



**REPUBLIC OF RWANDA**  
**MINISTRY OF AGRICULTURE AND ANIMAL RESOURCES**  
**(MINAGRI)**



**RWANDA AGRICULTURE BOARD (RAB)**

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**COMERCIALIZATION AND DE-RISKING FOR AGRICULTURAL  
TRANSFORMATION PROJECT**

**(CDAT)**

**STAKEHOLDERS ENGAGEMENT PLAN**

**(SEP)**

**October 2021**

## LIST OF ABBREVIATION AND ACCRONIMS

BRD/RDB	Rwanda Development Bank
EHS	Environmental, Health and Safety
ESF	Environmental and Social Framework
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESIA	Environmental and Social Impact Assessment
ESS	Environmental and Social Standards
GBV	Gender Based Violence
GRC	Grievance Redressal Committee
GRM	Grievance Redressal Mechanism
GoR	Government of Rwanda
GRS	Grievance Redress System
FI's	Financial Institutions
LMP	Labour Management Plan
M&E	Monitoring and Evaluation
MINAGRI	Ministry of Agriculture and Animal Resources
MoE	Ministry of Environment
NGO	Non-Governmental Organization
OHS	Occupational Health and Safety
PAP	Project Affected People
PIU	Project Implementation Unit
RAB	Rwanda Agriculture Board
REMA	Rwanda Environment Management Authority
RLMUA	Rwanda Land Management and Use Authority
RPF	Resettlement Policy Framework
SEP	Stakeholder Engagement Plan
SPIU	Single Project Implementation Unit
WB	World Bank

## Contents

LIST OF ABBREVIATION AND ACCRONIMS.....	2
<b>1. INTRODUCTION .....</b>	<b>8</b>
<b>1.1. Project Intervention .....</b>	<b>8</b>
<b>1.2. Regulatory and Governance Frameworks .....</b>	<b>13</b>
<b>1.2.1. National Regulation and International Treaties .....</b>	<b>13</b>
<b>1.2.2. Financial Institutions- The World Bank.....</b>	<b>14</b>
<b>1.3. Relevant Environmental and Social Standards for CDAT .....</b>	<b>14</b>
<b>1.4. Stakeholder Engagement Objectives .....</b>	<b>14</b>
<b>1.5. Principles for effective Stakeholder engagement.....</b>	<b>16</b>
<b>2. STAKEHOLDER IDENTIFICATION AND ANALYSIS.....</b>	<b>17</b>
<b>2.1. What is stakeholder engagement?.....</b>	<b>17</b>
<b>2.1.1. Affected Parties .....</b>	<b>18</b>
<b>2.1.2. Other Interested Parties.....</b>	<b>18</b>
<b>2.1.3. Disadvantaged/vulnerable individuals or groups .....</b>	<b>19</b>
<b>2.2. Stakeholder Engagement Considerations.....</b>	<b>19</b>
<b>2.3. Stakeholder Engagement Program.....</b>	<b>20</b>
<b>2.4. Purpose and timing of stakeholder engagement program .....</b>	<b>21</b>
<b>2.5. Stakeholder Identification under CDAT .....</b>	<b>21</b>
<b>2.6. Classification of the Stakeholder based on ESS10.....</b>	<b>22</b>
<b>2.6.1. Government Ministries and agencies.....</b>	<b>23</b>
<b>2.6.2. Project Affected people .....</b>	<b>23</b>
<b>2.6.3. Local Communities.....</b>	<b>23</b>
<b>2.6.4. Vulnerable or disadvantage groups .....</b>	<b>23</b>
<b>2.6.5. Non-Government Organization (NGOs) .....</b>	<b>24</b>
<b>2.6.6. Private Sector Federation .....</b>	<b>24</b>
<b>2.6.7. World Bank and other development partners .....</b>	<b>24</b>
<b>2.6.8. Media.....</b>	<b>24</b>
<b>3. METHODOLOGY USED TO PREPARE THE SEP CDAT Project.....</b>	<b>33</b>
<b>3.1. Procedure for engagement.....</b>	<b>34</b>
<b>3.2. Engagement methods and techniques under CDAT Project .... Error! Bookmark not defined.</b>	
<b>3.3. Stakeholder Engagement Activities .....</b>	<b>36</b>

3.3.1.	Introduction .....	36
3.3.2.	Identified stakeholders under program .....	37
3.4.	SEP Approval and Disclosure .....	47
4.	GRIEVANCE REDRESS MECHANISM.....	55
4.1.	Introduction .....	55
4.2.	Objectives of grievance Redress Mechanism (GRM).....	56
4.3.	Grievance Redress process .....	56
4.3.1.	Project Level grievance Redress Mechanism: Grievance Redress Committee (GRC) 56	
4.3.2.	Labour related grievance mechanism.....	58
4.3.3.	Grievance process for non-labour related issues involving project workers.....	59
4.4.	Grievance channel for Gender-Based Violence .....	59
4.5.	Judiciary level Grievance Redress Mechanism.....	59
4.6.	Grievance Logbook .....	63
4.7.	World Bank Grievance Redress Services (GRS) .....	64
4.8.	Monitoring of Complaints .....	64
5.	INSTITUTIONAL ARRANGEMENT FOR SEP IMPLIMENTATION.....	64
5.1.	Introduction .....	64
5.2.	Responsible team and Support.....	65
1)	Environmental and Social management Unit .....	65
2)	ESF team based at PIU in RAB/SPIU WB &KOICA .....	67
3)	ESF staff based at each District .....	67
6.	REGULATION AND REQUIREMENTS .....	68
6.1.	Rwandan Regulation and requirements .....	68
6.2.	World Bank Requirements .....	68
6.2.1.	Information disclosure .....	69
6.2.2.	ESIA implementation.....	70
7.	MONITORING AND REPORTING.....	70
7.1.	Purposed of Monitoring.....	70
7.2.	Key performance indicators .....	71
7.3.	Reporting Obligations .....	72
7.3.1.	Quarterly Reports .....	72
7.3.2.	Annual/final Stakeholder Engagement Report.....	72

7.3.3. Reporting back to the Communities .....	72
<b>8. SEP IMPLIMENTATION BUDGET .....</b>	<b>73</b>
<b>ANNEXES 1: List of participants to consultation meetings across visited potential site .....</b>	<b>74</b>

<b>List of Tables</b>	<b>Page</b>	
<b>Table 1</b>	<b>Identified stakeholder for CDAT and potential interest or influence in the project</b>	<b>25</b>
<b>Table 2</b>	<b>SEP Techniques</b>	<b>35</b>
<b>Table 3</b>	<b>Stakeholder engagement activities and objectives under CDAT Project</b>	<b>37</b>
<b>Table 4:</b>	<b>Key feedback from initial consultation</b>	<b>47</b>
<b>Table 5</b>	<b>Process, stage and timeframe for grievance resolution</b>	<b>60</b>
<b>Table 6</b>	<b>Proposed Member of GRC and their roles under CDAT Project</b>	<b>61</b>
<b>Table 7</b>	<b>Proposed members of GBV taskforce under CDAT Project</b>	<b>62</b>
<b>Table 8</b>	<b>Other methods of communication with stakeholders</b>	<b>63</b>
<b>Table 9</b>	<b>Budget required for implementation of SEP we will review</b>	<b>71</b>

## DEFINITIONS

**Stakeholders** refer to social groups whose legitimate interests may be affected by the project and groups interested in discussing the environmental and/or socio-economic aspects of the project.

**Stakeholder Engagement Plan (SEP)** refers to a document prepared in line with the requirements of the international lending agencies and Ukrainian legislation.

**Environmental and Social Impact Assessment** refers to an assessment of the project impact on the natural and social environment undertaken in line with the requirements of the international lending agencies.

**Environmental / social aspect** refers to a component of the company's activities, products and services that may interact with the surrounding natural and social environment.

**Public consultations** refer to a suite of activities undertaken as part of the Environmental and Social Impact Assessment and aiming to inform the public about a planned activity and its potential environmental impacts in order to identify public preferences and ensure that they are taken into account in the impact assessment.

**Grievance Mechanism:** is a formal, legal or non-legal (or 'judicial/non-judicial') complaint process that can be used by individuals, workers, communities and/or civil society organizations that are being negatively affected by certain business activities and operations.

**Social Impact Assessment:** Social impacts refer to changes to individuals and communities due to a proposed Project. A Social Impact Assessment (SIA) therefore is a method of analyzing what impact a proposed project or plan may have on the social aspects of the environment.

**Vulnerable Groups:** Vulnerable groups refers to people who, by virtue of; gender identity, sexual orientation, religion, ethnicity, indigenous status, age, disability, economic disadvantage or social status. They can be affected by project impacts more than others and who may be limited in their ability to claim or take advantage of project benefits.

## 1. INTRODUCTION

The Government of Rwanda (GoR) through the Ministry of Agriculture and Animal Resources (MINAGRI) with the financial support of World Bank Group (WB) is preparing a new agricultural project that will promote productivity, commercialization, resilience and access to financial services in selected agricultural value chains. The beneficiaries targeted by this project, called Commercialization and De-risking for Agricultural Transformation Project (CDAT), will be farmers' cooperatives, commercial farmers and small and medium-sized agri-enterprises (agri-SMEs), operating primarily in the following selected value chains: rice, maize, and horticulture. The estimated cost of the proposed project for 5-year duration amounts to 300 Million US \$.

As per the agreement between the Government of Rwanda and the World Bank (WB), the CDAT project will trigger all Environmental and Social Standards (ESS) of the WB, except ESS7. This standard, known as Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities, is not triggered because Rwanda does not possess among its nation. The Project will also comply with safeguards policy on International Waterways (OP/BP 7.50).

The implementation of the project will be undertaken by the Rwanda Agriculture and Animal Resources Development Board (RAB) and the Development Bank of Rwanda (BRD). The Project Implementation Unit (PIU) will be housed in RAB with responsibility for overall coordination and management of the project, while BRD, will implement all activities related to Agriculture Finance and Insurance. The other stakeholders in CDAT implementation include Ministry of Environment (MoE) and its agencies (REMA, RWRB and RLMUA), Ministry of Trade and Industry and its agency (RCA), Ministry of Health and its agency (RBC), RDB, NAEB, Ministry of Local Administration (MINALOC) and participating Districts, Supervising firms, Contractors and farmers organizations (Cooperatives and WUA).

### 1.1. Project Intervention

#### **Component 1: Value Chain and Infrastructure Development**

This component will aim to increase marketable volumes in the selected value chains, following a systematic approach. It will have two sub-components:

##### ***Subcomponent 1.1: Commercialization of cooperatives and agri-businesses***

The objective of this subcomponent is to increase product output, aggregation and marketability in the selected value chains, while strengthening backward and forward linkages in the agribusiness sector. Within this aim, it will also help cooperatives and agri-businesses become more resilient to external shocks (e.g. climate, COVID-19).

The subcomponent rests on the following activities, targeting cooperatives and agri-businesses:

- a. ***Productive assets***: The interventions will invest in equipment and facilities for cooperatives and Agri-SMEs to help them aggregate, preserve, process and store their produce for value



addition. The focus will be on production and post-harvest requirements such as threshers, dryers, warehousing, collection centers, packing stations, refrigerated trucks, cold storage centers, etc., through a matching grant model with a borrowing option. Additional incentives will be offered for the adoption of innovative and clean technologies, such as solar power. This will be complemented by activities to develop mechanization service providers, depending on business case and users' preference for renting versus owning equipment or facilities. Interventions will also include complementary capacity building and will include support to help cooperatives and Agri-SMEs become more resilient to external shocks. Specifically, cooperatives, Agri-SMEs and other value chain participants will receive training on business management, planning and governance, use of new technologies, awareness around soil testing, meeting international markets quality standards, financial literacy, accounting and book-keeping; costing and pricing, selling and marketing, effective utilization of productive assets, etc.

- b. *Seed production, multiplication and trade:*** The interventions will improve the availability of quality seeds, seedlings and planting materials for climate sensitive crop varieties with clear market potential. As such, it will target specific crops within the selected value chains, where the high costs of procuring seeds or the limited availability of certified varieties are currently inhibiting commercialization. The project will finance research on new seed varieties that are responsive to market demand (e.g. high yielding, disease resistant, etc.), provision of equipment through a matching grant scheme (e.g. greenhouses), and activities related to seed quality management, multiplication and seed marketing. Interventions will also include complementary capacity building, such as, developing the seed multiplication business model, training of seed multipliers, promotion of improved seeds to producers; upgrading or development of MINAGRI, RAB, NAEB facilities, monitoring systems for seed multiplication etc.
- c. *Product quality and market linkages:*** These activities will contribute to an increased marketability of products in the selected value chains, by facilitating agribusiness investments and market linkages. The project will finance product gap assessments and awareness raising for meeting applicable market standards, packaging and branding. At the same time, it will do business promotion with the support of IFC Advisory and other agencies to attract local and foreign investors in the agribusiness sector, in line with Rwanda's Private Sector Leveraging Strategy in agriculture. It will focus on promoting new private investments in agri-processing and marketing infrastructure, through joint ventures and other public-private arrangements. Detailed feasibility studies will be done before proceeding with these capital investments. In addition, the project will finance the setting up and operation of an Innovation Challenge Fund, which will identify and support innovations through an open, competitive and transparent application process. Beneficiaries will receive non-reimbursable grants to test or scale-up innovative ideas that will benefit actors in the agri-food chains. The Fund will have three windows: (1) *youth*

*engagement* –will provide small-scale grants to innovative young entrepreneurs in the agribusiness space; (2) *SME engagement* –will provide grants for scalable solutions to specific market challenges, and will be open to SMEs; and (3) *disruptive technologies* – will reward successful application of disruptive technologies in agri-food value chains (such as e-extension, traceability) and; special attention will be accorded to making these platforms accessible to women and people with disabilities

### ***Subcomponent 1.2: Irrigation for commercial production***

The objective of the subcomponent is to expand the irrigated area and increase farm output from irrigated agriculture in the targeted value chains. The irrigation schemes will be selected based on their potential to generate marketable output, value addition and are expected to benefit from market linkages with actors supported through the previous sub-component.

#### **The subcomponent will include the following activities:**

- a. ***Infrastructure rehabilitation and development***: This activity will strengthen irrigation infrastructure through the rehabilitation of existing irrigation schemes and the development of new irrigation schemes. It will be implemented primarily in marshland areas, selected for commercial crop production, and will include, as needed, adjacent hillsides. Typically, it will involve a combination of rice production (mainly cultivated for the market) with commercial horticulture and seed production, as well as maize, which will generate additional value and allow farmers to take advantage of one additional cropping season.
- b. ***Land husbandry***: Complementary to infrastructure works, this activity will facilitate the watershed protection of the selected sites, through marshland reclamation and land terracing of adjacent hillsides for slope stability. At the same time, it will bring more land into productive use and enable commercial crop production.
- c. ***Water User Associations***: This activity will mobilize water users into associations for efficient water use and crop diversification to maximize value.

It will also finance complementary capacity building for water user associations, such as training on operation and maintenance, governance, cost recovery, market linkages, crop diversification, etc.

## **Component 2: Agricultural Finance and Insurance**

The objective of this component is to expand the supply of financial products and services to farmers, cooperatives, and agribusiness SMEs in the agriculture sector, especially the selected value chains.

The component will have two subcomponents:

### ***Subcomponent 2.1: Scaling up agricultural finance***

The objective of this subcomponent is to strengthen and scale up existing Government of Rwanda institutions and schemes, in line with the findings from the agriculture finance diagnostic study in 2018 and the government's de-risking facility concept.

The proposed interventions intend to address two primary supply-side constraints that led to limited access to financial services in the agricultural sector, especially credit. Firstly, the financial institutions have insufficient agriculture sector knowledge. Therefore, their risk management strategy is heavily skewed to collateral, limiting the lending activities to relatively better-off businesses. Secondly, limited long-term finance hinders investments and thus commercialization of the agriculture sector.

This subcomponent will include the following activities:

- a. ***Institutional capacity development:*** The capacity building support will upgrade agriculture finance skills and operations of the FIs already active in the agriculture sector. It will also promote digital solutions and risk management instruments such as the partial credit guarantee (PCG) scheme<sup>1</sup> and crop insurance. In addition, the project will finance basic training for FIs, especially SACCOs that have high potentials in serving the sector. These activities can be led by BRD and executed through collaboration with existing institutions in this space such as AFR (Access to Finance Rwanda), AMIR (Association of Microfinance Institutions in Rwanda), BDF, and RICEM (Rwanda Institute for Cooperatives, Entrepreneurship and Microfinance);
- b. ***Credit line for long-term agriculture finance:*** The credit line will be mainly for on-lending to commercial banks, MFIs, and SACCOs<sup>2</sup> but can also be used for syndicated loans by BRD and other FIs. The target end-projects are capital investments and working capital for business growth by farmers, farmer cooperatives, Agri-SMEs, and other agribusiness companies. The interest rates of the end loans will be priced by the respective financial institutions to ensure the sustainability of the lending activities and competition in the market. The credit line will be managed by BRD.

### ***Subcomponent 2.2: Strengthening linkage between credit and agricultural insurance***

The objective of this subcomponent is to strengthen the linkage between credit and agriculture insurance to encourage financial institutions lending to the agriculture sector. Agriculture insurance will address exposure to production shocks that increases lending risk averseness. Agriculture insurance increases the firms/ farms ability to repay their loans during bad years, reducing NPLs and thus making the sector more attractive to lenders. The subcomponent will seek to strengthen the linkage between suppliers of credit and agriculture insurance with users (cooperatives, Agri-SMEs and farmers) to accelerate flows of private capital to the agriculture

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<sup>1</sup> The TA will include upgrading of the PCG operation based on the findings from the assessment conducted by the Frankfurt school of finance as part of WB's Rwanda Financial Inclusion Support Framework (FISF) and international best practices such as World Bank. 2015. "Principles for Public Credit Guarantee Schemes for SMEs". Washington, DC: World Bank.

<sup>2</sup> SACCOs can access the credit once their capacity is strengthened through the project capacity development support.

sector. The agriculture insurance interventions will be delivered through the National Agriculture Insurance Scheme (NAIS).

The subcomponent will include the following activities:

- a. ***Support development of appropriate agriculture insurance products.*** The project will finance investment in crucial public goods required to develop high-quality insurance products. Development of appropriate insurance products suitable for the selected value chains will be supported and pilot tested. Strong emphasis will be placed on helping financial institutions and insurance companies develop insurance products acceptable to both financial institutions, and to cooperative and agribusinesses in the selected value chains. Systems for improving data collection for insurance purposes will be supported, including the use of digital platforms. Digital solutions that will strengthen the linkage of financial services such as credit, savings and insurance for seamless access will be supported;
- b. ***Premium co-financing:*** The GoR has committed to provide premium co-financing for agriculture insurance under NAIS to stimulate the uptake of agriculture insurance, previously non-existent in Rwanda. This public support aligns with their policy objective of incentivizing investments in farming practices through de-risking agriculture, changing farmer behavior, and thereby boosting yields. The project will provide partial subsidy to agriculture insurance products developed during the project implementation. During project implementation, actors in the targeted value chain will be exposed to benefits of having credit bundled with insurance and will be incentivized to subsequently bear the cost of insurance. The cost of insurance will be offset by increased return from investing in innovative production technologies;
- c. ***Awareness creation and outreach to both public and private agriculture insurance actors:*** agriculture insurance is a new line of insurance business, which will require significant and prolonged investments in capacity strengthening at public and private sector level. The project will fund activities aimed at increasing the pool of trained agriculture insurance underwriters, training of extension officers, developing and pilot-testing agriculture insurance training content for cooperatives and farmers. This subcomponent will also facilitate south-south knowledge exchange between successful programs in the region (Kenya Crop and Livestock Insurance Programs) and globally (India Crop Insurance Program);
- d. ***Institutional strengthening:*** A Technical Support Unit will be set up in Rwanda Insurers Association (ASSAR) to support the implementing of the crop and livestock insurance programs, with tasks including product design and pricing; marketing, awareness creation, reinsurance analysis, the feasibility analysis of risk pools. The Technical Support Unit will serve as a focal point for building capacity of private sector insurance companies.

### **Component 3: Contingent Emergency Response Component (CERC)**

A CERC will be included in the project in accordance with Investment Project Financing (IPF) Policy, paragraphs 12 and 13, for Situations of Urgent Need of Assistance and Capacity Constraints. This will allow for rapid reallocation of credit uncommitted funds in the event of an eligible emergency as defined in OP 8.00. For the CERC to be activated, and financing to be provided, the Government will need (i) to submit a request letter for CERC activation and the evidence required to determine eligibility of the emergency, as defined in the CERC Annex to the Project Operations Manual; (ii) an Emergency Action Plan, including the emergency expenditures to be financed; and (iii) to meet the environmental and social requirements as agreed in the Emergency Action Plan and ESCP.

### **Component 4: Project Management**

This component will ensure the smooth implementation of the project. It will support all aspects of project coordination, management and implementation, such as: (i) project staffing and their training; (ii) procurement and financial management; (iii) environmental and social safeguards implementation and compliance; (iv) monitoring and evaluation; (v) equipment and operating costs and; (vi) communication and knowledge management. The project will also finance technical assistance and analytics to address specific policy and regulatory framework aspects that are critical for creating opportunities in areas that fall under the scope of the project, e.g. competitiveness, commercialization, job creation, attracting greater involvement of private sector, development of an appropriate regulatory and policy framework for crop and livestock insurance in Rwanda that could provide clarity of subsidy targeting, product approval for subsidies and role and responsibilities of private and public sector players, etc., while remaining mindful of counterfactual information needs to determine attribution of benefits. At the same time, the project will support institutional strengthening and capacity building of MINAGRI and its agencies, RAB and NAEB, through streamlining of systems and procedures for effective and timely planning and delivery, budgeting, expenditure tracking and monitoring, capacity needs assessment, training, feasibility assessments, etc.

## **1.2. Regulatory and Governance Frameworks**

### **1.2.1. National Regulation and International Treaties**

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

- Constitution of the Republic of Rwanda of 2003 revised in 2015
- Law regulating labor in Rwanda, 2018
- Law relating to expropriation in the public interest, 2015

### 1.2.2. Financial Institutions- The World Bank

All project prepared after October 2018, apply the new Environmental and Social Framework (ESF) which contain 10 Environmental and Social Standards (ESS) that define the process and protocols for environmental and social management during the implementation of this project.

### 1.3. Relevant Environmental and Social Standards for CDAT

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

- **Environmental and Social Standard 1:** Assessment and Management of Environmental and Social Risks and Impacts applies. The REAQIP Environment and Social Risk Classification as per the concept Environment and Social Review Summary (ESRS) is substantial,
- **Environmental and Social Standard 2:** Labor and Working Conditions applies to the project;
- **Environmental and Social Standard 3.** Resource Efficiency and Pollution Prevention and Management applies,
- **Environmental and Social Standard 4.** Community Health and Safety applies.
- **Environmental and Social Standard 5:** Land Acquisition, Restrictions on Land Use and Involuntary Resettlement applies;
- **Environmental and Social Standard 6.** Biodiversity Conservation and Sustainable Management of Living Natural Resources applies
- **Environmental and Social Standard 8.** Cultural Heritage applies
- **Environmental and Social Standard 10:** Stakeholder Engagement and Information Disclosure. Based on the requirements contained in this ESS, the Government of Rwanda has prepared this SEP applies.

### 1.4. Stakeholder Engagement Objectives

According to the ESF and ESS10, the SEP describes the timing and methods of engaging with stakeholders and range of information to be communicated to them as well as information to be sought from throughout the life cycle of the project, distinguishing between PAPs, other interested parties and those who can influenced the outcome of the project or be impacted by the outcome. The SEP will be an operational; toll to define the protocols for effectively engaging local and affected communities in the overall project development, disseminate activities, outputs and results, coordinate an hold consultations and develop clear channels of communication of the project to all relevant shareholders and target audience.

The SEP seeks to define technically and culturally appropriate approach to consultation and disclosure. The goal of this SEP is 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 groups are provided with sufficient opportunity to voice their opinions and concerns that may influence Project decisions.

The SEP is a useful instrument for managing communications between project proponent and its stakeholders. An effective engagement helps translate stakeholder needs into organizational goals and creates the basis of effective strategy development. The SEP describe the agreed Grievance Redress Mechanisms that will be available for project affected persons/interested stakeholders/citizen of Rwanda for handling grievances, observations, requests to the project team.

The Stakeholder Engagement Plan (SEP) will contribute to coordinate the engagement of all relevant project stakeholders, which includes affected persons and other interested parties, and those who can influence the outcome of project or be impacted by the outcome throughout the project cycle. The purpose of the stakeholder plan is to present a strategy for engaging all project stakeholders to ensure that they understand the project and provide their feedback and input into the project.

The Key Objectives of the SEP can be summarized as follows:

- Understand the stakeholder engagement requirements of Rwandan legislation;
- Define procedures for the project stakeholder engagement such that it meets the Environmental Social Standard 10, International Best Practice and national and international regulations.
- Provide guidance for effective and inclusive stakeholder engagement such that it meets the standards of International Best Practice;
- Identify key stakeholders that are affected, and/or able to influence the Project and its activities;
- Identify the most effective methods, timing and structures through which to share project information, and to ensure regular, accessible, transparent and appropriate consultation;
- Develops a stakeholder's engagement process that provides stakeholders with an opportunity to influence project planning and design; the feedback from initial stakeholders' consultation has taken place as indicated under annex 8;
- Describe the communication protocols and channels the project will use to communicate with the different types of stakeholders;
- Establish formal grievance/resolution mechanisms;
- 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.
- Define roles and responsibilities for the implementation of the SEP;
- To share and informed stakeholders about the project objectives, the types of investments and activities that are going to be funded by the project, timeline, contractors, locations of

works, environmental and social measures taken to reduce negative impacts to the public health, safety, land property, transit, etc.

- Define reporting and monitoring measures to ensure the effectiveness of the SEP and periodical reviews of the SEP based on findings;
- To provide PAPs with accessible and inclusive means to raise issues and grievances and allow GoR to respond to and manage such grievances.

For effective project implementation throughout all its lifetime, the CDAT will comply with the following principles based on international best practice include the following

- Stakeholder engagement is usually informed by a set of principles defining core values underpinning interactions with stakeholders.
- Common principles based on International Best Practice include the following:
- **Commitment** is demonstrated when the need to understand, engage and identify the community is recognized and acted upon early in the process;
- **Integrity** occurs when engagement is conducted in a manner that fosters mutual respect and trust;
- **Respect** is created when the rights, cultural beliefs, values and interests of stakeholders and affected communities are recognized;
- **Transparency** is demonstrated when community concerns are responded to in a timely, open and effective manner;
- **Inclusiveness** is achieved when broad participation is encouraged and supported by appropriate participation opportunities; and
- **Trust** is achieved through open and meaningful dialogue that respects and upholds a community's beliefs, values and opinions.

### 1.5. Principles for effective Stakeholder engagement

The effective stakeholder engagement depends on mutual trust, respect and transparent communication between the GoR and its stakeholders and those who can influence the outcome of project or be impacted by the outcome. Therefore, the implementation of the plan is crucial for the success of the project and for the sustainability of investments in the long term.

It will thereby improve decision-making and performance by:

- ❖ **Managing risk** - stakeholder engagement helps the GoR, project and communities to identify, prevent, and mitigate environmental and social risks and their impacts that can threaten project viability;
- ❖ **Avoiding conflict** - understanding current and potential issues such as property rights and proposed project activities and likely impact per activity;
- ❖ **Improving national policy** - obtaining perceptions about a project, which can act as a catalyst for changes and improvements in national policies formulation;



- ❖ **Identifying, monitoring and reporting on impacts** - understanding a project's impact on stakeholders, evaluating and reporting back on mechanisms to address these impacts; and
- ❖ **Managing stakeholder expectations** - consultation with the stakeholders also provides the opportunity for GoR and the project to know and manage stakeholder behavior and expectations;
- ❖ **Voice to stakeholders:** Providing a participatory mechanism to keep stakeholders particularly the PAPs engaged in the project through a feedback based structured mechanism.

## 2. STAKEHOLDER IDENTIFICATION AND ANALYSIS

### 2.1. What is stakeholder engagement?

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. 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.

Their requirements, expectations, perceptions, personal agendas and concerns will influence the project, shape what success looks like, and impact the outcomes that can be achieved. Successful stakeholder engagement is therefore a vital requirement for professional project management.

Stakeholder engagement will be free of manipulation, interference, and intimidation, and conducted on the basis of timely, relevant, understandable and accessible information, in a culturally appropriate format. It involves interactions between identified groups of people and provides stakeholders with an opportunity to raise their concerns and opinions, and ensure that this information is taken into consideration when making project decisions.

For the purposes of effective and tailored engagement, stakeholders of the proposed project can be divided into the following core categories:

- ***Affected Parties*** – persons, groups and other entities within the Project Area of Influence (PAI) that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures;
- ***Other Interested Parties*** – individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way; and

- **Vulnerable Groups** – persons who may be disproportionately impacted or further disadvantaged by the project(s) as compared with any other groups due to their vulnerable status, and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project.

These are described in the sub-sections below.

### 2.1.1. Affected Parties

Affected parties and individuals, groups, local communities, and other stakeholders that may be directly or indirectly affected by the project, positively or negatively.

Specifically, the following are the estimated project beneficiaries:

- Formal Water Users Associations (WUAs), Informal Water Management Bodies, Farming Communities (male and female), Small and Medium Enterprises (SMEs), and villagers and communities in the vicinity of the project's planned activities who will be the recipients/beneficiaries of the project.
- COVID-19 infected people; people under COVID-19 quarantine; and relatives of COVID-19 infected people; The identification and design of the proposed irrigation and watershed schemes need a robust stakeholder engagement process during implementation.

The identification and design of the proposed irrigation and watershed schemes need a robust stakeholder engagement process during implementation.

### 2.1.2. Other Interested Parties

Interested Parties include stakeholders who may not experience direct impacts from the project but who consider or perceive their interests as being affected by the project and/or who could influence the project and the process of its implementation in some way. Specifically, this category will include the following individuals and groups:

- The local population who can benefit indirectly from the project
- Rwandan People in targeted urban and rural areas as well as key social institutions such as, Women and Youth groups (Public Awareness Campaign), etc...
- Ministry of Agriculture and Animal Resources (MINAGRI) and other government agencies (REMA, RWB, BRD, RAB-SPIU, NAEB, Rwanda-Israel Horticulture Center of Excellence, RCA, PSF, National Employment Program-NEP), and local government institutions.
- Residents and labors, contractors and sub-contractors, and individual in the area of the project;
- Local, regional and national level civil societies and non-governmental organizations (NGOs) with an interest in areas of agriculture irrigation schemes, watershed and may have in-depth knowledge about the environmental and social characteristics of the scheme area

and the nearby populations, and can help play a role in identifying risks, potential impacts, and opportunities for the Borrower to consider and address in the assessment process.

- Media and other interest groups, including social media & the Government Information Department

### **2.1.3. Disadvantaged/vulnerable individuals or groups**

It is particularly important to understand whether project impacts may disproportionately fall on Disadvantaged or vulnerable individuals or groups, who often do not have a voice to express their concerns or understand the impacts of a project and to ensure that awareness raising and stakeholder engagement with disadvantaged or vulnerable individuals or groups on infectious diseases and medical treatments in particular, be adapted to take into account such groups or individuals particular sensitivities, concerns and cultural sensitivities and to ensure a full understanding of project activities and benefits. The vulnerability may stem from person's origin, gender, age, health condition, economic deficiency and financial insecurity, disadvantaged status in the community (e.g., minorities or fringe groups), dependence on other individuals or natural resources, etc. Engagement with vulnerable groups and individuals often requires the application of specific measures and assistance aimed at the facilitation of their participation in the project-related decision making so that their awareness of and input to the overall process are commensurate to those of the other stakeholders.

Within the Project, the vulnerable or disadvantaged groups may include and are not limited to the following:

- Women-inclusive enterprises;
- Newly established enterprises;
- Enterprises located in less developed areas.

Vulnerable groups within the communities affected by the project will be further confirmed and consulted through dedicated means, as appropriate. Description of the methods of engagement that will be undertaken by the project is provided in the following sections.

The GRM will be culturally appropriate and accessible to all parties, taking into account their customary dispute settlement mechanism. BRD and BDF will establish and operationalize GRMs as per the requirements of the ESS 10, 9 and 2.

## **2.2. Stakeholder Engagement Considerations**

The Stakeholder Engagement Plan envisages that consultation meetings will take place with relevant interested parties prior to the commencement of the Project as well as during the project implementation and on an 'as-needed' basis.

Consultation and engagement activities are required to address stakeholder suggestions, ideas or concerns. Consultations will take place, as much as possible in face-to-face interactions within the affected and beneficiary settlements, and in line with the national guidelines and other measures

to prevent the spread of the COVID-19 pandemic. These will include social distancing, wearing face masks, etc. (the measures will be updated based on the guidance from the Rwandan government, Ministry of Health and the Rwanda Biomedical Center (RBC)).

The following considerations will 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 GRCs committee. 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 get tired 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 as a result 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 RAP 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.

### 2.3. Stakeholder Engagement Program

The Stakeholder Engagement Plan envisages that consultation meetings will take place with relevant interested parties prior to the commencement of the Project as well as during the project implementation and on an ‘as-needed’ basis.

Consultation and engagement activities are required to address stakeholder suggestions, ideas or concerns. Consultations will take place, as much as possible in face-to-face interactions within the affected and beneficiary settlements, and in line with the national guidelines and other measures to prevent the spread of the COVID-19 pandemic. These will include social distancing, wearing

face masks, etc. (the measures will be updated based on the guidance from the Rwandan government, Ministry of Health and the Rwanda Biomedical Center (RBC)).

This Stakeholder Engagement Plan as well as the Environmental and Social Management Framework (ESMF) that was prepared under the project will be consulted on and disclosed. The project includes considerable resources to implement the actions included in the Plan. A more detailed account of these actions will be prepared as part of the update of this SEP. The SEP will be continuously updated throughout the project implementation period, as required.

### **2.4. Purpose and timing of stakeholder engagement program**

This Stakeholder Engagement Plan (SEP) has been prepared to provide timely and accessible information to project stakeholders inside and outside RAB-SPIU & BRD and to give them the opportunity to express their views and concerns related to the Project and its impact. SEP specifies at which stages in the project life cycle and at what periods these activities will take place.

The following methods will be used during the project implementation to consult with key stakeholder groups, considering the needs of the final beneficiaries, and in particular vulnerable groups. Proposed methods vary according to target audience.

### **2.5. Stakeholder Identification under CDAT**

In compliance with National regulations and international standards, Stakeholder engagement is the basis for building strong, constructive, and responsive relationships that are essential for the successful management of a project's environmental and social impacts. Similarly, in order to develop an effective SEP, it is necessary to determine who the stakeholders are and understand their needs and expectations for engagement, and their priorities and objectives in relation to the Project. This information is then used to tailor engagement to each type of stakeholder. As part of this process, it is particularly important to identify individuals and groups who may find it more difficult to participate and those who may be differentially or disproportionately affected by the project.

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

During the development of Resettlement Policy Framework and Environmental and Social Management Framework, the consultation was held with key stakeholders (to be involved) in project implementation and land management, acquisition and compensation process as well as some of the potential affected people near identified schools. However, a comprehensive community engagement and consultation will be required when final project design is available.

The combination of both structured and unstructured interviews was used to collect information from different actors and stakeholders. Consulted people and institutions at Central level include Rwanda Environment Management Authority (REMA), Rwanda Development Bank (BRD,) the Ministry of Environment (MoE), Rwanda Development Board (RDB), Ministry of Infrastructure, Rwanda Land Use and Management Authority. At Local Government Administration (districts and Sectors) District Agronomist, District Environmental Officer, District Land Valuation Officer, and Director of one stop Center, Executive Secretary of the Sector and Sector Land Manager.

Stakeholders have been and will continue to be identified on a continuing basis and these will include:

- Various stakeholder categories that may be affected by, or be interested in the Project;
- Specific needs and interests of individuals, groups, and organizations within each of these categories;
- The expected Project area of impact, that is the geographical area over which it may cause impacts (both positive and negative) over its lifetime, and therefore the localities within which people and businesses could be affected;
- The nature of the impacts that could arise and therefore the types of national/local government entities, NGOs, and other institution interested in energy sector.

The identification process found several stakeholders with direct or indirect interests in CDAT Project, those who may be affected by same project activities and others with various interests.

### **2.6. Classification of the Stakeholder based on ESS10**

After examination of different stakeholders, a classification put them into three main groups:

- Those who have a role in the project implementation (implementing agencies): they consist mainly of government agencies;
- Those who are impacted or likely to be impacted directly or indirectly, positively or adversely, by the Project (also known as ‘affected parties’): in this group include local community members, vulnerable groups and users of the project area, for example: house owners and productive users to be connected, vendors of streets where the project activities will be implemented, farmer’s organizations, etc.
- Those who may have an interest in the Project (‘interested parties’). They include individuals or groups whose interests may be affected by the Project and who have the potential to influence the Project outcomes in any way: in this group include civil society organization, opinion leaders in the project area, the media, etc.

In reference to the above description, stakeholders under CDAT will emerge from the following entities:

### **2.6.1. Government Ministries and agencies**

Engaging with Government Ministries, Institutions, agencies, authorities, and departments will serve two main purposes: one is to build consensus and ownership, and secondly is to identify the governance framework for socio-economic development and environmental management. Identified ministries and agencies or authorities during planning are presented in this SEP with their roles and responsibilities respectively.

### **2.6.2. Project Affected people**

Project affected people here refer to those who will be directly affected by the project. This group includes people who will temporarily lose land, properties (Crops and trees) due to project activities, vulnerable groups and users of the project area, for example: users of the land, beneficiaries of the productive users, etc.

### **2.6.3. Local Communities**

Involvement of local communities at earlier stage of CDAT will help prevent or mitigate early on problems/complaints that may arise and hinder project progress in the next phases; and beside that, community participation is a basic human right and fundamental principle of democracy. During CDAT implementation especially Dam's constructions dam's Buffer Zones, installation Irrigation Canals, Post-Harvest Infrastructure, Road's access will require compensation of the affected assets (crops, trees) in the targeted area. There will be a need to communicate with owners of trees, crops (seasonal or perennial) and properties for which project activities will require acquisition to agree on fair compensation of the loss caused by the project. The extent and magnitude of impacts that would be caused by CDAT activities is moderate according to the disclosed Project Concept Environmental and Social Review Summary but later during environmental and social assessment studies, especially Resettlement Action Plan (RAP) and Environmental Impact Assessment (ESIA), the Government and consultant will be responsible of analyzing project impact and identification of PAPs as well assets inventory and to communicate to the PAPs about project impacts and national legal requirements related to expropriation law in the public interest.

### **2.6.4. Vulnerable or disadvantage groups**

Vulnerable/disadvantages groups are community members likely to be affected by CDAT but may have difficulty in engaging with during stakeholder consultation process and thus may not be able to fully express their concerns regarding the proposed Project. Vulnerable groups could be for example: women headed households, people with physical or mental disabilities, small scale farmers using the wetlands.

### **2.6.5. Non-Government Organization (NGOs)**

The Non-Governmental Organizations in the project area include youth groups, women gender-based advocacy group, human rights activists, faith-based organizations, NGO intervening the area of environment conservation etc. They have influence on the project especially when it comes to stand for the PAPs and advocate for vulnerable groups and environment protection. These organizations have been and will be consulted at district level during project implementation.

### **2.6.6. Private Sector Federation**

The skills and knowledge of engineers and professional organizations will be required for the project to achieve its objective. The required safeguard documents such as ESIA and RAPs will be carried out by national and/or international environmental assessment practitioners while the construction of infrastructures like Dams, Post-Harvest Infrastructures, Irrigation Canals and Roads. All these stakeholders will be identified and consulted in due time according to the project implementation timelines.

### **2.6.7. World Bank and other development partners**

The infrastructures to be developed under CDAT will be provided the World Bank. Moreover, WB is also committed to supporting and enhancing the capacity of national environmental and social frameworks to assess and manage the environmental and social risks, this stakeholder engagement plan is prepared by the Government of Rwanda to comply with the World Bank requirements and will be used by CDAT Project as a requirement of ESS 10 on Stakeholder-Engagement-and-Information.

### **2.6.8. Media**

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

The table below shows roles, responsibility and interests of each stakeholder identified during planning as far as their mandate and mission, involvement, resources and influence in project development, planning and decision making are concerned. The identification process will continue throughout the implementation as the engagement of stakeholders during all phases of the project life cycle is paramount. Hence, new stakeholders will be identified while others will lose their relevance as the project goes forward.



**Table 1: Identified stakeholder for CDAT and potential interest or influence in the project**

The below table of identified stakeholders is not an exhaustive assessment of each group, their involvement will indicate the level of interest and its influence throughout the project implementation.

No	Identified Stakeholder	Involvement in the project	Interest	Influence	Level of Engagement
1	<b>Ministry Of Agriculture and Animal Resources (MINAGRI) (RAB SPIU/World Bank &amp; KOICA Funded Projects</b>	<ul style="list-style-type: none"> <li>✓ Lead negotiation with World Bank;</li> <li>✓ MINAGRI will oversee implementing agencies which include RAB-SPIU, Districts;</li> <li>✓ Coordination and monitoring of performance of implementation of the project, risk management, monitoring &amp; evaluation and disclosure of information, developing and putting in place performance agreements, and developing and implementing the communication strategy.</li> <li>✓ Development of new and; rehabilitation of old Agriculture infrastructures</li> <li>✓ Protection of the watersheds areas which drain to the sites.</li> <li>✓ Expansion of irrigated area and increase marketable output from irrigated Agriculture.</li> </ul>	<b>High</b>	<b>High</b>	<b>Primary</b>

No	Identified Stakeholder	Involvement in the project	Interest	Influence	Level of Engagement
2	<b>Ministry of Environment through Rwanda Environmental Management Authority (REMA)</b>	<ul style="list-style-type: none"> <li>✓ Providing guidelines on the implementation and application of the Organic Land law and the Land Use Master Plan through Districts' bureaus;</li> <li>✓ Providing clarifications on land tenancy schemes (freehold or leasehold), resettlement arrangements, identifying and availing the land on which resettlement is to be established especially in Kigali Strengthening where resettlement exercise might be done for few households; -</li> <li>✓ Mobilizing the public to participate in the management and protection of natural resources.</li> </ul>	<b>High</b>	<b>High</b>	<b>Primary</b>
3	<b>Development Bank of Rwanda (BRD)</b>	<ul style="list-style-type: none"> <li>✓ As financial institution, it's involvement will to Intervene in institutional capacity development for financial institutions; and</li> <li>✓ Providing credit line for agriculture finance.</li> <li>✓ Working closed with other FIs (Banks, MFIs, and SACCOs).</li> <li>✓ Provide technical assistance for upgrading</li> </ul>	<b>High</b>	<b>High</b>	<b>Primary</b>

No	Identified Stakeholder	Involvement in the project	Interest	Influence	Level of Engagement
		the guarantee policies and inject additional capital to the scheme anticipating the greater uptake of the guarantees.			
4	<b>Local Governments Administration</b>	<ul style="list-style-type: none"> <li>✓ Review and sign off of all documentation (e.g. PAPs files for compensation, grievance forms, consultation plans);</li> <li>✓ Participation in the different consultation meetings that will be held;</li> <li>✓ Participate in the census activities for the PAPs affected assets;</li> <li>✓ Compensation of PAPs assets using Government funds;</li> <li>✓ Following up and participate in resolving issues raised within the elected Grievance committees;</li> <li>✓ Informing and engaging citizens,</li> <li>✓ Ensuring availability of district officers</li> <li>✓ Ensure that the public is fully involved and consulted in the ESIA process</li> </ul>	<b>High</b>	<b>High</b>	<b>Secondary</b>
5	<b>Rwanda Land and Management Use Authority (RLMUA)</b>	<ul style="list-style-type: none"> <li>✓ RLMUA through its department of land administration and mapping is the organ</li> </ul>	<b>Moderate</b>	<b>Moderate</b>	<b>Primary</b>

No	Identified Stakeholder	Involvement in the project	Interest	Influence	Level of Engagement
		<p>responsible for overall management and coordination of all activities related to land administration, land use planning and management in Rwanda.</p> <ul style="list-style-type: none"> <li>✓ The role of RLMUA in RAP process is to advise on matters related to land ownership and expropriation.</li> <li>✓ District land bureau in close collaboration with project staff will check and approve surveys, various maps and approve land surveys carried out during valuation exercise.</li> </ul>			
6	<b>Institute of Real Property Valuers (IRPV)</b>	<ul style="list-style-type: none"> <li>✓ Proposes regulations, guidelines and standards for valuation while the function of approval lies with the Council;</li> <li>✓ Play a revision role for any PAP likely to be dissatisfied with a real property valuation;</li> <li>✓ Selection of other certified Valuer who shall decide other valuation methods to be used in case of misunderstanding on the used valuation methodology.</li> </ul>	<b>Moderate</b>	<b>Moderate</b>	<b>Primary</b>

No	Identified Stakeholder	Involvement in the project	Interest	Influence	Level of Engagement
7	<b>Ministry of Finance and Economic Planning (MINICOFIN)</b>	<p>✓ The Ministry of Finance and Economic Planning (MINECOFIN) co-ordinates functions of finance and planning and development cooperation. The MINECOFI will:</p> <ul style="list-style-type: none"> <li>▪ Lead financial negotiation with World Bank and on project timelines, starting and closure.</li> <li>▪ Disbursing the funds according to priorities</li> </ul> <p>✓ Contribute to increase the productivity of the economy, employment opportunities, the investment climate, and the quality of public investments;</p> <ul style="list-style-type: none"> <li>▪ Achieve the highest international standards in Public Finance Management (PFM) in order to ensure an accountable use of resources;</li> <li>▪ Attend to the process of payment of the project affected parties.</li> </ul>	<b>High</b>	<b>High</b>	<b>Primary</b>
8	<b>Local Community</b>	The local community is interested because of the following;	<b>High</b>	<b>High</b>	<b>Secondary</b>

No	Identified Stakeholder	Involvement in the project	Interest	Influence	Level of Engagement
		<ul style="list-style-type: none"> <li>✓ Local communities will be negatively impacted by project activities during implementation as some of the them will experience the temporary land acquisition and their crops and trees will be affected.</li> <li>✓ The community will benefit also positively from this project through improved lighting and hence creation of the new job based on electrification of the rural area and the service received from the public will be increased;</li> <li>✓ Local communities will be useful agents in collection of data that will be vital in monitoring and as such they will play a role in the monitoring framework.</li> </ul>			
9	<b>Rwanda Development Board (RDB)</b>	✓ RDB will be responsible for reviewing project EAI reports before approval of the implementation of the project.	<b>Medium</b>	<b>High</b>	<b>Primary</b>
10	<b>Non-Governmental</b>	These are of advocates groups for protection and preservation of environment,	<b>Medium</b>	<b>Medium</b>	<b>Secondary</b>

No	Identified Stakeholder	Involvement in the project	Interest	Influence	Level of Engagement
	<b>Organization (NGOs)</b>	<p>legal practitioners, representatives of youth and gender equity promoters. Their responsibility will be among others to:</p> <ul style="list-style-type: none"> <li>✓ Provide useful information on project impact during ESIA and RAP studies</li> <li>✓ Convey the Project related relevant information in the community during all the project phases.</li> </ul>			
<b>11</b>	<b>Private Sector (Rwanda Association of Professional Environmental Practitioners) (RAPEP) Institute of Engineers &amp; suppliers)</b>	<p>Environmental Assessment practitioners, institute of engineers and other professional organization are part of this category and successful implementation of CDAT Project will need their involvement. Their main role will be:</p> <ul style="list-style-type: none"> <li>✓ To carryout ESIA and RAP and other associated studies;</li> <li>✓ To represent the client and serve as link between Client, Districts and local community during impact assessment;</li> <li>✓ To carryout construction activities and supervision of works</li> </ul>	<b>High</b>	<b>High</b>	<b>Primary</b>

No	Identified Stakeholder	Involvement in the project	Interest	Influence	Level of Engagement
		<ul style="list-style-type: none"> <li>✓ To supply materials required for erection of poles.</li> </ul>			
12	Media	<p>Those include newspapers, magazines, televisions, radio and electronic media.</p> <ul style="list-style-type: none"> <li>✓ This will be used to communicate about CDAT activities</li> <li>✓ Media will be a useful link to reach out to stakeholders especially during disclosure of findings of studies</li> <li>✓ Media can be a channel where stakeholders communicate their interest, complaints and grievances when dissatisfied.</li> </ul>	High	Low	Primary
13	World Bank (WB)	<p>WB as lead of all development partners under the program will through loan agreement with GoR through MINECOFIN.</p> <ul style="list-style-type: none"> <li>✓ Will monitor efficiency use of fund and disbursement rate</li> <li>✓ Will also provide technical assistance on proper management and implementation of the project; that include among others financial management,</li> </ul>	High	High	Primary



No	Identified Stakeholder	Involvement in the project	Interest	Influence	Level of Engagement
		safeguard, and procurement process. ✓ Will carry out regular sites monitoring so as to ascertain if activities on ground conform with Environment and Social Commitments plan as well as agreement signed with GoR.			
14	<b>Other Development Partners</b>	✓ With CDAT funded by WB, other development partners would wish to have a stake associated to their fund. ✓ They will be required to provide the scope of their intervention and sign agreement with GoR;	<b>Medium</b>	<b>Low</b>	

### 3. METHODOLOGY USED TO PREPARE THE SEP CDAT Project

Throughout 2020 preparatory consultations were held for the preparation of CDAT Project with different stakeholders (*local authorities, opinion leaders, local communities, etc..*) among others. The main objective of these preparatory consultations was to:

- a) Main potential impacts that the project could cause to the local users
- b) Advise on the technical design of the project and project components
- c) To collect lessons learned from the CDAT Project in relation to environmental and social management, roles of supervisors and institutional coordination.

Those consultations meetings gathered together stakeholders at ministerial level and local level, or district governments, and provided them with an opportunity to suggest their priorities in terms of investments and to raise their concerns among others. Furthermore, going forward stakeholders' engagement will assist with ensuring all relevant issues are captured and that all stakeholders are offered a platform to voice their concerns. In order to do so, there are a variety of engagement

techniques that will be implemented under CDAT Project to build relationships with stakeholders, gather information from, consult with, engage, and disseminate project information to stakeholders.

### **3.1. Procedure for engagement**

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

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

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

### **3.2. Stakeholder identification and consultation methods**

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. The techniques mostly used are:

Table 2: SEP techniques

No	Engagement Techniques	Appropriate application of the techniques
1	Public meetings	<ul style="list-style-type: none"> <li>- Present Project information to a large group of stakeholders, especially communities</li> <li>- Allow the group to provide their views and opinions</li> <li>- Build relationship with the communities, especially those impacted</li> <li>- Distribute non-technical information</li> <li>- Facilitate meetings with presentations, power point, posters and so on;</li> <li>- Records discussions, comments and questions.</li> </ul>
2	Correspondence (E-mail, instant SMS, Text, Phone call)	Distribute the information to Government officials, NGOs, Local Government Administration Officials and organizations or agencies, invite the stakeholders to meetings and follow up.
3	One on one meetings	Seeking views and opinions enable stakeholder to speak freely about sensitive issues, build personnel relationship and record the meetings
4	Formal meetings	<ul style="list-style-type: none"> <li>- Present the project information to a group of stakeholders</li> <li>- Allow group to comment – opinions and views</li> <li>- Build impersonal relation with high level stakeholders;</li> <li>- Disseminate technical information</li> <li>- Record discussions</li> </ul>
5	Focus group meetings	<ul style="list-style-type: none"> <li>- Allow small groups of people (women, youth, vulnerable, to provide their views and opinions;</li> <li>- Build relationship with neighboring communities;</li> <li>- Use focal group interviews guidelines to facilitate discussions;</li> <li>- Response recording.</li> </ul>
6	Survey	<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>
7	Focus group meetings	<ul style="list-style-type: none"> <li>- Present Project information to a group of stakeholders</li> <li>- Allow stakeholders to provide their views on targeted baseline information;</li> <li>- Build relationships with communities;</li> <li>- Record responses.</li> </ul>

No	Engagement Techniques	Appropriate application of the techniques
8	Direct communication with affected crops/asset owners	<ul style="list-style-type: none"> <li>- Share information on timing of RoW bush clearing</li> <li>- Agree options for removing crops and relocation if any.</li> </ul>
9	Project leaflet or information board	<ul style="list-style-type: none"> <li>- Brief project information to provide regular update</li> <li>- Site specific project information.</li> </ul>
10	Workshop	<ul style="list-style-type: none"> <li>- Present the project information to a group of stakeholders;</li> <li>- Allow stakeholders to provide opinions, and views,</li> <li>- Use participatory exercise to facilitate discussion;</li> <li>- Brainstorm issues, analyses information and develop the recommendation and strategies.</li> </ul>
11	Social media or mass media (TV and Radio Station)	<ul style="list-style-type: none"> <li>- Arrange for broadcasting emissions to bring the project at large public audience and allow questions-answers.</li> </ul>
12	Project website/Information Centre or displaying boards	<ul style="list-style-type: none"> <li>- Establish information board, in each project vicinity;</li> <li>- Present project information and progress updates;</li> <li>- Disclose ESIA, EMP and other relevant instruments.</li> </ul>

### 3.3. Stakeholder Engagement Activities

#### 3.3.1. Introduction

Stakeholder engagement activities will be informed by and regularly updated according to an iterative process of stakeholder identification, analysis and mapping and based on comments received on the stakeholder engagement process. Prior to commencement of stakeholders' engagement, the level, technique/method of engagement and the activity to be carried out will be clearly identified by coordinating agency before communicating to stakeholders. The different activities will be carried out by different stakeholders depending on their level of influence, at central level, the specific activity will be to oversee the policies compliance and the elaboration of the guidelines that will be used by the local government level, the local Government and the stakeholders at District level will implement the policies and guidelines prepared by the central level depending on the project phase during implementation, this will be the advocacy for the people and the involvement of the beneficiaries for sustainable development.

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

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

### **3.3.2. Identified stakeholders under program**

The stakeholders identified for consultation during preparation/design and implementation of the project include but not limited to the following:

#### **3.3.2.1. National Level (Ministries and Institutions)**

- Ministry of Environment (MoE);
- Rwanda Environment Management Authority (REMA);
- Rwanda Development Board (RDB);
- Rwanda Development Bank/Banque Rwandaise de developement (BRD);
- Rwanda Land Use and Management Authority (RLMUA);
- Ministry of Agriculture and Animal Resources (MINAGRI)
- Civil Society Organization;
- Private Sector Federation (PSF);

#### **3.3.2.2. Local Government Level**

- District Administrative Officials
- Local Non-Governmental Organizations
- Faith -Based Organizations;
- Civil Society Organizations;
- Local community;
- Project Affected Persons;
- Farmers organizations (Cooperatives and Water Users Associations);
- Sector officials;
- Cell leaders;
- Village leaders and opinion leaders.

#### **3.3.2.3. Key Stakeholders under the program**

- World Bank Group;
- BRD);
- Government of Rwanda;
- Local community including PAP (Project Affected People);
- Private Sector Federation;
- Beneficiaries of the houses and Productive user to be connected;

The list of stakeholders will likely to be expended or modified in composition as the project moves to implementation given some stakeholders come in the project area after the project effectiveness depending on the interested interventions.

**Table 3: Stakeholder engagement activities and objectives under CDAT Project**

Stages and ESF Preparation	Objective	Key Activities	Targeted stakeholder	Responsible Agency
<b>Preliminary engagement/ preparation</b>	<ul style="list-style-type: none"> <li>✓ Needs assessment by expressing opinions about CDAT priorities</li> <li>✓ Planning and formulating objectives, setting goals, plans</li> <li>✓ Scoping of the Project, appropriate and legislated engagement requirements and relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Field visit; and</li> <li>• Stakeholder identification process.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Central Government and affiliated agencies</li> <li>▪ Local Government (District, Sector, Cell and Village)</li> <li>▪ Project Affected People</li> <li>▪ Local communities</li> <li>▪ Vulnerable/disadvantaged Groups</li> <li>▪ NGOs</li> <li>▪ Media</li> <li>▪ World Bank as lead of other DPs</li> </ul>	<b>MINAGRI RAB/SPIU BRD</b>
<b>Scoping</b>	<ul style="list-style-type: none"> <li>✓ To meet key stakeholders and introduce them to the Project and ESMF &amp; RPF Process;</li> <li>✓ To disclose the Project in the public domain to all interested and affected stakeholders;</li> <li>✓ To gather issues of concern and</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings with key stakeholders to facilitate the broader stakeholder engagement process</li> <li>• Dissemination of engagement materials (background information document, posters, media notices etc.)</li> <li>• Consultation on the proposed Project and associated ESMF &amp; RPF through meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Central Government and affiliated agencies</li> <li>▪ District</li> <li>▪ Project Affected People</li> <li>▪ Local communities</li> <li>▪ Vulnerable/disadvantaged Groups</li> <li>▪ NGOs</li> <li>▪ Private sector</li> </ul>	<b>RAP/SPIU BRD</b>

Stages and ESF Preparation	Objective	Key Activities	Targeted stakeholder	Responsible Agency
	<p>identification of potential impacts;</p> <p>✓ To consult key stakeholders on the next steps in the ESMF &amp; RPF process;</p> <p>✓ To generate feedback on the draft scoping report, including the scope, approach and key issues to be investigated further for the ESIA.</p>	<p>and workshops with identified stakeholders. Details may include: Nature, purpose and scale of the proposed project ESMF &amp; RPF stakeholder engagement process</p> <ul style="list-style-type: none"> <li>• Confirmation of issue identification and feedback from stakeholders;</li> </ul>	<ul style="list-style-type: none"> <li>▪ World bank as lead of other DPs</li> </ul>	
<p><b>Environmental Social Management Framework (ESMF) information disclosure for meaningful stakeholder consultation.</b></p>	<p>✓ To share draft/final Environmental Framework based on national legislations, current practices in the country and Environmental and Social Standards of the World Bank and other development Partners, and finalized based on feedback and inputs.</p>	<ul style="list-style-type: none"> <li>• Dissemination of draft/final ESMF report to all stakeholders through print and electronic media for public review,</li> <li>• Copies of the ESMF reports will also be published on RAB/SPIU and World Bank websites.</li> <li>• Consultation on the draft/final ESMF report. This will include: Review proposed program’s activities to ensure they do not negatively affect the natural and social environment,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Central Government Ministries, and agencies</li> <li>▪ Local Governments</li> <li>▪ Project Affected People</li> <li>▪ Local communities</li> <li>▪ World Bank as lead of other DPs</li> <li>▪ Vulnerable/disadvantaged Groups</li> <li>▪ Business community</li> <li>▪ NGOs</li> </ul>	<p><b>RAB/ SPIU BRD</b></p>

Stages and ESF Preparation	Objective	Key Activities	Targeted stakeholder	Responsible Agency
		<ul style="list-style-type: none"> <li>• Ensure ESMF provided a guide to screening</li> <li>• Identification of impacts categories based on preliminary survey report;</li> <li>• Identification of stakeholder concerns and opinions on the contents of the ESMF;</li> <li>• Involvement of stakeholders in assessing the appropriateness of the proposed mitigation measures for identified impacts and institutional arrangement for preparation and implementation of ESIA</li> <li>• Assess adequacy of ESMF during ESIA and ESMPs preparation</li> <li>• Identification of revisions or additions to the draft/final ESMF where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Private sector (environmental practitioners)</li> <li>▪ Media</li> <li>▪ World Bank as lead of other DPs</li> </ul>	
<b>Resettlement Policy Framework (RPF) information disclosure for meaningful</b>	✓ To share draft/final policy framework based on national legislations, current practices in the country	Dissemination draft/final RPF report to all stakeholders through print and electronic media for public review, Copies of the RPF report will also be published on	<ul style="list-style-type: none"> <li>▪ Central Government Ministries, and their affiliated agencies</li> <li>▪ District Officials,</li> </ul>	<b>RAB/SPIU, District</b>



Stages and ESF Preparation	Objective	Key Activities	Targeted stakeholder	Responsible Agency
<p><b>stakeholder consultation.</b></p>	<p>and Environmental and Social Standards of the World Bank and other development Partners, and finalized based on feedback and inputs</p>	<p>RAB/SPIU and World Bank websites, Consultation on the draft RPF. This will include:</p> <ul style="list-style-type: none"> <li>• Identification of impacts categories based on preliminary survey report and possible entitlements and eligibility criteria; Key principles of resettlement and broad institutional arrangement.</li> <li>• Identification of stakeholder concerns and opinions on the contents of the RPF;</li> <li>• Involvement of stakeholders in assessing the appropriateness of the proposed resettlement principles, impact categories, entitlements; institutional arrangement for preparation and implementation of RAP.</li> <li>• Assess adequacy of RPF during ESIA and RAP preparation</li> <li>• Identification of revisions or additions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project Affected People</li> <li>▪ Local communities</li> <li>▪ World Bank as lead of other DPs</li> <li>▪ Vulnerable/disadvantaged Groups</li> <li>▪ Business community</li> <li>▪ NGOs</li> <li>▪ Private sector (environmental practitioners)</li> <li>▪ World Bank as lead of other DPs</li> </ul>	

Stages and ESF Preparation	Objective	Key Activities	Targeted stakeholder	Responsible Agency
		to the draft RPF where necessary.		
<b>Labor Management Procedures (LMP) information disclosure for meaningful stakeholder consultation.</b>	✓ To share draft/final LMP based on national legislations, current practices in the country and Environmental and Social Standards of the World Bank and other development Partners finalized based on feedback and inputs.	<p>Dissemination of draft/final LMP report to all stakeholders through print and electronic media for public review, Copies of the LMP reports will also be published on RAB/SPIU and World Bank websites.</p> <ul style="list-style-type: none"> <li>• Consultation on the draft/final LMP report. This will include:</li> <li>• Identification of key labor risks including those related to labor influx, child labor, GBV and Occupational health and safety impacts,</li> <li>• Sexual Exploitation And abuse, sexual harassment; Collecting views on mitigation measures</li> <li>• Compilation of revisions or additions to the draft/final LMP where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Central Government Ministries, and their affiliated agencies</li> <li>▪ District authorities,</li> <li>▪ Project Affected People</li> <li>▪ Local communities</li> <li>▪ World Bank</li> <li>▪ Vulnerable/disadvantaged Groups</li> <li>▪ Business community</li> <li>▪ NGOs</li> <li>▪ Private sector (environmental practitioners)</li> <li>▪ World Bank</li> </ul>	<b>RAB /SPIU District</b>
<b>Stakeholders Engagement Plan (SEP) information disclosure for meaningful</b>	✓ To share draft/final SEP based on national legislations, current practices in the country and	<ul style="list-style-type: none"> <li>• Dissemination of draft/final SEP report to all stakeholders through print and electronic media for public review,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Central Government Ministries, and their affiliated agencies</li> </ul>	<b>RAB/SPIU District</b>

Stages and ESF Preparation	Objective	Key Activities	Targeted stakeholder	Responsible Agency
<b>stakeholder consultation.</b>	Environmental and Social Standards of the World Bank and other development Partners	<ul style="list-style-type: none"> <li>• Copies of the SEP reports will also be published on RAB/SPIU website, World Bank websites.</li> <li>• Consultation on the Draft/final LMP report. This will include:               <ul style="list-style-type: none"> <li>- Disclosure of the proposed project GRM with a rationale to collect views on its efficacy and appropriateness.</li> <li>- Identification of key stakeholders</li> <li>- Collecting views on stakeholder's engagement methods</li> <li>- Collecting views on stakeholder's engagement activities</li> <li>- Compilation of revisions or additions to the final SEP where necessary.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ District authorities,</li> <li>▪ Project Affected People (PAPs)</li> <li>▪ Local communities</li> <li>▪ Vulnerable/Disadvantaged Groups</li> <li>▪ Business community</li> <li>▪ NGOs</li> <li>▪ Private sector (environmental practitioners)</li> <li>▪ World Bank as lead of other DPs</li> </ul>	
<b>Environmental and Social Impact Assessment information disclosure for meaningful stakeholder consultation.</b>	<ul style="list-style-type: none"> <li>✓ Provide stakeholders with opportunity to voice their concerns and views as regard project impacts;</li> <li>✓ Development and sharing of</li> </ul>	<ul style="list-style-type: none"> <li>• Dissemination of draft/final ESIA report to all stakeholders through print and electronic media for public review,</li> <li>• Copies of the ESIA reports will also be</li> </ul>	<ul style="list-style-type: none"> <li>▪ Central Government Ministries and affiliated agencies</li> <li>▪ District local Government</li> <li>▪ Project Affected People</li> </ul>	<b>RAB/SPIU District</b>

Stages and ESF Preparation	Objective	Key Activities	Targeted stakeholder	Responsible Agency
	<p>draft ESIA report based on ESMF and specific environmental aspects</p> <ul style="list-style-type: none"> <li>✓ To discuss the identified impacts and proposed mitigation measures with stakeholders allowing for their input; and</li> <li>✓ To provide stakeholders with the opportunity to comment on the draft ESIA report.</li> </ul>	<p>published on REG and World Bank websites,</p> <ul style="list-style-type: none"> <li>• Consultation on the draft/final ESIA report. This will include:</li> <li>• Identification of impacts in the draft/final ESIA and proposed mitigation;</li> <li>• Identification of stakeholder concerns and opinions on the impacts identified;</li> <li>• Involvement of stakeholders in assessing the efficacy and appropriateness of the proposed mitigation measures; and</li> <li>• Identification of revisions or additions to the draft ESIA report where necessary.</li> <li>• Submission of the Final ESIA for approval.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local communities</li> <li>▪ World Bank as lead of other DPs</li> <li>▪ Vulnerable/disadvantaged Groups</li> <li>▪ Business community</li> <li>▪ NGOs</li> <li>▪ Private sector (environmental practitioners and contractors)</li> <li>▪ Media</li> <li>▪ World Bank as lead of other DPs</li> </ul>	
<b>Formal Submission of Final ESIA</b>	<ul style="list-style-type: none"> <li>✓ Submission of final ESIA Report with comments incorporated from the ESIA engagement and disclosure stage</li> </ul>	<ul style="list-style-type: none"> <li>• Submission of the Final ESIA for approval.</li> </ul>	<ul style="list-style-type: none"> <li>▪ World Bank as lead of other DPs</li> <li>▪ RDB</li> </ul>	<b>RAB/SPIU</b>
<b>Resettlement Action Plan (RAP) information</b>	<ul style="list-style-type: none"> <li>✓ To share draft/final RAP based on RPF and specific</li> </ul>	Dissemination of cut-off date and census survey of all affected through	<ul style="list-style-type: none"> <li>▪ Central Government Ministries, and allied</li> </ul>	<b>RAB/SPIU District</b>

Stages and ESF Preparation	Objective	Key Activities	Targeted stakeholder	Responsible Agency
<p><b>disclosure for meaningful stakeholder consultation.</b></p>	<p>impact area as per designs subsequently finalize based on feedback and inputs</p>	<p>elaborated questionnaire early at preparation stage.</p> <ul style="list-style-type: none"> <li>- Focuses Group Discussions and community level meetings facilitated by local leaders in project areas across secondary cities</li> <li>- Dissemination of draft/final RAP report to all stakeholders through print and electronic media for public review,</li> <li>- Copies of the cleared RAP reports will also be published on RAB/SPIU and World Bank websites.</li> <li>- Consultation on the draft/final RAP report. This will include:                             <ul style="list-style-type: none"> <li>- Identification of impacts categories based on specific impact area based on designs, entitlements and eligibility criteria; Key principles of resettlement and specific institutional arrangement for implementation and GRM.</li> </ul> </li> <li>- Identification of PAPs concerns and opinions</li> </ul>	<p>parastatals/agencies</p> <ul style="list-style-type: none"> <li>▪ District local Governments</li> <li>▪ Project Affected People</li> <li>▪ Local communities.</li> <li>▪ World Bank as lead of other DPs</li> <li>▪ Vulnerable/disadvantaged Groups</li> <li>▪ Business community</li> <li>▪ NGOs</li> <li>▪ Private sector (environmental practitioners and contractors)</li> </ul>	

Stages and ESF Preparation	Objective	Key Activities	Targeted stakeholder	Responsible Agency
		<p>on the identified impacts, RAP implementation Plan and project schedule;</p> <ul style="list-style-type: none"> <li>- Involvement of stakeholders in assessing the appropriateness of the identified impacts, list of PAPs, entitlement options; institutional arrangement for implementation of RAP and GRM.</li> </ul> <p>Identification of gap for revisions or additions to the draft RAP where necessary.</p>		
<p><b>Final disclosure of the ESF instruments and the project GRM.</b></p>	<p>✓ To publicly share the final approved instruments/reports for the public/stakeholders to be able to access them easily during project implementation.</p>	<ul style="list-style-type: none"> <li>• Preparation of summaries in Kinyarwanda (Local Language) for the Rwandan community as large audience.</li> <li>• Disseminate the instruments via the media.</li> <li>• Disclosing of all ESF to the RAB/SPIU and World Bank Websites and the hard copy to the office of REG.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The general public</li> <li>▪ Project Affected People</li> <li>▪ Local communities</li> <li>▪ Local Civil Society organizations, Local NGOs</li> <li>▪ Faith-Based Organization, etc.</li> </ul>	<p><b>RAB/SPIU</b></p>

### 3.4. Feedback from initial stakeholder engagement

Initial one to one Consultation were held with government institutions, District officials, school head teachers and few members of local communities. This initial consultation carried out during the development of RPF in the period in June 2020 revealed that the project is well perceived as portrayed by stakeholders' views:

The following table summarizes key feedback from initial consultation.

**Table 4: Key feedback from initial consultation**

No	Visited Sites	Issues raised in Stakeholder's meetings	Interventions solicited from the project
<b>EASTERN PROVINCE</b>			
1	<b>Cyamuganga Site</b> (Gatsibo District, Ngarama Sector Bugamba Cell,)	<ul style="list-style-type: none"> <li>✓ Water shortage (not enough and poorly distributed) which is accentuated during dry periods;</li> <li>✓ Erosion from hills surrounding the marshland, causing sedimentation and crops damages</li> <li>✓ Low productivity (less than 1ton/ha for bean, 1.5tons/ ha maize) and the site used in traditional way;</li> <li>✓ Crop diseases affecting vegetables grown in the marshland (tomato, cabbage)</li> <li>✓ Cooperative not well organized;</li> <li>✓ Lack of fodder for livestock during land husbandry works,</li> </ul>	<ul style="list-style-type: none"> <li>✓ The Construction of irrigation facilities for irrigation water availability and distribution;</li> <li>✓ The marshland is currently used for food crops production (maize, bean, vegetables at small scale such as tomato, cabbage) and farmers' intention is to see the site developed for maize and bean or rice or horticulture if water availability issue is resolved;</li> <li>✓ The community using the marshland and adjacent hillsides should be capacitated in selected value chains; operation and maintenance of infrastructures, pest and diseases control;</li> <li>✓ Existing post-harvest infrastructures at the site are storages and dryers but other facilities like cold room or processing units will be required during the project operation.</li> <li>✓ Land husbandry works for erosion control, soil fertility improvement and job creation;</li> <li>✓ Availing good quality seed and other inputs (fertilizer) on time;</li> <li>✓ Construction of the access road crossing the marshland;</li> <li>✓ Construction of water points for domestic uses,</li> <li>✓ Many of marshland users are not members of the existing cooperative (out of more than 200 users, only 47 are cooperative</li> </ul>

No	Visited Sites	Issues raised in Stakeholder's meetings	Interventions solicited from the project
			<p>members) and the community requested for strengthening the existing cooperative;</p> <ul style="list-style-type: none"> <li>✓ Compensation for assets likely to be affected by the irrigation and access roads facilities.</li> </ul>
2	<b>Karambi Site</b> (Kayonza District, Murundi Sector.)	<ul style="list-style-type: none"> <li>✓ Water shortage (not enough and poorly distributed) which is accentuated during dry periods;</li> <li>✓ Erosion from hills surrounding the marshland, causing sedimentation and crops damages</li> <li>✓ Low productivity (less than 1ton/ha for bean, 1.5tons/ ha maize) and the site used in traditional way;</li> <li>✓ Crop diseases affecting vegetables grown in the marshland (tomato, cabbage)</li> <li>✓ Cooperative not well organized;</li> <li>✓ Lack of fodder for livestock during land husbandry works,</li> </ul>	<ul style="list-style-type: none"> <li>✓ Construction of water storage facilities to irrigate the site, limit floods in Gacaca and extend irrigated area of Gacaca and Rwagitima downstream sites. Some portions of developed Gacaca and Rwagitima sites under RSSP3 are lacking irrigation water and Karambi project would enable the use of those areas.</li> <li>✓ Rice in the marshland and maize, bean, cassava, banana on adjacent hillside area are crops appreciated by residents of Karambi site and Kayonza District;</li> <li>✓ Availing good quality seed and other inputs (fertilizer) on time;</li> <li>✓ Availing water for livestock, mostly cattle;</li> <li>✓ Construction of drying grounds for maize and beans;</li> <li>✓ Capacity building of farmers on crop production, operation and maintenance of irrigation, land husbandry and post-harvest infrastructures, etc.</li> <li>✓ Cooperation formation and strengthening. There exist 2 cooperatives and one WUA for day-to-day management of Gacaca marshland and hillside. The project beneficiaries proposed for strengthening the existing 2 cooperatives and WUA by CDAT3.</li> </ul>
<b>NORTHERN PROVINCE</b>			
3	<b>Mulindi Site</b> (Rwankonjo and Mulindi Cells of Cyumba and Kaniga Sectors respectively of Gicumbi District)	<ul style="list-style-type: none"> <li>✓ Tea in the area closer to the central drainage canal (or Rujuga river) dried and gets destroyed over the last two decades. Currently, around 300 ha of tea were completely destroyed and are currently used for irish potato production during low rainfall period. Local</li> </ul>	<ul style="list-style-type: none"> <li>✓ The central area of marshland (300 ha currently affected) to be developed for the production of other crops like irish potato</li> <li>✓ Availing good quality input (irish potato seeds and fertilizer) on time;</li> <li>✓ Farmers organization and capacity building.</li> </ul>



No	Visited Sites	Issues raised in Stakeholder's meetings	Interventions solicited from the project
		<p>community suspects flooding as the cause of tea damages.</p> <ul style="list-style-type: none"> <li>✓ Erosion causing soil deposition and crop damages in marshland;</li> </ul>	
4	<p><b>Nyamuziga Site</b> (located between Base and Cyungo Sectors of Rulindo District and Ruhunde Sector of Burera District)</p>	<ul style="list-style-type: none"> <li>✓ Nyamuziga marshland (locally called Nyamagana marshland) is used by many farmers for subsistence purposes. The available water for irrigation from existing 2 streamlets (Nyagafunzo and Nyamagana) seems not to be enough for 300 ha irrigation.</li> <li>✓ Access roads are in poor conditions. They are facing with landslides and gulying during rainy periods</li> <li>✓ Erosion caused by heavy rains coupled with steep slopes surrounding the site is the main disaster,</li> <li>✓ There are 5 houses in the proposed area dam/ reservoir that will need to be relocated;</li> <li>✓ Farmers are growing vegetables but lack post-harvest facilities (storages/ cold room) and market for the produce;</li> <li>✓ Some farmers lack financial capacity to invest in agriculture;</li> <li>✓ The site is potential for many horticultural crops and many farmers wish to grow them but they are constrained with lack of good quality seeds and timely supply of fertilizer. Some farmers stopped to grow Tamarillo (tree tomato) due to lack of seeds when that area is home for tree tomato;</li> <li>✓ Crop diseases causing crops failure, mainly horticultural crops;</li> <li>✓ Lack of farmers organization to manage agricultural activities</li> </ul>	<ul style="list-style-type: none"> <li>• Feasibility and design study to be done for the identification of dam area and size, designing irrigation and drainage canals network, etc.</li> <li>• Land husbandry techniques in the surroundings of Nyamuziga site and agroforestry component should be dominated with fruit tree species;</li> <li>✓ Damaged access roads to be rehabilitated;</li> <li>✓ Post-harvest facilities to be developed and market linkage to be strengthened.</li> <li>✓ Financial support to beneficiaries' agricultural activities and insurance are needed;</li> <li>✓ Rehabilitation of destroyed access roads in the site;</li> <li>✓ Compensation for affected assets during marshland and PHI construction;</li> <li>✓ Afforestation of steep land not adequate to agriculture;</li> <li>✓ Availing of good quality seeds and timely supply of agricultural inputs to farmers;</li> <li>✓ Formation of a dynamic farmers organization (cooperative) and building of its capacity for the scheme management;</li> <li>✓ Adopt pest and diseases management practices;</li> <li>✓ Adding livestock component in project activities to obtain enough organic manure, milk and meat.</li> <li>✓ Capacity building of farmers on infrastructure management, crop production and marketing, etc.</li> </ul>

No	Visited Sites	Issues raised in Stakeholder's meetings	Interventions solicited from the project
		<p>within the site and no any other stakeholder/ partner in the site.</p>	
5	<p><b>Gana-Ntaruka Site.</b> (Kinoni Sector, Burera District)</p>	<ul style="list-style-type: none"> <li>✓ Being close to the lake, the site is affected by seasonal floods and this hinders agricultural activities. The 2020 B and C seasons were not used for crop production due to this issue.</li> <li>✓ The site is also affected by erosion from its catchment. This issue coupled with flooding complicates the use of the site;</li> <li>✓ Land ownership in the site: Some people using the scheme possess land titles while others do not. The community asked about land ownership after development of the site.</li> <li>✓ The site is anarchically exploited.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The local community proposes the development of drainage infrastructures in that area to control floods before it is released to the cooperative. However, because its frequent flooding, the district administration finds the site unsuitable and requests for its replacement with Kamiranzovu site located in Butaro sector in the same District.</li> <li>✓ Land husbandry techniques should be developed in the area to protect the lake and its shores;</li> <li>✓ The lake is used as a source of water for Mukungwa hydropower plant. The community informed that the site is always flooded when hydropower plant is closed for maintenance or water storage increase. This implies consultations with the management of electricity board in the country (Rwanda Electricity Group, REG) before any development is undertaken;</li> <li>✓ Compensation for land should be done for landowners with land titles losing their land if development is decided;</li> <li>✓ After development, farmers should fully be involved in the selection of crops to be prioritized and capacitated in related value chain development.</li> <li>✓ Availing good quality seeds and timely supply of agrochemicals</li> <li>✓ Farmers organization should also strengthened.</li> </ul>
6	<p><b>Banga Site</b> (Bulimba and Kageyo Cells of Rushashi Sector in Gakenke District)</p>	<ul style="list-style-type: none"> <li>✓ Though irrigation is done in the site, water is poorly distributed and cannot access to the whole area. The irrigation canals that were constructed in 1980's were totally damaged.</li> <li>✓ The catchment of the site faces with erosion from hillside adjacent to the marshland.</li> <li>✓ Lack of good quality seeds</li> </ul>	<ul style="list-style-type: none"> <li>✓ Rehabilitation of irrigation infrastructures in Banga site for irrigation and increased production;</li> <li>✓ Land husbandry works to protect marshland and its catchment against erosion and improve productivity, job creation opportunity, etc.</li> <li>✓ Availing good quality seeds and timely supply of agrochemicals;</li> </ul>

No	Visited Sites	Issues raised in Stakeholder's meetings	Interventions solicited from the project
		<ul style="list-style-type: none"> <li>✓ Lack of post-harvest infrastructures</li> <li>✓ Insufficient financial capacities</li> <li>✓ Crop diseases spread, causing damages and production losses.</li> <li>✓ Compensation for affected assets</li> <li>✓ The cooperative managing the site is still young, it does not have legal personality and need to be strengthened.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Construction of post-harvest facilities for proper handling of the produce. The type of infrastructures should be decided together with beneficiaries based on targeted produce;</li> <li>✓ Adoption of adequate techniques for pest and disease control;</li> <li>✓ Compensation of assets affected by the dam, post-harvest facility and access roads.</li> <li>✓ Strengthening the cooperative for the management of farming activities in the treated area;</li> <li>✓ Availing funds for the financial support to farmers and agricultural insurance;</li> </ul>
<b>SOUTHERN PROVINCE</b>			
7	<p><b>Makera Site</b> (Muhanga town in Nyamabuye and Cyeza Sectors of Muhanga District).</p>	<ul style="list-style-type: none"> <li>✓ Irrigation infrastructures are too old and majority of them got damaged. Existing water canals do not properly channel water throughout the site;</li> <li>✓ Local community and cooperative leaders informed the Safeguards team that about 95% of the marshland uses water from Muhanga town. Though water quality tests have not been done so far, the quality of irrigation water remains suspicious.</li> <li>✓ Erosion problems: the marshland is threatened by water from hills surrounding the marshland. Most of them are steep, inhabited and cultivated with insufficient erosion control measures.</li> <li>✓ Insufficient post-harvest facilities are not sufficient and marketing to be improved;</li> <li>✓ Mining/ quarry: the marshland is crossed by a stream, which is the main drainage canal, along with sand extraction is very active. The extraction is done in</li> </ul>	<ul style="list-style-type: none"> <li>✓ Rehabilitation of irrigation infrastructures in Makera site for irrigation and increased production. The beneficiaries requested for the construction of an irrigation dam and rehabilitation or construction of new irrigation facilities. Design study will bring a solution to farmers' concerns. Water quality assessment should be done to confirm if the irrigation water currently used is adequate for irrigation or if a new source of irrigation water is needed or water treatment is compulsory.</li> <li>✓ Land husbandry works to protect the marshland and its catchment against erosion and improve productivity, job creation opportunity, etc.</li> <li>✓ Though the cooperative possesses storages and driers, they are not enough to handle the produce. In this regard, new facilities are needed and the cooperative needs the project held for their construction. These include 13 drying grounds, one 500 tons storage facility, one cold room, a maize processing unit and laboratory for qualitative and quantitative assessment.</li> <li>✓ Market access should be improved;</li> <li>✓ Planting of fruit trees</li> <li>✓ And rehabilitation of access road and bridge (Makera feeder road).</li> </ul>

No	Visited Sites	Issues raised in Stakeholder's meetings	Interventions solicited from the project
		<p>a way it damages stream banks and plots neighboring the stream. This generates a conflict between farmers and sand extractors.</p> <ul style="list-style-type: none"> <li>✓ Access roads in the marshland are damaged.</li> </ul>	
8	<b>Bakokwe Site</b> (Kabacuzi and Muhanga Sectors of Muhanga District)	<ul style="list-style-type: none"> <li>✓ The water source is abundant but poorly distributed. The water from Bakokwe river or its tributaries are accessing to all parts of the site and most farmers using the marshland are relying on rains for crop production.</li> <li>✓ The site is severely affected by water erosion accentuated by steep slopes and mining activities on hillsides surrounding the site.</li> <li>✓ Access road to the site is in poor condition;</li> <li>✓ Mining and quarry extractions are not environmentally sound. This affects the quality of river water which is likely to be the source of irrigation water;</li> <li>✓ The local community does not have any post-harvest facility like drying ground, storages, etc;</li> <li>✓ Farmers organization is at a rudimentary stage: either farmers are not yet organized in farmers organizations or have started to work in groups for some commodities.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Construction of irrigation facilities to boost irrigated agriculture. The assessment for water quality before its use for irrigation should also be done.</li> <li>✓ Land husbandry works for hillside and marshland protection against erosion and productivity;</li> <li>✓ Close collaboration between Rwanda Mines, Petroleum and Gas Board (RMB), REMA, District and Project for the adequate management of mines and quarries in Bakokwe site;</li> <li>✓ The access roads to the site should be rehabilitated to improve access to market;</li> <li>✓ Support the construction of post-harvest infrastructures like drying grounds, storages, cold room, etc depending on selected commodities;</li> <li>✓ Organize farmers in formal farmers' organization and strengthen farmers' capacity through training, study tours, etc.</li> </ul>
9	<b>Kiryango Site</b> (Kinihira and Mwendo Sectors of Ruhango District)	<ul style="list-style-type: none"> <li>✓ Irrigation infrastructures were severely damaged by rains and water cannot access all parts of the marshland;</li> <li>✓ Loss of land due to hillside erosion and marshland siltation: Out of 714 members of the cooperative, 200 members lost</li> </ul>	<ul style="list-style-type: none"> <li>✓ Rehabilitation of the whole marshland for irrigated rice.</li> <li>✓ Land husbandry works on hillside surrounding the marshland for protection and productivity purposes;</li> <li>✓ Availing good quality seeds and timely supply of fertilizers;</li> </ul>

No	Visited Sites	Issues raised in Stakeholder's meetings	Interventions solicited from the project
		<p>their rice plots in Kiryango marshland due to floods and silts deposition.</p> <ul style="list-style-type: none"> <li>✓ Crop diseases spread;</li> <li>✓ Lack of good quality seeds and delay in the supply of fertilisers;</li> <li>✓ Many farmers are losing hope for crop production due to frequent losses due to disasters;</li> <li>✓ Conflict between agriculture and mining/ quarry activities: the sand extraction along the main drainage canal (or Kiryango river) and coltan and metiste mines on hillsides are accelerating damages in the marshland.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Financial support to farmers and agriculture insurance;</li> <li>✓ Construction of irrigation facilities to boost irrigated agriculture. The assessment for water quality before its use for irrigation should also be done.</li> <li>✓ Close collaboration between Rwanda Mines, Petroleum and Gas Board (RMB), REMA, District and Project for the adequate management of mines and quarries in Bakokwe site;</li> </ul>
10	<p><b>Budubi Site</b> (situated in Kigoma, Busoro and Muyira Sectors)</p>	<ul style="list-style-type: none"> <li>✓ Irrigation infrastructures were severely damaged by rains and water cannot access all parts of the marshland. The damage coupled with poor maintenance of irrigation infrastructures in Budubi site drastically reduced the irrigation efficiency.</li> <li>✓ Though Budubi is the lowland, erosion from Kigoma hillside is severely affecting the marshland, making unusable some rice plots. In addition, runoff from settlements in the vicinity of the marshland is disposed of in the site and aggravating marshland damages;</li> <li>✓ The rice productivity and cropped area progressively get reduced due to disasters and farmers continuously lose hope.</li> <li>✓ The access roads to the site and within the site are also in poor condition;</li> <li>✓ Though the cooperative managing the site exists, some of its members are not active.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Erosion protection and soil fertility improvement through land husbandry approach on Budubi catchment.</li> <li>✓ Construction/ rehabilitation of Irrigation infrastructures in order to harvest enough water and distribute efficiently throughout the marshland. This implies the construction of an irrigation dam and canals networks;</li> <li>✓ Rehabilitation of access roads is also needed;</li> <li>✓ The existing cooperative should be strengthened and water users association created for the proper management of infrastructure and scheme use.</li> <li>✓ The sand extraction should be done in a way it does not harm the marshland;</li> <li>✓ Availing good quality seeds and timely supply of fertilizers.</li> </ul>

No	Visited Sites	Issues raised in Stakeholder's meetings	Interventions solicited from the project
		<p>Some receive inputs but refuse to pay back the cooperative at the harvest.</p> <p>✓ Sand extraction is anarchically done.</p>	
11	Agatobwe Site (in Nyaruguru District)	<p>✓ Though the site is potential for irrigation and water from Agatobwe river is available, the irrigation is operated on small area (73ha out a total target of 1,340 ha). The efficiency of the irrigation facilities is still low. Most farmers within developed scheme are using watering cans to irrigate crops. The farmers skills on irrigation techniques are limited.</p> <p>✓ Erosion from hillside causing damages in the marshland;</p> <p>✓ Lack of good quality seeds and delayed supply of fertilizer;</p> <p>✓ Sand extraction along Agatobwe river and mining on hillside, damaging the marshland and loss of agricultural plots;</p> <p>✓ Weak farmers' organizations</p> <p>✓ Insufficient post-harvest infrastructures</p> <p>✓ Lack of financial capacities by farmers.</p>	<p>✓ Treating the whole site for irrigation.</p> <p>✓ Land husbandry techniques on catchments of Agatobwe site;</p> <p>✓ Exploiting the site with food and horticultural crops depending on farmers preference, government priorities and land suitability;</p> <p>✓ Construction of needed post-harvest facilities;</p> <p>✓ Availing good quality seeds and timely supply of fertilizer;</p> <p>✓ Financial support to farmers projects and agriculture insurance</p> <p>✓ Strengthening farmers' organizations</p> <p>✓ Proper management of sand quarries along the river and mines on hillside.</p> <p>✓</p>

### 3.5. SEP Approval and Disclosure

Information disclosure to the beneficiary communities and other interested parties will rely on the following key methods: radio broadcasting, community meetings in coordination with local authorities, phone communication (SMS), and project's websites. Information will be disclosed in English or the respective key local languages, where appropriate. Local leader (District & Sector), religious leaders, and local communities will be requested to inform communities in community meetings and through disclosure at project locations. In addition, the ESCP, ESMF and other relevant environmental and social risk management instruments will be publicly disclosed on RAB/SPIU WB&KOICA and World Bank websites. Stakeholders will also be encouraged to

provide feedback, raise queries on gaps and suggest solutions to enable the improvement of project implementation.

The main mechanisms for information disclosure are presented below by type of stakeholder engagement event:

**Meetings with officials:** Intended new ESIA work program and/or PowerPoint (PPT) slide presentation will be made available. These will be used, as appropriate, depending on the stakeholders and the timing of the meetings. Materials will be available in English versions;

**Focus group and other types of non-public meetings:** Leaflet and PowerPoint slide presentation. Leaflets will be available in Kinyarwanda and English versions and the appropriate versions will be distributed according to stakeholder type and needs. Leaflets will be distributed at least 5 working days prior to meetings. PowerPoint presentations will be made at the beginning of meetings. Each meeting agenda will have time allocated to clarifications and questions focused on the Project and the ESIA process; and

**Public meetings:** The new ESIA Report (including the ESMP), the new ESIA Report Non - Technical Summary (NTS), PPT presentations, and leaflets will be made available. The ESIA Report NTS and leaflets will be available in English and Kinyarwanda. The new ESIA Report will be available in English only. Information will be displayed at different public buildings in the locality of a public hearing and at least five working days in advance of a public hearing. Leaflets will be available in selected public buildings/locations for members of the public to consult/take away (maximum of two leaflets per person to be taken away) at least five working days in advance of a public hearing.

## 4. GRIEVANCE REDRESS MECHANISM

### 4.1. Introduction

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

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

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

- Negative impacts on communities, which may include, but not limited to financial loss, physical harm and nuisance from construction or operational activities;

- Health and safety risks;
- Negative impacts on the environment such as pollution of water ways, soil, and air;
- Relocation of utilities, and
- Unacceptable behavior by staff or employees.

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

### **4.2. Objectives of grievance Redress Mechanism (GRM)**

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

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

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

### **4.3. Grievance Redress process**

#### **4.3.1. Project Level grievance Redress Mechanism: Grievance Redress Committee (GRC)**

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

Many 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 administrative 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. All the grievances will be channeled via the Grievance Resolution Committees specifically established, trained and operationalized for the project at Cell, Sector and District level. Stakeholders will be allowed to use any means easily accessible to them to voice their concerns and complaints such as filling a grievance form, sending an email, using phone etc. Complaints will be filled in a Grievance Register that will be distributed to GRC free of charge, this register will be available to the hierarchical level for verification of the complaint and an investigation will be carried out by the hierarchical committee members to verify its authenticity. Thereafter a resolution approach will be selected based on the findings. The decisions of the action to be taken will be communicated to all involved parties mainly in written form.

All measures will be undertaken to ensure that the grievance is solved amicably between the concerned parties. If the grievance is not solved at Cell level, Sector or District level, the courts of law will be the last resort. Efficiency in solving of the grievances will be of paramount importance. The selection of members for the sub-project grievance committee will be at the discretion of the PAPs to decide basing on information provided by the PIUs.

In practice, some complaints are expected to appear. This is on the assumption that all proposed works are within the public land where the farmer have many types of crops and trees, this will be specifically on the component one of Increasing access to grid electricity during grid connections for households, commercial and industrial consumers, and public institutions.

However, some complaints are likely to be associated with construction of medium voltage lines impacts. Most are received directly on site by the Contractor's Site Manager/Engineer who will mandatory be responsible to resolve these issues on site. The Contractor will inform and Grievance Committee (GRC) of these complaints and their outcomes, and of others not satisfactorily resolved that the Grievance Committee should take over. The GC will log these in the Complaints Register and inform the Project Implementation Unit.

At each level of the project GRC, complaints will be resolved within a period of 24-48 hours or otherwise handed to the next level of GRM which is judiciary if escalated from Cell to Administrative District and PIU 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.

#### 4.3.2. Labour related grievance mechanism

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

❖ **For workers and labour contracting issues.**

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

Workers will elect representatives who will form a committee that will act as the Workers Grievance Redress Committee. As mandated by article 102 of the law regulating labor in Rwanda, the employees' representatives amicably settle individual labor disputes between employers and employees. If employees' representatives fail to settle the disputes amicably, the concerned party refers the matter to the labor inspector of the area where the enterprise is located. In the case of CDAT Project, it will be the District where activities are being carried out. If the Labor Inspector of the District fails to settle the dispute due to the nature of the case or conflict of interests, he/she refers the dispute to the Labor Inspector at the national level stating grounds to refer such a dispute. If amicable settlement fails at the national level, the case is referred to the competent court. In any case, the PCU will be informed from the beginning of any worker's grievances and provide insight and mediation if possible. The matter will be referred to the labor inspector only if the PIU fails to do the mediation.

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

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

Before escalating the collective labor dispute, the PIU though the Environmental and Social Specialists will be alerted. Necessary investigations will be conducted, and the contractor will be duly approached. The matter will be referred to the labor inspector only if the PIU and worker's representatives fail at amicable settlement.

❖ **For worker's safety issues**

All grievances related to worker's health and safety will be addressed through the Occupational Health and Safety committee as required by Article 78 of the labor law (see section 10).

**4.3.3. Grievance process for non-labour related issues involving project workers**

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

- a. **A worker- against another worker:** These grievances will be handled through the Workers Grievance Committee/representatives.
- b. **Community member – against a worker:** If there are any grievances from a community member against a worker, they will be handled through the Workers Grievance Committees/representatives.
- c. **Worker- against a community member:** The project will establish a project grievance committee at various levels of the local administration scheme in Rwanda from the Cell, Sector up to the District Level as a local Government. This grievance mechanism as described in the SEP, RPF and ESMF, will have the mandate of solving all complaints and grievances related to project activities and impacting local communities. Any grievance from a worker against a community member will be handled through this committee.

**4.4. Grievance channel for Gender-Based Violence**

As Gender -Based Violence, Sexual Exploitation and Abuse or Sexual Harassment requires timely access to quality, multi-sectoral services and involves confidentiality and informed consent of the GBV victim. To this end, RAB/SPIU will develop a GBV Action plan that will include an Accountability and Response Framework, and this will form part of project C-ESMP. The GBV Action Plan will identify service providers in the project areas with minimum package of services (health, psychosocial, legal/security, safe house/shelter, and livelihood). The GBV Action Plan will also provide enough details to allow for the development of a localized referral pathways, will establish procedures of handling cases as part of the service providers mapping. The bidding documents will clearly define GBV requirements. During implementation phase, separate facilities for women and men will be required to all contractors with indication signage.

**4.5. Judiciary level Grievance Redress Mechanism**

The project level process will not impede PAPs access to the legal system. Local communities have existing traditional and cultural grievance redress mechanisms (Abunzi committees) established and regulated by law no 37/2016 of 08/09/2016 determining organization, jurisdiction, and competence and functioning of Abunzi committee. These are established at cell and Sector level to solve community-based conflicts and grievances their regulatory body being the Ministry of Justice. This mechanism cannot be overlooked by the project. The population can choose to use

this channel instead of the project GRC. The escalation at this level leads to the court process. At any time, the complainant may take the matter to the appropriate legal or judicial authority as per Rwanda National Legal procedure (*See Table 4*).

**Table 5: Process, stage and timeframe for grievance resolution**

Stage	Process	Duration
<b>1a</b>	<p>Since most of complaints during the execution of works involves directly the contractor, at first the Aggrieved Party (AP) will take his/her grievance to the contractor representative site Manager (CSM) of the relevant subproject who will endeavor to resolve it immediately. The contractor representative or site Manager will inform the District Electricity and Maintenance officer or the appointed focal project at the district level. Where AP is not satisfied, the complaint will be transferred to the Sub-Project Grievance Committee (GC) at cell level. For complaints that were satisfactorily resolved by the Contractor, he/she will inform the GC and the GC will log the grievance and the actions that were taken.</p> <p>There is also a possibility that the AP directly takes his/her complainants directly to the GRC without going to the Contractor or Site Manager first. In this case, the GRC will solve it working with the Contractor or Site Manager.</p>	<b>24Hours</b>
<b>1b</b>	The AP may choose to escalate the grievance to the <i>Abunzi Mediation Committee</i> especially if she/he is not directly linked to the sub-project.	<b>Not fixed</b>
<b>2</b>	On receipt of the complaint, the GRC at cell level will endeavor to resolve it immediately. In case the GRC at cell level fail to solve the complaint, it will be escalated to the GRC at Sector level. If unsuccessful, the GRC or the complainant then notifies District Officials.	<b>1-2 days at Cell level &amp; 1-2 days at Sector level</b>
<b>3</b>	The District Officials where the project activities are being implemented, he/she will endeavor to address and resolve the complaint and inform the aggrieved party. The District Authority will refer the complaint to the Project Implementation Unit (CDAT Project) with other unresolved grievances for their consideration.	<b>1 – 5 days</b>
<b>4</b>	If it remains unresolved or the complainant is dissatisfied with the outcome proposed by the PIU, he/she is free to refer the matter to the court of law.	<b>1 – 7 days</b>
<b>5</b>	If the issue remains unresolved through the courts, then the ultimate step will be for the ombudsman. The decisions at this level are final	<b>Not fixed</b>
<b>6</b>	The dimension represented in purple is strictly for GBV related matters. The AP will approach directly the GBV task force to ensure her/his anonymity and safety. However, in case the complaint was addressed first	<b>Not fixed</b>

Stage	Process	Duration
	to the contractor's Site Manager, the latter is required to immediately refer it to the task force. The GBV task force will work with competent authorities to ensure the proposed official structure for GBV has respected to guarantee the victim the real justice and required medical care.	

**Table 6: Proposed Member of GRC and their roles under CDAT Project**

No	Member of GRC	Role and Responsibilities
1	President (PAP's 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 administration level;</li> <li>- Represents the interests of aggrieved parties.</li> <li>- Give feedback on the efficiency of GRM.</li> </ul>
2	Village leader	<ul style="list-style-type: none"> <li>- Represents local government at village level;</li> <li>- Resolves and lead community level grievance redress</li> <li>- Sends out notices for meetings;</li> <li>- Records all grievance received and report them to next local level</li> </ul>
3	Cell executive secretary	<ul style="list-style-type: none"> <li>- Proposes responses to grievances and lead in resolving community grievance unsolved from village level;</li> <li>- Records and reports all grievances received from village leaders;</li> <li>- Chair sensitization meeting at the cell level during public consultations meetings;</li> <li>- Assists and guides in identifying vulnerable and disadvantaged groups within the cell.</li> <li>- Signs the valuations sheets for compensation facilitate a proper Resettlement Plan</li> </ul>
4	Women and youth representatives	<ul style="list-style-type: none"> <li>- Represent the interests of women and youth;</li> <li>- Advocate for equity and equal opportunities;</li> <li>- Help in prevention of sexual harassment and promote wellbeing of the women and youth</li> <li>- Take part in resolution of any grievance related to sexual harassment and any gender domestic violence that may arise;</li> </ul>

No	Member of GRC	Role and Responsibilities
		<ul style="list-style-type: none"> <li>- Mobilize women and youth to be active in income generating activities specifically for opportunities in the project's intervention areas.</li> </ul>
5	Contractor representative	<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>
6	Supervising firm representative	<ul style="list-style-type: none"> <li>- Represent client</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 and respond to all concerns related to CDAT Project from community</li> <li>- Report on monthly basis the progress of GRM process.</li> </ul>

**Table 7: Proposed members of GBV taskforce under CDAT Project**

Institution	Staff position
PIU National level (CDAT Project)	Environmental Specialist and Social Safeguards Specialists
PIU (District level)	Social Safeguard Officer
Contractor	Human Resources Officer, Environmental and Social Safeguards Specialists
Supervising firm	Environmental Social Safeguards Specialists
NGO in GBV prevention and advocacy	Designated representative

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

The project will plan to facilitate any other person external to the project to communicate with the project, to provide or request for information or file a complaint. These arrangements are provided in the table below.

**Table 8: Other methods of communication with stakeholders**

Methods	Description
<b>Project webpage</b>	The ESF documents will be disclosed in the implementing agencies of the project – a specific webpage will be prepared for CDAT Project containing project description, implementing arrangements and ESF documents including to communicate with the team, and the email, phone of contact of the concerned PIU Environmental Specialist or Social Safeguards Specialist.
<b>Community project Displaying board</b>	In a community selection point or the Administrative District, a Displaying board with project information, timeline, and information of the works, contractor, announcements will be placed and box for comments/suggestions will be placed with a lock so only the environmental or social safeguards can open and respond to any messages. Any complaint from a third party can be filed using this method.
<b>E-mail, Telephone, instant message or other media</b>	All contacts of the environmental and social safeguards of PIU at National or District Energy Project liaison officer will be made public to be used by any stakeholder or third party willing to ask for information, provide suggestion or file a complaint.

To communicate with the project stakeholders by sending their recommendations, claims, and observations are summarized in the following table.

#### 4.6. Grievance Logbook

The GRM Committee will ensure that each complaint has an individual reference number and is appropriately tracked, and recorded actions are completed.

The log will contain record of the person responsible for an individual complaint, and records dates for the following events:

- 1) Date the complaint was reported;
- 2) Date the Grievance Log was added onto the project database;
- 3) Date information on proposed corrective action sent to complainant (if appropriate);
- 4) The date the complaint was closed out; and
- 5) Date response was sent to complainant.

#### 4.7. World Bank Grievance Redress Services (GRS)

Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>. For information on how to submit complaints to the World Bank Inspection Panel, please visit [www.inspectionpanel.org](http://www.inspectionpanel.org)

#### 4.8. Monitoring of Complaints

The monitoring of complaints will be done by administrative districts (District land Valuation Officer) and PIU on regular basis.

The monitoring team will be responsible for:

1. Providing the sub-project Resettlement and Compensation Committee with a Monthly report detailing the number and status of complaints;
2. Any outstanding issues to be addressed; and
3. Quarterly reports, including analysis of the type of complaints, levels of complaints, actions to reduce complaints and initiator of such action.

### 5. INSTITUTIONAL ARRANGEMENT FOR SEP IMPLEMENTATION

#### 5.1. Introduction

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

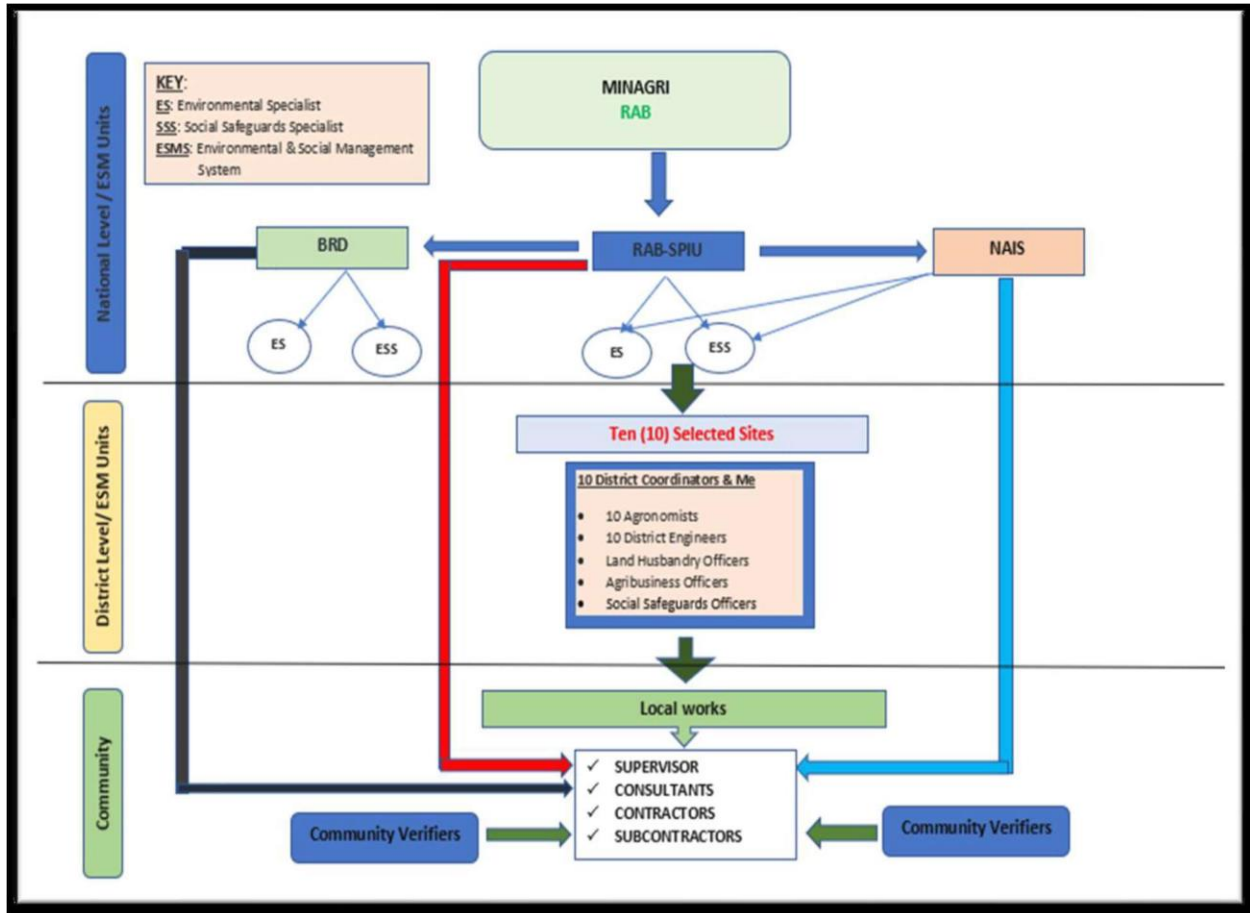
- **Component 1:** RAB/SPIU WB & KOICA Funded Projects will be the implementing Agency.
- **Component 2:** Rwanda Development Bank (BRD) will be the implementing responsible for Sub-Component -1 and National Agriculture Insurance Scheme (NAIS) will be under RAB/SPIU WB & KOICA Funded Projects.
- **Component 3:** Not yet known
- **Component 4:** RAB/SPIU WB & KOICA Funded Project at National Level will be responsible for Project implementation.



## 5.2. Responsible team and Support

Due to the fact that stakeholder engagement activities will influence all implementing agencies namely RAB/SPIU WB & KOICA Funded Projects and Ten District authorities namely (Burera, Rulindo, Rusizi, Gatsibo, Kayonza, Gicumbi, Nyaruguru, Nyanza, Muhanga and Ruhango), REMA, there is a need to ensure all concerned agencies and individuals are included or kept informed on the stakeholder engagement process.

**Figure 1: Sep Implementation Arrangement**



### 1) Environmental and Social management Unit

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

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

In order to ensure a harmonized way of ESF implementation, there will be an Environmental Safeguards Specialist (ESS) and Social Safeguards Specialist (SSS) based in RAB/SPIU WB& KOICA Funded Project.

The prime responsibilities of the ESS & SSS will be to:

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

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

- The Environmental and Social Management Unit at each PIUs will directly manage the implementation of community engagement activities.
- For component 1 as above-mentioned, Districts will have their own environmental and social management unit with Environmental and Social Management Specialists. District based safeguard staff will be supporting the district in monitoring effectiveness of SEP, represent and periodically report to RAB/SPIU WB & KOICA Funded Projects issues and concerns related to Stakeholder Engagement.

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

## 2) ESF team based at PIU in RAB/SPIU WB &KOICA

The team is comprised of Environmental and Social Specialists seated in RAB/SPIU WB &KOICA, REMA.

The team main role is to: (detailed responsibilities are described in the ESMF and the Operational Manual of the project)

- ✓ Oversee all environmental safeguarding aspects of project activities implemented under the CDAT Project;
- ✓ Lead the development of guidelines/manuals and trainings materials for local government to support implementation of the SEP and other safeguard instruments;
- ✓ Ensure a satisfactory implementation of the SEP through frequent visits to project sites;
- ✓ Assess closely the efficiency of GRM and regularly communicate with GRCs
- ✓ Ensure capacity building is provided to the GRCs through trainings,
- ✓ Update SEP as required and recommend on necessary changes;
- ✓ Report in 24 hours any accident related to the project area and its influence area
- ✓ Report on quarterly and annual basis the progress of SEP to the WB and facilitate external environmental audits if required

## 3) ESF staff based at each District

Those will be RAB/SPIU WB &KOICA staffs based at district Level supporting the PIU in fulfilling ESF obligations. District Environmental and Social Management Officer will oversee and monitor project's aspects related to environment, social, health and safety. The main responsibilities will include but not limited to:

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

## 6. REGULATION AND REQUIREMENTS

Hereinafter are the national and World Bank requirements pertaining to stakeholder engagement applicable to the project. Mentioned below tackle resettlement specifically as some of the sub-projects may require land acquisition.

### 6.1. Rwandan Regulation and requirements

**The Law no 32/2015 of 11/06/2015 related to expropriation in the public interest, especially in its article 6 stipulates that:**

- The initiator of an act aimed at the implementation of land use and development master plans shall first negotiate with owners of assets that are affected by the project;
- In case negotiations fail, formalities related to expropriation in the public interest shall be followed upon request of the expropriator and the initiator of the project, taking into account the interests of the person to be expropriated.

**Ministerial Order No 001/ 2019 of 15/04/2019** establishing the list of projects that must undergo environmental impact assessment, instructions, requirements and procedures to conduct environmental impact assessment. The order specifies the works, activities and projects that have to undertake an environmental impact assessment.

**Law N° 66/2018 of 30/08/2018 regulating labour in Rwanda; Ministerial order NO 2 of 17/05/2012** determining conditions for occupational and health safety; EIA General guideline of 2006, part 3, point 6 gives the procedure for conducting public hearings.

### 6.2. World Bank Requirements

The World Bank **ESS 10** mentions that borrower will identify those project-affected parties (individuals or groups) who, because of their particular circumstances, may be disadvantaged or vulnerable. Based on this identification, the Borrower will further identify individuals or groups who may have different concerns and priorities about project impacts, mitigation mechanisms and benefits, and who may require different, or separate, forms of engagement. An adequate level of detail will be included in the stakeholder identification and analysis so as to determine the level of communication that is appropriate for the project.

Disadvantaged or vulnerable refers to those who may be more 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. Such an individual/group is also more likely to be excluded from/unable to participate fully in the mainstream consultation process and as such may require specific measures and/or assistance to do so. This will take into account considerations relating to age, including the elderly and minors, and including in circumstances where they may be separated from their family, the community or other individuals upon which they depend.

The SEP will describe the measures that will be used to remove obstacles to participation, and how the views of differently affected groups will be captured. Where applicable, the SEP will include differentiated measures to allow the effective participation of those identified as disadvantaged or vulnerable. Dedicated approaches and an increased level of resources may be needed for communication with such differently affected groups so that they can obtain the information they need regarding the issues that will potentially affect them.

The SEP will be designed to take into account the main characteristics and interests of the stakeholders, and the different levels of engagement and consultation that will be appropriate for different stakeholders. The SEP will set out how communication with stakeholders will be handled throughout project preparation and implementation.

The early initiation of meaningful community engagement enables affected households, communities, and other stakeholders to fully understand the implications of resettlement for their lives and to actively participate in the associated planning processes. It is important that affected disadvantaged or vulnerable individuals or groups have a voice in consultation and planning processes. This may involve special efforts to include those who are particularly vulnerable to hardship because of physical or economic displacement. Appropriate and accessible grievance mechanisms should be established for these individuals or groups.

### **6.2.1. Information disclosure**

The WB ESS 10 requires that borrower will disclose project information to allow stakeholders to understand the risks and impacts of the project, and potential opportunities. The borrower will provide stakeholders with access to the following information, as early as possible before the Bank proceeds to project appraisal, and in a timeframe that enables meaningful consultations with stakeholders on project design: (a) The purpose, nature and scale of the project; (b) The duration of proposed project activities; (c) Potential risks and impacts of the project on local communities, and the proposals for mitigating these, highlighting potential risks and impacts that might disproportionately affect vulnerable and disadvantaged groups and describing the differentiated measures taken to avoid and minimize these; (d) The proposed stakeholder engagement process highlighting the ways in which stakeholders can participate; (e) The time and venue of any proposed public consultation meetings, and the process by which meetings will be notified, summarized, and reported; and (f) The process and means by which grievances can be raised and will be addressed.

Environmental and Social Framework instruments and other associated documents will be disclosed in country and at World Bank external website. These reports should be made available to project affected groups, local NGOs, and the public at large extend. Public disclosure of Environment and Social instruments such ESIA and RAPS, is also a requirement of the Rwanda's environmental procedures.

RAB/SPIU will disclose these 5 safeguards instruments namely Environmental and Social Commitment Plan (ESCP), ESMF, RPF, Labor Management Procedure (LMP) and SEP by making copies available at its head office and at Concerned Administrative Districts offices. Copies will be made for easy consultations every time it is needed. Given that most of PAPs may not understand the safeguards instruments language, the project will provide a summary translated in local language (Kinyarwanda) and copies of this summary should be available at the districts offices where the project will be implemented.

Furthermore, the Government of Rwanda will authorize the World Bank to disclose electronically the cleared instruments through its Info Shop by providing or sharing the link. Likewise, all ESF and associated instruments under the CDAT Project, will be disclosed in the same process. The present SEP will be approved/cleared by the Government of Rwanda and the World Bank prior to its disclosure. Any changes made to the final disclosed SEP will follow these same approval and disclosure protocols

### **6.2.2. ESIA implementation**

The RAB/SPIU is the Implementing Agency. The SPIU is responsible for the management of all activities, including procurement, financial management, and reporting.

During ESIA implementation, ESIA law requires adequate public consultation. This requirement is incorporated into the stakeholder engagement plan for this stage. The main purpose for consultations at this stage is to provide feedback to stakeholder as to ESIA progress and preliminary results (which may include early identification of key risks/impact issues and mitigation measures). This is also a stage when it may be clear that certain risk/impact issues are more, or less, important than first thought and, indeed, that new risk/impact issues are identified that need investigation.

## **7. MONITORING AND REPORTING**

### **7.1. Purposed of Monitoring**

Monitoring and Evaluation (M&E) is used to assess the performance of projects, institutions and programs set up by Governments, international or Non-Government Organizations. Its goal is to improve current and future management of outputs, outcomes and impact. Monitoring is a continuous assessment of programs based on early detailed information on the progress or delay of the ongoing assessed activities. An evaluation is an examination concerning the relevance, effectiveness, efficiency and impact of activities in the light of specified objectives. Monitoring and evaluation of the stakeholder process is considered vital to ensure Project proponent (RAB/SPIU) is able to respond to identified issues and alter the schedule and nature of engagement activities to make them more effective.

Adherence to the following activities will assist in achieving successful engagement:

- Enough resources to undertake the engagement;

- Inclusivity (inclusion of key groups) of interactions with stakeholders;
- Promotion of stakeholder involvement;
- Clearly defined approaches; and
- Transparency in all activities.

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

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

- **During the engagement activities:** short-term monitoring to allow for adjustments/improvements to be made during engagement; and
- **Following completion of all engagement activities:** review of outputs at the end of engagement to evaluate the effectiveness of the SEP as implemented. The following are key performance indicator developed under the CDAT Project:

### 7.2. Key performance indicators

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

### **7.3. Reporting Obligations**

#### **7.3.1. Quarterly Reports**

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

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

#### **7.3.2. Annual/final Stakeholder Engagement Report**

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

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

#### **7.3.3. Reporting back to the Communities**

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

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

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



## 8. SEP IMPLEMENTATION BUDGET

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

**Table 9. Budget required for implementation of SEP**

Engagement methods	Estimated cost year 1(USD)	Estimated cost year 1(USD)	Estimated cost year 1(USD)	Estimated cost year 1(USD)	Estimated cost year 1(USD)	Sources of funds
Correspondence by phone/ email/ Text/ Instant messaging	3,000	3,000	3,000	3,000	3,000	CDAT Project funds,
Print media and TV/radio announcements	5,000	5,000	5,000	5,000	5,000	CDAT Project funds.
Formal meetings	10,000	10,000	10,000	10,000	10,000	CDAT Project funds, MINAGRI.
Public meetings	5,000	5,000	5,000	5,000	5,000	CDAT Project funds; RAB, MINAGRI
Focus group meetings	3,000	3,000	3,000	3,000	3,000	CDAT Project, RAB, MINAGRI
Workshops, food, transport, publications, communication material	12,000	12,000	12,000	12,000	12,000	CDAT Project funds, RAB, MINAGRI.
<b>Total</b>	<b>38,000</b>	<b>38,800</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	
<b>Grand total</b>	<b>190,000USD</b>					

ANNEXES 1: List of participants to consultation meetings across visited potential site



