

**REPUBLIC OF RWANDA**



**MINISTRY OF INFRASTRUCTURE**

**RWANDA TRANSPORT DEVELOPMENT AGENCY**

**(RTDA)**

**Rwanda Emergency Connectivity Restoration project (RECOR) (P504023)**

**STAKEHOLDER ENGAGEMENT PLAN (SEP)**

**COUNTRY: RWANDA**

**MARCH 2024**

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**LIST OF ABBREVIATIONS & ACRONYMS**

AIDS	Acquired Immunodeficiency Syndrome
DP	Dubai Port
DPR	Detailed Project Report
ESHS	Environmental Social Health and Safety
ESIA	Environmental and Social Impact Assessment
ESMP	Environment and Social Management Plan
ESS	Environment and Social Standard
FGD	Focus Group Discussions
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
HH	Household
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
KLP	Kigali Logistic Platform
LARP	Land Acquisition and Resettlement Plan
LCAs	Local Community Associations
M&E	Monitoring and Evaluation
MINAGRI	Ministry of Agriculture and Animal Husbandry
MINALOC	Ministry of local Government
MINECOFIN	Ministry of Finance and Economic Planning
MoE	Ministry of Environment
NGO	Non- Governmental Organization
PAPs	Project Affect People
PSF	Private Sector Federation
RP	Resettlement Plan
RECOR	Rwanda Emergency Connectivity Restoration
RICA	Rwanda Inspectorate, Competition and Consumer Protection Authority

RLMUA	Rwanda Land Management and Use Authority
RoW	Right of way
RTDA	Rwanda Transport Development Agency
SEP	Stakeholder Engagement Plan
STD	Sexually Transmitted Disease
TBA	To be Announced
TP	Transport Policy
WB	World Bank

## 1 INTRODUCTION

### 1.1 BACKGROUND

Rwanda's geographical landscape, characterized by high-altitude mountains and a landlocked position, presents challenges to its economic and spatial development. Bordered by the Democratic Republic of the Congo, Uganda, Tanzania, and Burundi, Rwanda's hilly terrain limits its domestic market and poses obstacles to transportation and infrastructure development. Despite these challenges, Rwanda has made significant socio-economic progress in recent years. With a population density of 416 inhabitants per square kilometer and a youthful demographic, the country has achieved impressive growth in GDP per capita, averaging five percent annually since the early 2000s, second only to Ethiopia in Africa.

The country's Vision 2050 outlines its strategic path towards achieving upper middle-income status by 2035 and high-income status by 2050. This vision is supported by the National Strategy for Transformation 1 (NST-1), which spans from 2017 to 2024 and focuses on pillars of economic transformation, social transformation, and governance transformation. Among its priorities, NST-1 emphasizes the critical role of quality transport infrastructure in promoting sustainable socio-economic growth and poverty alleviation. However, the rugged topography and inadequate road infrastructure have hindered these objectives, particularly in the agriculture sector, where farmers face challenges in accessing markets and transporting goods due to poor road conditions.

Rwanda, as a landlocked country, recognizes the vital importance of both internal and regional physical connectivity to achieve its development objectives. Its transport infrastructure primarily consists of road transport, which remains the primary mode for passenger and goods transportation, with over 90 percent of freight traffic and passenger travel being catered to by road. Despite the absence of a local rail transportation system, Rwanda boasts a relatively well-developed road network, comprising nearly 38,000 kilometers, including both classified and unclassified roads. However, compared to its neighbors, Rwanda faces the highest transport costs, estimated at 40 percent of the value of imports or exports, highlighting the need for continued investment in transport infrastructure.

Rwanda's vulnerability to climate change and natural hazards further exacerbates its development challenges. Ranked 154 out of 185 countries in the Notre Dame Vulnerability Index, Rwanda faces high risks from floods, droughts, soil erosion, landslides, etc. The frequency and severity of these weather events have increased since the early 2000s, causing significant economic and environmental losses. The catastrophic floods and landslides experienced in May 2023 resulted in the loss of lives, the destruction of critical infrastructure, and the disruption of essential services and transportation networks. This devastation caused by natural disasters, demanded an emergency rehabilitation measures to restore damaged infrastructure and enhance resilience against future disasters. Such rehabilitation efforts focus on repairing 20 national roads, 21 district roads, and 47 bridges, which were affected, disconnecting districts and impeding supply transportation, thus disrupting essential services with estimated costs of exceeding USD 300 million vital for community livelihoods. Based on the vulnerability of transport infrastructures to this rainfall, the proposed project interventions are focused on six districts, including Ngororero, Nyabihu, Rubavu, Rutsiro Districts of the Western Province, Burera and Gicumbi Districts of Northern Province; mostly characterized by mountainous relief dominated by ridge of Nile crest in the West and mountainous in the North of the country (Figures 1 and 2).

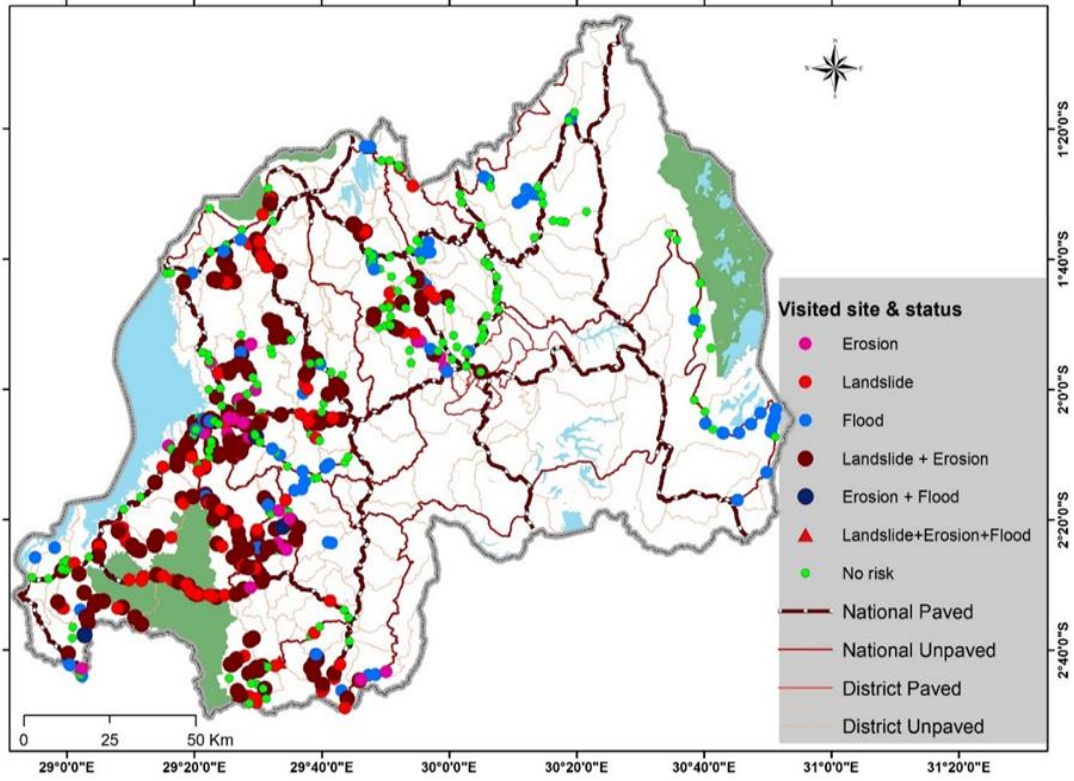


Figure 1: Spatial distribution of physically confirmed spots for different hazards



Figure 2: Typical features of floods affected project areas.

Source: RTDA, November 2023



The Ministry of Infrastructure (MININFRA) plays a pivotal role in overseeing transport policy and strategic planning, setting standards, and managing the administration of the transport sector. Additionally, the Road Transport Development Agency (RTDA) assists in infrastructure management and planning, particularly for roads and water transport. The Road Maintenance Fund (RMF), under MININFRA, is responsible for road maintenance and rehabilitation, while district roads are managed by local districts. Moreover, the Ministry in charge of Emergency Management (MINEMA) leads emergency activities within the country, ensuring preparedness and response in times of crisis.

The proposed Rwanda Emergency Connectivity Restoration (RECOR) Project is a new project initiated by the Government of Rwanda in collaboration with the World Bank through funds from the Crisis Response Window (CRW) to finance spot maintenance and rehabilitation of the flood-damaged infrastructure consisting of national and districts road sections, and bridges caused by recent heavy rainfall occurred on May 2 and 3, 2023. The Ministry of Infrastructure (MININFRA) through the Rwanda Transport Development Agency (RTDA) has requested the World Bank for the implementation of the Rwanda Emergency Connectivity Restoration project (RECOR), which involves spot rehabilitation and improvement of 253.7 km of national roads out of 20 National Roads and from 21 district roads, 129.8 km of them which traverses through six districts and 20 bridges out of 47 bridges damaged by the flood occurred on May 2 and 3, 2023. The Project Development Objective (PDO) is to restore the connectivity in areas of Rwanda affected by floods and landslides by rebuilding the damaged transport infrastructure in a climate-resilient manner. Thus, the Project will finance such spot rehabilitation, maintenance and repairing activities under four components, include Component 1: Improving physical infrastructure to connect districts affected by floods to finance three sub-components related to national road, districts roads and bridges, covering the design, supervision and monitoring and the spot rehabilitation works of the damaged infrastructures; Component 2: Environment and social risk management, Community Engagement and awareness campaigns, which focused on financing Land acquisition and cash compensation cost for project affected persons, Livelihood restoration for PAPs, Risk mitigation, community, and stakeholders' engagement, and Road safety measures; Component 3: Implementation support, monitoring, capacity building to finance project management and incremental operating, Technical Assistance and Institutional support, and Monitoring and evaluation; and Component 4: Contingency Emergency Response. The details of project components are discussed in section 1.2 below.

Due to the nature and type of the proposed RECOR project activities, the overall project environmental and social risk rating assigned as “substantial”. This is due to the nature of the proposed Rwanda Emergency Connectivity Restoration project (RECOR) prepared in an emergency situation and involves spot rehabilitation and improvement of flood damaged national and district roads and 20 bridges which traverses through 6 districts, as well as with the limited knowledge about exact scale, and design of project investments, most impacts being site-specific, temporary and predictable, the limited institutional capacity of the implementing institution (RTDA) in managing environmental, and social safeguards and health and safety risks associated with the proposed project during the implementation period, and general implementation challenges. The potential adverse impacts that will be generated due to the implementation of this project activities are expected to be few in number, site-specific, temporary, reversible, and readily addressed and managed with the application of mitigation measures stipulated in the appropriate environmental and social risk management (ESRM) tools and other applicable international best management practices.

Thus, as part of the project preparation, the main project implementing body (RTDA) has prepared this Stakeholder Engagement Plan (SEP) in line with the World Bank ESF-ESS10. As stated in this SEP, the Stakeholder engagement is an inclusive process conducted throughout the project life cycle. RTDA, as a main RECOR project implementing institution is committed to properly designed and implemented this SEP and

ensure the development of strong, constructive, and responsive relationships among stakeholders, which are important for the successful management of a project's environmental and social risks. Stakeholder engagement is most effective when initiated at an early stage of the project development process and is an integral part of early project decisions and the assessment, management, and monitoring of the project's environmental and social risks and impacts. Cognizant of the proposed Rwanda Emergency Connectivity Restoration (RECOR) Project (P504023) financed by the World Bank, the World Bank Environmental and Social Framework (ESF) will be applied throughout the project implementation cycle. The Rwanda Transport Development Agency (RTDA) will be fully responsible for efficient implementation of this standalone Stakeholders' Engagement Plan (SEP).

## 1.2 PROJECT DESCRIPTIONS

### 1.2.1 Overview

The project's primary objective is to restore connectivity in districts affected by floods, thereby ensuring harmonized economic development within Rwanda and the broader region. A key intervention entails rehabilitating or reconstructing damaged or washed-out road sections and bridges in a climate-resilient manner, aimed at preserving uninterrupted connectivity between districts and the rest of the country and region. This approach will facilitate the smooth and cost-effective transport of goods, people, and services, thereby contributing to sustainable economic growth. Rehabilitating the damaged transport infrastructure in a resilient and safe manner is crucial for rebuilding the road network on a sustainable basis. Moreover, the project will complement existing initiatives such as the LVTP, FRDP, KLP Connect project, and the JICA project, all of which promote climate-friendly activities. The detailed project activities under four components are discussed below and the summary presented in the below Table 1.

### 1.2.2 Project Development Objective (PDO) and Indicators

**Project Development Objective:** The Project Development Objective is to restore the connectivity in areas of Rwanda affected by floods and landslides by rebuilding the damaged transport infrastructure in a climate-resilient manner. The proposed Rwanda Emergency Connectivity Restoration (RECOR) Project will restore the connectivity in districts hit by the floods to ensure harmonized economic development of the country and the region. The key intervention under the project is to rehabilitate or reconstruct the damaged or washed-out road sections and bridges in a climate resilient manner to ensure there is no interruption in the overall connectivity of the districts with the rest of the country and the region, such that the smooth and cost-effective transport of goods, people and services is restored.

**PDO Level Indicators:** The following indicators are selected to measure progress towards achieving the PDO:

**i) Restored connectivity between the affected districts and the rest of the country (see Map 1):**

- a. Restored access to districts (number of districts accessible due to roads and bridges rehabilitated).
- b. Restored access to socio economic infrastructures (number of schools, health centers, markets accessible due to roads and bridges rehabilitated).
- c. People provided with all-weather access along the rehabilitated road sections and bridges (disaggregated in gender)

**ii) Improved resilience of damaged transport infrastructure:**

- a. Number of critical embankments reinforced/raised along the roads and at bridges levels.
- b. Number of community facilities in the project area protected against erosion, storm water, and flooding.

### 1.2.3 Project Components

**Component 1: Improving physical infrastructure to connect districts affected by floods** (US\$.89.68 million) of which IDA is financing US\$76.00 million and the country counterpart is financing US\$13.68 million. The component will finance three sub-components related to national road, districts roads and bridges, covering the design, supervision and monitoring of works and the rehabilitation works of the damaged infrastructures. Measures such as slope stabilization, afforestation, and early warning systems will be implemented to mitigate future landslide risks and fortify community resilience as follows:

- **Sub-component 1.1: Rehabilitation of national roads** (US\$51.33 million, of which IDA US\$43.50 million, and GoR US\$7.83 million). The subcomponent will finance (i) Consultant services for technical studies, supervision, and monitoring of works, and (ii) rehabilitation or reconstruction of about 253.7 km of the national roads in a climate-resilient manner.
- **Sub-component 1.2: Rehabilitation of district roads** (US\$26.26 million, of which IDA US\$22.25 million, and GoR US\$4.01 million). The subcomponent will finance (i) Consultant services for technical studies, supervision, and monitoring of works, and (ii) rehabilitation or reconstruction of about 129.8 km of the district's roads in a climate-resilient manner.
- **Sub-component 1.3: Rehabilitation of bridges** (US\$12.10 million, of which IDA US\$10.25 million, and GoR US\$1.85 million). The subcomponent will finance (i) Consultant services for technical studies, supervision, and monitoring of works, and (ii) rehabilitation or reconstruction of about 20 bridges in a climate-resilient manner.

The rehabilitation or reconstruction works will include environmental protection activities like roadside plantation and management of trees adaptable to the area within 10m distance along the roads. This planation is part of protection of the roads against climate change negative impacts in addition to the construction technics that will be adopted.

**Component 2: Environment and social risk management, Community Engagement, and awareness campaigns** (IDA, US\$3.50 million). The component will finance the following activities:

- **Land acquisition and cash compensation cost for project affected persons.** The project will finance with IDA funds, the land acquisition for impacted persons along the road sections and bridges. The project will fiancé cash cost related to RP implementation including compensation fees for project affected persons (PAPs).
- **Livelihood restoration for PAPs.** The project will finance small investments to restore deteriorated roadside livelihood means for the local communities.
- **Risk mitigation, community, and stakeholders' engagement.** The activity will allow engagement with local communities living along the damaged infrastructures and discuss grievance redress through awareness workshops.
- **Road safety measures.** Road safety activities will comprise training and awareness campaigns for school children, motorbike and truck drivers, local communities, and other road users in the project area. Safety measures will include enforcing speed limit and the use of personal protection equipment by construction workers to reduce fatalities during the works and along the roads to be repaired and rehabilitated.

**Component 3: Implementation support, monitoring, capacity building (US\$0.50million).** The component will finance the following activities:

- **Project management and incremental operating costs (US\$0.20million).** It is related to the management of the project and salaries of competitively recruited experts fully dedicated to the project, as well as travel expenses and other incremental operating costs of the Single Project Implementation Unit (SPIU) at RTDA, and the MINEMA.
- **Technical Assistance and Institutional support (US\$0.20 million).** This activity will support capacity building of the staff of the SPIU of RTDA, MININFRA, and MINEMA involved in the project implementation, to enhance and broaden their skills in technical, safeguards, procurement, financial management and project management fields as appropriate.
- **Monitoring and evaluation (US\$0.10 million).** This activity will enable reporting of the project implementation progress and its impacts.

**Component 4: Contingency Emergency Response (US\$0 million).** This zero-dollar component will allow for swift reallocation of credit proceeds from the other components to provide immediate emergency recovery support following an eligible crisis or emergency.

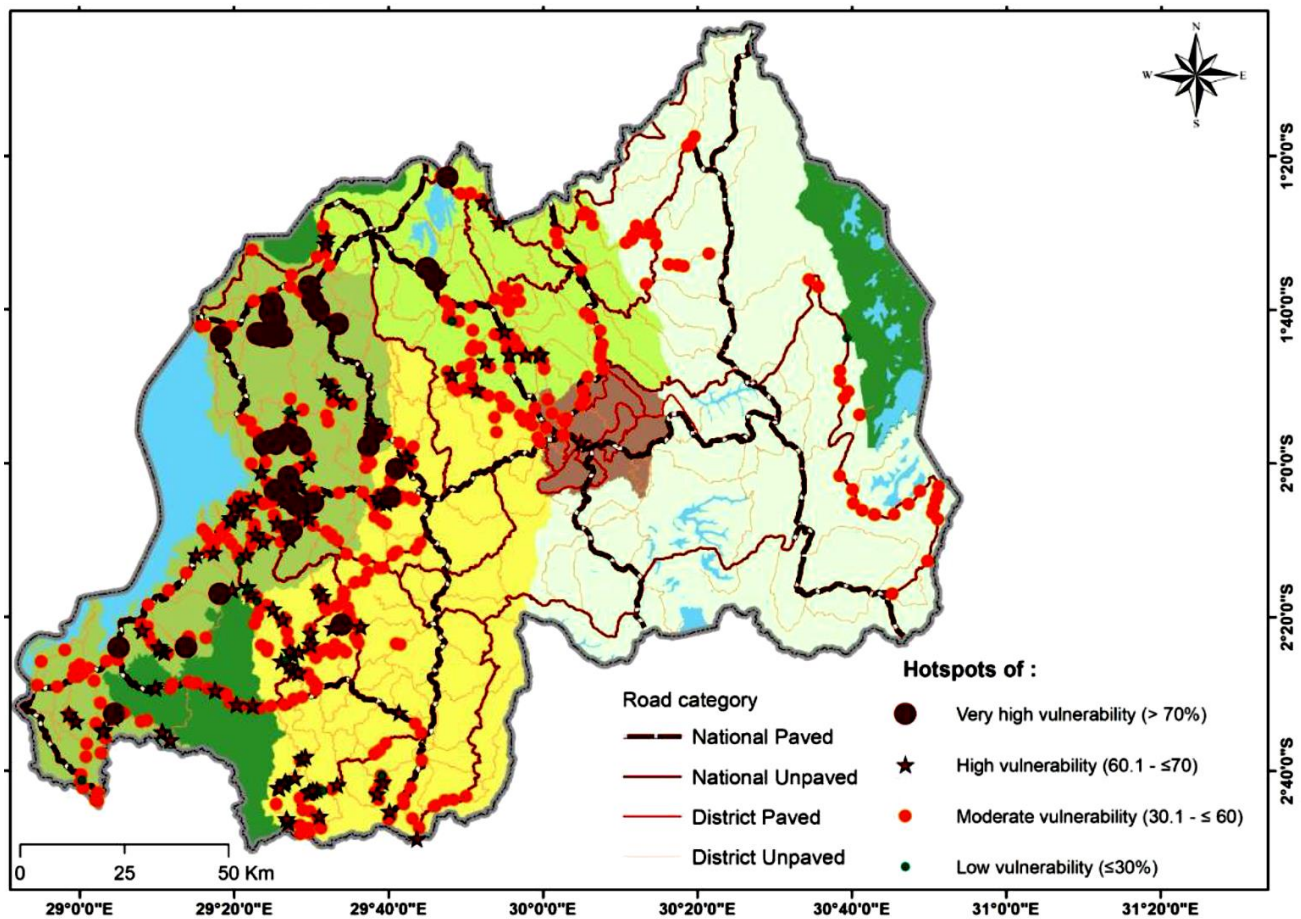
**Table 1: Summary of Project components**

<b>Project Components</b>
<b>Component 1: Rehabilitation or reconstruction of damaged transport infrastructure in a resilient and safe manner.</b>
• <b>Sub-component 1.1: Rehabilitation or reconstruction of Damaged national roads (253.7 km)</b>
• Consultant services for technical studies, supervision and monitoring of works
• Rehabilitation of national roads (253.7km) including environmental protection activities like roadside plantation and management of trees
• <b>Sub-component 1.2: Rehabilitation or reconstruction of Damaged districts roads (129.8km)</b>
• Consultant services for technical studies, supervision and monitoring of works
• Rehabilitation of districts roads (129.8km) including environmental protection activities like roadside plantation and management of trees
• <b>Sub-component 1.3: Rehabilitation or reconstruction of Damaged bridges.</b>
• Consultant services for technical studies, supervision and monitoring of works
• Rehabilitation of 20 bridges including environmental protection activities like roadside plantation and management of trees
<b>Component 2: Environment and social risk management and Community Engagement and awareness campaigns</b>
• Land acquisition and cash compensation cost for project affected persons along the road sections and bridges-RP implementation (compensation fees for project affected persons (PAPs))
• Livelihood restoration for PAPs

<b>Project Components</b>
<ul style="list-style-type: none"> <li>• Risk mitigation, community and stakeholders' engagement in planning and execution including grievance redress Awareness workshops, training on disaster preparedness and risk reduction</li> </ul>
<ul style="list-style-type: none"> <li>• comprehensive road safety measures (campaigns, trainings, surveys, personal protection equipment) to reduce fatalities Road safety measures along the roads to be repaired and rehabilitated</li> </ul>
<b>Component 3: Implementation support, monitoring, capacity building</b>
<ul style="list-style-type: none"> <li>• Project management costs-selected implementation costs, consultant fees</li> </ul>
<ul style="list-style-type: none"> <li>• Technical Assistance (Procurement, contract management, Road construction, Environment, and social safeguards, etc.)</li> </ul>
<ul style="list-style-type: none"> <li>• Monitoring and evaluation using results-based methodology</li> </ul>
<b>Component 4: Contingency Emergency Response (CERC)</b>

#### 1.2.4 Project Location

The proposed Rwanda Emergency Connectivity Restoration Project (RECOR) covers six districts, namely Rubavu, Rutsiro, Ngororero, Burera, Nyabihu, and Gicumbi Districts (Figure 3). See the map below for the spatial distribution of physically confirmed spots for different hazards distributed across the country. It is worth noting that the chosen districts above are the ones identified to have the most spots prone to different hazards. The details of the hotspots and their detailed location, geo-reference, type of hazard present on the hotspot, parameters that determine the hazard level, parameters to be monitored, population exposed on the hazard, infrastructure and public facilities exposed on the hazard, environmental and agricultural fields exposed, key impacts, available alternative roads (if any), the contact person and their telephone numbers, and the actions to be taken to address this hazard can be found in the annex attached in this SEP document.



**Figure 3: Project Location**

Source: *Developing Capacity for Climate Resilient Road Transport Infrastructure Report (RTDA)*

### 1.3 PROJECT BENEFICIARIES

The project covers six districts, including Ngororero, Nyabihu, Rubavu, Rutsiro Districts of the Western Province, Burera and Gicumbi Districts of Northern Province, where this area mostly characterized by mountainous relief dominated by ridge of Nile crest in the West and mountainous in the North of the country. The beneficiaries mainly include local communities, and roads users along the damaged infrastructures and in the project area, farmers, owners of various agriculture scheme. The project is expected to create temporary job opportunities during the construction period, and later during maintenance works. The project will attract new complementary developments and investments. Rehabilitating the roads will restore the connectivity of the concerned regions and districts and will allow movement of goods and passengers to resume in a safe manner between Kigali and these areas, and between the different districts. Rehabilitating the national and districts roads will also improve access to markets and socio-economic services and link these districts with the capital city Kigali. About 2.3 million beneficiaries including youth and women will benefit from the rehabilitation of these roads and bridges. Other project beneficiaries will include the public institutions and their staff involved in road construction such as MININFRA and RTDA, the private sector executing contracts during the project implementation. In addition, the project will help to create short-term as well as long-term employment opportunities and attract new complementary developments and investments. The project is also expected to contribute to the share of all-weather roads in the area which will permit business growth. In view of the proximity to Burundi, population from the targeted districts will access this market.

## 2 PURPOSE, OBJECTIVES AND SCOPE OF THE SEP

### 2.1 PURPOSE OF THE SEP

The overall aim of this SEP is to ensure that a consistent, comprehensive, and coordinated approach is taken to stakeholder engagement and Project disclosure throughout the project cycle. It is further intended to demonstrate the commitment of RTDA as a project developers and the main implementing parties, to an ‘international best practice’ approach to stakeholder engagement. This SEP also has a prime purpose to improve and facilitate decision making and create an atmosphere of understanding that actively involves project-affected people and other stakeholders in a timely manner, and that these stakeholders are provided sufficient opportunity to voice their opinions and concerns that may influence Project decisions. The SEP is also aims to ensure that stakeholder engagement is conducted based on timely, relevant, and accessible information as well as useful tool for managing communications between RTDA and other relevant stakeholders.

The SEP further includes a list of the stakeholder groups identified, including disadvantaged or vulnerable individuals or groups; the proposed stakeholder engagement program (including topics stakeholders will be engaged on, how stakeholders will be notified, the methods of engagement, list of information/documents that will be in the public domain, languages they will be available in, length of the consultation period, and opportunities to comment); resources required and the responsibilities for implementing stakeholder engagement activities; summary description of the grievance mechanism; and contact information and process for seeking further information.

### 2.2 OBJECTIVES AND SCOPE OF THE SEP

#### 2.2.1 Objective

The overall objective of this SEP is to define a plan or program for stakeholder engagement, including public information disclosure and consultation, throughout the preparation, construction, and operation of the proposed RECOR project. The SEP outlines how RTDASPIU will communicate with relevant stakeholders including MINIFERA, MINEMA, MINICOM RDP, REMA, and contractors/subcontractors, private sector companies, enterprises and includes a mechanism by which people can raise concerns, provide feedback, or file complaints about core project activities or any other ancillary facility activities related to the project.

The broad objectives of this SEP are to:

- Describe the applicable regulatory and/or other requirements for disclosure, consultation, and ongoing engagement with the Project’s stakeholders.
- Outline the stakeholder consultation and communication activities throughout each step of the ESIA as well as project implementation phases.
- Identify and prioritize key stakeholder groups, focusing on Project directly affected local communities,
- Provide a transparent and inclusive strategy, action plan and timetable for disclosure of information.
- Ensuring that engagement with each group is undertaken without any form of discrimination.
- Assess the level of stakeholder interest and support for the project and to enable stakeholders’ views to be taken into account in project design and environmental and social performance.
- 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.
- Establish a systematic approach to stakeholder engagement that will help RTDA to identify stakeholders and build and maintain a constructive relationship with them, in particular project affected parties.

- Describe the processes for implementing stakeholder engagement and community liaison activities, including any special measures for engaging with vulnerable groups and integration of this SEP into PROJECT's wider management systems.
- Establish and maintain a productive relationship between RTDA SPIU and stakeholders.
- Establish an effective grievance mechanism, ensuring that stakeholders are properly informed of their rights and know how to communicate their concerns.
- Identify resources needed and length of time to achieve effective participation in each stage of the process.
- Determine roles, responsibilities, and training requirements.
- Define monitoring and reporting procedures and ensure continuous improvement.
- Promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle on issues that could potentially affect them.
- Provide project-affected parties with accessible and inclusive means to raise issues and grievances and allow Borrowers to respond to and manage such grievances.

### **2.2.2 Scope**

The RECOR project has prepared this SEP and required to prepare additional relevant Environmental and Social Framework (ESF) instruments to sub project activities financed under component 1 of RECOR project. These instruments include but are not limited to an Environmental and Social Impact Assessment (ESIA), Resettlement Plan (RP), and other relevant documents, as required during project implementation period. This stakeholder Engagement Plan (SEP) will be an integral part of these instruments and prepared to be implemented during the proposed RECOR project implementation period to facilitate and ensure project effective implementation of Stakeholder engagement activities at each subproject construction and operations phases.

Stakeholder engagement is the continuing and iterative process by which RTDA identifies, communicates, and facilitates a two-way dialogue with the people affected by its decisions and activities, as well as others with an interest in the implementation and outcomes of its decisions and the project. It considers the different access and communication needs of various groups and individuals, especially those more disadvantaged or vulnerable, including consideration of both communication and physical accessibility challenges. Engagement begins as early as possible in project preparation because early identification of and consultation with affected and interested parties allows stakeholders views and concerns to be considered in the project design, implementation, and operation.

This SEP is part of the suite of Management Plans developed for managing the proposed project Environmental and Social Risks and covers all Project activities that require engagement with local communities and other stakeholders. It SEP helps the project developers to ensure meaningful stakeholder engagement throughout the project cycle, as it is an essential aspect of good project management as well as provides opportunities for RTDA to learn from the experience, knowledge, and concerns of the affected and interested stakeholders, and to manage their expectations by clarifying the extent of the Borrowers responsibilities and resources.

Stakeholder consultations provide input for, as appropriate, environmental, and social assessment, project design, mitigation plans, monitoring reports, and further evaluation of the project, including the Environmental and Social Commitment Plan (ESCP), summaries of the assessment of all or part of project implementing parties environmental and social frameworks, and any other project plans that may be prepared. The level and frequency of stakeholder engagement conducted is proportionate to the risks and impacts of the project. Stakeholder interactions and grievances redress during implementation of the RP will follow the guidelines and procedures set out in the RP document, which will be develop during RECOR



implementation period. This SEP's grievance procedure shall therefore operate in parallel with the RP methodology until completion. All other stakeholder disclosure, consultation and engagement activities will be undertaken as described in this Plan.

### **3 REGULATORY AND GOVERNANCE FRAMEWORK**

#### **3.1 COUNTRY REGULATION CONTEXT**

The SEP takes into consideration the existing national and international institutional regulatory frameworks that guarantees the right of speech, reunion, access to information, participation, etc. Therefore, the following are national legislations relevant to this SEP:

##### **3.1.1 Law on Environment N° 48/2018 of 13/08/2018**

The most relevant legislation for this project is the Law on Environmental Protection, Conservation and Management. This is the law that regulates the protection of environment in Rwanda. The law sets out the general legal framework for environmental protection and management in Rwanda. It also constitutes environment as one of the priority concerns of the Government of Rwanda. Under the fundamental principle on national environmental protection policy develops national strategies, plans and programs, aiming at ensuring the conservation and use of sustainable environmental resources.

The Relevance of this law lies in the fact that it empowers stakeholders to take legal actions against the project developer (RTDA) for any negative environmental and social consequences that may result from the implementation of the current project.

#### **3.2 The World Bank Environmental and Social Standard for Stakeholder Engagement**

All projects prepared after October 2018, will apply in its preparation and implementation the new Environmental and Social Framework (ESF) which contain 10 Environmental and Social Standards that will define the process and protocols for environmental and social management during the implementation of the proposed Rwanda Emergency Connectivity Restoration (RECOR) Project.

The WB's ESF sets out the World Bank's commitment to sustainable development and mandatory requirement for the bank finance projects. The Framework includes Environmental and Social Standard (ESS) 10, "Stakeholder Engagement and Information Disclosure", which recognizes "the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice". ESS10 emphasizes that effective stakeholder engagement can significantly improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation. The main objectives of the ESS10 are:

- To engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design. The nature, scope and frequency of stakeholder engagement should be proportionate to the nature and scale of the project and its potential risks and impacts.
- To establish a systematic approach to stakeholder engagements that will help Borrowers identify stakeholders, build and maintain a constructive relationship with them, in particular project-affected parties.

- To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be taken into account in project design and environmental and social performance.
- To promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle on issues that could potentially affect them.
- 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.
- To provide project-affected parties with accessible and inclusive means to raise issues and grievances and allow Borrowers to respond and manage such grievances.

As defined by the 2018 ESF and ESS10, stakeholder engagement is an inclusive process conducted throughout the project life cycle. Where properly designed and implemented, it supports the development of strong, constructive and responsive relationships that are important for successful management of a project's environmental and social risks. Key elements of ESS10 include:

- Stakeholder engagement is most effective when initiated at an early stage of the project.
- development process and is an integral part of early project decisions and the assessment, management and monitoring of the project.
- Borrowers will engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design.
- The nature, scope and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts.
- Borrowers will engage in meaningful consultations with all stakeholders. Borrowers will provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.
- The process of stakeholder engagement will involve the following, as set out in further detail in this ESS: (i) stakeholder identification and analysis; (ii) planning how the engagement with stakeholders will take place; (iii) disclosure of information; (iv) consultation with stakeholders; (v) addressing and responding to grievances; and (vi) reporting to stakeholders.
- The Borrower will maintain and disclose as part of the environmental and social assessment, a documented record of stakeholder engagement, including a description of the stakeholders consulted, a summary of the feedback received and a brief explanation of how the feedback was taken into account, or the reasons why it was not."

Borrowers are required to develop a Stakeholder Engagement Plan (SEP) proportionate to the nature and scale of the project and its potential risks and impacts (paragraph 13 of ESS10).

Stakeholders have to be identified and the SEP has to be disclosed for public review and comment as early as possible, before the project is appraised by the World Bank. ESS10 also requires the development and implementation of a grievance redress mechanism that allows project-affected parties and others to raise concerns and provide feedback related to the environmental and social performance of the project and to have those concerns addressed in a timely manner.

The following are Bank ESF environmental and social standards (ESSs) that are applicable to the implementation of the Rwanda Emergency Connectivity Restoration project (RECOR):

- **Environmental and Social Standard 1:** Assessment and Management of Environmental and Social Risks and Impacts.
- **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 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.

## 4 STAKEHOLDER ENGAGEMENT PLAN

### 4.1 Introduction

This Stakeholder Engagement Plan (SEP) is designed to ensure effective engagement with local communities and other key stakeholders throughout the life cycle of the RECOR project, including project's implementation, monitoring and evaluation periods. This SEP builds on the previous engagement work in support of Project conceptualization, feasibility study, planning and impact assessment processes. Since this time, the project must maintain dialogue with the relevant stakeholders, including regulators and locally affected communities and their representatives as well as non-government organizations (NGOs), community-based organizations (CBOs) and other interested groups. The project is committed to continuous engagement throughout the Project's construction and subsequent operations phases.

### 4.2 WHAT IS STAKEHOLDER ENGAGEMENT?

Stakeholder Engagement will be free of manipulation, interference, coercion, and intimidation, and conducted on the basis of timely, relevant, understandable and accessible information. It involves interactions between identified groups of people and provides stakeholders with an opportunity to raise their concerns and opinions (e.g., by way of meetings, surveys, interviews and/or focus groups discussions), and ensures that this information is taken into consideration when making project planning and decisions.

### 4.3 STAKEHOLDER ENGAGEMENT CONSIDERATIONS

The following considerations should be made when planning for stakeholder engagement:

- **It takes time and resources:** Some stakeholders will need to be educated about the concept of engagement itself, as well as on the complex issues requiring specialized and technical knowledge. These demands can increase the cost of consultation required to meet external expectations, and often this occurs at a time when a project lacks the internal capacity and resources to implement a broad engagement strategy.

- **It raises expectations:** Stakeholders can have unrealistically high expectations of benefits that may accrue to them from a project. As such project proponents from the outset must be clear on what they can and cannot do, establishing a clear understanding of their roles and responsibilities.
- **Securing stakeholder participation:** Cultural norms and values can prevent stakeholders from freely participating in meetings. Often there are conflicting demands within a community, and it can be challenging for a project to identify stakeholders who are representative of common interests. This might be avoided by employing local created Grievance Redress Committees (GRCs). The GRCs committee includes local authorities in capacity of Secretary Executives of cells. The last will play a key role as they are sensitive to local power dynamics.
- **Consultation fatigue:** Moreover, there is evidence to suggest that stakeholders can easily tire of consultation processes especially when promises are unfulfilled, and their opinions and concerns are not taken into consideration. Often stakeholders feel their lives are not improving because of a project and this can lead to consultation meetings being used as an area to voice complaints and grievances about the lack of development.  
This might be avoided by coordinating stakeholder engagement during an ESIA and RP preparation and implementation process, and by ensuring practitioners do not make promises to stakeholders, but rather use the public consultation process as an opportunity to manage expectations, challenge misconceptions, disseminate accurate project information, and gather stakeholder opinions which are feedback to the client and other project specialists.

#### 4.4 PRINCIPLES OF STAKEHOLDERS ENGAGEMENT

The following principles will be followed throughout the Project's development and implementation of the SEP with the aim of building consistent, open, and respectful working relationships with all Project stakeholders:

- **Transparency and fairness:** A culture of transparency will be promoted, in which Project information will be shared with all relevant stakeholders, and the process for grievance resolution will be made available for use without any retribution for claimants.
- **Accessibility and cultural appropriateness:** Stakeholder engagement activities will be planned to be accessible for Project stakeholders, taking into account factors such as location, accessibility, and timing of activities. All Project information and grievance mechanisms will be made available in the Local (Kinyarwanda) language.
- **Inclusion of vulnerable groups:** Specific attention will be paid to women and vulnerable groups to ensure that their views are heard, recorded, and considered in the project planning and implementation.
- **Respect:** The expertise, perspective, and needs of stakeholders will be acknowledged and respected through a culture of mutual learning and communication. Respect for local traditions, languages, timeframes, and decision-making processes, and Processes free of intimidation or pressure and Clear mechanisms for responding to people's concerns, suggestions, and grievances.
- **Maintenance of written records:** All stakeholder engagement activities and grievances will be recorded, to facilitate tracking, resolution, and follow-up as necessary.
- **Incorporation of feedback:** The feedback received through the engagement and grievance redress process shall be incorporated into the Project design and be reported back to the stakeholders in a clear manner.

- **Transparency and fairness:** Regarding the timing of the provision of information, relevant information will be available and provided in advance of consultation activities and decision-making. Regular consultation will be considered as a key task to ensure requirements are agreed upon and a delivery solution will be negotiated with acceptable to most stakeholders.
- **Accessibility and cultural appropriateness:** Providing meaningful information in a format that is readily understandable and tailored to the needs of the target stakeholder group(s).
- **Communication:** Two-way dialogue that allows both sides to exchange views and information, to listen, and to have their issues heard and addressed.
- **Partnership:** Collect information and understand the stakeholders to determine who will be working with and relying on them throughout the phases of the project lifecycle, in advance to engage, influence, and share information with stakeholders.
- **Plan it:** A more reliable and measured approach to stakeholder engagement is essential and therefore encouraged before engaging stakeholders to bring significant benefits.
- **Relationships are key:** Developing relationships results in increased trust to ensure working together more easily and effectively, as careful identification and building relationships can increase confidence across the project environment, minimize uncertainty, and speed problem-solving and decision-making.
- **Compromise:** Establish an acceptable baseline across a set of stakeholders' diverging expectations and priorities. Assess the relative importance of all stakeholders to establish a weighted hierarchy against the project requirements agreed upon by the project Proponent.
- **Take responsibility:** Stakeholder engagement is not the job of one member of the project team. It's the responsibility of everyone to understand their role and to follow the right approach to communication and engagement. Ensure Good project governance for better clarity about stakeholder engagement roles and responsibilities and what is expected from each stakeholder, once involved in the project.

#### 4.5 SUMMARY OF PREVIOUS STAKEHOLDER ENGAGEMENT ACTIVITIES

Public and stakeholder consultations with relevant institutions and beneficiaries are a key process in the project planning and preparation of the proposed RECOR project. As per national and World Bank policies requirements, public and Stakeholder consultations should be carried out throughout the proposed RECOR project implementation period, including during the planning phase, environmental and social screening, and assessment, and the implementation period to properly identify key environmental and social issues, recommend respective mitigation measures, and to determine how the concerns of all relevant parties to be addressed in the project design and implementation period.

Public participation and stakeholders and community consultations have been taken up as integral parts of the environmental and social assessment process of the RECOR project. The previous consultation process conducted was used as a tool to inform and educate stakeholders and affected and interested community members about the proposed actions both before and after the development decisions were made. This participatory process enables the full participation of community members and stakeholders in the decision-making process. In this regard, initial consultations have been carried out during preliminary feasibility study conducted for this RECOR project after the events of floods damage on various infrastructures due to May 2 and 3, 2023 heavy rainfall as well as during the preparation ESF instruments for similar project at the same locality and districts, like KLP Connect and LVTP CERC project. The findings of consultations with list of consulted stakeholders and sample photos are annexed in this SEP (See Annex 1 from Annexes 1.1-1.5).

During the preliminary and full other similar public consultation for this RECOR and other similar project, respectively, community, district officials and other operating stakeholders were engaged to express their concerns, views, and feedback on the respective projects, including this RECOR project. It is expected that during the implementation the continued engagement will be needed as per ESS10. The project will also conduct a citizen engagement to assess if the expected targets and benefits were attained. This will be done through an individual hired consultant or a firm in assessment of the citizen engagement.

Several stakeholders were engaged during preparation the RECOR project, as well as will also be engaged at several the project implementation levels. These include: -

- a) **Pre-effectiveness engagement:** As it was planned prior to the project appraisal, RTDA will engage with the beneficiaries' districts to discuss the project purpose, goals, scope of activities, and support from the main implementing entities (RTDA) under the project and then jointly prioritize and planned for implementation.
- b) **Technical and policy level engagement:** As the project commences, the project will establish fora for stakeholders engagement throughout the project including (i) focal national steering committee members drawn from various institutions, including MINIFERA, RTDA, etc. will engage to align the implementation plans; (ii) Communities of Practice technical meetings for priority setting, monitoring, and knowledge exchange among the project relevant stakeholders engaged in the project; (ii) Policy level engagement through the high-level ministries for approval of activities and advisory.
- c) **RTDA – SPIU:** Overall coordination of the project by the Single Project Implementation Unit (SPIU) within RTDA, which will serve as the direct interlocutor with the World Bank and will report on project progress.
- d) **Contractors:** Contractors assigned different activities will be engaged during the selection process and throughout the implementation of the assigned works.
- e) **Consultants:** Consultants assigned to perform various activities, mainly monitoring and supervision of Contractors performance and will be engaged during the process of selection of subprojects and relevant stakeholders throughout the implementation of the project period.

## 5 STAKEHOLDER IDENTIFICATION AND ANALYSIS

A key element of any stakeholder engagement plan is effective identification of key stakeholders to be consulted and involved. RTDA will have an extensive engagement with various stakeholder groups at different levels, including national, district, local levels during preparation of the project, consultation on the priority areas of focus, development and validation of strategies, policies, guidelines, and standard operating procedures which consultation and consensus among the stakeholders. In all phases of the RECOR project, cooperation and negotiation with stakeholders is required. Persons within the groups who act as legitimate representatives of their respective stakeholder group and entrusted by their fellow group members will be identified in the process of engagement.

Stakeholder analysis identifies and determines the likely relationship between the project and the different stakeholders. Stakeholders are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively. It is a useful tool for managing communication between the project team and stakeholders. Project stakeholders are

defined as individuals, groups, or other entities who:

- Are impacted or likely to be impacted directly or indirectly, positively, or adversely, by the Project (also known as ‘affected parties’); and,
- May have an interest in the RECOR 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.

Prior engagement with communities the consultations will initially start from the national relevant institutions, three districts and other parties, like CSO, NGOs. The latter will also take part in monitoring of technical implementation and contributing to the main plan designed by RTDA to enable all parties to have equal information about the project. Considering the nature and type of the proposed project, several activities will require to engage participants from various multi-sectoral institutions, such as institutions responsible for human health, animal health, environment, agriculture, ICT, water, and the Rwanda Development Board.

### **5.1 PROJECT STAKEHOLDERS’ IDENTIFICATION**

ESS10 provides the definition of “stakeholder” that refers to individuals or groups who: (a) are affected or likely to be affected by the project (project-affected parties); and (b) may have an interest in the project (other interested parties).

Stakeholders are persons or groups who have a role in the project and are directly or indirectly affected by a project (also known as “affected parties”), as well as those who may have interests in a project (known as “interested parties”) and/or the ability to influence its outcome, either positively or negatively. Stakeholders may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, civil society organizations and groups with special interests, the academic community, or other business entities.

As stated above, Project stakeholders can be grouped into primary stakeholders who are individuals, groups or local communities that may be affected by the Project, positively or negatively, and directly or indirectly especially those who are directly affected, including those who are disadvantaged or vulnerable. The secondary stakeholders are broader stakeholders who has an interest or may be able to influence the outcome of the project because of their knowledge about the affected communities or political influence over them.

Prior to undertaking engagement activities, stakeholders were identified and subsequently categorized according to their interests and interaction with the project. This analysis was used to ensure that engagement activities were tailored appropriately to the needs and interests of different stakeholder groups. Cooperation and negotiation with the stakeholders throughout the project development often require the identification of persons within the groups who act as legitimate representatives of their respective stakeholder group, i.e., the individuals who have been entrusted by their fellow group members with advocating the groups’ interests in the process of engagement with the Project.

Community representatives may provide helpful insight into the local settings and act as main conduits for dissemination of the Project-related information and as a primary communication/ liaison link between the Project and targeted communities and their established networks. The legitimacy of such representatives may stem both from their official elected status and their informal and widely supported standing within the community that allows them to act as focal points of contact in Project’s interaction with its stakeholders.

It is essential to identify as many stakeholders as applicable and ensure inclusivity from the outset. The comprehensive list of stakeholders can and needs to be sifted through as the Project progresses. This offers

the Project an opportunity to identify and determine the most relevant stakeholders to effectively engage with, throughout the life of the project and beyond without necessarily compromising the inclusivity of stakeholders and representation of diverse interests.

The fundamental principle in any stakeholders' identification exercise is striking the right balance between identifying relevant stakeholders on the one hand and ensuring diversity and inclusivity on the other. This means that the process of identifying stakeholders should be systematic and not arbitrary, which in turn, requires adopting a certain methodology. Thus, in addition to taking the nature and scope of this project and its impacts into account, the methodology used for systematically identifying stakeholders should also consider important stakeholder attributes.

Identification of project stakeholder is an ongoing process that continues throughout the project implementation period. The first step in the process of stakeholder engagement is stakeholder identification—determining who your project stakeholders are, and their key groupings and sub-groupings. From this flow's stakeholder analysis, a more in-depth look at stakeholder group interests, how they will be affected and to what degree, and what influence they could have on your project. The identified stakeholder groups applicable to the RECOR are presented below:

- **Stakeholders directly and indirectly affected by the project:** When identifying affected stakeholders, a systematic approach often works well, starting with delineating the project's geographic sphere of influence, by considering both the primary project site, and other ancillary facility sites, as well as associated facilities, and areas potentially affected by cumulative impacts. This analysis helps to establish and articulate the project's area of influence and determine who might be affected and in what way. This process will begin to reveal those most directly affected by the project, whether from the use of land at the project site or the effects of air and water emissions, from off-site transportation of hazardous materials, or even the socio-economic effects of job creation throughout the supply chain. While priority should be given to individuals and groups in the project area who are directly and adversely affected, drawing the line between who is affected and who is not can be challenging. Even with the best of efforts, problems can arise. Communities lying just outside of the designated project impact area can "perceive" impacts or feel they have been arbitrarily excluded from project benefits. For these reasons, defining stakeholders too narrowly should also be avoided.
- **Vulnerable or disadvantaged individuals or groups:** Vulnerable individuals or groups can be defined as those within a project's area of influence who are particularly marginalized or disadvantaged and who might thus be more likely than others to experience adverse impacts from a project. These individuals or groups are highly vulnerable to potential project impacts and often do not have a voice to express their concerns or understand the impact and risk of the project. They may be disproportionately impacted or further disadvantaged by the project as compared with any other groups due to their vulnerable status, and usually require special arrangements/measures to ensure their full participation in the consultation and decision-making process associated with the project. Their vulnerability may stem from a person's origin, gender, age, health condition, including HIV/AIDS status, disability, economic deficiency and financial insecurity, disadvantaged status in the community (e.g., minority groups), dependence on other individuals or natural resources, etc.
- **Dependency:** Groups or individuals who are directly or indirectly dependent on the Project's activities, products or services and associated performances (e.g., project-affected communities, their representatives, and local administrations). Project implementation may significantly affect a given social

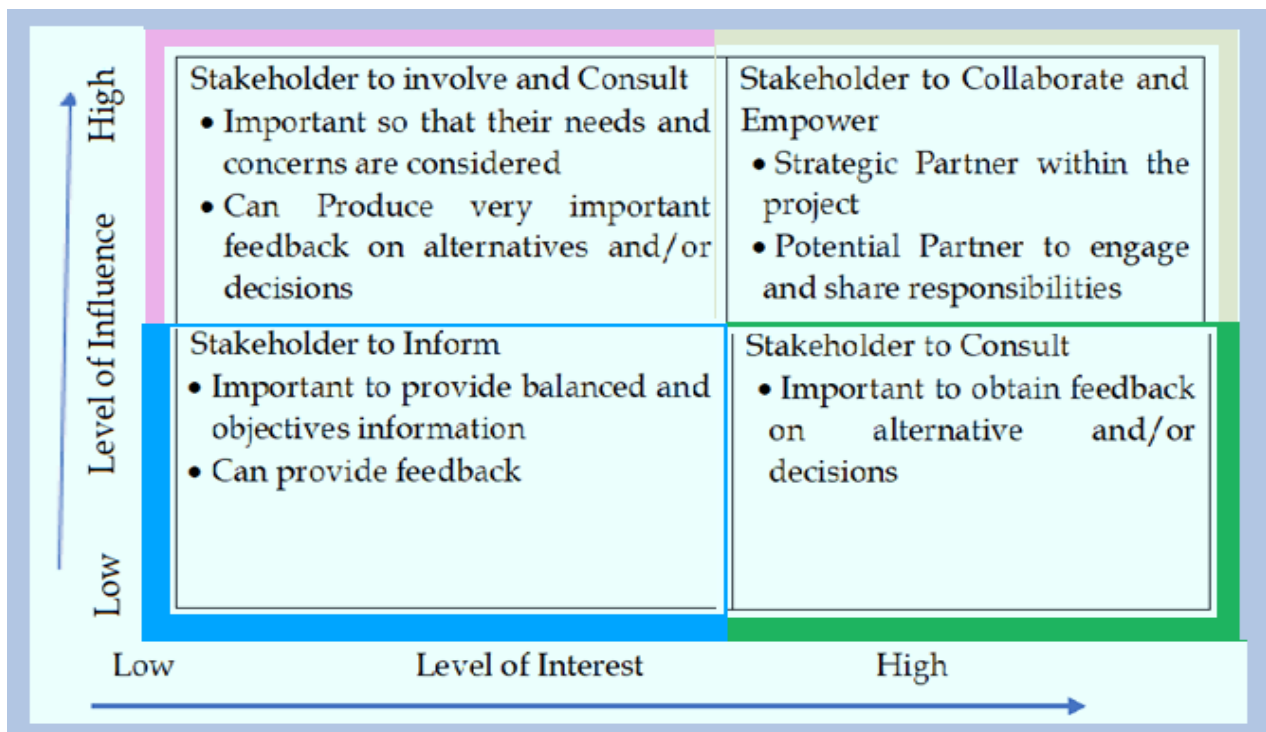


group, in particular, it may affect vital interests of its representatives if they are dependent on the project on-going operations in economic or financial terms.

- **Influence:** Groups and individuals who may be able to substantially influence project implementation or ongoing operations or can have an impact on the Project or a stakeholder's strategic or operational decision-making (e.g., other ongoing sustainable development projects, financiers, civic organizations).
- **Liability:** project implementation or ongoing operations may result in legal, financial, or other liabilities of the proponent to a social group.
- **Responsibility:** Groups or individuals to whom the Project has or in the future may have legal, commercial, operational or ethical/moral responsibilities (e.g., project-affected communities, project financiers (World Bank)).
- **Diverse Perspectives:** Groups and individuals whose different views can lead to a new understanding of the situation and the identification of opportunities for action that may not otherwise occur (e.g. development partners, environmental and human rights groups).
- **Legitimacy:** Groups and individuals who can legitimately claim to represent certain interests as well as the interests of the voiceless such as disadvantaged and marginalized groups, future generations, and the environment.
- **Representation:** a social group may have a right to represent interests with regard to a project or on-going operations, and this right is legitimated through legislation, custom and and/or cultural specifics.
- **Expressed interest:** a social group and/or individual may express interest to a project or ongoing operations, and this group is not necessarily directly affected by the planned or current activities.

From the outset of the project implementation period, it is important to analyze and identify stakeholders which are truly relevant to the Project, i.e., capable of influencing the outcomes of the project. It is also important to note that the process of stakeholder identification, mapping, and profiling must be dynamic, and their database should be revised from time to time.

The key criteria for selecting relevant stakeholders are: (a) The level of their interest in the project, and (b) The level of their influence on the project under consideration (Figure 4). Stakeholders' interest and influence can change with time and therefore, configuration within Stakeholders' platform could occur.



**Figure 4: Graphical Representation of the Quadrant Method for Stakeholders Section**

**Stakeholder Mapping:** The level of influence that stakeholders may have over a given project can vary, as do their interest and impact on the project. Stakeholder mapping considers:

- Who is affected by the Project and how.
- Who the formal and informal community leaders are and to what degree they can be seen as representative;
- Whether the stakeholders' support is neutral, towards or opposed to the Project.
- Each stakeholder's key interests and concerns concerning the Project; and
- How different stakeholders can influence the Project and what risks or opportunities this presents to the Project.

Key stakeholders entail those with the most influence and/or those who are the most interested or affected. Section 6 below is a detailed description of identification of stakeholder.

## 5.2 PROJECT STAKEHOLDERS PROFILING AND ANALYSIS<sup>1</sup>.

The Stakeholder analysis helps to know the perceptions, interests, need, and influence of actors on the project. Identifying the appropriate consultation methodology for each stakeholder throughout the project lifecycle is necessary. In order to meet best practice approaches, the project will apply the following principles for stakeholder engagement:

- **Openness and life-cycle approach:** public consultations for the project will continue during the whole

<sup>1</sup>The World Bank ESF (2017) As per the World Bank ESF (2017) "stakeholder" refers to individuals or groups who: (a) are affected or likely to be affected by the project (project-affected parties); and (b) may have an interest in the project (other interested parties)

project lifecycle from preparation through implementation. Stakeholder engagement will be free of manipulation, interference, coercion, and intimidation;

- **Informed participation and feedback:** information will be provided and widely distributed among all stakeholders in an appropriate format; conducted based on timely, relevant, understandable, and accessible information related to the project; opportunities provided to raise concerns and assure that stakeholder feedback is taken into consideration during decision making

The construction and operation of the Rwanda Emergency Connectivity Restoration project (RECOR) involves several key stakeholders. It ranges from local communities that are directly affected by the project to those that have interests in the project and those who have the potential to influence the outcomes of the project. Some stakeholders identified and consulted during project-affected communities at the Sectors and Cells levels the preliminary feasibility study of this RECOR project, as well as preparation of ESF instruments for similar projects. However, existing levels of public consultations as well as the processes of stakeholder analysis and identification are neither systematic nor comprehensive enough to warrant the proper stakeholder engagement processes that the project would require over the next several years of implementation and operation.

Therefore, based on the level of stakeholders' identification and analysis additional review of their relevance to, interests in, and influence over the project, more comprehensive and expanded stakeholder groups are identified and briefly discussed in this SEP. It should be made clear from the beginning that the listing of stakeholders identified at the moment is neither exhaustive nor is it final. Rather, it is an activity in progress, and it needs to be refined further through additional reviews, interviews, and analysis of stakeholders' potential roles and responsibilities as well as interests in and influence over the operations of the Project.

The type of stakeholders who may be directly or indirectly, positively or negatively affect or be affected by the outcomes of the proposed Rwanda Emergency Connectivity Restoration (RECOR) project are generally categorized as;

- **Primary stakeholders** are the beneficiaries of a development intervention or those directly affected (positively or negatively) by it. They include local populations (individuals and community-based organizations) in the project area, in particular, poor and vulnerable groups such as women, the youth, the elderly, child & elderly-headed households, etc.
- **Secondary stakeholders** are those who influence a development intervention or are indirectly affected by it. They include the government, line ministries, project staff, implementing agencies, local governments, civil society organizations, private sector firms, the World Bank, and other development agencies.

The following is a broad categorization and brief description of various stakeholder groups that are deemed crucially important for the successful implementation of the Rwanda Emergency Connectivity Restoration (RECOR) project and its various components including community development and environmental management sub-projects:

- Local Communities:** This group of stakeholders comprises project-affected persons, their community organizations, and representatives. The members of project-affected communities constitute primary stakeholders because they are communities whose lives and livelihoods are directly affected by the proposed Rwanda Emergency Connectivity Restoration (RECOR) project and hence, they are not only beneficiaries of the forthcoming mitigation measures and community development projects but also the ultimate owners of the initiatives.

Therefore, as beneficiaries and owners of the initiatives, local communities and their representatives are major contributors to the planning and implementation of the proposed community development initiatives. This can therefore be achieved through ensuring their active participation, consultation, disclosing all information that matters to them and using appropriate communication channels, and engaging them throughout the construction phase of the project and beyond.

- b) Local Administrations:** In this case, a local administration represents the districts' administrations. This group of stakeholders is key to the success of the main project as well as its various components like the realization of several mitigation measures and community development sub-projects will be proposed and stipulated in the projects' ESIA, RAP documents and other relevant ESF instruments, which will be developed during project implementation period. The importance of local administrations emanates not only from the strategic position (close to the Project and Project affected communities) but mainly as they are the ultimate units for administration, planning, and implementation of all development efforts in their jurisdictions.
- c) Project Sponsor:** Naturally, as a champion or sponsors of the main project, RTDA are the primary stakeholders of the Rwanda Emergency Connectivity Restoration (RECOR) Project. As a champion, RTDA are responsible not only for financing but also ensuring the realization of the upcoming mitigation and enhancement measures as well as community development projects. RTDA is well-equipped in terms of its internal organization to manage social and environmental issues involved in Transport development projects. For example, in response to the national environmental regulations as well as increasingly stringent requirements of international lending institutions to comply with their social and environmental safeguard policies and guidelines, RTDA has established an SPIU staffed with senior experts of social and environmental safeguards specialists.
- d) Key Government Agencies:** Key government agencies that can have an interest in and or influence the realization of the proposed Rwanda Emergency Connectivity Restoration (RECOR) project are many in number. Some of the most important agencies with direct relevance to the Project include REMA, RDB, MININFRA, MINEMA, RICA, Forest Authority, Rwanda Water Board, Ministry of Health (MoH), National Women Council, National youth Council, National Child Development Agency, Ministry of Labor, Districts administration, WASAC, etc.

It is believed that these agencies, among others, have something to either contribute to or benefit from, (or both) the project, hence they can influence the way the project and its various components are implemented. Therefore, the project needs to engage with all of these agencies, as and where required, at different stages in project life cycle.

- e) Vulnerable individuals:** vulnerable stakeholders are considered groups that are likely to experience impacts differently from mainstream society due to their marginalized and/or disadvantaged status and have differential needs and priorities when it comes to participation in engagement and consultation activities. Specific vulnerable groups will be identified through the site visit.
- f) Non-Governmental (NGOs) and Civil Society Organizations (CSOs):** Several local and international NGOs and CSOs with a certain interest in and influence over the project and its social and environmental impacts – adverse or otherwise. In fact, all NGOs and CSOs actively operating in the project influence area constitute important stakeholders.
- g) International Stakeholders:** This category of stakeholders includes project financiers, international development agencies, and global civic organizations such as human rights and environmental groups.

These stakeholder groups have considerable influence over the way how large-scale infrastructure development projects – particularly those with substantial social and environmental impacts – are constructed and operated. Therefore, it is in the best interest of the Rwanda Emergency Connectivity Restoration (RECOR) Project to reach out, keep abreast, actively engage and work closely with international stakeholders who have an interest in or can influence its operations.

The detailed summary of all key stakeholders along with their respective potential roles, responsibilities, and interest in and influence over the project is presented in table 2 below. The table identifies the various stakeholders that have been mapped for the proposed Rwanda Emergency Connectivity Restoration (RECOR) project. This is a preliminary list that will be updated in the future, as deemed necessary and/or when additional stakeholders change or are identified. The aim will be to include specific individual names, roles, and contact details for each organization and stakeholder group.

The table 2 below presents a stakeholder analysis with respect to appropriate levels of consultation for each of the stakeholder groups identified in this Section. The frequency of these interactions depends on the phase of the Project.

**Table 2: Stakeholder group consultation methods**

STAKEHOLDER GROUP	STAKEHOLDER GROUP
Government officials	<ul style="list-style-type: none"> <li>• Phone / email / text messaging</li> <li>• One-on-one interviews</li> <li>• Formal meetings</li> </ul>
Neighboring communities (People living along the road project)	<ul style="list-style-type: none"> <li>• Print media, text messaging and radio announcements.</li> <li>• Public meetings</li> <li>• Focus group meetings.</li> <li>• Surveys</li> <li>• Information boards</li> </ul>
Vulnerable Groups	<ul style="list-style-type: none"> <li>• Print media, text messaging and radio announcements.</li> <li>• Public meetings</li> <li>• Focus group meetings.</li> <li>• Surveys</li> <li>• Information boards</li> </ul>
Contractors, Consultants, Employees and managers	<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>
NGO's and conservation organizations	<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>

### **3.3 Facilitating Participation of Women and Vulnerable Groups**

Specific attention will be paid to women and vulnerable groups to ensure that their views are heard, recorded, and taken into account throughout the Project planning and implementation. The preliminary stakeholder list will be updated with site-specific details of vulnerable groups based on findings of the reconnaissance site visit, following which this section will be tailored to take into account the identified vulnerable groups' specific characteristics.

Consultation and information disclosure activities will take into consideration logistical and cultural factors such as language, physical access, gender roles, literacy levels, and time availability of vulnerable groups, and the ability of such groups to access and actively participate in consultation activities.

The Project will carry out proactive outreach to women and women's organizations among the stakeholder groups to facilitate their active participation in consultation events. To the extent possible, meetings and focus groups involving women only will be held on days and at times that do not inadvertently preclude the participation of women due to paid work, household or childcare commitments.

Invitations for meetings and key Project information will also be posted in locations that women frequent such as marketplaces, governmental offices, and schools. Consideration will be given to those who are care providers by, for example, timing meetings at the most convenient times to facilitate their attendance, allowing them to bring children to informal events and allowing plenty of time for the discussion and breaks as appropriate.

Similarly, meeting venues will be selected to ensure that they have accessible and comfortable seating available for elderly and disabled participants, and the speakers will be provided audio-visual equipment where feasible to enable all attendants to hear and see the presentations being delivered. Interpreters will be provided for individuals who do not speak the local languages used in the project area. Relevant consultation documentation will also be translated if needed. Table 3 below indicated the Summary of stakeholder groups, interests and influence and potential roles and responsibilities.

**Table 3: Summary of stakeholder groups, interests and influence and potential roles and responsibilities**

Stakeholder Group	Stakeholders	Interest	Influence	Potential Roles and Responsibilities
Local Communities	Project Affected, and interested Persons, as well as other Road beneficiaries	Beneficiary (HIGH)	Design & planning of development sub-projects	Participation in planning, implementation, and follow-up of subprojects, mainly small-scale investment subprojects (SSI) along the project corridor
	Local Community Organizations	Beneficiary (HIGH)	Design & planning of community development sub-projects	Participation in planning, implementation, and follow-up of SSI
Local Administration	District Administrations	Local development planning, coordination, supervision & implementation (HIGH)	Local development planning unit with an elected committee	Land acquisition and resettlement associated with the project; Facilitation, coordination, joint planning, implementation, and monitoring of small-scale investment subprojects (SSI) as well as various impact mitigation and benefit enhancement measure
Project Sponsor	RTDA	Compliance with environmental regulations (HIGH)	Project owner & financier of sub-projects	Project owner, Financing, initiating, and coordinating the planning and implementation of small-scale investment subprojects (SSI)
Government Officials	REMA, and RDB	Ensuring developer's compliance with environmental regulations (HIGH)	Environmental Regulator, technical support REMA is mandated to protect, preserve and promote the environment.	Environmental Regulations, Licensing, and regulation of the project's social and environmental compliance

Stakeholder Group	Stakeholders	Interest	Influence	Potential Roles and Responsibilities
	Ministry of Infrastructure (MINIFERA)	Ensuring transport sector subproject implementation in a sustainable manner (HIGH)	Facilitate and coordinate of implementation of subprojects	Oversee the performance of RTDA during the implementation of transport sector subprojects, in compliance with Transport policy
	Ministry of Agriculture (MoA)	Crops & Livestock (HIGH)	Agricultural policies & practices	Agricultural development policies, programs & projects
	Forestry Authority	Development and conservation of Tree Plantation (HIGH)	Afforestation, tree planting, Nursery establishment, and running	Forest protection policy and strategy, facilitation of plantation of Indigenous and locally adaptable tree species
	Ministry of Health (MoH)	Health sector development (HIGH)	Development & expansion of health facilities and services	Standards & guidelines for the development of health facilities
	Wildlife Conservation Authority	Wildlife conservation (HIGH)	Development of national parks	Wildlife protection and conservation
NGOs and CSOs	Local and International NGO	Community development (HIGH)	Collaboration, participation and engagement will help Project Implementation Units channel information relevant to the project.	Joint planning, implementation, and monitoring of impact mitigation and benefit enhancement measures



Stakeholder Group	Stakeholders	Interest	Influence	Potential Roles and Responsibilities
Media	National TV	News & Information Their participation and engagement will help Project Implementation Units channel information relevant to the project.	Information disclosure, awareness raising	News, views, information, and educational programs, Information disclosure, education, and awareness raising
International Audience	Human Rights Groups	Human rights	Flagging up human rights issues	Monitoring of human rights records (performance) and provision of feedback to the project
	Environmental Groups	Environmental protection	Flagging up environmental issues	Monitoring of environmental and social performance and provision of feedback to the project
	Development Partners (World Bank)	International development cooperation & partnership for sustainable development	Technical and financial support to sustainable development initiatives	Technical and financial support to the main Project

## 6 STAKEHOLDER ENGAGEMENT PROGRAM

### 6.1 INTRODUCTION

Stakeholder engagement program refers to the process of actively involving individuals, groups, or organizations that have a stake or interest in a project, organization, or issue. The purpose of stakeholder engagement is to build and maintain relationships with stakeholders, understand their perspectives and concerns, and use their feedback to inform decision-making.

This Stakeholder Engagement Plan is therefore used to formulate schedules, strategies and general plan that will be used to effectively engage stakeholders and ensure there is participation from the beginning to the end of the project. It consists of planning on how consultations will take place, developing the layout and how issues raised will be addressed in a transparent and inclusive way.

The stakeholder engagement plan also outlines how consultations will be carried out and the scope of work to be achieved. The plan will be updated on regular basis to promptly include new developments and issues that may arise. This may include the techniques to be used in the engagement of stakeholders to reduce stakeholders' resistance and enhance ownership.

The Stakeholder Engagement Plan (SEP) presented in this section constitutes the core of the overall stakeholder engagement plan of the Rwanda Emergency Connectivity Restoration (RECOR) Project. The section focused on two core aspects, which are Information Disclosure and Dissemination (IDD), and Stakeholder Consultation and Participation (SCP). Although the two areas overlap to some extent, however, in this SEP both are discussed in separate sections to exhaustively discuss and clearly present to benefit the beneficiary of this SEP.

The description of the plan is organized around the following themes including the two main components mentioned above which correspond to five sub-sections:

- (i) Brief description of the purpose and goal of the Plan;
- (ii) An outline of the information disclosure and dissemination of the plan consisting of brief descriptions of what information will be disclosed, in what formats, and the types of methods that will be used to communicate this information to each of the stakeholder groups identified in section 5 above;
- (iii) Description of the consultation and participation plan consisting of the approaches and methods which will be used to promote the consultation and participation of project-affected communities and other stakeholder groups.

The stakeholder engagement Plan will include following:

1. Identify all individuals, groups, or organizations that have a stake or interest in the project or issue;
2. Prioritize stakeholders based on their level of influence, interest, and potential impact on the project or issue;
3. Develop strategies to engage stakeholders, such as meetings, focus groups, surveys, or other communication methods;
4. Engage stakeholders in a timely and transparent manner, listen to their concerns and feedback, and provide them with updates on the project or issue;
5. Use the feedback and input received from stakeholders to inform decision-making, make changes to the project or issue, and ensure that stakeholder concerns are addressed;

6. Continuously monitor and evaluate stakeholder engagement to identify areas for improvement and ensure that the program is effective in achieving its goals.

This proposed stakeholder engagement plan outlines the methods RTDA will use to engage with stakeholders throughout the project period. The plan is tailored to the specific needs and interests of each stakeholder group and is designed to foster a collaborative and productive relationship between the project and its stakeholders.

## 6.2 PURPOSE AND GOAL

The overall goal of the stakeholder engagement plan is to ensure that the methods and means of information disclosure and dissemination are easily accessible to all stakeholders, consistent, comprehensive, and coordinated at various levels throughout the project cycles.

This Stakeholder Engagement Plan aims to ensure a systematic, consistent, comprehensive, and coordinated approach to stakeholder participation and communication throughout the project cycle. The SEP outlines ways in which the project team will communicate with stakeholders and feedback mechanisms to be utilized. The plan will guide timely engagement with key stakeholders as well as dissemination and increased access to relevant project information. The project will innovate ways for consultations to be effective and meaningful to project and stakeholder needs depending on circumstances such as restricted physical meetings that may be occasioned by the existing international and local protocols.

Stakeholder engagement is an important part of project management and is crucial for the success of this initiative. By engaging with stakeholders, the project will build trust, increase transparency, and ensure that project interventions align with stakeholder needs and interests.

In general, engagement is directly proportional to impact and influence, 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 should intensify and deepen in terms of the frequency and the intensity of the engagement method used.

All engagement should proceed on the basis of what are culturally acceptable and appropriate methods for each of the different stakeholder groups. For example, when consulting government officials formal presentations are the preferred consultation method, while communities prefer public meetings, and informal focus group discussions facilitated by posters, non-technical pamphlets and other visual presentation aids including models and videos. The summary of Project stakeholder engagement process depicted below in Figure 5.

There are a variety of engagement techniques used to build relationships with stakeholders, gather information from stakeholders, consult with stakeholders, and disseminate project information to stakeholders. When selecting an appropriate consultation technique, culturally appropriate consultation methods, and the purpose for engaging with a stakeholder group should be considered. Table 4 provides a list of different consultation techniques and suggests the most appropriate application of these techniques and the Stakeholder Engagement Action Plan depicted in Annex 2 of this SEP.

**Table 4: Consultation techniques, and suggested application Techniques**

ENGAGEMENT TECHNIQUE	MOST APPROPRIATE APPLICATION OF TECHNIQUE
Information Centre and Information Boards	<ul style="list-style-type: none"> <li>Establish Information Boards in each Project area community.</li> </ul>
Correspondence by phone/email/Text/Instant messaging	<ul style="list-style-type: none"> <li>Distribute project information to government officials, organizations, agencies and companies.</li> <li>Invite stakeholders to meetings</li> </ul>
Print media and radio announcements	<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>
One-on-one interviews	<ul style="list-style-type: none"> <li>Solicit views and opinions.</li> <li>Enable stakeholders to speak freely and confidentially about controversial and sensitive issues.</li> <li>Build personal relations with stakeholders</li> <li>Recording of interviews</li> </ul>
Formal meetings	<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>Build impersonal relations with high level stakeholders.</li> <li>Distribute technical documents.</li> <li>Facilitate meetings using PowerPoint presentations.</li> <li>Record discussions, comments/questions raised and responses.</li> </ul>
Public meetings	<ul style="list-style-type: none"> <li>Present project information to a large audience of stakeholders, and in particular communities</li> <li>Allow the group of stakeholders to provide their views and opinions.</li> <li>Build relationships with neighboring communities.</li> <li>Distribute non-technical project information.</li> <li>Facilitate meetings using PowerPoint presentations, posters, models, videos and pamphlets or project information documents.</li> <li>Record discussions, comments/questions raised and responses</li> </ul>
Workshops	<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>
Focus group meetings	<ul style="list-style-type: none"> <li>Allow a smaller group of between 8 and 15 people to provide their views and opinions of targeted baseline information.</li> <li>Build relationships with neighboring communities.</li> <li>Use a focus group interview guideline to facilitate discussions.</li> </ul>

	<ul style="list-style-type: none"> <li>Record responses</li> </ul>
Surveys	<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>

**6.3 INFORMATION DISCLOSURE AND DISSEMINATION**

This section presents the Information Disclosure and Dissemination (IDD) program which briefly describes the type of information to be disclosed and the methods that will be used to communicate the information to Project Affected Communities (PAC) and other stakeholder groups. Before going to the description of the program, it is useful to note that there is a great deal of overlap between the two main components of the program: information disclosure will include a great deal of consultation, while the consultation and participation component will also involve the disclosure and dissemination of information.

In other words, the disclosure and dissemination of information will not be a single event or activity. Information will be continuously generated and disseminated throughout the life of the project and within the different components of the program. However, in this section, the focus is on the main first-round information disclosure and dissemination task which aims at full disclosure and dissemination of information to all project-affected communities and other stakeholder groups including vulnerable groups of the community: Elderly, youth, female household heads, child headed households, orphans, chronically ill, people with disabilities.

It is called a full disclosure because the proposed program fills the gap and builds on similar activities initiated under the ESMF, RAP, ESIA, etc. The SEP is presented below in two sub-sections consisting of information disclosure and dissemination.

The purposes of consultations and information dissemination/disclosure in the Rwanda Emergency Connectivity Restoration Project (RECOR) are to:

- (a) Assess the level of stakeholder interests and support to enable their views taken into account in project design and throughout the implementation.
- (b) Promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle.
- (c) Adapt project interventions to the evolving needs of the project stakeholders.
- (d) Ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely and appropriate manner and format.
- (e) Ensuring of coordination between all implementers and government and community authority structures.
- (f) Receiving feedback and comments as well as grievances from all stakeholders on project design, and implementation, and to adapt the project accordingly.
- (g) Provision of transparent and accountable mechanisms on all aspects of Project implementation and monitoring; and
- (h) Ensuring that members of vulnerable groups from project affected communities can participate fully in the consultation process and enjoy project benefits.

- (i) Provide project-affected parties with accessible and inclusive means to raise issues and grievances, which will be appropriately responded to, and grievances managed. To ensure this, a Grievance Mechanism (GM) will be in place throughout the life cycle of the Project and will be set up in a way that all affected individuals and groups can report on project related grievances or can provide comments and feedback. Stakeholders will be informed on the existence of a grievance redress mechanism and how they can access it.

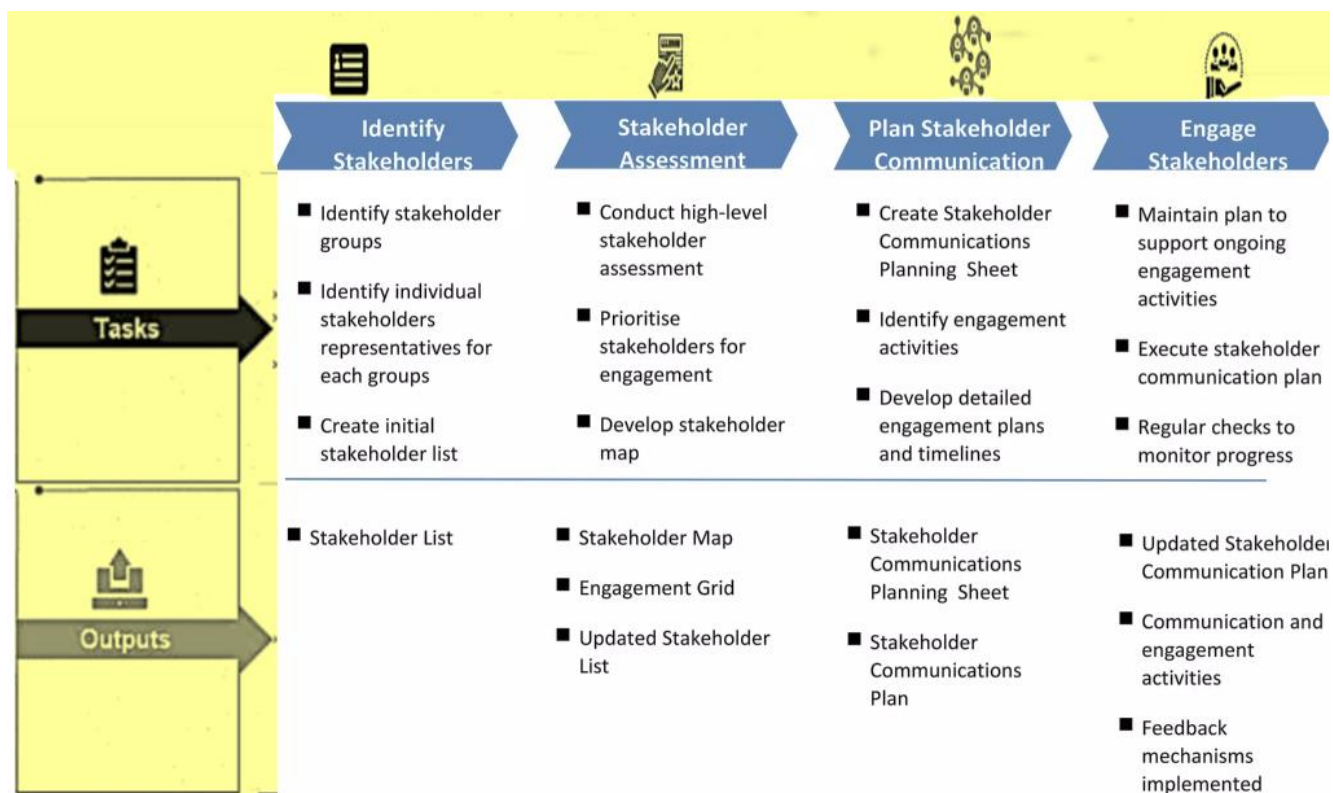


Figure 5: Summary the project stakeholder engagement process

#### 6.4 PROPOSED STRATEGY FOR INFORMATION DISCLOSURE

Information dissemination and disclosure are required at all stages of the project, and it is meant to promote effective engagement of all stakeholders including project implementers, regulatory agencies, Ministries, project-affected persons, and project beneficiaries. The information to be disclosed include the objectives of the project, the nature of the intervention, and the purpose of the engagement. The electronic copies of the disclosure materials will be placed on the RTDA, and The World Bank websites to allow easy access for all stakeholders. Various methods of communication will be used to reach the stakeholders. The RTDA SPIU will select the methods that are most appropriate and very clear for the selected stakeholders.

The methods used for disclosure include newspapers, posters, radio, television, and information centers, or other visual displays, brochures, leaflets, posters, reports, official correspondence meetings, websites, and social media. The disclosure materials will also be shared with the targeted stakeholders through email and during project-related meetings.

In addition to the disclosure of the various applicable project ESF instruments (ESCP, SEP, ESIA, ESMF, RAP, ESMPS), formal channels will be put in place to register and document comments and suggestions from the

public. These grievance arrangements shall be made publicly available to receive and facilitate the resolution of concerns.

Information will be disclosed in English and Kinyarwanda, where appropriate. Local authorities as well as other opinion leaders, will be requested to inform communities in community meetings and through disclosure at project locations. In addition, the RECOR project will be publicly disclosed on the RTDA, and World Bank websites by the project to ensure that everyone is informed about potential risks and respective mitigation measures. Stakeholders will also be encouraged to provide feedback, raise queries on gaps, and suggest solutions to enable the improvement of project implementation. The stakeholders' disclosures program depicted in Table 5 below.

## 6.5 METHODS OF DISCLOSURE AND DISSEMINATION

The methods for information disclosure and dissemination outlined below apply to the national and international level and are identified based on the understanding that a mix of different methods of communication which also promote two-way and interactive information exchange and dialogue between different stakeholder groups are more likely to be effective and successful.

The project will innovate means for information disclosure to be effective and meaningful to meet project and stakeholder needs. Strategies to be employed include smaller meetings, and small FGDs to be conducted as appropriate. Where meetings are not possible, common channels of communication such as radio and public announcements will be implemented. Other strategies will include one-one interviews through phones and virtual platforms for community representatives, CSOs, and other interest groups. Some of the methods of stakeholder consultation to be employed include;

- ✓ Use of phone and email;
- ✓ interviews (one-to-one);
- ✓ distribution of leaflets and pamphlets.
- ✓ public meetings;
- ✓ group discussion;
- ✓ use of local radios; and
- ✓ newsletters/magazine/radio.

When deciding the frequency and appropriate engagement technique to consult a group of stakeholders, the following three criteria will be taken into consideration:

- ✓ the extent of the impact of the project,
- ✓ the extent of the influence of the stakeholder on the project,
- ✓ the culturally appropriate and acceptable engagement and information dissemination.

During the campaign planning phase, a detailed stakeholder's communication strategy/plan will be prepared and put in place in which the following issues are addressed:

- ✓ Location of engagement, general information on potential risks of project interventions
- ✓ Appropriate and effective type of communication method to reach the target groups (e.g., radio, television, newspapers, mobile phones, bulk SMS to communities).
- ✓ Means of informing the public in case of emergencies

**Table 5: Stakeholders' disclosure program**

Project stage	List of information to be disclosed	Methods proposed	Timetable: Locations/ dates	Target stakeholders	Responsibilities
<b>Project Design</b>	Project concepts note, project activity details, ESCP, SEP, ESMF, ESIA	Website, emails, virtual meetings	During project preparation, Physical meetings in country/virtually	<ul style="list-style-type: none"> <li>Local communities and direct beneficiaries, interested people, and PAPs.</li> <li>RTDA SPIU staff, Focal officers from participating and beneficiary districts, public stakeholders</li> </ul>	RTDA SPIU
<b>Project Launch</b>	Project information brochures, ESCP, SEP, Annual Work	Website, emails, formal letters Launch meeting	During project preparation, Physical meetings in country/virtually	RTDA SPIU staff, Focal officers from participating and beneficiary districts, public stakeholders	RTDA SPIU and Communication officer
<b>Implementation phase</b>	Project Progress Reports, M&E performance reports.	Email, website, meetings (in-person and virtual), phone calls	Throughout the implementation, Physical meetings in country/virtually/Project site	RTDA SPIU staff, Focal officers from participating and beneficiary districts, public stakeholders', other partners,	RTDA SPIU

## 6.6 INFORMATION DISCLOSURE AND DISSEMINATION AT LOCAL AND NATIONAL LEVELS

In this sub-section, the information disclosure and dissemination (IDD) program will be implemented at national and local levels (at community, sector, and district levels). The implementation of the program at the local level constitutes the priority of this SEP because it relates to primary stakeholders at this level. The various levels consist of the following six main categories:

- **Project Affected Persons (PAPs)** Project Affected Persons (PAPs) are those that are affected or likely to be affected by the project and because of their particular circumstances, may be disadvantaged or vulnerable. This group are likely to be adversely affected by the project impacts and/or more limited than others in their ability to take advantage of a project's benefits.
- **Sector Administrations (SAs):** Sector Administration is the lowest level administrative unit in the administrative structure of the country. SAs are the closest to the community and as such overlap with formal community boundaries; are responsible for the provision of basic public services; the planning and implementation of development programs and projects at the grassroots.
- **District Administrations (DAs):** District Administrations constitute the second lower local government units comprising of varying numbers of Sector administrations. The three DAs are the most important units in the administrative layer at the local level and are responsible for the provision of public services; and the



planning and implementation of development projects. Under district administrations, there are several sectoral offices which are responsible for different sectors including for example environment, agriculture and rural development, education, health, water and sanitation, etc.

- **Provincial Bureaus:** The provincial offices constitute the highest-level government unit which relevant several line offices will be responsible for the overall implementation and information disclosure and dissemination program.
- **National Institutions:** The Rwanda Emergency Connectivity Restoration Project (RECOR) has national-level significance, and thus national-level institutions including RTDA, and other key institutions will be part of the implementation of the SEP and information disclosure and dissemination program.
- **Private Sector Federation:** The Rwanda Emergency Connectivity Restoration Project (RECOR) has significant impact on the activities of the private sector such as the individual traders, and trade unions, and therefore the implementing agencies ought to disclose and disseminate information to them.

The overall task of the IDD program at various levels is to undertake full and systematic disclosure and dissemination of information covering all project-affected communities as well as Sector, District administrations, Provincial and National institutions. The reason we say full and systematic is that the proposed IDD program builds on and fills the gap in the activities will be initiated under the ESIA, RP, or other relevant project ESF instruments All the project ESF instruments are require information disclosure and consultation activities at District, Sector, and community levels. The task under the proposed program would be to conduct full and systematic disclosure and dissemination of information covering all project-affected communities, sector and district administrations.

### 6.6.1 Type and sources of information

The disclosure and dissemination of information at the local level has to be selective and systematic, guided by the principles of relevance and accessibility. Some of the proposals for information disclosure and dissemination at a national level outlined above also apply to the local level. These include:

- (i) The integrated project information document and other shorter communication materials are even more relevant and useful at the local level; and
- (ii) the translation of the integrated project information document and other communication materials into the Kinyarwanda.

Concerning the type of information to be disclosed at the local level, the focus will be mainly on areas such as;

- Environmental and social risks and adverse impacts of the project;
- Proposed mitigation measures and community development interventions;
- Community and local government engagement programs including participatory needs assessment and planning of community development programs; and
- Applicable ESF instruments, including LRP, SEP, GAP, ESIA, RP, ESCP, etc.

### 6.6.2 Methods of disclosure and dissemination

Due to the low level of literacy and education, the primary method of information disclosure and dissemination at the local level will be community and group meetings. Accordingly, as already noted above, all project-affected Sector administrations and communities will be covered under the proposed Information Disclosure and Dissemination program. It is important to note that the formal meetings proposed above will not be the

only information disclosure and dissemination method at the local level. The meetings will serve as kick-off events and will be supplemented and followed by various methods to disclose and disseminate information regularly through persistent site visits.

For example, the project will establish a direct presence in the project-affected areas in the form of Project Field Offices (PFOs). In the field office, Stakeholder Engagement Officers (SEOs) will be assigned full responsibility for the implementation of the SEP at the field level. Under the SEOs, Community Liaison Officers (CLOs) recruited from PACs will be employed for direct and close interface with communities. Furthermore, teams will be established at Kebele and District levels which will serve as local-level partners for information disclosure and consultation activities. Hence, through these various institutional arrangements and mechanisms, information will be disclosed, and community concerns addressed on regular basis. In a nutshell, community meetings will be supplemented and followed by various activities and methods to disclose and disseminate information at the local level including but not limited to;

- Distribution of copies of integrated project information document and other communication materials to representatives of PACs, Kebele and Districts administrations;
- Regular community outreach through a system of project field offices, SEOs and CLOs; and
- Local community institutions including Kebele and District teams which will be established at a local level as counterparts for implementation of information disclosure and consultation activities.

Finally, although the proposed meetings are labelled information disclosure meetings, such meetings at the local level by their very nature facilitate two-way and interactive forms of communication and go beyond serving as mere mechanisms for one-way information transfer and as such contain elements of consultation. Hence, the proposed first round of meetings will be used by the project to create rapport and lay the foundation at least for the project construction phase, for a smooth and productive relationships with communities and local government.

### **6.6.3 Proposed strategy for consultation and participation program**

The stakeholder consultation and participation program which is the second main component of the stakeholder engagement program is discussed in this section. Like the information disclosure program described above, this component also builds on proposals and recommendations which will be provided stipulated in the future ESF instruments, such as ESIA, and RAP as well other instruments applicable to the proposed RECOR project. Accordingly, the main task under this component will be participatory planning, implementation, and monitoring of the project ESF instruments which will be prepared for the Rwanda Emergency Connectivity Restoration (RECOR) project during implementation period.

This plan lays out the overall consultative processes of the project with its different stakeholders. In principle, RTDA, and the World Bank which oversee sub-component activities will follow their existing participatory engagement and consultation methods, especially within the project area. The Rwanda Emergency Connectivity Restoration (RECOR) project will ensure that these tools and methods fulfill the requirements outlined throughout this document and are in line with agreed-upon tools. In case any additional needs arising from identified deficiencies or from context changes, the project will update and adapt this SEP accordingly.

The GRM will be another means of consultation, as complaints received will be filed, assessed, and responded to. Since stakeholder engagement is an ongoing process, RTDA will conduct consultation with the concerned stakeholders throughout the implementation of project activities using communication channels outlined above or deemed appropriate in relation to the specific stakeholder needs and circumstances.

The approaches taken will thereby ensure that information provided is meaningful, timely, as complete as possible, and accessible to all affected stakeholders, use of different languages including addressing cultural sensitivities, as well as challenges deriving from illiteracy or disabilities, tailored to differences in livelihoods, and way of life. The project will also ensure the establishment of a Grievance Redress Mechanism. It will also establish a worker grievance mechanism in line with guidelines to enable all direct workers and contracted workers to raise workplace concerns.

This section outlines some of the proposed methods of stakeholder engagement over the project life cycle. Stakeholder engagement will be undertaken on a continuous basis to inform the public of project plans, activities, and outcomes. Different engagement methods are proposed and cover different needs of the stakeholders.

- **One-on-one interviews:** The interviews will aim to give chance to individuals to air their concerns on the project and will involve project-affected parties (PAPs) and other interested parties (IPs) depending on the issues to be addressed.
- **Formal meetings:** These meetings are focused to identify and discuss specific stakeholder concerns and to disclose project information. Such engagements with relevant stakeholders will be through face-to-face and virtual meetings, and direct phone calls.
- **Structured Agenda:** The agenda will be prepared based on the project issues on component or subcomponent under consultation.
- **Focus Group Discussions:** Focus groups will bring together stakeholders with common characteristics to discuss specific topics or project components.
- **Surveys, polls, and questionnaires** will be used to get information on the priority areas of action for each of the project.

The below table 6 outlines the proposed consultation and disclosure activities and their timeframes to be delivered throughout the Project lifecycle. Specific timeframes and target stakeholders will be updated within the SEP, following finalization and confirmation of the Project schedule during the pre-construction and construction phases.

Briefly describe the methods that will be used to consult with each of the stakeholder groups. Methods used may vary according to the target audience, for example:

- Interviews with stakeholders and relevant organization
- Surveys, polls, and questionnaires
- Public meetings, workshops, and/or focus groups on specific topics.
- Participatory methods.
- Other traditional mechanisms for consultation

**Table 6: Stakeholder Engagement program**

Activity	Proposed Timeframe /Frequency	Target Stakeholders	Time and location	Responsible
<b>Pre-Tender Phase</b>				
Maintain the stakeholder register based on the stakeholder mapping conducted as part of the current phase of works, updating it as necessary based on interactions with stakeholders.	Monthly	All external stakeholders	Construction phase & project site	RTDA
Log all stakeholder engagement activities in an engagement register.	Monthly throughout the project implementation period	All external stakeholders	Same as above	RTDA
Publish key information related to the Site such as the bidding process and selection of the winning bidder on its website.	Ongoing, at end of bidding process at each tendering for the project activities	All external stakeholders	Construction phase, SPIU	RTDA
Engage the Local Community Development Officer (CDO) role	At the start of the ESIA/RP preparation phase	-	Construction phase & project site	RTDA
Announcement of draft ESIA/RP disclosure dates	ESIA/RP disclosure	All external stakeholders	Construction phase & Clients' and WB's Websites	RTDA
Public consultation meetings to disclose the draft ESMF/ESIA/RAP Report and receive feedback on findings	ESIA/RP disclosure	Local communities	Before the start of construction National, District, and project site levels	RTDA & ESIA Consultant

Activity	Proposed Timeframe /Frequency	Target Stakeholders	Time and location	Responsible
Revision and disclosure of the Final ESMF, ESIA, and RAP on RTDA’s website, with feedback received during draft ESIA consultation having been incorporated where feasible and relevant	ESIA/RP disclosure	All external stakeholders	Construction phase & Clients’ and WB’s Websites	RTDA
Information Disclosure and Dissemination at various levels	ESIA/RP disclosure	All stakeholders	Pre-Construction; Construction phase & National, and District Administration & project site level	RTDA
<b>Construction Phase</b>				
Grievance logging, resolution, and reporting	Monthly	All external stakeholders	Pre-Construction; and Construction phase & project site	RTDA, CONTRACTORS & SUPERVISING CONSULTANTS, LOCAL ADMINISTRATION
Community <sup>2</sup> disclosure and consultation on construction, transport, and delivery schedules	Monthly	Local community	Pre-Construction; and Construction phase & project site	RTDA, CONTRACTORS, SUPERVISING CONSULTANTS
Vulnerable people disclosure and consultation on construction, transport, and delivery schedules, separately, as they require specific measures and assistance to afford opportunities for meetings with vulnerable groups in addition to general community consultations	Monthly	Identified Vulnerable people.	Pre-Construction; and Construction phase & project site	RTDA, CONTRACTORS, SUPERVISING CONSULTANTS

<sup>2</sup> Community refers all community members, including vulnerable people residing at the specific subproject activity area.

Activity	Proposed Timeframe /Frequency	Target Stakeholders	Time and location	Responsible
Consultations on local recruitment procedures	Monthly	Local community	Pre-Construction; and Construction phase & project site	RTDA with contractors' inputs, and Local Administration
Ongoing community liaison including disclosure of: <ul style="list-style-type: none"> <li>- CDO contact details;</li> <li>- Community Grievance Redress Mechanism and different channels of grievance submission;</li> <li>- SEP implementation and key Environmental and Social (E&amp;S) information including details from the community health and safety plan,</li> <li>- Labor Management Procedure and</li> <li>- Gender Action Plan</li> </ul>	Monthly	All external stakeholders	Construction phase & SPIU, a project site	RTDA
Publications of key Project updates in local newspapers or other media and radio stations, and on noticeboards (with the use of visual aids where feasible)	Monthly	All external stakeholders	Construction phase & SPIU	RTDA
Regular updates on the Project Company's website on Project progress and key events	Monthly	All external stakeholders	Construction phase & Clients' and WB's Websites	RTDA
Disclosure of Project job opportunities to local communities in line with provisions of the Project's Local Recruitment Plan	Monthly	Local communities	Construction phase & project site	RTDA with contractors' inputs, and Local Administration

Activity	Proposed Timeframe /Frequency	Target Stakeholders	Time and location	Responsible
External reporting on stakeholder engagement activities and grievances redress mechanism	Annual	All external stakeholders	Construction phase & Clients' and WB's Websites	Project Company
<b>Operation Phase</b>				
Update SEP for the operation phase	One month prior to the start of the operation	All external stakeholders	Operation phase & SPIU	RTDA
Consultations on local recruitment procedures for operation phase roles	Annually	Local communities	Operation phase & project site	RTDA, Local Administration, Contractors & Consultants
Grievance logging, resolution, and reporting	Monthly	All external stakeholders	Operation phase & Clients' and WB's Websites	RTDA, Local Administration, and GRCs
Community disclosure of and consultation on operation activities and impacts	Quarterly	Local communities	Operation phase & project site	RTDA
Regular updates on RTDA website on Project progress and key events	Monthly	All stakeholders	Operation phase & Clients' and WB's Websites	RTDA
Publications of key Project updates in local newspapers or other media and radio stations, and on noticeboards	Monthly	All external stakeholders	Operation phase & Clients' and WB's Websites	RTDA
Disclosure of Project job opportunities to local communities in line with provisions of the Project's Local Recruitment Plan	Annually	Local communities	Operation phase & project site	RTDA, Local Administration, Contractors & Supervising Consultants

Activity	Proposed Timeframe /Frequency	Target Stakeholders	Time and location	Responsible
External reporting on stakeholder engagement activities and grievances redress mechanism	Monthly	All external stakeholders	Operation phase & Client's and WB's Websites	RTDA



## 6.7 PROPOSED STRATEGY TO INCORPORATE THE VIEW OF VULNERABLE GROUPS

RTDA will ensure that women, persons with disabilities, youth and other members of vulnerable groups are participating effectively and meaningfully in consultative processes and that their voices are not ignored. This will require specific measures and assistance to facilitate engagements with vulnerable groups alongside broader community consultations. Further, it is important to rely on other consultation methods as well, which do not require physical participation in meetings, such as social media, text messages, or radio broadcasting, where feasible, to ensure that groups that cannot physically be present at meetings can participate.

In view of promoting women's empowerment as well as vulnerable and other community groups, including, youth, PWD, illiterate, etc., it is most important to engage women's groups, as well as vulnerable and other community groups on an ongoing basis throughout the lifetime of the project. Women and the respective vulnerable, youth, PWD, illiterate, etc. voicing their concerns and contributing to the decision-making process on issues such as community infrastructure should be encouraged. The project will similarly encourage the deployment of female and youth staff, in particular at the time when staff interface with community members and consider also other vulnerable groups, as applicable. GRMs will be designed in such a way that all groups identified as vulnerable have access to the information and can submit their grievances and receive feedback as prescribed.

## 6.8 TIMELINES

The stakeholder consultations shall be conducted throughout the project lifecycle. Activities under each sub-component will include further consultations prior to their commencement to ensure a good selection of beneficiaries, transparency, and accountability on project modalities, and to allow country priorities to form the basis of the concrete design of every intervention, and thus consultations will continue throughout the project cycle.

The SEP will be updated, and the detail will be prepared prior to commencement of the subproject activities depending on the local context. This SEP will be updated to outline specific consultation provisions applicable to the project and time for the different subprojects to be funded by the Project. The information on timelines for project phases and key decisions that was described above are:

- a) **Preparatory Phase:** The SEP, ESCP, ESIA, RP, LMP, will be finalized before the project appraisal. Meetings with the beneficiary will also be held to discuss the support to be provided by RTDA-SPIU staff under the project.
- b) **Launching Phase:** Project documents to be disclosed prior to launching phase, mostly prior to project appraisal. The RECOR documents to be disclosed during launching include the SEP, ESCP, ESIA, RP, LMP, project information, annual work plan, etc. The project launch will take place within a month after the project's effectiveness date in 2024.
- c) **Implementation Phase:** During implementation, there will be regular monthly, quarterly, and annual meetings with the project affected and interested communities and other relevant stakeholders, as deemed necessary. For example, on matters of the specific activities that will be implemented in a given specific time, RTDA will engage the technical experts and the policy level officials through a steering committee that will be established at the initial stages of the project implementation. All comments received during the consultation meetings/workshops will be finalized and shared with all participants at

the events in a format of action items.

## 6.9 REVIEW COMMENTS

RTDA SPIU will gather all comments and inputs originating from stakeholder engagements outcomes, workshops, surveys and FGDs. This will then be shared with the project coordination unit for implementation purposes. This mainly function that the coordination unit to effectively integrate the findings of consultation and stakeholders' engagement processes in the project design and implementation process, at the level where all responses from various stakeholders are adequately addressed with the project implementation package, as applicable. It will be the responsibility of the team to respond to comments and inputs, and to keep open a feedback line to the stakeholders, as well as the government. To communicate back and ensure that the stakeholders' comments are adequately capture, the final report of this SEP has been disclosed both in country and Bank external websites to make accessible to all stakeholders. Training on environmental and social standards facilitated by WB will be provided soon after the project becomes effective to ensure that all implementing staff are equipped with the necessary skills. This training aspect can be provided in-country or in the region, to cater for the possibilities of tapping from the best practices of other countries in roads and logistics combined projects.

## 7 RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING OF STAKEHOLDER ENGAGEMENT ACTIVITIES

### 7.1 ROLES AND RESPONSIBILITIES

The overall coordination and resource allocation for implementation of this Plan will be the responsibility of RTDA. They are able to draw on the support of Staff from the Rwanda Emergency Connectivity Restoration Project (RECOR) implementers SPIU under RTDA to facilitate consultations. They will also oversee the implementation of the GRM mechanism in particular and receive regular performance reports on the GRM system from the SPIU housed under RTDA. The SPIU housed under RTDA at the Head Office may provide some high-level supervision, guidance, and technical support to the implementation of engagement and disclosure activities at the project level, but it cannot directly implement them due to Project level engagement and disclosure activities are not only diverse and multiple, but they are also permanent requiring day to day management and close supervision. In this regard, for successful implementation of this SEP at the project level, a dedicated team comprises of with varied expertise drawn from SPIU or an independent Community Relations Team would be required to establish at the Project level, as applicable. Therefore, depending on the demands of the engagement activities of this plan, RTDA will establish two Community Relation Teams (CRT)/a dedicated team formalized by SPIU staffs for each implementing parties (RTDA) to successfully implement Stakeholder Engagement activities of this Plan under their respective subproject components.

Owing to the intensity and nature of the impacts and corresponding enhancement and mitigation measures as well as community development sub-projects, this Stakeholders Engagement Plan (SEP) is designed to cover at least the entire construction and operation phases of the Project. Therefore, it is assumed that the CR Teams or SPIU will remain active and operational for a similar period.

As a field-based team, the CR team or SPIU's dedicated team of experts will be responsible for the implementation of all engagement and disclosure activities at the level of their respective project-affected

communities and subproject sites. Key responsibilities of the Community Relation Teams (CRTs) or SPIU in terms on sound implementation of this SEP include the following among others;

- Carry out ongoing stakeholder consultation, information disclosure and related engagement activities throughout the construction phase of the Project;
- Record and follow up grievances;
- As and when required, provide assistance to and supervise various sectoral agencies and organizations that will implement the social development programs;
- Develop and keep an up-to-date record of all consultations with stakeholders;
- Regularly prepare and file minutes of all stakeholder meetings and document actions agreed during meetings and follow up;
- Review and update stakeholder's database from time to time;
- Solicit and keep records of feedback from stakeholders; and
- Regularly report back to stakeholders using the appropriate medium of communication.

Training for CRT and SPIU dedicated team and other environmental and social team will be organized and conducted by a specialist. In addition to the implementation of various aspects of the project, the training will also include sessions on the World Bank ESF-ESSs. A dedicated team/CRT will be assigned and trained to follow through with the SEP activities as part of their job description in addition to their regular responsibilities. Below also the responsibilities of relevant parties in the implementation of stakeholder engagement activities stipulated under this SEP discussed.

### **7.2 RTDA**

RTDA are responsible for the implementation of the Project-specific stakeholder engagement plan throughout the mobilization, construction, and operation phases. This includes the applicable day-to-day responsibilities and provision of the necessary technical, administrative, financial, and human resources for effective implementation. Both institutions appointing a Community Relation Team (CRT) or a dedicated staffs from SPIU as CRT ensuring that the CRT has the appropriate resources, capabilities and background with training provided as needed to manage stakeholder relations and consultation activities appropriately and liaising with governmental authorities to facilitate the organization of stakeholder engagement activities.

### **7.3 Contractor**

Responsibility for implementation of the Project SEP will cascade down to the contractor to be appointed for the Project construction phase, however, the overarching responsibility will lie with RTDA SPIU. The contractor's responsibilities include making relevant information and documents available for consultations such as project layouts and designs, facilitating submission of external queries and grievances by the external stakeholders at the construction site, and addressing grievances and submissions received about the Contractor's activities, recruitment process, and workforce.

The contractor's management will also provide support and resources where necessary, including disclosing the community grievance mechanism to the workforce and enabling the submission of external grievances through

the contractor and subcontractors. Internal grievances submitted by the Project workforce will also need to be received and managed, however, this will be managed through the Project's Labor Management System and falls outside the scope of the SEP.

#### **7.4 Community Relation Team/SPIU's dedicated team.**

RTDA will be required to assign a Project-specific CRT or dedicated staffs from SPIU for the overall responsibility of RECOR project stakeholder engagement activities. These include managing implementation and revision of this SEP when necessary, arranging ongoing communications with stakeholders, management of the grievance mechanism and external communications procedure, and timely resolution of all grievances and submissions received, attending and recording stakeholder engagement activities (including the purpose of the engagement, the date, hour and location, participants list, questions, suggestions and subject taken and raised by the participants), and maintaining regular lines of communication with key stakeholders.

The CRT/ SPIU's team will collaborate with the EHS management teams of the Contractor, to identify an appropriate investigation team with the correct skills to review the grievances raised and for the staff (e.g., EHS manager, site supervisor, etc.) who will be involved in the resolution of the claim. They will also work in close collaboration with RTDA and other relevant parties, like local administration, environmental protection offices at the local level, offices in charge of land administration, community leaders, religious and clan leaders, etc.

The CRT and SPIU's team to be appointed will ideally possess experience conducting community liaison and/or public relations for a project of similar nature and scale, speak local language and have a good understanding of the project site's local area, such as the economic, social and cultural dynamics (including gender differences and sensitivities) that exist within the local communities.

The SPIU's team/CRT's specific responsibilities will include;

- Managing the implementation of the SEP, and tracking performance against key performance indicators;
- In line with the stakeholder engagement program and external communications procedure, undertaking meetings with stakeholders including local communities to keep them informed of Project activities (in particular the Project schedule) and likely impacts and mitigation measures;
- Being available as the focal point of contact for affected communities;
- Managing the implementation of the grievance mechanism including logging, tracking and resolution of each grievance received; and
- Recording and reporting of stakeholder engagement and information disclosure activities

The responsibility of engagement of various stakeholders will depend on the agenda for discussions. The SPIU will develop a log that will be used to track the stakeholder's engagement activities and keep a record of the same as part of the project documentation. In order to document the various stakeholders and vulnerable groups including women, youth, elderly, etc. the registers for participation in various activities will be designed to capture the relevant information to track the involvement of such groups. The responsibility for this record will be on the dedicated team under the RTDA-SPIU/CRT and a duplicate file kept in the RTDA. In particular, the following responsibility matrix presented in table 7 applies to the SEP.

**Table 7: SEP Implementation Responsibility Matrix**

Activity	Responsibilities	Documentation and Tracking
Compliance and Safeguards Team from RTDA to support the project activities.	Compliance and Safeguards Team at RTDA- this team will support the project and related costs will be covered by the implementing agencies' respective SPIU.	Regular periodic reporting to SPIU and to the World Bank.
Consultation sessions and outreach	Compliance and Safeguards Team at RTDA- this team will support the project and related costs will be covered by the implementing agencies' respective SPIU.	Regular periodic reporting to SPIU and to the World Bank.
GRM	SPIU team and the Grievance Redress Committees and the District project implementation team (Cell & Sector Executive Secretaries, and District One Stop Centre, District Executive Committee) - responsible for collecting grievances, categorizing them, allocating follow-up responsibilities across the organization as required, and tracking the overall performance of the GRM.	Regular periodic reporting to SPIU and to the World Bank.
Activity-based consultations with beneficiaries (feedback and reflection during and after activities/meetings)	<p>E&amp;S staff under SPIU - responsible for facilitating discussions and arranging community meetings with the concerned stakeholders. Also, Responsible for documenting resolutions made in meetings and transmitting them to Project management.</p> <p>Project Manager - responsible for consolidating reporting and sharing feedback and actions during monthly and quarterly reports and raising any serious issues with the SPIU's Coordinators.</p>	<p>Regular reporting during periodic monthly and quarterly reports.</p> <p>Documented meeting notes and meeting outcomes and shared with the SPIU Coordinator and the World Bank.</p>
Central Government consultations	<p><b>Project Manager</b> - responsible for documenting all meeting/ workshop/conference outcomes.</p> <p><b>SPIU Coordinator</b> - responsible for regular meetings with central Government stakeholders and donors to identify and address any issues</p>	Document all consultations and include them in the periodic reports as well as consolidated donor reports as required.

Activity	Responsibilities	Documentation and Tracking
Information disclosure	RTDA – Are accountable for all information disclosure actions, including ensuring project reports and documents are available online and that community members and other project-affected people are fully informed about the project.	Document all information disclosure activities undertaken
Training	Specific training on implementation of stakeholder engagement, Grievance Redress Mechanism among others will be in place, as needed.	Training Plan and implementation reporting to SPIU Coordinators and to World Bank.

**7.2 BUDGET RESOURCES FOR IMPLEMENTING SEP**

The following budget is an estimate and is likely to be updated as the project progresses, and as needs arise. The budget for the implementation of the SEP will be funded as part of the overall Project management cost. Resources for the implementation of stakeholder engagements, including the GRM, will be covered by the budget assigned under the Project Management activities. An adequate budget of US\$ 126,500 has been provided to support SEP activities that meet the requirements of the ESF, as indicated in the below table 8.

**Table 8: Summary of estimated Budget and source of financing of the SEP**

Engagement Technique	Quantity	Unit cost	Total Cost Estimated (USD)	Source of Funds
Trainings for 22 GRCs	2	10000	20,000	RTDA, World Bank
Correspondence: by phone/email/Text/Instant messaging for 12 facilitators from the local administration (Calculated in months)	24	192	4,608	GoR Counterpart: Support to SPIU for Program Implementation.
Announcements during Disclosure of Safeguards Instruments	6	117	702	GoR Counterpart: Support to SPIU for Program Implementation.
Print and digital media and radio spots during awareness campaigns (Quarterly)	8	117	936	
One-on-one interviews	1	5,000	5,000	GoR Counterpart, Support to SPIU in RTDA for Program Implementation

Engagement Technique	Quantity	Unit cost	Total Cost Estimated (USD)	Source of Funds
Formal meetings/Quarterly	6	5000	30,000	GoR Counterpart Support to SPIU in RTDA for Program Implementation
Consultation meetings/Monthly	12	110	1,200	GoR Counterpart Support to SPIU in RTDA for Program Implementation
Workshops	1	5,000	5,000	Project funds, Sub-Component temporary TA and training to RTDA/ MININFRA to build capacity in Environment and Social safeguards (including on gender-related risks)"
22 GRCs Facilitation/Monthly	36	50	1,800	GoR Counterpart Support to SPIU in RTDA for Program Implementation
Two group meetings	2	5000	10,000	Environmental and Social safeguards team, individual consultant
Surveys	1	5000	5,000	Project funds through hiring independent consultant
<b>Total</b>			<b>58,000</b>	
<b>Cont 10%</b>			<b>5,800</b>	
<b>G.Total</b>			<b>63,800</b>	

## 8 GRIEVANCE REDRESS MECHANISM (GRM)

### 8.1 INTRODUCTION

In compliance with the World Bank's ESS10, a project-specific grievance mechanism will be set up to handle complaints and issues. Grievance Redress Mechanism is an organized and institutionalized process through which project stakeholders can submit their requests and complaints in relation to the project. It is also a method of preventing, collecting and processing requests and complaints in order to anticipate conflicts or respond to conflicts in a systematic manner. This includes investigation techniques and tools, stakeholders and their roles in the collection and processing of requests and complaints, as well as rules and procedures adapted to the context.

Rwanda Transport Development Agency has an existing Grievance Redress Mechanism established for current ongoing bank funded projects to address concerns promptly and effectively, in a transparent manner that is culturally appropriate and readily accessible to all project-affected parties, at no cost and without retribution. The mechanism, process or procedure will not prevent access to judicial or administrative remedies. This same mechanism will be applied to the Rwanda Emergency Connectivity Restoration (RECOR) project, through formation of the Grievance Redress Committees at the cell level.

RTDA will inform the project-affected parties about the grievance process in the course of its community engagement activities and will make publicly available a record documenting the responses to all grievances received; and Handling of grievances will be done in a culturally appropriate manner and be discreet, objective, sensitive and responsive to the needs and concerns of the project-affected parties. The mechanism will also allow for anonymous complaints to be raised and addressed.

## **8.2 OBJECTIVES OF GRM**

The main objective of a Grievance Redress Mechanism (GRM) is to enable project affected persons to be heard and assisted and to respond to their concerns and grievances related to the environmental and social performance, project technical aspects, including, access to resources, selection of sub projects types and locations, etc. of the RECOR Project.

The specific objectives of the GRM are to:

- Provide all stakeholders at different levels with a clear mechanism for channeling grievances.
- Provide affected people with known channels for raising complaints or resolving any dispute that may arise during the project implementation.
- Set up a clear, accessible, transparent, and efficient system for receiving and resolving grievances and making them known to all stakeholders.
- Record, categorize, and prioritize grievances.
- Provide an environment that fosters a free and honest exchange of information, views, and ideas regarding resolving received grievances.
- Ensure that appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of complainants.
- Avoid the need to resort to judicial proceedings as the first option of handling grievances at the local level, without precluding a person's access to judicial or administrative remedies.
- Provide and define clear roles and responsibilities of the various parties involved in handling and resolving grievances.
- Promptly resolve the grievances in consultation with relevant stakeholders and have such grievances closed out within a specified time frame.
- Escalate unresolved grievances to other relevant offices or authorities in line with the GRM procedure.



### 8.3 PURPOSE AND SCOPE OF GRM

A complaint or grievance in the context of this plan is an issue, concern, problem, or claim (perceived or actual) that an individual stakeholder or community group has, related to the Rwanda Emergency Connectivity Restoration (RECOR) Project, RTDA, and contractors' operations and activities that might give grounds for complaint.

Grievances can encompass minor concerns as well as serious or long-term issues. They might be felt and expressed by a variety of parties including individuals, groups, community, entities, or other parties affected or likely to be affected by the social or environmental impacts of the Project. It is essential to have a robust and credible mechanism to systematically handle and resolve any complaints that might arise in order that they do not escalate and present a risk to operations or the reputation of the project. If well handled, an effective grievance mechanism can help foster positive relationships and build trust with stakeholders.

Any person or group who is affected by project activities (i.e., detrimental impact on the community, environment, or quality of life) has a right to raise a complaint and RTDA have the responsibility to respond within a reasonable time. As a general policy, RTDA will work proactively towards preventing complaints through the implementation of impact mitigation measures (as identified by the ESIA, RAP, other relevant ESF instruments, Project Manuals and Technical Specifications, etc.).

Therefore, this Grievance Management Procedure guides RTDA on receiving, registering, assessing, and resolving community complaints or grievances emanating from project activities. The fundamental purpose of this procedure is to:

- Provide a predictable, transparent, and credible process to all parties for resolving grievances, resulting in outcomes that are seen as fair, effective, and lasting.
- Facilitate effective dialogue and open lines of communication with the public.
- Manage expectations and/or negative perceptions towards the project activities.
- Minimize grievances.
- Build trust as an integral component of broader community relations activities.
- Improve the project's social performance by evaluating complaints as a basis for taking remedial or preventive actions or developing responsive initiatives; and meet requirements of international best practice.

### 8.4 GRIEVANCE REDRESS PROCESS

As a formal and documented mechanism, Rwanda Emergency Connectivity Restoration Project's (RECOR) grievance redress mechanism will follow certain structured and established grievance resolution techniques and processes. The first step, after designing a GRM is to widely publicize it among its intended users, i.e., affected communities and stakeholders. Once the mechanism is put in place and well known to its users, the next step will be receiving, registering, and tracking grievances.

Grievances will be received by phone, verbally, via emails, text messages, website, suggestion/complaints boxes, and grievances received will be recorded in the grievance logbooks. As part of the lessons learned from other

projects implemented by RTDA where the need to promptly address complaints and share information in real time across all the stakeholders become evident, the e-GRM has proven to be very instrumental in promptly addressing issues raised. The same platform will be established in the RECOR to promptly share, and address complaints raised.

The Grievance Redress Committee will always be accessible to the stakeholders during the project life cycle, and all responses to grievances are recorded and included in project supervision formats and reports. Finally, in addition to its use for reporting, the effectiveness of the GRM in addressing social and environmental grievances presented by users will be assessed through monitoring and evaluation of the mechanism.

#### **8.4.1 Publicize Grievance Mechanism**

RTDA will proactively inform affected community and the wider stakeholder groups about the details of the Grievances Procedure. This will include information about where people can go and who they can talk to if they have any grievances. This information shall be widely and regularly publicized, throughout the public consultation exercise, through meetings. RTDA as they are the project's main implementers will provide the information in a format and languages that are readily understandable by the local population and/or orally in areas where literacy levels are low during routine stakeholder engagement.

#### **8.4.2 Receive and register Grievance.**

The GRM will comprise a range of forums for raising complaints by beneficiaries which allow for anonymity, and confidentiality, and is accessible to those without phones or the ability to write. Platforms will be provided to submit grievances at the community level, project level, and country-level. They will include a toll-free phone and SMS line, regular in-person feedback sessions with project-affected persons, facilitation of community-based grievance redress groups, and an option to email RTDA directly and via their website.

Complainants may be received from different sources such as individuals, communities, non-governmental organizations, government officials, and businesses. All complaints will be handled according to the steps outlined in this Procedure and grievances and comments shall be sent to directly RTDA, where possible by using the Grievance Form available at the project site.

#### **8.4.3 Grievance Logs**

All grievances shall be logged using the Grievance Form. RTDA will log, document, and track all grievances received within a secure RTDA Grievance Database system. The Grievance Officer will centralize the complaints registry and assure that every affected person, group, or community has an individual case number, and that follow-up and corrective actions are implemented.

The grievance logs will contain at the minimum, the following information.

- Name of the person submitting the complaint, question, or other feedback, address and/or contact information (unless the complaint has been submitted anonymously).
- Details of the complaint, feedback, or question/her location and details of his / her complaint.
- Date of the complaint.
- Name of person assigned to deal with the complaint (acknowledge to the complainant, investigate, propose resolutions, etc.).

- Details of proposed resolution, including person(s) who will be responsible for authorizing and implementing any corrective actions that are part of the proposed resolution.
- Date when proposed resolution was communicated to the complainant (unless anonymous).
- Date when the complainant acknowledged, in writing if possible, being informed of the proposed resolution.
- Details of whether the complainant was satisfied with the resolution, and whether the complaint can be closed out; and
- Date when the resolution is implemented (if any).

RTDA shall acknowledge receipt of any grievance within a short period and shall inform the complainant about the timeframe in which a response can be expected.

The past use and approach of the grievance redress mechanism has been successful and functional within RTDA in ongoing bank funded projects. Complaints are well recorded/documented and addressed promptly by the grievance committee members. However, the challenge remains handling of confidential information such as information related to GBV cases. RTDA has devised a solution by providing trainings to GRC members on the proper handling and reporting procedures for GBV cases, ensuring their transmission to the relevant authorities tasked with addressing such cases.

#### **8.4.4 Review and evaluate Grievance.**

RTDA shall review and evaluate all grievances submitted and will involve other departments, contractors, and senior management as required in the process to fully understand the circumstances that led to the grievance being raised. This shall be performed on time to avoid delaying the resolution of a grievance.

#### **8.4.5 Develop resolution option and prepare response.**

All grievances shall be dealt with on a case-by-case basis. However, all will require further discussions with complainants and community members that seek to jointly identify and select measures for grievance settlement. This will help to increase ownership of solutions and to mitigate perceptions that resolutions unfairly benefit RTDA.

Once the investigation has been completed, the results will be communicated to the aggrieved party. If the complainant accepts the proposed resolution, the agreed actions are implemented. After resolution, the grievance shall be formally closed out. This includes confirmation in the grievance logbook by the Grievance Redress Committee that the grievance has been resolved and closed. In cases where a complainant is unsatisfied with and/or unwilling to accept the resolution actions proposed, the grievance may be escalated to the next level for review and final decision as prescribed in figure 6 below.

### **8.5 GRIEVANCE REDRESS COMMITTEE**

GRM as a complaint resolution best practice recognized by RTDA and the World Bank, it is organized in such a way that the Grievance Redress Committee (GRC) will comprise of the president; vice-president; village representative, women, youth and Persons with Disabilities (PWDs) representative from local community, executive secretary of the cell, contractor and supervising firm safeguards staff. Members of GRC are presented in the table 9 below with their roles and responsibilities:

**Table 9: Members of Grievance and their responsibilities**

No	Member of GRC	Roles and responsibilities
1	President (PAP representative)	<ul style="list-style-type: none"> <li>- Chairing meetings;</li> <li>- Give direction on how received grievances will be processed;</li> <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> <li>- Represents the interests of aggrieved parties.</li> <li>- Give feedback on the efficiency of GRM</li> </ul>
2	Vice-President	<ul style="list-style-type: none"> <li>- Replace president in his responsibilities in case president is not available.</li> <li>- Act as the Secretary of the committee</li> </ul>
3	Village Representative	<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 grievances 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> <li>- Sign the monthly reports from the grievance redress committees.</li> </ul>
5	Women, youth representatives, and Vulnerable groups	<ul style="list-style-type: none"> <li>- Represent the interests of women, youth and Persons with Disabilities (PWDs).</li> <li>- Advocate for equity and equal opportunities;</li> <li>- Help in prevention of sexual harassment, gender segregation, and promote wellbeing of the women and youth.</li> </ul>

No	Member of GRC	Roles and responsibilities
		<ul style="list-style-type: none"> <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> <li>- Reporting the potential GBV Cases in the project area to Isange One Stop Centre.</li> <li>- Vulnerable individuals (those within a project’s area of influence who are particularly marginalized or disadvantaged and who might thus be more likely than others to experience adverse impacts from a project.)</li> </ul>
6	Contractor staff	<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’s Staff (Social & Environmental)	<ul style="list-style-type: none"> <li>- Represent client/RTDA;</li> <li>- Ensure that all grievances raised have been responded to, and that the contractor responds to the complaints raised concerning them,</li> <li>- attend community meetings respond to all concerns related to Rwanda Emergency Connectivity Restoration (RECOR)Project from community;</li> <li>- Report on monthly basis the progress of GRM process</li> </ul>

Many projects related grievances are site-specific. Often, they are related to impacts generated during construction such as noise, dust, vibration, contamination, workers dispute etc. Most of the time, they can be resolved easily on site with the contractor commitment to implement the ESMP and proper supervision by the implementing agencies and District officials.

Other grievances are more sensitive especially when they are about land boundaries, or misunderstandings between affected households and the contractor regarding access arrangements, properties accidentally damaged by construction activities, accidents on sites among others. All these grievances and claims must be resolved as soon as they are received. The grievance procedure at project level will be simple and administered at the extent possible at the local levels to facilitate access, flexibility and ensure transparency, timely feedback and appeal.

All the grievances will be channeled via the Grievance Redress Committees purposely that will be established for the project at Cell level. Although all the grievances related to the project will be channeled to through the grievance redress committees, the later are not permitted to handle all gender-based violence related cases. The GBV cases are handled by Isange One Stop Centre because their nature designates them as criminal offenses.

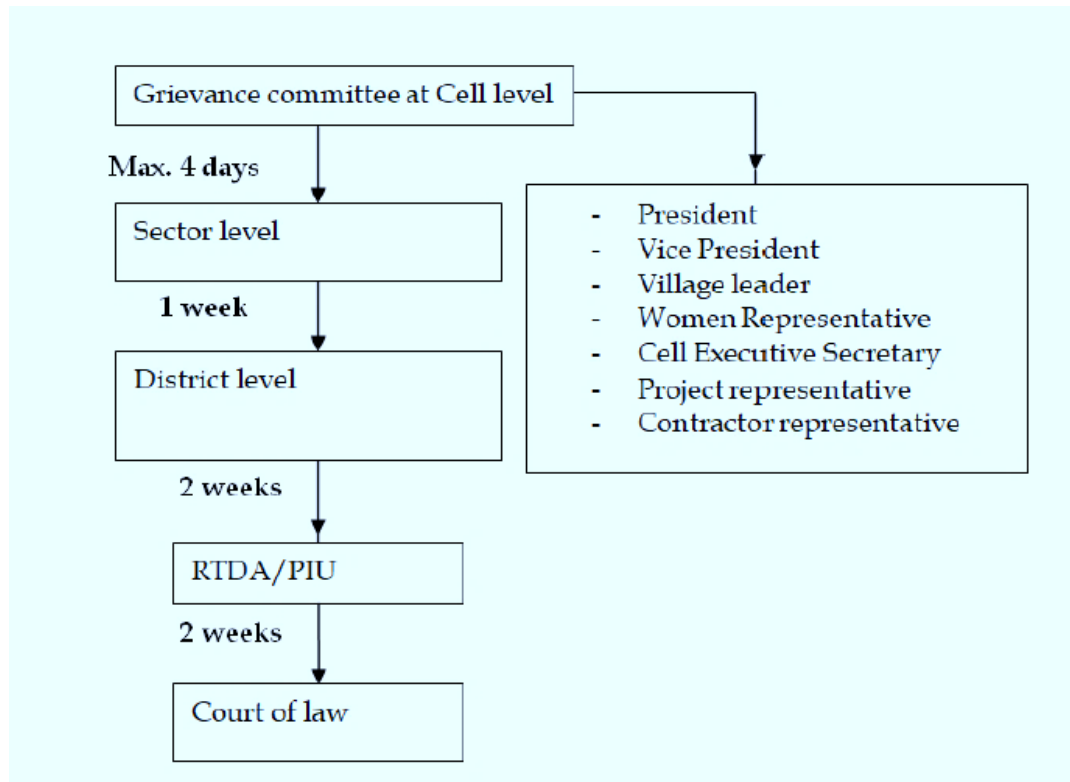
At each level of the project GRC, complaints will be solved within a short period or otherwise handed to the next level. Once at judiciary level, due process as mandated by the law will be followed depending on what the courts will require. Through citizen engagement meetings the PAPs will be informed of the different grievance mechanisms in place for them to lodge their complaints and dissatisfactions.

During election of the GRC, PAPs will select and vote for 3 candidates (President, Vice president and women and vulnerable representative); the Village leader is selected by the cell executive secretary and the PAPs, the social and environmental officers from the Contractor, Project and supervising company are also part of the elected committee.

All grievances concerning non-fulfilment of contracts by the contractor or subcontractor to the local community or local suppliers, levels of compensation, or seizure of assets without compensation contractor or subcontractors shall be addressed to the project GRCs and resolved in coordination with the District Administration. In practice, grievances and disputes that are most likely during the implementation of a resettlement program are the following:

- Misidentification of assets or mistakes in valuing them;
- Disputes over plot limits, either between the affected person and the Project, or between two neighbors;
- Dispute over the ownership of a given asset (two individuals claim to be the owner of the same asset);
- Disagreement over the valuation of a plot or other asset;
- Successions, divorces, and other family issues, resulting in disputes between heirs and other family members, over ownership or ownership shares for a given asset;
- Disagreement over resettlement measures, for instance on the location of the resettlement site, on the type or standing of the proposed housing, or over the characteristics of the resettlement plot; and
- Disputed ownership of a business (for instance where the owner and the operator are different persons), which gives rise to conflicts over the compensation sharing arrangements;
- Dispute over offsite impacts (for instance, runoff water from the road causing downstream damages).

The typical Grievance Redress Mechanism structure presents grievance or dispute resolution process by showing each step to be followed and responsible actors is depicted in figure 6 below.



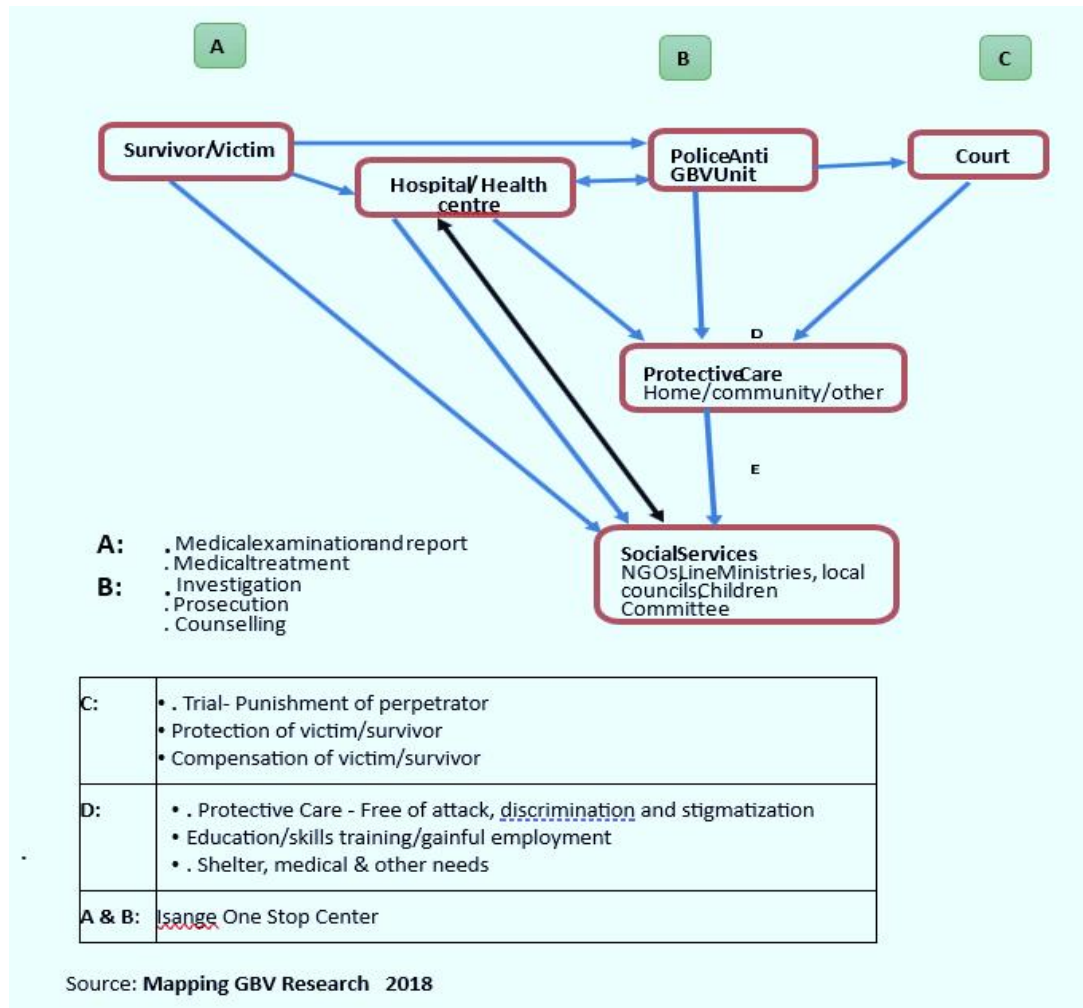
**Figure 6: Structure of Grievances Redress Mechanism**

**8.6 GBV REPORTING DURING PROJECT IMPLEMENTATION TOP OF FORM**

The reporting system for sexual exploitation and abuse on the project is a vital component of our commitment to maintaining a safe and respectful environment. It serves as a structured mechanism to document and address incidents of sexual exploitation and abuse, ensuring that any such occurrences are promptly reported, investigated, and appropriate actions are taken to support survivors and hold wrong doers accountable. This system plays a crucial role in upholding the project's integrity, values, and commitment to the well-being and safety of all individuals involved. The figure below indicates Proposed reporting of GBV/SEA & SH during RECOR implementation.

**8.6.1 Referral Pathway**

The referral pathway for survivors of Sexual Exploitation and Abuse (SEA) is a critical framework within our project designed to provide immediate and comprehensive support to individuals who have experienced such incidents. This pathway outlines the steps, and procedures for effectively referring survivors to the appropriate services and resources, ensuring they receive the care, protection, and assistance they require to recover and heal from the trauma they have endured (Figure 7).



**Figure 7: GBV Case Referral Pathway for Infrastructure Projects**

The confidentiality of GBV victims at the Isange One-Stop Center ensures that information shared by victims remains private and protected. This confidentiality is vital to create a safe and trusting environment for victims seeking support and services. The Woman Representative in the GRC is a member of the National Women’s Council at the Community Level, and she has received enough training regarding handling gender-based violence cases at the community level. Also, during the training of (GRC) members, all committee members are notified that the GBV Cases can’t be recorded in the GRC logbook, and that these cases are criminal cases which are only handled by the security organs in charge of handling criminal cases. The trainings on how to handle GBV cases equips them with the necessary skills and knowledge to sensitively and effectively address GBV incidents, ensuring victims receive appropriate assistance while respecting their confidentiality rights.



## 9 MONITORING AND REPORTING

### 9.1 BACKGROUND

The Stakeholder Engagement Plan will be periodically revised and updated as necessary in the course of project implementation to ensure that the information presented in the SEP is consistent and that the identified stakeholders and methods of engagement remain appropriate and effective.

Any major changes to project activities and schedule will be duly reflected in the SEP. Monthly, and quarterly reviews and reports on stakeholders' engagement, public grievances, inquiries, and related incidents, together with the status of implementation of corrective/preventative actions will be submitted by RTDA to the World Bank. Thus, the stakeholder engagement activities will be monitored through monthly and quarterly progress reports to be shared with World Bank.

During the monitoring process, the number and the nature of complaints that will be found will be reported in the monthly and quarterly progress reports. Information on public engagement activities undertaken by the project during the project life cycle will be reported to stakeholders in two possible ways:

1. Preparation of monthly and quarterly report on the project's interaction with stakeholders as part of the monthly and quarterly ESHS progress reports. RTDA will maintain Stakeholder Engagement minutes, which will include the location and dates of meetings, workshops, and discussions, and a description of the project-affected parties and other stakeholders engaged.
2. Key Performance Indicators (KPIs) will also be monitored by the project regularly, including, but not limited to the number of public consultations held; number of grievances received and addressed, number of awareness campaigns conducted; number of stakeholders trained on different aspects of the project such as environmental and social, health and safety; etc.

In monitoring activities, a participatory monitoring approach will be employed involving all relevant stakeholders at various levels but primarily focusing on project-affected communities throughout the project cycle.

### 9.2 MONITORING

Monthly, quarterly, and annual monitoring of the stakeholder engagement activities will be conducted by the RTDA, Districts, and other interested and relevant institutions against the objectives defined in this SEP.

This monitoring process will review to what extent the engagement activities have been completed according to the established timeframes, and how the identified goals have been achieved. Outcomes and any lessons learned will be incorporated into the respective SEP updates.

A set of Key Performance Indicators (KPIs) will be defined in advance to enable monitoring and evaluation of the implementation and guide updates and revisions of the stakeholder engagement documentation. Through the use of these KPIs, the SEP will be reviewed by the project monthly and quarterly throughout the construction, operation, and decommissioning phases, to determine whether;

- The type and timing of consultation and disclosure activities are appropriate for the different stakeholders and for the current project activities being undertaken;
- The frequency of consultation activities is sufficient;

- Grievances are being adequately dealt with; and
- The stakeholder list remains appropriate and whether engagement should cease or be extended to any stakeholders.

### 9.3 REPORTING

Project performance on stakeholder engagement and grievances will be included in the contractor's monthly, and quarterly ESHS progress reports. The later, will be summarizing the types and number of grievances, queries, comments, and suggestions received, their resolution status, response or outcomes, and number and types of stakeholder engagement activities undertaken.

RTDA as the main implementing institutions through their SPIU will be required to report on the progress of the implementation of SEP in line with other project activities during the various phases of the project. The Social and Environmental Safeguards staff will report the SEP implementation through monthly, and quarterly reports in the Environmental Social Health and Safety Reports. The reports shall include the following key information but are not limited to;

- i. An introduction including project overview and project progress status, reporting period, and monitoring locations.
- ii. Implementation of the SEP during the construction and operation phases of each reporting period
- iii. Progress to date in implementing the SEP.
- iv. Summary of main findings of SEP monitoring including issues and concerns related to SEP.
- v. Summary of follow-up issues, action description, responsibilities, status, and level of SEP implementation and recommended further actions with responsible agencies.
- vi. functioning and effectiveness of the GRM.

The Environmental and Social Safeguards Staff will be responsible for:

- Data collection related to Stakeholders' Engagement;
- Facilitating collaboration between stakeholders and manage regular contact with all priority stakeholders to keep them informed of project activities, collaborative actions, and needs of the project.
- Facilitating and conducting public meetings with various stakeholders to present main project details and address complaints from the stakeholders.
- Facilitating and publishing key information related to the site such as the bidding process and selection of the winning bidder on its website.

### 9.3.1 Reporting back to stakeholder group

Reports back to stakeholder groups will be done through various means. The key mechanism to share the reports back to the stakeholders includes during the Steering Committee meeting among various national institutions at the Ministry of Infrastructure, various Technical Working Group (TWG) meetings, etc. The Rwanda Emergency Connectivity Restoration (RECOR) project implementing agencies will be involved in reviewing and approving the progress reports and work plans on a monthly and quarterly basis. Part of the reports will include updates on the stakeholder's engagement during the period under review. Feedback will be provided through emails and during the technical and policy meeting that will involve most of the stakeholders listed previously.

In addition, regular reports will be sent to donors and central government stakeholders on the implementation of the SEP on a quarterly basis, and as need be. For project beneficiaries, including local government officials and village members, feedback and progress updates on the SEP will be communicated during regular 'check-ins', community meetings, and routine meetings related to project implementation.

For community-level reporting back, it is important to utilize the several fora for training, orientation, and information sharing which will become available as the project is implemented. All stakeholders will always be reminded of the availability of the Grievance Redress Mechanism in place to address all the grievances related to the project.

## 10 MANAGEMENT FUNCTION

The Project will be implemented using the existing government organizational structures at federal, regional, district, and Kebele levels. SPIU housed at RTDA will be responsible for the overall project management and coordination including environmental and social management and addressing potential environmental and social risks as well as the function and effectiveness of project Grievance Redress Mechanism (GRM). RTDA will be responsible to oversee the project, engaging with stakeholders, and working together with relevant government institutions, as applicable.

The roles and responsibilities of the SPIU-RTDA at all levels are to effectively implement the SEP include but are not limited to the following.

- Update stakeholder identification on an ongoing basis with project progress;
- Planning and implementation of the SEP
- Ensure and lead stakeholder's engagement activities are performed properly.
- Allocate adequate resources (human, logistics, and financial) for the implementation of the SEP
- Coordination/supervision of contractors on SEP activities;
- Planning, implementation, monitoring, and evaluation of Resettlement Plans (if applicable).
- Ensure that grievances are managed and resolved properly;
- Monitoring of and reporting on the SEP and environmental and social performance to project management and the World Bank
- The stakeholder engagement activities will be documented through quarterly and annual progress reports and shared with the World Bank by the project environment and social specialists in close collaboration with M&E specialist.

## 11 CONCLUSION

This stakeholder Engagement Plan is a critical document for the Rwanda Emergency Connectivity Restoration project (RECOR) aiming to ensure a consistent, comprehensive, and coordinated approach to stakeholders' engagement throughout the project's life cycle. The SEP aligns with national regulations and the World Bank Environmental and Social Framework (ESF), specifically focusing on ESS10-Stakeholder Engagement and Information Disclosure.

This SEP's main objective is to facilitate decision-making, create an atmosphere of understanding, and provide guidance for engaging RECOR project-affected people and other stakeholders in a timely manner. It emphasizes the importance of providing stakeholders with timely, relevant, and accessible information regarding the project. It recognizes the significance of addressing concerns and opinions voiced by stakeholders, particularly those directly affected by the project.

The plan establishes a transparent and inclusive strategy, including an action plan and timetable for disclosing project-related information. It ensures that engagement activities are conducted without any form of discrimination, promoting an atmosphere of fairness and inclusivity. This Plan highlights the implementation of stakeholder consultation and communication activities throughout the project lifecycle. Special attention is given to the identification and engagement of key stakeholder groups, with an emphasis on the project-affected local communities and vulnerable groups, from whom specific measures may be required.

The SEP stresses the allocation of adequate resources to support effective stakeholder engagement, including the establishment of roles, responsibilities, and training requirements for those involved in engagement activities. It emphasizes the importance of continuous monitoring and reporting of stakeholder engagement activities to ensure compliance and identifying the areas for improvement. Additionally, the SEP endorses the establishment of an effective grievance redress mechanism that enables stakeholders to voice their concerns and provides guidance on how grievances will be addressed.

Integration of this SEP into the broader management systems of the project is encouraged, fostering a productive relationship between the project implementing agencies and other relevant stakeholders. This integration will allow seamless coordination and cooperation between parties involved in stakeholder engagement. The plan concludes by emphasizing on the need for timely implementation of the recommended actions, with a focus on continuous learning, feedback integration, and improvement in the stakeholder engagement throughout the project duration. This tool will serve as a benchmark for the implementation of the RECOR Project by adhering to the following:

1. Ensuring strict compliance with regulations and the environmental and social standards; both national regulations and the World Bank's Environmental and Social Standards (ESSs), particularly ESS10, to ensure effective stakeholder engagement, and information disclosure. Compliance with these standards will foster transparency, accountability, and a project implementation process that considers sustainability;
2. Early engagement, meaningful consultation throughout the project's lifecycle, and continuous communication to capture diverse perspectives and address stakeholder concerns and consideration of shared decisions;

3. Allocation of adequate resources and establishment of clear roles and responsibilities by devoting sufficient resources, including financial and human resources, to support effective stakeholder engagement;
4. Capacity building to relevant stakeholders after needs assessment of the capacity gaps;
5. Conducting regular monitoring and reporting on stakeholder engagement activities to guarantee compliance with SEP and identify areas for improvement. This will be done through development of robust monitoring mechanisms to track progress, evaluation of the effectiveness of engagement strategies, and making informed adjustments, when necessary, to guarantee effective stakeholder engagement. This will be supported by preparation of comprehensive reports that document engagement activities, outcomes, and lessons learned;
6. Establishment of an effective grievance redress mechanism by creating a transparent and accessible grievance redress mechanism that allows stakeholders to voice their concerns, complaints, and grievances.

As per the above discussed considerations, the RECOR will enhance stakeholder engagement, foster mutual understanding, and build trust among all stakeholders involved. Effective Stakeholder Engagement will contribute to the RECOR'S success by ensuring inclusivity, sustainability, and accountability.

## **12 ANNEXES**

### **Annex 1:Details on Stakeholder Engagement**

#### **Annex 1.1: Record of RECOR consultation by district and sector and number of participants**

No	District	Date of public consultation	Sectors	Crossed Cells (place of consultations)	Number of participants
1	Rubavu	20/1/24	Rugerero	Gisa, rwaza, muhira , rushubi , rugerero, kabirizi	198
		20/1/24	Kanama	Mahoko, musabike, kamuhoza,	233
		20/1/24	Nyakiriba	Bisizi, kanyefurwe, Gikombe	388
		20/1/24	Nyundo	Nyundo, mukondo, kavomo,	334
		20/1/24	Nyamyumba	Munanira, Busoro, Kiraga, Kinigi, Rubona, Bururshya	873
2	Nyabihu	22/1/2024	Jenda	Nyirakigugu, bukinanyana and kabatezi	115
		22/1/2024	Rambura	Guliro, Mutaho, Kibisabo, Nyundo	134
		22/1/2024	Rugera	Nyagahoro, Nyarutembe, Gakoro, Marangara, Rurembo	141
		22/1/2024	Kintobo	Rukondo, Nyagisozi	112
		22/1/2024	Jomba	Nyamitanzi, gisizi, kavumu, guriro	99
		22/1/2024	Mulinga	Gisizi, Mulinga, Nkomane, Mwiyanike, Nyamasheke, Rwantobo	123
		22/1/2024	Shyira	Kinyamitana, Mpinga, Shaki, Kabuga	134
		22/1/2024	Karago	Busoro, cyamabuye, kadahenda Gatagara, Gihirwa	98
3	Ngororero	21/1/2024	Bwira	Bungwe, cyahafi, ruhindage kabarondo gashubi	106

No	District	Date of public consultation	Sectors	Crossed Cells (place of consultations)	Number of participants
		21/1/2024	Gatumba	Kamasiga, cyome, karambo ruhanga, rusumo	66
		21/1/2024	Hindiro	Kagitega, kajinge, Hindiro, marantima kajige	135
		21/1/2024	Kabaya	Ngoma, kabaya	110
		21/1/2024	Kavumu	Birembo gitwa, nyamugeyo, rugeshi, tetero murinzi	134
		21/1/2024	Matyazo	Binana, Rwamiko Matare	131
		21/1/2024	Muhanda	Gasia, nganzo, rutagara rugano,	132
		21/1/2024	Muhororo	Bweramana, sanza, rusororo, mubuga, rugogwe, myiha	143
		21/1/2024	Ndaro	Bjyojyo	132
		21/1/2024	Ngororero	Kazabe, gaseke, torero, mugano, rususa	111
		21/1/2024	Sovu	Musenyi, rutovu kagano,	134
		20/1/2024	Rwankuba	Rubaza, gasato, rwaza	222
4	Burera	27/1/2024	kagogo	kiringa, kabaya	253
		27/1/2024	Rugendabari	Mucaca	876

#### Annex 1.2: Sample topics, Issues, Concerns and expectations from vulnerable groups

No.	Topic	Issues, Concerns and Expectations Raised by Stakeholders
1	Special support for vulnerable groups	Vulnerable groups shall be provided with special advisory support at all stages of resettlement and compensation, including trading, payment and moving. They will be assisted to can fully participate in various programs of restoration and improvement of the living conditions that will be implemented, in terms of training, experience sharing, micro-credit, and be ensured that the concerns, claims, complaints that they can make against the Project or other

No.	Topic	Issues, Concerns and Expectations Raised by Stakeholders
		<p>institutions within the framework of resettlement, compensation and restoration, shall be duly considered.</p> <p>In addition to compensation allowances, the poorest vulnerable people will be facilitated to get reestablishment of livelihood activities (provision of seedlings, agricultural inputs, and financial credits for equipment, health insurance, etc.) while being facilitated to participate in required consultations.</p>
2	Special Support for women	In addition to the above special supports for vulnerable groups including women, the project shall comply with the existing gender mainstreaming strategies and initiatives, especially during recruitment of workers.

**Annex 1.3: Summary of stakeholders’ views, opinions and suggestions on the project and response provided.**

DISTRICT	GENDER	QUESTION, EXPECTATIONS, CONCERNS	RESPONSE
Rubavu	Male	Tell us about the land Value so that we may know if we shall be able to afford land at the market price.	The Institute of Real Property Valuers published the property value for every item (land and other properties) in every area of the country, which will be referred to during the valuation phase.
Nyabihu	Male	How will you handle the contractors who damage our properties and don’t compensate us?	RTDA, together with supervising firm, or districts shall make sure that contractors compensate the damaged properties. After deep analysis and final accounts will be paid upon presentations of clearance of outstanding to workers and local suppliers
Ngororero		How will you handle the issue of cracked houses due to vibrations caused by heavy machines’ compaction within the house construction sites?	<p>The Contractor will be required to calibrate the compacting machines according to ISO standard that are safe and do not cause damage to the houses.</p> <p>The contractor, before the project implementation, shall go through the houses alongside the construction site, taking photos of every house, and then the houses that are</p>



DISTRICT	GENDER	QUESTION, EXPECTATIONS, CONCERNS	RESPONSE
			found to have been affected will be restored or compensated accordingly.
Burera		How will you manage accidents during the house construction phase?	During the rehabilitation phase, the contractor prepares a Traffic Management Plan aimed at preventing accidents and achieving zero incidents throughout the entire rehabilitation process.
Rutsiro	Male	How will you help local people whose land titles are not registered in their names?	He was advised to check with the office of land use management in the sector to receive advice from land managers.  Also, RTDA will signed MoU with the concerned district on expropriation, and among the terms of the agreement is the district’s obligation to facilitate the project-affected persons getting the required land titles so that they can be compensated for their affected properties.
	Male	How will you handle the breaking of electric cables that may result in electricity disconnection?	Before the implementation of the project, the contractor signs an MOU with an entity in charge of electricity for the relocation of electric poles and cables in the right of way. The Supervising Firm and RTDA will ensure that the relocation of all utilities is completed before the start of civil works.
	Male	How will you handle noise and dust pollution?	During rehabilitation, the contractor prepares an air, water, and noise pollution management plan under this he or she shows how he will control the pollution. Inspections will also be done to ensure that the contractor complies with the approved plan.
	Female	How about people who have no official land titles?	People with no official land titles should check with the office of land use management in their sector to receive advice from land managers

DISTRICT	GENDER	QUESTION, EXPECTATIONS, CONCERNS	RESPONSE
		Shall we have a health post with the model village	Upon availability of funds, it would be included
		Improvement in human security in terms of housing.	
		Local communities are expecting to get jobs during construction works, and even	

#### Annex 1.4: Topics and issues covered in community consultation meetings.

No.	Topic	Issues, concerns and expectations raised by stakeholders
1	Brief introduction of the project, background, objectives and component	Team of consultants briefed participants about the project, its objectives and components. They explained about the project's direct and indirect area of influence and infrastructures to be affected by project activities during the implementation.
2	Participants opinion/perception about the project	Most of participants supported the project as it will bring more benefits than adverse impact. The project responds to general interest. Such infrastructure constitutes the basic and foundation of development.
3	Project opportunities and positive impact	The project is expected to have more benefit and unlock trade opportunities in the project area. Anticipatively, the project is likely to generate income, facilitate trade and transport of goods from and to the area, etc.
4	What are the negative impacts of the project on your Livelihoods?	We think that the following negative impacts will occur during implementation of this project: <ul style="list-style-type: none"> <li>■ Relocation from our houses is definitely a negative impact.</li> <li>■ Accidents which may occur during operation of Roads constructions.</li> <li>■ We are afraid the valuation rates will be too low; we expect to see a competitive compensation which will enable us to find alternative houses on the market with possibility to build another one close to where we are.</li> </ul>
5	How the above negative impacts can be mitigated?	Participants expect to be relocated after receiving the compensations calculated based on the real market value, receive jobs during project implementation, and be provided additional support to restore their livelihood. <p>They also expect, during construction operations, the contractor to ensure safety measures preventing at maximum accidents.</p>

No.	Topic	Issues, concerns and expectations raised by stakeholders
6	What is your contribution as citizens in the implementation of the project?	Participants committed to mobilize other people to participate in the implementation of this project and confirmed to be partners of the project in all phases
7	Which benefits the project will bring to you?	Participants expect fair and timely compensation, jobs and trade facilitation from the project.
8	How should this project support vulnerable people?	Participants expects that the vulnerable PAPs be specifically treated and supported by the project.
9	Some of properties will be affected by the project. Which compensation mode do you prefer? (Compensation in cash or compensation in Kind)	Compensation in cash will be better for us so that we can buy houses or build new ones according to our choices and capacity.
10	Introduce the cut-off date and inform them that a new asset/house to be constructed within the right of way after survey/valuation will not be Compensated.	As mentioned earlier, it was communicated during the consultations with PAPs that the cut-off date is 21st June 2021, which coincides with the first day when the census begun i.e. socio-economic survey and valuation of affected assets. Participants committed to observe the agreed cut-off date.

**Annex 1.5: Some pictures of consultation with different stakeholders**



Annex 2: Stakeholders Engagement Actions Plan

No	Target for Engagement	Purpose of Engagement	Engagement Tasks / Methods	Schedule / Frequency	Responsibility	Project phases	Priority	Status	ESMS References / Comments
1	Government and local authorities, regulators and other agencies	Establish and maintain a good working relationship with the various authorities to promote the Project's interests, facilitate compliance and cooperate on issues of material interest to all parties	-Ongoing planned and ad hoc communications and liaison with various levels of Ministry / Division authorities (in compliance with PROJECT's Code of Ethical Conduct)  -Development of Memoranda of Understanding on specific subjects (e.g., site security)- Host regulatory visits and full cooperation during inspections and audits	Before commencing key Project activities at variable frequency depending upon role of stakeholder and subject matter (e.g., annual, bi-annual, monthly, etc. then as required during Project life cycle)	RTDA management / others as designated (e.g., Private Security company engagement with law enforcement and other government security agencies)	Pre-construction / Construction / Operation / Closure	TBA	In progress	(Security Management Plan)
2	National/ local media	Provide key information to TV / radio / newspaper / on-line media.	Provide Press Releases, articles / photographs.	Before commencing key Project activities at variable frequency depending upon role of	PROJECT management and advisors	Pre-construction / Construction / Operation / Closure	TBA	TBA	PROJECT Protocols for interactions with the press

No	Target for Engagement	Purpose of Engagement	Engagement Tasks / Methods	Schedule / Frequency	Responsibility	Project phases	Priority	Status	ESMS References / Comments
				stakeholder and subject matter (e.g. annual, bi-annual, monthly, etc. then as required during Project life cycle)					
3	National / international NGOs and academia; local NGOs / CBOs	Provide opportunities for interested parties to obtain information on the Project and its impacts.	Regular updates / ad hoc briefings on specific issues / opportunities plus disclosure of specific reports and information on the RTDA website	Before commencing key Project activities at variable frequency depending upon role of stakeholder and subject matter (e.g. annual, bi-annual, monthly, etc. then as required during Project life cycle)	PROJECT management	Pre-construction / Construction / Operation / Closure	TBA	Ongoing	Respond to reasonable requests) specific,
4	Key stakeholders (including leaders)	Seek opportunities for obtaining qualitative feedback on	Meetings, interviews and telephone calls. Can also consider establishing a more formal 'advisory group'	As required during Project life cycle	Project management	Pre-construction / Construction / Operation / Closure	TBA	Ongoing	

No	Target for Engagement	Purpose of Engagement	Engagement Tasks / Methods	Schedule / Frequency	Responsibility	Project phases	Priority	Status	ESMS References / Comments
		Project -related issues from key stakeholders (e.g. interested parties and/or influence-contacts)	for general feedback or on specific issue / material concern.						
5	Physically and economically displaced affected parties.	Agree definitive compensation and assistance measures for those affected as per the RP. Confirmation of the restoration of living standards and the attainment of the RP objectives.	Meetings/ with affected groups and legitimate representatives to agree level of compensation and/or assistance (sign contract?)	Regular meetings following NTP as per RP schedule (e.g. monthly / every 2 weeks then as required)	PROJECT RP team	Pre-construction	TBA	TBA	Community RP / Road Upgrading
6.1	Physically and economically displaced affected parties.	Implementation of agreed compensation and assistance measures for those affected.	-Visits to settlements / individual households as needed to disburse compensation -Supervision and follow-up of relocation	As required during RP implementation (e.g. monthly / every 2 weeks then as required)	PROJECT RP team	Construction	TBA	TBA	Community RP / Road Rehabilitation



No	Target for Engagement	Purpose of Engagement	Engagement Tasks / Methods	Schedule / Frequency	Responsibility	Project phases	Priority	Status	ESMS References / Comments
			assistance measures and resolution of grievances						
6.2	RTDA Employees and contractors	Ensure project workforce and visitors to site are aware of the cultural context and are briefed on personal conduct and obligations to local communities	Implement community relations and cross-cultural inductions, including 'Camp Rules' and instructions prohibiting illegal / anti-social behavior, minimizing land disturbance and protection of cultural heritage (Chance Finds Procedure)	Mobilizations of RTDA and contractor workforces with provisions for 'new arrivals' and refreshers as needed.	ESHS Manager /CLO (plus SE Construction practitioner /consultant as necessary/H R	Construction Operation Closure	TBA	TBA	Labor Management Plan
6.3	Economically displaced affected parties	Monitor local affected stakeholders employed by the Project on contract or casual basis.	Informal interviews with individuals or groups (planned or ad hoc, depending upon type of employment)	- Ad hoc for casual workers Initial contact with contract workers within 1 month of starting work, as required thereafter (e.g. may be monthly or quarterly as minimum)	CLO (plus SE practitioner / Consultant as necessary)	Construction	TBA	TBA	Labor Management Plan

No	Target for Engagement	Purpose of Engagement	Engagement Tasks / Methods	Schedule / Frequency	Responsibility	Project phases	Priority	Status	ESMS References / Comments
6.4	Physically and economically displaced affected parties.	Monitor relocated and compensated / assisted stakeholders to ensure timeliness and effectiveness of planned measures.	-Undertake community meetings and barazas / visits to individual households to monitor reaction to changed circumstances and identify any potential cases of hardship especially amongst vulnerable groups - Formal survey every year until RP completion audit confirms adequate close-out  - Independent RP completion audit	- 6 monthly monitoring and meetings / household visits until Completion Audit  - Completion Audit when RP program deemed completed	PROJECT RP team / CLO (plus SE practitioner / Consultant as necessary)	Construction / Operations	TBA	TBA	Labor Management Plan
6.5	Project affected stakeholders.	Sensitization and awareness-raising in relation to Project schedule, activities and impacts	Undertake community meetings and barazas to advise on Project progress, brief them on any specific issues (such as heavy construction equipment, possible use of explosives, borrow pits, increased road traffic, security,	As required by each construction work package - in advance of contractor arrival for road rehabilitation, village and installations, etc.	CLO (plus SE practitioner / Consultant as necessary)	Construction / Operations	TBA	TBA	Stakeholder Engagement Plan / Community Health and Safety Plan

No	Target for Engagement	Purpose of Engagement	Engagement Tasks / Methods	Schedule / Frequency	Responsibility	Project phases	Priority	Status	ESMS References / Comments
			<p>potential influx and employment) and explain the grievance procedures.</p> <ul style="list-style-type: none"> <li>- Customized briefings for vulnerable groups (e.g., road safety for the illiterate, elderly, children, nomads, etc.)</li> <li>- Advise on process to submit proposals for community assistance programmes to the road of Change Foundation</li> </ul>						
6.6	Project affected stakeholders.	HIV/ AIDS and STD sensitization	<ul style="list-style-type: none"> <li>- Provide community awareness training ahead of the mobilization of contractor workforces</li> <li>- Collaboration with health authorities / NGOs to support health promotion (other communicable disease, lifestyles, etc.)</li> </ul>	<p>As required by each construction work package</p> <ul style="list-style-type: none"> <li>- in advance of contractor arrival for road upgrade, village and installations, etc.</li> </ul>	Contracted NGO (Community Liaison)	Construction	TBA	TBA	Stakeholder Engagement Plan / Community Health and Safety Plan

No	Target for Engagement	Purpose of Engagement	Engagement Tasks / Methods	Schedule / Frequency	Responsibility	Project phases	Priority	Status	ESMS References / Comments
7.1	Settlements potentially affected by Project activities that generate dusts or impact upon water resources	Implement participatory monitoring program for affected stakeholders.	<ul style="list-style-type: none"> <li>- Selection and training of designated stakeholders to monitor and report dust emission levels and community water resources</li> <li>- Record results and provide feedback to communities</li> </ul>	Minimum contact construction for road upgrading works	RTDA Environment Officers / CLO (plus SE practitioner / Consultant as necessary)	Construction	TBA	TBA	Construction Oversight Management Plan
7.2	Settlements located along the main supply route but outside the Project area of influence.	Advise residents of Project-related traffic and potential for increased road safety risks	<ul style="list-style-type: none"> <li>- Transport contractors to liaise with relevant road and traffic police authorities</li> <li>-RTDA to brief affected communities and/or their representatives on anticipated transport movements in their area and any related road safety measures (focus on children, elderly, etc.)</li> </ul>	Prior to planned movements of heavy equipment and materials transport	CLO (plus SE practitioner / Consultant as necessary)	Construction	TBA	TBA	Traffic Management Plan
7.3	Community around the road	Ensure good working relationship is	Regular and ad hoc meetings / barazas; possible occasional	Weekly courtesy visit / monthly formal meeting	CLO (plus SE practitioner / Consultant	Pre-construction / Construction /	TBA	Ongoing	Stakeholder Engagement Plan /

No	Target for Engagement	Purpose of Engagement	Engagement Tasks / Methods	Schedule / Frequency	Responsibility	Project phases	Priority	Status	ESMS References / Comments
		established and maintained with the neighboring community.	social events for PROJECT / communities (e.g., respect for traditional rites / festivals)	or as required throughout the Project.	as necessary)/ ESHS Manager	Operation / Closure			Community Health and Safety Plan
7.4	Vulnerable groups	Ensure adequate Project protection of vulnerable groups and individuals and monitoring any changes to the level of marginalization or disadvantage of others	<ul style="list-style-type: none"> <li>- Visits to vulnerable groups / individuals, as required to monitor situation and if applicable identify additional mitigation measures</li> <li>-Survey / check 'vulnerability status' of stakeholder who have been potentially more marginalized or disadvantaged by the Project</li> <li>-Liaison with relevant authorities and NGOs with a view to developing focused mitigation measures</li> </ul>	<ul style="list-style-type: none"> <li>- Minimum 6-monthly during construction / Annually operations identification of a specific need or at a minimum frequency of annually during construction and the first two years of operations</li> </ul>	CLO (plus SE practitioner / Consultant as necessary)	Construction / Operations	TBA	TBA	Stakeholder Engagement Plan / Community Health and Safety Plan

No	Target for Engagement	Purpose of Engagement	Engagement Tasks / Methods	Schedule / Frequency	Responsibility	Project phases	Priority	Status	ESMS References / Comments
8.1	Settlements potentially affected by uncontrolled in-migration.	Implement a participatory monitoring program for potential influx and associated impacts.	-Sensitization and awareness-raising of potential Project-related influx and its impacts in order to involve target communities in decision-making (threshold levels for interventions) monitoring and developing contingency plans in the event of significant uncontrolled in-migration  - Capacity building for individuals selected as monitors - Engagement with relevant authorities and NGOs	Before commencing key Project activities at variable frequency depending upon role of stakeholder and subject matter (e.g., annual, bi-annual, monthly, etc. then as continue thereafter as required	CL O (plus SE practitioner/ Consultant as necessary)	Construction/ Operations	TBA	TBA	Labor Influx Management Plan
8.2	All affected and interested parties.	Provide stakeholders with information on Project progress and performance on matters of material concern	- Prepare and disclose brochure on the Project's local stakeholder engagement program	engagement brochures prepared construction operations. Separate	ESHS Manger / CLO	Construction-Operations transition / Operations	TBA	TBA	Policy requirements IFC PS1

No	Target for Engagement	Purpose of Engagement	Engagement Tasks / Methods	Schedule / Frequency	Responsibility	Project phases	Priority	Status	ESMS References / Comments
		including resolution of complaints.	- Prepare an annual performance report (non-technical) for disclosure to local communities (e.g., in planned meetings or limited circulation to village chiefs and legitimate representatives) and wider society (e.g. via website)	to be for and phases					