 percent). Much of Rwanda’s remaining urban population is spread between Kigali and Bugesera, Kayonza and the more isolated settlements of Nyagatare and Rusizi.¹

¹ Diao, Randriamamonjy, and Thurlow. 2017.

Selected under the second phase of the Economic Development and Poverty Reduction Strategy (EDPRS-II), the six Secondary Cities were envisioned as poles of growth and centers of non-agricultural economic activities. The largest concentration of economic activities outside Kigali is in the Rubavu-Nyabihu-Musanze area, accounting for 7 percent of formal private sector jobs as per the 2014 Establishment Census, although far behind Kigali’s share of 54 percent. The RUDP-II fundamental objective, and funding directly target the strengthening of urban governance and management systems, participatory strategic and spatial planning, enhanced citizen engagement in decision making of district governance, and improve the quality of life for urban residents and promote economic development through increased access to services such as roads, drainage, and sanitation. The project also contributes to the Bank Group’s twin goals of ending extreme poverty and promoting shared prosperity by improving access to basic infrastructure, especially in unplanned settlements where the urban poor reside.

Table 1: Key Data on Project Cities

City	Total resident population	urban	Urban Population Density (persons/km ²)	Sector	Urban Poverty Rate*	% living in informal settlements	Households in urban
Huye	41,880		1,506		28.8	70.8	
Muhanga	44,800		2,229		13.4	52.0	
Musanze	69,220		2,933		19.4	61.3	
Nyagatare	17,929		356		53.7	5.9	
Rubavu	143,019		3,195		20.0	29.6	
Rusizi	24,300		2,593		24.9	51.8	
Kigali	845,730		3,556		8.3	78.0	

Source: Census 2012 (unless noted otherwise) and EICV 5

*Urban poverty rate for districts with secondary cities; urban poverty rate for Kigali districts and Kigali

**Source: gadm.org GIS shapefiles

I.2 RUDP-II and Additional Financing of the NDF Grant

This updated SEP describes an Additional Financing in the amount of Euro 9.0 million (US\$10.64 million equivalent) to the Republic of Rwanda to scale up and restructure the Second Rwanda Urban Development Project (RUDP II, P165017, Credit 6789-RW, Grant D737-RW). The Additional Financing will be provided by the Nordic Development Fund (NDF) as a grant to be managed by the World Bank through a trust fund. This is a Level 2 restructuring, with no changes in the Project Development Objective (PDO) or safeguards category, and no new Safeguards Policies are triggered.

The PDO is to improve access to basic services, enhance resilience, and strengthen integrated urban planning and management in the City of Kigali and the six secondary cities of Rwanda.² The project's estimated cost as presented in the Project Appraisal Document of the parent project was US\$175.45 million equivalent, of which IDA would finance around US\$150.0 million (US\$75.00 Credit and US\$75 Grant). The Government of Rwanda (GoR) would finance around US\$15.00 million. The Strategic Climate Fund (SCF) Credit would provide a grant of US\$2.38 million. And the Global Environment Facility (GEF) would provide a grant of US\$8.07 million.

The project comprises three components:

- **Component 1: Support to the City of Kigali.** This component is supporting the comprehensive upgrading and flood risk management of four unplanned settlements, reduce flood risks at selected locations identified as flood hotspots in the city, pilot an integrated approach to sustainable wetland management and carry out a series of technical assistance (TA) to develop tools for evidence based, integrated urban planning and provide institutional capacity development and support to the City of Kigali (CoK). Specifically, it is financing: (a) urban upgrading, (b) infrastructure to reduce the risk of flooding, (c) development of a stormwater management master plan, and (d) support for institutional and capacity development; (e) rehabilitation works and other ecological restoration activities in the Gikondo ,Kibumba, Nyabugogo and Rugenge-Rwintare wetlands.
- ³ The final detailed engineering designs and bidding documents are now ready for tender, pending Bank clearance and disclosure of the Environment and Social Safeguards instruments. Priority investments were selected from a long list of proposed phase 3 investments and validated through a series of meetings between MININFRA, LODA, and the participating secondary city districts (SCDs) prior to preparing the tender documents. The procurement process is underway and physical works are expected to start by October 2021. Procurement for the construction supervision consultancy of phase 3 works is also finalized, and the contract for the construction supervision consultant is expected to be signed by early September 2021. Phase 4 investments have been selected. CUCs have been formed.
- Component 3. ToRs have been prepared for the (a) development of a national housing strategy, (b) development of a national sites and services strategy and piloting of feasibility studies in CoK and the six participating SCDs, (c) review of the National Urbanization Policy and elaboration of its implementation strategy, and (d) development of an urbanization monitoring information system are in the final stages of review. Once Bank comments are incorporated, they will be submitted in the Bank's Systematic Tracking of Exchanges in Procurement system (STEP). Draft ToRs have been prepared for preparation of feasibility studies for solid waste management facilities. These will be finalized once the Integrated Solid Waste Management Strategy is completed (this strategy is supported under

² The six secondary cities to be covered under the project are Huye, Muhanga, Musanze, Nyagatare, Rubavu, and Rusizi.

³ RUDP financed phases 1 and 2 of infrastructure investments.

a separate World Bank-financed project).

Additional Financing

- As part of detailed project preparation, the World Bank and the GoR undertook a comprehensive review of wetland restoration needs and opportunities to identify the intervention areas that would most protect Kigali residents and assets from increasingly recurrent flood events. Considerable work was carried out to collect baseline data, engage with relevant stakeholders⁴, consult with the local population, and prepare preliminary designs, including engineering solutions and cost estimates. The NDF was a partner in the preparatory process.
- With this additional work, it became clear that insufficient funding was available to rehabilitate the entire system of interconnected wetlands in the CoK. Therefore, the GoR requested additional finance from the Nordic Development Fund (NDF) to focus on wetland restoration and flood prevention under the RUDP II. This financing will serve to extend wetland rehabilitation in Kigali by covering the Nyabugogo and Rugenge-Rwintare wetlands. The NDF Additional Support of Euro 9 million will complement the World Bank and NDF original support to RUDP II, and make transformational change possible for a climate-resilient and rapidly-growing CoK. The NDF has established a trust fund at the World Bank for a total of euro 9.0 million (US\$10.64 million equivalent). The Bank team will manage the funds for the project, following all Bank policies and procedures.
- While wetland rehabilitation will seek to address flood risks, Kigali will benefit from a broad suite of enhanced ecosystem functions and values. Restoration is expected to include re-establishing large wetland habitat areas, which will provide essential refuge for plant, bird, and animal species. Wetland rehabilitation will also serve to trap sediments and pollutants and, in so doing, mitigate the impacts of urban development on downstream users. The NDF financing is part of a larger coordinated and integrated approach to sustainable urbanization, flood risk management, and wetland restoration that is needed to sustain Rwanda's poverty reduction efforts.
- The scale-up of activities can be accommodated in the context of the ongoing project, as implementation will rely on the Recipient's existing capacity and existing project arrangements. Activities would be completed within the closing date of the original project of December 31, 2025.

⁴ Due to the COVID-19 pandemic infection prevention and control measures, only GoR stakeholders were consulted on the activities of the AF from the NDF grant.

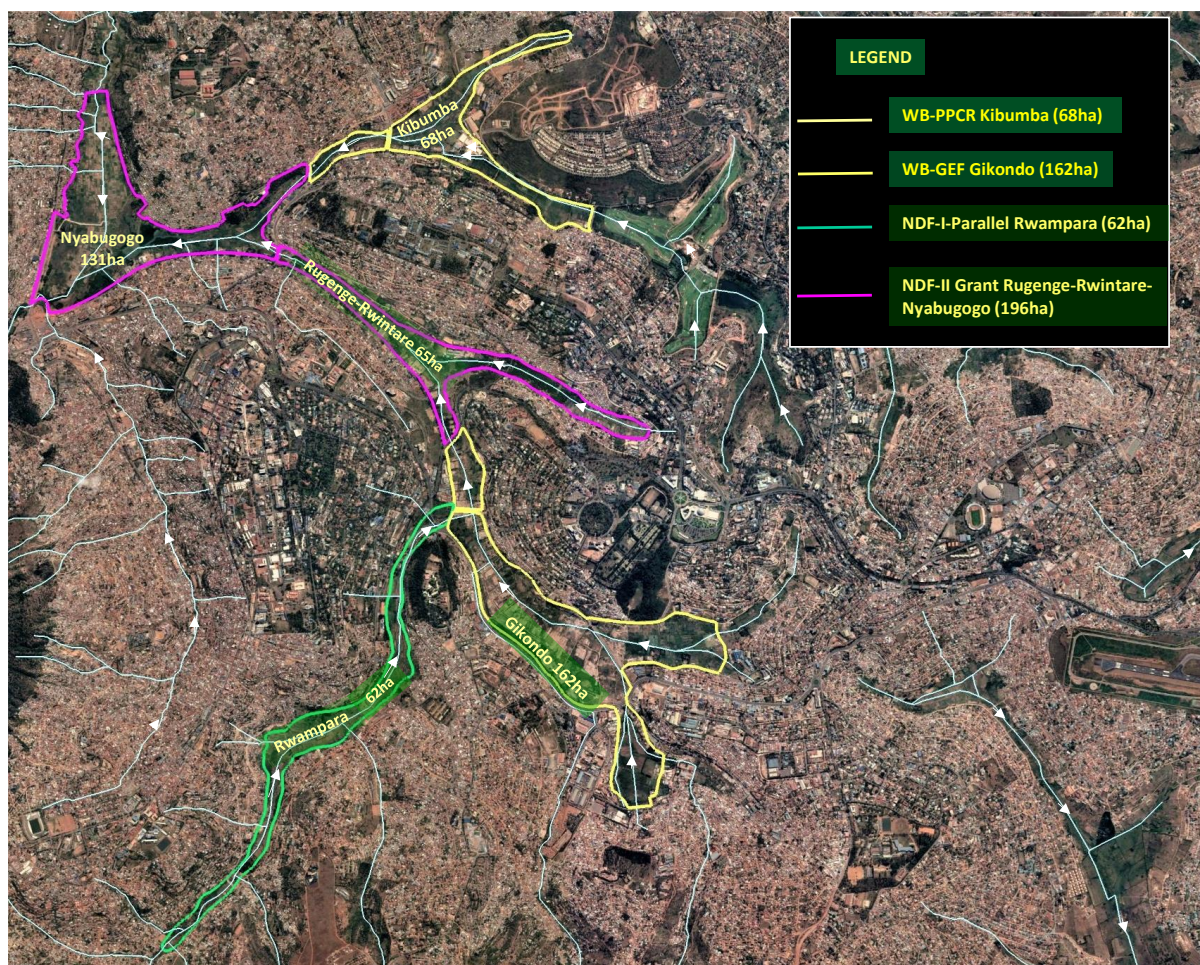


Figure 2 Map on Google Earth backdrop showing rehabilitation sites of CoK wetlands under the RUDP-II parent project and the NDF additional funding

Activities to be financed by the NDF grant:

- Technical assistance services to supervise the implementation of detailed designs for wetland rehabilitation works in Nyabugogo and Rugenge-Rwintare wetlands, environmental and social risk management, monitoring and evaluation, and development of plans for operation, long-term management, and business development.
- Investments in the rehabilitation of Nyabugogo and Rugenge-Rwintare wetlands to enhance wetland functions, reduce flooding, and promote access and use of wetlands by communities and tourists. Figure 2 show a map of the RUDP-II parent project wetland rehabilitation investment sites of Kibumba and Gikondo as well as wetland rehabilitation investment sites of Nyabugogo and Rugenge-Rwintare wetlands under the AF of the NDF grant. It should be noted that the Rwampara wetland (also featured in Figure 2) that is part of the central Kigali wetland system will also be rehabilitated under a parallel funding agreement from NDF loan to the GoR.
- Knowledge development, management, dissemination and outreach, and partnerships to supporting effective monitoring and profiling of the rehabilitation work undertaken in the CoK.

- Local supervision and oversight, monitoring, and environmental and social risk management.

Implementation arrangements.

The Rwanda Environment Management Authority (REMA) under the Ministry of Environment will implement the activities to be financed under the NDF grant. At the national level, the MININFRA is leading the coordination through the National Steering Committee. The Project Technical Committee (PTC) consists of key institutions with clearly defined tasks, responsibilities, and mandates. The PTC advises the National Steering Committee.

REMA will be in charge of implementing activities to restore wetlands, technical assistance, monitoring and evaluation (M&E), advocacy, knowledge exchange, and partnerships. REMA has a fully staffed Single Project Implementation Unit (SPIU) covering coordination, procurement, legal for contract management, accounting, internal audit for compliance, M&E, engineering, environment, hydrology, and environmental and social risk management. The SPIU is complemented by specialized consultants. REMA will partner with the City of Kigali and Rwanda Water Resources Board to ensure successful implementation of the NDF activities.

Component 4: Contingency Emergency Response (US\$ 0)

In accordance with the World Bank Policy on Investment Project Financing dated November 10, 2017, Paragraph 12 and 13 for situations of urgent need of assistance, the project includes a project-specific Contingent Emergency Response Component (CERC). The CERC will allow for the rapid reallocation of project funds in the event of a natural or man-made crisis during implementation of the project to address eligible emergency needs under the conditions established in the Project Implementation Manual. This component will have no initial funding allocation but will draw resources from other expenditure categories at the time of its activation.

2- Regulatory and Governance Framework

National Regulations and International Treaties

The SEP takes into consideration the existing national and international institutional regulatory framework that guarantees the right of speech, reunion, access to information, participation, etc.

The following are national legislations relevant to this SEP:

- i. Constitution of the Republic of Rwanda of 2003 revised in 2015
- ii. Law regulating labor in Rwanda, 2019
- iii. Law relating to expropriation in the public interest, 2015
- iv. Law on Land in Rwanda, 2021

Financial Institution- The World Bank

All projects prepared after October 2018, will apply in its preparation and implementation the new Environmental and Social Framework (ESF) which contain 10 Environmental and Social

Standards that will define the process and protocols for environmental and social management during the implementation of this project. The previous project RUDP I was prepared under the previous Environmental and Social Safeguards Policies, thus the team of LODA and all new implementing agencies will need support during the implementation of this RUDP-II for proper application of the instruments prepared for this operation and the ESS relevant to the project.

Relevant Environmental and Social Standards for RUDP -II

The following are Bank ESF environmental and social standards (ESS) that will be applied for the implementation of the RUDP-II project.

- **Environmental and Social Standard 1:** Assessment and Management of Environmental and Social Risks and Impacts. The RUDP-II (US\$ 140 million) is been classified by the World Bank with substantial risk, based on the ESS1. This risk rating will apply to the AF if the NDF grant since the wetlands to be rehabilitated are part of the same wetland system as can be seen in Figure 2.
- **Environmental and Social Standard 2:** Labor and Working Conditions;
- **Environmental and Social Standard 3.** Resource Efficiency and Pollution Prevention and Management
- **Environmental and Social Standard 4.** Community Health and Safety.
- **Environmental and Social Standard 5:** Land Acquisition, Restrictions on Land Use and Involuntary Resettlement;
- **Environmental and Social Standard 6.** Biodiversity Conservation and Sustainable Management of Living Natural Resources
- **Environmental and Social Standard 8.** Cultural Heritage
- **Environmental and Social Standard 10:** Stakeholder Engagement and Information Disclosure. Following the requirements of this ESS, the government of Rwanda has prepared this SEP.

II. STAKEHOLDERS ENGAGEMENT PLAN FOR RUDP-II

1. Introduction

The SEP takes the lessons learned from RUDP -I to improve its scope. The SEP is an operational tool to define the protocols for effectively engaging local and affected communities in the overall project development, disseminate activities, outputs and results, coordinate and hold consultations and develop clear channels of the project communication to all relevant stakeholders and target audiences. The SEP will also describe the agreed Grievance Mechanisms that will be available for affected/interested/citizens of Rwanda for sending claims, observations, and requests to the project team. The Government team reviewed the GRM of the RUDP -I in order to pick best practices and replicate them under RUDP-II with

the aim to develop a more effective communication and engagement strategy, taking into consideration the fact that unlike RUDP-I, RUDP-II involves several implementing agencies.

The SEP for RUDP-II is a formal strategy to provide equal opportunities for engagement and participation to the affected, interested, concerned stakeholders and to define effective communication strategies with the different project stakeholders.

In terms of communication, the SEP specifies the frequency and type of communications tools such as media, contact persons, telephone, meetings etc and locations of communication events. It is prepared at the beginning of the project and updated frequently, as stakeholders' communication might require change. The SEP identifies actions required to promote productive involvement of stakeholders in decision-making and execution. It can be formal or informal and highly detailed or broadly framed, based on the needs of the project and the expectations of its stakeholders.

According to the ESF and the ESS10 specifically, the SEP describes the timing and methods of engaging with stakeholders and range of information to be communicated to them as well as information to be sought from them throughout the life cycle of the project, distinguishing between PAPs and other interested parties.

The SEP informs the GoR to provide stakeholders with timely, relevant, understandable and accessible information; consult with them in a culturally appropriate manner that shall be free of manipulation, interference, coercion, discrimination and intimidation. It also considers the main characteristics and interests of stakeholders, different level of engagement and consultation that will be appropriate for different stakeholders throughout preparation and implementation.

The Stakeholder Engagement Plan (SEP) assists different RUDP-II implementing agencies with managing and facilitating future engagement throughout various stages of the Project's life cycle from design phase of the project through construction to liability period and closure.

This SEP details engagement undertaken by the GoR with the different project stakeholders during the stage of the project preparation and serves as a guide to engagement during the project early stages of creation of Grievance Redress Committees (GRCs).

This SEP will need to be revised following project progress to inform on-going stakeholders engagement through the various stages of Project construction, liability period and closure.

Lessons Learned from RUDP I for RUDP II

The RUDP I project started implementation in 2017 and its closing date is 2021. Among the lessons learned from the stakeholder engagement, management of claims (all type from workers, community, affected PAP, NGOs, etc), are summarized below.

Challenges and Lessons learnt

Despite the successful completion of phase 1 activities and the important contribution of different stakeholders, a few challenges were met along the way:

- **The active project stakeholders were not as diverse as they could have been:** project stakeholders had not been systematically identified thus the only stakeholders that were active consisted in government bodies, contractors and local communities only. NGOs and others civil society organizations had not had participation in the project and were absent in the project. The reason behind this was due to the fact that the project did not have a clear stakeholders' engagement plan with a regularly updated stakeholders registry to be followed throughout project implementation. The civil society might have felt excluded even if it was not intentional.
- Limited records of stakeholders' engagement activities: the project implementers held various meetings and workshops during phase 1. Nevertheless, most of them were not recorded and archived as it should be for future uses.
- The project did not build a central database on the claims, applications of safeguard documents, supervision visits, control of contractors.
- Some meetings were not held at project sites which obliged local communities to walk relatively long distances to attend and ultimately prevented a substantial number of them from participating.
- The use of media and radio was very limited
- Land compensation was delayed in some communities which generated many claims
- Contractors damaging house entrances, garages, affecting fences and safety walking in the project area were common issues.
- No specific budget had been set aside for stakeholders' engagement in RUDP I

Lessons learnt

Going forward, RUDP II will build on lessons learnt from previous phases so as to improve stakeholders' participation. Following lessons will be particularly useful:

- The fact that a SEP has been designed, project potential stakeholders have been identified will ease communication and engagement.
- The project will maintain a stakeholder's registry to be able to constantly engage them depending on their areas of expertise and to give the room to voice their opinions. Meetings and workshops will be appropriately recorded as well. Stakeholder meetings must foster open and intensive discussions and involve a wide range of participants, at various levels, as well as the public and media. This alleviates general skepticism, promotes transparent discussions on fairness issues, and fosters the emergence of consensus.
- In RUDP II, an environmental and social management system will be built (including databases for communications, subproject documentation, field supervision reports, remote supervision, permits, etc).

- Stakeholder consultation will be required before any contract approval and use a variety of formats (radio, WhatsApp, focal small meetings during COVID-19, etc.) that can be accessible to everyone.
- The project will consider methods that don't require participants to travel. Most of meetings will be held at project site and whenever travel is involved transportation means will be provided to participants.

2. Objective of the Stakeholder Engagement in the context of RUDP-II

The overall goal of this SEP is to improve and facilitate decision making and create an atmosphere of understanding that actively involves project – affected people (PAPs) and other project stakeholders according to the ESS10. All in a timely manner to ensure that these groups are provided with sufficient opportunity to voice their opinions and concerns that may influence project decision. The present Stakeholders Engagement Plan (SEP) follow the requirement of the ESS10 and thus define a technically and culturally appropriate approach to consultation and disclosure;

This SEP is a useful tool for providing stakeholders with timely, relevant and accessible project information, and consult with them in a culturally and appropriate manner. The SEP is part of the operational manual that will define the procedures for engaging with communities and relevant stakeholders, consultations and communication between GoR and all relevant parties in RUDP-II.

This SEP seeks to achieve the following key objectives:

- i. Define procedures for the project stakeholder engagement such that it meets the Environmental Social Standard 10, International Best Practice and national and international regulations.
- ii. Identify key stakeholders that are relevant in project implementation, including affected parties and/or parties able to influence the project and its activities.
- iii. To establish a systematic approach to stakeholder engagement that will help GoR and the project identify stakeholders, build and maintain a constructive relationship with them, PAPs in particular.
- iv. Describe the communication protocols and channels the project will use to communicate with the different types of stakeholders.
- v. To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be considered in project design and environmental and social performance.
- vi. To promote and provide means for effective and inclusive engagement with PAPs throughout the project life cycle on issues that could potentially affect them.
- vii. To ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner and format.
- viii. Define the protocols for consultation with affected communities, interested and relevant stakeholders,

- ix. To provide PAPs with accessible and inclusive means to raise issues and grievances and allow GoR to respond to and manage such grievances.
- x. Define roles and responsibilities for the implementation of the SEP
- xi. Guide the GoR to build mutually respectful, beneficial and lasting relationships with stakeholders.
- xii. To share and inform stakeholders on the project objectives, the types of investments and activities that are going to be funded by the project, timeline, contractors, locations of works, environmental and social measures taken to reduce negative impacts to the public health, safety, land property, transit, etc.
- xiii. To maximize the impact of the project by making the results and deliverables of the project available to the stakeholders and to the wider audience.

3. Principles of Stakeholders Engagement

An effective stakeholder engagement depends on mutual trust, respect and transparent communication between the GoR and its stakeholders. Therefore, the implementation of the plan is crucial for the success of the project and for the sustainability of investments in the long term. It will thereby improve decision-making and performance by:

- **Managing risks** - stakeholders' engagement helps the GoR, project and communities to identify, prevent, and mitigate environmental and social risks and their impacts that can threaten project viability;
- **Avoiding conflicts** - understanding current and potential issues such as land rights and proposed project activities;
- **Improving national policy** - obtaining perceptions about a project, which can act as a catalyst for changes and improvements in national policies formulation;
- **Identifying, monitoring and reporting on impacts** - understanding a project's impact on stakeholders, evaluating and reporting back on mechanisms to address these impacts; and
- **Managing stakeholder expectations** - consultation with the stakeholders also provides the opportunity for GoR and the project to know and manage stakeholder attitudes and expectations.
- **Voice to stakeholders:** Providing a participatory mechanism to keep stakeholders particularly the PAPs engaged in the project through a feed -back based structured mechanism.

Stakeholders' engagement shall be informed by a set of principles defining core values underpinning interactions with stakeholders. The project will comply with the following principles based on international best practice include the following:

- **Commitment** - demonstrated when the need to understand, engage and identify the stakeholders is recognised and acted upon early in the process;
- **Integrity** - occurs when engagement is conducted in a manner that fosters mutual respect and trust;

- **Respect** - created when the rights, cultural beliefs, values and interests of stakeholders and affected communities are recognised;
- **Transparency** - demonstrated when community concerns are responded to in a timely, open and effective manner;
- **Inclusiveness** - achieved when broad participation is encouraged and supported by appropriate participation opportunities; and
- **Trust** - achieved through open and meaningful dialogue that respects and upholds a community’s beliefs, values and opinions.



Stakeholders using the wetlands for agriculture production, November 2019.

Photo. Ruth Tiffer-Sotomayor

4. Stakeholder Identification under RUDP-II

In order to develop an effective SEP for RUDP-II, it is necessary to determine whom the stakeholders are and understand their needs and expectations for engagement, their interest and objectives in relation to the Project. This information shall then be used to tailor engagement to each type of stakeholder. As part of this process, it will be particularly important to identify individuals and groups who may find it more difficult to participate and those who may be differentially or disproportionately affected by the project because of their marginalized or vulnerable status.

It is also important to understand how each stakeholder may be affected or their perception on how they may be affected so that engagement can be tailored to inform them and understand their views and concerns in an appropriate manner.

Stakeholders have been and will continue to be identified on a continuous basis by identifying:

- Various stakeholder categories that may be affected by, or be interested in, the Project; and
- Specific individuals, groups, and organizations within each of these categories taking into account:
 - The expected project area and impact, that is the geographical area over which it may cause impacts (both positive and negative) over its lifetime, and therefore the localities within which people and businesses could be affected;
 - The nature of the impacts that could arise and therefore the types of national/local government entities, NGOs, academic and research institutions and other bodies that may have an interest in these issues.

In general, the nature, scope, and frequency of stakeholder engagement will be proportional to the project and its potential risks and impacts, and as the extent of impact of a project on a stakeholder group increases, or the extent of influence of a particular stakeholder on a project increases, engagement with that particular stakeholder group shall intensify and deepen in terms of the frequency and the intensity of the engagement method used. All engagement shall proceed on the basis of what are culturally acceptable and appropriate methods for each of the different stakeholder groups targeted.

The identification process found a number of stakeholders with direct or indirect interests in RUDP-II, those who may be affected by RUDP-II activities and others with various interests. Depending on their level of interest or the magnitude of impacts, there are 2 categories of stakeholders: **Primary stakeholders** are those directly affected, either positively or negatively, by the project, decisions, or actions. **Secondary stakeholders** are those that are indirectly affected by the project, or decision, or actions.

Table 2: Identification of Primary and Secondary Stakeholders for each component of the project RUDP-II, Rwanda.

Component 1: Support to the City of Kigali (infrastructure development and Technical Assistance)	
Sub-component 1a: Integrated urban planning for resilient, inclusive infrastructure delivery.	
PRIMARY STAKEHOLDERS	SECONDARY STAKEHOLDERS
MINECOFIN	RTDA
LODA	WASAC
MINALOC	REG
MINIFRA	The Private Sector Federation

City of Kigali (CoK)	Civil society organizations
World Bank (WB)	International NGOs in the field of environmental protection: IUCN, ARCOS, WCS
Project Affected People (PAPs)	RTDA, REMA
RHA	Academia (University of Rwanda, Center of Excellence in Biodiversity and Natural Resources Management, etc.)
Local communities' Local authorities	Religious organizations and others civil society organizations.
	MINAGRI
	RAB
Subcomponent 1b: Evidence-based, sustainable wetland management, flood risk management and greenhouse gas monitoring in CoK	
MINECOFIN	RTDA
WB	WASAC
MININFRA	REG
REMA	The private sector federation
RWB	Civil society organizations, religious organizations
MoE	NGOs
CoK	RTDA,
Project Affected People (PAPs)	International NGOs in the field of environmental protection: IUCN, ARCOS, WCS
Local communities	Academia (University of Rwanda, Center of Excellence in Biodiversity and Natural Resources Management, etc.)
Local cooperatives	MINAGRI
LODA	RAB
Informal communities	
Component 2: Support to Secondary Cities (infrastructure development and Technical Assistance)	
MINECOFIN	RTDA
MININFRA	WASAC
MINALOC	REG, REMA
Districts	The private sector federation
WB	Civil society organizations (religious groups, NGOs) International NGOs in the field of environmental protection: IUCN, ARCOS, WCS

Local communities	RTDA
Project Affected People (PAPs)	WASAC
	Others Development Partners
	Academia (University of Rwanda, Center of Excellent in Biodiversity and Natural Resources Management, etc.)
	The private sector federation
	RTDA
	WASAC

5. Classification of stakeholders based on ESS10

After examination of the above table, it appears the two categories; a further classification will put them into 3 main groups:

- ✓ Have a role in the project implementation (also known as ‘implementing agencies’): they consist mainly in government agencies (ministries and local administrative entities)
- ✓ Are impacted or likely to be impacted directly or indirectly, positively or adversely, by the Project (also known as ‘affected parties’): in this group are found local communities, vulnerable groups and users of the project area, for example: users of the roads, children of the school, attendees to churches and health centres, users of bus stops, vendors of streets, farmers, people who collects water near wetlands, etc.
- ✓ May have an interest in the Project (‘interested parties’). They include individuals or groups whose interests may be affected by the Project and who have the potential to influence the Project outcomes in any way: in this group are found civil society organization, opinion leaders in the project area, the media, other government agencies, the private sector in general among others.

In reference to the above description, stakeholders under RUDP-II will emerge from the following entities:

(i) Government ministries and agencies

Engaging with government ministries, institutions, agencies, authorities, and departments will serve two main purposes: one is to build consensus and ownership, and secondly is to identify the governance framework for socio-economic development and environmental management. Identified ministries and agencies or authorities during planning are presented in table 3 with their roles and responsibilities. All government agencies that will have fiduciary responsibility or will benefit from the project (for example Technical Assistance) will have responsibility in the application of the ESF documents and will be responsibility of MININFRA and all PIUs to coordinate compliance; others agencies will be involved in consultations, permits, dissemination, etc. See Table 3.

(ii) Project Affected people

Project affected people here refer to those who are directly affected by the project. This group includes people who will lose land or access to land and any other identified properties due to project activities, vulnerable groups and users of the project area, for example: road users, children attending schools, attendees to churches and health centres, users of bus stops, vendors of streets, farmers, people who collect water near wetlands and all other project identified beneficiaries.

(iii) Local communities

Involvement of local communities at earlier stage of RUDP-II will help prevent or mitigate early on problems/complaints that may arise and hinder project progress in the next phases; and beside that, community participation is a basic human right and fundamental principle of democracy. During RUDP-II implementation especially in construction phase, project components especially roads and drainages will require land acquisition and involuntary resettlement of residents living in secondary cities of Muhanga, Huye, Rusizi, Rubavu, Musanze and Nyagatare and City of Kigali informal settlements and wetlands that are targeted under this project. There will be a need to communicate with owners of land, crops and properties for which project activities will require acquisition to agree on fair compensation of the loss caused by the project. The extent and magnitude of impacts that would be caused by RUDP-II activities is not known at preparation stage nor individuals to be affected or displaced, but later during environmental and social assessment studies, especially Resettlement Action Plan (RAP) and Environmental Impact Assessment (ESIA), the Government and consultant will be responsible of analysing project impact and identification of PAPs as well as preparing a consultation plan to communicate to the PAPs about project impacts and national legal obligation related to expropriation in the public interest.

(iv) Vulnerable or disadvantaged groups

Vulnerable/disadvantaged groups are community members likely to be affected by RUDP-II but may have difficulty in engaging with the stakeholder consultation process and thus may not be able to fully express their concerns regarding the proposed Project. Vulnerable groups could be for example: Poor women headed households, people with physical or mental disabilities, small-scale farmers using the wetlands, small-scale traders using roadsides to sell their products among others.

Project affected people in secondary cities and CoK communities will surely include identified vulnerable/disadvantaged

groups, but they are not yet identified at this stage of the project, however, the identification and consultation process will be thoroughly carried out in the next stages that include ESIA and RAP studies that will be done before project implementation.

(v) Informal communities in the wetlands

There is a substantial number of people who use the targeted wetlands in the CoK for their livelihoods. These include small scale farmers and itinerant vendors in Nyabugogo, Gikondo, Kibumba and Rugenge-Rwintare wetlands. Their formal identification and engagement will be

done during the preparation of ESIA's and their views on how the project will impact them and their proposals on mitigation measures will be collected then and further assessed for implementation.

(vi) Non – government Organization (NGOs)

Non-governmental organizations in the project area include youth groups, women gender based advocacy group, human rights activists, faith based organizations, NGO intervening the area of environment conservation etc. They have influence on the project especially when it comes to stand for the PAPs and advocate for vulnerable groups and environment protection. These organizations have been consulted at district level during project identification, initiation/planning phases and their concerns and considered. Consultation with them will continue for the entire project lifecycle in order to update them on changes or any emerging issue that may arise during the course of project.

(vii) Private Sector

The skills and knowledge of engineers and professional organizations will be required for the project to achieve its objective. The required safeguard documents such as ESIA and RAPs will be carried out by national and/or international environmental assessment practitioners while the construction of infrastructures like roads, drainage, and site servicing will require a pool of skills with state-of-the-art technics and modern engineering practices in urban infrastructures development. All these stakeholders will be identified and consulted in due time according to the project implementation timelines.

(viii) World Bank and other development partners

The infrastructures to be developed under RUDP-II will be funded through World Bank Investment Project Financing mechanism which allows developing country to borrow money in terms of loan or bank guarantees from World Bank. The Bank will monitor and ensure application of the agreed ESF documents; Environmental, Labour, Health and Safety, Pollution among others national regulations and international agreements; efficiency use and value for money; among others. Moreover, WB is also committed to supporting and enhancing the capacity of national environmental and social frameworks to assess and manage the environmental and social risks.

(ix) Media

The media including, newspapers, magazines, other printed media, televisions, local radio stations, community radios, and electronic media will be used to communicate about RUDP-II activities and progress. It will also serve as a channel to communicate with stakeholders and a platform where stakeholders can express their concerns and issues as regard RUDP-II.

The table below shows roles, responsibility and interests of each stakeholder identified during planning as far as their mandate and mission, involvement, resources and influence in project development, planning and decision-making are concerned.

The identification process will continue throughout the implementation, as the engagement of stakeholders during all phases of the project life cycle is paramount. Hence, new stakeholders

will be identified while others will lose their relevance as the project goes forward. The table below presents primary and secondary stakeholders currently relevant to RUDP-II.

Table 3: Identified stakeholders for RUDP-II and potential interest or influence in the project (this is just an indication and not a proper assessment of each group).

No	Stakeholder	Involvement in the project	Interest	Influence
I. Government institutions				
1	Ministry of Infrastructure (MININFRA)	<p>MININFRA is national project coordinating ministry/institution. MININFRA's role include:</p> <ul style="list-style-type: none"> ▪ MININFRA will oversee implementing agencies which include REMA, LODA, districts of the six secondary cities and CoK. ▪ Coordination and monitoring of performance of implementation of the project, risk management, monitoring & evaluation and disclosure of information, developing and putting in place performance agreements, and developing and implementing the communication strategy, ▪ Lead negotiation with World Bank 	High	High
2	Ministry of Local Government (MINALOC)	<p>MINALOC does monitoring and evaluation of the implementation of sector and sub-sector programs, oversee and monitors district activities. The main role of MINALOC will:</p> <ul style="list-style-type: none"> ▪ Oversee implementing agencies which include LODA, districts of the six secondary cities and CoK ▪ Monitoring of performance of implementation of RUDP II. 	High	Medium
3	Ministry of Finance (MINECOFIN)	<p>The Ministry of Finance and Economic Planning (MINECOFIN) co-ordinates functions of finance and planning and development cooperation. The MINECOFI will:</p> <ul style="list-style-type: none"> ▪ Lead financial negotiation with World Bank and on project timelines, starting and closure. 	High	High

No	Stakeholder	Involvement in the project	Interest	Influence
		<ul style="list-style-type: none"> ▪ Disbursing the funds according to priorities. 		
4	Local Administrative Entities Development Agency (LODA)	<p>LODA is serves as Project Implementation unit and oversees project management for component 3. As implementing agency of RUDP-II, LODA will be required to fulfill the following roles:</p> <ul style="list-style-type: none"> ▪ Contracting consultancy services for feasibility studies, Engineering Design consultancies, ESIA, RAP etc. ▪ Managing sub accounts (SOEs etc.) according to agreed FM arrangements, ▪ Providing quarterly financial reports on physical and financial progress, ▪ Environmental and Social Standards and ESF documents Implementation, ▪ Informing and engaging citizens, ▪ Ensuring availability of district officers ▪ Ensure that the public is fully involved and consulted in the ESIA process 	High	High
5	Secondary Cities District Governments and City of Kigali	<p>Secondary cities governments are project implementation units they will be implementing and following up RUDP-II execution at local level by:</p> <ul style="list-style-type: none"> ▪ Review investment priorities identified by Feasibility Study Consultants ▪ Consult locally – CSO, private sector, communities etc. ▪ Confirm selection of subprojects by 23rd of October 2019. ▪ Collaborate closely with consultants preparing the project (FS & ESF consultants) ▪ Contracting and implementing civil works 	High	High
6	Rwanda Housing Authority (RHA)	Rwanda Housing Authority mandate is to regulate construction industry, improve planning, organizing and spearheading urban	Medium	Medium

No	Stakeholder	Involvement in the project	Interest	Influence
		<p>settlement, and affordable housing. The role of RHA under RUDP-II will be:</p> <ul style="list-style-type: none"> ▪ Guide and assist CoK and secondary cities in the development of unplanned settlement upgrading schemes and site servicing ▪ Aid and quality control during project implementation 		
7	Rwanda Transport Development Agency (RTDA)	<p>Rwanda Transport Development Agency (RTDA) manages and control national road network with a view of achieving road safety and maintenance. The RTDA will:</p> <ul style="list-style-type: none"> ▪ Ensure RUDP-II roads projects designs comply with national requirements ▪ Assist Project Implementation Unit (PIU) in development and validation of project designs in compliance with national policy 	Medium	High
8	Rwanda Water and Forestry Agency (RWAF)	<p>RWAF implement policies, laws, strategies and Government decisions related to the management of forests and natural water resources; under RUDP-II, RWAF will:</p> <ul style="list-style-type: none"> ▪ Provide technical assistance on forests, water and wetlands management during RUDP-II implementation, especially site servicing 	Medium	Low
9	Water and Sanitation Corporation (WASAC)	<p>WASAC manage water and sanitation services in Rwanda. It is also in charge of production and distribution of water.</p> <ul style="list-style-type: none"> ▪ WASAC will be responsible for relocation of underground water supply lines and distribution network during construction and site servicing. 	Medium	Low
10	Rwanda Energy group (REG)	<p>REG is entrusted to expand, maintain and operate the energy infrastructure all over the Country.</p> <ul style="list-style-type: none"> ▪ During construction of infrastructure and servicing of sites REG will be responsible for grids and power lines relocation. 	Medium	Low

No	Stakeholder	Involvement in the project	Interest	Influence
11	Rwanda Environment Management Authority	REMA is mandated to protect, preserve and promote the environment. Under RUDP-II REMA will as well implement component 1b of the project on wetland rehabilitation.	High	High
12	Rwanda Development Board	RDB brings together several government bodies focused on promoting investment in Rwanda. <ul style="list-style-type: none"> ▪ RDB will be responsible for reviewing projects EIA reports before approval of the implementation of the projects. 	Medium	High
13	RLMUA	Rwanda Land Management and Use Authority		
14	others			
II. Residents in Secondary cities, CoK including PAPs and vulnerable groups				
13	Project Affected people	Some residents of CoK and the secondary cities will be negatively impacted by the project as a result of involuntary resettlement (loss of homes), and other assets to give way to road construction	High	High
14	Local Community	The local community is interested because of the following; <ol style="list-style-type: none"> 1. Local communities will be negatively impacted by project activities during implementation as some of the services such as utility provision will be temporally interrupted at times. 2. The community will benefit also positively from this project through improved accessibility. They will be responsible for: Local communities will be useful agents in collection of data that will be vital in monitoring and as such they will play a role in the monitoring framework	High	High
15	Vulnerable and disadvantaged groups	These will include physically disabled people, widows or women headed households, children or orphans headed households, households below the poverty line. Their roles during RUDP-II will include:	High	Low

No	Stakeholder	Involvement in the project	Interest	Influence
		These group will provide information as regard social economic status of residents in secondary cities and CoK unplanned settlements, this information will serve as a baseline in evaluating project impact on people's life.		
III. Non-Governmental Organization, Private sector and Media				
16	Non-governmental Organization (CSO, religious groups, etc.)	<p>These are of advocates groups for protection and preservation of environment, legal practitioners, representatives of youth and gender equity promoters. Their responsibility will be among others to:</p> <ul style="list-style-type: none"> ▪ These NGOs operating in districts and CoK will provide useful information on project impact during ESIA and RAP studies ▪ Their participation and engagement will help Project Implementation Units channel information relevant to the project. 	High	High
17	Private Sector (Environmental professional organisation, institute of Engineers, suppliers)	<p>Environmental Assessment practitioners, institute of engineers and other professional organization are part of this category and successful implementation of RUDP-II will need their involvement. Their main role will be:</p> <ul style="list-style-type: none"> ▪ To carryout ESMF, RPF, ESIA and RAP studies; ▪ Represent the client (LODA and District/CoK) and serve as link between LODA and District/CoK and local community during impact assessment; ▪ Carryout construction activities and supervision of works ▪ Supply materials required for construction of roads and drainages infrastructure 	High	High
18	Media	<p>Those include newspapers, magazines, televisions, radio and electronic media.</p> <ul style="list-style-type: none"> ▪ They will be used to communicate about RDP II activities 	High	Low

No	Stakeholder	Involvement in the project	Interest	Influence
		<ul style="list-style-type: none"> ▪ Media would be a useful link to reach out to stakeholders especially during disclosure of findings of studies ▪ Media can be a channel where stakeholders communicate their interest, complaints and grieves 		
IV. World Bank and other Development Partners				
19	World Bank (WB)	<p>All infrastructures development under RUDP-II will be funded by WB through loan agreement with GoR through MINECOFIN.</p> <ul style="list-style-type: none"> ▪ WB will monitor efficiency use of fund and disbursement rate ▪ They will also provide technical assistance on proper management and implementation of the project; that include among others financial management, safeguard, and procurement process. ▪ WB will carry out regular supervision of of the project as to ascertain if activities on ground conform with Environment and Social Commitments plan as well as agreement signed with GoR. 	High	High
20	Other Development Partners (e.g. NDF)	<p>With RUDP-II funded by WB, other development partners would wish to have a stake and associate their fund.</p> <ul style="list-style-type: none"> ▪ They will be required to provide the scope of their intervention and sign agreement with GoR ▪ All interventions would be in harmony with RUDP-II and provide added value to the ongoing project activities 	Medium	Low

III. METHODOLOGY USED TO PREPARE THE SEP FOR RUDP-II

Throughout 2019 preparatory consultations were held for the preparation of RUDP-II with different stakeholders (local authorities, opinion leaders, local communities from the wetlands, secondary cities and the CoK, NGOs and universities) among others. The main objective of these preparatory consultations were to:

- a) Identify the main stakeholders related to the project, their interest and views toward flood control, wetland conservation, urban development, increase restoration of wetlands.
- b) Identify the main potential impacts that the project could cause to the local users
- c) Advise on the technical design of the project and project components
- d) Collect lessons learned from the RUDP-I project in relation to urban infrastructure, environmental and social management, roles of supervisors and institutional coordination.

Those consultations meetings gathered together stakeholders at ministerial level and local level, or district governments, and provided them with an opportunity to suggest their priorities in terms of investments and to raise their concerns among others. Furthermore, going forward stakeholders' engagement will assist with ensuring all relevant issues are captured and that all stakeholders are offered a platform to voice their concerns. In order to do so, there are a variety of engagement techniques that will be implemented under RUDP-II to build relationships with stakeholders, gather information from, consult with, engage, and disseminate project information to stakeholders.

1. Procedure for engagement

When selecting an appropriate consultation technique, culturally appropriate consultation methods and the purpose for engaging with a stakeholder group will be considered. Prior to any engagement event, the following steps will be followed:

- i. Preparation of standard 'question and answer' sheets tailored for specific stakeholder types (based on 'lessons learnt' analysis and common issues raised in previous engagement);
- ii. Planning/design of engagement action (s) with Project Implementation Units, consultants and then key Secondary Cities Districts and the CoK both for component 1a and 1b.
- iii. Agree on the roles of parties during stakeholder engagement activities;
- iv. Selection of individual/group stakeholders with whom engagement will occur;
- v. Selection of methods for engaging and disclosure of information (including such topics as format, language, and timing);
- vi. Selection of location and timing for engagement activities, for PAPs, avoiding busy work times when special activities may be occurring);
- vii. Agreeing mechanisms for ensuring stakeholder attendance at engagement activities (s) (if required);
- viii. Identification and implementation of feedback mechanisms to be employed.

When the above-mentioned preparatory steps are completed, there are engagement methods and techniques that will be used. Some of these techniques have already been used during the preparation of ESF documents and will be replicated throughout project implementation. Details are presented in the next section.

2. Engagement methods and techniques under RUDP-II

The techniques used during RUDP-II preparation and which will be used and expanded to other methods during the entire project cycle, are presented in table below:

Table 4: Stakeholders consultation methods for the preparation of the RUDP-II project in Rwanda.

Engagement Method	Appropriate application of the method
Correspondances (Phone, Emails, text messages)	<ul style="list-style-type: none"> ▪ Distribute information to Government officials in ministries and agencies, Local Governments and CoK, NGOs, and private sector/professional, organizations, ▪ Invite stakeholders to meetings and follow-up
One-on-one meetings	<ul style="list-style-type: none"> ▪ Seeking views and opinions; ▪ Enable stakeholder to speak freely about sensitive issues; ▪ Build personal relationships; ▪ Record meetings
Formal meetings	<ul style="list-style-type: none"> ▪ Present the Project information to a group of stakeholders; ▪ Allow groups to comment – opinions and views; ▪ Build impersonal relation with high level stakeholders; ▪ Disseminate technical information; ▪ Record discussions
Public meetings	<ul style="list-style-type: none"> ▪ Present Project information to a large group of stakeholders, especially communities; ▪ Allow the group to provide their views and opinions; ▪ Build relationship with the communities, especially those impacted and vulnerable/disadvantaged; ▪ Distribute non-technical information; ▪ Facilitate meetings with presentations, PowerPoint, posters etc.; ▪ Record discussions, comments, questions.
Focus group meetings	<ul style="list-style-type: none"> ▪ Present project information to a group of stakeholders; ▪ Allow stakeholders to provide their views on targeted baseline information; ▪ Build relationships with communities; ▪ Record responses
** Print media and radio announcements	<ul style="list-style-type: none"> ▪ Before subprojects construction initiates an announcement in the radio and national newspaper will be published in local language. ▪ Disseminate project information to large audiences, and illiterate stakeholders; ▪ Inform stakeholders about consultation meetings;

Internet media	Facebook page, WhatsApp groups, tweeter handle among others
Workshops	<ul style="list-style-type: none"> ▪ Present project information to a group of stakeholders; ▪ Allow the group of stakeholders to provide their views and opinions; ▪ Use participatory exercises to facilitate group discussions, brainstorm issues, analyze information, and develop recommendations and strategies; ▪ Recording of responses
Surveys	<ul style="list-style-type: none"> ▪ Gather opinions and views from individual stakeholders ▪ Gather baseline data ▪ Record data ▪ Develop a baseline database for monitoring impacts
Website	Present project information and progress updates; <ul style="list-style-type: none"> ▪ Disclose findings of ESIA, ESMP, ESMF, RAP and RPF and other relevant project documentation
Direct communication with owners of affected properties, land, crops/asset	<ul style="list-style-type: none"> ▪ Seek PAPs participation during social economic survey and valuation exercise; ▪ Share findings of valuation report, seek PAPs approval and signature; ▪ Communicate cut-of-date

Following identification of stakeholders and their involvement in the project as well as the engagement methods, table 5 below presents consultation levels and technics that will be used in communicating with stakeholders.

Table 5: Stakeholders levels of consultation

Stakeholder group	Communication technics
Government ministries and affiliated agencies	<ul style="list-style-type: none"> ▪ Telephone / email / text messaging ▪ One-on-one meetings ▪ Formal meetings
Project Affected People	<ul style="list-style-type: none"> ▪ Print media, text messaging and radio/TV announcements ▪ One-on-one interviews/meetings ▪ Public meetings ▪ Focus group meetings ▪ Surveys ▪ Information boards

Local community including vulnerable or disadvantage groups.	<ul style="list-style-type: none"> ▪ Print media, text messaging and radio/TV announcements ▪ One-on-one interviews/meetings ▪ Public meetings ▪ Focus group meetings ▪ Surveys ▪ Information boards
Non-Governmental Organization (CSO, religious groups.	<ul style="list-style-type: none"> ▪ Phone / fax / email / text messaging ▪ One-on-one interviews ▪ Focus group meetings ▪ Information boards
Private Sector (environmental professional organization, institute of engineers)	<ul style="list-style-type: none"> ▪ Phone / fax / email / text messaging ▪ Print media and radio announcements ▪ Workshops ▪ Focus group meetings ▪ Surveys
World Bank and other development partners	<ul style="list-style-type: none"> ▪ Phone / email / text messaging ▪ Formal meetings ▪ Workshops
Media	<ul style="list-style-type: none"> ▪ Phone / fax / email / text messaging ▪ One-on-one interviews ▪ Community radios and TV

IV. STAKEHOLDER ENGAGEMENT ACTIVITIES

Stakeholder engagement activities were informed by and regularly updated according to an iterative process of stakeholder identification, analysis and mapping and based on comments received on the stakeholder engagement process. Prior to commencement of stakeholders’ engagement, the level, technique/method of engagement and the activity to be carried out will be clearly identified by PIU or coordinating agency before communicating to stakeholders.

The key project life-cycle phases and associated activities to be considered when implementing stakeholders’ engagement are briefly discussed below:

- 1) Preparation
- 2) Development of safeguard instruments
- 3) Designs
- 4) Implementation and monitoring

1. Preparation stage

(i) Consultations for subcomponent 1a and component 2

Throughout 2019 various consultation meetings for the preparation of RUDP-II were held across secondary cities districts and CoK on the 2 components of the project for the stakeholders to express their opinions and present their priorities to be considered for funding

under this project, formulating rational and basic objectives, and goal of RUDP-II. These consultations gathered together different stakeholders at national and local levels to discuss project components and identify priority sub-projects that fall under RUDP-II objectives and goals. The secondary cities and CoK as targeted project areas for RUDP-II new investments were given opportunity to present sub-projects that are in line with their respective Districts Development Plans. Priority projects presented by stakeholders during identification range from basic infrastructure and services such as roads, drainages investments, upgrading of unplanned settlements and site servicing, wetlands rehabilitation and flood risk management. Consultation forums used included the monthly Community services (Umuganda) held every last Saturday of the month. Formal consultative meeting with local community representatives in the secondary cities took place during the month of August in 2019 while for the CoK it was held on 10/12/2019 with communities of targeted informal settlement under RUDP-II.

Furthermore, a consultation workshop with Vice mayors and Executive Secretaries of the 6 secondary cities was organized by LODA on 11th October 2019 for further discussion on priority projects and to seek their inputs on different ESF documents the SEP included. Still within the framework of gathering as much information as possible in a bid to ensure that the project will be implemented within the full respect of the Environmental and Social standards as required by the World Bank, an assessment of the 6 secondary cities and the CoK capacity to implement environmental and Social standards as required by the World Bank's ESF was carried out from 4th to 13th February 2020. Various stakeholders including District Officials and District staff and contractors.

(ii) Consultations on Subcomponent 1b: Wetland rehabilitation and flood risk reduction

Consultations with REMA

Consultations with REMA had indicated that the institution had one Environmental Specialist under the SPIU who was responsible for the supervision of environmental and social safeguards in all projects. REMA projects had Field Environmental Officers based at project sites and are responsible for among others, monitoring project activities on the ground, supervising the contractor and to report to the respective Project Coordinator at REMA. It had been recommended that REMA should appoint an Environmental Specialist and a Social Risk Management Specialist dedicated to the RUDP-II wetland rehabilitation and flood risk reduction subproject to ensure proper and adequate monitoring of both environmental and social risk management and other related issues that may arise during implementation.

Recent consultations indicated that REMA had indeed employed the following staff under the PIU dedicated to the implementation of Component 1b of the project:

1. Project Coordinator
2. Ecology Specialist
3. Hydrology Engineer Specialist
4. Environmental Specialist
5. Social Risk Management Specialist
6. Accountant Specialist

It was indicated that a Monitoring and Evaluation Specialist and Procurement Specialist for the subproject were under recruitment.

Consultation with Non-State Stakeholders on Component 1b: Wetland rehabilitation and flood risk reduction

Several bilateral consultations between the World Bank and GoR senior managers in key stakeholder institutions including CoK, REMA, RWFA and MOE as well as technical-level multi-sector stakeholder meetings resulted in the selection of Nyabugogo, Gikondo, Kibumba and Rugenge-Rwintare wetlands as potential investment sites for wetland function rehabilitation and flooding hotspots for risk reduction interventions. Consultative meetings were held with key non-State stakeholders and with the Private Sector Federation on 7 Feb and 2 Mar 2020 respectively.

The consultative meeting with non-state stakeholders held in Kigali on 7 Feb 2020 was convened by REMA as the institution with the statutory responsibility to participate in the preparation of activities strategies designed to prevent risks and other phenomena which may cause environmental degradation and propose remedial measures. Stakeholders included academia, conservationists and members of the private sector who provided professional opinions and advice on mitigating potential negative environmental and social impacts of the proposed wetland rehabilitation and flood risk reduction while enhancing positive impacts. The Table 6 provides a summary of issues and advice provided with regard to the wetland rehabilitation and flood risk reduction component the project.

Table 6 summary of consultation outcomes on subcomponent 1b: wetland rehabilitation

Comments and Issues raised	Category of Issue Raiser	Reply from ESF Team &/or Implementing Agency
Wetland rehab scenarios:		
<ul style="list-style-type: none"> Who was consulted? 	Academia	National Taskforce on flooding; State institutions responsible for urban land use, natural resources management convened by REMA (MoE; MINEMA; RWFA; CoK); Various stakeholders during preparation of the Kigali Wetlands Master Plan
<ul style="list-style-type: none"> Is there harmonization with CoK Master Plan and Wetland Master Plan? 	Academia	ESF team consulted with the Kigali Wetlands Master Plan preparation team. RUDP-II wetland rehab conceptual scenarios were presented during the Plan validation where various stakeholders participated.
<ul style="list-style-type: none"> Scenario with existing wetland agriculture preferred that includes existing wetland agriculture land use. What is known about conservation agriculture? 	Academia; Conservation Agencies	Promoting conservation agriculture compatible with wetland ecosystem functioning among existing wetland users will be included in detailed design and feasibility study for wetland rehabilitation.
<ul style="list-style-type: none"> Principles and definitions for wetland rehab should be clear 	Academia; Conservation Agencies	Detailed design and feasibility study will lay out principles for wetland function rehabilitation.

Comments and Issues raised	Category of Issue Raiser	Reply from ESF Team &/or Implementing Agency
(e.g. zoning for wetland functionality)		
<ul style="list-style-type: none"> Foundations must be excavated and removed prior to rehabilitation works in the former Gikondo Industrial Park 	Conservation Agencies	Detailed design and feasibility study will lay out principles for wetland function rehabilitation. Plans for levels of contamination and soil remediation include foundations.
Budget:		
<ul style="list-style-type: none"> What is the allocation ratio for infrastructure and wetland rehab? 	Academia; Conservation Agencies; Private Sector	Only broad costing has been estimated for grant application purposes. Detailed costing will be prepared and included in the Project Appraisal Document (PAD) and publically disclosed.
<ul style="list-style-type: none"> Were cost-benefit analyses conducted? 	Academia; Conservation Agencies	Cost Benefit Analyses will be part of the feasibility study for this sub-project.
Impact of relocations:		
<ul style="list-style-type: none"> What happens to resettled people? Livelihoods and social justice should be considered Local communities should participate through such opportunities as ecotourism and recreation (morning Biodiversity tours; water tourism; aquaculture and sport-fishing) 	Academia; Conservation Agencies	A RPF has been prepared to ensure assessment of impacts on persons and assets likely to be affected is conducted with appropriate mitigation measures identified. RPF will be publically disclosed. Issues duly noted for this ESMF and will inform ESIA preparation for the wetland rehabilitation sub-project.
Application of Nature Based Solution		
<ul style="list-style-type: none"> NBS has multiple benefits; NBS makes sense as long term interventions What is going to be monitored in terms of biodiversity? Tools to consider: City Biodiversity Index; 4>Returns Methodology 	Conservation Agencies	A pre-feasibility study to implement NBS in the RUDP-II has been commissioned. The ESF team will ensure that these issues are addressed in the study. The ESF team will also present the participants of this meeting as key informants for possible consultation.
Wetland rehab scope:		
<ul style="list-style-type: none"> Are Secondary City wetlands considered in the rehab intervention? 		The wetland rehabilitation sub-project of RUDP-II will serve as proof of concept for upscaling best approached to deploy nationally.
<ul style="list-style-type: none"> Green Building designs in urban upgrades with the collaboration of the Rwanda Green Building Organization 	Academia; Conservation Agencies; Private Sector	The offer will be forwarded for detailed designs and feasibility study of urban settlement upgrades sub-project.
<ul style="list-style-type: none"> Universities should participate in the project to involve students in wetland rehabilitation 		This suggestion will be forwarded for inclusion in the feasibility study of the wetland rehabilitation sub-project.

Comments and Issues raised	Category of Issue Raiser	Reply from ESF Team &/or Implementing Agency
Project Timeline:		
<ul style="list-style-type: none"> Cost Benefit Analysis should be considered for 5-20yr for scenarios 	Academia; Conservation Agencies	The detailed designs and feasibility study will include Cost Benefit Analysis in scenario refinement for wetland rehabilitation.
<ul style="list-style-type: none"> ARCOS wetland integrity assessment will be available as a resource in June 2020 	Academia; Conservation Agencies	The RUDP-II is the second 5-year phase of the urban development project with possibilities of subsequent phases. Wetland rehabilitation is intended as a catalyst for future upscaling as most urban wetlands are degraded.

Consultations with Private Sector Federation (PSF) on Subcomponent 1b: GIP Wetland rehabilitation

One of the potential sites for wetland rehabilitation investment is the former Gikondo Industrial Park (GIP) that was established in the early 1970s. The GoR took the decision to relocate the industries and rehabilitate the area to some level of functions guided by a legal instrument Instructions of the “Minister of Trade and Industry N°20/Minicom/2013 of 20/05/2013 Modifying Instructions N° 15/2012 of 23/04/2012 Related of the Relocation of Factories and other Facilities Located in the Gikondo Industrial Park⁵”.

Under the implementation of this Ministerial Instruction, the Private Sector Federation (PSF) represents the Gikondo Industrial Park former property owners that included factories, vehicle repair garages, warehouses and other activities in the on-going expropriation and relocation program under an MoU with MINICOM. Communication from MINICOM on the status of relocation of 21st Nov 2019 attached in Annex 12 indicated that the relocation program was implemented in phases. The communication provided information to the effect that the GIP had been occupied by 89 operators in industrial and other activities. The communication indicated that 14 factories were relocated in first phase to the Kigali Special Economic Zone (KSEZ). Out of the remaining 75 properties, 39 have were expropriated in the second phase and remaining 36 will be expropriated the third phase by 2021.

Challenges:

Following recent heavy rains and unprecedented flooding that occurred from December 2019 up to April 2020, GIP was one of the heavily affected areas which forced the closure of operations in that area. Although there was general willingness to move from the flood prone GIP, the consultation revealed that property owners/operators suffered various inconveniences and challenges.

PSF as the representative of industrial property owners explained the following challenges:

- All property owners/operators had vacated the GIP following recent recurrent heavy rains and subsequent flooding
- Property owners/operators could not obtain the same size of land in the KSEZ as they had in GIP

⁵ Official Gazette n° 23 of 10/06/2013

- Available locations are in designated industrial zones e.g. Dubai World in Masaka Sector, far from the city center in comparison with the GIP
- Compensation was paid in instalments instead of the preferred lumpsum; third phase compensation recipients will receive full payment due by 2021
- Former GIP property owners/operators experienced delays in obtaining construction permits. PSF was assisting by negotiating with CoK authorities to provide temporary construction permits for new factories/industries.
- Some factories/industries previously operation in the GIP had bank mortgages that could not be covered by the compensation

Opinions on sustainable use of a rehabilitated Gikondo wetland:

Regarding opinions on the planned concepts of sustainable and income-generating use of the rehabilitated wetland, PSF made the following recommendations.

- Previous occupants/property owners/operators of GIP should be consulted in designing rehabilitation and sustainable utilization of the rehabilitated wetland
- Rehabilitation works should give priority to former GIP entrepreneurs
- Priority for operating revenue generating utilization of the rehabilitated Gikondo wetland should be given to former GIP occupants/property owners/operators in possible PPP arrangements instead of putting the on tender markets
- Wetland rehabilitation designs should consider fruit tree/orchards of economic values; aquaculture
- Wetland rehabilitation should consider economically viable recovery of eroded soil from the uplands

Initial Community Engagement on Subcomponent 1b: Wetland rehabilitation

During project preparation visits, wetland resource users identified included subsistence vegetable and rice farmers (Figure 18), sand miners in wetland drainage and stream channels, domestic use water collectors, crafts artisans.

It was noted that most of the wetland resource users were female. Consulted women and girls indicated that they had no alternative water sources for domestic use and farmers indicated that their wetland crops earned them income and livelihoods.

The sand miners and water collectors indicated that they would appreciate jobs from the planned rehabilitation works. They also indicated that they would appreciate the inclusion of trees for shade and wind-breaking in the wetland rehabilitation interventions.

Due to restrictions associated with COVID-19 infection prevention and control, consultations on specific wetland rehabilitation investment sites under the Additional Financing of the



Figure 3 Rice & vegetable farmers in Nyabugogo downstream wetland

NDF grant, consultations have so far been among GoR, NDF and World Bank officials involved in RUDP-II. However, consultations will be held with all stakeholders of the Nyabugogo and Rugenge-Rwintare in addition to those underway within the on-going ESIA for wetland rehabilitation under the RUDP-II including the NDF grant Additional Funding (AF) and the NDF parallel financing outside the RUDP-II. The scope of the RUDP-II funded ESIA involves all the five wetlands of Gikondo, Kibumba, Nyabugogo, Rugenge-Rwintare and Rwampara.

DETAILS OF SEP PREPARATION STAGE STAKEHOLDER ENGAGEMENT MEETINGS

Date	Venue	Participant Categories	No. of Participants	
			Female	Male
20/08/2019 and 4/02/2020	Muzanze (Muhoza)	District officials, District officers, LODA/RUDP-II team, Project area affected communities, contractors and supervising company	21	10
21/08/2019 and 5/02/2020	Rubavu (Buhuru Centre)	District officials, District officers, LODA/RUDP-II team, Project area affected communities, contractors and supervising company	15	19
23/08/2019 and 6/02/2020	Rusizi (Kamembe)	District officials, District officers, LODA/RUDP-II team, Project area affected communities, contractors and supervising company	23	18
7/02/2020 and 02/03/2020	Kigali (Serena Hotel)	Academia (Universities); RUDP-II Implementing Agencies (LODA, CoK and REMA); Private Sector; ESF-Team	5	7
26/08/2019 and 10/02/2020	Huye (Matyazo)	District officials, District officers, LODA/RUDP-II team, Project area affected communities, contractors and supervising company	12	9
27/08/2019 and 12/02/2020	Muhanga (Nyamabuye)	District officials, District officers, LODA/RUDP-II team, Project area affected communities, contractors and supervising company	16	16
29/08/2019 and 13/02/2020	Nyagatare (City Center)	District officials, District officers, LODA/RUDP-II team, Project area affected communities, contractors and supervising company	12	11

Figure 4: Photo log: Consultation Forums (Attendance lists for local communities consultations are in annex 2)

		
<p><i>Consultations in Muhanga: 27/08/2019</i></p>	<p><i>Consultations in Musanze: 20/08/2019</i></p>	<p><i>Consultations in Nyagatare: 29/08/2019</i></p>
		
<p><i>Consultation in Rubavu: 21/08/2019</i></p>	<p><i>Consultations in Rusizi: 23/08/2019</i></p>	<p><i>Consultations in Huye: 26/08/2019</i></p>

		
<p><i>Consultation in Mpazi (Nyarugenge, CoK): 26/07/2020</i></p>	<p><i>Consultation in Nyabisindu (Gasabo, CoK): 26/07/2020</i></p>	<p><i>Consultation in Gatenga (Kicukiro, CoK): 16/07/2020</i></p>

Consultation during the preparation stage was a good opportunity for stakeholders to present challenges encountered during previous phases of RUDP such as safeguard issues related to land acquisition and resettlement, technical gaps and unforeseen issues that resulted from project design and lack of construction materials and associated high costs among others. It was time to share lessons learnt and best practices adopted in the previous phase.

2. Development of ESF instruments stage

In the context RUDP-II, stakeholders were fully engaged in the preparation of ESF documents and provided their inputs and voiced their concerns and views on the likely environmental and social impacts that may be triggered by project. This stage is critical as it serves as support to the project’s impact screening and categorization during initiation and planning phases and latter before implementation, serves as a basis for identifying, preventing, minimize or compensating project impact. ESF instruments that were prepared, their objectives and associated engagement activities are presented in table 7 below.

Table 7: Stakeholders’ engagement activities and objectives under RUDP-II

Stages	Objective	Key activities	Targeted stakeholder	Responsible agency
Preliminary engagement/ preparation	Needs assessment - expressing opinions about RUDP-II, priorities Planning - formulating objectives, setting goals, plans Scoping of the Project, appropriate and legislated engagement requirements and relevant stakeholders.	Field visit; and Stakeholder identification process.	Government ministries and affiliated agencies District governments and CoK, Project Affected People Local communities Vulnerable/disadvantaged Groups NGOs Media World Bank	MININFRA, LODA, CoK, REMA
Scoping	To meet key stakeholders and introduce them to the Project and ESMF & RPF Process; To disclose the Project in the public domain to all interested and	Meetings with key stakeholders to facilitate the broader stakeholder engagement process Dissemination of engagement materials (background information document,	Government ministries and affiliated agencies District governments and CoK, Project Affected People Local communities	MININFRA, LODA, CoK, REMA, secondary Cities.

Stages	Objective	Key activities	Targeted stakeholder	Responsible agency
	<p>affected stakeholders;</p> <p>To gather issues of concern and identification of potential impacts;</p> <p>To consult key stakeholders on the next steps in the ESMF & RPF process;</p> <p>To generate feedback on the draft scoping report, including the scope, approach and key issues to be investigated further for the ESIA.</p>	<p>posters, media notices etc.)</p> <p>Consultation on the proposed Project and associated ESMF & RPF through meetings and workshops with identified stakeholders. Details may include:</p> <p>Nature, purpose and scale of the proposed project</p> <p>ESMF & RPF stakeholder engagement process</p> <p>Confirmation of issue identification and feedback from stakeholders;</p>	<p>Vulnerable/disadvantaged Groups</p> <p>NGOs</p> <p>Private sector</p> <p>World bank</p>	
<p>Environmental Social Management Framework (ESMF) information disclosure for meaningful stakeholder consultation.</p>	<p>To share draft/final Environmental Framework based on national legislations, current practices in the country and Environmental and Social Standards of the Bank and finalised based on feedback and inputs.</p>	<p>-Dissemination of draft/final ESMF report to all stakeholders through print and electronic media for public review,</p> <p>-Copies of the ESMF reports were published on LODA’s website, secondary cities/CoK websites and headquarters, REMA and World Bank websites.</p> <p>-Consultation on the draft/final ESMF</p>	<p>Government ministries, and agencies</p> <p>District governments and their affiliated agencies CoK,</p> <p>Project Affected People</p> <p>Local communities</p> <p>World Bank</p> <p>Vulnerable/disadvantaged Groups</p> <p>Business community</p> <p>NGOs</p>	<p>LODA, CoK, REMA, secondary cities.</p>

Stages	Objective	Key activities	Targeted stakeholder	Responsible agency
		<p>report. This will include:</p> <ul style="list-style-type: none"> -Review proposed program’s activities to ensure they do not negatively affect the natural and social environment, -Ensure ESMF provided a guide to screening <p>Identification of impacts categories based on preliminary survey report;</p> <ul style="list-style-type: none"> -Identification of stakeholder concerns and opinions on the contents of the ESMF; <p>Involvement of stakeholders in assessing the appropriateness of the proposed mitigation measures for identified impacts and institutional arrangement for preparation and implementation of ESIA</p> <ul style="list-style-type: none"> -Use the ESMF to guide the preparation of ESIA and ESMPs preparation 	<p>Private sector (environmental practitioners)</p> <p>Media</p> <p>World Bank</p>	

Stages	Objective	Key activities	Targeted stakeholder	Responsible agency
Resettlement Policy Framework (RPF) information disclosure for meaningful stakeholder consultation.	To share draft/final policy framework based on national legislations, current practices in the country and Environmental and Social Standards of the Bank and finalised based on feedback and inputs	<p>Dissemination draft/final RPF report to all stakeholders through print and electronic media for public review,</p> <p>Copies of the RPF report will also be published on LODA’s website, REMA’s website, secondary cities/CoK websites and headquarters, and World Bank website,</p> <p>Consultation on the draft RPF. This will include:</p> <p>Identification of impacts categories based on preliminary survey report and possible entitlements and eligibility criteria; Key principles of resettlement and broad institutional arrangement.</p> <p>Identification of stakeholder concerns and opinions on the contents of the RPF;</p> <p>Involvement of stakeholders in assessing the appropriateness of the proposed resettlement principles, impact categories, entitlements;</p>	<p>Government ministries, and their affiliated agencies</p> <p>District authorities and CoK,</p> <p>Project Affected People</p> <p>Local communities</p> <p>World Bank</p> <p>Vulnerable/disadvantaged Groups</p> <p>Business community</p> <p>NGOs</p> <p>Private sector (environmental practitioners)</p> <p>World Bank</p>	LODA, CoK, REMA, secondary cities.

Stages	Objective	Key activities	Targeted stakeholder	Responsible agency
		<p>institutional arrangement for preparation and implementation of RAP.</p> <p>Assess adequacy of RPF during ESIA and RAP preparation</p> <p>Identification of revisions or additions to the draft RPF where necessary.</p>		
<p>Labour Management Procedures (LMP) information disclosure for meaningful stakeholder consultation.</p>	<p>To share draft/final LMP based on national legislations, current practices in the country and Environmental and Social Standards of the Bank and finalised based on feedback and inputs.</p>	<p>-Dissemination of draft/final LMP report to all stakeholders through print and electronic media for public review,</p> <p>-Copies of the LMP reports will also be published on LODA’s website, secondary cities/CoK websites and headquarters, REMA and World Bank websites.</p> <p>-Consultation on the draft/final LMP report. This will include:</p> <ul style="list-style-type: none"> - Identification of key labour risks including those related to labour influx, child labour, GBV and Occupational health and safety impacts. - Collecting views on mitigation measures 	<p>Government ministries, and their affiliated agencies</p> <p>District authorities and CoK,</p> <p>Project Affected People</p> <p>Local communities</p> <p>World Bank</p> <p>Vulnerable/disadvantaged Groups</p> <p>Business community</p> <p>NGOs</p> <p>Private sector (environmental practitioners)</p> <p>World Bank</p>	<p>LODA, CoK, REMA, secondary cities.</p>

Stages	Objective	Key activities	Targeted stakeholder	Responsible agency
		<ul style="list-style-type: none"> - Compilation of revisions or additions to the draft/final LMP where necessary. 		
<p>Stakeholders Engagement Plan (SEP) information disclosure for meaningful stakeholder consultation.</p>	<p>To share draft/final SEP based on national legislations, current practices in the country and Environmental and Social Standards of the Bank and finalised based on feedback and inputs.</p>	<ul style="list-style-type: none"> -Dissemination of draft/final SEP report to all stakeholders through print and electronic media for public review, -Copies of the SEP reports will also be published on LODA’s website, secondary cities/CoK websites and headquarters, REMA and World Bank websites. -Consultation on the draft/final LMP report. -This will include: <ul style="list-style-type: none"> - Disclosure of the proposed project GRM with a rationale to collect views on its efficacy and appropriateness. - Identification of key stakeholders - Collecting views on stakeholders’ engagement methods - Collecting views on stakeholders’ engagement activities - Dis - Compilation of revisions or additions 	<p>Government ministries, and their affiliated agencies</p> <p>District authorities and CoK,</p> <p>Project Affected People</p> <p>Local communities</p> <p>World Bank</p> <p>Vulnerable/disadvantaged Groups</p> <p>Business community</p> <p>NGOs</p> <p>Private sector (environmental practitioners)</p> <p>World Bank</p>	<p>LODA, CoK, REMA, secondary cities.</p>

Stages	Objective	Key activities	Targeted stakeholder	Responsible agency
<p>Environmental and Social Impact Assessment information disclosure for meaningful stakeholder consultation.</p>	<p>Provide stakeholders with opportunity to voice their concerns and views as regard project impacts;</p> <p>Development and sharing of draft ESIA report based on ESMF and specific environmental aspects</p> <p>To discuss the identified impacts and proposed mitigation measures with stakeholders allowing for their input; and</p> <p>To provide stakeholders with the opportunity to comment on the draft ESIA report.</p>	<p>to the draft/final SEP where necessary.</p> <p>-Dissemination of draft/final ESIA report to all stakeholders through print and electronic media for public review,</p> <p>-Copies of the ESIA reports will also be published on LODA’s website, secondary cities/CoK websites and headquarters, REMA and World Bank websites,</p> <p>-Consultation on the draft/final ESIA report. This will include:</p> <p>-Identification of impacts in the draft/final ESIA and proposed mitigation; Identification of stakeholder concerns and opinions on the impacts identified;</p> <p>-Involvement of stakeholders in assessing the efficacy and appropriateness of the proposed mitigation measures; and</p> <p>-Identification of revisions or additions to the draft ESIA</p>	<p>Government ministries and affiliated agencies</p> <p>District governments and CoK,</p> <p>Project Affected People</p> <p>Local communities</p> <p>World Bank</p> <p>Vulnerable/disadvantaged Groups</p> <p>Business community</p> <p>NGOs</p> <p>Private sector (environmental practitioners and contractors)</p> <p>Media</p> <p>World Bank</p>	<p>LODA, CoK, REMA, secondary cities.</p>

Stages	Objective	Key activities	Targeted stakeholder	Responsible agency
		report where necessary.		
Formal Submission of Final ESIA	Submission of final ESIA Report with comments incorporated from the ESIA engagement and disclosure stage	-Submission of the Final ESIA's including their ESMP for approval.	World Bank RDB	MININFRA, LODA, CoK, REMA.
Resettlement Action Plan (RAP) information disclosure for meaningful stakeholder consultation.	To share draft/final RAP based on RPF and specific impact area as per designs subsequently finalise based on feedback and inputs	<p>-Dissemination of cut-off date and census survey of all affected through structured questionnaire early at preparation stage.</p> <p>-Focuses Group Discussions and community level meetings facilitated by local leaders in project areas across secondary cities</p> <p>-Dissemination of draft/final RAP report to all stakeholders through print and electronic media for public review,</p> <p>-Copies of the RAP reports will also be published on LODA's website, secondary cities/CoK websites and headquarters, REMA and World Bank websites.</p>	<p>Government ministries, parastatals/agencies</p> <p>District governments and CoK,</p> <p>Project Affected People</p> <p>Local communities.</p> <p>World Bank</p> <p>Vulnerable/disadvantaged Groups</p> <p>Business community</p> <p>NGOs</p> <p>Private sector (environmental practitioners and contractors)</p>	LODA, CoK, REMA, secondary cities.

Stages	Objective	Key activities	Targeted stakeholder	Responsible agency
		<p>-Consultation on the draft/final RAP report. -This will include:</p> <p>-Identification of impacts categories based on specific impact area based on designs, entitlements and eligibility criteria; -Key principles of resettlement and specific institutional arrangement for implementation and GRM. -Identification of PAPs concerns and opinions on the identified impacts, RAP implementation Plan and project schedule; -Involvement of stakeholders in assessing the appropriateness of the identified impacts, list of PAPs, entitlement options; institutional arrangement for implementation of RAP and GRM. -Identification of revisions or additions to the draft RAP where necessary.</p>		
Final disclosure of the ESF	To publicly share the final instruments/reports	- Preparation of summaries in Kinyarwanda for the	The general public	MININFRA, LODA, CoK, REMA, secondary cities.

Stages	Objective	Key activities	Targeted stakeholder	Responsible agency
instruments and the project GRM.	for the public/stakeholders to be able to access them easily during project implementation.	broader Kinyarwanda speaking audience. - Disseminate the instruments via the media. - Disclosing REMA, LODA, CoK, MININFRA and secondary cities websites.	Project Affected People Local communities Local Civil Society organizations, etc.	

3. Summary of issues discussed in stakeholders’ engagement activities during the preparation of ESF documents

The table under provides a summary of issues raised during the preparation of ESF documents by stakeholders as the most concerning cross cutting issues.

Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
Will the land and properties be fairly compensated?	The community in the project area.	It was clarified that where land and above ground properties will be taken as a result of project activities the Government and Districts will provide fair compensation in accordance with national laws and WB’ Environmental and Social Standards.
Will the PAPs be given a priority in employment opportunities by the project? (during project construction phase)	The community in the project area.	This item was picked as a recommendation that would be forwarded to the project proponent. The assigned contractor will be also advised to prioritize local communities and PAPs especially for non-skilled labor. This will also be a strategy to avoid negative impacts related to labor influx.

Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
How will the project deal with negative impacts during the construction phase? (House stability due to cracks occasioned by vibration from heavy machinery, dust emissions that may pose health risks, etc.)	Project area community	All negative impacts will be identified and reported in the ESMF, and ESIA reports. Consequently, the project proponent and contractor would be bound to implement appropriate mitigation measures fronted in the ESIA report during the project implementation phase.
Will the crops and trees of the PAPs compensated?	The community in the project area.	Trees and crops will be valued in accordance with laws on expropriation. Compensation packages awarded would meet the full replacement costs of above land-based asserts lost.
Does the district have a dedicated staff to the RUDP-II project?	ESF team	The district is understaffed given the huge mandate of this local administrative entity and projects to be implemented. Even though the duties and responsibilities of each staff are clearly determined, staff are assigned tasks depending on the urgency of the projects and other circumstances.
How will the children safety of the PAPs be taken care if they are too close to the road's boundaries?	The community in the project area.	Structures that were too close to the road raising serious safety issues would be fully expropriated and safety measures during project construction activities will be put in place and enforced to avoid and minimize accidents.
What was the role of district officers in the implementation of the RUDP-III project activities?	ESF team	Arrangements and preparation of consultation meetings with project beneficiaries including the PAPs and GRM committees, identification of project priorities, participation in engineering design and tendering process, day to day monitoring of civil works progress, preparation of ESIA and ESMP implementation, preparation and compliance with environmental and social standards requirements.
Are the district officers ready to provide support in the supervision of the new project RUDP-II?	ESF team	They would continue to participate in RUDP-II. The level of involvement will depend on the implementation arrangement. However, the recruitment of the project staff (Environmental and Social Specialists and Civil Engineers) at the district level would efficiently achieve the project expected outcomes.

Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
Do you think the cumulative impact of the works have been mitigated? How describe actions implemented or that can be implemented in the Phase II and the new project	ESF team	Globally, the cumulative project’s impacts have been mitigated, though some of them were addressed at the later stages of the project implementation. In RUDP-II and new projects, the contractors’ ESMPs should be clear and concise, with clear actions, roles and responsibilities as well as measurable performance and monitoring indicators
What have been the main problems with contractors, supervisors and affected communities?	ESF team	Low mobilization of staff and materials in the beginning of the implementation. There have been delays in executing the works, submitting reports and invoices on the side of contractors and supervisors. In addition, contractors did not consider environment protection as a priority while executing the works. Furthermore, contractors and their staff showed a low level of understanding of environmental and social standards. The communities showed a kind of reluctance in complying with safety guidelines. Examples to illustrate this include temporary closure or diversion of the route for safety reasons. Another issue was that of some people in the project area who wanted to be added on the list of people to be expropriated even if they are not impacted. It was also noted some cases of the PAPs that did not comply with cut-off dates.
How the coordination with LODA can be improved?	ESF team	The coordination with LODA would be improved by appointing a project staff (Engineer, Environmental, and Social officer) to be based at the District. These staff would act on behalf of LODA as liaison officer and ensure a day to day monitoring of the project activities and prepare necessary reports and coordination/consultation meeting on the field. In addition, they would ensure compliance with ESMP and others national regulations and World Bank as appropriate and prepare necessary and timely reports. Furthermore, regular meetings with stakeholders and site visits to evaluate the project implementation progress are critical.

Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
Principles and definitions for wetland rehab should be clear (e.g. zoning for wetland functionality)	Academia; Conservation Agencies	Detailed design and a feasibility study will lay out principles for wetland function rehabilitation.
What is the allocation ratio for infrastructure and wetland rehab?	Academia; Conservation Agencies.	Only broad costing has been estimated for grant application purposes. Detailed costing will be prepared and included in the Project Appraisal Document (PAD). The PAD will be disclosed on the project website and disseminated to relevant stakeholders.
Is there harmonization with CoK Master Plan and Wetland Master Plan?	Academia; Conservation Agencies	ESF team consulted with the Kigali Wetlands Master Plan preparation team. RUDP-II wetland rehab conceptual scenarios were presented during the Plan validation where various stakeholders participated.
<ul style="list-style-type: none"> • Scenario with existing wetland agriculture preferred that includes existing wetland agriculture land use. • What is known about conservation agriculture? 	Academia; Conservation Agencies	Promoting conservation agriculture compatible with wetland ecosystem functioning among existing wetland users will be included in detailed design and feasibility study for wetland rehabilitation.

4. Stakeholder consultation during the implementation of ESF instruments and stakeholders Register

(i) Stakeholders consultation during project implementation

Stakeholder’s engagement is a continuous process during the implementation of ESF instruments. Therefore, the instruments will be continuously updated through meaningful consultations and stakeholder’s engagement activities including identification of new stakeholders will continue as well. COVID-19 specific modifications/measures will be covered in both the COVID-19 prevention and risk management plan and the communication plan that will be developed as part of the ESMF and ESCP commitments. Hence, all updates on the instruments will be disclosed appropriately to the public in general and to the project stakeholders in particular using appropriate means relevant to different categories of stakeholders with a special attention paid to project affected people’s needs. During

implementation, the project will include further consultation meetings during the ESIA/ESMP, RAP preparation of subprojects.

(ii) Stakeholders register

The GoR through the implementing agencies will maintain a stakeholder register, which shall record all stakeholders, contact details, dates of engagement with comments on issues raised and responses provided and follow up requirements. A sample stakeholder register is attached in annex 3.

5. Approval and Disclosure of the SEP

The SEP will be approved and cleared by the Government of Rwanda and the World Bank and subsequently disclosed with translation into local languages in a culturally appropriate manner. It will also be disclosed in the World Bank external website. Disclosure will be done the following way:

- Through public meetings, including community services (Umuganda) held every last Saturday of the month, weekly community meetings held at village level every Tuesday evening. During these meetings, a summary of each document translated in Kinyarwanda will be distributed to the local communities and read out loud for those who cannot read.
- Official communiqués will be passed in local and national media outlets, written ones will be publicly displayed at different administration offices starting with the village up to the District and summaries will be distributed to the community.
- Workshops for local community representatives as well as other local stakeholders such as NGOs, religious groups, the private sector will be organized to discuss the SEP and procedures including proposed valuation methods and the GRM.
- The SEP together with its translated summary will be disclosed on all implementing agencies websites as well as the World Bank's website.

V. GRIEVANCE REDRESS MECHANISM

1. Introduction

A grievance redress mechanism has been developed for potential use by all interested stakeholders. The aim of the grievance redress mechanism is to achieve mutually agreed resolution of grievances raised by such stakeholders. This grievance redress mechanism ensures that complaints and grievances are addressed in good faith and through a transparent and impartial process, but one which is culturally acceptable.

Grievances raised by stakeholders need to be managed through a transparent process, readily acceptable to all segments of affected communities and other stakeholders, at no cost and without retribution. The grievance redress mechanism should be appropriate to the scale of impacts and risks presented by a project and beneficial for both a proponent/operator and stakeholders, especially PAPs.

The types of grievances stakeholders may raise include, but are not limited to:

- i. Negative impacts on communities, which may include, but not be limited to financial loss, physical harm and nuisance from construction or operational activities;
- ii. Health and safety risks;
- iii. Negative impacts on the environment such as pollution of water ways, soil, and air;
- iv. Relocation of utilities, and
- v. Unacceptable behavior by staff or employees.

It is critical that stakeholders understand that all grievances lodged, regardless of the project phase or activity being implemented, will follow one single mechanism. The mechanism must not impede access to other judicial or administrative remedies.

2. Objectives of Grievance Redress Mechanism

The GRM works within existing legal and cultural frameworks, providing an additional opportunity to resolve grievances at the local, project level. The key objectives of the GRM are:

- i. Record, categorize and prioritize the grievances;
- ii. Settle the grievances via consultation with all stakeholders (and inform those stakeholders of the solutions)
- iii. Forward any unresolved cases to the relevant authority.

It is vital that appropriate signage is erected at the sites of all works providing the public with updated project information and summarising the GRM process, including contact details of the relevant Project Contact Person within the project implementation unit. Anyone shall be able to lodge a complaint and the methods (forms, in person, telephone, forms written in Kinyarwanda) should not inhibit the lodgement of any complaint.

3. Grievance Redress Process

1. Project Level Grievance Redress Mechanism: Grievance Redress Committee

As the GRM works within existing legal and cultural frameworks, it is organized in such a way that the Grievance Redress Committee (GRC) will comprise local community representative, PAPs representative, women representative, local authority representative at village and cell levels, contractor and supervising firm representative. Members of GRC are presented in the table below with their roles and responsibilities:

Table 8: Proposed Members of GRC and their roles, RUDP -II.

No	Member of GRC	Roles and responsibilities
1	President (PAP representative)	<ul style="list-style-type: none"> - Chairing meetings; - Give direction on how received grievances will be processed; - Assign organizational responsibility for proposing a response; - Referring cases to next level; - Speaks on behalf of GRC and s/he is the one to report to the cell or the sector
3	Village leader	<ul style="list-style-type: none"> - Represents local government at village level; - Resolves and lead community level grievance redress - Sends out notices for meetings; - Records all grievance received and report them to next local level
4	Cell executive secretary	<ul style="list-style-type: none"> - Proposes responses to grievances and lead in resolving community grievance unsolved from village level; - Records and reports all grievances received from village leaders; - Chairs sensitization meeting at the cell level during public consultations meetings; - Assists and guides in identifying vulnerable and disadvantaged groups within the cell. - Signs the valuations sheets for compensation facilitate a proper Resettlement Plan
	Representatives of PAPs	<ul style="list-style-type: none"> - Represents the interests of aggrieved parties - Give feedback on the efficiency of GRM
5	Women and youth representatives	<ul style="list-style-type: none"> - Represent the interests of women and youth; - Advocate for equity and equal opportunities; - Help in prevention of sexual harassment and promote wellbeing of the women and youth - Take part in resolution of any grievance related to sexual harassment and any gender domestic violence that may arise; - Mobilize women and youth to be active in income generating activities specifically for opportunities in the projects intervention areas.

No	Member of GRC	Roles and responsibilities
6	Contractor	<ul style="list-style-type: none"> - Receive and log complaints/grievances, note date and time, contact details, nature of complaint and inform complainant of when to expect response; - Handle complaints revolved around nuisance resulted from construction and endeavor to handle them satisfactory; - Inform engineer (supervisor) and GRC of received complaints/grievances and outcomes and forward unresolved complaints/grievance to GRC - Attend community meetings, respond and react to PAPs complaints raised concerning the contractor.
7	Supervisor	<ul style="list-style-type: none"> - Represent client/LODA; - Ensure that all grievances raised have been responded to, and that the contractor responds to the complaints raised concerning them, - attend community meetings respond to all concerns related to RUDP-II from community - Report on monthly basis the progress of GRM process

Many project related grievances are site-specific. Often, they are related to impacts generated during construction such as noise, dust, vibration, contamination, workers dispute etc. Most of the time, they can be resolved easily on site with the contractor commitment to implement the ESMP and proper supervision by the implementing agencies and District officials. Other grievances are more sensitive especially when they are about land boundaries, or misunderstandings between affected households and the contractor regarding access arrangements, properties accidentally damaged by construction activities, accidents on sites among others. All these grievances and claims must be resolved as soon as they are received.

The grievance procedure at project level will be simple and administered at the extent possible at the local levels to facilitate access, flexibility and ensure transparency, timely feedback and appeal. All the grievances will be channeled via the Grievance Redress Committees purposely established for the project at Cell, Sector and District level. Stakeholders will be allowed to use any means easily accessible to them to voice their concerns and complaints such as filling a grievance form, sending an email, using phone etc. Complaints will be filled in a Grievance Register that will be distributed to PAPs free of charge. After registration of the complaint, an investigation will be carried out by the committee members to verify its authenticity. Thereafter a resolution approach will be selected based on the findings. The decisions of the action to be taken will be communicated to all involved parties mainly in written form.

All measures will be undertaken to ensure that the grievance is solved amicably between the concerned parties. If the grievance is not solved at Cell level, Sector or District level courts will be the last resort. Efficiency in solving the grievances will be of paramount importance.

The selection of members for the sub-project grievance committee will be at the discretion of the PAPs to decide basing on information provided by the PIUs.

In practice, not many complaints are expected. This is based on the assumption that all proposed works are within the road reserve areas across secondary cities, CoK and that wetlands to be rehabilitated under component 1 belongs to the government. However, some complaints are likely to be associated with construction impacts. Most are received directly on site by the Contractor's Site Manager/Engineer who will mandatory be responsible to resolve these issues on site. The Contractor Site Manager (CSM) will inform the Grievance Committee (GRC) of these complaints and their outcomes, and of others not satisfactorily resolved that the GRC should take over. The GRC will log these in the Complaints Register and inform the concerned PIU (REMA, LODA, CoK or Secondary City Districts).

At each level of the project GRC, complaints will be solved within a period of 24-48 hours or otherwise handed to the next level. Once at judiciary level, due process as mandated by the law will be followed depending on what the courts will require.

Through citizen engagement meetings the PAPs will be informed of the different grievance mechanisms in place for them to lodge their complaints and dissatisfactions.

✓ **LABOUR RELATED GRIEVANCE MECHANISM**

In order to create a working environment that provides safety and security to all workers, contractors will be required to present a worker's grievance redress mechanism that responds to the requirements of ESS2. For direct workers, the mechanism should involve an appropriate level of management and address concerns promptly, using an understandable and transparent process that provides feedback to those concerned, without any retribution. The contractor will inform the workers of the grievance mechanism at the time of hiring, and make it easily accessible to them.

❖ **For workers and labor contracting issues**

(i) Individual labor disputes: Article 102 of law n° 66/2018 of 30/08/2018 regulating labor in Rwanda

Workers will elect representatives who will form a committee that will act as the Workers Grievance Redress Committee. As mandated by article 102 of the law regulating labor in Rwanda, the employees' representatives amicably settle individual labor disputes between employers and employees. If employees' representatives fail to settle the disputes amicably, the concerned party refers the matter to the labor inspector of the area where the enterprise is located. In the case of RUDP-II, it will be the District where works are being implemented. If the Labor Inspector of the District fails to settle the dispute due to the nature of the case or conflict of interests, he/she refers the dispute to the Labor Inspector at the national level stating grounds to refer such a dispute. If amicable settlement fails at the national level, the case is referred to the competent court.

In any case, the PIU will be informed from the beginning of any workers' grievances and provide insight and mediation if possible. The matter will be referred to the labor inspector only if the PIU fails to do the mediation.

(ii) Collective labor disputes: LAW N° 66/2018 OF 30/08/2018 regulating labor in Rwanda

The law requires that collective labour disputes be directly notified to the labour inspector of the area by the workers' representatives. Within this framework, any collective labor disputes that will arise under RUDP-II, will be addressed to labor inspector at District level for assessment and settlement. In case of escalation, the matter will be referred to the national level.

Before escalating the collective labor dispute, the PIU through the Environmental and Social Management Unit will be alerted. Necessary investigations will be conducted and the contractor will be duly approached. The matter will be referred to the labor inspector only if the PIUs and workers' representatives fail at amicable settlement. The PIU will elaborate a template to be used in all PIUS to report on labor issues to the Bank.

❖ For workers' safety issues

All grievances related to workers' safety will be addressed through the following channels:

- 1) The supervisor and environmental officer from the contractor or from the district or PIU will report any accidents within 48 hours; other health and safety issues will follow the measures agreed in the ESMF and the LMP.
- 2) The PIU coordinators will find solutions to the issues following the agreed ESF documents with the World Bank and National regulations
- 3) The PIU will consult the Occupational Health and Safety committee on the health and safety issue as required by Article 78 of the labor law (see section 10).

❖ Grievance process for non-labor related issues involving project workers

In the project area there might be other conflicts related to relationships between the workers and the local community. Depending on who is the aggrieved party, the following mechanism will be used:

- i. **A WORKER- AGAINST ANOTHER WORKER:** These grievances will be handled through the Workers Grievance Committee/representatives.
- ii. **COMMUNITY MEMBER – AGAINST A WORKER:** If there is any grievance from a community member against a worker, they will be handled through the Workers Grievance Committees/representatives.
- iii. **WORKER- AGAINST A COMMUNITY MEMBER:** The project will establish a project grievance committee at various levels of the local administration scheme in Rwanda from the Cell, Sector up to the District government. This grievance mechanism as described in the SEP and ESMF, will have the mandate of solving all complaints and grievances related to project activities and impacting local communities. Any grievance from a worker against a community member will be handled through this committee.

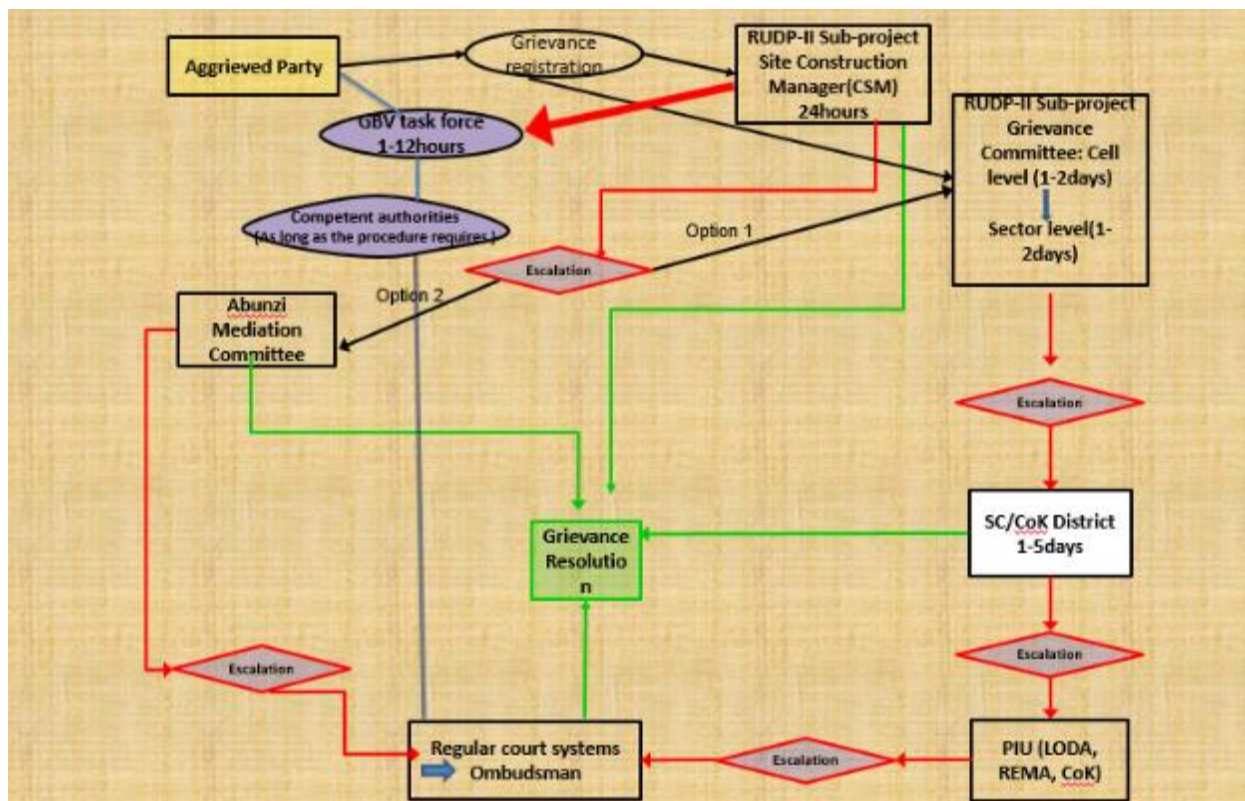
✓ GRIEVANCE CHANNEL FOR GENDER BASED VIOLENCE

As GBV/SEA/SH requires timely access to quality, multi-sectoral services and involves confidentiality and informed consent of the GBV survivor. To this end, MININFRA will develop a GBV Action plan that will include an Accountability and Response Framework, and this will form part of project C-ESMP. The GBV Action Plan will identify service providers in the project areas with minimum package of services (**health, psychosocial, legal/security**, safe house/shelter, and livelihood). The GBV Action Plan will also provide enough details to allow for the development of a localized referral pathways, will establish procedures of handling cases as part of the service providers mapping. The bidding documents will clearly define GBV requirements, including the requirement for a Code of Conduct (CoC). During works, separate facilities for women & men, GBV-free zone signage.

2. Judiciary Level Grievance Redress Mechanism

The project level process will not impede PAPs access to the legal system. Local communities have existing traditional and cultural grievance redress mechanisms (**Abunzi committees**) established and regulated by law no 37/2016 of 08/09/2016 determining organization, jurisdiction, and competence and functioning of Abunzi committee. These are established at cell and Sector level to solve community based conflicts and grievances their regulatory body being the Ministry of Justice. This mechanism cannot be overlooked by the project. The population can choose to use this channel instead of the project GRC. The escalation at this level leads to the court process. At any time, the complainant may take the matter to the appropriate legal or judicial authority as per Rwanda National Legal procedure.

Figure 5: Grievance Redress Process for the implementation of RUDP -II.



Stage	Process	Duration
1a	<p>Since most of complaints during the execution of works involves directly the contractor, at first the Aggrieved Party (AP) will take his/her grievance to the Construction Site Manager (CSM) of the relevant subproject who will endeavour to resolve it immediately. <i>The site Manager will inform the environmental officer or the appointed focal project at the district level.</i> Where AP is not satisfied, the complaint will be transferred to the Sub-Project Grievance Redress Committee (GRC) at cell level. For complaints that were satisfactorily resolved by the CSM, he/she will inform the GRC and the GRC will log the grievance and the actions that were taken.</p> <p>There is also a possibility that the AP directly takes his/her complainants directly to the GRC without going to the CSM first. In this case, the GRC will solve it working with the CSM.</p>	24hours

Stage	Process	Duration
1b	The AP may choose to escalate the grievance to the Abunzi Mediation Committee ⁶ especially if she/he is not directly linked to the sub-project.	Not fixed
2	On receipt of the complaint, the GRC at cell level will endeavour to resolve it immediately. In case the GRC at cell level fail to solve the complaint, it will be escalated to the GRC at Sector level. If unsuccessful, the GRC or the complainant then notifies District Authority/CoK.	1-2 days at cell level 1-2days at sector level
3	The District Authority of the secondary cities or CoK, as applicable, will endeavour to address and resolve the complaint and inform the aggrieved party. The District Authority will refer the complaint to the Project Implementation Unit (LODA, REMA, and CoK) with other unresolved grievances for their consideration.	1 – 5 days
4	If it remains unresolved or the complainant is dissatisfied with the outcome proposed by the PIU, he/she is free to refer the matter to the court.	1 – 7 days
5	If the issue remains unresolved through the courts, then the ultimate step will be for the ombudsman. The decisions at this level are final.	Not fixed
6	The dimension represented in purple is strictly for GBV related matters. The AP will approach directly the GBV task force to ensure her/his anonymity and safety. However, in case the complaint was addressed first to the Site Manager, the latter is required to immediately refer it to the task force. The GBV task force will work with competent authorities to ensure	Not fixed

⁶ The Abunzi Committee is statutory body responsible for conciliating parties in conflict with the aim of consolidating national unity and peaceful coexistence among Rwandans.

Table 9: Proposed members of the GBV task force for RUDP-II.

Institution	Staff position
PIU National level (LODA, REMA, CoK)	Social Safeguards Specialist
PIU (District level)	Gender Monitoring Officer , Environmental and Social Management Specialist
Contractor	Human Resources Officer, Social Safeguards Specialist
Supervisor	Social Safeguards Specialist
NGO in GBV prevention	Designated representative

As mandated by the law on gender equality, women representation will make up at least 30% of the GRC. All PAPs representatives will be directly elected by their peers and the number of members may vary depending on the context and particularities of each sub-project site characteristics.

Communication Plan

The project will prepare a detail communication plan at the beginning of implementation to define and make arrangements to facilitate communities and project PIUs communication as with any other person external party (NGOs, associations, etc.) to the project to communicate with the project, to provide or request for information or file a complaint. These arrangements are provided in the table below.

Table 10: Tools to be used to communicate with the project for communication and sending recommendations, claims, and observations.

Project webpage	The ESF documents will be disclosed in the implementing agencies of the project – a specific webpage will be prepared for RUDP-II – containing project description, implementing arrangements and ESF documents including to communicate with the team, and the email, phone of contact of the concerned PIU Environmental Specialist or Social Safeguard Specialist. Project webpage must be maintained during the 5 years of the project, be updated and reviewed by the ESS of the PIUs.
Radio communication	At least every one (1) radio announcement will be shared quarterly with the communities on the progress of the project and the way the community can communicate with the project PIUs.

Community project blackboard	In a community selection point or the district, a blackboard with project information, timeline, and information of the works, contractor, areas of risks, announcements will be placed and box for comments will be placed with a lock so only the environmental or social officer can open and respond to any messages. Any complaint from a third party can be filed using this method.
Tweeter, Facebook, WhatsApp, other media	PIUs, Districts, communities can form groups to share information, monitored progress and share photos, progress and completion and benefits of the works.
Email, Telephone, SMS, and other media	All contacts of the environmental and social management unit be it PIUs at National level or at District/CoK level will be made public to be used by any stakeholder or third party willing to ask for information, provide suggestion or file a complaint or inform issues affecting the works.

VI. INSTITUTIONAL ARRANGEMENT FOR SEP IMPLEMENTATION

1. Introduction

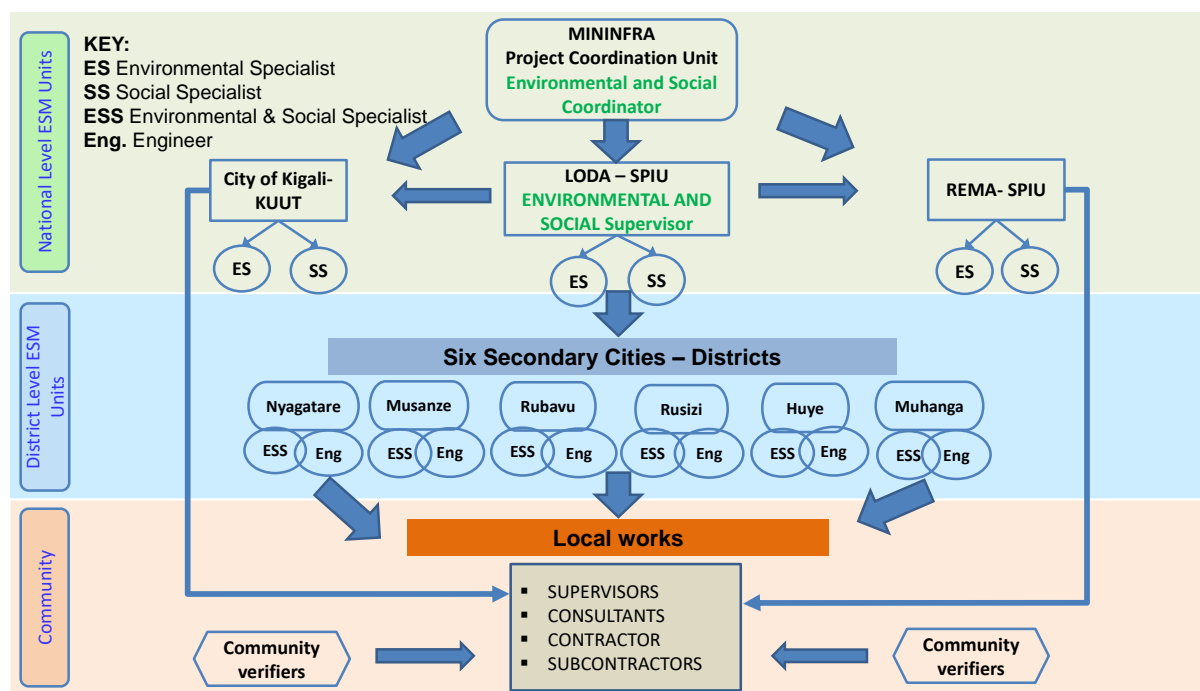
In this section the proposed organizational structure and management functions for the stakeholder engagement function to successfully implement the SEP are described. In accordance with the project components, the project will have the following implementation units:

- Component 1a: The CoK will be the implementing agency
- Component 1b: REMA will be responsible for the implementation of component 1b works.
- Component 2. LODA at national level and the six secondary cities at District level will be responsible for project implementation; this component will have a two level PIU, one at LODA and one at each District.

2. Responsible team and support

Due to the fact that stakeholder engagement activities will influence all implementing agencies namely LODA and Secondary cities governments (Musanze, Rubavu, Rusizi, Huye, Muhanga and Nyagatare), CoK and REMA, there is a need to ensure all concerned agencies and individuals are included or kept informed on the stakeholder engagement process.

Figure 6: SEP implementation arrangements



- **Environmental and Social Management Unit**

The project will have an Environmental and Social Management Unit composed of:

- a. National Team
- b. District/CoK team
- c. Community level
- d. Supervision team

In order to ensure a harmonized way of ESF implementation, there will be an Environmental and Social Management Coordinator (ESMC) based in MININFRA. The prime responsibilities of the ESMC will be to:

- Coordinate implementation of SEP and others ESF requirements across all implementing agencies
- To ensure compliance with ESS10 requirements by all project actors including contractors
- To build the capacity of the ESF teams at national and District/CoK level
- To consolidate SEP implementation reports from all implementing agencies

Under the ESMC in MININFRA, each PIU will have an Environmental and Social Management Unit composed of a Social Safeguards Specialist and an Environmental Specialist responsible for overseeing and coordinating all activities associated with stakeholders' engagement, manage all activities related to database, logistics, and interaction with other departments of Implementing Agencies. The responsibilities will be the following:

- i. The Environmental and Social Management Unit at each PIUs will directly manage the implementation of community engagement activities.
- ii. For component 3 as above-mentioned, Districts will have their own environmental and social management unit with Environmental and Social Management Specialists. District based safeguard staff will be supporting the District in monitoring effectiveness of SEP, represent and periodically report to LODA issues and concerns related to Stakeholder Engagement.

The Environmental and Social Management Unit at LODA, REMA and CoK and the Environmental and Social Management Specialist at District level will supervise the implementation of all planned stakeholder engagement activities. Furthermore, the Safeguard team will ensure that all stakeholder engagement aspects are a permanent item on all high-level management agendas and that all actions arising from management decisions are implemented. They play a critical role as internal change agent for environmental/social and stakeholder-related matters in the PIU. This becomes important if environmental/social and stakeholder risks identified needs to be escalated for higher-level decision-making to identify a resolution. The ESF team is required to remain actively involved with the ESIA and RAP process implementation in order to identify potential risks or opportunities and ensure that the necessary administrative support is provided. Moreover, grievances submitted as a result of project implementation, land acquisition/resettlement processes need to be addressed under the GRM scheme. Responsibilities of the Safeguard team are detailed in sections below:

1) ESF team based at PIU in LODA, REMA and CoK

The team is comprised of Environmental and Social Specialists seated in LODA, REMA and CoK. The team main role is to: (detailed responsibilities are described in the ESMF and the Operational Manual of the project)

- i. Oversee all environmental and Social safeguarding aspects of project activities implemented under the Rwanda Urban Development Project II;
- ii. Lead the development of guidelines/manuals and trainings materials for local government to support implementation of the SEP and other safeguard instruments;

- iii. Ensure a satisfactory implementation of the SEP through frequent visits to project sites;
- iv. Assess closely the efficiency of GRM and regularly communicate with GRCs
- v. Ensure capacity building is provided to the GRCs through trainings,
- vi. Update SEP as required and recommend on necessary changes;
- vii. Report in 24 hours any accident related to the project area and its influence area
- viii. Report on quarterly and annual basis the progress of SEP to the WB and facilitate external environmental and social audits if required

2) ESF staff based at each District

Those will be RUDP-II staffs based at secondary city district supporting the PIU in fulfilling ESF obligations. District Environmental and Social Management Specialist will oversee and monitor project's aspects related to environment, social, health and safety. The main responsibilities will include but not limited to:

- i. Supporting PIU Environmental and Social Management Unit in LODA, in assessing the effectiveness of SEP;
- ii. Carryout regular site visits and take records of grievances logged by contractor and grievance committee and ensure complaints/grievances are handled following GRM;
- iii. Establish and maintain effective working relationships with safeguarding experts working for contractor and supervisor;
- iv. Liaise with districts supervisor and contractors to ensure that stakeholder engagement requirements/protocols are understood;
- v. Carryout regular stakeholder's consultation, risk and impact assessment and propose mitigation measures for emerging issues;
- vi. Collect necessary data related to SEP and arrange field visits as required by PIU;
- vii. Report the implementation status of SEP and represent LODA in all field activities including meetings with stakeholders at district level.

VII. MONITORING AND REPORTING

1. Introduction

Monitoring and evaluation of the stakeholder process is considered vital to ensure District Authority and the CoK are able to respond to identified issues and alter the schedule and nature of engagement activities to make them more effective. Adherence to the following characteristics/commitments/activities will assist in achieving successful engagement:

- i. Sufficient resources to undertake the engagement;
- ii. Inclusivity (inclusion of key groups) of interactions with stakeholders;
- iii. Promotion of stakeholder involvement;
- iv. Sense of trust in District/CoK leadership shown by all stakeholders;
- v. Clearly defined approaches; and
- vi. Transparency in all activities.

Monitoring of the stakeholder engagement process allows the efficacy of the process to be evaluated. Specifically, by identifying key performance indicators that reflect the objectives of the SEP and the specific actions and timings, it is possible to both monitor and evaluate the process undertaken.

Two distinct but related monitoring activities in terms of timing will be implemented:

- i. **During the engagement activities:** short-term monitoring to allow for adjustments/improvements to be made during engagement; and
- ii. **Following completion of all engagement activities:** review of outputs at the end of engagement to evaluate the effectiveness of the SEP as implemented.

A series of key performance indicators to monitor the implementation of SEP have been developed as follows:

- Number of public hearings, consultation meetings and other public discussions/forums conducted within a reporting period (e.g. monthly, quarterly, or annually);
- Frequency of public engagement activities;
- Geographical coverage of public engagement activities
- Number of participants in different engagement activities (where applicable)
- Newly identified stakeholders
- Number of locations and Universities covered by the consultation process;
- Number and details of vulnerable individuals involved in consultation meetings;
- Number of public grievances received within a reporting period (e.g. monthly, quarterly, or annually) and number of those resolved within the prescribed timeline;
- Type of public grievances received;
- Number of press materials published/broadcasted in the local, regional, and national media;

2. Reporting

(i) Quarterly Reports

The PIUs will prepare brief quarterly reports on stakeholder engagement activities for the World Bank, to include:

- Stakeholder activities conducted on quarterly basis;
- Public outreach activities (meetings with stakeholders);
- Entries in the grievance register;
- New identified stakeholder groups.
- Emerging new issues or challenges

(ii) Annual/final Stakeholder Engagement Reports

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

These evaluation reports should be submitted to World Bank and a summary of the results will be provided for the annual report.

(iii) Reporting Back to the Communities

It will be PIUs' responsibility to report back to the communities on matters relating to:

- Main findings from the annual monitoring;
- Sharing and publish reports and have them available on PIUs website and copies sent to stakeholders (District, local authorities, GRCs etc.).
- Summary of findings published on notice boards.
- Maintain a website with all ESF documents and report public

In the ESIA, RAP and LMP implementation reports there will be a review of the engagement activities conducted; levels of stakeholder involvement (particularly for affected communities, women, youth and vulnerable people/groups); the issues discussed and outcomes; and the extent to which stakeholder priorities, issues, and concerns are reflected in the reports, particularly with respect to mitigation and monitoring strategies contained in the project ESF documents.

VIII. SEP Implementation budget

The project has a lifespan of 5 years during which stakeholder engagement activities discussed in the previous chapters and others that will be identified throughout project implementation will be carried out. In the following table a tentative estimation of costs has been proposed with the assumption that it will be updated or amended as appropriate depending on arising project need.

Table 11: Budget required for implementation of SEP we will review

Engagement methods	Estimated cost year 1 (USD)	Estimated cost year 1 (USD)	Estimated cost year 1 (USD)	Estimated cost year 1 (USD)	Estimated cost year 1(USD)	Sources of funds
Correspondence by phone/email/Text/Instant messaging	3,000	3,000	3,000	3,000	3,000	RUDP-II funds, component 4: Project Management
Print media and TV/radio announcements	5,000	5,000	5,000	5,000	5,000	RUDP-II funds, component 4: Project Management
Formal meetings	10,000	10,000	10,000	10,000	10,000	RUDP-II funds, component 4: Project Management; MININFRA, Secondary Cities districts/CoK budget
Public meetings	5,000	5,000	5,000	5,000	5,000	RUDP-II funds, component 4: Project Management; MININFRA, Secondary Cities districts/CoK budget.
Focus group meetings	3,000	3,000	3,000	3,000	3,000	Secondary Cities districts/CoK budget

Workshops, food, transport, publications, communication material	12,000	12,000	12,000	12,000	12,000	RUDP-II funds, component 4: Project Management; MININFRA, Secondary Cities districts/CoK budget.
Total	38,000	38,8000	38,000	38,000	38,000	
Grand total	190,000USD					

IX. RESULTS OF PROJECT CONSULTATIONS ON THE ESF INSTRUMENTS/DOCUMENTS

1. Introduction

The ESS 10 of the World Bank’s ESF stresses on the importance of a consultation as being free, prior and informed. This implies an accessible and unconstrained process that is accompanied by the timely provision of relevant and understandable information. In this regard, upon review and clearance by the World Bank, the drafts of the 5 ESF documents were publicly disclosed online on 11th June 2020 at the project webpages of the implementing agencies at the national level:

<https://www.mininfra.gov.rw/index.php?id=329>,

<https://kigalicity.gov.rw/index.php?id=138>,

<https://loda.gov.rw/rudp-ii/rwanda-urban-development-project-ii-rudp/>

<https://rema.gov.rw/index.php?id=103>

Since stakeholders had actively participated in the preparation of the ESF instruments as detailed in chapter IV, the public disclosure of the documents and subsequent consultations were a way to present to the stakeholders the outcomes of the draft documents with a rationale to give them another chance to discuss the documents and provide further inputs so as to have a well-documented and inclusive ESF for RUDP II.

Given the COVID-19 pandemic situation in the country and worldwide, to avoid risk to the community, stakeholders and project team, the consultation process followed the following tools: (i) Open period of comments at the Project website, (ii) Phone calls to leaders of beneficiary communities and, (iii) physical one-one consultation with district engineers, environmental/social officers, decision makers from the district and project areas. In the latter process, a team of Environmental and Social Safeguards Specialists carried out a field visit in four secondary city districts (Musanze, Nyagatare, Muhanga and Huye) from 08th to 18th June 2020 and had exchanges with above mentioned district officials. The team did not however

meet the local community and project beneficiaries due to the enforcement of the measures put in place by the Government and health institutions to protect people and prevent the spread of COVID-19.

In order to complete the consultations with a face to face conversation between the project team and local stakeholders with the aim to give them a chance to directly communicate their concerns and opinions to the project management team, it was agreed to organize a public consultation of the ESF instruments through WebEx with six secondary cities and CoK. This WebEx meeting was held on 16th July 2020. Prior to this meeting, a summary of each document translated in the Kinyarwanda had been transmitted to various stakeholders. These stakeholders included the following: (i) Village, Cell, Sector and District Officials and Council Members, (ii) Women representatives from the village up to District level, (iii) Youth representatives, (iv) Representatives of people living with disabilities, and, (v) Members of civil society organizations.

Table 12: Stakeholders participants in the WebEx meeting held on 16th July 2020

Date	District	Venue	Participants categories	No of participants	
				Female	Male
16/07/2020	Muhanga	District head office	-Village, Cell, Sector and District Officials and Council Members - Women representatives from the village up to District level, -Youth representatives, - Representatives of people living disabilities, and, -Members of civil society organizations	16	30
16/07/2020	Rusizi	District head office		11	23
16/07/2020	Musanze	District head office		6	21
16/07/2020	Nyagatare	District head office		6	8
16/07/2020	Huye	District and Ngoma sector head offices,		6	16
16/07/2020	Rubavu	District head office		9	21
16/07/2020	CoK	Gitega, Kimironko, Gatenga, Kimisagara, Remera and Rwezamenyo Sector head offices		18	62

The venues for the meetings were arranged in a way to respect the COVI-19 prevention measures in accordance with the availability of facilities with access to internet connection and computers. Therefore, some stakeholders gathered at the cell level, Sector or District meeting rooms while others directly connected from their homes or offices. For those who gathered in

public buildings, local authorities provided them with computers or they used big flat screens installed in the conference rooms so that the people could follow the discussions, provide comments or ask questions.

The participation of the women in the consultation forums was very crucial and it was ensured by applying the requirements of the national gender policy through the existing administrative structures in local government from village level up to the central level: at least 30% of all administrative and decision making positions to be held by women.

2. Conduct of the discussions during the public consultation

The project safeguards team presented the main content of the ESF documents through a power point presentation to the stakeholders in Kinyarwanda. An overview of the project, its scope, objectives, expected environmental and social risks and impacts and their management as well the role of each stakeholder in successful project implementation were presented to the audience. A summary of the consultation outcomes is given in table 13.



Figure 7: stakeholders gathered at different locations during consultations

Table 13: Summary of the main issues raised during the WebEx meeting on ESF instruments and responses provided by the project team

Comments/Questions raised	Category of the person who raised the issue	Person who provided the answer (position and institution)	The comment/answer provided by the project team
<p>-To recruit the project staff (Environmental and Social Specialists and Project Engineer) on time before the project activities.</p> <p>- Recruitment of the contractor’s workers to consider the community in the area and give a chance to the local people of the project areas and avoid delays in payment</p>	<p>Rusizi District Acting Director of One Stop Center</p>	<p>-RUDP/LODA Environmental Specialist</p> <p>- RUDP/LODA Social Safeguards Specialist</p> <p>- RUDP National Coordinator</p>	<p>-ToRs for these staff are ready</p> <p>-The recruitment process will be launched early on so as to have them in place at project effectiveness. This will allow the newly recruited staff to get an induction training about the project, ESF instruments, their duties and responsibilities.</p> <p>- All contractors will be bound by the Rwandan labor law and provisions of the LMP. In addition, all contractors’ workers will have contracts and health insurance.</p>
<p>-It was suggested to speed up the upcoming studies mainly design and feasibility, ESIA and RAP and be completed on time</p>	<p>-Muhanga Huye districts Vice Mayors in charge of Finance and Economic Development and Rubavu District Road Engineer.</p>	<p>- RUDP National Coordinator</p> <p>- RUDP/LODA Environmental Specialist</p> <p>- RUDP/LODA Social Safeguards Specialist</p>	<p>-The support from the secondary city district was very much appreciated and acknowledged</p> <p>- The suggestion to speed up ESIA and RAP studies was also well welcomed. In addition, the participants were informed on the on-going detailed design and feasibilities studies for phase 3 and consultancy services for ESIA and RAP which will be undertaken very soon. The contract for these consultancy services has been signed and the service order which will wait</p>

			for the aforementioned studies to reach an advanced stage. By the time of project effectiveness these studies will have been completed, compensation paid and project activities will start immediately.
<p>-It was suggested that going forward and during the project implementation, to have a special program that can be broadcasted on community radios to allow the project beneficiaries to continually get more information about the ESF instruments and the project activities at large.</p> <p>-It was also recommended to complete the compensation process before the project activities start</p>	<p>Resident from Muhanga district in Nyamabuye Sector and Huye District Vice Mayor in Charge of Finance and Economic Development</p>	<p>-RUDP Coordinator at LODA</p> <p>-RUDP/LODA Environmental Specialist</p>	<p>Yes, community radios of each district will be used not only to share the information about the ESF instruments but also to encourage the project beneficiaries and other stakeholders to own the project and make public the RUDP achievements.</p> <p>-The compensation will be completed ahead of time in order to give ample time to PAPs to voice their claims if any and to relocate comfortably with no pressure from District to vacate the right of way.</p>
<p>The need to have at the district a permanent staff from the ESIA and RAP consultant firm to assist on expropriation issues as they arise</p>	<p>Musanze District Road Engineer</p>	<p>RUDP Coordinator at LODA</p>	<p>It is difficult to have a specific staff from the consultant firm conducting ESIA and RAP studies. However, the RUDP project team will be making a regular follow up to provide a required support. Moreover, a dedicated project staff in charge of Environmental and Social management will be hired to be based at District level with the responsibility to follow up on RAP and ESIA activities and work hand in hand</p>

			with GRC members to solve any arising concern in relation to compensation or any others project induced impact.
<p>-To have a code of conduct that contractors should comply with so that in case of non-compliance they should be prosecuted</p> <p>-RUDP to cover wastewater/sewage management including valorization (for instance, fertilizer production) and storm water management issues in CoK.</p> <p>-During the resettlement of the PAPs to consider the people who live together/ same area to be resettled in the same area to help them adapt easily in a new environment.</p>	<p>Opinion Leader of Nyabisindu Cell, Remera Sector- Gasabo District</p>	<p>-RUDP Environmental Specialist</p> <p>-RUDP-LODA Social Safeguards Specialist at LODA</p>	<p>-The code of conduct for contractors and workers was included in ESMF and LMP and will also be emphasized on in the GBV action plan to be prepared at later stage. Each contractor staff will sign a code of conduct so that in case there is an issue with misconduct (for instance, GBV) they can be held responsible and prosecuted as per the existing national laws.</p> <p>- Under the subcomponent 3a: Institutional capacity development at national level, RUDP II will support a number of activities include upstream waste management, and storm water management and solid waste management strategy as well as feasibility studies for disposal facilities in secondary cities. In addition, preliminary ToR for Strategic Environmental and Social Assessment (SESA) for the National Waste Management Strategy were developed and appended to the current ESMF document.</p> <p>-The RUDP project cannot oblige people who live together to resettle in the same area due to many factors including the right of choosing where to live. However, the project will follow up and make sure that their livelihoods are equal or better than before (previous situation).</p>

<p>-How can RUDP II assist in vertical building to properly manage land and host many households in a small space?</p> <p>-And how to deal storm water and flooding issues in Mpazi area of Kimisagara Sector?</p>	<p>Executive Secretary of Kimisagara Sector in Nyarugenge District, CoK</p>	<p>-RUDP National Coordinator</p> <p>-Kigali Urban Upgrading Project Coordinator</p> <p>-RUDP Environmental Specialist at LODA</p>	<p>- The upgrading activities in the City of Kigali and other locations in general will be implemented in accordance with the city master plan and considering environmental sensitivity of the areas and implementation of the mitigation measures</p> <p>-The upgrading committees will be established early on at the Cell level and will be involved in review and decision-making steps along the planning and implementation process.</p> <p>-The subcomponent 1b of the project will include flood risk management in CoK while the subcomponent 3a will provide TA for master plan implementation.</p>
<p>PAP, what is the innovation in terms of improving the livelihoods of the relocated people in comparison with the previous RUDP I experience? Any tangible measures to follow up the living conditions in their new environment after resettlement? And which channel to follow to address questions in case the livelihoods worsen as a consequence of the relocation.</p>	<p>Representative of National Women Council (women representative) in Gatenga Sector, Kicukiro district, CoK</p>	<p>-RUDP Coordinator at National level</p> <p>-RUDP Social Safeguards Specialist at LODA</p>	<p>-The World Bank ESS5 as well as the national law on expropriation for public interests will be respected during the conduct of the RAP and the delivery of compensation.</p> <p>- One of the RPF principles is to ensure that the well-being and restoration of the livelihoods of the relocated people are equal or better than the previous situation. In this regard, a Resettlement Action Plan will clarify how expropriation will be done and there will be a livelihood restoration plan crafted against specific individual needs. Furthermore, a follow-up on the livelihoods of the relocated people after compensation process will be done throughout project implementation. Vulnerable people such as people with disabilities, orphans and others will be given a special attention.</p>



Actions recommended after Consultations

With a rationale to ensure that proper information on ESF instruments and the project at large has reached beneficiaries before actual project activities start on the ground, further steps in regard with consultations will be taken by the project management with collaboration of local authorities of beneficiary Districts and Sectors. In this regard, the following consultations actions will be taken in RUDP II:

- (i) **Specific Consultation Meeting 6 months before the hiring of works in the selected communities:** these meetings will be organized at local level so as reach as many people as possible so as to give them a chance to discuss the project and environmental and social impacts associated with it. The information that will be gathered during these meetings will inform the ESMPs and other site specific plans as well as the preparation of tender documents with the aim to ensure that all environmental and social implications from the affected communities and others stakeholders’ perspective have been considered.
- (ii) **Academia, conservation NGOs, local experts will be consulted** on the plans for the remediation, restoration of wetlands, waste management strategy, urban planning, etc. to ensure they are consulted and participate to the benefit the project outcomes.
- (iii) **A workshop meeting with the contractor, LODA, districts REMA, CoK 1 month before the commencement of works:** As soon as the tendering process is completed, PIUs will organize a workshop with the successful contractors aimed at updating them on the ESF requirements. The community meet the contractor and the team that will supervise he works from the PIU, district and supervision consultant, etc. Also to inform the community on the GRM available. All ESF standards applied to this project as well the responsibilities of contractors in its implementation will be particularly highlighted.

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ANNEXES

Annex 1: List of participants in the consultations of ESF instruments

1. Muhanga District

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INTARA Y'AMAJYEPFO
AKARERE KA MUHANGA

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DOCUMENT YO KUWA 16/07/2020

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2. Rusizi District

REPUBLIC OF RWANDA
WESTERN PROVINCE
RUSIZI DISTRICT

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15	SEFANA Francis	umukuru w'umushinga	KARARUBO	0788422442	-	[Signature]
16	TURINGIYIMANA Habi	umukuru w'umushinga	Nyanza	0788381433	-	[Signature]
17	KALISA EMMAUEL	oporo's leader	KARARUBO	0788487699	-	[Signature]



Repubulika y'a Rwanda
Umujyi wa Kigali



16th JULY 2020

PUBLIC CONSULTATION MEETING ON RWANDA URBAN DEVELOPMENT PROJECT (RUDP II)

LIST OF THE MEETING PARTICIPANTS (CITY OF KIGALI)

DISTRICT: KICUKIRO

SECTOR: GATENGA

No.	Names	Position	Institution	Phone	Email	Signature
1	MURISHA Emmanuel	E/S	Gatenga	078830704	Murishaemmanuel230@gmail.com	[Signature]
2	MURISHA Emmanuel	oporo's leader	Gatenga	078881127	-	[Signature]
3	MURISHA Emmanuel	oporo's leader	Gatenga	078813393	Murishaemmanuel230@gmail.com	[Signature]
4	BAGAZO Alex	Pro. MSU, Incharge	Gatenga	078851627	alex.bagazo@gmail.com	[Signature]
5	RETAGIRWA Alpha	umukuru w'umushinga	KARARUBO	078866835	retagirwaalpha@gmail.com	[Signature]
6	BICAMUNYAGA Jérome	umukuru w'umushinga	KARARUBO	078822220	jeanbikamunyaga@gmail.com	[Signature]

Kimisagara Sector



16th JULY 2020

PUBLIC CONSULTATION MEETING ON RWANDA URBAN DEVELOPMENT PROJECT (RUDP II)
LIST OF THE MEETING PARTICIPANTS (CITY OF KIGALI)

DISTRICT: _____ SECTOR: _____

No.	Names	Position	Institution	Phone	Email	Signature
01.	NKOREZI Alexis	President	Umuronge	078863572	nkoreziales@gmail.com	
02.	NKUMUKA Yalwa	Opinion Leader	Akagari	0787746111	ndkumukayalwa@gmail.com	
3	UMUNYASYI CHRISTINE	chef de village	Umuronge	0788624200	-	
4	MUKAMUNYI St. Albert	Notaire	Umuronge	078212667	-	
5.	MUKANDAYENGA Espérance	chef de village	Umuronge	0788501462	hupenziza@gmail.com	
6	UMUTESI Clemonce	Présidente	UMURONGE	0788476457	democlemonce@gmail.com	
7	GUSUNYI GABRIEL	Secrétaire	AKAGARI	078880734	g-gusunyigabriel	
8.	BABWANTWASH Patrick	Opinion Leader	Akagari	078345392	babw13@yahoo.com	
9	KAREGA Janvier	Chairperson	Cell/Comm. Cell	078946060	karegajavier@gmail.com	
10	NIZOMUKETA Gad	chef de village	Umuronge	0789544479	gadgade@gmail.com	
11	MUKALISA Athènes	Président/ Muni. sagari	Kimigama	078305759	mukalisaathenes@gmail.com	
12	KUBWIMANA Davin	UPU/Comm. Cell	Kimigama	0782370620	spostled@gmail.com	
13	KARIMANA Josph	ETI Comm. Cell	Akagari	078943836	josphkarimana@gmail.com	
14	MUSUMU Kaban	Président/ Comm. Cell	Akagari	0787913445	MusumuKaban@gmail.com	
15.	BAYINKANA Charles	land - Infrastructure	Kimigama Sector	0799237227	bayinkanacharles@gmail.com	
16.	BAZAYIRE Betty	chef de village	Muramba	0785108992	-	
17	SIBOMANO Josphine	EIS cell	Komashya	0781664210	jsibomanosibomano@gmail.com	
18	AKUBUKA ISIDORE	Yarezi	Kim Sector	078533480	akubukaisidore@gmail.com	
19	MUBIMANA Edouard	chef de village	Karukira	0788671041	edouardmubimana@gmail.com	
20	HARONZIGA Charles	Executive Secretary	Kimigama	0788300797	Charlesharonziga@gmail.com	

Remera Sector

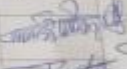

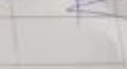

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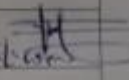
16TH JULY 2020



PUBLIC CONSULTATION MEETING ON RWANDA URBAN DEVELOPMENT PROJECT (RUDP II)

LIST OF THE MEETING PARTICIPANTS (CITY OF KIGALI)

DISTRICT: _____ SECTOR: _____

No.	Names	Position	Institution	Phone	Email	Signature
1	ERIGIWAHIMU RYAGA	SEDO	Gashyamba	0788813180	erigiwahimu@gmail.com	
2	MURAHIMU FALSTIA	Mudugudu Kayondo		0788775444	murahimu@gmail.com	
3	KUJIGUMBI WIZWASE	Umuhambaro Kayondo		078885353	kujigumbi@rediffmail.com	

No.	Names	Position	Institution	Phone	Email	Signature
1	NDUMIRIMANA ZIGIRO	SLM	REMERA SEKTOR	0755414332	ndumirimana2015@gmail.com	



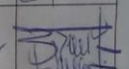

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PUBLIC CONSULTATION MEETING ON RWANDA URBAN DEVELOPMENT PROJECT (RUDP II)

LIST OF THE MEETING PARTICIPANTS (CITY OF KIGALI)

DISTRICT: _____ SECTOR: _____

No.	Names	Position	Institution	Phone	Email	Signature
1	Musoni Didace	Mayor Munyezi	Meko Rwanda	078214496	d.musoni@meko-rwanda.gov.rw	
2	Nyundabanga Gabriel	MD	DERPCAMU Ltd	0798407523	derpcamu@chugy@gmail.com	
3	BIZUMURENYI Felix	Opinion Leader	RBA	078335749	bizumurenyi@jaboo.fr	

Rwezamenyo Sector









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 Umuwizi wa Kigali
 

16th JULY 2020

PUBLIC CONSULTATION MEETING ON RWANDA URBAN DEVELOPMENT PROJECT (RUDP II)

LIST OF THE MEETING PARTICIPANTS (CITY OF KIGALI)

DISTRICT: NYARUGENGE SECTOR: RWEZAMENYO

No.	Names	Position	Institution	Phone	Email	Signature
1	NIKERA Marko IRE	ES/SECTOR	Rwezamenyo Sector	078828171	nikera_ire@igiteka.gov.rw	
2	NTAKIRUTIMANA Hilane	IRASHYamba KASHUBWA I	Rwezamenyo	078824443	ntakirumana@igiteka.gov.rw	
3	KAMUGIHA James	SEDO/ KASHUBWA I	Rwezamenyo	078772944	jamugisha@igiteka.gov.rw	
4	TUMUKUNDE Alimou	Umukuru w'ubushyamba	Rwezamenyo	0788765653		
5	MUKANTWALI Florence	IRASHYamba KASHUBWA I	Rwezamenyo	078848465		
6	NYAGATARE Faudin	Umukuru w'ubushyamba IRIRO (MURAZA)	Rwezamenyo Sector	078824443 078824443	nyagatara@igiteka.gov.rw	
7	NIYONZIMA J. Claude	Umukuru w'ubushyamba	Rwezamenyo Sector	0788335088		












Gitega Setor



Repubulika y'u Rwanda
Umujyi wa Kigali



No.	Names	Position	Institution	Phone	Email		
1		VP Nyanam	Kigarama	0788418256	joel		
2	Munyankuli	Alpha	Pres. Njya	0787112912	alphamuna@gmail.com	(M)	
3	Gasindanyi	Pres	AKABEZA	0788469670			
4	MULIMBAHABO	Florence	ELIS	AKABEZA	0788598083	floremuli@yahoo.fr	
5	NYAMPUNZI	Abakwe	AKABEZA	0783269611			
6	M	Lewis	AKABEZA	0782039028			

7	NSHIMIYIMANA Aimable	MUDUGU DU	A KABEZA	0785322460		
8	MUGWANENZA DENISE	UMUKORU WUMUCU GUDU	KIGARAMA	078584612		
9	NKUNZI JEO	imurungu	KIGARAMA	0777952901		
10	KABAGERA AIMABLE	Mudugudu	KIGARAMA	0788621360		
11	KABITIZI EGIDE	Mudugudu	KIGARAMA	0788845377		
12	MALERA JOSEPH	umukuru wa mudugudu	KIGARAMA	0783027083		
13	Uwizigabo Salisane	umukuru wa mudugudu	A KABEZA	0788217233		
14	NSHIMU UMUKIZA OSCAR NAMA	UMUKURU WUMUCU	KIGARAMA	0788300518	oscar.nma2000@gmail.com	
16	URATUKURWA Inshahie	Umuramba banyaga Nshimuramba	Gitega	0783030853	uranahie@gmail.com	
17	MUHIRE Aimable	ETSkiparuru Juma	ETS Kijana muho	0758114334	muniraaimablek	
18	BIZIMUNGU Ismael	chairman	Akabaza	0788350765		

Kimironko Sector



Repuburika y'u Rwanda
Umuryamba w'u Kigali



16TH JULY 2020

PUBLIC CONSULTATION MEETING ON RWANDA URBAN DEVELOPMENT PROJECT (RUDP II)
LIST OF THE MEETING PARTICIPANTS (CITY OF KIGALI)

DISTRICT: GASABO

SECTOR: KIMIRONKO

No.	Names	Position	Institution	Phone	Email	Signature
01	MUASAJA Aetise	Land officer	Kimironko Sector	0782103773	dsr.mudasaja@gmail.com	
02	NGOZI Valens	Umunyacyi w'ubungirane	Kimironko	0788891881	-	
03	NGIRAZI Genz Christophe	Umunyacyi w'ubungirane	Kimironko	0788819081	-	
04	GATONGAYIRE Angélique Gatera Collette	Umunyacyi w'ubungirane	Kimironko	078886000	angeli.gatongayire@gmail.com	
05	Gatera Collette	Umunyacyi w'ubungirane	Kimironko	0788405066	-	
06	UKWIBIRI Elyse Chantal	Umunyacyi w'ubungirane	Kimironko	078521290	-	

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4. Musanze

**URUTONDE RW'ABITABIRIYE INAMA NYUGUNGURANA BITEKEREZO KU
MUSHINGA WA RUDP 2-MUSANZE YO KUWA 16/07/2020**

SN	AMAZINA YOMBI	IGITSINA	ICYO AKORA	TELEPHONE	UMUKONO
01	MURUMUNASHYAKO Celestin	Gabo	chef-de Village	0286545582	
02	GASHUGI J de la croix	M	chef de village	0788733124	
03	Mujinarumunda Clémentine	Gore	chef de village	0768879523	
04	Atsimaniwabayezu Alphonsine	Gore	C.M.F RWEYETA	0788190996	
05	BAMURASHA Peter Clark	M	DE S/MUSANZE District	0789857147	
06	MANZI J. Pierre	M	ES/Muhoza sector	0782592323	
07	MUKAMANA Jacqueline	F	ES/Ruhengeri cell	0785464084	
08	MURUMU: smile	M	Actes Rweyeta cell	078651066	
09	UHIRIWE Angelique	F	CNF / Cyuve	0783051324	
10	BENENACU Maurice	M	Vic bwa/Nyungoma/Cyuve	0789433308	
11	BISENGIMANA Janvier	M	ES/CYUVE SECTOR	0782468519	
12	NTIREGANYA Thomas	M	NYC Coordinator/CTU/Acteur	078652244	
13	HABELIMANA Ignace	M	IT/MS / MUYONGE DISTRICT	078892699	
14	NYIRASHYAMA Athanase	M	Socia/Protection	078981142	

**URUTONDE RW'ABITABIRIYE INAMA NYUGUNGURANA BITEKEREZO KU
MUSHINGA WA RUDP 2-MUSANZE YO KUWA 16/07/2020**

SN	AMAZINA YOMBI	IGITSINA	ICYO AKORA	TELEPHONE	UMUKONO
01	HABIMANA Samuel	Gabo	chef du village/ruwan	0783297424	
02	Sesbuto Rwabukwisi	Gabo	chef du village/Byimana	0783816872	
03	Munskatete Delphine	Gore	chef du village	0783471476	
04	Ganga Anne	Gabo	Vic-Acteur/Ruhengeri/Inyanga	078022847	
05	HABIMANA INNOCENT	GABO	chef du village	0788606884	
06	BIMENYIMANA Celestin	GABO	chef de village	0786303551	
07	MIZAYIWAHO Jemye	GABO	chef de village	0783461476	
08	HABINDINTWANA Schaudrick	Gabo	Sabo/Ruhengeri Cell	0786888570	
09	BIGIRANKANA Donath	GABO	chief of village	0781032800	
10	NYUYUVIRA Laurent Lucien	GABO	Road dupt/Maintenance	0787787468	
11	UWARUREMA Yvonne	GORE	CNF RUTENGERI Cell	0788481783	
12	MURAMPAMIRWA Theopliem	Gabo	Nyungoma/Ruhengeri	0788380827	
13	MWASHYI Probiu	Gabo	Administrateur	078944493	

5. Nyagatare

REPUBLIC OF RWANDA



EASTERN PROVINCE
 NYAGATARE DISTRICT
 P.O BOX 20
 TEL/FAX: 565249
 E-mail : nyagataredistrict@minaloc.gov.rw

Attendance List on WEBEX meeting of Facilitation to conduct public consultative meeting on environmental and social safeguards instrument documents.

DATE: 16.1.2020

NO	PARTICIPANTS NAME	INSTITUTION	ADRESS	SIGNATURE
1	UMUHOZA Marie Claire	Nyagatare (sub)	0787910771	
2	NABUKI-UBAMIANI	G.D.C	0733622712 Nyagatare	
3	BATAMURIZA SARAH	0785825587	N.G.D.C	
4	SAKUYA PASCAL	0788844569	MANI G	
5	MUKESHIMANA Françoise	SEDORCELL Tsubu	Benja B	
6	GASHA FRANCIS	NChof de Mundingu	Benja B	
7	MUTUYEYERU Alexandra	Leid Monopet Nyagatare	Benja B 0783508657	

REPUBLIC OF RWANDA



EASTERN PROVINCE
 NYAGATARE DISTRICT
 P.O BOX 20
 TEL/FAX: 565249
 E-mail : nyagataredistrict@minaloc.gov.rw

Attendance List on WEBEX meeting of Facilitation to conduct public consultative meeting on environmental and social safeguards instrument documents.

DATE: 16.1.2020


NO	PARTICIPANTS NAME	INSTITUTION	ADRESS	SIGNATURE
01	Mwitonze Patrick	Nyagatare	Nyagatare	
02	Mweseze Nelson	"	"	
03	Augustin MANIRAFIZA	NYAGATARE	NYAGATARE DISTRICT	
04	Fred HATIBUKIMANA	Nyagatare (DES)	"	
05	MATIBHO Jean Claude	Nyagatare District	Nyagatare	
06	Mweseze Jean Claude	NYAGATARE District	NYAGATARE	
07	IRADUKUNDA Elidolin	Nyagatare	Nyagatare	

6. Rubavu District

				NO
01	Uwimana Nidaste	ES Rubavu	0784277898	
02	URATA Noelly	DASSO deputy Caretaker		
03	UWAZAZERA Jeanette	ES Rubavu	0784277898	
04	Hagenimana Epimacire	ES Nyarubya	0784277898	
05	URAKABUNGO Pascal	Prés/Rubavu	0788593508	
06	Mwenisha Namose	ES RUBAVU	0784277898	
07	Nshyamba Alphonsine	Bata mungu Kanama	0785604516	
08	TUYIRINGIRE Joseph	B/Case	0787442798	

7. Huye District

REPUBLIC OF RWANDA



SOUTHERN PROVINCE
HUYE DISTRICT

URI TONDE RWABITABIRIYE INAMA BYANYE NO GUSUZUMIRA HAMWE IMISHINGA YATEZA IMBERE UMUYIWA HUYE BINYUZE MURI GASHINGA YA RITDP PHASE 3&4 (16.07.2020)

NO	AMAZINA	ICYOASHINZWE	IGISINA (GORE, GASHI)	NIMERO YA TELEPHONE	AKAGALI	UMURUNGE	SIGNATURE
1	MUSANGAMUKA Emmanuel	ES macyizi cell	Gashyamba	0788070200	macyizi	nyamba	
2	Kajanga Naze	umushuri w'umunyacyizi	Gashyamba	0786830894	Macyizi	Nyamba	
3	Mugemurizi Valens	Chief de village RUBANDA	Gashyamba	0786830855	macyizi	nyamba	
4	MUKAMUNDA Felicia	Chief de village KABEZA	Gashyamba	0786830894	macyizi	nyamba	
5	Alphonse MURINDASHIMANA	ES Nyamba	M	0786830004		Nyamba	
6	USANASE Domina	SE/ Nyamba	F	0786830634	butare	Nyamba	
7	NGANTZI Pascal	RUBANDA	M	078640001	butare	Nyamba	

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SOUTHERN PROVINCE

HUYE DISTRICT

URUTONDE RWABITABIRIYE INAMA LIYANYE NO GUSUZUMIRA HAMWE IMISHINGA YATEZA IMBERE UMUJYI WA HUYE BINYUZE MURI GAHUNDA YA RUDP PHASE 3&4 (16.07.2020)

NO	AMAZINA	ICYO ASHINZWE	IGITSINA (GORE, GABO)	NUMERO YA TELEFONE	AKAGALI	UMURENGE	SIGNATURE
1	RURAGABAZE Edouard	Sti Butaruka	Gabo	078636467	Butare	N'GOMA	
2	NAUSE Albert	NY/Coordinator	Gabo	078323325	N'GOMA	N'GOMA	
3	Ronde Salim	Muhamad/P. Mubashir	Gabo	078822640	Butare	N'GOMA	
4	MUTABAZA Vincent	NY/Coordinator	Gabo	078823244	MATYASO	N'GOMA	
5	MSPAMAMIA Alexis	NY/Coordinator	Gabo	078624004	Butare	N'GOMA	
6	MUGIKWA Jean Pierre	SPM/Mpamama	Gabo	078822640	N'GOMA	Mbatia	
7	UMUSANGA Agnès		Gabo	0785276215	MATYASO		

INTARA Y'AMAJYEPFO
AKARERE KA HUYE
UMURENGE WA MBAZI

ABITABIRIYE VIDEO CONFERENCE KU KIGANIRO CY'IMISHINGA YO GUKORA
IMIHANDA KU NKUNGA YA WORLD BANK, YO KUWA 16/07/2020

No	Amazina	Icyo ashinzwe	Gend er M/F	Telephone	Umukono
1	Muri zahategekimana Claudine	chef de zone	F	0786830457	
2	Munizero Vianney	chef de zone	M	0786830513	
3	Munimpaye Camille	U/s preside gashyamba	M	0788619766	
4	NYINAWUMUNU Vincentie	CNF	F	0783184791	
5	NYABIZINA J. Claude	U/s preside gashyamba	M	0788828919	
6	KASHAKA E. Jeanne	Cell Et. - Umuramba	M	0782636450	
7	Vimbera Clémence	Executive secretary	f	078843325	 16/07/2020
8	MUNYIMANA Henry	CNJ	M	0788600722	

Annex 2: Template for stakeholder registry

Name	Contact	Category of stakeholder Primary/Secondary	Role/responsibility	Expectation or requirement	Interest (High, Medium or Low)	Influence (High, Medium or Low)
<i><Name (job title)></i>	<i>E-mail: Phone: Address:</i>		<i><their involvement and role in the project></i>	<i><What does the stakeholder require from the project, in terms of deliverables or information? What is their stake in it? What might they gain or lose from the project?></i>	<i><Concern or reason for wanting take part in the project></i>	<i><Effect on the project></i>