

# REPUBLIC OF RWANDA



## RWANDA URBAN DEVELOPMENT PROJECT (RUDP II)

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### STAKEHOLDER ENGAGEMENT PLAN (SEP)



May 2020

## ACRONOMYS

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

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## 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 aiming to implement 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 new 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 with Subcomponent 1a:** Integrated urban planning for resilient, inclusive infrastructure delivery and **Subcomponent 1b:** Evidence-based, sustainable wetland management, flood risk management and greenhouse gas monitoring in CoK.
- ✓ **Component 2: Support to Secondary Cities with Subcomponent 2a:** Infrastructure and service delivery in secondary cities and **Subcomponent 2b:** Institutional capacity development of secondary cities.
- ✓ **Component 3: Institutional and Capacity Development and Project Management with subcomponent 3a:** Institutional capacity development at national level and **sub-component 3b.** Project management

**The present document presents the “Stakeholders Engagement Strategy and Communication Plan (SEP)”** and 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.

Th 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 funded by the project 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 will be 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 Organization (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 correspondances (Phone, Emails, text messages) ; one-on-one meetings, group or focus (sectorial, villages, private sector, etc) meetings, public meetings. The project will also use: print media, radio announcement, internet media, workshops, surveys, project 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 will be the overall coordinating Ministry of the project and there will be 3 Project Implementing Unities (PIUs) at national level at one of each implementing agency (CoK, REMA and LODA). MININFRA will recruit one Environmental and Social Management Coordinator that will be in charge of coordinating the implementation of the ESF requirements by all implementing

agencies. Under MININFRA, each PIU will have 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, manage all activities related to database, logistics, and interaction with other departments of Implementing Agencies. Under LODA, based at District level, an Environmental and Social Management Specialist will responsible for day to day ESF activities through direct interactions will contractors, the supervisor, PAPs and other relevant stakeholders.

**Budget:** The implementation of the SEP activates will require a budget that has been estimated at 190,000USD for 5years.

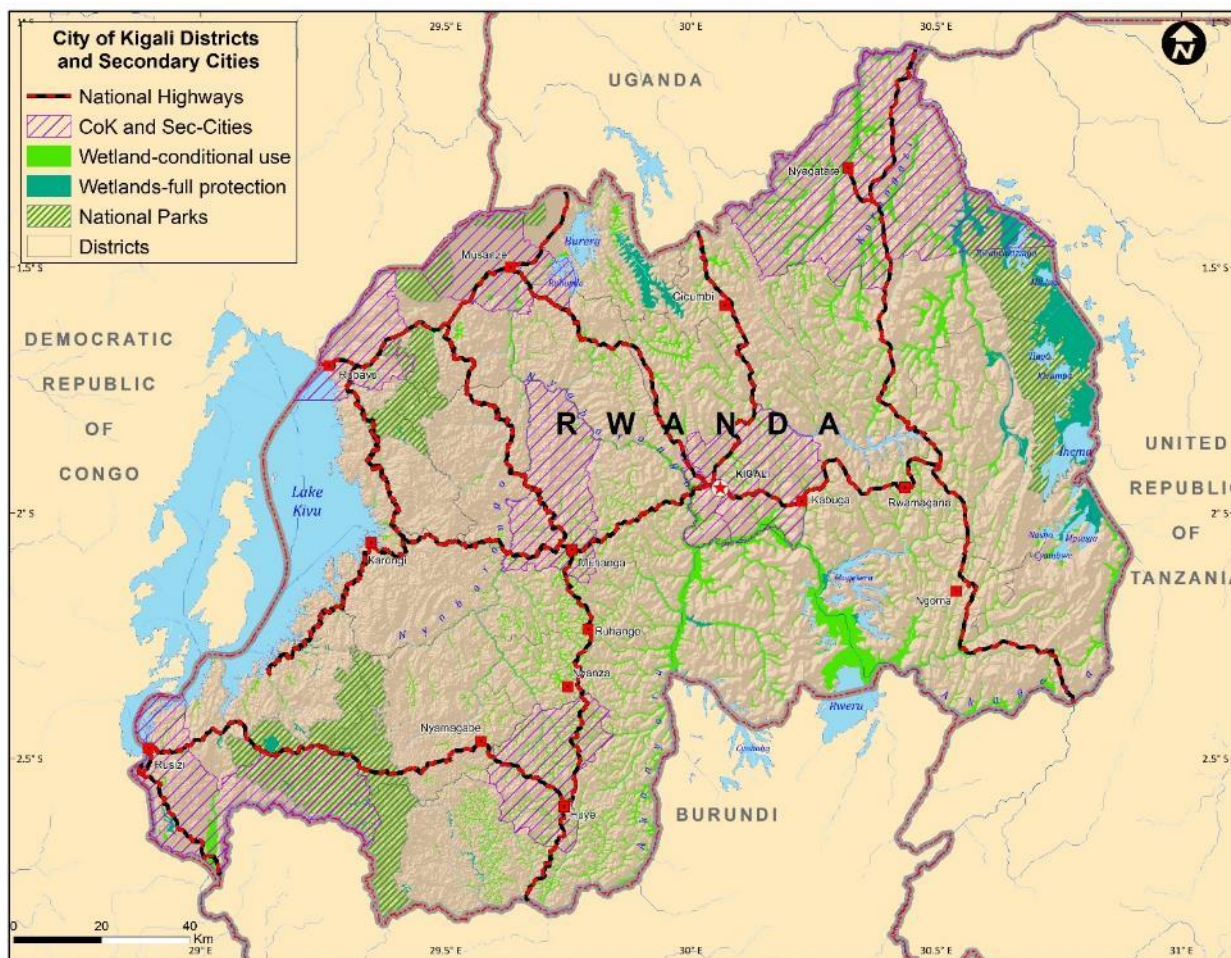
**Grievance Redress Mechanism:** A grievance mechanism has been developed for potential use by stakeholders. The aim of the grievance mechanism is to achieve mutually agreed resolution of grievances raised by such stakeholders. This grievance mechanism ensures that complaints and grievances are addressed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



## I. INTRODUCTION

### 1.1 Background/Project overview

The second phase of the 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



**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

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.

RUDP-II will benefit the City of Kigali as Rwanda's principal city and it's 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.<sup>1</sup>

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 RUDP2 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 governments, 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 <sup>2</sup> )	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

## 1.2 Project Components

The PDO for the proposed 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.” A summary of proposed project components and estimated cost is provided below:

<sup>1</sup> Diaio, Randriamamonjy, and Thurlow. 2017.

### **Component 1: Support to the City of Kigali**

This component will support: (i) integrated urban planning for resilient, inclusive infrastructure delivery, and (ii) evidence-based, sustainable wetland management, flood risk management and greenhouse gas monitoring in Kigali.

#### **Subcomponent 1a: Integrated urban planning for resilient, inclusive infrastructure delivery**

This subcomponent will support the comprehensive upgrading of four unplanned settlements in Kigali (Mpazi, Gatenga, Nyagatovu and Nyabisundu), including detailed designs, construction supervision and ESF instruments. The investment menu will include roads, pedestrian walkways, streetlights, storm water drainage, as well as more comprehensive water supply and sanitation infrastructure and community facilities such as community centers, public parks and playgrounds and local market improvements, to enhance living conditions and improve basic infrastructure and service delivery. These infrastructure investments will be designed to climate-resilient standards. Proposals would also endeavor to incorporate nature-based solutions to infrastructure provision.

In addition, the project will finance the provision of flood risk reduction infrastructure in flood-prone areas located near the upgrading sites to mitigate erosion, reduce and manage storm water run-off along settlements, enhance wetland buffer zones, and address flood hotspots. Investments will include the rehabilitation of culverts, channels, and drains, as well as implementation of suitable nature-based solutions (NBS) to increase infiltration capacity, retain storm water and reduce the speed of storm water runoff. A storm water management master plan for the City of Kigali will also be developed building on the hydrologic/hydrodynamic analysis carried out during project preparation. The main outcome will be a long-term prioritization of investments for a resilient storm water management system for the city, including its wetlands, that will enable acceptable and optimum safety against flood risks for the current situation in Kigali, as well as for a 2040 scenario as the city continues to densify, expand and encounter various climate and disaster risks. A system for monitoring rainfall, water level and discharge data, as well as a detailed digital terrain model (DTM) (e.g. LiDAR) and aerial photographs of CoK's projected urban development area in the coming 20 years will be financed and used as input data (see Subcomponent 1b) to the storm water management master plan.

This subcomponent will also support institutional capacity development (ICD) of the city to strengthen its economic and spatial planning for efficient infrastructure and service provision in view of optimal allocation of space and resources. Support to CoK will focus on two main urban management functions: (i) implementation of the CoK master plan through detailed area planning, sites and services schemes and capital investment planning, and (ii) revenue and expenditure enhancement.

#### **Subcomponent 1b: Evidence-based, sustainable wetland management, flood risk management and greenhouse gas monitoring**

This subcomponent will support the design, implementation and monitoring of green and gray infrastructure for wetland rehabilitation and flood risk reduction in the Gikondo and Nyabugogo wetlands, as well as the wetland linking these wetlands. Works will focus on the Gikondo wetland, but the scope of interventions will be expanded from ecological restoration activities to include support for excavation and removal of foundations, construction of basic recreational infrastructure, and formalizing stormwater outlets. Technical assistance will also be provided to identify potential impact-driven, innovative financing options for private sector engagement around environmental sustainability in the wetland sites. Green investment planning would, for example, include recommendations such as provision of wetland space for small and medium entrepreneurs to develop tourism development and recreational purposes, and support efforts to prevent water contamination and degradation in the future.

A LiDAR and photogrammetric survey will also be undertaken to produce a Digital Elevation Model (DEM) and a base map of the City of Kigali. It will also serve as input data for the SWMMP study in Subcomponent 1a. This survey will cover the complete urbanized area of Kigali, as well as urban development areas planned for the coming 20 or even 30 years. Besides flood management, the resulting DEM and aerial photographs will serve multiple purposes, including urban planning, land registration, road planning and design, and urban upgrading, among others. Finally, the subcomponent will support the development of a greenhouse gas (GHG) accounting and reporting framework to address GHG emissions from multiple sectors including the wetlands, solid waste, transport and buildings.

## **Component 2: Support to Secondary Cities**

This component will support: (i) infrastructure and service delivery, and (ii) institutional capacity development of secondary cities.

### **Subcomponent 2a: Infrastructure and service delivery in secondary cities**

This subcomponent will support infrastructure investments in secondary cities in two phases (Phases 3 and 4). While Phase 3 will support prioritized roads and drainage investments that have already been identified, Phase 4 will predominantly support infrastructure upgrading in unplanned settlements with possible offsite infrastructure (e.g. drainage and roads) to ensure that infrastructure upgraded in the settlements function efficiently.

### **Subcomponent 2b: Institutional capacity development of secondary cities**

The project will support the establishment and functioning of the proposed CMOs. Once established, the project will help CMOs will prepare medium-term (five-year) and annual ICD plans for urban management in order to identify institutional/capacity constraints and bottlenecks to urban management, propose measures to address them, and spell out capacities to be built in order to improve on urban management. In addition, CMOs will receive support to implement the master plans for their respective secondary cities. Master plan implementation will be focused on the development of detailed area plans for one or more unplanned settlements in each city.



### **Component 3: Institutional Capacity Development and Project Management**

This component will support: (i) institutional capacity development at the national level, and (ii) finance project management costs of MININFRA PCU, LODA SPIU, CoK KUUT, REMA SPIU, as well as two project staff within District PIUs.

#### **Subcomponent 3a: Institutional capacity development at national level**

This subcomponent is comprised of the following activities, all of which will be led by MININFRA in coordination with other relevant ministries such as MINALOC and RHA: (i) development of a roadmap for sub-national implementation and monitoring of the National Urbanization Policy; (ii) implementation of the National Housing Policy and National Informal Settlement Upgrading Strategy through a stocktaking of existing upgrading pilots, guidelines for urban upgrading and strategy development for scaling up sites and services schemes benefitting low-income households; (iii) development of a national solid waste management strategy and feasibility studies for waste disposal facilities in secondary cities.

#### **Subcomponent 3b: Project management**

Project management activities to be supported include fiduciary (financial management and procurement), environmental and social management, implementation supervision, contract management, monitoring and evaluation (M&E), and communication and citizen engagement. This component will finance project staffing in MININFRA, LODA, CoK, REMA, and PIUs at the district level expected to be staffed each with a project focal person (preferably with a background in urban planning or an engineer) and an Environmental and Social Management Specialist.

## **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

### **Financial Institution- The World Bank**

All project 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 RUD 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.
- **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 will take the lessons learned from RUDP -I to improve its scope. The SEP will be 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 has 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 will inform 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) will assist 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 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.
- 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 was very limited
- No specific budget had been set aside for stakeholders' engagement

### **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.
- Stakeholder consultation must be frequent and use a variety of formats 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.

#### **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.**

<b>Component 1: Support to the City of Kigali (infrastructure development and Technical Assistance)</b>	
<b>Sub-component 1a: Integrated urban planning for resilient, inclusive infrastructure delivery.</b>	
<b>PRIMARY STAKEHOLDERS</b>	<b>SECONDARY STAKEHOLDERS</b>
MINECOFIN	RTDA
LODA	WASAC
MINALOC	REG
MINIFRA	The Private Sector Federation
World Bank (WB)	Civil society organizations
Project Affected People (PAPs)	International NGOs in the field of environmental protection: IUCN, ARCOS, WCS
RHA	RTDA, REMA
Local communities Local authorities	Academia, university of Rwanda, Center of Excellent and Biodiversity
	Religious organizations and others civil society organizations.
<b>Subcomponent 1b: Evidence-based, sustainable wetland management, flood risk management and greenhouse gas monitoring in CoK</b>	
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 Excellent and Biodiversity
Local cooperatives	
LODA	
Informal communities	
<b>Component 2: Support to Secondary Cities (infrastructure development and Technical Assistance)</b>	
MINECOFIN	RTDA
MININFRA	WASAC
MINALOC	REG, REMA
Districts	The private sector federation
WB	<b>Civil society organizations</b> (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 and Biodiversity
	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.

**(ii) Project Affected people**

Project affected people here refer to those who will be directly affected by the project. This group includes people who will lose land or access to land or resources due to project activities, 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 collect water near wetlands, etc.

**(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 disadvantage groups**

Vulnerable/disadvantages 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 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 both in Nyabugogo and Gikondo wetlands. Their formal identification and engagement will be done during the preparation of ESIA 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 efficiency use and value for money. 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
<b>I. Government institutions</b>				
1	<b>Ministry of Infrastructure (MININFRA)</b>	<p>MININFRA is national project coordinating ministry/institution. MININFRA's role include:</p> <ul style="list-style-type: none"> <li>MININFRA will oversee implementing agencies which include REMA, LODA, districts of the six secondary cities and CoK.</li> <li>Coordination and monitoring of performance of implementation of the project, risk management, monitoring &amp; evaluation and disclosure of information, developing and putting in place performance agreements, and developing and implementing the communication strategy,</li> <li>Lead negotiation with World Bank</li> </ul>	High	High
2	<b>Ministry of Local Government (MINALOC)</b>	<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"> <li>Oversee implementing agencies which include LODA, districts of the six secondary cities and CoK</li> <li>Monitoring of performance of implementation of RUDP.</li> </ul>	High	Medium



No	Stakeholder	Involvement in the project	Interest	Influence
3	<b>Ministry of Finance (MINECOFIN)</b>	<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"> <li>▪ Lead financial negotiation with World Bank and on project timelines, starting and closure.</li> <li>▪ Disbursing the funds according to priorities.</li> </ul>	High	High
4	<b>Local Administrative Entities Development Agency (LODA)</b>	<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"> <li>▪ Contracting consultancy services for feasibility studies, Engineering Design consultancies, ESIA,RAP etc</li> <li>▪ Managing sub accounts (SOEs etc.) according to agreed FM arrangements,</li> <li>▪ Providing quarterly financial reports on physical and financial progress,</li> <li>▪ Environmental and Social Standards Implementation,</li> <li>▪ Informing and engaging citizens,</li> <li>▪ Ensuring availability of district officers</li> <li>▪ Ensure that the public is fully involved and consulted in the ESIA process</li> </ul>	High	High
5	<b>Secondary Cities District Governments and City of Kigali</b>	<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"> <li>▪ Review investment priorities identified by Feasibility Study Consultants</li> <li>▪ Consult locally – CSO, private sector, communities etc.</li> <li>▪ Confirm selection of subprojects by 23rd of October 2019.</li> </ul>	High	High

No	Stakeholder	Involvement in the project	Interest	Influence
		<ul style="list-style-type: none"> <li>Collaborate closely with consultants preparing the project (FS &amp; ESF consultants)</li> <li>Contracting and implementing civil works</li> </ul>		
6	<b>Rwanda Housing Authority (RHA)</b>	<p>Rwanda Housing Authority mandate is to regulate construction industry, improve planning, organizing and spearheading urban settlement, and affordable housing. The role of RHA under RUDP-II will be:</p> <ul style="list-style-type: none"> <li>Guide and assist CoK and secondary cities in the development of unplanned settlement upgrading schemes and site servicing</li> <li>Aid and quality control during project implementation</li> </ul>	Medium	Medium
7	<b>Rwanda Transport Development Agency (RTDA)</b>	<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"> <li>Ensure RUDP-II roads projects designs comply with national requirements</li> <li>Assist Project Implementation Unit (PIU) in development and validation of project designs in compliance with national policy</li> </ul>	Medium	High
8	<b>Rwanda Water and Forestry Agency (RWAF)</b>	<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"> <li>Provide technical assistance on forests, water and wetlands management during RUDP-II implementation, especially site servicing</li> </ul>	Medium	Low
9	<b>Water and Sanitation Corporation (WASAC)</b>	<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"> <li>WASAC will be responsible for relocation of underground water supply</li> </ul>	Medium	Low

No	Stakeholder	Involvement in the project	Interest	Influence
		lines and distribution network during construction and site servicing.		
10	<b>Rwanda Energy group (REG)</b>	REG is entrusted to expand, maintain and operate the energy infrastructure all over the Country. <ul style="list-style-type: none"> <li>During construction of infrastructure and servicing of sites REG will be responsible for grids and power lines relocation.</li> </ul>	Medium	Low
11	<b>Rwanda Environment Management Authority</b>	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	<b>Rwanda Development Board</b>	RDB brings together several government bodies focused on promoting investment in Rwanda. <ul style="list-style-type: none"> <li>RDB will be responsible for reviewing projects EIA reports before approval of the implementation of the projects.</li> </ul>	Medium	High
<b>II. Residents in Secondary cities, CoK including PAPs and vulnerable groups</b>				
13	<b>Project Affected people</b>	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	<b>Local Community</b>	The local community is interested because of the following; <ol style="list-style-type: none"> <li>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.</li> <li>The community will benefit also positively from this project through improved accessibility.</li> </ol> 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

No	Stakeholder	Involvement in the project	Interest	Influence
15	<b>Vulnerable and disadvantaged groups</b>	<p>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:</p> <p>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.</p>	High	Low
<b>III. Non-Governmental Organization, Private sector and Media</b>				
16	<b>Non-governmental Organization (CSO, religious groups, etc.)</b>	<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"> <li>▪ These NGOs operating in districts and CoK will provide useful information on project impact during ESIA and RAP studies</li> <li>▪ Their participation and engagement will help Project Implementation Units channel information relevant to the project.</li> </ul>	High	High
17	<b>Private Sector (Environmental professional organisation, institute of Engineers, suppliers)</b>	<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"> <li>▪ To carryout ESMF, RPF, ESIA and RAP studies;</li> <li>▪ Represent the client (LODA and District/CoK) and serve as link between LODA and District/CoK and local community during impact assessment;</li> <li>▪ Carryout construction activities and supervision of works</li> </ul>	High	High

No	Stakeholder	Involvement in the project	Interest	Influence
		<ul style="list-style-type: none"> <li>Supply materials required for construction of roads and drainages infrastructure</li> </ul>		
18	<b>Media</b>	<p>Those include newspapers, magazines, televisions, radio and electronic media.</p> <ul style="list-style-type: none"> <li>They will be used to communicate about RDP II activities</li> <li>Media would be a useful link to reach out to stakeholders especially during disclosure of findings of studies</li> <li>Media can be a channel where stakeholders communicate their interest, complaints and grieves</li> </ul>	High	Low
<b>IV. World Bank and other Development Partners</b>				
19	<b>World Bank (WB)</b>	<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"> <li>WB will monitor efficiency use of fund and disbursement rate</li> <li>They will also provide technical assistance on proper management and implementation of the project; that include among others financial management, safeguard, and procurement process.</li> <li>WB will carry out regular sites monitoring so as to ascertain if activities on ground conform with Environment and Social Commitments plan as well as agreement signed with GoR.</li> </ul>	High	High

No	Stakeholder	Involvement in the project	Interest	Influence
20	<b>Other Development Partners (e.g. NDF)</b>	<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"> <li>▪ They will be required to provide the scope of their intervention and sign agreement with GoR</li> <li>▪ All interventions would be in harmony with RUDP-II and provide added value to the ongoing project activities</li> </ul>	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) To identify the main stakeholders related to the project, their interest and views toward flood control, wetland conservation, urban development, increase restoration of wetlands.
- b) 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) To collect lessons learned from the RUDP-II 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 might be 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
<b>Correspondances (Phone, Emails, text messages)</b>	<ul style="list-style-type: none"> <li>▪ Distribute information to Government officials in ministries and agencies, Local Governments and CoK, NGOs, and private sector/professional, organizations,</li> <li>▪ Invite stakeholders to meetings and follow-up</li> </ul>
<b>One-on-one meetings</b>	<ul style="list-style-type: none"> <li>▪ Seeking views and opinions;</li> <li>▪ Enable stakeholder to speak freely about sensitive issues;</li> <li>▪ Build personal relationships;</li> <li>▪ Record meetings</li> </ul>
<b>Formal meetings</b>	<ul style="list-style-type: none"> <li>▪ Present the Project information to a group of stakeholders;</li> <li>▪ Allow groups to comment – opinions and views;</li> <li>▪ Build impersonal relation with high level stakeholders;</li> <li>▪ Disseminate technical information;</li> <li>▪ Record discussions</li> </ul>
<b>Public meetings</b>	<ul style="list-style-type: none"> <li>▪ Present Project information to a large group of stakeholders, especially communities;</li> <li>▪ Allow the group to provide their views and opinions;</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Build relationship with the communities, especially those impacted and vulnerable/disadvantaged;</li> <li>▪ Distribute non-technical information;</li> <li>▪ Facilitate meetings with presentations, PowerPoint, posters etc.;</li> <li>▪ Record discussions, comments, questions.</li> </ul>
<b>Focus group meetings</b>	<ul style="list-style-type: none"> <li>▪ Present project information to a group of stakeholders;</li> <li>▪ Allow stakeholders to provide their views on targeted baseline information;</li> <li>▪ Build relationships with communities;</li> <li>▪ Record responses</li> </ul>
<b>Print media and radio announcements</b>	<ul style="list-style-type: none"> <li>▪ Disseminate project information to large audiences, and illiterate stakeholders;</li> <li>▪ Inform stakeholders about consultation meetings;</li> </ul>
<b>Internet media</b>	Facebook page, whatsapp groups, tweeter handle among others
<b>Workshops</b>	<ul style="list-style-type: none"> <li>▪ Present project information to a group of stakeholders;</li> <li>▪ Allow the group of stakeholders to provide their views and opinions;</li> <li>▪ Use participatory exercises to facilitate group discussions, brainstorm issues, analyze information, and develop recommendations and strategies;</li> <li>▪ Recording of responses</li> </ul>
<b>Surveys</b>	<ul style="list-style-type: none"> <li>▪ Gather opinions and views from individual stakeholders</li> <li>▪ Gather baseline data</li> <li>▪ Record data</li> <li>▪ Develop a baseline database for monitoring impacts</li> </ul>
<b>Website</b>	Present project information and progress updates; <ul style="list-style-type: none"> <li>▪ Disclose findings of ESIA, ESMP, ESMF, RAP and RPF and other relevant project documentation</li> </ul>
<b>Direct communication with owners of affected properties, land, crops/asset</b>	<ul style="list-style-type: none"> <li>▪ Seek PAPs participation during social economic survey and valuation exercise;</li> <li>▪ Share findings of valuation report, seek PAPs approval and signature;</li> <li>▪ Communicate cut-of-date</li> </ul>

Following identification of stakeholders and their involvement in the project as well as the engagement methods, table 7 below presents consultation levels and technics that will be used in communicating with stakeholders.



**Table 5: Stakeholders levels of consultation**

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

#### **IV. STAKEHOLDER ENGAGEMENT ACTIVITIES**

Stakeholder engagement activities will be 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 (Umuqanda) 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 11<sup>th</sup> 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 4<sup>th</sup> to 13<sup>th</sup> February 2020. Various stakeholders including District Officials and District staff and contractors.

### **(ii) Consultations 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 the Nyabugogo and Gikondo 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 (Table 18) 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 proposed wetland rehabilitation and flood risk reduction while enhancing positive impacts.

Records of the consultation participants in the secondary cities and the CoK both on sub-component 1a and 1b are attached as Annex 1 and 2 while annex 4 and 5 presents outcomes of the consultations and summary of issues and advice provided with regard to the wetland rehabilitation and flood risk reduction component the project.

#### DETAILS OF SEP PREPARATION STAGE STAKEHOLDER ENGAGEMENT MEETINGS

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

26/08/2029	(Matyazo)	affected communities, contractors and supervising company		
12 Feb 2020 And 27/08/2019	Muhanga (Nyamabuye)	District officials, District officers, LODA/RUDP-II team, Project area affected communities, contractors and supervising company	16	16
13 Feb 2020 And 29/08/2019	Nyagatare (City Center)	District officials, District officers, LODA/RUDP-II team, Project area affected communities, contractors and supervising company	12	11

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

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



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 be 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 6 below.

**Table 6: Stakeholders' engagement activities and objectives under RUDP-II**

Stages	Objective	Key activities	Targeted stakeholder	Responsible agency
<b>Preliminary engagement/preparation</b>	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
<b>Scoping</b>	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 &amp; 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 &amp; RPF through meetings and workshops with identified stakeholders. Details may include:</p> <p>Nature, purpose and scale of the proposed project</p> <p>ESMF &amp; 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>	
<b>Environmental Social Management Framework (ESMF) information disclosure for meaningful stakeholder consultation.</b>	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>Dissemination of draft/final ESMF report to all stakeholders through print and electronic media for public review,</p> <p>Copies of the ESMF 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 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>	LODA, CoK, REMA, secondary cities.

Stages	Objective	Key activities	Targeted stakeholder	Responsible agency
		<p>report. This will include:</p> <p>Review proposed program's activities to ensure they do not negatively affect the natural and social environment,</p> <p>Ensure ESMF provided a guide to screening</p> <p>Identification of impacts categories based on preliminary survey report;</p> <p>Identification of stakeholder concerns and opinions on the contents of the ESMF;</p> <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> <p>Assess adequacy of ESMF during ESIA and ESMPs preparation</p> <p>Identification of revisions or additions to the draft/final</p>	<p>Private sector (environmental practitioners)</p> <p>Media</p> <p>World Bank</p>	



Stages	Objective	Key activities	Targeted stakeholder	Responsible agency
		ESMF where necessary.		
<b>Resettlement Policy Framework (RPF) information disclosure for meaningful stakeholder consultation.</b>	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</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>categories, entitlements; 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>		
<b>Labor Management Procedures (LMP) information disclosure for meaningful stakeholder consultation.</b>	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>Dissemination of draft/final LMP report to all stakeholders through print and electronic media for public review, 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"> <li>- Identification of key labor risks including those related to labor influx, child labor, GBV and Occupational health and safety impacts.</li> </ul>	<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
		<ul style="list-style-type: none"> <li>- Collecting views on mitigation measures</li> <li>- Compilation of revisions or additions to the draft/final LMP where necessary.</li> </ul>		
<b>Stakeholders Engagement Plan (SEP) information disclosure for meaningful stakeholder consultation.</b>	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>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.</p> <p>Consultation on the draft/final LMP report. This will include:</p> <ul style="list-style-type: none"> <li>- Disclosure of the proposed project GRM with a rationale to collect views on its efficacy and appropriateness.</li> <li>- Identification of key stakeholders</li> <li>- Collecting views on stakeholders engagement methods</li> <li>- Collecting views on stakeholders engagement activities</li> <li>- Dis</li> </ul>	<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
		- Compilation of revisions or additions to the draft/final SEP where necessary.		
<b>Environmental and Social Impact Assessment information disclosure for meaningful stakeholder consultation.</b>	<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>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;</p> <p>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</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>	LODA, CoK, REMA, secondary cities.

Stages	Objective	Key activities	Targeted stakeholder	Responsible agency
		to the draft ESIA report where necessary.		
<b>Formal Submission of Final ESIA</b>	Submission of final ESIA Report with comments incorporated from the ESIA engagement and disclosure stage	Submission of the Final ESIA for approval.	World Bank RDB	MININFRA, LODA, CoK, REMA.
<b>Resettlement Action Plan (RAP) information disclosure for meaningful stakeholder consultation.</b>	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.</p> <p>Identification of PAPs concerns and opinions on the identified impacts, RAP implementation Plan and project schedule;</p> <p>Involvement of stakeholders in assessing the appropriateness of the identified impacts, list of PAPs, entitlement options; institutional arrangement for implementation of RAP and GRM.</p> <p>Identification of revisions or additions to the draft RAP where necessary.</p>		
<b>Final disclosure of the ESF instruments</b>	To publicly share the final instruments/reports for the	- Preparation of summaries in Kinyarwanda for the	The general public Project Affected People	MININFRA, LODA, CoK, REMA, secondary cities.

Stages	Objective	Key activities	Targeted stakeholder	Responsible agency
<b>and the project GRM.</b>	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, MININF RA and secondary cities websites.	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. Detailed outcomes of consultations are provided in annex 4 and 5.

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.

Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
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.
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.

Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
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.
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 have 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.

Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
<ul style="list-style-type: none"> <li>Scenario with existing wetland agriculture preferred that includes existing wetland agriculture land use.</li> <li>What is known about conservation agriculture?</li> </ul>	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. 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.

**Consultation after appraisal:** Since a detailed consultation process took place during preparation (see SEP), the impact of Covid-19 on the consultation process of the ESF instruments is not considered too critical. The project had plenty of feedback during the consultation made during the capacity assessment and field visits to all project areas where stakeholders were interviewed with a standardized formulary and participation and feedback

recorded. 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 the each document translated in Kinyarwanda will be distributed to the local communities and read out loud for those who cannot read.
- Official communiques 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 mechanism has been developed for potential use by all interested stakeholders. 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.

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 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 below with their roles and responsibilities:

Many project related grievances are site-specific. Often, they are related to impacts generated during construction such as noise, dust, vibration, contamination, workers disputes 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 Resolution 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 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 24-48hours 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.

❖ **For workers safety issues**

All grievances related to workers safety will be addressed through the Occupational Health and Safety committee 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:

- (iii) **A WORKER- AGAINST ANOTHER WORKER:** These grievances will be handled through the Workers Grievance Committee/representatives.
- (iv) **COMMUNITY MEMBER – AGAINST A WORKER:** If there is any grievances from a community member against a worker, they will be handled through the Workers Grievance Committees/representatives.
- (v) **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.

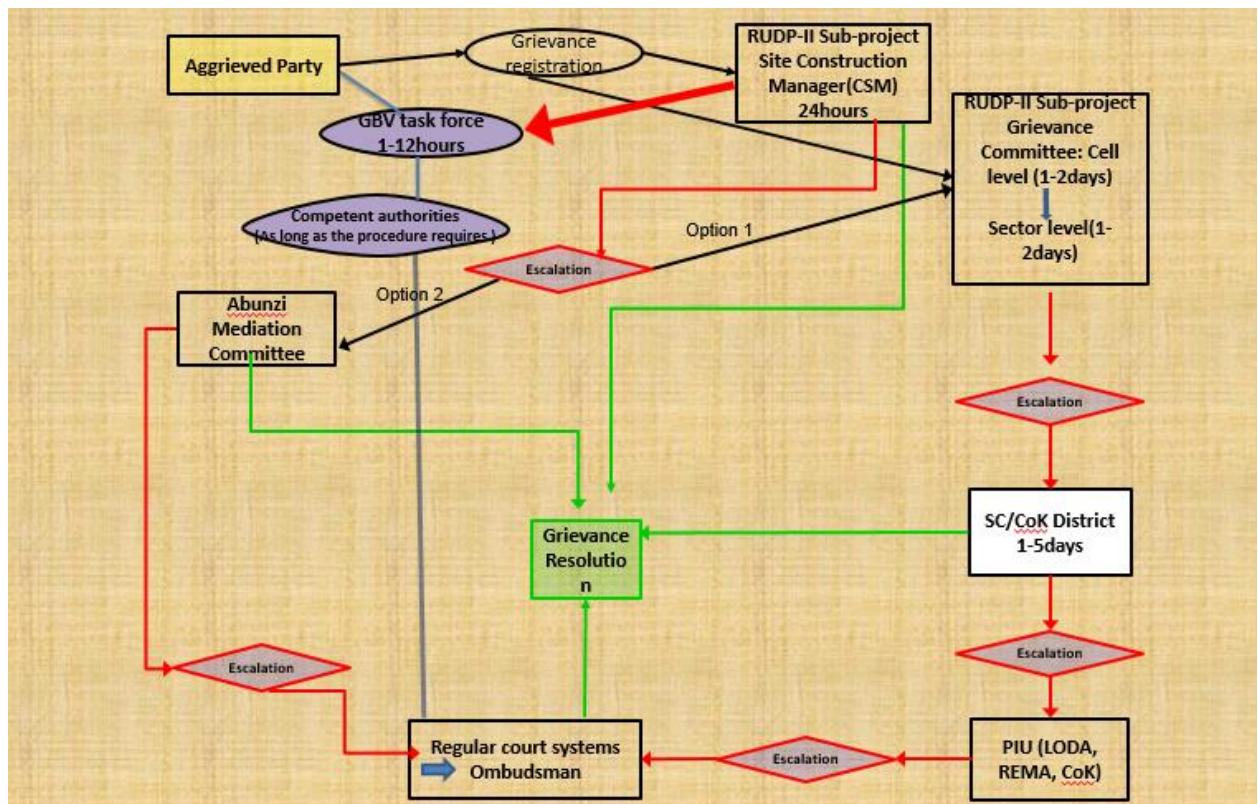
✓ **GRIEVANCE CHANNEL FOR GENDER BASED VIOLENCE**

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, MINENFRA 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 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 3: 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. <b><i>The site Manager will inform the environmental officer or the appointed focal project at the district level.</i></b> Where AP is not satisfied, the complaint will be transferred to the Sub-project Grievance Committee (GC) at cell level. For complaints that were satisfactorily resolved by the CSM, he/she will inform the GC and the GC 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 <sup>2</sup> especially if she/he is not directly linked to the sub-project.	Not fixed
2	On receipt of the complaint, the GC at cell level will endeavour to resolve it immediately. In case the GC at cell level fail to solve the complaint, it will be escalated to the GC at Sector level. If unsuccessful, the GC 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

**Table 7: Proposed Members of GRC and their roles, RUDP -II.**

No	Member of GRC	Roles and responsibilities
1	President(PAP representative)	- Chairing meetings; - Give direction on how received grievances will be processed;

<sup>2</sup> The Abunzi Committee is statutory body responsible for conciliating parties in conflict with the aim of consolidating national unity and peaceful coexistence among Rwandans.

No	Member of GRC	Roles and responsibilities
		<ul style="list-style-type: none"> <li>- Assign organizational responsibility for proposing a response;</li> <li>- Referring cases to next level;</li> <li>- Speaks on behalf of GRC and s/he is the one to report to the cell or the sector</li> </ul>
3	Village leader	<ul style="list-style-type: none"> <li>- Represents local government at village level;</li> <li>- Resolves and lead community level grievance redress</li> <li>- Sends out notices for meetings;</li> <li>- Records all grievance received and report them to next local level</li> </ul>
4	Cell executive secretary	<ul style="list-style-type: none"> <li>- Proposes responses to grievances and lead in resolving community grievance unsolved from village level;</li> <li>- Records and reports all grievances received from village leaders;</li> <li>- Chairs sensitization meeting at the cell level during public consultations meetings;</li> <li>- Assists and guides in identifying vulnerable and disadvantaged groups within the cell.</li> <li>- Signs the valuations sheets for compensation facilitate a proper Resettlement Plan</li> </ul>
	Representatives of PAPs	<ul style="list-style-type: none"> <li>- Represents the interests of aggrieved parties</li> <li>- Give feedback on the efficiency of GRM</li> </ul>
5	Women and youth representatives	<ul style="list-style-type: none"> <li>- Represent the interests of women and youth;</li> <li>- Advocate for equity and equal opportunities;</li> <li>- Help in prevention of sexual harassment and promote wellbeing of the women and youth</li> <li>- Take part in resolution of any grievance related to sexual harassment and any gender domestic violence that may arise;</li> <li>- Mobilize women and youth to be active in income generating activities specifically for opportunities in the projects intervention areas.</li> </ul>
6	Contractor	<ul style="list-style-type: none"> <li>- Receive and log complaints/grievances, note date and time, contact details, nature of complaint and inform complainant of when to expect response;</li> <li>- Handle complaints revolved around nuisance resulted from construction and endeavor to handle them satisfactory;</li> <li>- Inform engineer (supervisor) and GRC of received complaints/grievances and outcomes and forward unresolved complaints/grievance to GRC</li> <li>- Attend community meetings, respond and react to PAPs complaints raised concerning the contractor.</li> </ul>
7	Supervisor	<ul style="list-style-type: none"> <li>- Represent client/LODA;</li> <li>- Ensure that all grievances raised have been responded to, and that the contractor responds to the complaints raised concerning them,</li> </ul>



No	Member of GRC	Roles and responsibilities
		<ul style="list-style-type: none"> <li>- attend community meetings respond to all concerns related to RUDP-II from community</li> <li>- Report on monthly basis the progress of GRM process</li> </ul>

**Table 8: 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.

The project will make arrangements to facilitate any other person external 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 9: Other methods for stakeholders to communicate with the project by sending their recommendations, claims, and observations.**

<b>Project webpage</b>	<div style="border: 1px solid black; padding: 5px; display: inline-block;">a window of contact</div> <p>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 Safeguards Specialist.</p>
<b>Community project blackboard</b>	In a community selection point or the district, a blackboard with project information, timeline, and information of the works, contractor, 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.
<b>Email, Telephone, other media</b>	All contacts of the the environmental and social management unit be it PIU at National level or at District 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.



## VI. INSTITUTIONAL ARRANGEMENT FOR SEP IMPLEMENTATION

### 1. Introduction

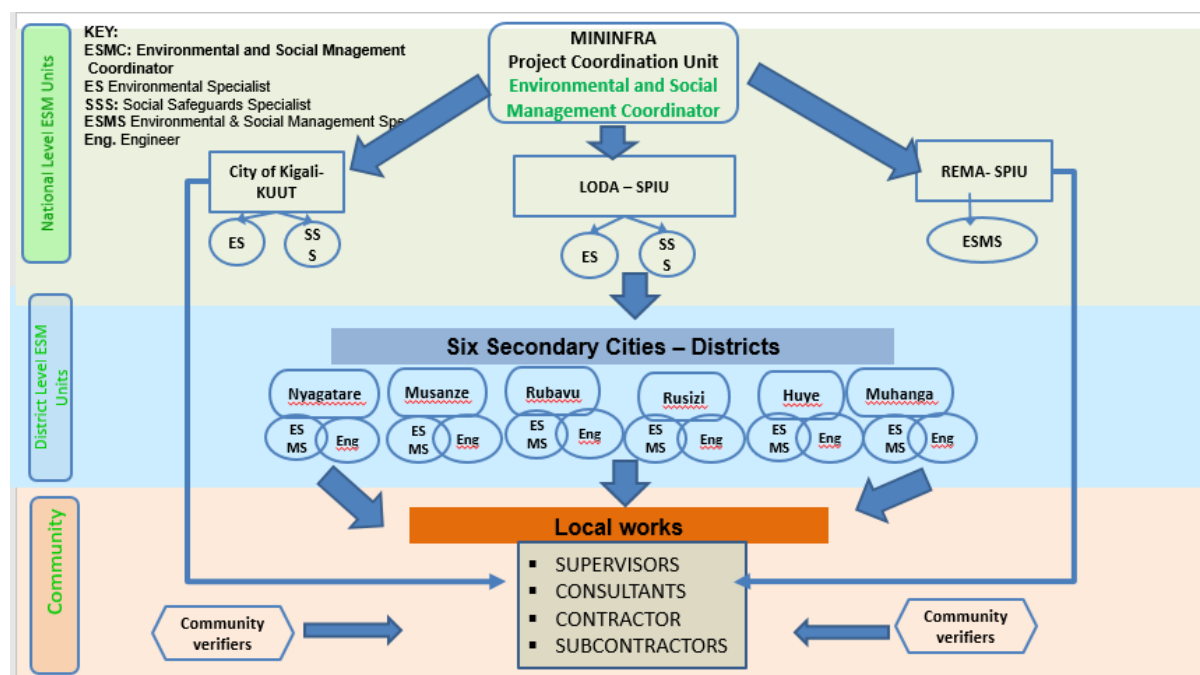
In this section the proposed organizational structure and management functions for the stakeholder engagement function to successfully implement the SEP are described. In accordance with the project components, the project will have the following implementation units:

- 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 4: 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 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 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 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 on quarterly and annual basis the progress of SEP to the WB and facilitate external environmental 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 10:** 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.
<b>Total</b>	<b>38,000</b>	<b>38,8000</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	
<b>Grand total</b>	<b>190,000USD</b>					



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## ANNEXES

## Annex 1: Consultations with District Authorities from the 6 secondary cities

## ATTENDANCE OF THE MEETING BETWEEN LODA AND VM/FED AND ESs FROM SECONDARY CITIES

11<sup>TH</sup> OCTOBER 2019; GORILLAR HOTEL, NYARUTARAMA.

## PREPARATION OF RUDP II




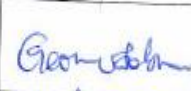


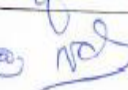
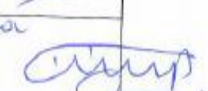
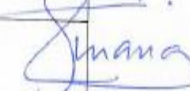
NO	NAME	INSTITUTION	RESPONSIBILITY	EMAIL	SIGNATURE
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## Consultations with District Authorities from the 6 secondary cities

## ATTENDANCE OF THE MEETING BETWEEN LODA AND VM/FED AND ESs FROM SECONDARY CITIES

11<sup>TH</sup> OCTOBER 2019; GORILLAR HOTEL, NYARUTARAMA.

PREPARATION OF RUDP II

NO	NAME	INSTITUTION	RESPONSIBILITY	EMAIL	SIGNATURE
1	Kayiranga Innocent	Nyubanza District	Vice Mayor Economic	innocent.kayiranga@nyubanza.gov.rw	
2	KAMANA Andre	Huye District	Vice Mayor Economic	vmfed@huye.gov.rw	
3	NKUBANA Dismas	LODA	RUDP Coordinator	nkubana@dismas.co	
4	MUSONI Bice	LODA	RUDP Env. Specialist	sonibwase@gmail.com	
5	BERAMUKU Aphig	LODA	Social Safeguards Specialist	aphig.beramuku@lod.gov.rw	
6	George Muryaneza	MIN INFRA	RUDP Coordinator	george.muryaneza@mininfra.gov.rw	
7	Claudine Nyinawagaga	LODA	DG	claudine.nyinawagaga@lod.gov.rw	
8	ASTENBAMANA Pascal	LODA	DM LED	pascal.astenbamana@lod.gov.rw	
9	RURANGWA Stephen	Nyagatare District	V/MAYOR ED	vmfed@nyagatare.gov.rw	



## Annex 2: Consultations with community representatives from the 6 secondary cities

## 1. Consultations: Community representatives in Nyagatare

SN	NAMES	FUNCTION	SECTOR	SIGNATURE
1	JANASIRE ESTHER	NJC	Nyagatare	
2	TUMUSOME GASTON	NJC	Nyagatare	
3	GAKWAZA ANNE	NJC	Nyagatare	
4	KAJANGWE MICHEL	Nyagatare	Nyagatare	
5	KABAREBE J. de Dieu	Nyagatare	Nyagatare	
6	INGABIRE YVANE SANYU	IBU	Nyagatare	
7	KAYITESI JOSEPH	Umurungu	Nyagatare	
8	Kabanyana Vestine	Umurungu	Nyagatare	
9	MURICIA Christine	Umurungu	Nyagatare	
10	UMUHOSI M. Claude	CNF	Nyagatare	
11	MURAMPUGO JORGE	Umurungu	Nyagatare	
12	Kangy gori providence	CNF	Nyagatare	
13	Batamuriza Sarah	Umurungu	Nyagatare	
14	Rutaganya Jean D.	Umurungu	Nyagatare	
15	Mutokori Justine	Bateli B	Nyagatare	
16	Mutokori GABRIEL	Bateli A	Nyagatare	
17	NDEYIMANA Schrodia	Bateli A	Nyagatare	
18	Casana Franck	Umurungu	Nyagatare	
19	Mwandura Antoine	chef de Mukungu	Nyagatare	
20	NATAMURIZA Eugene	Self-employed	Nyagatare	
21	WATEKIMANA Antoine	Business	Nyagatare	
22	MSABAMARIYA Camille	Umurungu	Nyagatare	
23	KANTARARA Anastasie	Umurungu	Nyagatare	
24	Ingabire Pierre	Umurungu	Nyagatare	

## 2. Consultations: Community representatives in Huye District

City: Huye

Attendance list

SN	Name	Function	Institution	E-mail	Telephone	Signature
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10	KAMAYIRE Rok Alina	RMB IMFO Officer	Huye District	kamayire.rok@gmail.com	0788000000	

## 3. Consultations: Community representatives in Muhanga

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2	Uwagwagwa Gashyamba	NYAMABUYE	Gashyamba	RUKINGA	YSCD	0788310411	
3	BUGEMINDAFA Fashyamba	NYAMABUYE	Gashyamba	RUKINGA	YFC Coord.	0788777488	
4	Uwagwagwa Gashyamba	NYAMABUYE	RULI	MURAMBA	Gashyamba F.P	0788479776	
5	Nyagwagwa Gashyamba	NYAMABUYE	Gashyamba	KAMUKUNDA	Mudugudu	0788618360	
6	Muramamba Gashyamba	NYAMABUYE	Gashyamba	MURAMBA	Mudugudu	0788788899	
7	Uwagwagwa Gashyamba	NYAMABUYE	RULI	MURAMBA	Shamba Muriyaga	0788788899	
8	Uwagwagwa Gashyamba	NYAMABUYE	Gashyamba	KAMUKUNDA	Muramamba	0788788899	
9	Uwagwagwa Gashyamba	NYAMABUYE	Gashyamba	KAMUKUNDA	Muramamba	0788788899	
10	Uwagwagwa Gashyamba	NYAMABUYE	Gashyamba	KAMUKUNDA	Muramamba	0788788899	
11	Uwagwagwa Gashyamba	NYAMABUYE	Gashyamba	KAMUKUNDA	Muramamba	0788788899	
12	Uwagwagwa Gashyamba	NYAMABUYE	Gashyamba	KAMUKUNDA	Muramamba	0788788899	
13	Uwagwagwa Gashyamba	NYAMABUYE	Gashyamba	KAMUKUNDA	Muramamba	0788788899	
14	Uwagwagwa Gashyamba	NYAMABUYE	Gashyamba	KAMUKUNDA	Muramamba	0788788899	
15	Uwagwagwa Gashyamba	NYAMABUYE	Gashyamba	KAMUKUNDA	Muramamba	0788788899	
16	Uwagwagwa Gashyamba	NYAMABUYE	Gashyamba	KAMUKUNDA	Muramamba	0788788899	
17	Uwagwagwa Gashyamba	NYAMABUYE	Gashyamba	KAMUKUNDA	Muramamba	0788788899	
18	Uwagwagwa Gashyamba	NYAMABUYE	Gashyamba	KAMUKUNDA	Muramamba	0788788899	
19	Uwagwagwa Gashyamba	NYAMABUYE	Gashyamba	KAMUKUNDA	Muramamba	0788788899	
20	Uwagwagwa Gashyamba	NYAMABUYE	Gashyamba	KAMUKUNDA	Muramamba	0788788899	
21	Uwagwagwa Gashyamba	NYAMABUYE	Gashyamba	KAMUKUNDA	Muramamba	0788788899	
22	Uwagwagwa Gashyamba	NYAMABUYE	Gashyamba	KAMUKUNDA	Muramamba	0788788899	



## 4. Consultations: Community representatives in Musanze District

	NAMES	N° ID	N° TEL	SIGNATURE
1	MUKASHIMANA MAMUKU	119870152811061	0788842390	MAMUKU
2	MUKASHIMANA EUGENIE	1197670095471098	0788841970	MAMUKU
3	MUKASHIMANA ANNE		0783320507	MAMUKU
4	MUKASHIMANA Cyprien	1195771064973307	07833096240	MAMUKU
5	MUKASHIMANA MAMUKU		0732460254	MAMUKU
6	MUKASHIMANA EUGENIE		07388292233	MAMUKU
7	MUKASHIMANA EUGENIE		0785674320	MAMUKU
8	MUKASHIMANA EUGENIE		0784007623	MAMUKU
9	MUKASHIMANA EUGENIE	1199970033261108	0734215414	MAMUKU
10	MUKASHIMANA EUGENIE	119701711360061	0735626419	MAMUKU
11	MUKASHIMANA EUGENIE		0783339652	MAMUKU
12	MUKASHIMANA EUGENIE		0785555280	MAMUKU
13	MUKASHIMANA EUGENIE		0786807164	MAMUKU
14	MUKASHIMANA EUGENIE		0788495612	MAMUKU
15	MUKASHIMANA EUGENIE		0788495612	MAMUKU
16	MUKASHIMANA EUGENIE		0788495612	MAMUKU
17	MUKASHIMANA EUGENIE		0788495612	MAMUKU
18	MUKASHIMANA EUGENIE		0788495612	MAMUKU
19	MUKASHIMANA EUGENIE		0788495612	MAMUKU
20	MUKASHIMANA EUGENIE		0788495612	MAMUKU
21	MUKASHIMANA EUGENIE		0788495612	MAMUKU
22	MUKASHIMANA EUGENIE		0788495612	MAMUKU

## 5. Consultations: community representatives in Rubavu District

	NAMES	N° ID	N° TEL	SIGNATURE
1	MUKASHIMANA EUGENIE	119638006492240	0788495612	MAMUKU
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3	MUKASHIMANA EUGENIE	1197000013850007	0788495612	MAMUKU
4	MUKASHIMANA EUGENIE	1196780063443048	0788495612	MAMUKU
5	MUKASHIMANA EUGENIE	1196290068245180	0788495612	MAMUKU
6	MUKASHIMANA EUGENIE	119670005612058	0788495612	MAMUKU
7	MUKASHIMANA EUGENIE	11975800198829025	0788495612	MAMUKU
8	MUKASHIMANA EUGENIE	1196980081943019	0788495612	MAMUKU
9	MUKASHIMANA EUGENIE	1192680095462021	0788495612	MAMUKU
10	MUKASHIMANA EUGENIE	11978200139722109	0788495612	MAMUKU
11	MUKASHIMANA EUGENIE	11923800123112013	0788495612	MAMUKU
12	MUKASHIMANA EUGENIE	1192230090422049	0788495612	MAMUKU
13	MUKASHIMANA EUGENIE	11974800103304122	0788495612	MAMUKU
14	MUKASHIMANA EUGENIE	1196580081315099	0788495612	MAMUKU
15	MUKASHIMANA EUGENIE	1198180052392045	0788495612	MAMUKU
16	MUKASHIMANA EUGENIE	1197830009280076	0788495612	MAMUKU

## 6. Consultations: Community Representatives in Rubavu District

	NAMES	N° ID	N° TEL	SIGNATURE
1	Mugisha Mungu			
2	Ketungwa Chantal		078665601	
3	Mubabizi Juliette		078855952	
4	MUKANGURA S. B. B. M.	1197580093406049	0785152495	
5	MUGABO Alexandre	1198950110370048	0788654462	
6	Mugisha Mungu	1196280075507049	0780659195	
7	Mugisha Mungu	1196180054998183	0786092700	
8	Mugisha Mungu		0788414108	
9	Mugisha Mungu		0781213955	
10	Mugisha Mungu		0783396199	
11	Mugisha Mungu			
12	Mugisha Mungu		0789483084	
13	Mugisha Mungu	1198370162005054	0780694758	
14	Mugisha Mungu		0783367417	
15	Mugisha Mungu	1198380020680055	0788394988	
16	Mugisha Mungu		0788694754	
17	Mugisha Mungu		078881171	
18	Mugisha Mungu		0782059311	
19	Mugisha Mungu		0783720137	



## 5. Consultations in the CoK : Sub.compoenet 1.a

AT THE YOUTH CENTRE KIMULSAGARA

**Attendance list**

CITY OF KIGALI & PRISMA

Informal settlement upgrading project of Mpazi sub-catchment area

FEASIBILITY STUDY FINAL REPORT PRESENTATION TO STAKEHOLDERS AND LOCAL COMMUNITY OF THE STUDY AREA

10/12/2019

No.	Name Amaze	Institution/Position S. y. a. signariye	Contact Telephone	Signature Umukono
1	TURUMWE J. Imani	Eng. GITEGA	0788842409	
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3	ABIBITWE Z. Emmanuel	Emmanuel	0788133111	
4	Twagiyegye Amakuru	Spokesperson	0783151561	
5	Hirire John		0782335027	
6	Kuyindana Isidore	Umukono	078803765	
7	Nshimura C. Umukono	Umukono	07845029	
8	Karemura Victor		078857736	
9	MUNYEMANA Juv. Umukono		0782472199	
10	Nyigera Annamciata	Umukono	078602752	
11	Mukaga Yize David	Umukono	0782660289	
12	KALISA Jules	Umukono	0783777715	
13	Singirankababizi David		0788471009	

## Attendance list

CITY OF KIGALI &amp; PRISMA

Informal settlement upgrading project of Mpazi sub-catchment area

FEASIBILITY STUDY FINAL REPORT PRESENTATION TO STAKEHOLDERS AND LOCAL COMMUNITY OF THE STUDY AREA

10/12/2019

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2.	J.M.V. KURABUSEMWA	RHA	0788692379	
3.	NGIRAMUKUNZI Jean	COK	0788502423	
4.	TWAMUKA Kibet	PRISMA	0788480020	
5.	TUZINDE J. Paul	PRISMA	0788423681	
6.	HABIMANA Augustin	PRISMA	0788793308	
7.	SEBASTIAO Seb	PRISMA	0788435173	
8.	Emmanuel Ndiragamba	Nyanguni	0788903526	
9.	H. Ndiragamba	Cecile Umukono		
10.	Uwamahoro Florence	Umukono	0788524296	
11.	Musabimana Fr. Pierre	Umukono	0788651113	
12.	Niyomambaga C. Umukono	Umukono	0788457511	
13.	Nyirakubungira Umukono	Umukono	0783124134	
14.	Nyirakubungira Umukono	Umukono		
15.	Schumbe Jean	Umukono		

## Attendance list

CITY OF KIGALI &amp; PRISMA

Informal settlement upgrading project of Mpazi sub-catchment area

FEASIBILITY STUDY FINAL REPORT PRESENTATION TO STAKEHOLDERS AND LOCAL COMMUNITY OF THE STUDY AREA

10/12/2019

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4.	Nyirakubungira Umukono	Umukono	0788457511	
5.	Nyirakubungira Umukono	Umukono	0788457511	
6.	Nyirakubungira Umukono	Umukono	0788457511	
7.	Nyirakubungira Umukono	Umukono	0788457511	
8.	Nyirakubungira Umukono	Umukono	0788457511	
9.	Nyirakubungira Umukono	Umukono	0788457511	
10.	Nyirakubungira Umukono	Umukono	0788457511	
11.	Nyirakubungira Umukono	Umukono	0788457511	
12.	Nyirakubungira Umukono	Umukono	0788457511	
13.	Nyirakubungira Umukono	Umukono	0788457511	
14.	Nyirakubungira Umukono	Umukono	0788457511	
15.	Nyirakubungira Umukono	Umukono	0788457511	

## 6. Consultations in CoK. Sub-component 1.b.

7<sup>TH</sup> FEBRUARY 2020, AT SERENA HOTEL

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12.	Yves SANAWA	CEO	RWGBD	078828785	ysanawa@gmail.com	

**Annex 3: Stakeholder register**

<b>Name</b>	<b>Contact</b>	<b>Category of stakeholder</b> <b>Primary/Secondary</b>	<b>Role/responsibility</b>	<b>Expectation or requirement</b>	<b>Interest (High, Medium or Low)</b>	<b>Influence (High, Medium or Low)</b>
<i>&lt;Name (job title)&gt;</i>	<i>E-mail: Phone: Address:</i>		<i>&lt;their involvement and role in the project&gt;</i>	<i>&lt;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?&gt;</i>	<i>&lt;Concern or reason for wanting take part in the project&gt;</i>	<i>&lt;Effect on the project&gt;</i>

**Annex 4: Outcome of consultations in the 6 secondary cities and CoK**

Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
Has 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.
Will the land and properties be fairly compensated?	Project area community	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 policies.
How the compensation process be conducted for the project affected persons (PAPs)?	Project area community	<p>It was explained to the PAPs that after valuation exercise of the assets and land, and subsequent signing of valuation logs by affected property owners, the cumulative budget would be forwarded to the implementing Agency (the District) and it was expected that the compensation process would follow the proposed process in the RP report. This includes addressing any grievances during the RP implementation phase. The executive summary of the RP report would be disclosed in Kinyarwanda and English at both district and sector level for public verification.</p> <p>Valuation exercise will be done in accordance with Rwanda expropriation law or World Bank ESS5 guidelines - full replacement cost whichever is higher and benefits PAPs the most would be considered during the valuation and subsequent compensation.</p>
Will the PAPs be given a priority in employment opportunities by the project? ( during project construction phase)	Project area community	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 be also a strategy to avoid negative impacts related to labor influx.



Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
Has 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 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?	Project area community	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.
How will the project handle the issue of graves of the relatives of the PAPs and other cultural properties that would be impacted?	Project area community	Cultural heritages, cemeteries, graves and other cultural assets shall be identified and protected whenever possible as per the national laws and World Bank. Environmental and Social Standard 8. Cultural Heritage and if not possible to avoid these sensitive environs and sites, due diligence would be taken to ensure the heritage is preserved.
How will the children safety of the PAPs be taken care if they are too close to the road's boundaries?	Project area community	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.

Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
Has 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.
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
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



Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
Has 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.
Which 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
Has 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.
What are the main issues reported in RUDP-III civil works? ( from supervision reports)	ESF team	Heavy rains and relocation of utilities hindered the progress of the works. Long distance to the appropriate dumping site to dispose off the excavated soils, rehabilitation plan of borrow pit, and the dumping site rehabilitation was also challenging. Overlooked design of some important civil works and lack of geotechnical report based on real investigation which implied the contract amount increase and variation orders. Long district administrative procedures also affected the project activities. Another problem was the shortage of finance on the side of the contractors in implementing the projects. It was also highlighted the absence of contingencies and the maximum limit of 20% set by the state laws.
What field equipment do you have to do your work – or will be needed for proper implementation of ESF instruments of the project?	ESF team	Field work and office equipment are available. These include but not limited to: Office space-desk-chair, Computer/printer/photocopy, Paper/printing tint/cabinet to hold project documents dry and safe, Communication: Telephone/fax/internet, Camera/ GPS, PPE: Safety boots/Helmet/Vest and Vehicle.
Which works executed by contractors?/ village/community/district	ESF team	Construction/ rehabilitation of roads, drains and Footpaths,
Were there any delays faced by contractors in works execution and why?	ESF team	Delays were encountered due to weathers conditions: construction activities were interrupted during April and May 2017 causing much delay. There was also poor engineering designs which caused variation orders and delays in delivery, and delay in expropriation process.

Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
Has 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 the impact on the water pipes, electricity and other basic services can be done better so people are not so much affected?	ESF team	Engaging utility providers in the planning and engineering designs process and by giving them ample time to remove the utilities before any civil works. In addition, service orders from the District must be provided early on to give contractors enough time for negotiations with utility providers
Where are the construction debris deposited by the contractors?	ESF team	At the selected dumping sites submitted to and approved by the District/Supervisor upon a comprehensive assessment.
Do you think the supervisors can do a better job?	ESF team	Supervisor can speed up the approval of invoices to make sure that money for the execution of works is available on time.
Which work/road/drainage did you supervise and when? Indicate community/district/village	ESF team	All six districts of the secondary cities and CoK
What are the main problems that you confront with contractors?	ESF team	Delays in works execution due to the shortage of finance and insufficient staff/workers
How these problems can be prevented from happening again in the Phase II of the current project and in the new project in preparation	ESF team	The liquidity of the company has to be evaluated based on the contractors' financial statements

Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
Has 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 many fatal and non-fatal accidents occurred in the works that you supervised? Were workers compensated? Do they have proper insurance?	ESF team	No fatal accident happened.
What actions do you take against contractors that did not follow the agreed environmental measures? Do you apply fines, payment retentions, and other action?	ESF team	Environmental law enforcement and report the case to the competent authority
Which have been the main impacts that the RUDPI project have caused to your community or family?	ESF team	Livelihoods enhancement, improvement of commercial activities, transportation of goods and people due to the provision of basic and access infrastructure: Roads, street lighting and drains. Significant reduction of respiratory diseases caused by dust from the non-asphalt roads. On the other hand, during the construction phase some houses were damaged by compaction generated vibrations even though they were later compensated for or repaired.
What needs to be improved in the PHASE 2 of RUDP-II1 and in the new Project in preparation? Please give us recommendations	ESF team	Timely compensation, access ways to home should be rehabilitated as early as possible. Reparation of utilities such as water and electricity should be done on time. Damaged houses and other properties occurring during the construction should be repaired or compensated by the contractor on time

Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
Has 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.
Do you know of any negative impacts/issues, problems result of the works of RUDP-III that have not been resolved by the contractors or the district officer or LODA?	ESF team	There is no pending issues from phase one in the project implementation area
Does LODA have a proper transportation to do supervision and support to the districts, City of Kigali and future wetlands activities?	ESF team	There is a proper transportation for LODA staff working in environmental and social management to do supervision and support to the districts, City of Kigali and future wetlands activities
Do you follow the ESMF of the RUDP-III project	ESF team	Yes, RUDP-IIteam follows the ESMF. However, there is a need of trainings on ESF documents and World Bank procedures
How cumulative impacts have been mitigated?	ESF team	Conduct environmental baseline to identify impacts of the past and implement ESMP as per ESIA report. Avoiding individual impacts of the past, present and future to be additive and/ or synergistic.
Can you prepare reports comparing different district environmental performance in the application of all triggered environmental and social standards?	WB team	These reports can be prepared based on various monthly and final supervision reports

Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
Has 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.
Do you have copies of all bidding documents and contracts?	WB team	All bidding documents and contracts are available
Do you have a database with all the EIA certificates, supervision reports?	WB team	EIA certificates and supervision reports are available
Do you have standard checklists or reports that you fill when you visit the civil works in the district?	WB team	Checklists of the reports have been prepared and are filled when a field visit for the civil works is planned
Have you been trained in OHSA?	WB team	No training in OHSA has been provided to the RUDP-II staff
Have you been trained in water quality assessments?	WB team	No training in water quality assessment has been provided to the RUDP-II staff
What activities have you done to inform the communities after completion of works or any positive results of the project?	WB team	Meetings were organized to the intention of the community beneficiaries to sensitize them on proper management and maintenance of the basic services and infrastructures provided by the project. Regular field visits were conducted to evaluate the state of the built infrastructure
Do you have a database of all accidents that have occurred per contract, district, and village?	WB team	No accidents occurred

Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
Has 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.
Do you have a database of all grievances and received per contract/ village/ districts and Their resolutions?	WB team	A database of all grievances and received per contract/ village/ districts and their resolutions is available
Do you need additional support at LODA?	WB team	The needed support at LODA is the provision of regular trainings on World Bank procedures and requirements, best practices of environmental and social risks and impacts management and study tour in the region or other parts of the World.
Do you get a quick response from requested information from the districts?	WB team	Yes, quick response is obtained whenever required as a result of a wide range of communication means
Who was consulted for wetland rehabilitation component?	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.
Is there any 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.



Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
Has 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.
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.
Principles and definitions for wetland rehab should be clear (e.g. zoning for wetland functionality)	Academia; Conservation Agencies	Detailed design and feasibility study will lay out principles for wetland function rehabilitation.
What is the budget allocation ratio for infrastructure and wetland rehab?	Academia; Conservation Agencies; Private Sector	Only broad costing have 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.
Were cost-benefit analyses conducted?	Academia; Conservation Agencies	Cost Benefit Analyses will be part of the feasibility study for this sub-project.

Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
Has 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.
<ul style="list-style-type: none"> <li>•What happens to resettled people?</li> <li>•Livelihoods and social justice should be considered</li> <li>•Local communities should participate through such opportunities as ecotourism and recreation (morning Biodiversity tours; water tourism; aquaculture and sport-fishing)</li> </ul>	Academia; Conservation Agencies	A Resettlement Policy Framework has been prepared to ensure that the assessment of impacts on persons and assets likely to be affected is conducted with appropriate mitigation measures identified. The framework will be disclosed on the project website and disseminated to all stakeholders. These issues as part of this ESMF report will be considered during ESIA preparation for the wetland rehabilitation sub-project.
<ul style="list-style-type: none"> <li>•Nature Based Solution(NBS) has multiple benefits;</li> <li>•NBS make sense as long term interventions</li> <li>•What is going to be monitored in terms of biodiversity?</li> <li>•Tools to consider: City Biodiversity Index; 4-Returns Methodology</li> </ul>	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.

Question/Concerns	Category of issue raiser	Response from ESF team and / or Government official
Has 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.
Are Secondary City wetlands considered in the rehab intervention?	Academia; Conservation Agencies; Private Sector	The wetland rehabilitation sub-project of RUDP-II will serve as proof of concept for up scaling best approached to deploy nationally.
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.
Universities should participate in the project to involve students in wetland rehabilitation	Academia; Conservation Agencies; Private Sector	This suggestion will be forwarded for inclusion in the feasibility study of the wetland rehabilitation sub-project.
Cost Benefit Analysis should be considered for 5-20 years for scenarios	Academia; Conservation Agencies	The detailed designs and feasibility study will include Cost Benefit Analysis in scenario refinement for wetland rehabilitation.
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. The wetland rehabilitation for one or two wetlands in CoK component is intended as a catalyst for future up scaling as most urban wetlands are degraded and need ecosystem function restoration.

***Annex 5: Outcomes of stakeholders' consultation on RUDP-II Subcomponent 1b. Integrated and sustainable wetland management***

Comments and Issues raised	Category of Issue Raiser	Reply from ESF Team &/or Implementing Agency
<b>Wetland rehab scenarios:</b>		
<ul style="list-style-type: none"> <li>Who was consulted?</li> </ul>	Academia	<p>National Taskforce on flooding; State institutions responsible for urban land use, natural resources management convened by REMA (MoE; MINEMA; RWFA; CoK);</p> <p>Various stakeholders during preparation of the Kigali Wetlands Master Plan</p>
<ul style="list-style-type: none"> <li>Is there harmonization with CoK Master Plan and Wetland Master Plan?</li> </ul>	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"> <li>Scenario with existing wetland agriculture preferred that includes existing wetland agriculture land use.</li> <li>What is known about conservation agriculture?</li> </ul>	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"> <li>Principles and definitions for wetland rehab should be clear (e.g. zoning for wetland functionality)</li> </ul>	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
<b>Budget:</b>		
<ul style="list-style-type: none"> <li>What is the allocation ratio for infrastructure and wetland rehab?</li> </ul>	Academia; Conservation Agencies; Private Sector	Only broad costing have 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.
<ul style="list-style-type: none"> <li>Were cost-benefit analyses conducted?</li> </ul>	Academia; Conservation Agencies	Cost Benefit Analyses will be part of the feasibility study for this sub-project.
<b>Impact of relocations:</b>		
<ul style="list-style-type: none"> <li>What happens to resettled people?</li> <li>Livelihoods and social justice should be considered</li> <li>Local communities should participate through such opportunities as ecotourism and recreation (morning Biodiversity tours; water tourism; aquaculture and sport-fishing)</li> </ul>	Academia; Conservation Agencies	<p>A Resettlement Policy Framework has been prepared to ensure that the assessment of impacts on persons and assets likely to be affected is conducted with appropriate mitigation measures identified. The framework will be disclosed on the project website and disseminated to all stakeholders.</p> <p>These issues as part of this ESMF report will be considered during ESIA preparation for the wetland rehabilitation sub-project.</p>
<b>Application of Nature Based Solution</b>		

Comments and Issues raised	Category of Issue Raiser	Reply from ESF Team &/or Implementing Agency
<ul style="list-style-type: none"><li>• NBS has multiple benefits;</li><li>• NBS make sense as long term interventions</li><li>• What is going to be monitored in terms of biodiversity?</li><li>• Tools to consider: City Biodiversity Index; 4&gt;Returns Methodology</li></ul>	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"><li>• Are Secondary City wetlands considered in the rehab intervention?</li></ul>	Academia; Conservation Agencies; Private Sector	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"><li>• Green Building designs in urban upgrades with the collaboration of the Rwanda Green Building Organization</li></ul>		The offer will be forwarded for detailed designs and feasibility study of urban settlement upgrades sub-project.
<ul style="list-style-type: none"><li>• Universities should participate in the project to involve students in wetland rehabilitation</li></ul>		This suggestion will be forwarded for inclusion in the feasibility study of the wetland rehabilitation sub-project.
Project Timeline:		
<ul style="list-style-type: none"><li>• Cost Benefit Analysis should be considered for 5-20yr for scenarios</li></ul>	Academia; Conservation Agencies	The detailed designs and feasibility study will include Cost Benefit Analysis in scenario refinement for wetland rehabilitation.

Comments and Issues raised	Category of Issue Raiser	Reply from ESF Team &/or Implementing Agency
<ul style="list-style-type: none"> <li>ARCOS wetland integrity assessment will be available as a resource in June 2020</li> </ul>		<p>The RUDP-II is the second 5 year phase of the urban development project with possibilities of subsequent phases. The wetland rehabilitation for one or two wetlands in CoK component is intended as a catalyst for future upscaling as most urban wetlands are degraded and need ecosystem function restoration.</p>