

REPUBLIC OF RWANDA



MINISTRY OF INFRASTRUCTURE

(MININFRA)

Rwanda Urban Development Project – II
STAKEHOLDER ENGAGEMENT PLAN



March 16, 2020

ACRONOMYS

| | |
|-------------------|--|
| CoK: | City of Kigali |
| CSO: | Civil Society Organization |
| CSM: | Contractor Site Manager |
| ESMP: | Environmental and Social Management Plan |
| ESF: | Environmental and Social Framework |
| ESIA: | Environmental and Social Impact Assessment |
| ESMF: | Environmental Social Management Framework |
| ESS: | Environmental and Social Standards |
| GoR: | Government of Rwanda |
| GRC: | Grievance Redress Committee |
| GRM: | Grievance Redress Mechanism |
| LODA: | Local Administrative Entities Development Agency |
| MININFRA: | Ministry of Infrastructures |
| MINALOC: | Ministry of Local Government |
| MINECOFIN: | Ministry of Economic Planning and Finance |
| NGO: | Non-Governmental Organization |
| NDF: | Nordic Development Fund |
| NBS: | Nature Based Solutions |
| PAPs: | Project Affected People |
| PIU: | Project Implementation Unit |
| RDB: | Rwanda Development Board |
| REG: | Rwanda Energy Group |
| REMA: | Rwanda Environment Management Authority |
| RF: | Resettlement Framework |
| RHA: | Rwanda Housing Authority |
| RAP: | Resettlement Action Plan |
| RTDA: | Rwanda Transport Development Agency |
| RUDDP: | Rwanda Urban Development Project Two |

RWAFA: Rwanda Water and Forestry Agency

SEP: Stakeholder Engagement Plan

USD: The United States Dollar

WASAC: Water and Sanitation Corporation

WB: World Bank

INDEX

| | |
|---|-------------------------------------|
| TABLE OF CONTENT | Error! Bookmark not defined. |
| ACRONOMYS | ii |
| I. INTRODUCTION | 11 |
| 1.1 <i>Background/Project overview</i> | 11 |
| 1.2 <i>Project Components</i> | 13 |
| 1.3 <i>Regulatory and Governance Framework</i> | 16 |
| II. OVERVIEW OF STAKEHOLDERS ENGAGEMENT PLAN FOR RUDP-II | 17 |
| 1. <i>Introduction</i> | 17 |
| 2. <i>Objective of the Stakeholder Engagement in the context of RUDP-II</i> | 19 |
| 3. <i>Principles of Stakeholders Engagement</i> | 21 |
| 4. <i>Stakeholder Identification under RUDP-II</i> | 22 |
| 5. <i>Classification of stakeholders based on ESS10</i> | 25 |
| III. STAKEHOLDERS COMMUNICATION METHODS AND TECHNIQS FOR RUDDP II | 34 |
| 1. <i>Introduction</i> | <i>Error! Bookmark not defined.</i> |
| 2. <i>Procedure for engagement</i> | 34 |
| 3. <i>Engagement methods and techniques under RUDP-II</i> | 35 |
| IV. STAKEHOLDER ENGAGEMENT ACTIVITIES | 38 |
| 1. <i>Preparation stage</i> | 38 |
| 2. <i>Development of safeguard instruments stage</i> | 43 |
| 3. <i>Stakeholder Register</i> | 50 |
| V. GRIEVANCE REDRESS MECHANISM | 51 |
| 1. <i>Introduction</i> | 51 |
| 2. <i>Objectives of Grievance Redress Mechanism</i> | 51 |

| | |
|---|-----------|
| 3. <i>Grievance Redress process</i> ----- | 52 |
| VI. INSTITUTIONAL ARRANGEMENT FOR SEP IMPLEMENTATION ----- | 61 |
| 1. <i>Introduction</i> ----- | 61 |
| 2. <i>Responsible team and support</i> ----- | 62 |
| □ <i>Environmental and Social management Unit</i> ----- | 62 |
| VII. MONITORING AND REPORTING----- | 65 |
| 1. <i>Introduction</i> ----- | 65 |
| 2. <i>Reporting</i> ----- | 67 |
| VIII. SEP Implementation budget ----- | 69 |
| IX. RESULTS OF PROJECT CONSULTATIONS OF THE ESF INSTRUMENTS/DOCUMENTS----- | 71 |
| 1. <i>Background</i> ----- | 71 |
| 2. <i>Procedures Followed.</i> ----- | 71 |
| References ----- | 82 |

TABLE OF FIGURES

| | |
|---|----|
| Figure 1: Map of Rwanda featuring the City of Kigali and 6 Secondary Cities, national road network linking them as well as sensitive wetland ecosystems and national parks ----- | 11 |
| Figure 2: Photo log: Consultation Forums (Attendance lists for local communities consultations are in annex 2) ----- | 40 |
| Figure 3: Grievance Redress Process ----- | 56 |
| Figure 4: SEP implementation arrangements----- | 62 |

LIST OF TABLES

| | |
|---|----|
| Table 1: Key Data on Project Cities ----- | 12 |
| Table 2: Primary and Secondary Stakeholders for each component of the project ----- | 23 |
| Table 3: Identified stakeholders for RUDP-II and their roles ----- | 28 |
| Table 4: Stakeholders consultation methods for the preparation of the RUDP-II project in Rwanda.----- | 35 |
| Table 5: Stakeholders levels of consultation----- | 37 |
| Table 6: Stakeholders’ engagement activities and objectives under RUDP-II ----- | 43 |
| Table 7: Proposed Members of GRC and their roles ----- | 58 |
| Table 8: Proposed members of the GBV task force ----- | 60 |
| Table 9: Other methods for stakeholders to communicate with the project by sending their recommendations, claims, and observations.----- | 61 |
| Table 10: Key Performance Indicators by Project phase ----- | 66 |
| Table 11: Budget required for implementation of SEP we will review----- | 69 |
| Table 12: details on the process of stakeholder engagement ----- | 71 |
| Table 13: Disclosure of ESF documents: dates and internet link ----- | 73 |
| Table 14: consultation team and consultation dates ----- | 73 |

LIST OF ANEXES

| | |
|---|-----|
| Annex 1: Consultations with District Authorities from the 6 secondary cities ----- | 776 |
| Annex 2: Consultations with community representatives from the 6 secondary cities and CoK ----- | 798 |
| Annex 3: Stakeholder register----- | 82 |
| Annex 4: Outcome of consultations in the 6 secondary cities and CoK ----- | 83 |
| Annex 5: Outcomes of stakeholders’ consultation on RUDP-II Subcomponent 1b. Integrated and sustainable wetland management..... | 85 |

EXECUTIVE SUMMARY

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

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

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

The RUDP -II project has the following components:

Component 1; Support to the City of Kigali with Subcomponent 1a: Infrastructure Upgrading and Flood Risk Management; ***Subcomponent 1b:*** Integrated and Sustainable Wetland Management; ***Subcomponent 1c:*** Evidence-Based and Integrated Urban Planning in the City of Kigali; ***Subcomponent 1d:*** Institutional and Capacity Development of the City of Kigali.

Component 2: Support to Secondary Cities:

Subcomponent 2a: Infrastructure Delivery and Upgrading in Secondary Cities; ***Subcomponent 3b:*** Technical Assistance for Planning, Design and Supervision in Secondary Cities; ***Subcomponent 3c:*** Institutional and Capacity Development in Secondary Cities.

Component 3: Institutional and Capacity Development and Project Management

Component 4: Contingency Emergency Response Component

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

The SEP will be the operational tool to define the protocols for effectively engaging local and affected communities in the overall project development, disseminate activities, outputs and results, coordinate and hold consultations and develop clear channels of communication of the project to all relevant stakeholders and target audience. The SEP will also describe the agreed Grievances Mechanism that will review the existing GRM of the current RUDP -I project with new ones that can make more effective communication and engagement, specially that this new project involved new agencies not previously engaged in the RUDP-I.

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

Identification of stakeholders: This Stakeholders Engagement Plan for RUDP-II was developed taking into account the diversity of relevant stakeholders. Within this framework, stakeholders were found to be of two categories based on their interests and influence in the project: **Primary stakeholders** are those directly affected, either positively or negatively, by the project, decisions, or actions. **Secondary stakeholders** are those that are indirectly affected by the project, or decision, or actions, for example, people who not living in the village use the roads that are going to be closed for repairs so they will be affected for the delays, soil runoff, etc.

These two categories of stakeholders will be found in the following groups of people or entities having a direct or indirect interest: (i) Government ministries and agencies, (ii) Local communities, vulnerable or disadvantage groups, (iv) Non – Government Organization

(NGOs), private sector, academic institutions, development partners, general public of the local community (students, families), among others. A non-exhaustive list of already identified stakeholders was drafted and their roles were defined with an assumption that the list will continuously be updated throughout project implementation.

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

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

MININFRA will be the overall coordinating Ministry of the project and there will be 3 Project Implementing Unities (PIUs) at national level at one of each implementing agency (CoK, REMA and LODA). Each PIU will have an Environmental and Social Management Unit composed of a Social Safeguards Specialist and an Environmental safeguards Specialist that are responsible for overseeing and coordinating all activities associated with stakeholder engagement, manage all activities related to database, logistics, and interaction with other departments of Implementing Agencies. Under LODA's an Environmental and Social Specialist will coordinate all the Environmental and Social staff (the 3 teams at each PIU and the six sub regional units at secondary cities that will be formed).

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

Grievance Redress Mechanism: A grievance mechanism has been developed for potential use by stakeholders. The aim of the grievance mechanism is to achieve mutually agreed resolution of grievances raised by such stakeholders. This grievance mechanism ensures that complaints and

grievances are addressed in good faith and through a transparent and impartial process, but one which is culturally acceptable.

I. INTRODUCTION

1.1 Background/Project overview

The second phase of the Rwanda Urban Development Project (RUDP-II) is well aligned with the World Bank’s current Country Partnership Strategy (CPS) 2014-2018, systematic Country Diagnostic (SCD) completed in June 2019 and the proposed Country Partnership Framework–

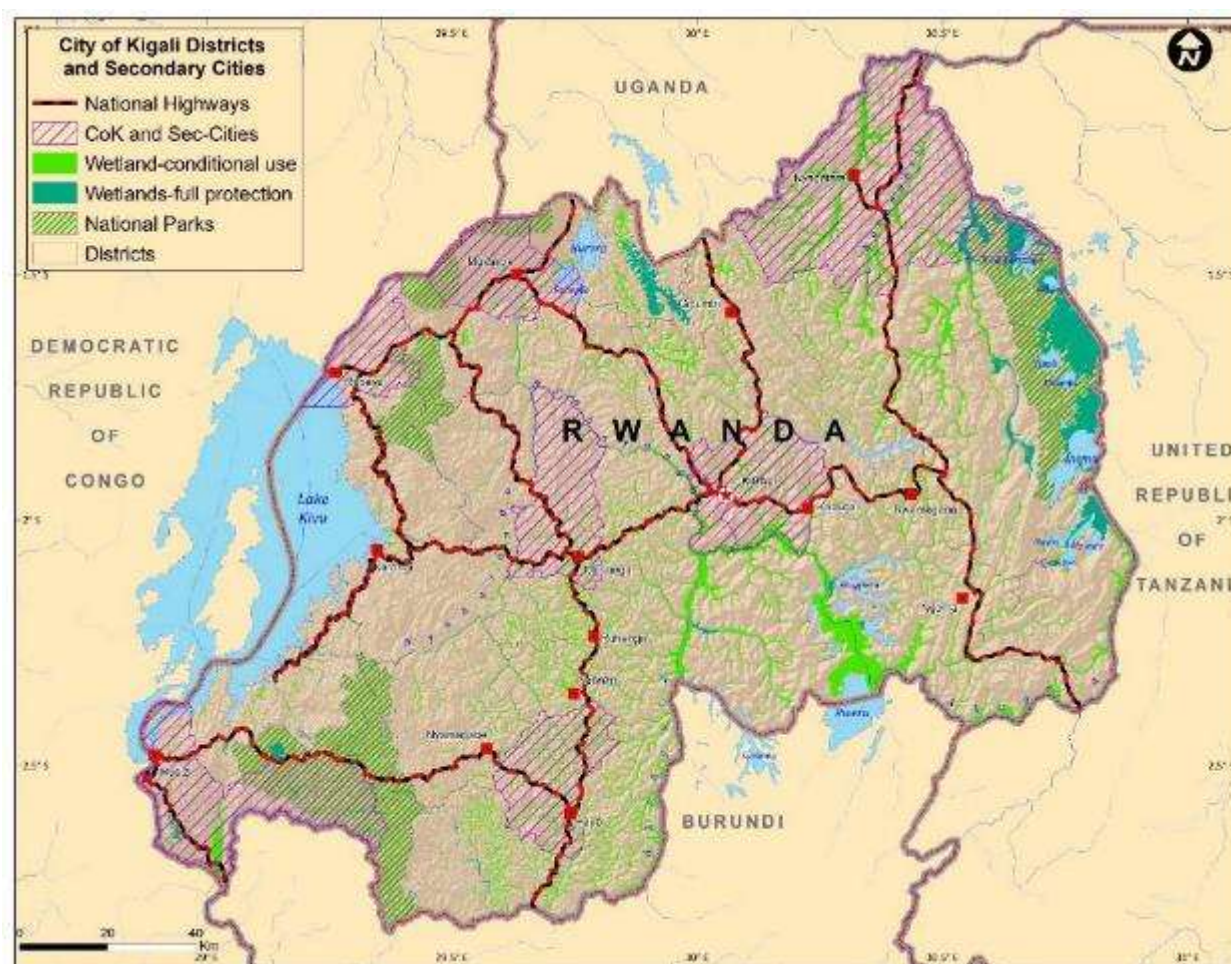


Figure 1: Map of Rwanda featuring the City of Kigali and 6 Secondary Cities, national road network linking them as well as sensitive wetland ecosystems and national parks

CPF (FY21–FY25) under preparation. The SCD recognizes environmental sustainability and building resilience to climate change as key priorities and underlines the critical need to manage urbanization, strengthen decentralization and support climate compatible urban development in achieving Rwanda’s aspirations for growth.

RUDP-II will benefit the City of Kigali as Rwanda’s principal city and it’s supporting six Secondary Cities of Huye, Muhanga, Musanze, Nyagatare, Rubavu and Rusizi as shown in the map featured in Figure 1. Half of the urban population outside Kigali is found along emerging

corridors around secondary cities: the Musanze-Nyabihu-Rubavu corridor (one-third) and the Muhanga-Huye corridor including Nyanza and Ruhango districts (18 percent). Much of Rwanda's remaining urban population is spread between Kigali and Bugesera, Kayonza and the more isolated settlements of Nyagatare and Rusizi.¹

Selected under the second phase of the Economic Development and Poverty Reduction Strategy (EDPRS-II), the six Secondary Cities were envisioned as poles of growth and centers of non-agricultural economic activities. The largest concentration of economic activities outside Kigali is in the Rubavu-Nyabihu-Musanze area, accounting for 7 percent of formal private sector jobs as per the 2014 Establishment Census, although far behind Kigali's share of 54 percent.

The RUDP2 fundamental objective, and funding directly target the strengthening of urban governance and management systems, participatory strategic and spatial planning, enhanced citizen engagement in decision making of district governments, and improve the quality of life for urban residents and promote economic development through increased access to services such as roads, drainage, and sanitation. The project also contributes to the Bank Group's twin goals of ending extreme poverty and promoting shared prosperity by improving access to basic infrastructure, especially in unplanned settlements where the urban poor reside.

Table 1: Key Data on Project Cities

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

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

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

**Source: gadm.org GIS shapefiles

¹ Diao, Randriamamonjy, and Thurlow. 2017.

1.2 Project Components

The PDO for the proposed project is “to improve access to basic services, strengthen urban management and enhance resilience in the City of Kigali and the six secondary cities of Rwanda.” A summary of proposed project components and estimated cost is provided below:

Component 1: Support to the City of Kigali (US\$ 67.65m)

Subcomponent 1a: Infrastructure Upgrading and Flood Risk Management (US\$ 52.05m): This subcomponent will support the comprehensive upgrading of four unplanned settlements and provision of flood risk reduction infrastructure in selected hotspots in the three districts of Kigali. The targeted unplanned settlements are: Mpazi, Gatenga, Nyagatovu and Nyabisindu. A number of flooding hotspots are to be considered under RUDP-II are within or close to one of the four proposed settlements or Agatare and their improvement would benefit drainage flowing from the respective settlements.

Subcomponent 1b: Integrated and Sustainable Wetland Management (US\$ 10.35m): This sub-component supports the design and implementation of wetland restoration activities that integrate biodiversity and ecosystem values in urban development and enhance ecosystem services in a priority wetland. Wetland restoration activities may include: earthworks to re-shape the profile of the wetland, flow and erosion control structures, flood attenuation features, ponds for enhancing water treatment functions and aesthetics and re-vegetation.

Subcomponent 1c: Evidence-Based and Integrated Urban Planning in the City of Kigali (US\$ 3.25m): This subcomponent will provide TA to support evidence-based sustainable and integrated urban planning. This will include a storm water management master plan for the City of Kigali, which will build on the hydrologic/hydrodynamic model developed during project preparation.

Subcomponent 1d: Institutional and Capacity Development of the City of Kigali (US\$ 2.0m): ICD support for the City of Kigali will focus on two key urban management functions: (a) spatial planning and (b) revenue management. The project will provide TA and other ICD inputs based on activities prioritized in CoK’s overall annual capacity building plan

Component 2: Support to Secondary Cities (US\$ 80m)

Subcomponent 2a: Infrastructure Delivery and Upgrading in Secondary Cities (US\$ 70m):

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

Subcomponent 3b: Technical Assistance for Planning, Design and Supervision in Secondary Cities (US\$6m). This subcomponent will provide TA for planning, design and supervision for both Phase 3 and Phase 4 works. This component will also finance construction supervision consultants. The supervision consulting firm(s) will assist secondary cities to effectively supervise investment subprojects and transfer skills to district technical staff and end users or beneficiary representatives whom they will work closely with. Support will also be provided to assist the Secondary City districts prepare social and environmental safeguards documents, and in the implementation and monitoring of safeguards.

Subcomponent 3c: Institutional and Capacity Development in Secondary Cities (US\$ 4m): It will provide institutional and capacity development (ICD) support to strengthen three prioritized urban management functions²: capital investment planning, the implementation of master plans through the formulation of local plans, and operations & maintenance of urban road networks (as an entry point for assets management in general)

Component 3: Institutional and Capacity Development and Project Management (US\$ 10.42m)

Subcomponent 3a: Institutional Capacity Development at National Level (US\$ 3m): This subcomponent will support national level institutional support with a focus on three activities: (a) the provision of TA to strengthen monitoring & evaluation of implementation of the National Urbanization Policy (NUP), as well as to assist the Government in reviewing NUP implementation progress; (b) the provision of TA to assist the formulation of a National Unplanned Settlements Upgrading Program, as well as to provide policy advice on the

² These priority urban management areas were identified during an RUDP-II preparation workshop in which all districts participated. The workshop was held in July 2019.

management and upgrading of unplanned settlements in Kigali and the country's secondary cities

Subcomponent 3b: Project Management (US\$ 7.42m)

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

In accordance with the World Bank Policy on Investment Project Financing dated November 10, 2017, Paragraph 12 and 13 for situations of urgent need of assistance, the project includes as a project-specific Contingent Emergency Response Component (CERC). CERC will allow for the rapid reallocation of project funds in the event of a natural or man-made crisis during implementation of the project to address eligible emergency needs under the conditions established in an operational manual (to be prepared during project preparation). This component can either have no funding allocation initially or draw resources from other expenditure categories at the time of its activation or a set amount of funding allocated up front. This can be discussed and agreed with the government during project preparation.

2- Regulatory and Governance Framework

National Regulations and International Treaties

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

The following are national legislations relevant to this SEP:

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

Financial Institution- The World Bank

All project prepared after October 2018, will apply in its preparation and implementation the new Environmental and Social Framework (ESF) which contain 10 Environmental and Social Standards that will define the process and protocols for environmental and social management during the implementation of this project. The previous project RUD I was prepared under the previous Environmental and Social Safeguards Policies, thus the team of LODA and all new implementing agencies will need support during the implementation of this RUDP-II for proper application of the instruments prepared for this operation and the ESS relevant to the project.

Relevant Environmental and Social Standards for RUDP -II

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

- **Environmental and Social Standard 1:** Assessment and Management of Environmental and Social Risks and Impacts. The RUDP-II (US\$ 140 million) is been classified by the World Bank with substantial risk, based on the ESS1.
- **Environmental and Social Standard 2:** Labor and Working Conditions;
- **Environmental and Social Standard 3.** Resource Efficiency and Pollution Prevention and Management
- **Environmental and Social Standard 4.** Community Health and Safety.

- **Environmental and Social Standard 5:** Land Acquisition, Restrictions on Land Use and Involuntary Resettlement;
- **Environmental and Social Standard 6.** Biodiversity Conservation and Sustainable Management of Living Natural Resources
- **Environmental and Social Standard 8.** Cultural Heritage
- **Environmental and Social Standard 10:** Stakeholder Engagement and Information Disclosure. Following the requirements of this ESS, the government of Rwanda has prepared this SEP.

II. STAKEHOLDERS ENGAGEMENT PLAN FOR RUDP-II

1. Introduction

The SEP will take the lessons learned from the current RUDP -I in implementation at the time of this preparation (March 2020) to improve the scope of the SEP. The SPE will be an operational tool to define the protocols for effectively engaging local and affected communities in the overall project development, disseminate activities, outputs and results, coordinate and hold consultations and develop clear channels of communication of the project to all relevant stakeholders and target audience. The SEP will also describe the agreed Grievance Mechanisms that will be available for affected/interested/citizen of Rwanda for sending claims, observations, request to the project team. The Government team has review the GRM of the RUDP -I under implementation in order to collect the practices and delete the one that are not working well to make more effective communication and engagement, specially that RUDP-II involved new agencies no previously engaged in RUDP-I.

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

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

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

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

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

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

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

Lessons Learned from RUDP I for RUDP II

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

Challenges and Lessons learnt

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

- **The active project stakeholders were not as diverse as they could have been:** project stakeholders had not been systematically identified thus the only stakeholder's that were active consisted in government bodies, contractors and local communities only. NGOs and others civil society organizations were absent in the project. The reason behind this was due to the fact that the project did not have a clear stakeholder's engagement plan with a regularly updated

stakeholders registry to be followed throughout project implementation. The civil society might have felt excluded even if it was not intentional.

- **Limited records of stakeholders engagement activities:** the project implementers held various meetings and workshops during phase 1. Nevertheless, most of them were not recorded and archived as it should be for future uses.
- Some meetings were not held at project sites which obliged local communities to walk relatively long distances to attend and ultimately prevented a substantial number of them from attending.
- The use of media was very limited
- No specific budget had been set aside for stakeholders' engagement

Lessons learnt

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

- The fact that a SEP has been designed, project potential stakeholders have been identified will ease communication and engagement.
- The project will maintain a stakeholder's registry to be able to constantly engage them depending on their areas of expertise and to give the room to voice their opinions. Meetings and workshops will be appropriately recorded as well. Stakeholder meetings must foster open and intensive discussions, and involve a wide range of participants, at various levels, as well as the public and media. This alleviates general skepticism, promotes transparent discussions on fairness issues, and fosters the emergence of consensus.
- Stakeholder consultation must be frequent and use a variety of formats that can be accessible to everyone.
- The project will consider methods that don't require participants to travel. Most of meetings will be held at project site and whenever travel is involved transportation means will be provided to participants.

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

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

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

This SEP seeks to achieve the following key objectives:

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

- xii. To share and 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.
- xiii. To maximize the impact of the project by making the results and deliverables of the project available to the stakeholders and to the wider audience.

3. Principles of Stakeholders Engagement

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

- **Managing 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 land rights and proposed project activities;
- **Improving national policy** - obtaining perceptions about a project, which can act as a catalyst for changes and improvements in national policies formulation;
- **Identifying, monitoring and reporting on impacts** - understanding a project's impact on stakeholders, evaluating and reporting back on mechanisms to address these impacts; and
- **Managing stakeholder expectations** - consultation with the stakeholders also provides the opportunity for GoR and the project to know and manage stakeholder attitudes and expectations.

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

- **Commitment** - demonstrated when the need to understand, engage and identify the stakeholders is recognised and acted upon early in the process;
- **Integrity** - occurs when engagement is conducted in a manner that fosters mutual respect and trust;
- **Respect** - created when the rights, cultural beliefs, values and interests of stakeholders and affected communities are recognised;
- **Transparency** - demonstrated when community concerns are responded to in a timely, open and effective manner;
- **Inclusiveness** - achieved when broad participation is encouraged and supported by appropriate participation opportunities; and
- **Trust** - achieved through open and meaningful dialogue that respects and upholds a community's beliefs, values and opinions.



Stakeholders using the wetlands for agriculture production.

Stakeholder Identification under RUDP-II

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

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

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

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

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

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

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

| Component 1: Support to the City of Kigali (infrastructure development and Technical Assistance) | |
|---|---|
| PRIMARY STAKEHOLDERS | SECONDARY STAKEHOLDERS |
| MINECOFIN | RTDA |
| LODA | WASAC |
| MINALOC | REG |
| MINIFRA | The private sector federation |
| World Bank (WB) | Civil society organizations |
| RHA | International NGOs in the field of environmental protection: IUCN, ARCOS, WCS |
| REMA | RTDA |
| Local communities Local authorities | Academia, university of Rwanda, Center of Excellent and Biodiversity |
| Component 2. Integrated Flood Risk Management | |
| MINECOFIN | RTDA |
| WB | WASAC |
| MININFRA | REG |
| REMA | The private sector federation |
| RWFA | Civil society organizations |
| MoE | NGOs |
| CoK | RTDA |
| Local communities | International NGOs in the field of environmental protection: IUCN, ARCOS, WCS |
| Local cooperatives | Academia, university of Rwanda, Center of Excellent and Biodiversity |
| LODA | |
| Component 3: Support to Secondary Cities (infrastructure development and Technical Assistance) | |
| MINECOFIN | RTDA |
| MININFRA | WASAC |
| REMA | REG |
| MINALOC | The private sector federation |
| WB | Civil society organizations (religious groups, NGOs) International NGOs in the field of environmental protection: IUCN, ARCOS, WCS |
| Districts | RTDA |
| Local communities | WASAC |

| | |
|--|--|
| | Others Development Partners |
| | Academia, university of Rwanda, Center of Excellent and Biodiversity |
| | The private sector federation |
| | RTDA |
| | WASAC |

4. Classification of stakeholders based on ESS10

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

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

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

(i) Government ministries and agencies

Engaging with government ministries, institutions, agencies, authorities, and departments will serve two main purposes: one is to build consensus and ownership, and secondly is to identify the governance framework for socio-economic development and environmental management. Identified ministries and agencies or authorities during planning are presented in table 2.1 with their roles and responsibilities.

(ii) Local communities

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

(iii) Vulnerable or disadvantage groups

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

Project affected people in secondary cities and CoK communities will surely include vulnerable/disadvantages groups, but they are not yet identified at this stage of the project, however, the identification and consultation process will be thoroughly carried out in the next stages that include ESIA and RAP studies that will be done before project implementation.

(iv) Non – government Organization (NGOs)

Non-governmental organizations in the project area include youth groups, women gender based advocacy group, human rights activists, faith based organizations, NGO intervening the area

of environment conservation etc. They have influence on the project especially when it comes to stand for the PAPs and advocate for vulnerable groups and environment protection. These organizations have been consulted at district level during project identification, initiation/planning phases and their concerns are considered. Consultation with them will continue for the entire project lifecycle in order to update them on changes or any emerging issue that may arise during the course of project.

(v) Private Sector

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

(vi) World Bank and other development partners

The infrastructures to be developed under RUDP-II will be funded through World Bank Investment Project Financing mechanism which allows developing country to borrow money in terms of loan or bank guarantees from World Bank. The Bank will monitor and ensure efficiency use and value for money. Moreover, WB is also committed to supporting and enhancing the capacity of national environmental and social frameworks to assess and manage the environmental and social risks.

(vii) Media

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

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

The identification process will continue throughout the implementation as the engagement of stakeholders during all phases of the project life cycle is paramount. Hence, new stakeholders will be identified while others will lose their relevance as the project goes forward. The table below presents primary and secondary stakeholders currently relevant to RUDP-II.

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

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

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

| No | Stakeholder | Involvement in the project | Interest | Influence |
|----|---|---|----------|-----------|
| | | <ul style="list-style-type: none"> Contracting and implementing civil works | | |
| 6 | Rwanda Housing Authority (RHA) | <p>Rwanda Housing Authority mandate is to regulate construction industry, improve planning, organizing and spearheading urban settlement, and affordable housing. The role of RHA under RUDP-II will be:</p> <ul style="list-style-type: none"> Guide and assist CoK and secondary cities in the development of unplanned settlement upgrading schemes and site servicing Aid and quality control during project implementation | Medium | Medium |
| 7 | Rwanda Transport Development Agency (RTDA) | <p>Rwanda Transport Development Agency (RTDA) manages and control national road network with a view of achieving road safety and maintenance. The RTDA will:</p> <ul style="list-style-type: none"> Ensure RUDP-II roads projects designs comply with national requirements Assist Project Implementation Unit (PIU) in development and validation of project designs in compliance with national policy | Medium | High |
| 8 | Rwanda Water and Forestry Agency (RWAF) | <p>RWAF implement policies, laws, strategies and Government decisions related to the management of forests and natural water resources; under RUDP-II, RWAF will:</p> <ul style="list-style-type: none"> Provide technical assistance on forests, water and wetlands management during RUDP-II implementation, especially site servicing | Medium | Low |
| 9 | Water and Sanitation Corporation (WASAC) | <p>WASAC manage water and sanitation services in Rwanda. It is also in charge of production and distribution of water.</p> <ul style="list-style-type: none"> WASAC will be responsible for relocation of underground water supply lines and | Medium | Low |

| No | Stakeholder | Involvement in the project | Interest | Influence |
|--|--|---|----------|-----------|
| | | distribution network during construction and site servicing. | | |
| 10 | Rwanda Energy group (REG) | REG is entrusted to expand, maintain and operate the energy infrastructure all over the Country. <ul style="list-style-type: none"> During construction of infrastructure and servicing of sites REG will be responsible for grids and power lines relocation. | Medium | Low |
| 11 | Rwanda Environment Management Authority | REMA is mandated to protect, preserve and promote the environment. Under RUDP-II REMA will as well implement component 2 of the project on wetland rehabilitation. | High | High |
| 12 | Rwanda Development Board | RDB brings together several government bodies focused on promoting investment in Rwanda. <ul style="list-style-type: none"> RDB will be responsible for reviewing projects EIA reports before approval of the implementation of the projects. | Medium | High |
| II. Residents in Secondary cities, CoK including PAPs and vulnerable groups | | | | |
| 13 | Local Community | The local community is interested because of the following; <ol style="list-style-type: none"> The community members some will be negatively impacted by the project as a result of involuntary resettlement (loss of homes), and other assets to give way to road construction The community will benefit also positively from this project through improved accessibility. They will be responsible for: Local communities will be useful agents in collection of data that will be vital in monitoring and as such they will play a role in the monitoring framework | High | High |
| 14 | Vulnerable and disadvantaged groups | These will include physically disabled people, widows or women headed households, children or orphans headed households, households below | High | Low |

| No | Stakeholder | Involvement in the project | Interest | Influence |
|---|--|--|----------|-----------|
| | | <p>the poverty line. Their roles during RUDP-II will include:</p> <p>These group will provide information as regard social economic status of residents in secondary cities and CoK unplanned settlements, this information will serve as a baseline in evaluating project impact on people's life.</p> | | |
| III. Non-Governmental Organization, Private sector and Media | | | | |
| 15 | Non-governmental Organization (CSO, religious groups, etc.) | <p>These are of advocates groups for protection and preservation of environment, legal practitioners, representatives of youth and gender equity promoters. Their responsibility will be among others to:</p> <ul style="list-style-type: none"> ▪ These NGOs operating in districts and CoK will provide useful information on project impact during ESIA and RAP studies ▪ Their participation and engagement will help Project Implementation Units channel information relevant to the project. | High | High |
| 16 | Private Sector (Environmental professional organisation, institute of Engineers, suppliers) | <p>Environmental Assessment practitioners, institute of engineers and other professional organization are part of this category and successful implementation of RUDP-II will need their involvement. Their main role will be:</p> <ul style="list-style-type: none"> ▪ To carryout ESMF, RPF, ESIA and RAP studies; ▪ Represent the client (LODA and District/CoK) and serve as link between LODA and District/CoK and local community during impact assessment; ▪ Carryout construction activities and supervision of works ▪ Supply materials required for construction of roads and drainages infrastructure | High | High |

| No | Stakeholder | Involvement in the project | Interest | Influence |
|--|--|--|----------|-----------|
| 17 | Media | <p>Those include newspapers, magazines, televisions, radio and electronic media.</p> <ul style="list-style-type: none"> ▪ They will be used to communicate about RDP II activities ▪ Media would be a useful link to reach out to stakeholders especially during disclosure of findings of studies ▪ Media can be a channel where stakeholders communicate their interest, complaints and grieves | High | Low |
| IV. World Bank and other Development Partners | | | | |
| 18 | World Bank (WB) | <p>All infrastructures development under RUDP-II will be funded by WB through loan agreement with GoR through MINECOFIN.</p> <ul style="list-style-type: none"> ▪ WB will monitor efficiency use of fund and disbursement rate ▪ They will also provide technical assistance on proper management and implementation of the project; that include among others financial management, safeguard, and procurement process. ▪ WB will carry out regular sites monitoring so as to ascertain if activities on ground conform with Environment and Social Commitments plan as well as agreement signed with GoR. | High | High |
| 19 | Other Development Partners (e.g. NDF) | <p>With RUDP-II funded by WB, other development partners would wish to have a stake and associate their fund.</p> <ul style="list-style-type: none"> ▪ They will be required to provide the scope of their intervention and sign agreement with GoR ▪ All interventions would be in harmony with RUDP-II and provide added value to the ongoing project activities | Medium | Low |

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

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

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

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

1. Procedure for engagement

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

- i. Preparation of standard 'question and answer' sheets tailored for specific stakeholder types (based on 'lessons learnt' analysis and common issues raised in previous engagement);

- ii. Planning/design of engagement action (s) with Project Implementation Units, consultants and then key Secondary Cities Districts and the CoK both for component 1, 2 and 3.
- iii. Agree on the roles of parties during stakeholder engagement activities;
- iv. Selection of individual/group stakeholders with whom engagement will occur;
- v. Selection of methods for engaging and disclosure of information (including such topics as format, language, and timing);
- vi. Selection of location and timing for engagement activities, for PAPs, avoiding busy work times when special activities may be occurring);
- vii. Agreeing mechanisms for ensuring stakeholder attendance at engagement activities (s) (if required);
- viii. Identification and implementation of feedback mechanisms to be employed.

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

2. Engagement methods and techniques under RUDP-II

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

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

| Engagement Method | Appropriate application of the method |
|---|--|
| Correspondances (Phone, Emails, text messages) | <ul style="list-style-type: none"> ▪ Distribute information to Government officials in ministries and agencies, Local Governments and CoK, NGOs, and private sector/professional, organizations, ▪ Invite stakeholders to meetings and follow-up |
| One-on-one meetings | <ul style="list-style-type: none"> ▪ Seeking views and opinions; ▪ Enable stakeholder to speak freely about sensitive issues; ▪ Build personal relationships; |

| | |
|--|---|
| | <ul style="list-style-type: none"> ▪ Record meetings |
| Formal meetings | <ul style="list-style-type: none"> ▪ Present the Project information to a group of stakeholders; ▪ Allow groups to comment – opinions and views; ▪ Build impersonal relation with high level stakeholders; ▪ Disseminate technical information; ▪ Record discussions |
| Public meetings | <ul style="list-style-type: none"> ▪ Present Project information to a large group of stakeholders, especially communities; ▪ Allow the group to provide their views and opinions; ▪ Build relationship with the communities, especially those impacted and vulnerable/disadvantaged; ▪ Distribute non-technical information; ▪ Facilitate meetings with presentations, PowerPoint, posters etc.; ▪ Record discussions, comments, questions. |
| Focus group meetings | <ul style="list-style-type: none"> ▪ Present project information to a group of stakeholders; ▪ Allow stakeholders to provide their views on targeted baseline information; ▪ Build relationships with communities; ▪ Record responses |
| Print media and radio announcements | <ul style="list-style-type: none"> ▪ Disseminate project information to large audiences, and illiterate stakeholders; ▪ Inform stakeholders about consultation meetings; |
| Internet media | Facebook page, whatsapp groups, tweeter handle among others |
| Workshops | <ul style="list-style-type: none"> ▪ Present project information to a group of stakeholders; ▪ Allow the group of stakeholders to provide their views and opinions; ▪ Use participatory exercises to facilitate group discussions, brainstorm issues, analyze information, and develop recommendations and strategies; |

| | |
|---|---|
| | <ul style="list-style-type: none"> ▪ Recording of responses |
| Surveys | <ul style="list-style-type: none"> ▪ Gather opinions and views from individual stakeholders ▪ Gather baseline data ▪ Record data ▪ Develop a baseline database for monitoring impacts |
| Website | Present project information and progress updates; <ul style="list-style-type: none"> ▪ Disclose findings of ESIA, ESMP, ESMF, RAP and RPF and other relevant project documentation |
| Direct communication with owners of affected properties, land, crops/asset | <ul style="list-style-type: none"> ▪ Seek PAPs participation during social economic survey and valuation exercise; ▪ Share findings of valuation report, seek PAPs approval and signature; ▪ Communicate cut-of-date |

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

Table 5: Stakeholders levels of consultation

| Stakeholder group | Communication technics |
|---|--|
| Government ministries and affiliated agencies | <ul style="list-style-type: none"> ▪ Phone / email / text messaging ▪ One-on-one meetings ▪ Formal meetings |
| Local community (PAPs, Vulnerable or disadvantage groups) | <ul style="list-style-type: none"> ▪ Print media, text messaging and radio/TV announcements ▪ One-on-one interviews/meetings ▪ Public meetings ▪ Focus group meetings ▪ Surveys ▪ Information boards |

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

STAKEHOLDER ENGAGEMENT ACTIVITIES

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

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

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

1. Preparation stage

- (i) Consultations for subcomponent 1a and component 2

Throughout 2019 various consultation meetings for the preparation of RUDP-II were held across secondary city districts and CoK for the 2 components of the project for the stakeholders to express their opinions and present their priorities to be considered for funding under this project, formulating rational and basic objectives, and goal of RUDP-II. These consultations gathered together all a stakeholder at national and local levels to discuss project components and identify priority sub-projects that fall under RUDP-II objectives and goals. The secondary cities and CoK as targeted project areas for RUDP-II new investments were given opportunity to present sub-projects that are in line with their respective Districts Development Plans. Priority projects presented by stakeholders during identification range from basic infrastructure and services such as roads, drainages investments, upgrading of unplanned settlements and site servicing, wetlands rehabilitation and flood risk management. Consultation forums used included the monthly Community services (Umuganda) held every last Saturday of the month. Formal consultative meeting with local community representatives in the secondary on the project took place during the month of August in 2019 while for the CoK it was held on 10/12/2019 with communities of targeted informal settlement under RUDP-II.

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

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

Several bilateral consultations between the World Bank and GoR senior managers in key stakeholder institutions including CoK, REMA, RWFA and MOE as well as technical-level multi-sector stakeholder meetings resulted in the selection the Nyabugogo and Gikondo wetlands as potential investment sites for wetland function rehabilitation and flooding hotspots for risk reduction interventions. Consultative meetings were held with key non-state stakeholders and with the Private Sector Federation on 7 Feb and 2 Mar 2020 (Table 18) respectively.

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

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

DETAILS OF RPF PREPARATION STAGE STAKEHOLDER ENGAGEMENT MEETINGS

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

| | | | | |
|---|----------------------------|--|----|----|
| 10 Feb 2020 and 26/08/2029 | Huye (Matyazo) | District officials, District officers, LODA/RUDP-Ilteam, Project area affected communities, contractors and supervising company | 12 | 9 |
| 12 Feb 2020 And 27/08/2019 | Muhanga (Nyamabuye) | District officials, District officers, LODA/RUDP-Ilteam, Project area affected communities, contractors and supervising company | 16 | 16 |
| 13 Feb 2020 And 29/08/2019 | Nyagatare (City Center) | District officials, District officers, LODA/RUDP-Ilteam, Project area affected communities, contractors and supervising company | 12 | 11 |

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

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

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

Several others workshops and consultation forums with the World Bank and the GoR stakeholders were held during May, July, August, October and December 2019 with all potential implementing agencies and relevant stakeholders to different project component with the aim to finalize the project components, funds allocation methodology and critical deadlines before appraisal. Aide memoires for these consultations have been prepared in collaboration with WB team and GoR/RUDP-II team.

2. Development of safeguard instruments stage

At this stage, during preparation, safeguard instruments required for the project appraisal are being prepared. In the context RUDP-II, stakeholders will be fully engaged to provide their concerns and views on the likely environmental and social impacts that may be caused by project. This stage is critical as it serves as support to the project's impact screening and categorization during initiation and planning phases and latter before implementation, serves as a basis for identifying, preventing, minimize or compensating project impact. Safeguard instruments to be developed, objective and associated activities be carried out are presented in table 2.6 below.

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

| Stages | Objective | Key activities | Targeted stakeholder |
|---|---|---|--|
| Preliminary engagement/preparation | Needs assessment - expressing opinions about RUDP-II, priorities Planning - formulating objectives, setting goals, plans Scoping of the Project, appropriate and legislated | Field visit; and Stakeholder identification process. | Government ministries and affiliated agencies District governments and CoK, Local communities, Vulnerable/disadvantaged Groups NGOs |

| Stages | Objective | Key activities | Targeted stakeholder |
|--|---|--|--|
| | engagement requirements and relevant stakeholders. | | Media World Bank |
| Scoping | <p>To meet key stakeholders and introduce them to the Project and ESMF & RPF Process;</p> <p>To disclose the Project in the public domain to all interested and affected stakeholders;</p> <p>To gather issues of concern and identification of potential impacts;</p> <p>To consult key stakeholders on the next steps in the ESMF & RPF process;</p> <p>To generate feedback on the draft scoping report, including the scope, approach and key issues to be investigated further for the ESIA.</p> | <p>Meetings with key stakeholders to facilitate the broader stakeholder engagement process</p> <p>Dissemination of engagement materials (background information document, posters, media notices etc.)</p> <p>Consultation on the proposed Project and associated ESMF & RPF through meetings and workshops with identified stakeholders. Details may include:</p> <p>Nature, purpose and scale of the proposed project</p> <p>ESMF & RPF stakeholder engagement process</p> <p>Confirmation of issue identification and feedback from stakeholders;</p> | <p>Government ministries and affiliated agencies</p> <p>District governments and CoK,</p> <p>Local communities,</p> <p>Vulnerable/disadvantaged Groups</p> <p>NGOs</p> <p>Private sector</p> <p>World bank</p> |
| Environmental Social Management Framework (ESMF) disclosure and | To share draft/final Environmental Framework based on national legislations, current practices in the country and Environmental and Social Standards of the Bank and | Dissemination of draft/final ESMF report to all stakeholders through print and electronic media for public review, Copies of the ESMF reports will also be published on LODA's website, secondary | <p>Government ministries, and agencies</p> <p>District governments and their affiliated agencies</p> <p>CoK,</p> |

| Stages | Objective | Key activities | Targeted stakeholder |
|---------------------------------|--|---|---|
| stakeholder consultation | finalised based on feedback and inputs | <p>cities/CoK websites and headquarters, REMA and World Bank websites.</p> <p>Consultation on the draft/final ESMF report. This will include:</p> <p>Review proposed program's activities to ensure they do not negatively affect the natural and social environment,</p> <p>Ensure ESMF provided a guide to screening</p> <p>Identification of impacts categories based on preliminary survey report;</p> <p>Identification of stakeholder concerns and opinions on the contents of the ESMF;</p> <p>Involvement of stakeholders in assessing the appropriateness of the proposed mitigation measures for identified impacts and institutional arrangement for preparation and implementation of ESIA</p> <p>Assess adequacy of ESMF during ESIA and ESMPs preparation</p> | <p>Local communities including PAPs,</p> <p>World Bank</p> <p>Vulnerable/disadvantage Groups</p> <p>Business community</p> <p>NGOs</p> <p>Private sector (environmental practitioners)</p> <p>Media</p> <p>World Bank</p> |

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

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

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

| Stages | Objective | Key activities | Targeted stakeholder |
|--------|-----------|--|----------------------|
| | | <p>Consultation on the draft/final RAP report. This will include:</p> <p>Identification of impacts categories based on specific impact area based on designs, entitlements and eligibility criteria; Key principles of resettlement and specific institutional arrangement for implementation and GRM.</p> <p>Identification of PAPs concerns and opinions on the identified impacts, RAP implementation Plan and project schedule;</p> <p>Involvement of stakeholders in assessing the appropriateness of the identified impacts, list of PAPs, entitlement options; institutional arrangement for implementation of RAP and GRM.</p> <p>Identification of revisions or additions to the draft RAP where necessary.</p> | |

3. Stakeholder Register

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

IV. GRIEVANCE REDRESS MECHANISM

1. Introduction

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

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

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

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

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

2. Objectives of Grievance Redress Mechanism

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

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

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

3. Grievance Redress process

1. Project Level Grievance Redress Mechanism: Grievance Redress Committee

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

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

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

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

In practice, not many complaints are expected; this is on the assumption that all proposed works are within the road reserve areas across secondary cities, CoK and that wetlands to be rehabilitated under component 2 belongs to the government. However, some complaints are likely to be associated with construction impacts. Most are received directly on site by the Contractor's Site Manager/Engineer will mandatory be responsible to resolve these issues on site. The CSM will inform and Grievance Committee (GC) of these complaints and their outcomes, and of others not satisfactorily resolved that the GC should take over. The GC will log these in the Complaints Register and inform the concerned PIU (REMA, LODA, CoK OR Secondary City Districts).

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

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

✓ LABOUR RELATED GRIEVANCE MECHANISM

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

❖ **For workers and labor contracting issues**

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

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

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

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

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

Before escalating the collective labor dispute, the PIU through the Environmental and Social Management Unit will be alerted. Necessary investigations will be conducted and the contractor will be duly approached. The matter will be referred to the labor inspector only if the PIUs and workers representatives fail at amicable settlement.

❖ **For workers safety issues**

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

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

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

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

GRIEVANCE CHANNEL FOR GENDER BASED VIOLENCE The

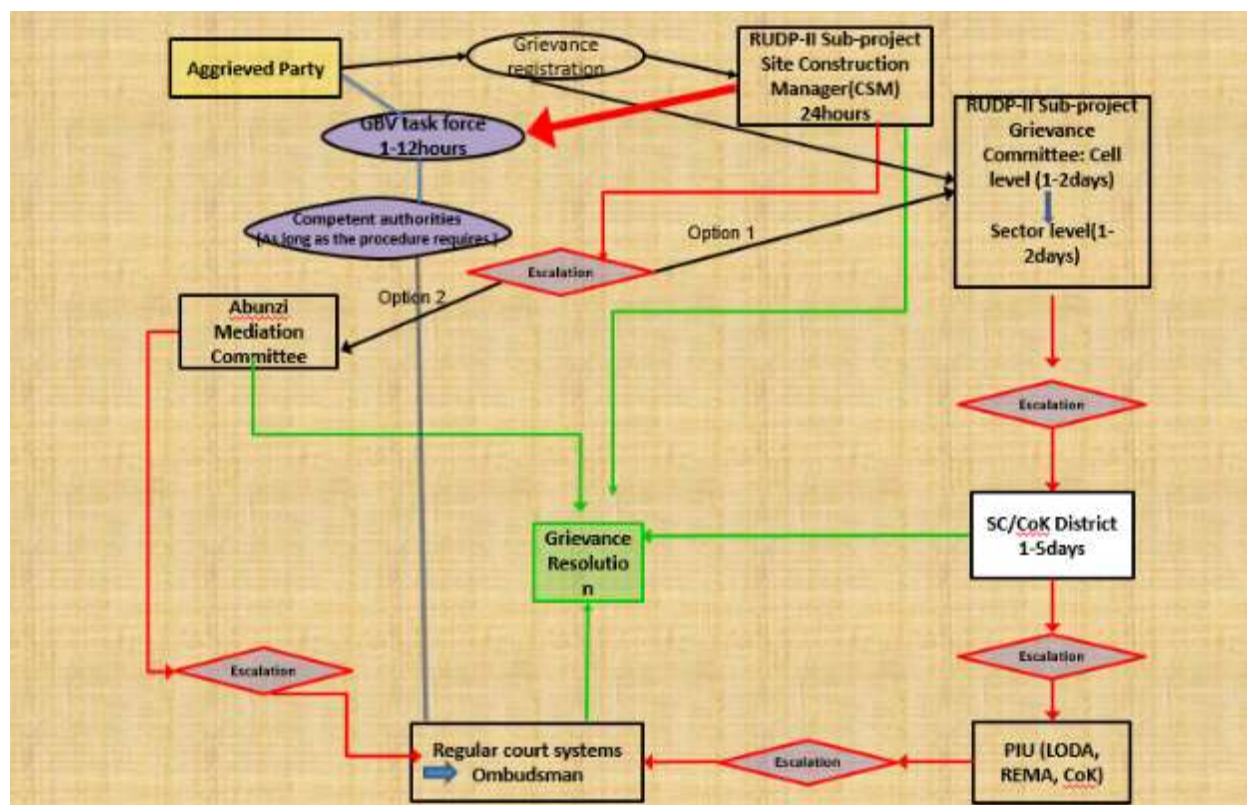
project will recruit a GBV service provider who will

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

2. Judiciary Level Grievance Redress Mechanism

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

Figure 3: Grievance Redress Process for the implementation of RUDP -II.



| Stage | Process | Duration |
|-------|--|--|
| 1a | <p>Since most of complaints during the execution of works involves directly the contractor, at first the Aggrieved Party (AP) will take his/her grievance to the Construction Site Manager (CSM) of the relevant subproject who will endeavour to resolve it immediately. <i>The site Manager will inform the environmental officer or the appointed focal project at the district level.</i> Where AP is not satisfied, the complaint will be transferred to the Sub-project Grievance Committee (GC) at cell level. For complaints that were satisfactorily resolved by the CSM, he/she will inform the GC and the GC will log the grievance and the actions that were taken.</p> <p>There is also a possibility that the AP directly takes his/her complainants directly to the GRC without going to the CSM first. In this case, the GRC will solve it working with the CSM.</p> | 24hours |
| 1b | The AP may choose to escalate the grievance to the Abunzi Mediation Committee ³ especially if she/he is not directly linked to the sub-project. | Not fixed |
| 2 | On receipt of the complaint, the GC at cell level will endeavour to resolve it immediately. In case the GC at cell level fail to solve the complaint, it will be escalated to the GC at Sector level. If unsuccessful, the GC or the complainant then notifies District Authority/CoK. | <p>1-2 days at cell level</p> <p>1-2days at sector level</p> |
| 3 | The District Authority of the secondary cities or CoK, as applicable, will endeavour to address and resolve the complaint and inform the aggrieved party. The District Authority will refer the complaint to the Project Implementation Unit (LODA, REMA, | 1 – 5 days |

³ The Abunzi Committee is statutory body responsible for conciliating parties in conflict with the aim of consolidating national unity and peaceful coexistence among Rwandans.

| Stage | Process | Duration |
|-------|---|------------|
| | and CoK) with other unresolved grievances for their consideration. | |
| 4 | If it remains unresolved or the complainant is dissatisfied with the outcome proposed by the PIU, he/she is free to refer the matter to the court. | 1 – 7 days |
| 5 | If the issue remains unresolved through the courts, then the ultimate step will be for the ombudsman. The decisions at this level are final. | Not fixed |
| 6 | The dimension represented in purple is strictly for GBV related matters. The AP will approach directly the GBV task force to ensure her/his anonymity and safety. However, in case the complaint was addressed first to the Site Manager, the latter is required to immediately refer it to the task force. The GBV task force will work with competent authorities to ensure | |

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

| No | Member of GRC | Roles and responsibilities |
|----|-------------------------------|---|
| 1 | President(PAP representative) | <ul style="list-style-type: none"> - Chairing meetings; - Give direction on how received grievances will be processed; - Assign organizational responsibility for proposing a response; - Referring cases to next level; - Speaks on behalf of GRC and s/he is the one to report to the cell or the sector |
| 3 | Village leader | <ul style="list-style-type: none"> - Represents local government at village level; - Resolves and lead community level grievance redress - Sends out notices for meetings; |

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

| No | Member of GRC | Roles and responsibilities |
|----|---------------|--|
| 7 | Supervisor | <ul style="list-style-type: none"> - Represent client/LODA; - Ensure that all grievances raised have been responded to, and that the contractor responds to the complaints raised concerning them, - attend community meetings respond to all concerns related to RUDP-II from community - Report on monthly basis the progress of GRM process |

Table 8: Proposed members of the GBV task force for RUDP-II.

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

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

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

Table 9: Other methods for stakeholders to communicate with the project by sending their recommendations, claims, and observations.

| | |
|--------------------------------------|--|
| Project webpage | <div style="border: 1px solid black; padding: 2px; display: inline-block;">a window of contact</div> <p>The ESF documents will be disclosed in the implementing agencies of the project – a specific webpage will be prepared for RUDP-II – containing project description, implementing arrangements and ESF documents including to communicate with the team, and the email, phone of contact of the concerned PIU Environmental Specialist or Social Safeguards Specialist.</p> |
| Community project blackboard | In a community selection point or the district, a blackboard with project information, timeline, and information of the works, contractor, announcements will be placed and box for comments will be placed with a lock so only the environmental or social officer can open and respond to any messages. Any complaint from a third party can be filed using this method. |
| Email, Telephone, other media | All contacts of the the environmental and social management unit be it PIU at National level or at District level will be made public to be used by any stakeholder or third party willing to ask for information, provide suggestion or file a complaint. |

V. INSTITUTIONAL ARRANGEMENT FOR SEP IMPLEMENTATION

1. Introduction

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

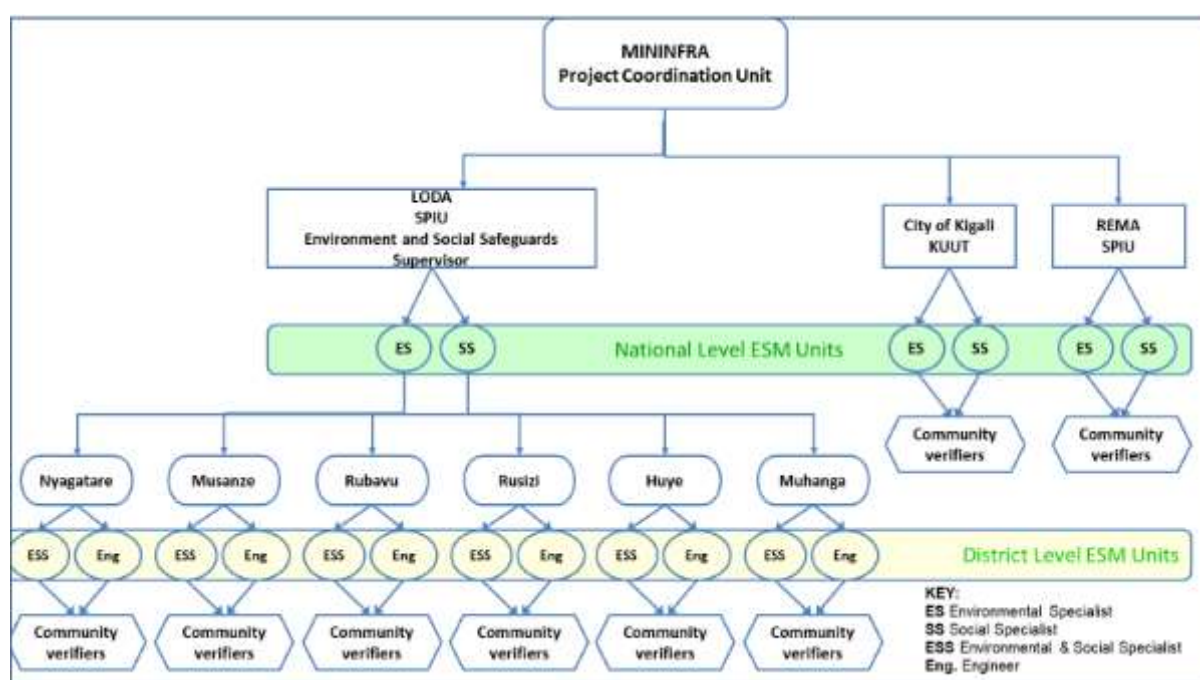
- Component 1: The CoK will be the implementing agency
- Component 2: REMA will be responsible for the implementation of Component 2 works.

- Component 3. LODA at national level and the 6 secondary cities at District level will be responsible for project implementation; this component will have a 2 level PIU, one at LODA and one at each District.

2. Responsible team and support

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

Figure 4: SEP implementation arrangements



- **Environmental and Social management Unit**

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

- National Team
- District team
- Community level
- Supervision team

Each PIU will have an Environmental and Social Management Unit composed of a Social Safeguards Specialist and an Environmental safeguards Specialist that are responsible for

overseeing and coordinating all activities associated with stakeholder engagement, manage all activities related to database, logistics, and interaction with other departments of Implementing Agencies. The responsibilities will be the following:

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

The Environmental and Social management Unit at LODA, REMA and CoK and the Environmental and Social safeguards 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 Safeguards team is required to remain actively involved with the ESIA and RAP process implementation in order to identify potential risks or opportunities and ensure that the necessary administrative support is provided. Moreover, grievances submitted as a result of project implementation, land acquisition/resettlement processes need to be addressed under the GRM scheme. Responsibilities of the Safeguard team are detailed in sections below:

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

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

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

- iv. Assess closely the efficiency of GRM and regularly communicate with GRCs
- v. Ensure capacity building is provided to the GRCs through trainings,
- vi. Update SEP as required and recommend on necessary changes;
- vii. Report on quarterly and annual basis the progress of SEP to the WB and facilitate external environmental audits if required

2) Safeguard staff based at each District

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

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

VI. MONITORING AND REPORTING

1. Introduction

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

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

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

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

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

A series of key performance indicators for each stakeholder engagement stage have been developed. Table 12 shows the indicators, and performance against the indicators will show successful completion of engagement tasks.

Table 10: Key Performance Indicators by Project phase

| Engagement Phase/activities | Objective | indicator |
|--|--|--|
| Planning for construction | Share updates on project activities | Emails, letter and other formal invitation for participation in the planning; |
| ESIA Implementation | Seeking information about project impact Disclosure of ESIA report | Number of consultations made with affected community stakeholders, with at least 30% women, have received and understand RUDP-II/ESIA information disclosed and attended the public meetings; Evidence of communities provided with feedback through announcements, email, meetings, messages to website, other media, etc. No complaints about non-receipt of materials received. |
| Tendering, contract negotiation and signing | Confirmation that the ESMP tasks are defined as specific individual or grouped environmental and social clauses in contract and bid documents. | LODA and the 6 secondary cities, CoK and REMA to draw on ESIA/ESMP/SEP for bidding documents |
| | Confirmation that environmental and social management criteria are included as part of the contractor selection process, including their | LODA and the 6 secondary cities, CoK and REMA to draw on ESIA/ESMP/SEP for Contractor selection process |

| | | |
|--|--|--|
| | experience preparing and implementing ESMPs, etc | |
| Compliance monitoring and audit | Compliance monitoring checklists prepared and being used by the contractor and engineer (supervisor) completed as defined in the ESMP and making the checklists available in an easily accessible file for District Authority, LODA, CoK and REMA and other users. | ESIA/ESMP/SEP to guide management and monitoring processes |

The identification of RUDP-II related impacts and concerns is a key element of stakeholder engagement that will occur over the complete RUDP-II life-cycle. As such, the identification of emerging issues and impacts as the ESIA and RUDP-II progresses will serve as an overall indicator for the utility of the stakeholder engagement process.

2. Reporting

(i) Quarterly Reports

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

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

(ii) Annual/final Stakeholder Engagement Reports

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

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

(iii) Reporting Back to the Communities

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

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

In the ESIA 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 ESIA Report, particularly with respect to mitigation and monitoring strategies contained in the ESMF, ESIA and ESMP.

VII. SEP Implementation budget

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

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

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

| | | | | | | |
|--|-------------------|----------------|---------------|---------------|---------------|--|
| | | | | | | Secondary Cities districts/CoK budget. |
| Focus group meetings | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | Secondary Cities districts/CoK budget |
| Workshops, food, transport, publications, communication material | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | RUDP-II funds, component 4: Project Management; MININFRA, Secondary Cities districts/CoK budget. |
| Total | 38,000 | 38,8000 | 38,000 | 38,000 | 38,000 | |
| Grand total | 190,000USD | | | | | |

VIII. RESULTS OF PROJECT CONSULTATIONS OF THE ESF INSTRUMENTS/DOCUMENTS

1. Background

As part of the requirements of the National regulations and the ESS10 of the ESF, consultations with relevant stakeholders have been undertaken in the following areas and dates as shown in the Table 14 below. The aim was to seek opinions and understandings of various stakeholders on RUDP-II project activities. These included district officials of the secondary cities, engineers, environmental, land, and social specialists at district level, project affected persons in the communities, and other public and private sector players. The stakeholder consultation is significant in the preparation of ESMF since it formed the basis for determination of potential project impacts and viable mitigation measures. More details on the process of stakeholder engagement are provided in the Stakeholder Engagement Plan (SEP).

Table 12: Details on the process of Consultation implemented for the project before appraisal mission of RUDP- II. *To be completed after consultation*

| District | Villages/Location | Number of participants | Number of women | Date of consultation | Date summaries of ESF documents sent |
|-----------|-----------------------|------------------------|-----------------|----------------------|--------------------------------------|
| Rubavu | Buhuru Centre | | | | |
| Musanze | Muhoza | | | | |
| Rusizi | Kamembe | | | | |
| Huye | Matyazo | | | | |
| Muhanga | Nyamabuye | | | | |
| Nyagatare | Nyagatare City Centre | | | | |

2. Procedures Followed.

A team responsible for coordination and consultations has been identified. The government agencies assigned a groups of government staff representing MININFRA, City of Kigali, REMA and LODA in the consultations and the team to be responsible of its organization. The

team defined the areas where consultations were held. The project team selected the following areas for the consultations of the ESF documents prepared for RUDP II:

| | |
|------------------|---|
| City of Kigali | Informal settlement: Gatenga |
| | Wetland: Nyabugogo and Gikondo |
| Secondary Cities | village/Locations: Majengo, Muhoza, Kamembe, Matyazo, Nyamabuye and Nyagatare City Centre |
| | |
| Flood control | village/Location: RWANDEX |

The team selected the stakeholders including the beneficiary communities to invite to consultations. The consultation team met and prepare the invitation list that included stakeholders relevant to the project. The list of people who were invited and took part in the consultation meeting is included in Annexes attached to this document. The project invited the district engineers, environmental/social officers, decision makers from the district executive committees, project beneficiary communities, from these villages, NGOS, Academia, and private sector (supervisors, contractors, ESIA consultants, etc.).

Once the ESF documents were reviewed and cleared by the World Bank to be acceptable for consultations, a summary of each document was prepared and translated in the local language and in a simple manner and making sure technical aspects were address properly. Disclosure at local level. These summaries were sent to district officers, local leaders, NGOS and other relevant stakeholders 10 days before the consultations took place.

Disclosure at the website of each implementing institution. All ESF draft documents including this ESMF, RF, LMP, SEP, ESCP were disclosed at the Implementing agencies in a dedicated project website containing a description of the project, amount per component, the ESF documents with complete names and a short description, a map of the project areas of intervention, a point of contact (name, email, phone) and window for contacting the project – indicating the space for putting a name, the message and the type of communication (request information, claim, recommendation, observation, etc.: MININFRA, LODA, REMA and City of Kigali (see Table 13).

Table 13: Disclosure of ESF documents: dates and internet link

| Disclosure of five ESF documents prepared for RUDP -II | Date of disclosure | Internet Link |
|--|--------------------|---------------|
| MININFRA | | |
| City of Kigali | | |
| LODA | | |
| REMA | | |
| | | |

Invitation preparation and sending of invitation. The following format of invitation were used by the project to invite stakeholders to the consultations: Community Radios, invitation in the district council meetings, and invitation through local leaders.

The consultation project team was formed by the following group:

Table 14: Consultation team and consultation dates

| Representatives (name/institution) | Consultation where participated it | Date (to be fill up) | Role |
|---------------------------------------|---|-------------------------|---|
| Dismas Nkubana/LODA | In all districts of the six secondary cities | | moderator |
| Apophia Boramungu/LODA | In all districts of the six secondary cities | | Responded questions from community and other stakeholder |

| | | | |
|---------------------|--|--|---|
| Alphonse Habineza | In all districts of the six secondary cities | | Responded questions from the community and stakeholders |
| Olivier Musugi/LODA | In all districts of the six secondary cities | | Responded questions from the community and stakeholders |
| Louis Mwiza/LODA | In all districts of the six secondary cities | | Helped in logistics. |

- Transportation of invitees. The project team that coordinated the consultation process coordinate transportation of local leaders to the place of each consultation meeting. Transportation was also ensured after the event to their respective villages.
- Snack and lunch. The small snack and lunch and water was provided for the participants in each consultation to ensure participation and avoid departure.
- In each consultation place, the summaries of the ESF documents were printed and provided to the participants. The summaries are in the local languages. Also full documents 1 copy were available in English at each consultation place in case someone wanted to see the whole documents.
- The agenda was also read and agreed. The agenda of the event is presented in the **Annex 6-** consultation evidence and registry.
- Representatives of the World Bank participated as observers in the consultations and provided guidance to the project consultation team.
- The project consultation team registered all participants, also of their questions and responses, recommendations or claims. Photographs of the event were also recorded (Annex 5).

References

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ANNEXES

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

ATTENDANCE OF THE MEETING BETWEEN LODA AND VM/FED AND ESs FROM SECONDARY CITIES
11TH OCTOBER 2019; GORILLAR HOTEL, NYARUTARAMA.
PREPARATION OF RUDP II

| NO | NAME | INSTITUTION | RESPONSIBILITY | EMAIL | SIGNATURE |
|----|------------------------|-------------------|------------------|------------------------------------|-----------|
| 1 | NZABONIMBA Jegeretwa | RUBAYU DISTRICT | VM/EA | jegezabonimba@gmail.com | |
| 2 | Dwiyahana Andrew Mpanu | MUSANZE DISTRICT | VM/EA | andrewmpahwe@gmail.com | |
| 3 | NTANU HARUWE Napoleon | RUSIZI DISTRICT | Dir of OSC | ntanuharuwe@gmail.com | |
| 4 | NTANU MARYEMWA Alphons | MUSANZE DISTRICT | Amc | amc.musanze.gov.rw | |
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| 6 | KAYISI Adolphe | LODA | Dir. of planning | adolphe.kayisi@loda.gov.rw | |
| 7 | Mwiza Louise | LODA | Amc | louise.mwiza@loda.gov.rw | |
| 8 | MUKIMUKIMANA Valérie | LODA | DES | valerie.mukimukimana@loda.gov.rw | |
| 9 | RUTHAMUKAMUGA ELMIER | RUBAVU DISTRICT | District E/S | elmier.ruthamukamuga@rubavu.gov.rw | |

Consultations with District Authorities from the 6 secondary cities

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

11TH OCTOBER 2019; GORILLAR HOTEL, NYARUTARAMA.

PREPARATION OF RUDP II

| NO | NAME | INSTITUTION | RESPONSIBILITY | EMAIL | SIGNATURE |
|----|----------------------|--------------------|----------------------------|-----------------------------------|-----------|
| 1. | Kayiranga Innocent | Muhanga District | Vice Mayor Economic | innocent.kayiranga@muhanga.gov.rw | |
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| 3. | NKUBANA Bismar | LODA | RUDP Coordinator | nkubana@lod.gov.rw | |
| 4 | MUSORI Bira | LODA | RUDP Env. Specialist | sonibwase@gmail.com | Geonelson |
| 5 | BEHAMUKU Aphig | LODA | Social Softwood Specialist | aphig@lod.gov.rw | |
| 6 | George Muryaneza | MIN INFRA | RUDP Coordinator | george.muryaneza@mininfra.gov.rw | |
| 7 | Claudine Nyinawagira | LODA | DG | claudine.nyinawagira@lod.gov.rw | |
| 8 | ASENDOHAMANA Pascal | LODA | DM LED | pascal.aseandoloimana@lod.gov.rw | |
| 9. | RURANGWA Stephen | Nyagatare district | V/MAYOR ED | vmfed@nyagatare.gov.rw | |

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

1. Consultations: Community representatives in Nyagatare

| SN | NAMES | FUNCTION | SECTOR | SIGNATURE |
|----|-----------------------|-----------|-----------|-----------|
| 1 | JAKIRASHI EUGEN | Nyagatare | Nyagatare | |
| 2 | TOMUWANE GASTON | NJC | Nyagatare | |
| 3 | GAKWASA ANNE | NJC | Nyagatare | |
| 4 | KABANGWE JULIUS | Nyagatare | Nyagatare | |
| 5 | KARURUKU J. de Dieu | Nyagatare | Nyagatare | |
| 6 | INGABIRE YVONNE SARYA | ICN | Nyagatare | |
| 7 | HAHUTESI GASTON | Umurenge | Nyagatare | |
| 8 | Kabangwe Yvonne | Umurenge | Nyagatare | |
| 9 | MURISONI CHRISTINE | Umurenge | Nyagatare | |
| 10 | UMUKUNDA M. Claude | Umurenge | Nyagatare | |
| 11 | MURKAMPURU JORGE | Umurenge | Nyagatare | |
| 12 | MURUGUZA GABRIEL | Umurenge | Nyagatare | |
| 13 | BATAMAZIYA SASHA | Umurenge | Nyagatare | |
| 14 | EUTAGANYA JEAN DE | Umurenge | Nyagatare | |
| 15 | MURUKU JUSTIN | Bateli B | Nyagatare | |
| 16 | MURUKUNDU GASTON | Bateli B | Nyagatare | |
| 17 | MURUKUNDU SCHIMONE | Umurenge | Nyagatare | |
| 18 | Gasana Francis | Umurenge | Nyagatare | |
| 19 | MURUKUNDU JUSTIN | Umurenge | Nyagatare | |
| 20 | MURUKUNDU JUSTIN | Umurenge | Nyagatare | |
| 21 | MURUKUNDU JUSTIN | Umurenge | Nyagatare | |
| 22 | MURUKUNDU JUSTIN | Umurenge | Nyagatare | |
| 23 | MURUKUNDU JUSTIN | Umurenge | Nyagatare | |
| 24 | MURUKUNDU JUSTIN | Umurenge | Nyagatare | |

2. Consultations: Community representatives in Huye District

City: Huye

Attendance list

| SN | Name | Function | Institution | E-mail | Telephone | Signature |
|----|------------------------|-----------------------|-----------------------|----------------------------|------------|-----------|
| 1 | MURUKUNDU JUSTIN | Student | University of Rwanda | murukundujustin@gmail.com | 0788111111 | |
| 2 | MURUKUNDU JUSTIN | RUP - Coordinator | Huye District | murukundujustin@gmail.com | 0788111111 | |
| 3 | MURUKUNDU JUSTIN | Student | University of Rwanda | murukundujustin@gmail.com | 0788111111 | |
| 4 | BIZIMUNGU Jean de Dieu | Minister of Education | Ministry of Education | jean.de.dieu@minedu.gov.rw | 0788111111 | |
| 5 | KARURUKU J. de Dieu | Technical | ECNAN Ltd | karurukujustin@gmail.com | 0788111111 | |
| 6 | MURUKUNDU JUSTIN | Local Government | LONA | murukundujustin@gmail.com | 0788111111 | |
| 7 | MURUKUNDU JUSTIN | Local Government | Huye District | murukundujustin@gmail.com | 0788111111 | |
| 8 | ADESIMI ENIC | Building Engineer | Huye District | adesimi.enic@gmail.com | 0788111111 | |
| 9 | BUTERA Martin | Environment | Huye District | butera.martin@gmail.com | 0788111111 | |
| 10 | KAMAYIRE ROK ALINE | RMB/MFO/HR | Huye District | kamayire.rok@gmail.com | 0788111111 | |

3. Consultations: Community representatives in Muhanga

| AMAZINA YOMBI | UMURENGE | AKAGARI | UMUDUGUDU | ICYO UKORA | TELEPHONE | UMUKONO |
|----------------------|-----------|-----------|-----------|---------------|-------------|---------|
| 1 KAYISHIMANA Gerard | NYAMABUYE | GITARAMA | NYAMUNZA | DASSO | 0788431371 | |
| 2 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | RUKINGA | YSCD | 0788310411 | |
| 3 BUCHEMUNDA Frank | NYAMABUYE | Gashyamba | Rukwira | yfc | 0787774886 | |
| 4 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | NYAMUNZA | Gashyamba F.P | 0788479776 | |
| 5 Nwize Paul | NYAMABUYE | Gashyamba | KAMUNGA | Mudugudu | 0788643660 | |
| 6 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | NYAMUNZA | Mudugudu | 0788838999 | |
| 7 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | NYAMUNZA | Mudugudu | 0788257206 | |
| 8 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | KAMUNGA | Umuhoza | 07888840350 | |
| 9 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | KAMUNGA | Umuhoza | 0788415658 | |
| 10 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | KAMUNGA | Umuhoza | 0788573718 | |
| 11 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | KAMUNGA | Umuhoza | 0787182337 | |
| 12 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | GASHYAMBA | UMUHINZI | 0787744478 | |
| 13 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | NYAMUNZA | Umuhoza | 0788571168 | |
| 14 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | NYAMUNZA | Umuhoza | 0783333300 | |
| 15 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | NYAMUNZA | Umuhoza | 0787041240 | |
| 16 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | NYAMUNZA | Umuhoza | 0788555601 | |
| 17 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | NYAMUNZA | Umuhoza | 0788636666 | |
| 18 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | NYAMUNZA | Umuhoza | 0783361097 | |
| 19 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | NYAMUNZA | Umuhoza | 0788549469 | |
| 20 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | NYAMUNZA | Umuhoza | 0788596044 | |
| 21 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | NYAMUNZA | Umuhoza | 0780580532 | |
| 22 Umuhoza Jean Paul | NYAMABUYE | Gashyamba | NYAMUNZA | Umuhoza | 0789130539 | |

4. Consultations: Community representatives in Musanze District

| NAMES | N° ID | N° TEL | SIGNATURE |
|-----------------------------|------------------|------------|--------------------|
| 1. <i>Musanze District</i> | 119810153884061 | 0788840390 | <i>[Signature]</i> |
| 2. <i>Musanze District</i> | 1197670095474098 | 0788840390 | <i>[Signature]</i> |
| 3. <i>Musanze District</i> | 1195733949323105 | 0788840390 | <i>[Signature]</i> |
| 4. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |
| 5. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |
| 6. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |
| 7. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |
| 8. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |
| 9. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |
| 10. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |
| 11. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |
| 12. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |
| 13. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |
| 14. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |
| 15. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |
| 16. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |
| 17. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |
| 18. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |
| 19. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |
| 20. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |
| 21. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |
| 22. <i>Musanze District</i> | | 0788840390 | <i>[Signature]</i> |

5. Consultations: community representatives in Rubavu District

| NAMES | N° ID | N° TEL | SIGNATURE |
|----------------------------|-----------------|------------|--------------------|
| 1. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 2. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 3. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 4. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 5. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 6. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 7. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 8. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 9. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 10. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 11. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 12. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 13. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 14. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 15. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 16. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 17. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 18. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 19. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 20. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 21. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |
| 22. <i>Rubavu District</i> | 119630064922010 | 0788840390 | <i>[Signature]</i> |

5. Consultations: Community Representatives in Rubavu District

| | NAMES | N ^o ID | N ^o TEL | SIGNATURE |
|----|--------------------------|-------------------|--------------------|----------------|
| 1 | Nyirakwizimana | | 078665661 | Nyirakwizimana |
| 2 | Kelanganwa Charles | | 078857572 | Kelanganwa |
| 3 | Mubabizi Juliette | | 0785152495 | Mubabizi |
| 4 | AKANGURA SIZABU | 1197580093406049 | 0788654462 | AKANGURA |
| 5 | KUMUNDAHAYO J. Damascene | 119895018520048 | 0780659195 | KUMUNDAHAYO |
| | MUGABO Alexandre | | 0786082700 | MUGABO |
| 6 | Nyirakwizimana Schadrack | 1196280095509049 | 0788414408 | Nyirakwizimana |
| 7 | Munyaho Nostani | 1196480054998183 | 0781213935 | Munyaho |
| 8 | Nyirakwizimana Komani | | 0783396199 | Nyirakwizimana |
| 9 | MUKESHIKIMANA J. Karamu | | | MUKESHIKIMANA |
| 10 | IRADUKUNDA PHACIDE | | 0789483084 | IRADUKUNDA |
| 11 | BIZUMUREMYI J. Batist | | 078694758 | BIZUMUREMYI |
| 12 | MUSAMURANGWA Justine | 1198370162005059 | 0783362417 | MUSAMURANGWA |
| 13 | KARABWAMI Xavansi | | 0788394988 | KARABWAMI |
| 14 | MURAKWANYA Hassan | 1198380024680077 | 0788694754 | MURAKWANYA |
| 15 | MUKANGA RAMBETED | | 0788694754 | MUKANGA |
| 16 | Nyirakwizimana Evariste | | 0782059311 | Nyirakwizimana |
| 17 | BARABONSA Charles | | 0783720187 | BARABONSA |

Attendance list

CITY OF KIGALI & PRISMA

Informal settlement upgrading project of Mpazi sub-catchment area

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

10/12/2019

| No. | Name Amazero | Institution/Position I.V.C. a.tegariye | Contact Telephone | Signature Umukono |
|-----|-----------------------|---|----------------------|----------------------|
| 1 | David Musonda | CoC | 078852172 | |
| 2 | J.M.V. KURABUSEMA | RHA | 0788692379 | |
| 3 | NGIRARUKUNZI Jean | CoC | 0788502483 | |
| 4 | TWAMBWA Ikbat | PRISMA | 0788480020 | |
| 5 | TUZINDE J. Paul | PRISMA | 0788423681 | |
| 6 | IRABIMANA Augustin | PRISMA | 0788274330 | |
| 7 | SEBAGABA Seb | PRISMA | 078845113 | |
| 8 | Emmanuel Ntoshira | Nyanguni | 0788903586 | |
| 9 | Hamungasema Cecile | Umuhungu | | |
| 10 | Uwamahoro Florence | Umuhungu | 0788524294 | |
| 11 | Musabimana Fr. Pierre | Umuhungu | 078852113 | |
| 12 | Niyomambaga C | Umuhungu | 0788457521 | |
| 13 | Uwamahoro Florence | Umuhungu | 0788524294 | |
| 14 | Uwamahoro Florence | Umuhungu | 0788524294 | |
| 15 | Schubert Jean | Umuhungu | | |

Attendance list

CITY OF KIGALI & PRISMA

Informal settlement upgrading project of Mpazi sub-catchment area













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

10/12/2019

| No. | Name Amazero | Institution/Position I.V.C. a.tegariye | Contact Telephone | Signature Umukono |
|-----|----------------------|---|----------------------|----------------------|
| 1 | Niyomambaga C | Umuhungu | 0788457521 | |
| 2 | Uwamahoro Florence | Umuhungu | 0788524294 | |
| 3 | Mukabagire Naima | | 0783238111 | |
| 4 | Nyambanza M. Rose | | 0786392025 | |
| 5 | Murabwanya Laurence | | 0786897578 | |
| 6 | Niyomubanyi Benjamin | | 0783738454 | |
| 7 | Uwamahoro Florence | | 0784682080 | |
| 8 | Murabwanya Laurence | | | |
| 9 | Uwamahoro Florence | | 0788357789 | |
| 10 | Murabwanya Laurence | | 0786897578 | |

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

7th FEBRUARY 2020, AT SERENA HOTEL

| NO | NAMES | POST | INSTITUTION | PHONE | EMAIL | SIGNATURE |
|----|-------------------------|--------------------------|--------------|------------|----------------------------|--|
| 1 | Jasnet UMUGAMBA | PR-SPIN Coordinator | REMA | 0789317037 | jasnetumugamba@gmail.com |  |
| 2 | Sam Kanyamibura | Executive Director | ARCOS | 029575309 | skanyamibura@arcosmw.com |  |
| 3 | Beth Kaplan | Project | QEB/UR | 0788664551 | bkaplin@ur.ac.uk |  |
| 4 | Alice Mubisa | Consultant | WB | 0789302107 | amubisa2@gmail.com |  |
| 5 | Charles Karangura | Country Director | IUCN | 0788309024 | charles.karangura@iucn.org |  |
| 6 | AHISHAKINE Rugamba Jean | Media & PR consultant | Levra Cities | 0788351999 | ahishakiyeje@gmail.com |  |
| 7 | Alphonse Habinzira | Environmental Specialist | LODA | 0788916695 | habinza.alphonse@gmail.com |  |
| 8 | BUSOKEYE M. Justine | NREPD | REMA | 0788530999 | busokeye2000@gmail.com |  |
| 9 | Emmanuela Mukateke | Environment Specialist | SPU-EBIA | 0788431166 | emulateke@reac-rw.com |  |
| 10 | Colette Rutamya | DG | REMA | 0788305717 | crutamya@reac.gov.rw |  |
| 11 | Denis RUGETE | Consultant | World Bank | 0785475131 | denis.rugete@gmail.com |  |
| 12 | Yves SANGWA | CEO | RWABO | 0788077885 | ysangwa@gmail.com |  |

Annex 3: Stakeholder register

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

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

| Question/Concerns | Category of issue raiser | Response from ESF team and / or Government official |
|--|--------------------------|--|
| Has the district have a dedicated staff to the RUDP-II project? | ESF team | The district is understaffed given the huge mandate of this local administrative entity and projects to be implemented. Even though the duties and responsibilities of each staff are clearly determined, staff are assigned tasks depending on the urgency of the projects and other circumstances. |
| Will the land and properties be fairly compensated? | Project area community | It was clarified that where land and above ground properties will be taken as a result of project activities the Government and Districts will provide fair compensation in accordance with national laws and WB policies. |
| How the compensation process be conducted for the project affected persons (PAPs)? | Project area community | <p>It was explained to the PAPs that after valuation exercise of the assets and land, and subsequent signing of valuation logs by affected property owners, the cumulative budget would be forwarded to the implementing Agency (the District) and it was expected that the compensation process would follow the proposed process in the RP report. This includes addressing any grievances during the RP implementation phase. The executive summary of the RP report would be disclosed in Kinyarwanda and English at both district and sector level for public verification.</p> <p>Valuation exercise will be done in accordance with Rwanda expropriation law or World Bank ESS5 guidelines - full replacement cost whichever is higher and benefits PAPs the most would be considered during the valuation and subsequent compensation.</p> |
| Will the PAPs be given a priority in employment opportunities by the project? (during project construction phase) | Project area community | This item was picked as a recommendation that would be forwarded to the project proponent. The assigned Contractor will be also advised to prioritize local communities and PAPs especially for non-skilled labor. This will be also a strategy to avoid negative impacts related to labor influx. |

| Question/Concerns | Category of issue raiser | Response from ESF team and / or Government official |
|--|--------------------------|---|
| Has the district have a dedicated staff to the RUDP-II project? | ESF team | The district is understaffed given the huge mandate of this local administrative entity and projects to be implemented. Even though the duties and responsibilities of each staff are clearly determined, staff are assigned tasks depending on the urgency of the projects and other circumstances. |
| How will the project deal with negative impacts during the construction phase? (House stability due to cracks occasioned by vibration from heavy machinery, dust emissions that may pose health risks, etc.) | Project area community | All negative impacts will be identified and reported in the ESMF, and ESIA reports. Consequently, the project proponent and contractor would be bound to implement appropriate mitigation measures fronted in the ESIA report during the project implementation phase. |
| Will the crops and trees of the PAPs compensated? | Project area community | Trees and crops will be valued in accordance with laws on expropriation. Compensation packages awarded would meet the full replacement costs of above land-based asserts lost. |
| How will the project handle the issue of graves of the relatives of the PAPs and other cultural properties that would be impacted? | Project area community | Cultural heritages, cemeteries, graves and other cultural assets shall be identified and protected whenever possible as per the national laws and World Bank. Environmental and Social Standard 8. Cultural Heritage and if not possible to avoid these sensitive environs and sites, due diligence would be taken to ensure the heritage is preserved. |
| How will the children safety of the PAPs be taken care if they are too close to the road's boundaries? | Project area community | Structures that were too close to the road raising serious safety issues would be fully expropriated and safety measures during project construction activities will be put in place and enforced to avoid and minimize accidents. |

| Question/Concerns | Category of issue raiser | Response from ESF team and / or Government official |
|--|--------------------------|---|
| Has the district have a dedicated staff to the RUDP-II project? | ESF team | The district is understaffed given the huge mandate of this local administrative entity and projects to be implemented. Even though the duties and responsibilities of each staff are clearly determined, staff are assigned tasks depending on the urgency of the projects and other circumstances. |
| What was the role of district officers in the implementation of the RUDP-III project activities? | ESF team | Arrangements and preparation of consultation meetings with project beneficiaries including the PAPs and GRM committees, identification of project priorities, participation in engineering design and tendering process, day to day monitoring of civil works progress, preparation of ESIA and ESMP implementation, preparation and compliance with environmental and social safeguards requirements |
| Are the district officers ready to provide support in the supervision of the new project RUDP-II? | ESF team | They would continue to participate in RUDP-II. The level of involvement will depend on the implementation arrangement. However, the recruitment of the project staff (Environmental and Social Specialists and Civil Engineers) at the district level would efficiently achieve the project expected outcomes |
| Do you think the cumulative impact of the works have been mitigated? How describe actions implemented or that can be implemented in the Phase II and the new project | ESF team | Globally, the cumulative project's impacts have been mitigated, though some of them were addressed at the later stages of the project implementation. In RUDP-II and new projects, the contractors' ESMPs should be clear and concise, with clear actions, roles and responsibilities as well as measurable performance and monitoring indicators |

| Question/Concerns | Category of issue raiser | Response from ESF team and / or Government official |
|---|--------------------------|---|
| Has the district have a dedicated staff to the RUDP-II project? | ESF team | The district is understaffed given the huge mandate of this local administrative entity and projects to be implemented. Even though the duties and responsibilities of each staff are clearly determined, staff are assigned tasks depending on the urgency of the projects and other circumstances. |
| Which have been the main problems with contractors, supervisors and affected communities? | ESF team | Low mobilization of staff and materials in the beginning of the implementation. There have been delays in executing the works, submitting reports and invoices on the side of contractors and supervisors. In addition, contractors did not consider environment protection as a priority while executing the works. Furthermore, contractors and their staff showed a low level of understanding of environmental and social safeguards policies and documents. The communities showed a kind of reluctance in complying with safety guidelines. Examples to illustrate this include temporary closure or diversion of the route for safety reasons. Another issue was that of some people in the project area who wanted to be added on the list of people to be expropriated even if they are not impacted. It was also noted some cases of the PAPs that did not comply with cut-off dates. |
| How the coordination with LODA can be improved? | ESF team | The coordination with LODA would be improved by appointing a project staff (Engineer and Environmental and Social officer) to be based at the District. These staff would act on behalf of LODA as liaison officer and ensure a day to day monitoring of the project activities and prepare necessary reports and coordination/consultation meeting on the field. In addition, they would ensure compliance with ESMP and others national regulations and World Bank as appropriate and prepare necessary and timely reports. Furthermore, regular meetings with stakeholders and site visits to evaluate the project implementation progress are critical. |

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

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

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

| Question/Concerns | Category of issue raiser | Response from ESF team and / or Government official |
|--|--------------------------|--|
| Has the district have a dedicated staff to the RUDP-II project? | ESF team | The district is understaffed given the huge mandate of this local administrative entity and projects to be implemented. Even though the duties and responsibilities of each staff are clearly determined, staff are assigned tasks depending on the urgency of the projects and other circumstances. |
| Do you know of any negative impacts/issues, problems result of the works of RUDP-III that have not been resolved by the contractors or the district officer or LODA? | ESF team | There is no pending issues from phase one in the project implementation area |
| Does LODA have a proper transportation to do supervision and support to the districts, City of Kigali and future wetlands activities? | ESF team | There is a proper transportation for LODA staff working in environmental and social management to do supervision and support to the districts, City of Kigali and future wetlands activities |
| Do you follow the ESMF of the RUDP-III project | ESF team | Yes, RUDP-II team follows the ESMF. However, there is a need of trainings on ESF documents and World Bank procedures |
| How cumulative impacts have been mitigated? | ESF team | Conduct environmental baseline to identify impacts of the past and implement ESMP as per ESIA report. Avoiding individual impacts of the past, present and future to be additive and/ or synergistic. |
| Can you prepare reports comparing different district environmental performance in the application of all triggered safeguards policies? | WB team | These reports can be prepared based on various monthly and final supervision reports |

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

| Question/Concerns | Category of issue raiser | Response from ESF team and / or Government official |
|---|--------------------------|--|
| Has the district have a dedicated staff to the RUDP-II project? | ESF team | The district is understaffed given the huge mandate of this local administrative entity and projects to be implemented. Even though the duties and responsibilities of each staff are clearly determined, staff are assigned tasks depending on the urgency of the projects and other circumstances. |
| Do you have a database of all grievances and received per contract/ village/ districts and Their resolutions? | WB team | A database of all grievances and received per contract/ village/ districts and their resolutions is available |
| Do you need additional support at LODA? | WB team | The needed support at LODA is the provision of regular trainings on World Bank procedures and requirements, best practices of environmental and social risks and impacts management and study tour in the region or other parts of the World. |
| Do you get a quick response from requested information from the districts? | WB team | Yes, quick response is obtained whenever required as a result of a wide range of communication means |
| Who was consulted for wetland rehabilitation component? | Academia | National Taskforce on flooding; State institutions responsible for urban land use, natural resources management convened by REMA (MoE; MINEMA; RWFA; CoK); Various stakeholders during preparation of the Kigali Wetlands Master Plan. |
| Is there any harmonization with CoK Master Plan and Wetland Master Plan? | Academia | ESF team consulted with the Kigali Wetlands Master Plan preparation team. RUDP-II wetland rehab conceptual scenarios were presented during the Plan validation where various stakeholders participated. |

| Question/Concerns | Category of issue raiser | Response from ESF team and / or Government official |
|---|---|--|
| Has the district have a dedicated staff to the RUDP-II project? | ESF team | The district is understaffed given the huge mandate of this local administrative entity and projects to be implemented. Even though the duties and responsibilities of each staff are clearly determined, staff are assigned tasks depending on the urgency of the projects and other circumstances. |
| Scenario with existing wetland agriculture preferred that includes existing wetland agriculture land use. What is known about conservation agriculture? | Academia; Conservation Agencies | Promoting conservation agriculture compatible with wetland ecosystem functioning among existing wetland users will be included in detailed design and feasibility study for wetland rehabilitation. |
| Principles and definitions for wetland rehab should be clear (e.g. zoning for wetland functionality) | Academia; Conservation Agencies | Detailed design and feasibility study will lay out principles for wetland function rehabilitation. |
| What is the budget allocation ratio for infrastructure and wetland rehab? | Academia; Conservation Agencies; Private Sector | Only broad costing have been estimated for grant application purposes. Detailed costing will be prepared and included in the Project Appraisal Document (PAD). The PAD will be disclosed on the project website and disseminated to relevant stakeholders. |
| Were cost-benefit analyses conducted? | Academia; Conservation Agencies | Cost Benefit Analyses will be part of the feasibility study for this sub-project. |

| Question/Concerns | Category of issue raiser | Response from ESF team and / or Government official |
|--|---------------------------------|---|
| Has the district have a dedicated staff to the RUDP-II project? | ESF team | The district is understaffed given the huge mandate of this local administrative entity and projects to be implemented. Even though the duties and responsibilities of each staff are clearly determined, staff are assigned tasks depending on the urgency of the projects and other circumstances. |
| <ul style="list-style-type: none"> •What happens to resettled people? •Livelihoods and social justice should be considered •Local communities should participate through such opportunities as ecotourism and recreation (morning Biodiversity tours; water tourism; aquaculture and sport-fishing) | Academia; Conservation Agencies | A Resettlement Policy Framework has been prepared to ensure that the assessment of impacts on persons and assets likely to be affected is conducted with appropriate mitigation measures identified. The framework will be disclosed on the project website and disseminated to all stakeholders. These issues as part of this ESMF report will be considered during ESIA preparation for the wetland rehabilitation sub-project. |
| <ul style="list-style-type: none"> •Nature Based Solution(NBS) has multiple benefits; •NBS make sense as long term interventions •What is going to be monitored in terms of biodiversity? •Tools to consider: City Biodiversity Index; 4-Returns Methodology | Conservation Agencies | A pre-feasibility study to implement NBS in the RUDP-II has been commissioned. The ESF team will ensure that these issues are addressed in the study. The ESF team will also present the participants of this meeting as key informants for possible consultation. |

| Question/Concerns | Category of issue raiser | Response from ESF team and / or Government official |
|---|---|---|
| Has the district have a dedicated staff to the RUDP-II project? | ESF team | The district is understaffed given the huge mandate of this local administrative entity and projects to be implemented. Even though the duties and responsibilities of each staff are clearly determined, staff are assigned tasks depending on the urgency of the projects and other circumstances. |
| Are Secondary City wetlands considered in the rehab intervention? | Academia; Conservation Agencies; Private Sector | The wetland rehabilitation sub-project of RUDP-II will serve as proof of concept for up scaling best approached to deploy nationally. |
| Green Building designs in urban upgrades with the collaboration of the Rwanda Green Building Organization | Academia; Conservation Agencies; Private Sector | The offer will be forwarded for detailed designs and feasibility study of urban settlement upgrades sub-project. |
| Universities should participate in the project to involve students in wetland rehabilitation | Academia; Conservation Agencies; Private Sector | This suggestion will be forwarded for inclusion in the feasibility study of the wetland rehabilitation sub-project. |
| Cost Benefit Analysis should be considered for 5-20 years for scenarios | Academia; Conservation Agencies | The detailed designs and feasibility study will include Cost Benefit Analysis in scenario refinement for wetland rehabilitation. |
| ARCOS wetland integrity assessment will be available as a resource in June 2020 | Academia; Conservation Agencies | The RUDP-II is the second 5 year phase of the urban development project with possibilities of subsequent phases. The wetland rehabilitation for one or two wetlands in CoK component is intended as a catalyst for future up scaling as most urban wetlands are degraded and need ecosystem function restoration. |

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

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

| Comments and Issues raised | Category of Issue Raiser | Reply from ESF Team &/or Implementing Agency |
|---|---|---|
| <ul style="list-style-type: none"> What is the allocation ratio for infrastructure and wetland rehab? | Academia; Conservation Agencies; Private Sector | Only broad costing have been estimated for grant application purposes. Detailed costing will be prepared and included in the Project Appraisal Document (PAD). The PAD will be disclosed on the project website and disseminated to relevant stakeholders. |
| <ul style="list-style-type: none"> Were cost-benefit analyses conducted? | Academia; Conservation Agencies | Cost Benefit Analyses will be part of the feasibility study for this sub-project. |
| Impact of relocations: | | |
| <ul style="list-style-type: none"> What happens to resettled people? Livelihoods and social justice should be considered Local communities should participate through such opportunities as ecotourism and recreation (morning Biodiversity tours; water tourism; aquaculture and sport-fishing) | Academia; Conservation Agencies | <p>A Resettlement Policy Framework has been prepared to ensure that the assessment of impacts on persons and assets likely to be affected is conducted with appropriate mitigation measures identified. The framework will be disclosed on the project website and disseminated to all stakeholders.</p> <p>These issues as part of this ESMF report will be considered during ESIA preparation for the wetland rehabilitation sub-project.</p> |
| Application of Nature Based Solution | | |

| Comments and Issues raised | Category of Issue Raiser | Reply from ESF Team &/or Implementing Agency |
|---|---|--|
| <ul style="list-style-type: none">• NBS has multiple benefits;• NBS make sense as long term interventions• What is going to be monitored in terms of biodiversity?• Tools to consider: City Biodiversity Index; 4>Returns Methodology | Conservation Agencies | A pre-feasibility study to implement NBS in the RUDP-II has been commissioned. The ESF team will ensure that these issues are addressed in the study. The ESF team will also present the participants of this meeting as key informants for possible consultation. |
| Wetland rehab scope: | | |
| <ul style="list-style-type: none">• Are Secondary City wetlands considered in the rehab intervention? | Academia; Conservation Agencies; Private Sector | The wetland rehabilitation sub-project of RUDP-II will serve as proof of concept for upscaling best approached to deploy nationally. |
| <ul style="list-style-type: none">• Green Building designs in urban upgrades with the collaboration of the Rwanda Green Building Organization | | The offer will be forwarded for detailed designs and feasibility study of urban settlement upgrades sub-project. |
| <ul style="list-style-type: none">• Universities should participate in the project to involve students in wetland rehabilitation | | This suggestion will be forwarded for inclusion in the feasibility study of the wetland rehabilitation sub-project. |
| Project Timeline: | | |
| <ul style="list-style-type: none">• Cost Benefit Analysis should be considered for 5-20yr for scenarios | Academia; Conservation Agencies | The detailed designs and feasibility study will include Cost Benefit Analysis in scenario refinement for wetland rehabilitation. |

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