

**REPUBLIC OF RWANDA**



**MINISTRY OF ENVIRONMENT**

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**VOLCANOES COMMUNITY RESILIENCE PROJECT (VCRP) (P178161)**



**DRAFT STAKEHOLDER ENGAGEMENT PLAN (SEP)**

**June 2023**

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## **List of Acronyms**

AP: Aggrieved Party  
CROM-DSS: Catchment Restoration Opportunity Maps-Decision Support System  
ESHS: Environment, Social, Health, and Safety  
ESIA: Environmental and Social Impact Assessment  
ESMF: Environmental and Social Management Framework  
ESMP: Environmental and Social Management Plan  
ESS: Environmental and Social Standards  
FEWS: Flood Early Warning System  
FONERWA: Rwanda Green Fund  
GAP: Gender and Anti-Gender Based Violence Action Plan  
GBV: Gender Based Violence  
GDP: Gross Domestic Product  
GRC: Grievance Redress Committee  
GRM: Grievance Redress Mechanism  
IP: Implementing Partner  
IUCN: International Union for Conservation of Nature  
Meteo Rwanda: Rwanda Meteorology Agency  
MIGEPROF: Ministry of Gender and Family Promotion  
MINECOFIN: Ministry of Finance and Economic Planning  
MINEMA: Ministry in Charge of Emergency Management  
MoE: Ministry of Environment  
NGO: Non-Government Organization  
NLA: National Land Authority  
NST: National Strategy for Transformation  
PCU: Project Coordination Unit  
PIU: Project Implementation Unit  
PSF: Private Sector Federation  
RAP: Resettlement Action Plan  
RCA: Rwanda Cooperative Agency  
RCAA: Rwanda Civil Aviation Authority  
RDB: Rwanda Development Board  
REMA: Rwanda Environment Management Authority  
RFA: Rwanda Forestry Authority  
RHA: Rwanda Housing Authority  
RWB: Rwanda Water Resources Board  
SEP: Stakeholder Engagement Plan  
SM: Site Manager  
SPIU: Single Project Implementation Unit  
USSD: Unstructured Supplementary Service Data  
VCRP: Volcano Community Resilience Project  
VNP: Volcano National Park  
WB: World Bank

## **1. Introduction/Project Description**

### **1.1. Project Background**

Rwanda is one of the most vulnerable to the effects of climate change. Temperatures across Rwanda are expected to increase, and projections show a change in annual mean temperature from 1.1°C to 3.9°C by the end of the century.

The mountainous northern and western parts of the country including the volcanoes region and Vunga corridor are particularly vulnerable to flooding, soil erosion, and siltation of rivers, streams, and reservoirs. Since the early 2000s, the frequency and severity of disasters particularly of floods, landslides, and droughts have increased, causing injury and death, and economic and environmental losses. High-level risk assessments show that floods affect about 12,000 people (0.1 percent of the total population of the country) and 0.5 percent of the country's GDP each year. Considering future growth in population and GDP until 2050, the flood-affected population is expected to double, while affected GDP is expected to increase by a factor of fifteen.

The northern part of the volcanoes region has the Volcanoes National Park (VNP) which is part of a unique transboundary network of protected areas in Rwanda, Uganda, and the Democratic Republic of Congo. The VNP is an area of national and international importance, and supports globally significant wildlife, including one of only two remaining populations of the endangered mountain gorilla. The VNP is an International Union for Conservation of Nature (IUCN) Category II National Park as well as a United Nations Educational, Scientific and Cultural Organization (UNESCO) Biosphere Reserve. However, despite its significant conservation value, the VNP is small and isolated, with insufficient interconnected habitat for mountain gorillas and other wildlife species which leads to human-wildlife conflicts.

In bid to seeking for long term solutions to the above stated challenges of flooding, human-wildlife conflicts and catchment restoration, the Government of Rwanda (GoR) adopted the National Strategy for Transformation 2017-2024 (NST1) under priority area 7, providing for “development of a project to manage water flows from the volcano region and other rivers to mitigate related disasters and improve water resource management” was envisaged as one of the national priorities. In addition to this priority, the NST1 also lists the doubling revenues from tourism amongst its priorities which makes the Volcano region, home to the Volcanoes National Park, a priority area for the country.

Therefore, the GoR through financial support from the World Bank is developing the Volcanoes Community Resilience Project to be implemented in the volcanoes region and Vunga corridor that spans the districts of Burera, Nyabihu, Rubavu, Gukenke, Muhanga, Ngororero, Musanze and part of Rutsiro District. The project will be implemented by the Ministry of Environment (MoE) as a coordinating entity together with its implementing partners, namely Rwanda Environment Management Authority (REMA), Rwanda Water Resources Board (RWB), Rwanda Development Board (RDB), and Rwanda Meteorological Agency (Meteo Rwanda) with the support from key stakeholders, among others, the Ministry in charge of Emergency Management (MINEMA), Rwanda Housing Authority (RHA), and Rwanda Forestry Authority (RFA). The key objective of the project is to strengthen climate resilience,

reduce the risks of flooding, and improve the management of natural resources and tourism assets in the Volcanoes Region of Rwanda and the Vunga Corridor.

Due to the region's geography, heavy rainfalls are frequent. The volcanic rocks that make up most of the soil in the VNP lead to low infiltration and high runoff volumes from rainfall. The runoff waters affect areas downhill of the volcano's mountains down to areas like the Vunga corridor. This corridor is hydrologically linked to the Volcano region; it receives a significant amount of its water from rainfall in the Volcano region. The Vunga corridor, an area in the northwest of the country along three main rivers (Mukungwa, Satinsyi, and upper Nyabarongo) saw most of the impacts of the early 2020 disasters. At the time, Vunga corridor was defined as the region made of (1) sectors along the Mukungwa river as it gathers water from the Volcano region before it joins the Nyabarongo, (2) sectors along the Satinsyi river which also flows into the Nyabarongo, and (3) sectors along a section of the upper Nyabarongo which expands to four more districts namely Gakenke, Muhanga, Rutsiro and Ngororero.



*Figure 1: Map of the project intervention area at district level*

## **1.2. Project components**

The proposed project contains four components as described below:

### ***Component 1: Flood risk management***

#### ***Subcomponent 1a: Flood Risk Reduction***

The activities under this sub-component will prevent or mitigate damages through the implementation of flood control measures. The interventions for flood risk reduction and land restoration will take place in the Volcanoes region and the Vunga Corridor (Burera, Musanze, Nyabihu, Rubavu and Ngororero districts). Interventions will include among others construction of flood control infrastructures in selected hot spots, flood control studies for specific areas, Institutional and capacity development at community and technical level. The interventions will explore the inclusion of nature-based solutions (NBS) and give greater emphasis to flood detention depending on catchment characteristics.

#### ***Sub-component 1b: Flood Early Warning System (FEWS)***

Under this sub-component, a Flood Early Warning System for volcanoes will be developed and operationalized. Activities will include among others improving capabilities of detection, monitoring and forecasting of the flood hazards using the Radar system and other existing Meteorological tools, improving capacity in analysis of risks involved, improving dissemination of timely warnings and activation of emergency and response plans.

### ***Component 2: Ecological and Landscape Restoration***

#### ***Sub-component 2a: Ecological and Biodiversity Restoration***

This sub-component will support the restoration of the park's expanded area through assisted regeneration involving planting of native species, and removal of exotics. The main interventions will be: (1) Development of a restoration plan, (2) site decontamination, removal of all infrastructure and alien species, (3) seedling production and plantation, (4) and a 5-year maintenance of the restored area (5) biodiversity monitoring and evaluation.

#### ***Sub-component 2b: Landscape Restoration***

The landscape restoration will offer benefits through landscape restoration approaches and play an important role in the management of flood risk and sediments in the catchments in the longer term. Some attempt should be made to estimate the magnitude of this to support catchment planning and flood risk management planning through a combination of monitoring and modeling. In addition, the long-term performance of the interventions should be monitored. Efforts to involve the community, private Sectors and civil society will also be carried out to ensure sustainability of the process.

#### ***Sub-component 2c: Livelihoods Development***

This subcomponent will support communities through promotion of climate resilient livelihood and

diversification of income generating activities in project intervention areas. This would include communities affected by flood mitigation and adaptation activities, and those supported through landscape and ecological restoration activities. The planning for this sub-component requires further consideration but will be informed by experience gained by VCRP implementing agencies in implementing livelihoods support initiatives through previous projects. Such activities could be mainstreamed by identifying common interest groups, supporting income generating activities and extending financial support through lending schemes.

### ***Component 3: Volcanoes National Park expansion investment and livelihood diversification***

#### ***Subcomponent 3a: Integrated climate resilient green settlements and livelihood improvement***

In order to address the challenges related to human-wildlife conflict and flooding challenges, the project will target 732 ha of park expansion in the first phase of implementation. The Park expansion will affect 992 PAHs, among them 511 will be physically displaced and resettled in a green village.

#### ***Subcomponent 3b: Livelihood diversification and income generation activities***

The project intends to support 511 resettled households (510 from the park expansion area and one on relocation site) with livelihood improvement activities. These activities are planned at three levels: individual household level, community level, and host community-resettled community level. livelihood development could be attained through: (1) increasing the economic value of the existing renewable natural resources (existing forest resources) in the area and improving community members' skills, (2) developing new business lines based on experiences learnt from NGOs' initiatives on training for off-farm employment, (3) improving the partnerships of local tourism lodges formed with local communities feeding into the revenue sharing scheme as well as employment and supply opportunities.

### ***Component 4: Impact monitoring, Capacity Building and Project Management***

The objective of this component is to (1) support the Project Coordination Unit (PCU) and the respective Project Implementation Units (PIUs) in the implementation of the project activities in an efficient and transparent manner, and (2) build the institutional capacity to sustain the implementation of the project beyond the life of the project. This component will cover technical, environmental and social risk management and fiduciary support for project implementation and project management support, including monitoring, evaluation, and reporting.

## 1.2. Project Implementation Arrangements

The project will be led by MoE and will be responsible for the overall coordination, management, and monitoring activities. Implementing Partners (IPs) comprise RWB, REMA, RDB, and Meteo-Rwanda, while MINEMA, RHA and RFA will be part of key stakeholders as summarized by project component in Table 1 below.

*Table 1: Project Implementation Arrangements*

Component	Lead Implementing Partners	Other key stakeholders
<b>Component 1: Flood Risk Management</b>		
<i>Sub-component 1a: Flood Risk Reduction</i>	RWB	
<i>Sub-component 1b: Flood Early Warning Systems</i>	Meteo-Rwanda	RWB, MINEMA
<b>Component 2: Catchment Management and Landscape Restoration</b>		
<i>Sub-component 2a: Ecological and Biodiversity Restoration</i>	REMA	RWB, RFA
<i>Sub-component 2b: Landscape Restoration</i>	RWB	REMA, RFA,
<i>Sub-component 2c: Livelihoods Development</i>	REMA	RDB, RWB, MINAGRI, NAEB,
<b>Component 3: VNP expansion investment and livelihood diversification</b>		
<i>Sub-component 3a: Integrated Climate Resilient Green Settlement and Livelihood Improvement</i>	RDB	REMA, RHA
<i>Sub-component 3b: Livelihood diversification and income generation activities</i>	RDB	REMA
<b>Component 4: Impact monitoring, Capacity Building and Project Management</b>	MoE	

## 2. Brief summary of previous Stakeholder Engagement Activities

This proposed project is building on stakeholders' consultation meetings previously conducted under the project titled “**Building Resilience to climate change hazards in the volcano region of Rwanda**” a project that was proposed by MoE, FONERWA, RDB, and RWB through the Green Climate Fund (GCF) in the Volcanoes Region comprising of Musanze, Burera, Nyabihu, and Rubavu districts to tackle issues of landslides and flooding events. These consultations were conducted from 26<sup>th</sup> Nov 2021 to 18<sup>th</sup> Jan 2022 with different concerned districts, government agencies and Ministries (RWB, Meteo

Rwanda, MoE, FONERWA) and farmers and off-farm representatives.

From 7<sup>th</sup> to 9<sup>th</sup> September 2022, various community consultations through public meeting were conducted by the consultant for the Resettlement Action Plan (RAP) of the park expansion area as an integral part of social assessment process of the project and a way to inform stakeholders and collect their views and concerns about the proposed action both before and after the development decisions were made. The consultations reached out to 237 community members of which 52.6% is male and 47.6 % female.

From 8<sup>th</sup> to 9<sup>th</sup> September 2022, different consultation meetings with local communities and NGOs, local authorities and RDB were conducted to create awareness of VCRP, discuss issues related to land ownership and titles, discuss resettlement process and livelihood restoration.

From 27<sup>th</sup> to 28<sup>th</sup> September 2022, consultation meetings with local communities and NGO (REDROCK initiative for sustainable development) were conducted in Musanze District by RDB, REMA, RAP consultant and district authorities with the aim of exploring different potential options which can be used as off farm opportunities to improve the livelihood of people who are likely to be relocated from areas reserved for park expansion.

On 6<sup>th</sup> December 2022, a team of GoR met with local Non-governmental organizations and Civil Society organizations that operate in the vicinity of the VNP and park expansion area in order to understand their experience in working with the communities around VNP and how they can work with VCRP.

Between 24<sup>th</sup> and 28<sup>th</sup> April 2023, the Ministry of Environment and the Implementing Partners with the development partners (World Bank, European Investment Bank (EIB), Nordic Development Fund (NDF), and PROGREEN organized a pre-appraisal meeting. In this consultative meeting many aspects of the project were discussed, including its component, financing arrangement, implementing arrangement, RAP for component 3, livelihood development and diversification planned activities, etc.

From 2<sup>nd</sup> to 4<sup>th</sup> May 2023, representatives of various VCRP implementing agencies conducted consultations with local leaders and local communities across the project area to explain to them the VCRP and its objectives and collect their views and needs so that they can be assessed and incorporated in the project design. During these consultations, the team met 198 community members, of which, 53.5% is male and 46.5% female.

Furthermore, between 31<sup>st</sup> May and 2<sup>nd</sup> June 2023, a consultation workshop was organized to consult stakeholders for the review of Labour Management Procedures (LMP), Gender and Anti-Gender Based Violence Action Plan (GAP), the Stakeholder Engagement Plan (SEP), and the Environmental and Social Commitment Plan (ESCP). Different environmental, social and gender experts were invited to provide their inputs and recommendations on the project. These were composed the following institutions: Rwanda Environment Management Authority (REMA); Local Administrative Entities Development Agency (LODA), Profemmes Twese Hamwe (PFTH: Umbrella for Civil Society Organizations aimed at advancing the status of women); Ministry of Local Government (MINALOC), Réseau des Femmes, Energy Development Corporation Limited (EDCL), Rwanda Standard Board (RSB), Rwanda Water Resources Board (RWB), National Public Service Commission (NPSC),

Rwanda Governance Board (RGB), Ministry of Public Service and Labour (MIFOTRA), Rwanda Environmental NGO Forum (RENGOF on behalf of Rwanda Civil Society Platform), Ministry Gender and Family Promotion (MIGEPROF), Rwanda Development Board (RDB), and the Ministry of Environment (MoE).

One of the key recommendation was to extend the list of stakeholders, to ensure regular stakeholder engagement activities, strictly monitor risks related to gender and social inclusiveness, sexual harassment, child labour, HIV-AIDS, etc.

Key issues raised during the previous consultations were the following:

➤ **Issues raised for the component of park expansion**

1. How will the process of resettlement be handled and what will be the design of livelihood restoration plan for affected people.
  - It was recommended that compensation prices would be derived from instructions of the National expropriation law and latest prices developed by Institute of Real Property Valuers in Rwanda (IRPV). The compensation will be fair and reasonable.
2. People raised issue of transaction fees involved in getting communities' land titles for those who cannot afford the fees and the recommendation addressed to the District to facilitate the communities not able to pay expropriation fees and shall deduct later from compensation fees.
3. How households with large number of members will be considered with regard to the size of houses?. The communities were informed that houses are available in different sizes of a 2 or 3- or 4-bedroom and they will be allocated based on family sizes
4. Different potential off-farm job options to improve the livelihood of people who will be relocated from park expansion area.
  - To this issue, people were informed that local NGOs will facilitate in the capacity building of communities especially youth groups in community-based tourism projects.
5. The community was raised issue of land tenure during compensation process of properties that will be affected by the project.
  - A land week activity was proposed to address issues related to land tenure
6. Readiness of Musanze district authority in regard to the project preparation.
  - The implementing partners and the donor (WB representative) assured the community that the project will be implemented according to timeline schedule
7. Low involvement of VCRP surrounding community in off-farm activities
  - Discussion meeting between local Non-governmental organizations and Civil Society organizations that operate in the vicinity of the VNP and park expansion area in order to understand their experience in working with the communities around VNP and how they can work with VCRP.

➤ **Consultation meeting with communities outside the Park Expansion Area**

8. The community asked how the project will tackle the existing issue of water flow from the volcanoes that continue to destroy houses, loss of lives, roads, land, crops etc...similarly the community suggested to establish flood control measures.
9. Landslide on the surrounding watershed that caused loss of lives, crops. Here they were explained that the project will integrate sustainable land management through landscape restoration approach
10. Lack of water harvesting system for Household and drainage system in the cropped land (Cut off drain). Suggestion was to establish control structure for water coming from constructed roads to be towards appropriated sites,
11. High level of encroachment by riparian community cultivating seasonal crops at Kiguhu bird watch wetland. A key recommendation is to raise community awareness campaign and discuss on co-management related activities to enhance environmentally friendly activities at the wetland.

Details on previous consultations can be found through the links below:

1. Attendance list for RAP Consultations:  
[https://drive.google.com/file/d/1\\_U2Tpia\\_X8j0PhTzHfex8UBwnvtmpR-C/view?usp=sharing](https://drive.google.com/file/d/1_U2Tpia_X8j0PhTzHfex8UBwnvtmpR-C/view?usp=sharing)
2. Report on stakeholders consulted May 2<sup>nd</sup> to 4<sup>th</sup> 2023:  
[https://drive.google.com/file/d/1V\\_xh318nOicDsFudVN5QdH2kb\\_WJ5oOS/view?usp=sharing](https://drive.google.com/file/d/1V_xh318nOicDsFudVN5QdH2kb_WJ5oOS/view?usp=sharing)
3. Report on Previous consultations (September 7<sup>th</sup> to 9<sup>th</sup> 2022)  
<https://docs.google.com/document/d/1mzber3nu4uIJJ301se37TFqP7WOkhO4mRZ9Cp61A4cs/edit>  
<https://drive.google.com/file/d/1gfTaL56p137nZ8AHBmRwHczTEt0GJhV4/view?usp=sharing>
4. Attendance list for the workshop organized between 31<sup>st</sup> May and 2<sup>nd</sup> June 2023  
[https://drive.google.com/file/d/1ad-1UrNS4LwiXFm\\_znMi64xdnixGuwC/view?usp=sharing](https://drive.google.com/file/d/1ad-1UrNS4LwiXFm_znMi64xdnixGuwC/view?usp=sharing)

### 3. Stakeholder identification and analysis

Project stakeholders are defined as individuals, groups or other entities who: (i) are impacted or likely to be impacted directly or indirectly, positively or adversely, by the Project (also known as ‘project-affected parties’); and (ii) other stakeholders that may have an interest in the Project (‘other 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.

The stakeholder identification process has found a number of stakeholders with direct or indirect interests in VCRP, depending on their level of interest, influence or the way they are impacted by the project. For the purposes of effective and tailored engagement, stakeholders of the proposed project(s) can be divided into the following core categories:

#### 3.1. VCRP implementing institutions

VCRP implementing agencies are governmental institutions that are on daily basis in charge of preparation and implementation of the project. This category of stakeholders encompasses the leading agencies responsible for overseeing the project activities and those which provide technical support in the area of their mandate to ensure successful implementation of the VCRP.

These include:

*Implementing institutions*

- ❖ The Ministry of Environment (MoE) will lead the coordination of the VCRP implementation;
- ❖ Rwanda Environment Management Authority (REMA);
- ❖ Rwanda Water Resources Board (RWB);
- ❖ Rwanda Development Board (RDB);
- ❖ Rwanda Meteorological Agency (Meteo-Rwanda).

*Key stakeholders for technical support*

- ❖ The Ministry in charge of Emergency Management (MINEMA)
- ❖ Ministry of Agriculture and Animal Resources (MINAGRI)
- ❖ Rwanda Forestry Authority (RFA);
- ❖ Rwanda Housing Authority (RHA)
- ❖ National Agricultural Export Development Board (NAEB)
- ❖ Etc.

In addition to the central level implementing institutions, local government authorities in the project area especially districts authorities for **Burera, Musanze, Nyabihu, Rubavu, Rutsiro, Ngororero, Gakenke** and **Muhanga** districts will play a key role in the implementation and monitoring on daily basis the project activities.

### *3.2. Project-affected Parties*

This comprises persons, groups and other entities who will be directly affected positively or negatively by the project. This group includes people who will lose land or access to land and any other identified assets or resources and livelihood or income due to project activities. This group is the core target audience and will be directly affected by the project implementation or/and outcomes. While a big part of the community in the VCRP area will benefit positively from catchment and landscape restoration and food mitigation interventions, there is a community that will be displaced as result from park expansion interventions. These groups of directly affected parties and others groups or entities within the project area that think they may be potentially affected or influenced by the project and/or have been identified as most susceptible to change associated with the project, will need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures.

### *3.3. Other Interested Parties*

These are key entities including Government ministries, Tourism and Conservation partners for VNP, NGOs and Civil society Organizations, Private Sector, Research and Academic Institutions that have direct or indirect interests and influence on VCRP and need to be engaged in the project preparation.

These will include but not be limited to the following:

- ❖ Ministry of Finance and Economic Planning (MINECOFIN);
- ❖ Ministry of Local Government (MINALOC);
- ❖ Ministry of Agriculture and Animal Resources (MINAGRI);
- ❖ Ministry of Infrastructure (MININFRA);

- ❖ Rwanda Agriculture and Animal Resources Board (RAB);
- ❖ National Land Authority (NLA);
- ❖ Gender Monitoring Office (GMO);
- ❖ Rwanda Cooperative Agency (RCA);
- ❖ Rwanda Airport Company (RAC);
- ❖ Rwanda Civil Aviation Authority (RCAA);
- ❖ Rwanda Mining Board (RMB);
- ❖ International Gorilla Conservation Program (IGCP)
- ❖ Dian Fossey Gorilla Fund International (DFGI)
- ❖ African Wildlife Foundation (AWF)
- ❖ Wildness SAFARI Rwanda
- ❖ Singita Kwitonda Lodge
- ❖ Local NGOs and Civil Society Organizations
- ❖ Rwanda Environment Management Authority (REMA);
- ❖ Local Administrative Entities Development Agency (LODA),
- ❖ Profemmes Twese Hamwe (PFTH)
- ❖ Ministry of Local Government (MINALOC),
- ❖ Réseau des Femmes,
- ❖ Energy Development Corporation Limited (EDCL),
- ❖ Rwanda Standard Board (RSB),
- ❖ Rwanda Water Resources Board (RWB),
- ❖ National Public Service Commission (NPSC),
- ❖ Rwanda Governance Board (RGB),
- ❖ Ministry of Public Service and Labour (MIFOTRA),
- ❖ Rwanda Civil Society Platform,
- ❖ Ministry Gender and Family Promotion (MIGEPROF),
- ❖ Academia and Research Institutions
- ❖ National Council of Persons with Disabilities
- ❖ National Commission for Children
- ❖ Faith Based Organizations
- ❖ Media High Council
- ❖ Etc.

Disadvantaged / vulnerable individuals or groups;

The WB ESS 10 defines vulnerable or disadvantaged groups as those who may be more likely to be adversely affected by the project impacts and/or are more limited than others in their ability to take advantage of a project's benefits. Such an individual/group is also more likely to be excluded from/unable to fully participate in the mainstream consultation process and as such may require specific measures and/or assistance to do so. This will take into account considerations relating to age, including the elderly and minors, and including in circumstances where they may be separated from their family, the community or other individuals upon which they depend.

The vulnerable individuals/groups for this project may include for example: poor female headed households, children headed household, people with physical or mental disabilities, elders, chronically ill etc. and any other groups that may be identified during social economic surveys and consultations. Engagement with the vulnerable groups and individuals often requires the application of bespoke measures and assistance aimed at the facilitation of their participation in the project-related decision making so that their awareness of and participation in the process are commensurate to those of the other stakeholders.

### 3.4. Analysis of VCRP stakeholders

Table 2 features details of roles of identified stakeholders based on interest or influence in the VCRP project, with MoE as the lead and brief descriptions of the involvement of implementing partners, agencies providing institutional technical support. The table also features affected parties including vulnerable groups, other interested parties and development partners.

*Table 2: Analysis of Identified stakeholders for VCRP based on their interest or influence on the project*

No	Stakeholder	Involvement in the project	Interest	Influence
<b>I. Project-Affected Parties (PAPs)</b>				
1	Project Affected Persons/groups (PAPs) including People to be displaced from the VNP expansion area, people likely to be affected by flood management and catchment/landscape restoration interventions, Communities in the neighboring areas, Farm & off-farm cooperatives in intervention areas	PAPs will need to be closely engaged throughout the project lifecycle in identifying impacts and their significance, as well as in decision-making on mitigation and management measures.	High	High
2	Local Community	The local community needs to be involved during the whole project lifecycle in order to create awareness of the	High	High

No	Stakeholder	Involvement in the project	Interest	Influence
		community about the project and ensure they maximize the benefits from the project. Involvement of local community will also help to mitigate negative impacts of the project on them and ensure the project sustainability.		
3.	Vulnerable and disadvantaged groups: female /single parent headed households, people with physical and mental disabilities, elders, children headed households, chronic ill etc.	These groups will be consulted during the design and implementation of project activities so as to have their views on how the project and proposed mitigation measures can address their concerns as well as enhance the benefits from the project.	High	High
<b>II. Other interested parties</b>				
<b>II.1. Implementing agencies</b>				
4	Ministry of Environment (MoE)	MoE will lead in the overall coordination, management, monitoring, the project preparation activities	High	High
5	RWB	RWB will lead the preparation and implementation of components 1.a: Flood Reduction Investments, and 2.a: Integrated catchment and landscape restoration. RWB will also support in implementation of Flood Early Warning System (FEWS)	High	High
6	REMA	REMA will lead the preparation and implementation of components 2.b: Ecological restoration of priority conservation areas and, 2.c: Livelihood Development	High	High
7	RDB	RDB will lead the preparation and implementation of component 3a: Integrated Climate Resilient Settlement, and 3b: Livelihood diversification and income generation activities.	High	High
8	Meteo-Rwanda	Meteo-Rwanda will lead the preparation and implementation of activities related to the establishment and operationalization of Flood Early Warning System (FEWS)	High	High
<b>II. 2. Other key stakeholders</b>				
9	MINEMA	MINEMA will partner with Meteo-Rwanda in preparation and implementation of Flood Early Warning System (FEWS)	High	High
10	RHA	RHA will be involved in VCRP especially through provision of technical support in design, construction, supervision and	High	Medium

<i>No</i>	<i>Stakeholder</i>	<i>Involvement in the project</i>	<i>Interest</i>	<i>Influence</i>
		occupation of smart green model villages.		
11	RFA	Rwanda Forest Authority will be involved in the preparation and implementation of component 2.	High	High
12	Local Government Authorities	District Authorities of the project intervention are will play a vital role in the project implementation through signed Memorandum of Understanding (MoUs) with different implementing agencies	High	High
13	MINECOFIN	MINECOFIN will: <ul style="list-style-type: none"> <li>• Lead financial negotiation with World Bank;</li> <li>• Disburse the funds to implementing agencies.</li> </ul>	High	High
14	FONERWA	FONERWA has funded preliminary studies and related consultations. It will keep providing technical support throughout the project implementation phase.	Medium	Medium
15	RCA	Rwanda Cooperative Agency will provide useful information about cooperatives in the project intervention area as well as mobilizing cooperatives so that they can fully benefit from the project	Medium	Medium
16	RAB	Rwanda Agriculture Board will provide information and expertise for implementation of project agricultural related activities and production.	High	Medium
17	NAEB	The Rwanda Agricultural Export Development Board with provide technical support on all matters related to agricultural export, particularly for livelihood development.	High	Medium
18	NLA	The national Land Authority will facilitate in providing information related to land ownership during property valuation and expropriation.	Medium	Medium
19	Tourism and conservation partners: IGCP, DFGI, AWF, Wildness SAFFARI Rwanda, Singita Kwitonda Lodge.	Tourism and conservation partners of VNP will play key role in the project preparation phase and throughout all its implementation phases, particularly the ecological restoration of the park expansion area.	High	Medium
20	NGOs and CSOs: SACOLA, REDROCK, RCCDN (Rwanda Climate Change and Development Network) etc.	Being the voice of the local community, local NGOs and CSOs will help in mobilization awareness raising of the community. They will also be involved in providing useful information on project impacts during the preparation of E&S	High	Medium

<i>No</i>	<i>Stakeholder</i>	<i>Involvement in the project</i>	<i>Interest</i>	<i>Influence</i>
		instruments.		
21	RCAA	As an agency in charge of regulating aviation activities and policies, they will benefit from the radar products under sub-component 1.b.	High	Medium
22	RAC	The same as RCAA, they will benefit from the radar product under sub-component 1.b.	High	Medium
23	RMB	They will benefit from components 1 and 2 of the project.	Medium	Low
24	Media	The media will play key role in disclosure and dissemination of information related to the project. The media will also help in community awareness and mobilization.	Medium	High
25	Academic and research institutions, IUCN,	The project will need to closely engage academic and research institutions for evidence based monitoring and evaluation of the project impact vis a vis its objectives.	High	Medium
26	Private Sector Federation (PSF)	The project will need to work with members of the PSF to implement some activities as contractors of suppliers	High	Medium
27	World Bank, EIB, NDF, PROGREEN, WILDNESS SAFARI	The implementation of VCRP will be financed by different development partners including the World Bank, Nordic Development Fund, European Investment Bank etc. The development partners will monitor efficient use of the project funds. The will also provide technical support for successful implementation of the project.	High	High

### 3.5. Summary of project stakeholder needs

For the time being, intensive consultations were conducted with project affected people and other stakeholders on component 3 while few consultation sessions were conducted on other components (1&2) . Therefore, more accurate and detailed information on the characteristics of project-affected people on components 1&2 is not yet available. These will be determined through site-specific studies such as RAPs, ESIA, ESMPs, and contractors' ESMPs. Consequently, the SEP will be updated accordingly during implementation as needs arise.

*Table 3: Project Stakeholders needs*

<b>Community</b>	<b>Stakeholder group</b>	<b>Key characteristics</b>	<b>Language needs</b>	<b>Preferred notification means (e-mail, phone, radio, letter)</b>	<b>Specific needs (accessibility, large print, child care, daytime</b>
Kinigi Sector in Musanze District	Community to be affected from the Park expansion area and relocation site.	992 households	Kinyarwanda	Public meetings, telephone	1.Fair compensation for their properties and assets. 2. Facilitation to get land titles for those who do not have them. 3.Livelihood restoration support after relocation.
Matyazo Sector in Ngororero District	Representatives of people living near Rubagabaga river	Consulted 58 community members of which 39 male and 19 female	Kinyarwanda	Public meetings, telephone	1. Integration of sustainable land management through landscape restoration approach 2. Water harvesting system in single household
Shyiira, Rugera Mukamira and Jenda sectors in Nyabihu District	Representatives of people living near Giciye river and its watershed, People from Flooded area in Mukamira	Consulted 40 community members of which are 20 male and 20 are female	Kinyarwanda	Public meetings, telephones	Conduct deep assessment of source of water that causes regular flooding and landslides and take adequate actions

<b>Community</b>	<b>Stakeholder group</b>	<b>Key characteristics</b>	<b>Language needs</b>	<b>Preferred notification means (e-mail, phone, radio, letter)</b>	<b>Specific needs (accessibility, large print, child care, daytime)</b>
	Sector and riparian watershed and dairy farmers in Gishwati range land in Jenda Sector				
Cyuve & Kinigi Sectors in Musanze District	Representatives of people living in Cyuve catchment	Consulted 77 Community members of which 50 are female and 27 are male.	Kinyarwanda	Public meetings, telephone	1. Rehabilitate bridges on Cyuve gully that are destroyed by heavy water flows from volcanoes 2. Getting employment during project implementation
Gahunga Sector in Burera District	Representatives of people living near Rukangabana and Muhabura-Mbandana gullies	Consulted 18 community members of which are 14 male and 4 are female	Kinyarwanda	Public meetings, telephone	1. Urgent reponse on Rukangabana and Nyaburimbi gullies. 2. Establishing flood control measures on the gullies. 3. Livelihood development for the local community

## **4. Stakeholders' engagement program**

### **4.1. Purpose and timing of stakeholders' engagement program**

#### **4.1.1 Purpose**

The SEP for VCRP seeks to define a technically and culturally appropriate approach to consultation and disclosure. The goal of this SEP is to improve and facilitate decision making and create an atmosphere of understanding that actively involves project-affected people and other stakeholders in a timely manner and ensure that these groups of stakeholders are provided with sufficient opportunity to voice their opinions and concerns that may influence Project decisions. The SEP is a useful instrument for managing communications between the project proponent and its stakeholders. An effective engagement helps translate stakeholder needs into organizational goals and creates the basis for effective strategy development. The SEP describes the agreed Grievance Redress Mechanisms that will be available for project-affected persons/interested stakeholders/local community for handling grievances, observations, and requests to the project team.

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

- ❖ Define procedures for the project stakeholder engagement such that it meets the standards of ESS10
- ❖ Provide guidance for effective and inclusive stakeholder engagement such that it meets the standards of International Best Practice;
- ❖ Identify key stakeholders that are affected, and/or able to influence the Project and its activities;
- ❖ Identify the most effective methods, timing, and structures through which to share project information, and to ensure regular, accessible, transparent and appropriate consultation;
- ❖ Develops a stakeholder engagement process that provides stakeholders with an opportunity to influence project planning and design;
- ❖ Describe the communication protocols and channels the project will use to communicate with the different types of stakeholders;
- ❖ Establish formal grievance/resolution mechanisms;
- ❖ To ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner and format.

#### 4.1.2. Timing of consultations and locations

Consultations will take place during all the project phases. For the preparation stage, a summary of already conducted consultations was included in section 2. At this stage of the project, apart from component 3, all the details concerning the project intervention areas and specific activities have not yet been determined. However, a general idea of the frequency and location of consultation can be tentatively discussed as follows:

- ❖ **For affected parties:** During project implementation, there will be monthly public meetings to discuss and disclose information related to specific activities planned to take place in a specific area the following month. These meetings will take place at the end of the month in order to give enough time for stakeholders to provide feedback and respond to their comments. For these stakeholders, the project will prioritize locally accessible places such as local administration offices (village, cells, and sectors), public schools, churches, etc.
- ❖ **Interested parties:** consultations with interested parties will take place quarterly during the public meeting during quarterly meetings of the Joint Action Development Forum (JADF) that will take place at the district head office with all District partners involved. In these forums, the project implementing entities will provide information about the project to the forum of district partners which include NGOs, CSO, Development partners, representatives of local communities, security agencies, etc. It will be through this forum that information on planned activities and their impact (e.g. on local traffic management) will be communicated to the police so as to get their support if need be. Furthermore, regular workshops will be organized quarterly or at any other appropriate time for all stakeholders. Participants will be officially communicated with the workshop objective and venue at least one week before to ensure their participation.

#### 4.2. Proposed strategy for information disclosure

The project considers it important that the different activities are transparent. This will include effective communication through the Ministry of Environment and the respective implementing institutions. This SEP will be disclosed prior to formal consultations. The Project will allocate funds for the stakeholder engagement activities including logistical requirements. The table below describes methods that will be used to engage stakeholders in the project preparation process.

Table 4: Information disclosure strategy for the VCRP

<b>VCRP Project stage</b>	<b>List of information to be disclosed</b>	<b>Methods proposed</b>	<b>Timetable: Locations/ dates</b>	<b>Target stakeholders</b>	<b>Percentage reached</b>	<b>Responsibilities</b>
Preparation Phase	Project objectives and interventions, Beneficiary selection guidelines, E&S principles and obligations, Consultation process/SEP including GRM procedure, project information.	Workshops, Electronic publications (as applicable) in English and Kinyarwanda, emails	Twice a month, whenever there is a change	Government institutions	100% reached through electronic means and 98% through workshops	Project coordination Unit (PCU) at MoE and PIU in IPs (RWB, REMA, RDB, and Meteo Rwanda)
	Project objectives and interventions, Beneficiary selection, guidelines for resettlement and livelihood restoration, E&S principles and obligations, Consultation process/SEP and GRM procedures	Workshops, e-mails, Information boards, project websites, project leaflets and brochures in English and Kinyarwanda.	Workshops Once in a quarter, and whenever there is any change of the information to be disclosed. Brochures once in a year	NGOs, CSOs, Tourism & Conservation agencies, development partners, Academic and research institutions	100% reached through electronic means, 98% through workshops and brochures	Project coordination Unit (PCU) at MoE and PIU in IPs (RWB, REMA, RDB, and Meteo Rwanda)
	Project concept, beneficiaries' selection criteria, eligibility for resettlement and livelihood restoration, E&S procedures, Consultation process/ SEP and GRM procedures,	Physical outreach campaigns through public meetings, focus group discussions, public notices, project website, information leaflets and brochures at village and cell offices, local community radio.	Physical outreach once a month; Public notices, radio aired notices, and leaflets once a quarter.	Potential PAPs, Vulnerable groups; project beneficiaries and neighboring communities	100% reached (those who might not be reached through one means will be reached through the other)	Project coordination Unit (PCU) at MoE and PIU in IPs (RWB, REMA, RDB, and Meteo Rwanda)

Project implementat ion	Scope of VCRP interventions/activities, timing and locations, SEP and GRM procedures.	Workshops and meetings, project progress reports, Emails, Radio and TV shows, project websites, e-mails, Timing: Before the start of project activities and half- yearly thereafter	Workshops once a quarter; radio and TV show one week in a semester; emails and project websites whenever there is an urgent need for information disclosure	Government institutions, private sector, Tourism and conservation partners, NGOs, CSOs, development partners, academic and research institutions	100% reached (those who might not be reached through one means will be reached through the other)	Project coordination Unit (PCU) at MoE and PIU in IPs (RWB, REMA, RDB, and Meteo Rwanda)
	Scope of VCRP and specific interventions/activities; Timing and locations of VCRP activities, SEP and GRM procedures	Public meetings; Outreach campaigns, site information boards, Public and radio notices, project websites, project leaflets on project sites and village, cell and sector offices; hard copies	Public meeting on weekly basis; Outreach campaigns every month; Leaflets permanent and updated, radio and TV show one week in semester	Potential PAPs, Vulnerable groups; project beneficiaries and neighboring communities	100% reached (those who might not be reached through one means will be reached through the other)	Project coordination Unit (PCU) at MoE and PIU in IPs (RWB, REMA, RDB, and Meteo Rwanda)

In order to ensure transparency and prevent misconceptions about the Project, MoE will ensure that information to be disclosed:

- ❖ Is accurate, up-to-date and easily accessible;
- ❖ Emphasizes shared social values;
- ❖ Includes the national strategy for promotion of farm and off-farm cooperatives;
- ❖ Includes where people can go to get more information, ask questions and provide feedback;
- ❖ Is communicated in formats taking into account language, literacy and cultural aspects.
- ❖ Over time, based on feedback received through the Grievance Redress Mechanism and other channels, information disclosed should also answer frequently asked questions by the public and the different concerns raised by stakeholders.

### 4.3. Proposed strategy for consultation

Stakeholder consultation and engagement for the project will be carried out through inclusive and consultative processes using technical meetings, public meetings, workshops, and knowledge-sharing forums based on the strategy described above and summarized in Table under section 4.2 above.

*Table 5 Stakeholder engagement procedure in compliance with ESS10 based on the VCRP*

Stakeholder Group	Engagement Methods
<b>GoR Ministries, Institutions and Agencies:</b> ✓ Ministry of Environment (incl. REMA, FONERWA, RFA, NLA, Meteo-Rwanda) ✓ MINECOFIN ✓ MINIFRA (incl. RHA) ✓ MINEMA ✓ MINALOC (incl. LODA, Districts & other Local Governance Institutions) ✓ MINAGRI (incl. RAB) ✓ RWB ✓ RDB ✓ RCA ✓ RMB ✓ RCAA ✓ RAC ✓ MIGEPROF	Email and text messages Workshops Formal Video Conference meetings Electronic Factsheets with text message feedback contact details One-On-One phone conversations
✓ <b>Project Affected Persons/groups</b> Households to be displaced from the park expansion area ✓ Households in intervention areas and vicinity ✓ Farm & off-farm cooperatives in intervention areas	Radio and TV Announcements; Social medial announcements; Text messaging; Public meetings Focus Group Discussions; One-On-One conversations/meetings

Stakeholder Group	Engagement Methods
✓ Communities in the neighbouring areas	Electronic Factsheets with text message feedback contact details Information boards
<b>Other Stakeholders:</b> ✓ Other ✓ Other GoR institutions with social and economic development mandates ✓	Radio and TV Public Service Announcements; social medial announcements; text messaging; Focus Group Discussions; One-On-One phone conversations Electronic Factsheets with text message feedback contact details
<b>Disadvantaged/ Vulnerable Individuals or Groups:</b> ✓ Elderly ✓ People with disabilities ✓ Female-headed households ✓ Children-headed households ✓ Persons with disabilities ✓ People with chronic illness ✓ Youth and teenage mothers	Focus Group Discussions with affected persons Focus Group Discussions with local influencers and local network reps One-On-One conversations/meetings
<b>Other Interested Groups:</b> ✓ Private Sector Federation ✓ Academic and research Institutions ✓ Tourism and conservation partners ✓ National and international development organizations ✓ Politicians ✓ The public at large ✓ CSOs and NGOs	Radio and TV talk shows with a phone-in feedback facility Electronic Factsheets with text message feedback contact details Short video broadcasts with text message feedback contact details One-On-One phone conversations Workshops Emails

Overall implementation of project SEP is the responsibility of the Ministry of Environment (MoE). Consultations between the preparation team of the SEP and SPIUs of MoE, RWB, REMA and RDB confirmed that adequate capacity for the required implementation requirements was available within the respective existing human resources and operational structures. MoE has onboard one environmental and Social Risk Management Expert, one Community Engagement Expert and a Gender Inclusiveness Expert to ensure avoidance and mitigation of environmental and social risks. In addition to the E&S risk management team of the PCU, implementing agencies including REMA, RWB and RDB will recruit E&S risk management specialists to ensure the project complies with environmental and social standards.

The level, method and activity of engagement to be applied will be selected by the Environmental

and social risk management Expert from the stakeholders' engagement plan featured in the Table 6 below in collaboration with E&S risk management specialists under PIUs before contacting target stakeholders. The Environmental and social risk management Expert at the Project Coordination Unit (PCU) is responsible for the documentation of the stakeholder engagement activities and quarterly reporting on the SEP.

The Stakeholder engagement/consultation plan/strategy for the project is featured in Table 6 below. The plan features a matrix for the preparation and implementation stages, respective target stakeholders, engagement topics, appropriate methods to be used, location and frequency of engagement. The Ministry of Environment will ensure that all stakeholder engagement activities are implemented as per plan.

Table 6 Stakeholder engagement plan for the VCRP

Project stage	Topic of consultation	Method used	Timetable: Location and dates	Target stakeholders	Responsibilities
Stage 1: Project Preparation	SEP and other ESF tools; Project scope and rationale; Project E&S principles; Grievance Redress Mechanism process, Schedule and Work Plan	Physical public meeting, Online meetings, separate meetings for women and the vulnerable groups, One-on-One meetings, disclosure of written information through brochures, posters, flyers, website, local newspaper, information boards or desks Grievance Redress Mechanism	Once a month. Whenever there is an urgent need for consultation and information disclosure	Project Affected People including: Households to be resettled, Households in intervention areas & vicinity Farm & off-farm cooperatives in intervention areas Communities in the neighboring areas	MoE-SPIU and PIU of IP (RWB, REMA, RDB, Meteo Rwanda)
	Disclosure of and other ESF instruments. Project scope, rationale and E&S principles, Grievance Redress Mechanism process, Schedule and Work Plan	Workshops, Online meetings, One-on-One meetings, Joint public/community meetings,	The E&S team under the supervision of the MoE-SPIU (PCU) will select appropriate Methods, time and venue to carry out consultations with the target stakeholders throughout the project preparation stage	Other interested parties	MoE-SPIU and PIU of IP (RWB, REMA, RDB, Meteo Rwanda)
	SEP and other ESF tools disclosure;	Online meeting and public meetings, if possible	The E&S team under the	Other Interested Parties: Press and media	MoE-SPIU and PIU of IP (RWB, REMA,

<b>Project stage</b>	<b>Topic of consultation</b>	<b>Method used</b>	<b>Timetable: Location and dates</b>	<b>Target stakeholders</b>	<b>Responsibilities</b>
	Project scope, rationale and E&S principles, Grievance Redress Mechanism process, Schedule and Work Plan	trainings/workshops (separate meetings specifically for women and vulnerable people as needed) Mass/social media communication Disclosure of written information: Brochures, posters, flyers, website, Information boards, Grievance Redress Mechanism, Notice board for employment recruitment	supervision of the MoE-SPIU (PCU) will select appropriate Methods, time and venue to carry out consultations with the target stakeholders throughout the project preparation stage	Local CSOs & NGOs, Different Government institutions, academic and research institutions, District Admin, etc. General public	RDB, Meteo Rwanda)
	Legal compliance issues Project scope, rationale and E&S principles, Grievance Redress Mechanism process, Schedule and Work Plan	Online meeting, Face-to-face meetings if protocol can be ensured, Invitations to public/community meetings Submission of required reports	The E&S team under the supervision of the MoE-SPIU (PCU) will select appropriate Methods, time and venue to carry out consultations with the target stakeholders throughout the project preparation stage	Other Interested Parties: Other Government Departments from which permissions/clearances are required;	MoE-SPIU and PIU of IP (RWB, REMA, RDB, Meteo Rwanda)

<b>Project stage</b>	<b>Topic of consultation</b>	<b>Method used</b>	<b>Timetable: Location and dates</b>	<b>Target stakeholders</b>	<b>Responsibilities</b>
Stage 2: Project implementation	Grievance Redress Mechanism, Livelihood restoration, Health and safety impacts Progress on Schedule and Work Plan Project status	Online meetings, if possible, Public meetings, trainings/workshops Separate meetings for women and vulnerable groups, Individual outreach to PAPs as needed. Disclosure of written information: brochures, posters, flyers, website; Information boards; Notice board(s); Grievance Redress Mechanism; Local monthly newsletter	The E&S team under the supervision of the MoE-SPIU (PCU) will select appropriate Methods, time and venue to carry out consultations with the target stakeholders throughout the project preparation stage	Project Affected People including: Households to be resettled, Households in intervention areas & vicinity Farm & off-farm cooperatives in intervention areas Communities in the neighboring areas	MoE-SPIU and PIU of IP (RWB, REMA, RDB, Meteo Rwanda)
	GBV and social inclusion related consultation, - Understanding Gender, GBV and its forms - GBV allegation, reporting mechanism, accountability, structures and referral procedures within agencies and for	Awareness and engagement campaigns on GBV risks, prevention and management through public meetings, use of existing structures like Community work meetings (Umuganda) at the village level; Citizens' Assemblies (Inteko z'abaturage) at the cell level, NWC meetings (at the cell, Sector and District levels) NYC meetings (at the cell, Sector and District levels) , NCPD meetings ( at the cell, Sector and District levels), Advisory Council Meetings	MoE PCU and PIU will work with specialised central decentralised organs to select appropriate Methods, time and venue to carry out consultations with the target stakeholders throughout the	Other Interested Parties	MoE-SPIU and PIU of IP (RWB, REMA, RDB, Meteo Rwanda)

<b>Project stage</b>	<b>Topic of consultation</b>	<b>Method used</b>	<b>Timetable: Location and dates</b>	<b>Target stakeholders</b>	<b>Responsibilities</b>
	<p>community members to report cases</p> <ul style="list-style-type: none"> <li>- Roles and responsibilities</li> <li>- Human rights</li> </ul>	<p>(“Njyanama” at the Cell, Sector and District levels); Inshuti z’Umuryango (Friends of the family), Families evening forum (Umugoroba w’Imiryango), Isange One Stop Centers, the media (Radio &amp;TV), Drama series (Urunana &amp;Ikinamico) and others.</p>	<p>project preparation stage</p>	<p>such as MIGEPROF, NWC, GMO, FFRP, NYC, N</p>	
	<p>Project information</p> <ul style="list-style-type: none"> <li>- scope and rationale and E&amp;S principles, Project status</li> <li>Health and safety impacts</li> <li>Progress on Schedule and Work Plan</li> <li>Environmental concerns</li> <li>GBV related consultation, Grievance Redress Mechanism process</li> </ul>	<p>Project progress reports, Public meetings, trainings/workshops</p> <p>Disclosure of written information: brochures, posters, flyers, website, Information boards Notice board(s),</p> <p>Communication through mass/social media, Grievance Redress Mechanism</p> <p>GBV related consultations will be done through the existing channels mentioned above.</p>	<p>The E&amp;S team under the supervision of the MoE-SPIU (PCU) will select appropriate Methods, time and venue to carry out consultations with the target stakeholders throughout the project preparation stage</p>	<p>Other Interested Parties:</p> <p>Press and media</p> <p>Local CSOs &amp; NGOs, Different Government institutions, academic and research institutions, District Admin, etc.</p> <p>General public</p>	<p>MoE-SPIU and PIU of IP (RWB, REMA, RDB, Meteo Rwanda)</p>

#### 4.4. Proposed strategy to incorporate the views of vulnerable groups

The Project will carry out targeted stakeholder engagement with vulnerable groups. The engagement with the identified vulnerable groups aims to understand concerns/needs in terms of accessing information, social facilities and services and other challenges they face at home, at workplaces and in their communities.

Vulnerable individuals/groups for VCRP may include female and child-headed households, Youth, teenage mothers, people with disabilities, elders, chronically ill and any other groups that may be identified during socio-economic surveys.

Engagement with the vulnerable groups and individuals often requires the application of bespoke measures such as using sign language interpreters for the hearing impaired, meeting elders at their homes, and assistance aimed at the facilitation of their participation in the project-related decision-making.

With the aim to remove obstacles to participation for this category of stakeholders, different methods will be customized to their needs. The proposed methods include:

- ❖ Face to face discussions
- ❖ Regular home visits
- ❖ Regular follow up phone calls
- ❖ Inclusion to the GRC or special introduction to the GRC for special attention
- ❖ Working with local authorities and Community health workers to convey and relay information to them.
- ❖ Environment and catchment committees
- ❖ Public meetings in their vicinity to facilitate access

#### Timelines

Stakeholders will be regularly kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan. Monthly Community Work (Umuganda) will be an opportunity to update the community on the project activities, while for urgent information, radio and other social media will be used as needed. Other stakeholders will be regularly engaged through different channels (physical and virtual meetings, website updates, official letters, social media, etc.).

#### Review of Comments

All comments will be addressed to the Ministry of Environment either directly or through implementing partners, while for grievances, a grievance redress mechanism is elaborated further under 6.3. The Grievance Redress Committees will play a big role in collecting grievances related to the project. An online platform “**Baza MoE** ” under the Ministry of Environment is also available to be used by stakeholders either with access to the internet through: <https://bazamoe.environment.gov.rw/home/index> using a smartphone or in case of a normal phone using USSD code: \*164#. The GRM under 6.3 provides a timeline for feedback) while with the

online platform “Baza MoE”, the feedback shall be given within one week to be solved or escalated.

## **Future Phases of Project**

Stakeholder engagement plan 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 throughout the project life cycle. Prior to the commencement of stakeholders’ engagement in a given phase, 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 different activities will be carried out by different stakeholders depending on their level of influence. At central level, the specific activity will be to oversee policy compliance and the elaboration of the guidelines that will be used by the local government. The District local authorities will implement the policies and guidelines prepared by the central level depending on the project phase. and this will be the advocacy for the people and the involvement of the beneficiaries for sustainable development.

Regular reports (monthly, quarterly, and annual reports) will be shared with relevant stakeholders to inform them of the progress of activities including the implementation status of the SEP as well as other ESF tools.

## **5. Resources and Responsibilities for implementing stakeholder engagement activities**

### **5.1 Human resources**

Considering that stakeholder engagement activities will influence all implementing partners namely RWB, REMA, RDB, and Meteo Rwanda, and key stakeholders: RFA, MINEMA, RHA, etc., there is a need to ensure that all concerned agencies and individuals are included or kept informed on the stakeholder engagement process.

Figure 2 shows the implementing arrangement for E&S risk management for the project including SEP implementation.

The MoE Single Project Implementation Unit (SPIU) as the coordination entity will appoint a team of qualified staff comprising an Environmental Risk Management Specialist, Social Risk Management Specialist, Gender Specialist, and Community Engagement Specialist supported as required by a technical assistance to be provided by a team of Experts on need basis to include the Environmental and Social Risk Management, Gender, and Community Engagement.

In addition, full time Environmental and Social risk management staff under SPIUs of the Implementing Partners will support the management of ESHS risks and impacts in their respective components. The Rwanda Water Resources Board (RWB) will appoint a full time Environmental and Social Risk Management Specialist and a fulltime Gender Specialist. Rwanda Environment

Management Authority (REMA) will appoint a full time Environmental Risk Management Specialist, a full time Social Risk Management Specialist and a fulltime Ecology Specialist. At Hub level, 3 District Environmental Specialists and 3 Community Development Officers will be engaged. RDB will use the Environmental and Social Risk Management staff at PCU and Musanze Hub<sup>1</sup> for ESHS management of its interventions, including park expansion and green village construction.

Stakeholder engagement activities will be under the responsibilities of each of these staffs but the overall monitoring and reporting will be the responsibility of the Environmental and Social Risk Management Specialist of each IP who will be reporting directly to the Environmental and Social Risk Management Expert at MoE level for overall coordination. More details on duties and responsibilities will be elaborated in the terms of reference of each staff. The reporting channel will be as follows: Hub/district to the IP/SPIU, the latter to the SPIU/MoE.

Meteo Rwanda will not appoint ESHS specialists as they will only be responsible for the development and operationalization of the Flood Early Warning System (FEWS).

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<sup>1</sup> The project will involve 3 hubs for the 8 districts: Hub 1 for Musanze and Burera District, Hub 2 for Rubavu, Nyabihu, and Rutsiro Districts, and Hub 3 for Ngororero, Muhanga, and Gakenke Districts.

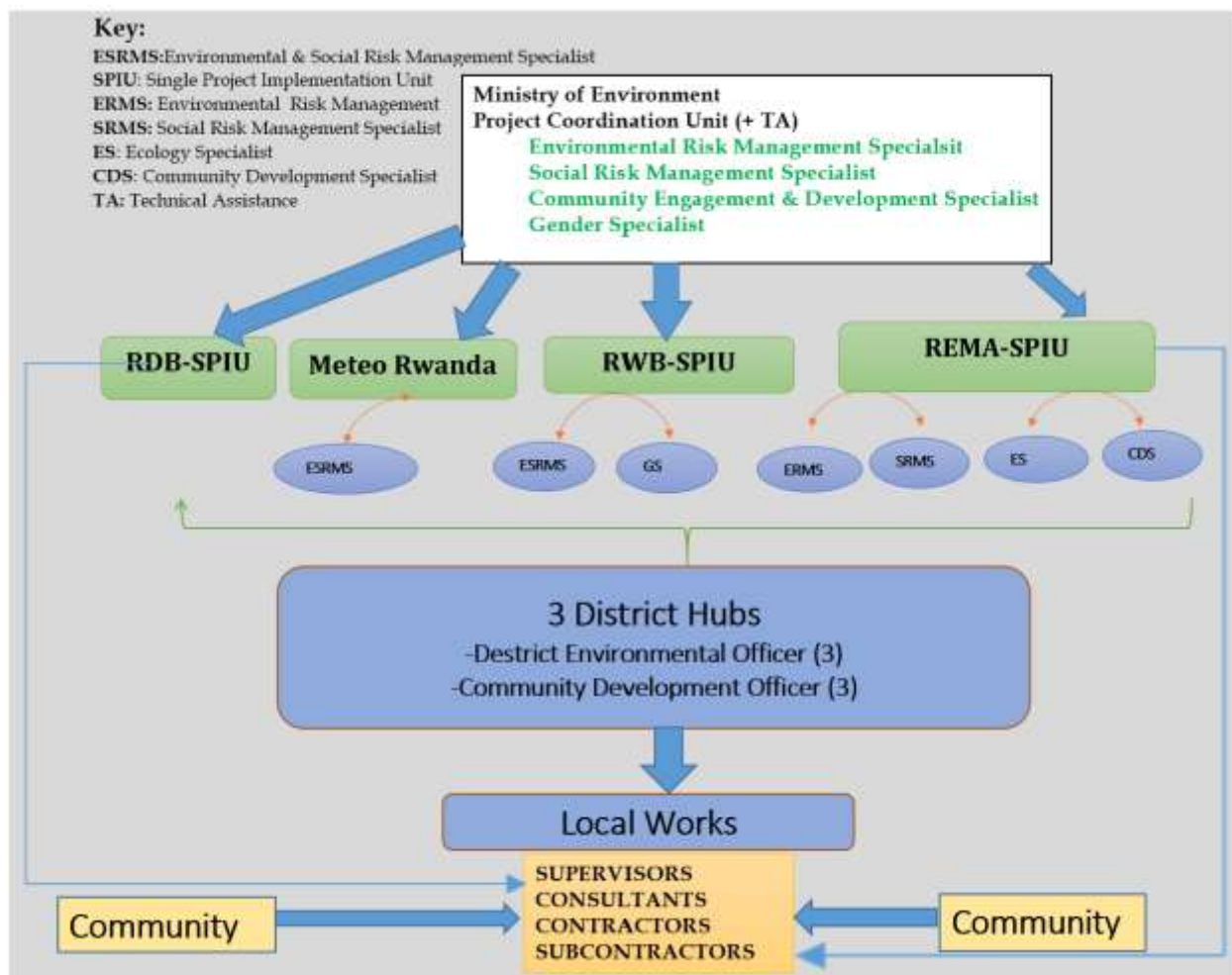


Figure 2: VCRP SEP implementation arrangement

## 5.2. Financial resources

The financial needs for the implementation of SEP activities are summarized in the table below featuring estimated costs for SEP implementation activities. It should be noted that a higher amount is allocation to the establishment, capacity building (entailing training and provision of tools/e-GRM devices) and operationalization (communication and facilitation/lost time replacement) of the project GRM.

Table 7: Estimated cost to implement Stakeholders Engagement Plan

<i>Planned activities</i>	<i>Estimated Cost Year 1 (USD)</i>	<i>Estimated Cost Year 2 (USD)</i>	<i>Estimated Cost Year 3 (USD)</i>	<i>Estimated Cost Year 4 (USD)</i>	<i>Estimated Cost Year 5 (USD)</i>	<i>Source of funds</i>
Correspondence and communication	4,000	4,000	4,000	4,000	4,000	VCRP Funds

Print media and TV/radio Announcements	10,000	10,000	10,000	10,000	10,000	
Formal meetings and workshops	10,000	12,000	14,000	16,000	16,000	
Public meetings and consultations	7,000	7,000	10,000	15,000	15,000	
GRCs establishment, capacity building and Operationalization	10,000	12,000	15,000	30,000	30,000	
Focus group meetings	6,000	6,000	6,000	6,000	6,000	
<b>Total</b>	<b>47,000</b>	<b>51,000</b>	<b>59,000</b>	<b>81,000</b>	<b>81,000</b>	
<b>Grand Total</b>	<b>319,000</b>					

### Contact person

The contact person for VCRP is Ms. Alphonsine NTABANA, the Project Coordinator at PCU:  
phone number: 0788304206; email: [asheri@environment.gov.rw](mailto:asheri@environment.gov.rw)

### 5.3. Management functions and responsibilities

The project has on board an Environmental and Social Risk Management coordination team at the project coordination unit comprising of Environmental and Social Safeguard Expert, Community Engagement Expert, Gender Inclusiveness Expert which is in charge of:

- ❖ Overseeing compliance to ESF requirements across all implementing agencies
- ❖ Ensuring compliance with 10 World Bank's Environmental and Social Standards by all project actors including contractors
- ❖ Build the capacity of the ESF teams at national, community and contractor level
- ❖ Consolidating SEP implementation reports from all implementing agencies

In addition to the Environmental and Social Risk Management (ESRM) coordination team based at MoE, each PIU will have an ESRM team as follows:

1. REMA: Environmental Risk Management Specialist and Social Risk Management Specialist, Ecology Specialist
2. RDB: TA for component 3: Environmental and Social Safeguard Expert and Community Engagement Expert

3. RWB: One Environmental and Social Risk Management Specialist and one Gender Specialist
4. Meteo Rwanda: Environmental and Social Risk Management Specialist

The main responsibilities of the Environmental and Social Risk Management team at PIUs will be to:

- ❖ Oversee all ESRM aspects of project activities implemented under VCRP;
- ❖ Lead the development of guidelines/manuals and trainings materials for local government to support implementation of the SEP and other ESF instruments;
- ❖ Ensure a satisfactory implementation of the ESF including SEP;
- ❖ Supervise and manage the implementation of all planned stakeholder engagement activities including community engagement activities.
- ❖ Be actively involved with the ESIA and RAP process implementation in order to identify potential risks or opportunities and ensure that the necessary administrative support is provided.
- ❖ Assess closely the efficiency of GRM and regularly communicate with GRCs
- ❖ Ensure capacity building is provided to the GRCs through trainings,
- ❖ Update SEP as required and recommend necessary changes;
- ❖ Report on quarterly and annual basis the progress of SEP and facilitate external environmental and social audits if required.
- ❖ The project has a lifespan of 5 years during which stakeholder engagement activities discussed in the previous chapters and others that may be identified throughout project implementation will be carried out. Table 7 above provides tentative cost estimates with the assumption that they will be updated or amended as appropriate depending on arising project needs.

## **6. Grievance Mechanism**

Mostly project related grievances are site-specific. Often, they are related to impacts generated during implementation of the project such as property damage, interruption of utilities, disputes related to labor and working conditions, noise and pollution, expropriation and livelihood restoration related issues and GBV to name a few. 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 local authorities.

The Grievance redress mechanism will be one of the strategies put in place to monitor and resolve complaints that may arise during or after the Project implementation by the affected people or other interested parties. Therefore, the project implementation will minimize grievances throughout all its stages, following the provisions of Rwandan laws and the WB ESS 2, ESS10. Grievances shall be raised either informally or formally through existing channels or project specific grievance redress committees which will focus on grievances between the community and the project as described in figure 3, while grievances among workers will be first handled by workers grievance redress committees to be established before the contractors can start works as provided in the Labor Management Procedures (LMP). Grievances shall be resolved at no cost to

the complainant and in respectful manner, while specific cases shall trigger specific channels outside the project control. These include cases of Gender-Based Violence (GBV) which will be reported directly to Isange One Stop Center specialized providing a holistic package of support (medical, legal, forensic/investigation, psychosocial and safety needs to help victims of violence and child abuse, the majority of whom are women and girls). Prevention measures such as awareness campaigns and engagement meetings with decentralized structures will be done to minimize GBV risks.

Complain will be submitted either in person, by phone, text message, mail, e-mail or via a website. In particular, the ministry of environment has developed an online channel “BazaMoE” in Kinyarwanda, meaning “Ask the Ministry of Environment” through which complains can be logged following the link: <https://bazamoe.environment.gov.rw/home/index> for smart phone users or using an USSD code \*164# for users of regular phones.

### **6.1. Project-specific GRM description**

In compliance with applicable local and national laws and the World Bank’s ESS10, a project-specific mechanism will be established to handle complaints and issues arising from the Volcanoes Community Resilience Project. The grievance mechanism will be particularly designed to collect, collate, review and redress stakeholders’ concerns, complaints and grievances.

This process will be carried out using dedicated communication materials (specifically, a GRM brochure or pamphlet) in both English and local language (Kinyarwanda) according to the preferred language of respective identified stakeholders to ensure smooth communication. These materials will be developed to help stakeholders become familiar with the Grievance Redress Mechanism (GRM) channels and procedures.

Locked suggestion/complaint boxes will be posted in each implementing agency to allow anonymity in recording complaints and a grievance register will be maintained to capture and track grievances from submission to resolution and feedback to the complainants. The project website (and that of the implementing agencies) will include clear information on how feedback, questions, comments, concerns, and grievances can be submitted by any stakeholder. It will also provide information on the way grievances will be handled, both in terms of process and deadlines.

### **6.2. Objective of Grievance Redress Mechanism (GRM)**

Considering that the Grievance Redress Mechanism (GRM) works within existing legal and cultural frameworks, the Grievance Redress Committee (GRC) will comprise of local community representative, PAPs representative, women representative, local authority representative at village and cell levels, contractor and supervising firm representative.

Project-affected-people and any other stakeholders may submit comments or complaints at any time by using the project’s Grievance Redress Mechanism (GRM) to the overall project management. The overall objectives of the GRM are to:

- Provide a transparent process for timely identification and resolution of issues affecting the project and people,

- Strengthen accountability to beneficiaries, including project affected people.

### **6.3.Grievance Resolution Framework**

The grievance procedure at project level will be simplified and administered to the extent possible at the local levels to facilitate access, flexibility, ensure transparency, timely feedback and appeal. Community grievances will be channeled via the Grievance Redress Committees (GRCs) 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, or a digital grievance management platform (“Baza MoE”, already existing within the Ministry of Environment can be used) etc. Information about the GRM will be publicized as part of the initial project consultations and disclosed in all the implementing agencies. Brochures will be distributed during consultations and public meetings, and posters will be displayed in public places such as in government offices (cells, sectors and district offices), project implementation unit offices, digital platforms, notice boards available to potential stakeholders, etc.

Complaints will be filled in a Grievance Register that will be distributed to GRCs 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 in verbal or 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 amicably, it will be escalated, it will be addressed at Cell level, Sector and District level in that order. If not successful in resolving the grievance at local administration level, the grievance would be escalated to the implementing entity’s grievance unit and if unsuccessful at this stage, the grievance will be escalated to the Steering Committee of the project, if the grievance is beyond the Steering Committee capacity, the Courts of law will be the last resort. The grievance redress process is summarized in the figure below.

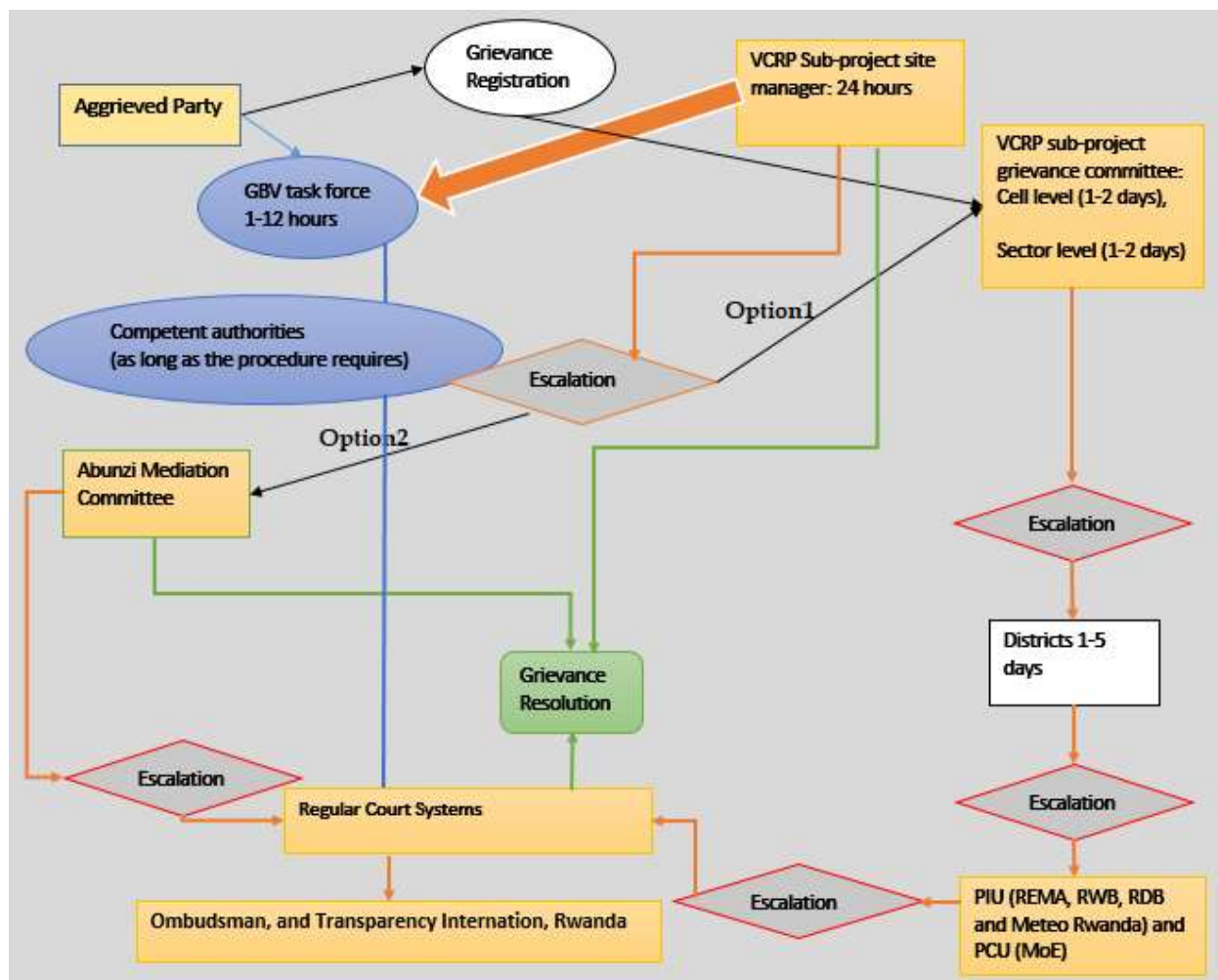


Figure 3: Grievance Redress Process for the implementation of VCRP

Table 8: Grievance Redress Process for the implementation of VCRP

Stage	Process	Duration
1a	<p>Since most of complaints during the execution of works involves the contractor, at first the Aggrieved Party (AP) will take his/her grievance to the Site Manager (SM) of the relevant subproject who will endeavour to resolve it immediately. Where AP is not satisfied, the complaint will be transferred to the Sub-Project Grievance Redress Committee (GRC) at cell level. For complaints that were satisfactorily resolved by the SM, he/she will inform the GRC and the GRC will log the grievance and the actions that were taken.</p> <p>There is also a possibility that the AP directly takes his/her complaints directly to the GRC without going to the SM first. In this case, the GRC will solve it working with the SM.</p>	24hours
1b	The AP may choose to escalate the grievance to the Abunzi Mediation Committee <sup>2</sup> especially if she/he is not directly linked to the sub-project.	Not fixed
2	On receipt of the complaint, the GC at cell level will endeavour to resolve it immediately. In case the GC at cell level fail to solve the complaint, it will be escalated to the GC at Sector level. If unsuccessful, the GC or the complainant then notifies District Authority	1-2 days at cell level 1-2days at sector level
3	The District Authority will endeavor to address and resolve the complaint and inform the aggrieved party. Grievances beyond their competency will be escalated to the relevant Project Implementation Unit.	1 – 5 days
4	If the relevant PIU fails to resolve the complaint to the satisfaction of the complainant, he/she is free to refer the matter to the court.	1 – 7 days
5	If the issue remains unresolved through the courts, then the ultimate step will be for the ombudsman. The decisions at this level are final.	Not fixed
6	The dimension represented in purple is strictly for GBV related matters. The AP will directly approach the representative of the National Women Council who is a de facto member of GRC to ensure her/his anonymity and safety. This GRC member has the responsibility to immediately inform the competent authorities (Rwanda National Police or Rwanda Investigation Bureau).	Not fixed

<sup>2</sup> Organ based at cell and sector level responsible in solving local disputes and finding common grounds for citizens

**Composition of the GRC:** the selection process for the members of the GRC will ensure that different categories of affected people are well represented. The committee will include a representative of women, youth persons with disabilities and other vulnerable people. The project will take advantage of the already existing structures representing these groups from local (cell, sector, district) to the national level. see details in the table below:

**Table 9: GRC composition**

S/N	Member of the GRC	Role and Responsibility
<b>A. At Cell Level</b>		
1	<b>President (PAP representative)</b>	<ul style="list-style-type: none"> <li>Inviting and chairing the meeting</li> <li>Give direction on how received grievances will be processed;</li> <li>Assign organizational responsibility for proposing a response;</li> <li>Referring cases to next level;</li> <li>Speaks on behalf of GRC and s/he is the one to report to the cell or the sector</li> </ul>
2	<b>Village leader</b>	<ul style="list-style-type: none"> <li>Represents local government at village level;</li> <li>Resolves and lead community level grievance redress</li> <li>Sends out notices for meetings;</li> <li>Records all grievance received and report them to next local level</li> </ul>
3	<b>Cell executive secretary</b>	<ul style="list-style-type: none"> <li>Proposes responses to grievances and lead in resolving community grievance unsolved from village level;</li> <li>Records and reports all grievances received from village leaders;</li> <li>Chairs sensitization meeting at the cell level during public consultations meetings;</li> <li>Assists and guides in identifying vulnerable and disadvantaged groups within the cell.</li> <li>Signs the valuations sheets for compensation facilitate a proper Resettlement Plan</li> </ul>
4	<b>Representatives of PAPs (2)</b>	<ul style="list-style-type: none"> <li>Represents the interests of aggrieved parties</li> <li>Give feedback on the efficiency of GR</li> </ul>
5	<b>Women representative (1), Youth representative(1), disability representative(1)</b>	<ul style="list-style-type: none"> <li>Represent the interests of women;</li> <li>Advocate for equity and equal opportunities;</li> <li>Help in prevention of sexual harassment and promote wellbeing of the women and youth</li> <li>Take part in resolution of any grievance related to sexual harassment and any gender domestic violence that may arise;</li> <li>Mobilize women and youth to be active in income generating activities specifically for opportunities in the projects intervention areas</li> </ul>

6	<b>Contractor (Social Safeguard and Environmentalist officer)</b>	<ul style="list-style-type: none"> <li>Receive and log complaints/grievances, note date and time, contact details, nature of complaint and inform complainant of when to expect response;</li> <li>Handle complaints revolved around nuisance resulted from construction and endeavor to handle them satisfactory;</li> <li>Inform engineer (supervisor) and GRC of received complaints/grievances and outcomes and forward unresolved complaints/grievance to GRC</li> <li>Attend community meetings, respond and react to PAPs complaints raised concerning the contractor.</li> </ul>
7	<b>Supervisor</b>	<ul style="list-style-type: none"> <li>Represent the client</li> <li>Ensure that all grievances raised have been responded to, and that the contractor responds to the complaints raised concerning them,</li> <li>Attend community meetings respond to all concerns related to the project from community</li> <li>Report on monthly basis the progress of GRM process</li> </ul>
<b>B. At Sector level</b>		
1	<b>Executive secretary of the Sector</b>	<ul style="list-style-type: none"> <li>Proposes responses to grievances and lead in resolving community grievance unsolved from Cell level;</li> <li>Chairs sensitization meeting at the Sector level during public consultations meetings;</li> <li>Signs the valuations sheets for compensation facilitate a proper Resettlement Plan</li> </ul>
2	<b>Staff in charge of Social Affairs at sector level</b>	<ul style="list-style-type: none"> <li>Collect relevant information that would lead to a better understanding to the grievances received from Cell leaders</li> <li>Records and reports all grievances received from Cell leaders;</li> <li>Assists and guides in identifying vulnerable and disadvantaged groups within the sector.</li> <li>Assist the Executive secretary to propose responses to grievances and lead in resolving community grievance unsolved from Cell level;</li> <li>Act as the secretary of the GRC at sector level</li> </ul>
3	<b>A representative of National Women Council</b>	<ul style="list-style-type: none"> <li>Represent the interests of women;</li> <li>Advocate for equity and equal opportunities;</li> <li>Help in prevention of sexual harassment and promote wellbeing of the women and youth</li> <li>Take part in resolution of any grievance related to sexual harassment and any gender domestic violence that may arise;</li> <li>Mobilize women and youth to be active in income generating activities specifically for opportunities in the projects intervention areas</li> </ul>
4	<b>Contractor (Social Safeguard and Environmentalist officer)</b>	<ul style="list-style-type: none"> <li>Receive and log complaints/grievances, note date and time, contact details, nature of complaint and inform complainant of when to expect response;</li> <li>Handle complaints revolved around nuisance resulted from construction and endeavor to handle them satisfactory;</li> <li>Inform engineer (supervisor) and GRC of received complaints/grievances and outcomes and forward unresolved complaints/grievance to GRC</li> <li>Attend community meetings, respond and react to PAPs complaints raised concerning the contractor.</li> </ul>
5	<b>Supervisor</b>	<ul style="list-style-type: none"> <li>Represent the client</li> <li>Ensure that all grievances raised have been responded to, and that the contractor responds to the complaints raised concerning them,</li> </ul>

		<ul style="list-style-type: none"> <li>Attend community meetings respond to all concerns related to the project from community</li> <li>Report on monthly basis the progress of GRM process</li> </ul>
<b>C. At District Level</b>		
1	<b>Vice Mayor in charge of social Affairs</b>	<ul style="list-style-type: none"> <li>Chair the meeting of project grievances at the District level</li> <li>Proposes responses to grievances and lead in resolving community grievance unsolved from at sector level;</li> </ul>
2	<b>Director of Good governance</b>	<ul style="list-style-type: none"> <li>Provide technical clarifications and relevant information that would enlighten for grievance;</li> <li>Proposes responses to grievances and lead in resolving community grievance unsolved from at sector level;</li> </ul>
3	<b>Representative of CNF</b>	<ul style="list-style-type: none"> <li>Represent the interests of women;</li> <li>Advocate for equity and equal opportunities;</li> <li>Help in prevention of sexual harassment and promote wellbeing of the women and youth</li> </ul>
4	<b>Implementing agencies</b>	<ul style="list-style-type: none"> <li>Proposes responses to grievances and lead in resolving community grievance unsolved from at sector level;</li> <li>Report to the steering committee on the status of the grievances</li> </ul>
5	<b>MoE</b>	<ul style="list-style-type: none"> <li>Proposes responses to grievances and lead in resolving community grievance unsolved from at sector level;</li> </ul>
6	<b>Contractor (Social Safeguard and Environmentalist officer)</b>	<ul style="list-style-type: none"> <li>Receive and log complaints/grievances, note date and time, contact details, nature of complaint and inform complainant of when to expect response;</li> <li>Handle complaints revolved around nuisance resulted from construction and endeavor to handle them satisfactory;</li> <li>Inform engineer (supervisor) and GRC of received complaints/grievances and outcomes and forward unresolved complaints/grievance to GRC</li> <li>Attend community meetings, respond and react to PAPs complaints raised concerning the contractor.</li> </ul>
7	<b>Supervisor</b>	<ul style="list-style-type: none"> <li>Collect and provide relevant information that would lead to a better understanding of the grievance</li> <li>Ensure that all grievances raised have been responded to, and that the contractor responds to the complaints raised concerning them,</li> <li>Report on monthly basis the progress of GRM process</li> <li>Act as the secretary of the meeting</li> </ul>

#### 6.4. Grievance channel for gender-based violence (GBV)

GBV grievance channels require timely access to quality, multi-sectoral services and involve confidentiality and informed consent of the GBV survivor. To this end, the PCU developed a Gender and Anti-GenderBased Violence Action Plan (GAP) that included an Accountability and Response Framework, and this will form part of sub-project ESMP. The GAP will identify service providers in the project areas with a minimum package of services (health, psychosocial, legal/security, safe house/shelter, and livelihood). The GAP will also provide enough details to allow for the development of localized referral pathways, and will establish procedures of handling cases as part of the service providers mapping. The bidding documents will clearly define GBV requirements.

Grievance channels for GBV related impacts

The project's GBV risks may include sexual harassment, child defilement, rape, etc., which may arise from interaction between construction workers, contractor, client and the surrounding community. Search for jobs and procurement opportunities from the project could provide grounds for sexual harassment and exploitation of girls and women as well.

Overall, the GRC will integrate Isange One Stop Centre for comprehensive response to address gender-based violence and all GBV/SEA/SH cases are forwarded to this center. The project has a gender expert with long lasting experience on gender mainstreaming and addressing GBV related risks.

## **6.5. Worker's based GRM**

In compliance with national law and WB ESS2, Workers will elect representatives who will form a committee that will act as the Workers Grievance Redress Committee. As mandated by article 102 of the law regulating labor in Rwanda, the employees' representatives amicably settle individual labor disputes between employers and employees. If employees' representatives fail to settle the disputes amicably, the concerned party refers the matter to the labor inspector of the area where the enterprise is located.

In the case of VCRP it will be the district where works are being implemented. If the Labor Inspector at the District fails to settle the dispute due to the nature of the case or the conflict of interests, he/she refers the dispute to the Labor Inspector at the national level stating grounds to refer such a dispute. If amicable settlement fails at the national level, the case is referred to the competent court. In any case, the PIU will be informed from the beginning of any workers grievances and provide insight and mediation if possible.

The matter will be referred to the labor inspector only if the PIU fails to do the mediation. By structure, the committee will be composed of 5 members: President who is the Project Manager, Vice president (site Engineer), Secretary (Human Resources Manager/Officer) and 2 elected members from workers.

## **7. Monitoring and Reporting**

7.1. Involvement of stakeholders in monitoring activities;

Monitoring and evaluation of the stakeholder engagement process is considered vital to ensure MoE and the Implementing Agencies 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 MoE and Implementing Agencies' 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.

At local levels, for all VCRP sub-component activities in their respective sectors of project intervention, to ensure that there are multiple ways for the communities to engage with the project at grassroot level, sector-specific Community Coordination Committees (CCC) will provide a platform or link between the project and communities benefitting or affected by project activities. The CCC will support the project for community mobilization, coordination of activities as well as in conflict and grievance management. Therefore, CCC shall report to the sector and district on progress of activities to enable effective monitoring.

## 7.2 Indicators

A series of key performance indicators for each stakeholder engagement stage 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;
- ❖ Number of group/categories of stakeholders consulted;
- ❖ Types of engagement methods used e.g. Emails, letters and other formal invitation for participation in the planning and public awareness reports;
- ❖ Themes/topics discussed during the consultations;
- ❖ Geographical coverage of public engagement activities;
- ❖ Number of participants in different engagement activities with gender disaggregated (where applicable);
- ❖ Rate of women participation in consultations;
- ❖ Newly identified stakeholders;
- ❖ Number and details of vulnerable individuals involved in consultation meetings;
- ❖ Number of public grievances received within a reporting period (e.g. monthly, quarterly, or annually) and number of those resolved within the prescribed timeline;
- ❖ Type of public grievances received;
- ❖ Number of press materials published/broadcasted in the local, regional, and national media;

## 7.3 Reporting

### *(i) Quarterly Reports*

The PIUs will prepare brief quarterly reports on stakeholder engagement activities. The reports should include but not limited to:

- ❖ Stakeholder activities conducted on quarterly basis;
- ❖ Public outreach activities (meetings with stakeholders);
- ❖ Reporting on the status of GRM;
- ❖ New identified stakeholder groups;
- ❖ Emerging new issues or challenges and proposed solutions.

*(ii) Annual*

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 and formal meetings held with different categories of stakeholders at various levels.

These reports will be submitted to the funding institutions and other government stakeholders as required.

*(iii) Reporting Back to the Community beneficiaries*

It will be the PIUs' responsibility to report back to the community beneficiaries including PAPs and GRCs on the following:

- ❖ Main findings from the regular monitoring and supervision reports
- ❖ Resolutions of the complaints and grievances raised through various channels of GRM;
- ❖ Any other project related matters relevant to the community beneficiaries.

*(iv) Reporting back to stakeholder groups*

Stakeholders will be kept informed as the project develops, including reporting on project environmental and social performance and implementation of the stakeholder engagement plan and Grievance Redress Mechanism.

## **7.4 Record-keeping**

Record-keeping has been planned thoroughly, and will follow specific procedures:

- ❖ Electronic and hard copy filing systems will be maintained for all external relations activities;
- ❖ Issues/commitments raised/ made at meetings will be recorded and distributed to meeting attendees for verification at regular intervals;
- ❖ Attendance registers will be completed at all meetings and, as possible, digital photographs and/or video recordings will be made of all meetings;
- ❖ A comprehensive record for reporting purposes will be kept of:
  - All meetings (dates, venues, attendees with gender disaggregated, objectives)
  - All comments, compliments, grievances, and responses to these
  - Times and content of media advertisements and radio broadcast.

