STAKEHOLDER ENGAGEMENT PLAN

CROSS BORDER ROADS PROJECT IN RUSIZI, NYARUGURU, MUSANZE, NYABIHU AND RUBAVU DISTRICTS, RWANDA
REFERENCE NO.: 000004/C/SS/2020/2021/RTDA

PROJECT IMPLEMENTING AGENCY: RWANDA TRANSPORT AND DEVELOPMENT AGENCY (RTDA)

PROJECT FINANCING AGENCY: AFRICAN DEVELOPMENT BANK (AFDB)

July, 2022
### Stakeholder Engagement Plan – Cross Border Road Project in Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu Districts, Rwanda

<table>
<thead>
<tr>
<th>PROJECT KEY STAKEHOLDERS</th>
<th>ROLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>MINISTRY OF LOCAL GOVERNMENT (MINALOC)</td>
<td>COORDINATION OF GOOD GOVERNANCE &amp; SOCIAL PROTECTION</td>
</tr>
<tr>
<td>MINISTRY OF FINANCE AND ECONOMIC PLANNING</td>
<td>MOBILIZATION OF THE PROJECT FUNDS</td>
</tr>
<tr>
<td>MINISTRY OF INFRASTRUCTURE</td>
<td>PROJECT IMPLEMENTATION OVERSIGHT</td>
</tr>
<tr>
<td>RWANDA DEVELOPMENT BOARD</td>
<td>ISSUANCE OF ESIA CERTIFICATE, TOURISM ATTRACTION TO NYUNGWRE NATIONAL PARK (NNP)</td>
</tr>
<tr>
<td>MINISTRY OF ENVIRONMENT</td>
<td>AUTHORIZATION FOR BWHEYYE-BITARE ROAD TO PASS THROUGH THE NNP</td>
</tr>
<tr>
<td>RWANDA ENVIRONMENT MANAGEMENT AUTHORITY</td>
<td>MONITORING AND AUDIT THE IMPLEMENTATION OF THE PROJECT ESMP</td>
</tr>
<tr>
<td>WATER SANITATION CORPORATION LIMITED</td>
<td>ASSISTANCE IN RELOCATION OF WATER SUPPLY LINES</td>
</tr>
<tr>
<td>RWANDA ENERGY GROUP LIMITED</td>
<td>ASSISTANCE IN RELOCATION OF POWER SUPPLY LINES</td>
</tr>
<tr>
<td>TELECOMMUNICATION AGENCIES</td>
<td>ASSISTANCE IN RELOCATION OF TELECOMMUNICATION LINES</td>
</tr>
<tr>
<td>RWANDA MINES, PETROLEUM &amp; GAS BOARD</td>
<td>ISSUANCE OF PERMITS FOR QUARRIES</td>
</tr>
<tr>
<td>RWANDA FORESTRY AUTHORITY</td>
<td>DECISION ON TREE SPECIES TO BE PLANTED ALONG PROJECT ROADS AND FOR COMPENSATING FOR THE CLEARED IN THE ROW OF BWHEYYE-BITARE ROAD</td>
</tr>
<tr>
<td>RWANDA WATER RESOURCES BOARD</td>
<td>PERMIT FOR WATER RESOURCES, PROVISION OF WATER USE PERMIT &amp; DATA ON WATER RESOURCES</td>
</tr>
<tr>
<td>RWANDA METEOROLOGICAL AGENCY</td>
<td>PROVISION OF METEOROLOGICAL DATA</td>
</tr>
<tr>
<td>AFRICAN DEVELOPMENT BANK</td>
<td>FUNDING THE PROJECT</td>
</tr>
<tr>
<td>RUSIZI AND NYARUGURU DISTRICTS PRIVATE SECTOR FEDERATION</td>
<td>EXPLOIT THE PROJECT BUSINESS OPPORTUNITY</td>
</tr>
<tr>
<td>RESIDENTS OF RUSIZI, NYARUGURU, MUSANZE, NYABIHU AND RUBAVU DISTRICTS</td>
<td>EXPLOIT THE PROJECT EMPLOYMENT OPPORTUNITY</td>
</tr>
<tr>
<td>RESEARCHER AND ACADEMICIANS</td>
<td>DOCUMENTATION</td>
</tr>
<tr>
<td>CONSULTANCY FIRMS &amp; INDIVIDUALS</td>
<td>CONSULTANCY OPPORTUNITY</td>
</tr>
<tr>
<td>ROAD USERS, PAPs) &amp; LOCAL COMMUNITIES</td>
<td>FACILITATE LAND ACQUISITION, EMPLOYMENT OPPORTUNITY, BUSINESS OPPORTUNITY, LINK TO OTHER PLACES</td>
</tr>
<tr>
<td>CONSULTANTS</td>
<td>Supervision and manage all the sites with regard to the administration of the construction contracts including E&amp;S management compliance, clear contractors’ compliance with managing environment and social risks</td>
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<tr>
<td>----------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>CONTRACTORS AND SUBCONTRACTORS</td>
<td>Construction activities, offering employment opportunities, observance of ESMP, inclusive and continuous engagement with all project affected persons (PAPs) and interested parties</td>
</tr>
<tr>
<td>NGOS AND CSOS</td>
<td>Community mobilization, monitor and advocate for fair compensation for affected land and properties and other project related grievances.</td>
</tr>
<tr>
<td>MEDIA FIRMS</td>
<td>Provision of communication channels among project stakeholders and communication platforms where stakeholders can express their concerns and issues related to the project.</td>
</tr>
<tr>
<td>SECURITY AGENCIES (ARMY, POLICE, PARK RANGERS, AND OTHER SECURITY AGENTS)</td>
<td>Protecting the project area, investments and users from potential threats.</td>
</tr>
</tbody>
</table>
ACRONYMS
AfDB: African Development Bank
AfDB OS: AfDB Operational Safeguard
ARCOS: Albertine Rift Conservation Society
CSO: Civil Society Organization
CSM: Contractor Site Manager
ESMP: Environmental and Social Management Plan
ESIA: Environmental and Social Impact Assessment
GoR: Government of Rwanda
GRC: Grievance Redress Committee
GRM: Grievance Redress Mechanism
IUCN: International Union for Conservation of Nature
LODA: Local Administrative Entities Development Agency
MINAGRI: Ministry of Agriculture and Animal Resources
MININFRA: Ministry of Infrastructures
MINALOC: Ministry of Local Government
MINECOFIN: Ministry of Economic Planning and Finance
MoE: Ministry of Environment
NGO: Non-Governmental Organization
NNP: Nyungwe National Park
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
RHA: Rwanda Housing Authority
RoW: Right-of-Way
RWB: Rwanda Water Resources Board
RAP: Resettlement Action Plan
RDB: Rwanda Development Board
RECOR: Rwanda Environmental Conservation Organization
RNP: Rwanda National Police
RTDA: Rwanda Transport Development Agency
RWAFA: Rwanda Water and Forestry Agency
SEP: Stakeholder Engagement Plan
WASAC: Water and Sanitation Corporation
WCS: Wildlife Conservation Society
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EXECUTIVE SUMMARY

In line with the requirements of African Development Bank (AfDB), the “Stakeholders Engagement Plan (SEP)” for the Cross Border Roads for Lot 1 (Rusizi and Nyaruguru district) and Lot 2 (Musanze, Nyabihu and Rubavu districts) was prepared to analyze the project stakeholders with regard to inclusion to the project. The report was prepared based on the primary data from the stakeholder consultation surveys and secondary data from similar projects in Rwanda. Specifically, the Stakeholder Engagement Plan for the Second Rwanda Development Project (RUDP II Phase 3) inspired the preparation of this document as both projects are coordinated by the Ministry of Infrastructure and funded by donors (World Bank for RUDP II Phase 3 and AfDB for Cross Border Roads) with comparable environmental and social safeguard instruments.

This SEP will be the operational tool that defines the protocols for effectively engaging the project stakeholders including central and local government entities, local and affected communities and project interested parties 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. This SEP also describes the Grievances Redress Mechanism to make more effective communication and engagement.

The SEP of the Cross Border Roads Project aims at: (a) raising awareness and informing stakeholders and target audience about the project objectives, 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. The implementation of SEP 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 was developed considering the diversity of relevant stakeholders. Within this framework, stakeholders were found to be of two categories based on their interests and how they are affected by the project: Primary
stakeholders are those directly affected, either positively or negatively, by the project, decisions, or actions. **Secondary stakeholders** are persons indirectly affected by the project, decision, or actions, for example, people who do not live in the project area, but use the project roads or utility service infrastructures that will be affected by the project activities.

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

**Engagement methods:** For the Cross Border Roads Project, different methods and techniques have been used and will be expanded to engage the stakeholders. Different means will be used for communicating and disseminating information or collecting stakeholders’ views and feedback on the project activities, for example, using correspondences (Phone, Emails, text messages, postal services); 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. The timing for when stakeholder’s engagement will be undertaken and information to convey are presented in Table 1. Generally, the stakeholder’s engagement will be undertaken before, through and after project construction. According to the category of stakeholders, the information to exchange will include the project components, activities, opportunities, challenges, progress, impacts, enhancement and mitigation measures.
### Table 1: Stakeholder’s Levels of Consultation and Process

<table>
<thead>
<tr>
<th>Stakeholder group</th>
<th>Communication technics</th>
<th>Timing</th>
<th>Information to convey and or collect</th>
</tr>
</thead>
</table>
| **Government ministries and affiliated agencies** |▪ Telephone / email / text messaging  
▪ One-on-one meetings  
▪ Formal meetings | One month before the project start,  
Throughout and at the end of the project | Information on the project components and mobilization of the team for common views for the project implementation  
Work progress, achievements & challenges |
| **Contractor and supervision firms** |▪ Telephone / email / text messaging  
▪ One-on-one meetings  
▪ Formal meetings | Before the project start  
Throughout the project life | Induction and awareness rising on and applicable safeguards for the project risks, including rights of employees and local communities  
Work progress, achievements, challenges and corrective action plans |
| **Project Affected People** |▪ Print media, text messaging and radio/TV announcements  
▪ One-on-one interviews/meetings  
▪ Public meetings  
▪ Focus group meetings  
▪ Surveys  
▪ Information boards | Before the project (land acquisition and compensation process)  
Throughout the construction period | Compensation process and packages in light of Law No 32/2015 of 11/06/2015 relating to expropriation in the public interests and AfDB Operational Safeguard 2 related to Involuntary resettlement: land acquisition, population displacement and compensation.  
PAPs livelihood and problems associated with involuntary resettlement |
| **Local community including vulnerable or disadvantaged groups.** |▪ Print media, text messaging and radio/TV announcements  
▪ One-on-one interviews/meetings  
▪ Public meetings  
▪ Focus group meetings  
▪ Surveys  
▪ Information boards | Before the project start  
Throughout the construction period | Provision of information on the project, job, business opportunities, while also collecting information on views and concerns of local community and disadvantaged groups  
Collection of information on views and concerns of local community and disadvantaged groups. |
<table>
<thead>
<tr>
<th>Stakeholder group</th>
<th>Communication technics</th>
<th>Timing</th>
<th>Information to convey and or collect</th>
</tr>
</thead>
</table>
| Non-Governmental Organization (CSO, religious groups.) | ▪ Phone / email / text messaging  
▪ One-on-one interviews  
▪ Focus group meetings  
▪ Information boards | Before the project start  
Throughout the construction period | Provision information on the project opportunities and collection of information on views and concerns of CSO and religious groups.  
Collection of information on views and concerns of CSO and religious groups |
| Private Sector (environmental professional organization, institute of engineers) | ▪ Phone / email / text messaging  
▪ Print media and radio announcements  
▪ Workshops  
▪ Focus group meetings  
▪ Surveys | Before the project start  
During the project implementation | Job and business opportunities associated with the project and consultation on the project risks and practical solutions  
Consultation on the project achievements, challenges and solutions |
| AfDB and other development partners | ▪ Phone / email / text messaging  
▪ Formal meetings  
▪ Workshops | Before the project start and throughout the construction period | Provision of information on the project components, activities, risks and measures to avoid, reduce or compensate the project environmental, social and health risks |
| Media | ▪ Phone / email / text messaging  
▪ One-on-one interviews  
▪ Community radios and TV | Before the project start  
Throughout the construction period | Information on the project components & activities, opportunities, negative impacts as well as proposed corrective actions  
Information on the project achievements, challenges and corrective actions |
| Security Agencies (Army, Police, Park Rangers, And Other Security Agents) | ▪ Telephone / email / text messaging  
▪ One-on-one meetings  
▪ Formal meetings | Before the project start  
Throughout the construction period | Information on the project sites, components, activities and their security requirements and needs  
Security requirements and needs for the project sites, components and activities |
Institutional arrangement for the implementation of the SEP activities: Several government agencies will be involved in implementing the SEP. The Ministry of Infrastructure (MININFRA) will be the overall coordinating Ministry of the project while Rwanda Transport Development Agency (RTDA) will be the Project Implementing Agency at national level while the respective districts (Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu Districts) will be the implementing entity at the local level. As implementing Agency, RTDA through the Single Project Implementation Unit (SPIU), will mobilize the required staff for implementation of the project including:

- Road Construction Specialist,
- Quality Control Engineer,
- Road Safety Engineer,
- Environmental Safeguards and Safety Specialist,
- Social Safeguards Specialist.

The District Environmental and Social Management Specialists will also be involved by RTDA in this project and will be responsible for direct interactions with affected persons and other relevant stakeholders.

Grievance Redress Mechanism: A grievance redress 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.

SEP Implementation Budget: The project construction will last 2 years during which the project stakeholder engagement activities will be implemented. It was estimated a SEP implementation budget of One Forty Million (140 Million) Rwandan Francs will be required.
CHAPTER 1: INTRODUCTION

1.1 Project Objectives
The project aims to upgrade the Cross Border Roads (213 km) within two lots (the South-Western 131.046 km and the North-Western 81.7 km) in the districts of Rusizi, Nyaruguru, Musanze, Nyabihu and Rubavu districts (Figure 1-1) to ensure their operational condition and facilitate the socio-economic and cultural development and improve living standard of people. The project has the following specific objectives:

- To construct and manage the Cross Border Roads South-Western Lot (131.046 km) in Rusizi and Nyaruguru districts;
- To contribute to the socio-economic and transport development by creation of jobs and income generating activities (operation of taxi services, establishment of shops, restaurants, construction of modern residential houses) along the roads;
- To significantly reduce the cost and facilitate easy access to livelihood assets and potential markets, health centers, schools, churches of the Project area.

1.2 Project Scope
The current project consists of upgrading the cross border roads for Lot 1 (Rusizi and Nyaruguru Districts) and Lot 2 (Musanze, Nyabihu and Rubavu) to the paved standard roads (Table 1-1, Table 1-2, Figure 1-1). For Lot 1, one of the project roads (Bweyeye-Bitare) will be created in the Nyungwe National Park for a length of 62 km, through which vegetation and trees will be cleared off 112 ha. To compensate for the deforestation in the project Right of Way, the Client will undertake reforestation of the equivalent surface area with native species preferably in the surrounding of Nyungwe Forest. For Lot 2, all the project roads will follow the existing roads, except minor realignments that will be required to comply with the road design criteria.

Table 1-1: Proposed South Western Cross Border Roads (Lot 1)

<table>
<thead>
<tr>
<th>S/N</th>
<th>Road Name</th>
<th>Length (km) as per the study ToRs</th>
<th>Length (km) after field survey</th>
<th>Location (Districts)</th>
<th>Proposed Intervention</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bweyeye – Bitare Border</td>
<td>49.87</td>
<td>72.633</td>
<td>Rusizi and Nyaruguru</td>
<td>Creation of the road and upgrade to chip seal, ensure its proper operation and maintenance</td>
</tr>
<tr>
<td>2</td>
<td>Bugarama – Bweyeye</td>
<td>62.7</td>
<td>60.66</td>
<td>Rusizi</td>
<td>Upgrade to chip seal, proper operation and maintenance</td>
</tr>
<tr>
<td>3</td>
<td>Remera – Gatunda –</td>
<td>18.476</td>
<td>28.6</td>
<td>Nyaruguru</td>
<td>Upgrade to chip seal, proper operation and maintenance</td>
</tr>
</tbody>
</table>
### Stakeholder Engagement Plan – Cross Border Road Project in Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu Districts, Rwanda

<table>
<thead>
<tr>
<th>S/N</th>
<th>Road Name</th>
<th>Length (km) as per the study ToRs</th>
<th>Length (km) after field survey</th>
<th>Location (Districts)</th>
<th>Proposed Intervention</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Nyagisozi</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>131.046</td>
<td>161.893</td>
<td></td>
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</tbody>
</table>

**Table 1-2: Proposed North - Western Cross Border Roads (Lot 2)**

<table>
<thead>
<tr>
<th>S/N</th>
<th>Road Name</th>
<th>Length</th>
<th>Location (Districts)</th>
<th>Proposed Intervention</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kinigi-Kabuhanga</td>
<td>48.4 Km</td>
<td>Musanze, Nyabihu and Rubavu</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Kabuhanga-Bugarama-Kiraro</td>
<td>10.7 Km</td>
<td>Rubavu</td>
<td>Upgrade to chip seal, proper operation and maintenance</td>
</tr>
<tr>
<td>3</td>
<td>Kabuhanga-Busamana-Cyanzarwe-Muhato</td>
<td>22.6 Km</td>
<td>Rubavu</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>81.7 Km</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Figure 1-1: Cross Border Roads to be upgraded in Lot 1 (South-Western Roads) and Lot 2 (North-Western Roads)
2.1 Relevant Regulation
This SEP takes into consideration the existing national and international institutional regulatory framework that protects environment and guarantees the right of speech, reunion, access to information, participation, etc. The following are national legislations relevant to this SEP:


ii. Law regulating labor in Rwanda, 2018, Article 38: Rights of an employer, Article 39: Obligations of an employer, Article 40: Rights of an employee, Article 41: Obligations of an employee, Article 77: General health and safety conditions in the workplace, Article 79: Personal protective equipment, Article 80: First aid, fire-fighting and imminent danger

iii. Law relating to expropriation in the public interest, 2015, Article 35: Payment of fair compensation, Article 36: Time frame for payment of fair compensation,


v. Ministerial Order No 001/ 2019 of 15/04/2019, Article 3: List of works, activities and projects that must undergo a full environmental impact assessment, Article 10: Public participation to express views on the environmental impact assessment report;

vi. Africa Development Bank has adopted five Operational Safeguards (OSs) reflecting the requirements that Bank clients are expected to meet when addressing social and environmental impacts and risks.

- OS1 (Environmental and social assessment) sets out the Bank’s overarching requirements for borrowers or clients to conduct ESIA, identify, assess, and manage the potential environmental and social risks and impacts of a project, including climate change issues, OSs 2 - 5 support the implementation of OS1 and set out specific requirements relating to different environmental and social issues:
• OS2 (Involuntary resettlement: land acquisition, population displacement and compensation.) facilitates the operationalization of the Bank’s 2003 Involuntary Resettlement Policy in the context of the requirements of OS1 and thereby mainstream resettlement considerations into Bank operations;

• OS3 (Biodiversity, renewable resources and ecosystem service) outlines the requirements for borrowers or clients to identify and implement opportunities to conserve and sustainably use biodiversity and natural habitats;

• OS4 (Pollution prevention and control, hazardous materials and resource efficiency) outlines the main pollution prevention and control requirements for borrowers or clients to achieve high quality environmental performance, and efficient and sustainable use of natural resources, over the life of a project;

• OS5 (Labour conditions, health and safety and their need for stakeholder’s engagement) outlines the main requirements for borrowers or clients to protect the rights of workers and provide for their basic needs.

Meaningful consultation and participation in the context of safeguards is vital”. The African Development Bank Group’s Integrated Safeguards System sets out clear requirements for greater public consultation among and participation by communities and local stakeholders that are likely to be affected by the Bank’s operations. “Consultation must meet the requirements of being “free, prior and informed” and of achieving broad community support, especially in high-risk projects or projects affecting vulnerable groups”. The African Development Bank Group’s Integrated Safeguards System makes it clear how consultations should be integrated into specific steps in the assessment process, such as developing draft terms of reference for an environmental and social assessment, draft reports of SESAs or Environmental and Social Impact Assessments (ESIAs).

2.2 Financing Institution
The Cross Border Road Project is funded by African Development Bank (AfDB) and must comply with the Bank Environmental and Social Safeguard Policies. These policies reflect the Bank’s commitment to improving environmental and social sustainability in its investments. The Bank’s Strategy for 2013-2022 emphasizes the need to assist regional member countries in their efforts to achieve inclusive growth and transition to green growth. In addition, the Bank is committed to ensuring the social and environmental sustainability of the projects it supports. The
policies are designed to promote the sustainability of project outcomes by protecting the
environment and people from the potentially adverse impacts of projects.

The Government of Rwanda as a borrower must comply with the AfDB Operational Standards
presented in Table 2-1. In respect of workers, the Government of Rwanda through RTDA and
respective districts will ascertain that the contractors, subcontractors, or intermediaries that
procure these workers are reputable and legitimate enterprises and have appropriate management
systems to operate in a manner consistent with the requirements of the Operational Safeguard
related to Labour conditions, health and safety (OS-5). RTDA will incorporate these
requirements in contractual agreements with its contractors, subcontractors and intermediaries
Supply chains.

Table 2-1: AfDB Operational Standards Relevant to this Project

<table>
<thead>
<tr>
<th>AfDB Operational Safeguard</th>
<th>Objective</th>
<th>Relevance to the Cross Border Road Project and Stakeholder’s Consultation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational Safeguard 1 (OS1): Environmental and social assessment.</td>
<td>This overarching safeguard governs the process of determining a project’s environmental and social category and the resulting Environmental and Social Assessment requirements.</td>
<td>The project has undergone the environmental assessment to reduce, mitigate otherwise compensate all project impacts. OS 1 sets it a requirement for the stakeholders’ participation so that affected communities and stakeholders have timely access to information in suitable forms about Bank operations, and are consulted meaningfully about issues that may affect them.</td>
</tr>
<tr>
<td>Operational Safeguard 2 (OS 2): Involuntary resettlement: land acquisition, population displacement and compensation.</td>
<td>This safeguard consolidates the policy commitments and requirements set out in the Bank’s policy on involuntary resettlement, and incorporates a number of refinements designed to improve their operational effectiveness.</td>
<td>The project Resettlement Action Plan (RAP) is under preparation. The RAP outcomes will be implemented as compensatory measures for all project affected persons. For greater transparency and fairness, the OS 2 makes it a requirement to involve all stakeholder groups as early as possible possible, when the first project plans are drafted; before completion of the project design, including their inputs so that the project design can be properly altered; and continuing throughout implementation, particularly in monitoring and evaluating resettlement and compensation projects and programmes.</td>
</tr>
<tr>
<td>Operational Safeguard 3: Biodiversity and ecosystem services.</td>
<td>This safeguard aims to preserve biological diversity and promote the sustainable use of natural resources. It also translates the policy</td>
<td>In Bweyeye-Bitare Road, where construction of the new road will involve vegetation clearance in the Nyungwe forest, the ESIA recommends planting vegetation and trees at least at the same surface area of what has been cleared of vegetation. The afforestation should</td>
</tr>
<tr>
<td>AfDB Operational Safeguard</td>
<td>Objective</td>
<td>Relevance to the Cross Border Road Project and Stakeholder’s Consultation</td>
</tr>
<tr>
<td>----------------------------</td>
<td>-----------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>commitments in the Bank’s policy on integrated water resources management into operational requirements</td>
<td>preferably be undertaken in the surrounding of the Nyungwe forest, otherwise elsewhere in the country. For the Cross Border Roads Project whereby the road will pass through Nyungwe, a protected forest, OS 3, makes it a necessity for the client to undertake consultations with relevant stakeholders during the preparation of management and implementation of mitigation measures.</td>
</tr>
<tr>
<td>Operational Safeguard 4 (OS 4): Pollution prevention and control, greenhouse gases, hazardous materials and resource efficiency that are followed by other multilateral development banks, including greenhouse gas accounting.</td>
<td>This safeguard covers the range of key impacts of pollution, waste, and hazardous materials for which there are agreed international conventions, as well as comprehensive industry-specific and regional standards.</td>
<td>The project ESIA detailed measures to manage the potential project impacts related to pollution, waste, and hazardous materials. Public engagement and disclosure to the public of the pollution likelihood occurrence and applicable mitigation measures will be a vital component of the project implementation.</td>
</tr>
<tr>
<td>Operational Safeguard 5 (OS 5): Labor conditions, health and safety.</td>
<td>This safeguard establishes the Bank’s requirements for its borrowers or clients concerning workers’ conditions, rights and protection from abuse or exploitation. It also ensures greater harmonization with most other multilateral development banks.</td>
<td>The ESIA proposes the management of labors including worker’s safety and right for OS 5, it is a requirement for the client to engage with workers’ representatives and workers’ organizations, and provide them with the information needed for meaningful negotiation in a timely manner. The client will also establish and operationalize a workforce grievance mechanism. The project implementation will ensure equal job and business opportunities to the community members including the vulnerable and marginalized ones, improved and equal pays to all genders, and protection of children from forced labor.</td>
</tr>
</tbody>
</table>
CHAPTER 3: STAKEHOLDERS ENGAGEMENT PLAN FOR CROSS BORDER ROADS PROJECT

3.1 Introduction
This SEP will be an operational tool to define the protocols for effectively engaging the project stakeholders including local and affected communities in the overall project development, disseminate activities, outputs and results, coordinate and hold consultations and develop clear channels of the project communication to all relevant stakeholders and target audiences. The SEP will also describe the Grievance Redress Mechanisms that will be available for affected/interested/citizens of Rwanda for sending claims, observations, and requests to the project implementation team. This SEP is a formal strategy to provide equal opportunities for engagement and participation to the affected, interested, concerned stakeholders and to define effective communication strategies with the different project stakeholders.

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

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 RTDA and respective districts to provide stakeholders with timely, relevant, understandable and accessible information; consult with them in a culturally appropriate manner that shall be free of manipulation, interference, coercion, discrimination and intimidation. It also considers the main characteristics and interests of stakeholders, different level of engagement and consultation that will be appropriate for different stakeholders throughout preparation and implementation.
The Stakeholder Engagement Plan (SEP) will assist RTDA, respective districts, consultants and contractors with managing and facilitating future engagement throughout various stages of the Project’s life cycle from design phase of the project through construction to liability period and closure.

This SEP details the stakeholder’s engagement undertaken during the stage of the preparation of the project safeguard documents (ESIA and RAP) and serves as a guide to engagement during the project implementation whereby Grievance Redress Committees (GRCs) will be established.

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

3.2 Backbone for the stakeholders Engagement

The SEP for the Cross Border Roads will build on stakeholders’ participation.

- For this SEP, all project potential stakeholders have been identified and this 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 interest 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 will be required before any contract approval and use a variety of formats (radio, WhatsApp, focal small meetings, etc) that can be accessible to everyone.
- The project will consider methods that do not 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.

3.3 Objective of SEP

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. 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) follows the requirement of the AfDB 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 define the procedures for engaging with communities and relevant stakeholders, consultations and communication between GoR and all relevant parties for the Cross Border Road Project.

This SEP seeks to achieve the following key objectives:

i. Define procedures for the project stakeholder engagement as per the requirement of AfDB.

ii. Identify key stakeholders that are relevant in project implementation, including affected parties and/or parties able to influence the project and its activities.

iii. To establish a systematic approach to stakeholder engagement that will help RTDA to identify stakeholders, build and maintain a constructive relationship with them, PAPs in particular.

iv. Describe the communication protocols and channels the project will use to communicate with the different types of stakeholders.

v. To assess the level of stakeholder interest and support for the project and to enable stakeholders’ views to be considered in project implementation to ensure optimum 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 RTDA to build mutually respectful, beneficial and lasting relationships with stakeholders.

xii. To share and inform stakeholders on the project objectives, the types of investments and activities that are going to be funded by the project, timeline, 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.

3.4 Principles of Stakeholders Engagement

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

- **Managing risks** - stakeholder’s engagement helps the RTDA, project and communities to identify, prevent, and mitigate environmental and social risks and their impacts that can threaten project viability;

- **Avoiding conflicts** - understanding current and potential issues such as land rights and proposed project activities;

- **Improving national policy** - obtaining perceptions about a project, which can act as a catalyst for changes and improvements in national policies formulation;

- **Identifying, monitoring and reporting on impacts** - understanding a project’s impact on stakeholders, evaluating and reporting back on mechanisms to address these impacts; and

- **Managing stakeholder expectations** - consultation with the stakeholders also provides the opportunity for RTDA and the project to know and manage stakeholder attitudes and expectations.

- **Voice to stakeholders**: Providing a participatory mechanism to keep stakeholders particularly the PAPs engaged in the project through a feedback based structured mechanism.
Stakeholders’ engagement shall be informed by a set of principles defining core values underpinning interactions with stakeholders. The project will comply with the following principles based on the international best practice including:

- **Commitment** - demonstrated when the need to understand, engage and identify the stakeholders is recognised and acted upon early in the process;
- **Accountability** - 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.

### 3.5 Stakeholder Identification and Analysis for the Cross Border Road Project

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

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

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

- Various stakeholder categories that may be affected by, or be interested in, the Project;
Specific individuals, groups, and organizations within each of these categories considering:
- 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 the Cross Border Road Project, those who may be affected by the project activities and others with various interests. Depending on their level of interest or the magnitude of impacts, there are 2 categories of stakeholders: **Primary stakeholders** are those directly affected, either positively or negatively, by the project, decisions, or actions. **Secondary stakeholders** are those that are indirectly affected by the project, decision, or actions (Table 3-1).

**Table 3-1: Identified Stakeholders for the Cross Border Roads Project**

<table>
<thead>
<tr>
<th>PRIMARY STAKEHOLDERS</th>
<th>SECONDARY STAKEHOLDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>MININFRA</td>
<td>MINAGRI</td>
</tr>
<tr>
<td>MINALOC</td>
<td>LODA</td>
</tr>
<tr>
<td>MINICOFIN</td>
<td>REG</td>
</tr>
<tr>
<td>MoE</td>
<td>RWB</td>
</tr>
<tr>
<td>AfDB</td>
<td>Rwanda Meteorology Agency</td>
</tr>
<tr>
<td>RDB</td>
<td>Private sector federation</td>
</tr>
<tr>
<td>REMA</td>
<td>Civil society organizations, religious organizations</td>
</tr>
<tr>
<td>RNP</td>
<td>WASAC</td>
</tr>
<tr>
<td>WASAC</td>
<td>National and International NGOs in the</td>
</tr>
</tbody>
</table>
Stakeholder Engagement Plan – Cross Border Road Project in Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu Districts, Rwanda

### PRIMARY STAKEHOLDERS
- 10. Telecomunication Agencies
- 11. Districts (Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu)
- 12. Project Affected People (PAPs)
- 13. Local communities
- 14. Road Users

### SECONDARY STAKEHOLDERS
- 9. Academia, University of Rwanda, Center of Excellent and Biodiversity
- 10. Others Development Partners

<table>
<thead>
<tr>
<th>PRIMARY STAKEHOLDERS</th>
<th>SECONDARY STAKEHOLDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Telecomunication Agencies</td>
<td>field of environmental protection and biodiversity conservation: IUCN, ARCOS, WCS</td>
</tr>
<tr>
<td>11. Districts (Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu)</td>
<td>9. Academia, University of Rwanda, Center of Excellent and Biodiversity</td>
</tr>
<tr>
<td>12. Project Affected People (PAPs)</td>
<td>10. Others Development Partners</td>
</tr>
<tr>
<td>13. Local communities</td>
<td></td>
</tr>
<tr>
<td>14. Road Users</td>
<td></td>
</tr>
</tbody>
</table>

### 3.5 Classification of Stakeholders Based on their Influence on the Project

Based on the stakeholder’s influence, Table 3-2 analyses the project stakeholder’s strength, weakness, opportunities and threats. This leads to the classification of stakeholders 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 stop, 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.
Table 3-2: Identification and Analysis of the Project Stakeholders and Interested Parties

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Interests</th>
<th>Opportunities</th>
<th>Threats</th>
<th>Linkages/Involvement with the proposed project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Government and Government entities (MININFRA, MINICOFIN, MINALOC, RTDA, RHA, RDB, and REMA)</td>
<td>Guidance and coordination of the project. Input to environment management plans. Monitoring of environmental and social issues.</td>
<td>Institutional support and coordination.</td>
<td>Limited resources for monitoring. Bureaucracy that may delay progress of operations thus costing the project more time and money.</td>
<td>Give guiding policies and government regulations. Monitoring of works. Technical support to District staffs. Issue approvals/permits/certificates to the project.</td>
</tr>
<tr>
<td>Local Government entities (Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu Districts)</td>
<td>Responsible for the planning and development of infrastructure (roads, water supply). Representing project affected persons. Technical guidance during data collection. Accountability for development in their areas of jurisdiction.</td>
<td>Can provide information about population trends and dynamics. Political support and mobilization. Can be utilized as the contact persons in the project area. Can help in spreading information from sensitization meetings.</td>
<td>Political interference. Lack of resources and skills to participate fully.</td>
<td>Share information on compensation modalities. Witness the land acquisition and compensation process. Facilitate the communication among the stakeholders, can participate in project progress and site meetings. Can take up the role of liaising with the local communities. The district can take on the role of environmental monitoring in collaboration with consultants.</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>Interests</td>
<td>Opportunities</td>
<td>Threats</td>
<td>Linkages/Involvement with the proposed project</td>
</tr>
<tr>
<td>-------------</td>
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<td>-----------------------------------------------</td>
</tr>
<tr>
<td>Local community (mainly PAPs including women, youth, vulnerable people, elderly), road users and Community representatives (Verifiers and or Opinion Leaders)</td>
<td>Project benefits to the PAPs and surrounding residents. Good source of information on the trends and dynamics within the project area Casual labour to be recruited from the PAPs and surrounding residents.</td>
<td>Assistance in information transfer Labour supply (Unskilled)</td>
<td>Misinterpret project intentions and therefore sabotage which eventually results in project delays If not sensitized, they might disrupt the project activities</td>
<td>Good channel for information transfer and sharing Need for compensation Supply chain linkages Participate in the grievance redress mechanism</td>
</tr>
</tbody>
</table>
3.5.1 Government Ministries and Agencies
Engaging with government ministries, institutions, agencies, authorities, and departments (Table 3-1, 3-2) 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 have been presented in Table 3-1 and 3-2 with their roles, responsibilities, strength, weakness, opportunities and interest. All government agencies that will have fiduciary responsibility or will benefit from the project (for example Technical Assistance) will have responsibility in the application of the project ESIA and will be responsible to coordinate project compliance to all applicable regulations. Security services (army, police, park rangers, and other security agents) will have the role of protecting the project area, investments and users from potential threats. Others agencies will be involved in consultations, permits, dissemination, etc.

3.5.2 Local Government Entities
Local Government entities (Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu Districts) will have the role of implementation of their respective cross border road sub-projects. They shall be responsible for the implementation of environmental laws, policies, strategies, objectives and programmes applicable to Cross Border Road Project.

3.5.3 Project Affected People and Local Communities
The project implementation will require land acquisition and involuntary resettlement of residents living within the project road Right-of-Way (RoW). These include people who will lose land or access to land and any other identified properties due to project activities, vulnerable groups and users of the project area, for example: road users, children attending schools, attendees to churches and health centres, users of bus-stops, vendors of streets, farmers, people who collects water near wetlands and all other project identified beneficiaries.

The Resettlement Action Plan (RAP) has identified 2,948 PAPs and 29 structures for Lot 1, 4,345 PAPs and 14 structures for Lot 2. The involvement of PAPs and local communities at the project earlier stage will help prevent or mitigate early on problems/complaints that may arise and hinder project progress in the next phases; and bedside that, community participation is a basic human right and fundamental principle of democracy. 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 as per the recommendations from the project Resettlement Action Plan (RAP) and Environmental Impact Assessment (ESIA) Communication Plan and Grievance Redress Mechanisms.

For this project, RAP has also identified vulnerable/disadvantaged groups which are likely to be affected by the project activities 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. These include poor women headed households, people with physical or mental disabilities, small-scale farmers using the wetlands, small-scale traders using roadsides to sell their products among others. There will be a need for specific communication with vulnerable people.

3.5.4 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. During the project implementation, consultations with these organizations will be undertaken to update them on changes or any emerging issue that may arise during the course of project.

3.5.5 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 have been 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. The contractors, consultants, suppliers of material and other private partners will be consulted in due time according to the project implementation timelines.

3.5.6 African Development Bank

The infrastructures to be developed under Cross Border Roads Project will be funded by African Development Bank. The Bank will monitor and ensure application of the AfDB OSs including Environmental and social assessment (OS 1), Involuntary resettlement: land acquisition, population displacement and compensation (OS 2), Biodiversity and ecosystem
services (OS 3), Pollution prevention and control, greenhouse gases, hazardous materials and resource efficiency including greenhouse gas accounting (OS 4) and Labour conditions, health and safety (OS 5).

3.5.7 Media

The media including, newspapers, magazines, other printed media, televisions, local radio stations, community radios, and electronic media will be used to communicate about the cross border roads project 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 to the project. Table 3-3 shows roles, responsibility and interests of each stakeholder identified during planning as far as their mandate and mission, involvement, resources and influence in project development, planning and decision-making are concerned.

The identification process will continue throughout the implementation, as the engagement of stakeholders during all phases of the project life cycle is paramount. Hence, new stakeholders will be identified while others will lose their relevance as the project goes forward. Table 3-3 presents primary and secondary stakeholders currently relevant to the Cross-Border road project.

Table 3-3: Stakeholders for the Cross Border Road Project, Potential Interest or Influence in the Project

<table>
<thead>
<tr>
<th>No</th>
<th>Stakeholder</th>
<th>Involvement in the Project</th>
<th>Interest</th>
<th>Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Government institutions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 1 | Ministry of Infrastructure (MININFRA) | MININFRA is national project coordinating ministry/institution. MININFRA’s role include:  
- MININFRA will oversee implementing agencies which include RTDA, Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu Districts  
- 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 AfDB | High | High |
<table>
<thead>
<tr>
<th>No</th>
<th>Stakeholder</th>
<th>Involvement in the Project</th>
<th>Interest</th>
<th>Influence</th>
</tr>
</thead>
</table>
| 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:  
 Oversee implementing agencies which include Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu Districts  
 Monitoring of performance of implementation of the cross border road project | 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 MINECOFIN will:  
 Lead financial negotiation with AfDB and on project timelines, starting and closure.  
 Disbursing the funds according to priorities. | High | High |
| 4  | Ministry of Environment (MoE) | The MoE is the coordinating institution of Environment and Natural Resources Sector in Rwanda. It ensures the safeguard of green and climate resilient for growth of the economy and ensure optimal and rational utilization of Water Resources, Lands and Forests for sustainable national development. For this project the MoE is the one to grant the authorization for Bweyeye-Bitare road to pass through the NNP | High | High |
| 5  | Rwanda Transport Development Agency (RTDA) | RTDA will serve as a Project Implementation unit and oversees the project management. RTDA will be required to fulfill the following roles:  
 Contracting the project civil works  
 Managing the project accounts,  
 Providing quarterly financial reports on physical and financial progress,  
 Implementation of the AfDB OSs  
 Informing and engaging local authority and ensure availability of district officers | High | High |
<p>| 6  | Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu Districts | The respective districts will closely follow the implementation of at local level to ensure compliance to the applicable regulations | High | High |
| 7  | Rwanda Water and Forestry Agency | RWAFSA implement policies, laws, strategies and Government decisions related to the management of forests and natural water resources; under this project. | Medium | Low |</p>
<table>
<thead>
<tr>
<th>No</th>
<th>Stakeholder</th>
<th>Involvement in the Project</th>
<th>Interest</th>
<th>Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>(RWAFA)</td>
<td>RWAF will provide technical assistance on the afforestation for compensation of trees and vegetation to be cleared off in the Nyungwe Forest</td>
<td>Medium</td>
<td>Low</td>
<td></td>
</tr>
</tbody>
</table>
| 8 | Water and Sanitation Corporation (WASAC) | WASAC manage water and sanitation services in Rwanda. It is also in charge of production and distribution of water.  
- WASAC will be involved in the identification and relocation of underground water supply and distribution network during construction and site servicing. | Medium | Low |
| 9 | Rwanda Energy group (REG) | REG is entrusted to expand, maintain and operate the energy infrastructure all over the Country.  
- During construction of infrastructure and servicing of sites REG will be responsible for grids and power lines relocation. | Medium | Low |
| 10 | Rwanda Environment Management Authority | REMA is mandated to protect, preserve and promote the environment. Under this project REMA will monitor and audit the project compliance to environmental regulations. | High | High |
| 11 | Rwanda Development Board | RDB brings together several government bodies focused on promoting investment in Rwanda, including Tourism Attraction to Nyungwe National Park. RDB will be responsible for reviewing the project ESIA reports and issuance of the ESIA Compliance Certificate | Medium | High |

**II. Local people including PAPs and vulnerable groups**

<table>
<thead>
<tr>
<th>No</th>
<th>Stakeholder</th>
<th>Involvement in the Project</th>
<th>Interest</th>
<th>Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Project Affected people</td>
<td>Some residents of respective districts (Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu Districts) 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</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>13</td>
<td>Local Community</td>
<td>The local community will be negatively impacted by project activities during implementation as some of the services such as utility provision will be temporally interrupted at times. The community will benefit also positively from this project through improved roads and access to places. 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</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>14</td>
<td>Vulnerable and disadvantaged groups</td>
<td>These include physically disabled people, widows or women headed households, children or orphans headed households, households below the poverty line. These group will provide information as regard social economic status of residents in the project area</td>
<td>High</td>
<td>Low</td>
</tr>
</tbody>
</table>

**III. Non-Governmental Organization, Private sector and Media**

<table>
<thead>
<tr>
<th>No</th>
<th>Stakeholder</th>
<th>Involvement in the Project</th>
<th>Interest</th>
<th>Influence</th>
</tr>
</thead>
</table>
| 15 | Non-governmental Organization (CSO, religious groups, etc.) | These are of advocates groups for protection and preservation of environment, legal practitioners, representatives of youth and gender equity promoters. Their responsibility has been and will be among others  
- To provide useful information on project impacts and measures to mitigate the project impacts; | High | High |
### Stakeholder Engagement Plan – Cross Border Road Project in Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu Districts, Rwanda

<table>
<thead>
<tr>
<th>No</th>
<th>Stakeholder</th>
<th>Involvement in the Project</th>
<th>Interest</th>
<th>Influence</th>
</tr>
</thead>
</table>
| 16 | Private Sector (Environmental professional organisation, institute of Engineers, suppliers) | Environmental Assessment practitioners, institute of engineers and other professional organization are part of this category and successful implementation of this project will need their involvement. Their main role will be:  
- To carry out ESIA, RAP and engineering studies;  
- Carryout construction activities and supervision of works  
- Supply materials required for construction of roads and drainages infrastructure | High | High |
| 17 | Media | Those include newspapers, magazines, televisions, radio and electronic media.  
- 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 grievances | High | High |

### IV. African Development Bank (AfDB) and other Development Partners

| 18 | AfDB | The cross border road project will be funded by AfDB through loan agreement with GoR through MINECOFIN.  
- AfDB 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.  
- ADBB will carry out regular supervision of the project as to ascertain if activities on ground conform with Environment and Social Commitments plan as well as agreement signed with GoR. | High | High |
| 19 | Other Development Partners | Apart from AfDB, other development partners would wish to have a stake and associate their fund.  
- They will be required to provide the scope of their intervention and sign agreement with GoR  
- All interventions would be in harmony with the project and provide added value to the ongoing project activities | Medium | Low |
CHAPTER 4: STAKEHOLDER'S ENGAGEMENT METHODOLOGY

4.1 Methodology used to engage the stakeholders
During the preparation of SEP consultations were held with different stakeholders (local authorities, opinion leaders and local communities. The main objective of these preparatory consultations was to:

a) To identify the main stakeholders related to the project, their interest and views toward road construction, storm water control and restoration of the project sites (road setbacks, campsites, quarries, borrow sites and dumpsites).

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

Those consultations meetings gathered together stakeholders 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 to build relationships with stakeholders, gather information from, consult with, engage, and disseminate project information to stakeholders.

4.2 Procedure for Stakeholder’s 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 common issues raised in previous engagement);

ii. Planning/design of engagement action(s) with Project Implementation Units, District officials, consultants and contractors;

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 this SEP, ESIA and RAP and will be replicated throughout project implementation.

4.3 Engagement Methods and Techniques

The techniques used during SEP, ESIA and RAP preparation and which will be used and expanded to other methods during the entire project cycle, are presented in Table 4-1:

Table 4-1: Stakeholders Consultation Methods Used for the Preparation of the SEP, ESIA and RAP

<table>
<thead>
<tr>
<th>Engagement Method</th>
<th>Appropriate Application of the Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correspondances (Phone, Emails, text messages)</td>
<td>- Distribute information to Government officials in ministries and agencies, Local Governments, NGOs, and private sector/professional, organizations, - Invite stakeholders to meetings and follow-up</td>
</tr>
<tr>
<td>One-on-one meetings</td>
<td>- Seeking views and opinions; - Enable stakeholder to speak freely about sensitive issues; - Build personal relationships; - Record meetings</td>
</tr>
<tr>
<td>Formal meetings</td>
<td>- 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</td>
</tr>
<tr>
<td>Public meetings</td>
<td>- 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.</td>
</tr>
<tr>
<td>Focus group meetings</td>
<td>- Present project information to a group of stakeholders; - Allow stakeholders to provide their views on targeted baseline information; - Build relationships with communities; - Record responses</td>
</tr>
<tr>
<td>Print media and radio announcements</td>
<td>- Before subprojects construction initiates a announcement in the radio and national newspaper will be published in local language, - Disseminate project information to large audiences, and illiterate stakeholders;</td>
</tr>
</tbody>
</table>
Stakeholder Engagement Plan – Cross Border Road Project in Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu Districts, Rwanda

<table>
<thead>
<tr>
<th>Engagement Method</th>
<th>Appropriate Application of the Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Internet media</td>
<td>Facebook page, WhatsApp groups, twitter, Skype among others</td>
</tr>
<tr>
<td>- Workshops</td>
<td>• Present project information to a group of stakeholders;</td>
</tr>
<tr>
<td></td>
<td>• Allow the group of stakeholders to provide their views and opinions;</td>
</tr>
<tr>
<td></td>
<td>• Use participatory exercises to facilitate group discussions, brainstorm issues, analyze information, and develop recommendations and strategies;</td>
</tr>
<tr>
<td></td>
<td>• Recording of responses</td>
</tr>
<tr>
<td>- Surveys</td>
<td>• Gather opinions and views from individual stakeholders</td>
</tr>
<tr>
<td></td>
<td>• Gather baseline data</td>
</tr>
<tr>
<td></td>
<td>• Record data</td>
</tr>
<tr>
<td></td>
<td>• Develop a baseline database for monitoring impacts</td>
</tr>
<tr>
<td>- Website</td>
<td>Present project information and progress updates;</td>
</tr>
<tr>
<td></td>
<td>• Disclose findings of RAP, ESIA, CESMP, and other relevant project documentation</td>
</tr>
<tr>
<td>- Direct communication with owners of affected properties, land, crops/asset</td>
<td>• Seek PAPs participation during social economic survey and valuation exercise;</td>
</tr>
<tr>
<td></td>
<td>• Share findings of valuation report, seek PAPs approval and signature;</td>
</tr>
<tr>
<td></td>
<td>• Communicate cut-of-date</td>
</tr>
</tbody>
</table>

Following identification of stakeholders and their involvement in the project as well as the engagement methods, Table 4-2 expands it to the stakeholder’s engagement Plan. Different means will be used for communicating and disseminating information or collecting stakeholders’ views and feedback on the project activities, for example, using correspondences (Phone, Emails, text messages, postal services); 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. The timing for when stakeholder’s engagement will be undertaken and information to convey are presented in Table 1. Generally, the stakeholder’s engagement will be undertaken before, through and after the project construction phase. According to the category of stakeholders, the information to exchange will include the project components, activities, opportunities, challenges, progress, impacts, enhancement and mitigation measures.

Table 4-2: Stakeholder’s Levels of Consultation and Process

<table>
<thead>
<tr>
<th>Stakeholder group</th>
<th>Communication technics</th>
<th>Timing</th>
<th>Information to convey and or collect</th>
</tr>
</thead>
</table>
| Government ministries and affiliated agencies           | - Telephone / email / text messaging  
- One-on-one meetings  
- Formal meetings                             | One month before the project start, Throughout and at the end of the project | Information on the project components and mobilization of the team for common views for the project implementation Work progress, achievements & challenges |
### Stakeholder Engagement Plan – Cross Border Road Project in Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu Districts, Rwanda

<table>
<thead>
<tr>
<th>Stakeholder group</th>
<th>Communication technics</th>
<th>Timing</th>
<th>Information to convey and or collect</th>
</tr>
</thead>
</table>
| Contractor and supervision firms                       | ▪ Telephone / email / text messaging  
▪ One-on-one meetings  
▪ Formal meetings                                             | Before the project start             | Induction and awareness rising on and applicable safeguards for the project risks, including rights of employees and local communities |
|                                                        |                                                                                        | Throughout the project life         | Work progress, achievements, challenges and corrective action plans                                  |
| Project Affected People                                | ▪ Print media, text messaging and radio/TV announcements  
▪ One-on-one interviews/meetings  
▪ Public meetings  
▪ Focus group meetings  
▪ Surveys  
▪ Information boards                                       | Before the project start             | Compensation process and packages in light of Law No 32/2015 of 11/06/2015 relating to expropriation in the public interests and AfDB Operational Safeguard 2 related to Involuntary resettlement: land acquisition, population displacement and compensation. |
|                                                        |                                                                                        | Throughout the construction period   | PAPs livelihood and problems associated with involuntary resettlement                                 |
| Local community including vulnerable or disadvantaged groups. | ▪ Print media, text messaging and radio/TV announcements  
▪ One-on-one interviews/meetings  
▪ Public meetings  
▪ Focus group meetings  
▪ Surveys  
▪ Information boards                                       | Before the project start             | Provision of information on the project job, business opportunities, while also collecting information on views and concerns of local community and disadvantaged groups |
|                                                        |                                                                                        | Throughout the construction period   | Collection of information on views and concerns of local community and disadvantaged groups.          |
| Non-Governmental Organization (CSO, religious groups.) | ▪ Phone / email / text messaging  
▪ One-on-one interviews  
▪ Focus group meetings  
▪ Information boards                                             | Before the project start             | Provision information on the project opportunities and collection of information on views and concerns of CSO and religious groups. |
<p>|                                                        |                                                                                        | Throughout the construction period   | Collection of information on views and concerns of CSO and religious groups.                        |
| Private Sector                                         | ▪ Phone /email / text messaging                                                        | Before the project start             | Job and business opportunities associated with                                                     |</p>
<table>
<thead>
<tr>
<th>Stakeholder group</th>
<th>Communication technics</th>
<th>Timing</th>
<th>Information to convey and or collect</th>
</tr>
</thead>
</table>
| (environmental professional organization, institute of engineers)              | ▪ Print media and radio announcements  
▪ Workshops  
▪ Focus group meetings  
▪ Surveys                                                                 | During the project implementation                                      | the project and consultation on the project risks and practical solutions  
Consultation on the project achievements, challenges and solutions                                                             |
| AfDB and other development partners                                            | ▪ Phone / email / text messaging  
▪ Formal meetings  
▪ Workshops                                                                 | Before the project start and throughout the construction period         | Provision of information on the project components, activities, risks and measures to avoid, reduce or compensate the project environmental, social and health risks  
Information on the project achievements, challenges and corrective actions                                                             |
| Media                                                                           | ▪ Phone / fax / email / text messaging  
▪ One-on-one interviews  
▪ Community radios and TV                                                                 | Before the project start                                               | Information on the project components & activities, opportunities, negative impacts as well as proposed corrective actions  
Information on the project achievements, challenges and corrective actions                                                             |
| Security Agencies (Army, Police, Park Rangers, And Other Security Agents)      | ▪ Telephone / email / text messaging  
▪ One-on-one meetings  
▪ Formal meetings                                                                 | Before the project start                                               | Information on the project sites, components, activities and their security requirements and needs  
Security requirements and needs for the project sites, components and activities                                                             |
|                                                                                 |                                                                                        | Throughout the construction period                                      |                                                                                                                                 |
|                                                                                 |                                                                                        |                                                                        |                                                                                                                                 |
CHAPTER 5: 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) Designs and Development of safeguard instruments (RAP and ESIA)
2) Environmental and Social Safeguards Implementation and monitoring

5.1 Stakeholder’s Engagement during preparation of RAP and ESIA

During the preparation of the RAP and ESIA, stakeholder’s consultations were undertaken by ESIA and RAP consultants. Engaged stakeholders include local people, road users, PAPs according groups (female, male, young, vulnerable, etc), local authority at village, cell and sector levels, representatives of Rusizi, Nyaruguru, Musanze, Nyabihu and Rusizi Districts, as well as Staff from RDB, MoE, REMA and RECOR (Rwanda Environmental Conservation Organization). Public consultations were conducted between April and September 2021 along the project road sites (Plate 5-1 – Plate 5-6). The public consultations involved three phases:

- The first phase entailed the conducting the public awareness meetings with all PAPS in the project area;
- The second phase was the one on one interviews of the PAPs or what is often referred to as a door-to-door survey. PAPs were grouped in women, men, vulnerable, youth and road users;
- The third phase was the validation workshops where all PAPS assembled to validate the data collected during the door to door interviews.

Consultation during ESIA and RAP preparation was a good opportunity for stakeholders to present challenges related to land acquisition and resettlement, technical gaps and other issues that can result from project design and implementation.
Plate 5- 1: Consultation meeting held on 9th August 2021 at PK 26+00 of Bugarama-Bweyeye Road (Barega village, Nyabuntare Cell, Nyakabuye Sector, Rusizi District) (Consultant, 2021)

Plate 5- 2: Consultation meeting held on 10th August 2021, at PK 26+350 of Bugarama-Bweyeye Road (Barega village, Nyabuntare Cell, Nyakabuye Sector, Rusizi District) (Consultant, 2021)

Plate 5- 3: Consultation meeting held on 12th August 2021 at Nkanda Village, Nkanda Cell, Busanze Sector, Nyaruguru District at PK 7+100 of the Remera-Gatunda Nyagisozi Road (Consultant, 2021)
Plate 5-4: Consultation meeting held on 29th July 2021 in Rubavu District, Rubavu Sector, Murambi Cell, Bushengo Village on Kabuhanga-Busasamana-Cyanzarwe-Muhato Road at PK 3+425 (Consultant, 2021)
Plate 5- 5: Consultation meeting held on 27th July 2021 in Musanze District, Gataraga Sector, Mudakama Cell, Rubaka Village at PK 15+490 of Kinigi-Kabuhanga Road (Consultant, 2021)
5.1.1 Stakeholder Engagement Plan based on views and concerns of stakeholders during preparation of ESIA and RAP

From the stakeholders’ participation, stakeholders exchanged with the consultant team on their perception on the project. Overall, stakeholders (residents and road users) have positive views on the project (Table 5-1). They insisted that the project will ease the transport and safety in the area. They said also the project will contribute in the reduction of cost of transport on moto-taxi. However, the raised concerns about land to be affected by the project, the nature of compensation (money or properties), school dropout, influx of people and increase in prostitution and HIV-AIDs. Table 5-1 suggests the Stakeholder Engagement Plan based on views and concerns of stakeholders during preparation of ESIA and RAP.
Table 5-1: Issues raised by stakeholders during preparation of ESIA and RAP, responses and suggested engagement plan

<table>
<thead>
<tr>
<th>Issues/concerns</th>
<th>Responses</th>
<th>Stakeholder’s Engagement Plan</th>
</tr>
</thead>
</table>
| **PAPs**                                                                      | ✓ In the planning of roads all of this potential impact are considered and shall be taken into consideration during the valuation process  
✓ It will be better to involve the Grievance Redress Committee in the case of properties destruction by compactors vibration | ✓ A Grievance Redress Committee (GRC) will be established and operationalized with regular physical meetings, and or online discussion in social media platforms, according to the Grievance Redress Mechanism detailed in Chapter 6. |
| Properties that will be affected by the machines                              | ✓ Road cuts will be stabilized through construction of retaining walls, to avoid house destruction from cut slumps.  
✓ In case essential parts of properties such as toilets (external pit latrines) are marked for demolition without sufficient land for reconstruction/relocation, it will be necessary to compensate the whole compound | ✓ A Grievance Redress Committee will report and address all cases of complaints related to the project                                                          |
| For people whom their land and boundaries walls will be destroyed, how are they going to live in houses without anything separating them with the road? | ✓ It will depend on what the government will see as the best option and they will be consulted first in order to get a good option which will satisfy them. And during the survey the compensating option will be included.  
✓ It will be better to provide enough time for PAPs to be relocated at least 30 days to facilitate them find decent accommodation and time to buy alternative properties | ✓ PAPs will be invited to the meeting and will be officially disclosed/displayed at the local administration offices (Sectors, Cells and Villages) |
| Many people wanted to know if they will be paid in money or if they will get another equivalent land or if there is another possibility. | The survey schedule was communicated to all people and to those affected by the project the process of compensation shall be communicated.                                                                 |                                                                                                                                     |
| When will start the compensation?                                             |                                                                                                                                             |                                                                                                                                     |

**Local Leaders**
### Stakeholder Engagement Plan – Cross Border Road Project in Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu Districts, Rwanda

<table>
<thead>
<tr>
<th>Issues/concerns</th>
<th>Responses</th>
<th>Stakeholder’s Engagement Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valuing affected assets (crops and trees)</td>
<td>They will be valued too, and the owners will get their compensation payment.</td>
<td>Local leaders will be involved in process, will get updated on the progress.</td>
</tr>
<tr>
<td>What about properties with special cases like graves and etc.</td>
<td>Cultural heritages, cemeteries, graves and other cultural assets shall be identified and avoided as per the national laws and international heritage safeguards</td>
<td>Chance find Procedure presented in the section 7.10 will be implemented.</td>
</tr>
<tr>
<td>Increase of prostitution, homosexuality, HIV/AIDS and sexually transmitted diseases from workers who will leave their wives especially those from outside.</td>
<td>More emphasize will be put into sensitization and awareness raising on the impacts of STDs and how to prevent them. Also condoms should be availed at the project site in order to reduce the infection of HIV/AIDS and other sexually transmitted diseases. Mosquito nets should also be given to workers to prevent malaria.</td>
<td>Monthly sensitization meetings with the project workers and local communities will be undertaken by the contractor and client to raise the people’s awareness about HIV/AIDS and other sexually transmitted diseases</td>
</tr>
<tr>
<td>Increase of school dropout (selling small things, like eggs, fruits to get money or because of distraction by the process of the construction. School girls could also become prostitutes as a result of being attracted by money from workers and end up dropping out from school.</td>
<td>Parents should be responsible. They have to make sure that their children go to school regularly and appropriately. The communication between school teachers and parents is then required to be able to help them. Also local authority will be responsible and hold accountable parents who fail to properly monitor and educate their children on the importance of education</td>
<td>Before the start of the project the client and contractor will undertake sensitization campaigns with the local communities, school teachers and representatives about the increased risk for school dropout or girl’s prostitution from the project activities. A communication channel (e.g. contact phone call) between parents and schools teachers and representative will be initiated</td>
</tr>
</tbody>
</table>

### Road Users/ Neighbouring Residents

| When is the official project starting?                                           | It was relied that an official launch of the project shall be communicated by district officials.                                                                                                               | Local communities including road users will be invited to the lunch meeting for the project, through radio communication, newsletter, community blackboard, Facebook, WhatsApp, email or telephone |

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34
<table>
<thead>
<tr>
<th>Issues/concerns</th>
<th>Responses</th>
<th>Stakeholder’s Engagement Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Given the influx of people from different cultures, local people might be influenced by these cultures especially youth.</td>
<td>The majority of workers should be local people to avoid the issue of influx of people from other districts.</td>
<td>Local communities will be communicated the project starting date and job requirements some weeks ahead. They will be told they have the priority for the project employment. The message will be channelled through radio, newsletter, community blackboard, Facebook, WhatsApp, email or telephone.</td>
</tr>
<tr>
<td>Women and Women Representative</td>
<td></td>
<td></td>
</tr>
<tr>
<td>How about employment opportunities and recruitment?</td>
<td>The priority shall be given to PAPs and vulnerable people during the recruitment. However, the project recruitment process should only consider adult people. The use of children will be against both government and the Bank OS.</td>
<td>Local communities will be communicated the project starting date and job requirements some weeks ahead. PAPs will be told they have the prominence for the project employment. The message will be channelled through radio, newsletter, community blackboard, Facebook, WhatsApp, email or telephone.</td>
</tr>
<tr>
<td>Delay in payment for casual labourers. Contractors and sub-contractors do not pay the casual labourers according to agreed instalments (normally 15 days). Some contractors can pay only one instalment.</td>
<td>The contractors shall prepare and explain the terms of contract to the labourers. If the contractors defaults on payment, the district, the consultants (supervisory) team and the client should monitor and if possible enforce penalties.</td>
<td>A work contract will be signed between the contractor and worker, specifying work conditions, benefits and sanctions or termination. The contract will specify work days/hours, extra time remuneration, salary amount, payment date, etc).</td>
</tr>
<tr>
<td>The loss of these properties can cause serious psychological injuries, no matter how much money they can benefit.</td>
<td>Livelihood rehabilitation shall be planned by the districts for people affected by the project by the loss of their property is suggested in order to help them to build a new life by coping with the situation</td>
<td>As a complement to the compensation package, RTDA, Districts and the contractor through the GRC, will follow up whether all affected and displaced persons have been well settled, otherwise will provide the required assistance.</td>
</tr>
<tr>
<td>Some women may not have a say on the family properties. The money from the</td>
<td>The payment should be done to the family account or to both wives and husbands together so that women can know how to claims their rights. Money should be deposited at their Bank</td>
<td>A special GBV task force will be established, will be in charge of receiving, assessing and handling all cases of sexual harassment and GBV. The task force will be</td>
</tr>
</tbody>
</table>
### Issues/concerns

<table>
<thead>
<tr>
<th>Issues/concerns</th>
<th>Responses</th>
<th>Stakeholder’s Engagement Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>compensation might be the cause of GBV.</td>
<td>account where they all have access to it.</td>
<td>composed by the human resource officer and social safeguards specialist from the contractor, Social Safeguards Specialist from RTDA, Rusizi, Nyaruguru district, Gender Monitoring Officer and Environmental and Social Management Specialist from the District, Social Safeguards Specialist from the supervising firm, Women representative from the GRC at cell level and GBV service provider in the area</td>
</tr>
<tr>
<td>Divorce is likely to happen, when women is attracted with foreign workers who have enough money and leave their respective husbands for better life. Men would also be attracted by prostitutes and spend all their salaries from the project in prostitutions and leave their wives.</td>
<td>Basic knowledge in reproductive health, laws, Rwandan culture should be provided to residents in the project area and workers so that they can behave accordingly.</td>
<td>Sensitization meetings about gender and family issues and appropriate behaviour will be undertaken with the project workers and local communities. Workers will sign codes of conduct with clauses against sex harassment and GBV.</td>
</tr>
<tr>
<td>Local Resident</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Large cuts on the steep slopes will make more fragile the slope and lead to landslide</td>
<td>Minimize the cut as much as possible and protecting the fragilized slope by retaining walls and tree planting</td>
<td></td>
</tr>
<tr>
<td>The project will involve land take and loss of properties</td>
<td>Compensation at the satisfaction of the effected people</td>
<td></td>
</tr>
<tr>
<td>RDB, MoE, REMA, NGOs (RECOR/ Rwanda Environmental Conservation Organization), Researchers and academicians</td>
<td></td>
<td></td>
</tr>
<tr>
<td>How to mitigate the project</td>
<td>A number of mitigation measures will be implemented:</td>
<td>Selection of places for reforestation, tree cutting and</td>
</tr>
<tr>
<td>Issues/concerns</td>
<td>Responses</td>
<td>Stakeholder’s Engagement Plan</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| impacts on the biodiversity in general, and in particular on fauna habitats (e.g. animal active nests or eggs, areas used for breeding, feeding, migration and congregation) or species unique to the NNP | - Before the start of the project civil works the client will compensate for the deforested area (112 ha) by planting indigenous vegetation and trees at the equivalent surface area of what will be cleared of vegetation during land acquisition in Bweyeye-Bitare Road.  
- The afforestation will preferably be undertaken in the surrounding of the Nyungwe forest, otherwise elsewhere in the country. The project developer (RTDA) will collaborate with the relevant authorities to identify the appropriate site for afforestation to compensate for trees that have been cut.  
- Tree cutting of trees and vegetation clearance in the NNP will be undertaken under guidance from REMA, RDB, RFA and other interested parties. In case fauna habitats (e.g. animal active nests or eggs, areas used for breeding, feeding, migration and congregation) or species unique to the NNP are found in the project RoW (e.g. Trichosypha ulugurensis subsp. submontana (Anacardiaceae), Isolona lebrunii (Annonaceae), Discoclaoxylon hexandrum and Macaranga monandra (Euphorbiaceae), Casearia engleri (Flacourtiaceae), Leplaea mayumbensis (Meliaceae), Trilepisium madagascariense (Moraceae), Ardisia bureguenii and A. uregaensis (Myrsinaceae), Calycosiphonia spathicalyx (Rubiaceae) and Antidesma venosum (Euphorbiaceae), the working site will be shifted to the other area, while relocating the biological material to the other place. | vegetation clearance in the NNP as well as reforestation works in the selected area shall be implemented in consultation with REMA, RDB, RFA, Rusizi and Nyaruguru District; |

Source: Consultant, 2021
5.2 Stakeholder consultation during the project implementation and stakeholders Register

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

5.2.2 Stakeholders Register
The GoR through RTDA will maintain a stakeholder register, which shall record all stakeholders, contact details, dates of engagement with Comments on issues raised and responses provided and follow up requirements. A sample stakeholder register is attached in annex 1.

5.2.3 Approval and Disclosure of the SEP
The SEP will be approved and cleared by RTDA and AfDB and subsequently disclosed in a culturally appropriate manner. It will also be disclosed in the AfDB website. Disclosure will be done the following way:

- Through public meetings, including community services (Umuganda) held every last Saturday of the month, and weekly community meetings held at village level every Tuesday evening. During these meetings, a summary of SEP will be explained to the audience.
- Official communiques will be passed in local and national media outlets, written ones will be publicly displayed at different administration offices starting with the village up to the District and summaries will be distributed to the community.
- Workshops for local community representatives as well as other local stakeholders such as NGOs, religious groups, the private sector will be organized to discuss the SEP and procedures including proposed valuation methods and the GRM.
- SEP will be disclosed on all implementing agencies websites (RTDA, Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu Districts as well as AfDB’s website.)
CHAPTER 6: GRIEVANCE REDRESS MECHANISM

6.1 Introduction
A grievance redress 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. Delayed release of compensation packages or delayed return of land titles to Project Affected Persons;

iii. Health and safety risks;

iv. Negative impacts on the environment such as pollution of water ways, soil, and air;

v. Relocation and disruption of utilities;

vi. Unacceptable behavior by staff or employees;

vii. Disruption of social setups by migrant workers;

viii. Inadequate management of project impacts;

ix. Inadequate restoration of the project sites;

x. Failure to consult, sensitize and disclose potential project impacts to affected communities or not offering enough information about a project activity

xi. Grievance about location of access roads, culverts, bus stops, etc

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.
6.2 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.

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

Many project related grievances are site-specific. Often, they are related to impacts generated during construction such as noise, dust, vibration, contamination, workers 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 accidently damaged by construction activities, accidents on sites among others. All these grievances and claims must be resolved as soon as they are received.

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

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

Some complaints are likely to be associated with land acquisition, damages of properties and disruption of access and utility services during construction phase. Those complaints will be solved by the client (land acquisition, relocation of utilities), while damages made during construction will be fixed by the Contractor. Otherwise, the CSM will inform the Grievance Committee (GRC) of these complaints and their outcomes, and of others not satisfactorily resolved that the GRC should take over. The GRC will log these in the Complaints Register and inform the project PIU and Districts.

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

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

**Labour Related Grievance Mechanism**

In order to create a working environment that provides safety and security to all workers, contractors will be required to present a worker’s grievance redress mechanism that responds to the requirements of AfDB OSs. 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 redress mechanism at the time of hiring, and make it easily accessible to them.

❖ **For Workers and Labor Contracting Issues**

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

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

(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 worker’s representatives. Within this framework, any collective labor disputes that will arise under the cross border roads project, will be addressed to labor inspector at District level for assessment and settlement. In case of escalation, the matter will be referred to the national level. Before escalating the collective labor dispute, the PIU though the Environmental and Social 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 worker’s representatives fail at amicable settlement. The PIU will elaborate a template to be use in all PIUS to report on labor issues to the Bank.

❖ **For Worker’s Safety Issues**

All grievances related to worker’s safety will be addressed though the following channels:
1) The supervisor and environmental officer from the contractor or from the district or PIU will report any accidents within 24 horas; other health and safety issues will follow the measures proposed in the ESIA.

2) The PIU coordinators will find solutions to the issues following the ESIA recommendations with the AfDB and National regulations.

3) The PIU will consult the Occupational Health and Safety committee on the health and safety issue as required by Article 78 of the labor law.

❖ 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 though 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 though the Workers Grievance Committees/representatives.

(v) Worker- Against a Community Member: The project will establish a project grievance redress committee at various levels of the local administration scheme in Rwanda from the Cell, Sector up to the District government. This grievance redress mechanism as described in the SEP and ESIA, 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 though this committee.

❖ Grievance Channel for Gender Based Violence

As GBV/SEA/SH requires timely access to quality, multi-sectoral services and involves confidentiality and informed consent of the GBV survivor. To address the issues related to GBV, the guidelines from the GBV Action Plan will be followed. The document details the Accountability and Response Framework, identifies the service providers with minimum package of services (health, psychosocial, legal/security, safe house/shelter, and livelihood). The successful bidder will prepare the Contractor’s Environmental and Social Management Plan (CESMP) that will integrate provision from the GBV Action Plan, with enough details.
of handling GBV cases. Chapter 10 gives some provisions to be part of the bidding documents.

6.2.3 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. Table 6-1, 6-2 and 6-3 summarize the grievance redress mechanisms.

Table 6-1: Grievance Redress Process for the implementation of Cross Border Road Project in Rusizi and Nyaruguru districts

<table>
<thead>
<tr>
<th>Stage</th>
<th>Process</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a</td>
<td>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 project who will endeavor to resolve it immediately. The site Manager will inform the environmental officer or the appointed focal project at the district level. Where AP is not satisfied, the complaint will be transferred to the project Grievance Redress Committee (GRC) at cell level. For complaints that were satisfactorily resolved by the CSM, he/she will inform the GRC and the GRC will log the grievance and the actions that were taken. 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</td>
<td>24 hours</td>
</tr>
<tr>
<td>Stage</td>
<td>Process</td>
<td>Duration</td>
</tr>
<tr>
<td>-------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>1b</td>
<td>The AP may choose to escalate the grievance to the Abunzi Mediation Committee(^1) especially if she/he is not directly linked to the sub-project.</td>
<td>Not fixed</td>
</tr>
<tr>
<td>2</td>
<td>On receipt of the complaint, the GRC at cell level will endeavor to resolve it immediately. In case the GRC at cell level fail to solve the complaint, it will be escalated to the GRC at Sector level. If unsuccessful, the GRC or the complainant then notifies the Rusizi and Nyaruguru districts Authority.</td>
<td>1-2 days at cell level 1-2 days at sector level</td>
</tr>
<tr>
<td>3</td>
<td>Rusizi and Nyaruguru districts Authority will endeavor to address and resolve the complaint and inform the aggrieved party. The District Authority will refer the complaint to the Project Implementation Unit (RTDA, REMA) with other unresolved grievances for their consideration.</td>
<td>1 – 5 days</td>
</tr>
<tr>
<td>4</td>
<td>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.</td>
<td>1 – 7 days</td>
</tr>
<tr>
<td>5</td>
<td>If the issue remains unresolved through the courts, then the ultimate step will be for the ombudsman. The decisions at this level are final.</td>
<td>Not fixed</td>
</tr>
<tr>
<td>6</td>
<td>The dimension to be represented in purple will be 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 the grievance is resolved.</td>
<td>Not fixed</td>
</tr>
</tbody>
</table>

\(^1\) The Abunzi Committee is statutory body responsible for conciliating parties in conflict with the aim of consolidating national unity and peaceful coexistence among Rwandans.
## Table 6-2: Proposed Members of GRC and their roles, Cross Border Road Project

<table>
<thead>
<tr>
<th>No</th>
<th>Member of GRC</th>
<th>Roles and responsibilities</th>
</tr>
</thead>
</table>
| 1  | Chairperson (PAP representative) | - 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 | - Represents local government at village level;  
- Resolves and lead community level grievance redress  
- Sends out notices for meetings;  
- Records all grievance received and report them to next local level |
| 4  | Cell executive secretary | - 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 | - Represents the interests of aggrieved parties  
- Give feedback on the efficiency of GRM |
| 5  | Women and youth representatives | - 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 | - 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 |
### Stakeholder Engagement Plan – Cross Border Road Project in Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu Districts, Rwanda

#### No | Member of GRC | Roles and responsibilities
--- | --- | ---
 |  |  | complaints/grievances and outcomes and forward unresolved complaints/grievance to GRC
 |  |  | - Attend community meetings, respond and react to PAPs complaints raised concerning the contractor.
 |  | Supervisor | - Represent client/RTDA;
 |  |  | - 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 the project from community
 |  |  | - Report on monthly basis the progress of GRM process

### Table 6- 3: Proposed members of the GBV task force for Cross Border Road Project

<table>
<thead>
<tr>
<th>Institution</th>
<th>Staff position</th>
</tr>
</thead>
<tbody>
<tr>
<td>PIU National level (RTDA, REMA)</td>
<td>Gender Specialist</td>
</tr>
<tr>
<td>PIU (District level)</td>
<td>Gender Monitoring Officer, Environmental and Social Management Specialist</td>
</tr>
<tr>
<td>Contractor</td>
<td>Human Resources Officer, Social Safeguards Specialist</td>
</tr>
<tr>
<td>Supervisor</td>
<td>Gender Specialist</td>
</tr>
<tr>
<td>NGO in GBV prevention</td>
<td>Designated representative</td>
</tr>
</tbody>
</table>

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.

### 6.4 Communication Plan
Along with or as part of the CESMP, the contractor will prepare a detail communication plan at the beginning of the project implementation to define and plan to facilitate communities and project PIUs communication as with any other person external party (NGOs, associations, etc) to the project to communicate with the project, to provide or
Stakeholder Engagement Plan – Cross Border Road Project in Rusizi, Nyaruguru, Musanze, Nyaruguru and Rubavu Districts, Rwanda

request for information or file a complaint. These arrangements are provided in Table 6-4.

**Table 6-4: Tools to be used to communicate with the project for communication and sending recommendations, claims, and observations**

<table>
<thead>
<tr>
<th>Communication Tool</th>
<th>Communication Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project webpage</strong></td>
<td>The safeguard documents including the SEP, ESIA and RAP Report will be disclosed to the implementing agencies of Cross Border Road Project containing project description, implementing arrangements, contact key persons (email, phone of Environmental Specialist or Social/Safety Specialist). The project webpage will be maintained updated and review by the ESS of the PIUs during the project implementation period.</td>
</tr>
<tr>
<td><strong>Radio communication</strong></td>
<td>At least every 2 weeks a radio announcement will be shared with the communities on the progress of the project and the way the community can communicate with the project PIUS.</td>
</tr>
<tr>
<td><strong>Community project blackboard</strong></td>
<td>In a community selection point or the district, a blackboard with project information, timeline, and information of the works, contractor, areas of risks, announcements will be placed and box for comments will be placed with a lock so only the environmental or social officer can open and respond to any messages. Any complaint from a third party can be filed using this method.</td>
</tr>
<tr>
<td><strong>Facebook, WhatsApp, other media</strong></td>
<td>PIU, Rusizi and Nyaruguru districts, communities can form groups to share information, monitored progress and share photos, progress and completion and benefits of the works.</td>
</tr>
<tr>
<td><strong>Email, Telephone, other media</strong></td>
<td>All contacts of 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 or inform issues affecting the works.</td>
</tr>
</tbody>
</table>
CHAPTER 7: INSTITUTIONAL ARRANGEMENT FOR SEP IMPLEMENTATION

7.1 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, MININFRA will have the overall project coordination at the national level. The project will have the implementation unit at RTDA SPIU. This will engage the districts (Rusizi, Nyaruguru, Musanze, Nyabihu and Rubavu), consultants, contractors, local people, other project stakeholders and interested parties (Figure 7-1).

Figure 7-1: Cross Border Road SEP implementation arrangements

7.2 Environmental and Social Management Unit
The project will have an Environmental and Social Management Unit composed of:
   a. National Team based at RTDA SPIU
   b. District team
   c. Supervision team
   d. Contractor’s team
The Environmental and Social Management Unit at national level (RTDA) and the Environmental and Social Management Specialist at District level will supervise the
implementation of all planned stakeholder engagement activities. Furthermore, the Safeguard team will ensure that all stakeholder engagement aspects are a permanent item on all high-level management agendas and that all actions arising from management decisions are implemented. They play a critical role as internal change agent for environmental/social and stakeholder-related matters in the PIU. This becomes important if environmental/social and stakeholder risks identified needs to be escalated for higher-level decision-making to identify a resolution. The team is required to remain actively involved in the implementation of ESIA and RAP to 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:

7.2.1 E&SS at RTDA
The team will be comprised of Environmental and Social Specialists seated in RTDA. The team main role is to:

i. Oversee all environmental safeguarding aspects of project activities;

ii. Lead the development of guidelines/manuals and trainings materials for local government to support implementation of the SEP and other safeguard instruments;

iii. Ensure a satisfactory implementation of the SEP through frequent visits to project sites;

iv. Assess closely the efficiency of GRM and regularly communicate with GRCs

v. Ensure capacity building is provided to the GRCs through trainings,

vi. Update SEP as required and recommend on necessary changes;

vii. Report in 24 hours any accident related to the project area and its influence area

viii. Report on quarterly and annual basis the progress of SEP to the WB and facilitate external environmental audits if required

7.2.2 E&SS at District Level
Those will be staffs based at the district level to support the PIU in implementing SEP and other safeguard instruments (RAP and ESIA). The District Environmental and Social Management Specialist will oversee and monitor project’s aspects related to environment, social, health and safety. The main responsibilities will include but not limited to:
i. Supporting PIU Environmental and Social Management Unit in RTDA in assessing the effectiveness of SEP;
ii. Carry out regular site visits and take records of grievances logged by contractor and grievance redress 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. Carry out 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 RTDA in all field activities including meetings with stakeholders at district level.

7.2.3 Supervision Team
The consultant will have the overall responsibility of monitoring the implementation of this SEP. The Supervising Consultant will be responsible for monitoring, reviewing, verifying and instructing the contractor and advising the project developer (RTDA) for compliance with this SEP.

7.2.4 Contractor Team
The Contractor shall ensure inclusive and continuous engagement with those potentially impacted or with interests in the project. The contractor will appoint a sociologist and a health and safety professional responsible for engaging with local communities and addressing grievances arising from the work of the contractor. In that perspective, the contractor’s sociologist will work closely with the GRCs in agreeing to and implementing actions to resolve grievances. The contractor will notify the consultant grievance officer of any grievances that require investigation or intervention by the police or other relevant authorities. Overall the contractor’s responsibility will be:

- To facilitate communication between all Stakeholders and the Project.
- Build awareness and understanding of the potential impacts/risks and mitigation actions of the Project throughout the stakeholders in a timely manner;
- Clarify the project status and coordinate efforts;
- Promptly convey the project issues and concerns;
- Continuously improve the process by incorporating suggestions and recommendations;
- Communicate in timely manner any problems affecting the project, including the potential impacts/risks of the problems;
- Ensure that all contractor workers, stakeholders related to this project, must be aware of its existence and its business rationale;
- Reinforce the project’s value and maintain the project support.
CHAPTER 8: MONITORING AND REPORTING

8.1 Introduction

Monitoring and evaluation of the stakeholder process is considered vital to ensure the project implementers 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 leadership shown by all stakeholders;
v. Clearly defined approaches; and
vi. Transparency in all activities.

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

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

i. **During the engagement activities**: short-term monitoring to allow for adjustments/improvements to be made during engagement; and

ii. **Following completion of all engagement activities**: review of outputs at the end of engagement to evaluate the effectiveness of the SEP as implemented.

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

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

8.2 Reporting

8.2.1 Quarterly Reports
The PIUs will prepare brief quarterly reports on stakeholder engagement activities for the AfDB, 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

8.2.2 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 AfDB and a summary of the results will be provided for the annual report.

8.2.3 Reporting Back to the Communities
It will be PIUs’ responsibility to report back to the communities on matters relating to:

- Main findings from the annual monitoring;
- Sharing and publish reports and have them available on PIUs website and copies sent to stakeholders (District, local authorities, GRCs etc.).
- Summary of findings published on notice boards.
- Maintain a website with ESIA, RAP documents and report public
In the ESIA, RAP and LMP implementation reports there will be a review of the engagement activities conducted; levels of stakeholder involvement (particularly for affected communities, women, youth and vulnerable people/groups); the issues discussed and outcomes; and the extent to which stakeholder priorities, issues, and concerns are reflected in the reports, particularly with respect to mitigation and monitoring strategies contained in the project ESF documents.
CHAPTER 9: SEP IMPLEMENTATION BUDGET

The project has a construction period of 2 years during which the project stakeholder engagement activities discussed in the previous chapters and others that will be identified throughout project implementation will be carried out. In Table 9-1 a tentative estimation of costs has been proposed with the assumption that it will be updated or amended as appropriate depending on arising project need.

Table 9-1: Budget for Implementation of SEP

<table>
<thead>
<tr>
<th>Engagement methods</th>
<th>Estimated cost year 1(USD)</th>
<th>Estimated cost year 2(USD)</th>
<th>Sources of funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correspondence by phone/email/Text/Instant messaging</td>
<td>5,000</td>
<td>5,000</td>
<td>AfDB credit</td>
</tr>
<tr>
<td>Print media and TV/radio announcements</td>
<td>7,000</td>
<td>7,000</td>
<td>AfDB credit</td>
</tr>
<tr>
<td>Formal meetings</td>
<td>10,000</td>
<td>10,000</td>
<td>AfDB credit</td>
</tr>
<tr>
<td>Public meetings</td>
<td>8,000</td>
<td>8,000</td>
<td>AfDB credit</td>
</tr>
<tr>
<td>Focus group meetings</td>
<td>5,000</td>
<td>5,000</td>
<td>AfDB credit</td>
</tr>
<tr>
<td>Workshops, food, transport, publications, communication material</td>
<td>15,000</td>
<td>15,000</td>
<td>AfDB credit</td>
</tr>
<tr>
<td>Grievance Redress Committees</td>
<td>20,000</td>
<td>20,000</td>
<td>AfDB credit</td>
</tr>
<tr>
<td>Total</td>
<td>70,000</td>
<td>70,000</td>
<td></td>
</tr>
<tr>
<td>Grand Total</td>
<td>140,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
REFERENCES


Government of Rwanda Laws and Policies:
  o Ministerial Order determining conditions for occupational health and safety, 2012
  o Ministerial Order determining modalities of establishing and functioning of occupational health and safety committees, 2012


Ministerial Order № 001/2019 of 15/04/2019 establishing the list of projects that must undergo environmental impact assessment, instructions, requirements and procedures to conduct environmental impact assessment. Official Gazette no.15 of 15/04/2019

Republic of Rwanda (2020). Rwanda Urban Development Project (RUDP II), Environmental and Social Management Framework (ESMF), Kigali, pp266


ANNEXES

Annex 1: Template for Stakeholder Registry

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