
**RWANDA ECOSYSTEM-BASED RESTORATION APPROACH FOR NYUNGWE-
RUHANGO CORRIDOR PROJECT (P507271)
GLOBAL ENVIRONMENT FACILITY (GEF)**

ENVIRONMENTAL AND SOCIAL MANAGEMENT FRAMEWORK (ESMF)



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ABBREVIATIONS AND ACRONYMS

- CIF:** Climate Investment Funds
- CNF:** Conseil National des Femmes (National Women's Council)
- CROM_DS:** Catchment Restoration Opportunity Mapping Decision Support
- DPCT:** District Project Coordination Team
- EIA:** Environmental Impact Assessment
- EHSG:** Environmental, Health and Safety Guidelines
- EHSGs:** Environmental, Health and Safety Guidelines
- ERIP:** Ecosystem Restoration Integrated Program
- ESCP:** Environmental and Social Commitment Plan
- ESF:** Environmental and Social Framework
- ESIA:** Environmental and Social Impact Assessment
- ESMF:** Environmental and Social Management Framework
- ESMP:** Environmental and Social Management Plan
- ESS:** Environmental and Social Standard
- ESTCS:** Environmental and Social Technical Clauses
- GAP:** Gender Action Plan
- GBV/SEA/SH:** gender-based violence/sexual exploitation and abuse (SEA)/sexual harassment
- GCCT:** Gender and Child Compliance Team
- GEF:** Global Environmental Facility
- GoR:** Government of Rwanda
- GRC:** Grievance Redress Committee
- GRM:** Grievance Redress Mechanism
- LMP:** Labor Management Procedures
- NPSC:** National Project Steering Committee
- Meteo Rwanda:** Rwanda Meteorology Agency
- MINAGRI:** Ministry of Agriculture and Animal Resources
- MINALOC:** Ministry of Local Government
- MINECOFIN:** Ministry of Finance and Economic Planning
- MoE:** Ministry of Environment

NAEB: National Agricultural Export Development Board
NTAC: National Technical Advisory Committee
OHS: Occupational Health and Safety
PAPs: Project Affected Persons
PCT: Project Coordination Team
PSF: Private Sector Federation
RAB: Rwanda Agriculture Board
RCSP: Rwanda Civil Society Platform
RAP: Resettlement Action Plan
RDB: Rwanda Development Board
REMA: Rwanda Environment Management Authority
RFA: Rwanda Forestry Authority
RPF: Resettlement Policy Framework
RWB: Rwanda Water Resources Board
SEA: Sexual Exploitation and Abuse
SEP: Stakeholder Engagement Plan
SLM: Sustainable Land Management
SLM-IF: Sustainable Land Management Investment Framework
SPIU: Single Project Implementation Unit
USD: United States Dollars
VAC: Violence Against Children
VCRP: Volcanos Community Resilient Project
VLUAPs: Village Land Use Action Plans

Executive Summary

The World Bank serves as the Implementing Agency for the Global Environment Facility (GEF) supporting Rwanda Environment Management Authority (REMA) in implementing the Ecosystem-Based Restoration Approach for Nyungwe-Ruhango Corridor Project (P507271), financed by the GEF Eight Replenishment Cycle (GEF-8). The objective of the project (Rwanda GEF-8 project) is to restore priority ecosystems and promote sustainable landscape management (SLM) in the Nyungwe-Ruhango Corridor in the Southern Province. The Rwanda GEF-8 project is one of the 20 child projects of the GEF-8 Ecosystem Restoration Integrated Program (ERIP) that scales up ecosystem restoration efforts by transforming degraded lands into thriving ecosystems and promotes private sector engagement. Conservation International implements the ERIP Global Coordination Project (GCP) that was launched officially in September 2025. The Rwanda GEF-8 project will support the following activities:

- 1) **Component 1: Ecosystem restoration and improved land management**, which shall involve activities such as; (a) integrated sub-catchment restoration such as terracing, planting of hedgerows with the main focus of promoting native/indigenous plant species in catchment restoration, (b) reforestation and afforestation, (c) riverbank protection by, for instance, revegetating buffers of water bodies, (d) roadside protection, and (e) strategic restoration of wetlands, especially Mwogo wetland, and marshlands.
- 2) **Component 2: Livelihood development and private sector opportunities**, which shall involve activities such as; (a) screening and prioritization of livelihoods development initiatives, (b) business development support, and (c) support for prioritized livelihoods development initiatives. The promotion of agroforestry initiatives (rolled-out in Component 1) and activities such as fruit tree planting at household level would enhance livelihoods whilst creating greater potential for non-timber forest product value chains to be developed. The integration of high value perennial cover crops, such as tea, in the upper catchments has also been flagged by stakeholders as a strategic opportunity. Collectively, prioritized measures will seek to demonstrate the commercial potential of nature positive land husbandry practices and provide an opportunity to leverage further funding to sustain and scale them.
- 3) **Component 3: Policy alignment and effective planning to enable restoration**, which shall involve; (a) development of Village Land Use Action Plans (VLUAPs) through an integrated catchment management approach, and (b) preparation of ecological restoration plans for prioritized wetlands and forests.
- 4) **Component 4: Effective governance, knowledge exchange, and capacity building to ensure successful implementation**, which shall involve; (a) conducting regular National Project Steering Committee (NPSC) and National Technical Advisory Committee (NTAC) meetings, (b) national and international knowledge exchanges,

and (c) stakeholder engagement. A particular focus will be in sharing good international practices, including among the 20 GEF-8 ERIP child projects. Information gathered during delivery will be used to inform interventions and the national Sustainable Land Management Investment Framework (SLM-IF) as part of an adaptive management approach. Knowledge transfer will be promoted to ensure good practices and lessons are integrated into activities and result in capacity building within stakeholders. Local households and community groups will be supported through capacity building that focuses on SLM activities and the development of alternative income generating activities as a cross-cutting intervention to support the investment activities of Component 2.

The project activities will take place in three (3) districts in the Southern Province: Ruhango, Nyanza, and Nyamagabe Districts. Specific locations of subproject activities were not known during project preparation but will be identified during implementation.

The present Environmental and Social Management Framework (ESMF) has been prepared to identify the potential environmental and social (E&S) risks and impacts of the planned project activities and identify suitable mitigation measures to manage these risks and impacts. It maps out the applicable Government of Rwanda (GoR) laws and regulations and the World Bank policies, and describes the principles, approaches, implementation arrangements, and E&S mitigation measures to be followed.

The potential E&S risks for project activities are identified as:

- **Within the Component 1 of Ecosystem restoration and improved land management, potential risks are:** soil erosion and landslides if SLM implementation is not conducted properly; risk of introducing invasive species during reforestation, afforestation, riverbank protection and wetland restoration; reduction of soil fertility parameters if terracing is inefficiently done; gradual soil acidification from fertilizer application; risk of maladaptation if local conditions and needs are not adequately considered; water logging and salinization; algal blooms and weed proliferation from excess nutrient use; threats to human health and livestock due to improper handling of treated seeds, fertilizers, and pesticides; loss of biodiversity on the hillsides and valleys during terrace preparation and high value crops like tea growing; income losses from missed season cultivation due to delays in terracing; employment labor issues including child labor; risk of gender and social inclusion (GESI) inequality that could occur when the vulnerable and women are not adequately included in village forest management activities and related benefit sharing arrangements; disturbance to natural habitat; disturbance to natural landscape; air and noise pollution; impacts on the cultural and religious values; Occupational Health and Safety (OHS) risks, risks of HIV, gender-based violence (GBV), sexual exploitation

and abuse (SEA) and sexual harassment (SH), together GBV/SEA/SH, vector-borne diseases arising from project activities and its workers involvement with communities.

- While Component 1 promotes SLM and strives to land use changes that support ecosystem restoration, if not carefully planned and implemented, project activities under Component 1 may lead to unsustainable changes in land use, land use restrictions, land acquisition, and disruptions to livelihoods. The areas affected by the project are primarily used for agriculture, and it is expected that some activities will result in partial or permanent loss of land and crops, negatively impacting local livelihoods. While the risk of physical displacement is considered very unlikely, there is a possibility of economic and sociocultural displacement.
- In order to avoid or minimize these risks or impacts, the following measures are proposed:
 - (i) to avoid erosion, grow Napier grass “Urubingo” along the embankments of terraces to hold soils, avoid excavation during the rainy season and opening big plots of the area at once, while immediate backfilling and resurfacing should be done to avoid facilitation of erosion agents, (ii) avoid introduction of invasive species by using planting material that does not contain seeds from invasive alien species and that complies with local quarantine and hygiene regulations, appropriately cleaning all farming and construction materials at source before their use at the site, seeking appropriate technical guidance from experts before introduction of a new species, exercising timely identification of sensitive habitats and implementation of protective measures, regularly monitor the (re)growth of exotic species so that they do not spread beyond the desired area and do not threaten native/endemic species, as well as control and reduce their further spread, (iii) to avoid soil fertility loss during terrace implementation, strip the topsoil to a depth of 15 cm, store it in stockpiles of height not exceeding 2m, divert run-off to prevent erosion and loss of this stocked topsoil, spread the topsoil after ripping the ground to assist the binding of the soil layers in order to maintain the physio-chemical and biological activity of the soil and all disturbed areas and along the proposed plantation sites, (iv) to avoid maladaptation risks, conduct climate risk and vulnerability assessment in a participatory manner and capacity development on climate risk and vulnerability for local communities, (v) avoid child labor by hiring workforce based on their National Identification ID for eligible age to work (18 years of age), (vi) conduct awareness trainings on sexual harassment (SH) in the workplace and incidences of SEA/SH shall be handled swiftly through a specific channel of the project Grievance Redress Mechanism (GRM), one of confidentiality and survivor-centered approach and with the support of referral pathways guided by the national Isange GBV one stop centres with in the project area, (vii) ensure that vulnerable groups and women are engaged in training and activities related to the project benefit sharing arrangements, abiding to guidance of the Gender Action Plan (GAP) prepared for this project, (viii) to minimize OHS risks, contractors shall prepare and implement an Environmental, Social, Health and Safety (ESHS) Plan and an Emergency Response Plan (ERP) upon contract signing and prior to the commencement of

construction activities and integrate into site-specific instruments, such as the ESIA and/or ESMP (ix) to minimize community health and safety risks, promote cooperation with local authorities to increase access of workers' families and the community to public health services, awareness of how to avoid sexually transmitted diseases, GBV, drug abuse, preventive measures of malaria spreading, promote vaccination and limit access to sites for non-workers. Compensation for affected land and other assets will be provided in accordance with the Rwandan Expropriation Law (Law No. 32/2015 of 11/06/2015) and the World Bank's Environmental and Social Standard 5 (ESS5). In addition to compensation, livelihoods will be restored through tailored livelihood restoration plans developed alongside site-specific Resettlement Action Plans (RAPs). Special assistance will be provided to vulnerable groups impacted by the project. Since specific details are not yet available at this stage, a Resettlement Policy Framework (RPF) has been prepared as a precautionary measure. Its purpose is to establish the guiding principles and procedures to be followed in the event that project implementation results in involuntary resettlement, loss of land or fixed assets, or restrictions on natural resources causing physical, economic, or socio-cultural displacement.

Component 2, which focuses on livelihood development and private sector opportunities, is expected to generate positive socioeconomic impacts by improving household incomes, strengthening local value chains, and demonstrating the commercial viability of nature-positive land husbandry practices. However, the implementation of activities such as screening and prioritization of livelihood initiatives, business development support, agroforestry promotion, fruit tree planting, development of non-timber forest product (NTFP) value chains, and the integration of high-value perennial crops (e.g. tea) may also give rise to several environmental and social risks if not properly managed.

From an environmental perspective, the expansion and intensification of livelihood activities, particularly in upper catchment areas, may increase the risk of soil erosion and land degradation where appropriate soil and water conservation measures are not applied. Poorly planned agroforestry or perennial crop systems could also result in reduced biodiversity, especially if monoculture practices or non-native species are promoted. In addition, increased commercialization of NTFPs may lead to overharvesting and pressure on natural forest resources, while greater agricultural production and processing activities may increase water use and introduce risks of water pollution through inappropriate use of agrochemicals.

These risks will be mitigated by promoting sustainable land husbandry and climate-smart agriculture practices, including terracing, mulching, contour planting, and maintenance of permanent soil cover. Agroforestry systems will prioritize native and multipurpose tree species and encourage mixed cropping to enhance biodiversity. Sustainable harvesting

guidelines for NTFPs will be developed and promoted, alongside domestication and cultivation of priority species to reduce pressure on natural forests. Integrated pest management and reduced reliance on chemical inputs will be emphasized, together with capacity building for farmers on safe and environmentally sound agricultural practices and efficient water use.

Socially, the component may face risks related to inequitable access to livelihood opportunities, as women, youth, and vulnerable households may be excluded from business development support or financing mechanisms. There is also a risk of land-related disputes arising from the expansion of commercially oriented livelihood activities, particularly where land tenure arrangements are unclear. Elite capture and unequal benefit sharing may occur if selection and prioritization processes are not transparent. Furthermore, supported livelihood activities and small enterprises may expose beneficiaries to OHS risks, while market volatility and weak value chains could undermine the sustainability of income generated.

To address these risks, inclusive and transparent criteria will be applied in the screening and prioritization of livelihood initiatives, with deliberate targeting of women, youth, and vulnerable groups. Land tenure considerations will be incorporated into activity screening, and collaboration with local authorities will help ensure that supported activities take place on legally recognized and undisputed land. Clear benefit-sharing arrangements and continuous stakeholder engagement will be used to minimize social tensions and manage community expectations. OHS measures, including training and awareness, will be integrated into business development support. Market assessments, value chain strengthening, and diversification of income sources will be promoted to enhance the resilience and long-term viability of supported livelihoods.

- **Within Components 3 and 4, aimed at relevant policy alignment and effective planning to enable ecosystem restoration, effective governance, knowledge exchange, and capacity building to ensure successful project implementation, no major risk and negative E&S impacts are expected.** However, all related consultancies, studies, capacity building, training, and any other technical assistance activities (TA) will be conducted in line with the relevant provisions in the ESMF and the other E&S risk management instruments, as mandated by the Environmental and Social Commitment Plan (ESCP).

The above listed risks will be managed and mitigated through the application of the proposed mitigation measures presented in this ESMF, Environmental and Social Impact Assessments (ESIAs), where applicable, and Environmental and Social Management Plans (ESMPs) that will be prepared during the design of subprojects, the project's Gender Action Plan (GAP) and Labor Management Procedures (LMP) included in the ESMF, which include

Codes of Conduct (especially for GBV/SEA/SH), and OHS standards, and the proposed ESHS/ERPs that will be prepared by the contractors for the implementation phase.

Implementation Arrangements

The overall project will be implemented by Rwanda Environment Management Authority (REMA) in line with the Singel Project Implementation Unit (SPIU) Framework, under the Ecosystem Recovery & Pollution Management Program in collaboration with districts and other key government institutions. The Project Coordination Team (PCT) was established August 2025, composed of core project personnel and shared cross cutting staff under SPIU/REMA. The core personnel comprise Project Manager (1), Ecosystem Rehabilitation Specialist (1), Wetland and Forestry Specialist (1), GIS Specialist (1), Procurement Specialist (1), Financial Management Specialist (1), Environmental Risk Management Specialist (1), Social Risk Management Specialist (1), and District Environment Officers (3).

The shared staff will be allocated according to the SPIU structure in force reporting to SPIU Coordinator and Program Manager. Project activities on ground (Components 1 and 2) will be implemented through the Districts within Southern Province under District Implementation Agreements (DIAs) in accordance with national decentralization policies. A District Project Coordination Team (DPCT) composed of environment and natural resources and livelihood development and restoration sector experts will be established by February 2026 in each participating district to coordinate participatory planning for ecosystem restoration and livelihoods activities. The District Environmental Officers will provide support and oversight on implementation of on ground interventions in collaboration with the respective DPCT and members of environment committees and hired service providers for direct implementation of the project. Whereas the PCT is responsible for mainstreaming E&S risk management during the project implementation, in line with the ESCP, REMA has recruited or appointed an Environmental Risk Management Specialist and a Social Risk Management Specialist to oversee Environmental and Social Risk Management (ESRM). The NPSC consists of senior representatives of the key ministries and government affiliated agencies: Ministry of Finance and Economic Planning (MINECOFIN), Ministry of Environment (MoE), Ministry of Agriculture and Animal Resources (MINAGRI), Ministry of Local Government (MINALOC), Rwanda Water Resources Board (RWB), Rwanda Agriculture Board (RAB), Rwanda Forestry Authority (RFA), National Agricultural Export Development Board (NAEB), Rwanda Meteorology Agency (Meteo Rwanda), Southern Province, the three beneficiary districts, non-governmental organizations under Rwanda Civil Society Platform (RCSP), and the Private Sector Federation (PSF). It will provide overall strategic direction and ensure political support and will be chaired by REMA. The NTAC composed of experts from the above highlighted institutions will support project's planning, implementation, monitoring and

evaluation (M&E). Both the NPSC and NTAC will meet for the first time in February 2026 after the project has reached effectiveness.

Training programs on effective implementation of the ESMF and the other ESRM instruments (SEP, ESAs/ESMPs, LMP, ESCP, RPF, GAP) will be developed and implemented by the PCT/REMA SPIU specialists with the support of a technical assistant consultant for PCT staff, DPCT staff, contractor and supervising firm staff. The methods of training will be through induction training of workers, field courses, workshops, and seminars. The estimate budget reserved for the ESMF implementation is USD **356,475**.

ESMPs will describe the implementation arrangements required for subprojects, implementation of ESMP, particularly the capacity building proposals including the E&S staff suitable to implement the necessary E&S mitigation and enhancement measures.

Monitoring

REMA PCT and shared REMA SPIU E&S staff shall be responsible for monitoring and reporting on ESRM with the support of supervising firms on sites. The monitoring will be done through site visits and monthly E&S monitoring reporting.

A separate **Stakeholder Engagement Plan (SEP)** has been prepared for the project, based on the World Bank's Environmental and Social Standard 10 (ESS10) on Stakeholder Engagement and Information Disclosure. The SEP has been disclosed on the REMA Website on 17th January 2025, available at a project-specific website disclosed in December 2025, where key project information along with the SEP and the other ESRM instruments are disclosed: https://www.rema.gov.rw/fileadmin/user_upload/REMA/Publications/Projects/SEP_for_GEF-8_project_final.pdf

1. Introduction

This Environmental and Social Management Framework (ESMF) is developed to support the environmental and social due diligence provisions for activities financed by the World Bank in the Ecosystem-Based Restoration Approach for Nyungwe-Ruhango Corridor Project. The project will support restoration of priority ecosystems and promote sustainable landscape management (SLM) in the Nyungwe-Ruhango Corridor through activities such as; (a) integrated sub-catchment restoration such as terracing, planting of hedgerows with the main focus of promoting native/indigenous plant species in catchment restoration, (b) reforestation, afforestation and afforestation, (c) riverbank protection by for instance revegetating buffers of water bodies, (d) roadside protection, (e) strategic restoration of wetlands (especially Mwogo wetland) and marshlands, (f) Livelihood development and private sector opportunities, (g) development of Village Land Use Action Plans (VLUAPs) through an integrated catchment management approach, (h) preparation of ecological restoration plans for prioritized wetlands and forests in [the three (3) districts of the Southern Province in Rwanda i.e. Nyamagabe, Nyanza and Ruhango Districts. The Rwanda Environment Management Authority (REMA) will be implementing the Project activities.

This ESMF follows the World Bank Environmental and Social Framework (ESF) as well as the national laws, Law on environment of 2018, and regulations of Rwanda. The objective of the ESMF is to assess and mitigate potential negative environmental and social risks and impacts of the Project consistent with the relevant Environmental and Social Standards (ESSs) of the World Bank ESF, the World Bank Group Environmental, Health and Safety (EHS) Guidelines, and national requirements. More specifically, the ESMF aims to (a) assess the potential environmental and social risks and impacts of the proposed Project and propose mitigation measures; (b) establish procedures for the environmental and social screening, review, approval, and implementation of activities; (c) specify appropriate roles and responsibilities, and outline the necessary reporting procedures, for managing and monitoring environmental and social issues related to the activities; (d) identify the staffing requirements, as well as the training and capacity building needed to successfully implement the provisions of the ESMF; (e) address mechanisms for public consultation and disclosure of project documents as well as redress of possible grievances; and (f) establish the budget requirements for implementation of the ESMF.

This ESMF should be read together with other plans prepared for the project, including the Stakeholder Engagement Plan (SEP), Environmental and Social Commitment Plan (ESCP), Resettlement Policy Framework (RPF), Gender Action plan (GAP), and Labor Management Procedure (LMP).

2. Project Description

The proposed Ecosystem-Based Restoration Approach for Nyungwe-Ruhango corridor GEF-8 project will be implemented through four components. This section also describes each of the components.

Component 1: Ecosystem restoration and improved land management

This component will invest across the landscape, with interventions targeting restoration of degraded ecosystems. This component aims to achieve a total coverage of 11,093 hectares, prioritizing efforts to mitigate erosion and landslides, decrease sedimentation and downstream flood risks, boost agricultural productivity, and expand the restoration of wetland and forest ecosystems.

Rwanda has undertaken a detailed national assessment and mapping of vulnerability and potential measures to reduce soil erosion within catchments and sub-catchments. Up to four strategically located sub-catchments will be selected to implement restoration activities in full, focused on the upper Rukarara and mid-Mwogo river catchments. This strategy is aligned with Rwanda's sustainable land management approach and will allow the effectiveness of integrated measures and their impact on the surrounding environment and local communities to be assessed. This will be complemented by wider soil conservation measures across the project landscape and will include terracing, revegetation of buffers of water bodies, restoration of wetlands (especially the Mwogo wetland) and planting of hedgerows with the main focus of promoting native/indigenous plant species in catchment restoration. Remnant forests will also be prioritized for restoration in the broader landscape, and land cover will be enhanced by the introduction of native tree species and re-instatement of riparian buffer zones to provide riverbank protection, and conservation agriculture, such as agroforestry. Collectively these interventions are expected to reduce flooding and erosion, improve soil and water quality, provide habitats for wildlife, restore biodiversity, increase food security, and contribute to climate change mitigation. The ultimate selection and design of to be implemented in different locations determined through more assessments informed by stakeholder consultations. Site-specific Environmental and Social Impact Assessments (ESIAs) or Environmental and Social Management Plans (ESMPs) will be developed once locations are finalized.

Outputs

- Sustainable landscape management approach implemented;
- Increase in area under sustainable forest management;
- Climate-resilient farming practices implemented;
- Priority ecosystems restored;
- Degraded wetlands restored.

Outcomes

- Reduction in erosion and landslides;
- Reduced sediment loads and flood risks for downstream communities;
- Agricultural productivity enhanced;
- Increase in area of restored wetland and forest ecosystems.

Component 2: Livelihood development and private sector opportunities

192 Water harvesting infrastructure facilities, 217 fruit trees planted, 100 perennial crops will be the main interventions under this component which will complement Component 1 by delivering nature positive interventions with direct livelihood benefits as well as assessing commercial opportunities within the project landscape and the potential to raise external financing for sustainable practices and scaling efforts. This component will seek to promote equal livelihood opportunities and empowerment for vulnerable groups, including women and youth. A broad suite of livelihood development opportunities has been identified and will be screened and tailored to the local context, with support provided for business development through the duration of the project. The promotion of private forestry through the devolution of sustainable practices to private sector players is a key opportunity and is aligned with a national target to increase the percentage of public forest allocated to private operators set out in the National Strategy for Transformation. The promotion of agroforestry initiatives (rolled-out in Component 1) and activities such as fruit tree planting at household level would enhance livelihoods whilst creating greater potential for non-timber forest product value chains to be developed. The integration of high value perennial cover crops, such as tea, in the upper catchments has also been flagged by stakeholders as a strategic opportunity. Collectively, prioritized measures will seek to demonstrate the commercial potential of nature positive land husbandry practices and provide an opportunity to leverage further funding to sustain and scale them.

Outputs

- Strengthening of local businesses;
- Diversification of livelihood opportunities;
- Improved household income from livelihood activities;
- Provision of water infrastructure.

Outcomes

- Commercial scaling of successful interventions;
- Inward financial flows catalyzed for further investment into the landscape by communities and private sector;
- Strengthened adaptive capacity of individuals and communities as a result of increased income generation.

Component 3: Policy alignment and effective planning to enable restoration

Policy alignment and planning will underpin the successful delivery of Components 1 and 2. REMA as the executing entity of this project will ensure coherence of interventions with national policy objectives and facilitate wider promotion and adoption of interventions that prove successful. Inclusive and participatory planning will form a central part of decision-making processes: local stakeholders will be actively involved in the planning of these interventions through an integrated catchment management approach that is centered around the preparation of inclusive Village Land Use Action Plans. Opportunities for ecological restoration in the project area will be screened and prioritized, and detailed restoration plans will then be prepared to guide ecological restoration efforts. Considering the long-term time horizons, ensuring that communities are adequately supported as restoration activities are implemented is vital. Targeted support will also be provided to investigate and prioritize livelihood support activities to be supported through the project. This will be informed by an understanding of different sectoral priorities and opportunities for communities to engage more meaningfully in the local economy. The activities in this component will also be supplemented by an initial independent appraisal of barriers to and opportunities for restoration through the Restoration Diagnostic Tool implemented by the Landscape Restoration Integrated Program team.

Outputs

- Engagement of participatory catchment planning and management;
- Detailed ecological restoration plans for key forest and wetland ecosystems;
- Livelihood enhancement opportunities within the landscape integrated into planning.

Outcomes

- Nature positive planning mainstreamed across the landscape.

Component 4: Effective governance, knowledge exchange, and capacity building to ensure successful implementation

At the national level, the project will be implemented through Ministry of Environment. A Project Coordination Team responsible for day-to-day implementation will be based within the REMA's Single Project Implementation Unit (SPIU), which is an agency under Ministry of Environment and coordinates all current donor projects under REMA. REMA is the national environmental regulatory authority, but its mandate extends beyond the regulatory function to include environmental coordination, mainstreaming and monitoring. It also has a direct implementation mandate in specific areas that require cross-sectoral collaboration, including climate change and biodiversity. The GEF8 project will leverage the already established working modalities with other technical institutions under Ministry of Environment such as Rwanda Forestry Authority (RFA), Rwanda Water Resources Board (RWB), Meteo Rwanda as well as the stakeholder engagement of VCRP and the

currently approved Climate Investment Funds (CIF), Forest Investment Program (FIP), among others.

Deployment of a robust monitoring, reporting, and adaptive planning framework developed under current national efforts under the Rwanda Strategic Investment Framework for Sustainable Land Management (SLM) will enable expedited implementation of a programmatic SLM approach. This approach is supported by a strong institutional and policy environment and a dynamic governance mechanism that allows for issues to be addressed as they arise, and to build the capacity of districts and agency teams and local communities. It will also support the sharing of good international practices, including from other GEF-8 Ecosystem Restoration Impact Program child projects. Information gathered during delivery will be used to inform interventions and the national SLM framework as part of an adaptive management approach. Knowledge transfer will be promoted to ensure best practices and lessons are integrated into activities and result in capacity building within stakeholders. The GEF Global Coordination Project's knowledge portal, which supports information sharing across all 20 focus countries, will be a key enabling platform for this. REMA will lead on communications and outreach related to this project, including its role within the wider SLM framework, with support provided by specialists within the World Bank.

Local households and community groups will be supported through capacity building that focuses on sustainable land management activities and the development of alternative income generating activities as a cross-cutting intervention to support the investment activities of Component 2. These will actively target the inclusion of women and vulnerable groups within communities.

Outputs

- Overall project objectives remain coherent with strong stakeholder buy-in;
- National and international best practice integrated into planning decisions;
- Information generated by project used as part of adaptive management approach.

Outcomes

- Effective governance mechanism developed to provide national advocacy, partnerships, and project oversight and guidance.

The Ecosystem-Based Restoration Approach for Nyungwe-Ruhango corridor (GEF-8) project will be implemented in the Nyungwe-Ruhango corridor specifically in the 3 districts of Nyamagabe, Nyanza and Ruhango Districts as shown in Figure 1 below.

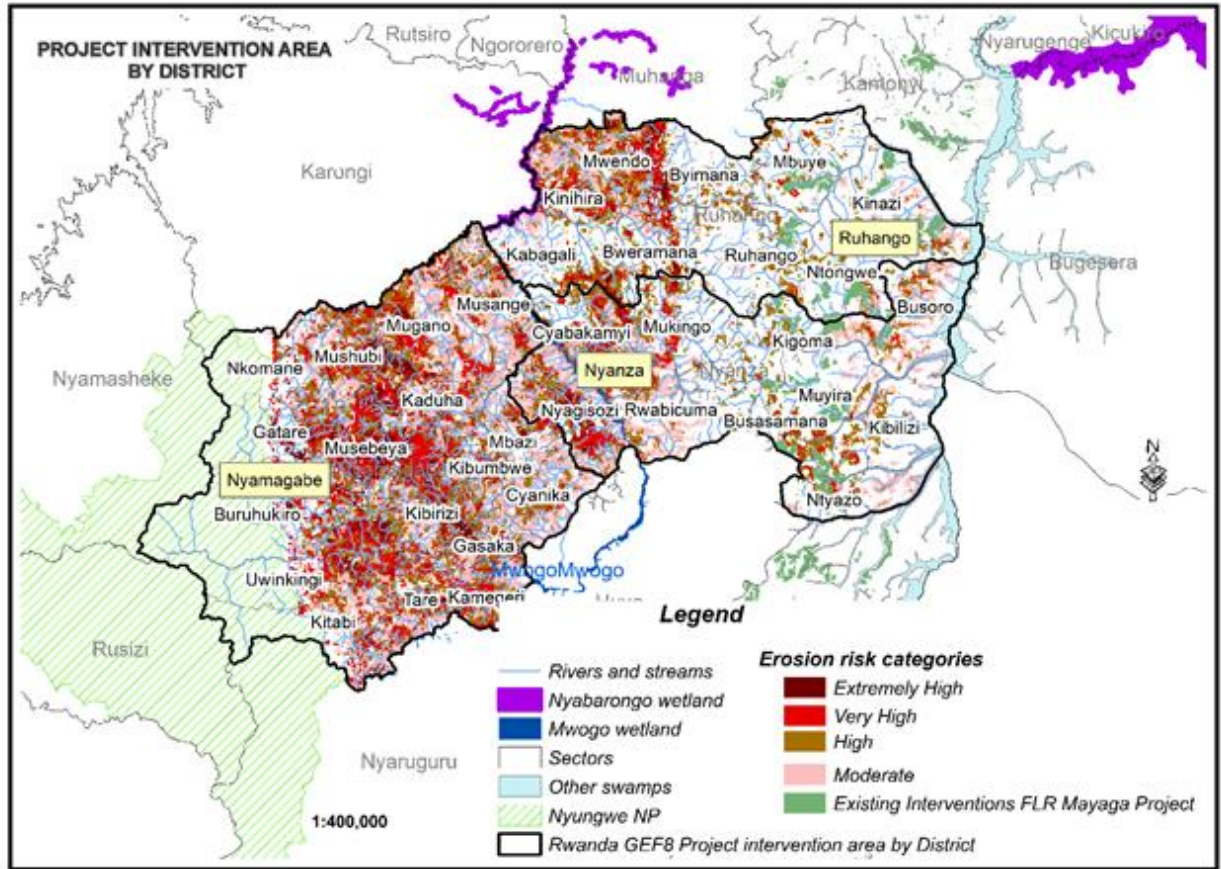


Figure 1: Location of the Project intervention area at district level

The Rwanda Environment Authority (REMA) will coordinate project activities, including day-to-day implementation, coordination, supervision, and overall management of project activities.

3. Environmental and Social Policies, Regulations, and Laws

3.1. Rwanda Legal Framework

Table 1 Rwanda Relevant Legal Framework

Law	Description and Relevance to Project Activities
Law on Environment Number 48/2018 of 13/08/2018	The law sets out the general legal framework for environmental protection and management in Rwanda. It also constitutes environment as one of the priority concerns of the Government of Rwanda. Article 3 of this law presents precautionary principle, where activities considered or suspected to have negative impacts on environment must not be implemented

	pending results of a scientific assessment ruling out the potentiality of such impacts. The law will apply to subprojects that may have negative environmental and social risks and impacts which will need ESIA or ESMP certification from RDB before any works start.
law n° 027/2023 of 18/05/2023 amending the law n° 66/2018 of 30/08/2018 regulating labor in Rwanda	It regulates labor in Rwanda. It applies to employment relations based on an employment contract between an employee and an employer in the private sector, employment relations based on an employment contract between an employee and an employer in the public service, unless otherwise provided by the general statutes for public service, an apprentice, intern, self-employed person regarding occupation health and safety, informal sector employee.
Ministerial Order N°01 of 17/05/2012 determining modalities of establishing and functioning of occupational health and safety (OHS) committees	This Order determines modalities of establishing and functioning of OHS committees. It guides on how workplace health and safety committees are established, terms of office, their mission, how they operate, monitoring and reporting.
Constitution of the Republic of Rwanda 2023, Official Gazette n° Special of 04 /0 8 /2023	Article 16 of the Constitution stipulates that All Rwandans are born and remain equal in rights and freedoms. Any form of or propaganda for discrimination, including on the basis of ethnicity, family or descent, clan, skin, colour, sex, region, social status, religion or belief, opinion, wealth, cultural differences, language, economic status, physical or mental disability or any other form of discrimination are prohibited and punishable by law.
The Law Determining the Use and Management of Water Resources in Rwanda, 2018	The proposed project will involve management of riverbank protection, restoration of wetlands. This law is relevant in ensuring such activities are done in an acceptable and sustainable way for the water resources.
Forest Law: Law No 47bis/2013 of 28/06/2013 determining the	The law provides modalities of protecting the State forests and isolated trees. The law also stresses planting trees on roadsides, protection and conservation of protected trees. The project shall involve reforestation, afforestation, planting trees

management and utilization of forests in Rwanda.	on roads sides, which could require following modalities of this law.
Expropriation law N°32/2015 of 11/06/2015	The law outlines the procedures for expropriation carried out in the public interest, which can only be authorized by the Government. According to Article 4, any project regardless of its level that requires expropriation in the public interest must allocate a budget for property valuation and ensure fair compensation for the affected individuals. This project is expected to affect areas primarily used for agriculture, with some activities potentially causing partial or permanent loss of land and crops, thereby adversely impacting local livelihoods. Although the likelihood of physical displacement is very unlikely, there remains a risk of economic and socio-cultural displacement, and this law shall be applied during expropriation activities.
Wetland’s Law Prime Minister’s order No 006/03 of 30/01/2017	This order prescribes three management levels for specific lakes and wetlands as: “Full Protection”; “Use under Specific Conditions” and; “Use without Specific Conditions”. For the subprojects, ESAs will be carried out, which will among others determine the legal management level prescriptions of the wetlands in the project area and that may be affected by sub-project works and mitigation measures will be recommended.
National Environment and Climate Change Policy (2019)	This Policy reaffirms commitment to address climate change and the resolve to lessen the potential hardships that climate change may pose to the sustainable development of Rwanda. The project will contribute to offering balanced performances between catchment management activities through sustainable land management (SLM), and ecosystem restoration. The policy requires sub-project to consider principles that complement ESF including: Assessment of environmental risks and impacts for development projects; Mitigation and Adaptation; Information dissemination and community awareness raising in the conservation and protection of the environment.
National Forest Policy, February 2018	Its overall objective is to define, in concise statements, government’s medium to long term intentions for the development and management of the national forest resources. Forest resources will be managed to play an integral role in supporting Rwanda’s development goals for

	sustainable, low-carbon and climate resilient to improve livelihoods of present and future generations. The project will align with this policy in activities involving reforestation and afforestation.
National Agriculture Policy, 2018	The vision of the National Agricultural Policy is for Rwanda to become “a nation that enjoys food security, nutritional health and sustainable agricultural growth from a productive, green and market-led agricultural sector.” The mission is to ensure food and nutrition security, modern agribusiness technologies professionalizing farmers in terms of production, commercialization of the outputs and the creation of a competitive agriculture sector. The project is aligned to this strategy through the following activities: sustainable landscape management, climate resilient farming practices.
Rwanda Biodiversity Policy, 2011	The policy provides an overarching framework for the conservation, sustainable utilization, access to biodiversity resources and fair equitable sharing of benefits derived from the resources. This fits in the vision of Rwanda to be a prosperous nation, whose people live and work in harmony with the natural environment, and which derives lasting benefits from the conservation and sustainable use of its rich biological diversity. Sustainable landscape management and ecosystem restoration in an environmentally sound and sustainable manner is part of the framework for the conservation, sustainable utilization, and access to biodiversity resources.
Green Growth and Climate Resilience Strategy (GGCRS) (2011 as revised in 2022)	GGCRS stipulates strategic objectives aligned with the ESF requiring sub- projects to practice sustainable land use and water resource management that results in preservation of biodiversity and ecosystem Services; and social protection, improved health and disaster risk reduction that reduce vulnerability to climate change.

3.2. National Environmental and Social Assessment and Permitting

The environmental and social screening process begins with the project proponent/consultant submitting a project description note, called the project brief, along with terms of reference (ToRs) to the RDB One Stop Center. Officials from the RDB, who are responsible for conducting statutory environmental assessments, then conduct field visits as part of the screening procedure. Screening by RDB, will determine the impact level

(IL) of a proposed project, which then determines extent of the EIA study. According to the 2006 General EIA guidelines, screening by National categorization of projects according to their Impact Level (IL) is as follows:

Table 2 National Environmental and social (E&S) risk categorization

National E&S risk categorization	Project description
Impact level 1 (IL 1):	For projects not requiring further environmental analysis believed to have minimal adverse impacts, which can easily be identified through a Project Brief.
Impact level 2 (IL 2):	Projects not requiring a full ESIA but necessitate further level of assessment, believed to have adverse, but not irreversible environmental impacts and mitigation and management measures can be readily designed and incorporated into the project. Such projects require a partial ESIA equivalent to an ESMP.
Impact level 3 (IL 3):	Projects requiring a full ESIA. This category involves projects for which it is evident that there will be significant and adverse environmental impacts whose mitigation measures cannot readily be prescribed, and thus, must undergo through a full complete ESIA process.

Based on the findings, RDB will review and approve the Terms of Reference (ToR) for the Environmental Social Impact Assessment (ESIA) study. Based on the impact category of the project, the project proponent/ consultant will conduct the necessary study and submit either a full or partial Environmental Social Impact Assessment (ESIA) report with ESMP being one section of the ESIA report. The reports are then reviewed by the RDB, which can either certify or reject them as appropriate. However, the law allows the project proponent the opportunity to appeal if needed.

Environmental and social screening process for the subprojects of ecosystem restoration and improved land management and livelihood development, will be carried out to achieve the following:

- Determine the level of environmental work and the type of follow-up management instruments required; Chance Finds Procedures, and other preventive and mitigation measures required.
- Determine which infrastructure for ecosystem restoration, improved land management, that are likely to have potential negative environmental and social impacts.

- Determine if full ESIA or only an ESMP is needed.
- Indicate if there is a need for a Resettlement Action Plan (RAP), which would be in line with the Resettlement Policy Framework (RPF).

The Environmental and Social Risk Management Specialists within the REMA SPIU will conduct environmental and social screening (see Annex 1 of the ESMF), and develop the appropriate site-specific instruments (ESIA and/or ESMP) in accordance with the outcomes of the screening process.

3.3. World Bank Standards and Key Gaps with the National Framework

The project will follow the World Bank Environmental and Social Standards (ESSs), as well as the World Bank Group Environmental, Health and Safety Guidelines (EHSG). Based on these policies, the environmental and social risk of the project is categorized as a “moderate” risk on grounds that its climate risk rating is “low” and environmental and social risk ratings are “moderate”, therefore giving the project an overall “moderate” E&S risk classification.

The World Bank’s ESSs applicable to project activities are summarized below.

Table 3 Relevant World Bank ESS and Key Gaps with the National Framework

E&S Standard	Relevance to project and potential risks	Mitigation measures
ESS1: Assessment and Management of Environmental and Social Risks and Impacts	ESS1 is relevant for the project because project activities are expected to pose moderate environmental and social risks such as; soil erosion at the early stages of topsoil removal during terracing, disturbance of natural habitat during terracing and river bank restoration, potential introduction of invasive species during afforestation and reforestation, poor nutrient management in crop production resulting in soil contamination, noise pollution during terracing works, income losses from missed season cultivation due to delays in terracing.	Project ESF instruments (ESCP, ESMF, LMP, GAP) have been prepared and subproject site specific ESF instruments (ESIAs, ESMPs,) will be prepared as required in ESMF, to avoid, minimize and mitigate these E&S risks.

<p>ESS 2: Labor and Working Conditions</p>	<p>ESS2 is relevant for the project because there are certain labor risks for project workers, especially during activities of Component 1 of ecosystem restoration and improved land management. Labor-related risks include (i) risks that vulnerable groups and women are not adequately included as employees in project works to benefit financially, (ii) security risks to project workers, (ii) traffic and road safety issues, (iii) inadequate terms and conditions of employment, and (iv) OHS risks.</p>	<p>A separate Labor Management Procedures (LMP) has been prepared that will provide measures to address the terms and conditions of labor- intensive activities, nondiscrimination and equal opportunity for short-term employment for vulnerable households in all targeted districts, restrictions on child and forced labor, and OHS requirements. Civil servants would be governed by the civil service code, which include OHS measures, forbids child and forced labor. The LMP includes measures to ensure GBV/SEA risks are addressed.</p> <p>The country already has its national laws and regulations related to labor. However, following project effectiveness, the Grievance Redress Mechanism (GRM) for workers will be established as indicated in the LMP to ensure that the working conditions comply with these laws and regulations and WB Standards.</p>
<p>ESS3: Resource Efficiency and Pollution Prevention and Management</p>	<p>ESS3 is relevant for the project because activities like terracing and riverbank restoration are likely to pose risks such as; (i) poor management of top soils resulting in loss of soil fertility, (ii) poor nutrient management practices resulting in water resources and soil pollution from overdosed fertilization, (iii) noise pollution from workers during</p>	<p>Site-specific EIAs and ESMPs will be prepared to include evaluation of resource utilization and measures for energy and water efficiency techniques/best practices to be implemented. To avoid/minimize/mitigate impacts arising from misuse of chemical fertilizers, pesticides to increase</p>

	terracing and riverbank restoration activities.	agriculture production, defined institutional responsibilities and guide Integrated Pest Management (IPM) and preparation of management plans at the local level shall be prepared.
ESS4: Community Health and Safety	ESS4 is relevant to the project because of potential risks arising from project activities. Such risk may comprise of; (i) increased spread of HIV resulting from foreign workers migration influx, (ii) increased Gender based violence (GBV), Sexual exploitation and abuse (SEA), drug abuse, Vector-Borne Diseases such as malaria, (iii) security guards mistreating local communities and workers. (iv) Risk that vulnerable groups and women are not adequately included in village forest management activities and related benefit sharing arrangements. (v) Improper handling of treated seeds, fertilizers, and pesticides could pose risks to both human health and livestock well-being.	This ESMF includes identification of necessary measures to improve community health and safety and proposes that ESMP for each site will include health and safety measures, including measures to address GBV/SEA risks. The LMP and GAP have also been prepared with proposed procedure and measures to avoid/minimize GBV/SEA risks. The LMP proposes procedure of what a good working environment should be for workers and how the project shall interact with the community.
ESS5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement	The proposed project activities may lead to changes in land use, land use restrictions, land acquisition, and disruptions to livelihoods. The areas affected by the project are primarily used for agriculture, and it is expected that some activities will result in partial or permanent loss of land and crops, negatively impacting local livelihoods. Compensation for affected land and other assets will be provided in accordance with the Rwandan Expropriation Law (Law No. 32/2015 of 11/06/2015) and the World Bank's ESS5.	The project interventions are anticipated Compensation for affected land and other assets will be provided in accordance with the Rwandan Expropriation Law (Law No. 32/2015 of 11/06/2015) and the World Bank's ESS5. In addition to compensation, livelihoods will be restored through tailored livelihood restoration plans developed alongside site-specific Resettlement Action Plans (RAPs). Special assistance will be provided

		to vulnerable groups impacted by the project. Since specific details are not yet available at this stage, a Resettlement Policy Framework has been prepared as a precautionary measure. Its purpose is to establish the guiding principles and procedures to be followed in the event that project implementation results in involuntary resettlement, loss of land or fixed assets, or restrictions on natural resources causing physical, economic, or socio-cultural displacement.
ESS6: Biodiversity Conservation and Sustainable Management of Living Natural Resources	ESS6 is relevant to the project because project activities may cause minor risks to biodiversity and natural resources, such as; (i) potential introduction of invasive species during afforestation and reforestation and river bank restoration, (ii) loss of soils and terrestrial fauna to erosion at early stages of terracing, (iii) Clearance of vegetation may impact feeding and/or breeding and/or physical destruction and severing of habitat areas.	The present developed ESMF provides clear guidance on mitigation measures to ensure protection of biodiversity and natural resources throughout the project implementation.
ESS8: Cultural Heritage	ESS8 is relevant to the project on suspicion that during project activities involving earthworks, underground cultural heritages of religious and cultural values may be discovered, hence requiring guidance on how to handle such cultural heritage.	The ESMF includes a Chance Find Procedure (see Annex 7), which shall be included in the ESMPs and community agreement documents for labor-intensive community-based works. ESIA process(es) will prescribe measures so that subproject activities preserve ancient cultural and/or archaeological site(s), protected, and religious

		structures/shrines of local importance.
ESS 10: Stakeholder Engagement and Information Disclosure	ESS10 is relevant for all projects given the need to engage with beneficiaries and stakeholders on development activities that affect their lives.	

General World Bank Group EHS Guidelines

<https://documents1.worldbank.org/curated/en/157871484635724258/pdf/112110-WP-Final-General-EHS-Guidelines.pdf>

The Environmental, Health and Safety (EHS) Guidelines are technical reference documents with general and industry-specific examples of Good International Industry Practice. The EHS Guidelines contain the performance levels and measures that are normally acceptable to the World Bank, and measures that are generally considered to be achievable in new projects at reasonable costs by existing technology. This information supports actions aimed at avoiding, minimizing and controlling EHS impacts during the Planning, construction, operation, and decommissioning phases of a project.

When host country (for this case Rwanda) regulations differ from the levels and measures presented in the EHS Guidelines, projects will be expected to achieve whichever is more stringent. If less stringent levels or measures are appropriate in the view of specific project circumstances, a full and detailed justification for any proposed alternatives is required. General EHS Guidelines exist which contain information on cross-cutting environmental, health, and safety issues potentially applicable to this Project.

This project and its subsidiary subprojects shall apply the general EHS guidelines which cover the following areas:

Environment

- Atmospheric emissions and ambient air quality
- Energy savings
- Wastewater and water quality
- Water conservation
- Hazardous materials management
- Waste management
- Noise
- Contaminated land

Health and Safety at work

- Facility design and operation
 - Communication and training
 - Physical risks
 - Chemical risks
 - Biological risks
 - Personal protective equipment
 - Hazardous environments
 - Follow-up
- Community Health and Safety**
- Water quality and availability
 - Structural safety of project infrastructures
 - Fire safety
 - Traffic safety
 - Transport of hazardous materials
 - Disease prevention
 - Emergency preparedness and response
- Construction and decommissioning**
- Environment
 - Occupational health and safety (OHS)
 - Community health and safety

4. Potential Environmental and Social Risk Impacts and Standard Mitigation Measures

Table 4 Environmental and Social Risks and Mitigation Measures

Component Activity	Risks and Impacts/related ESS	Mitigation Measure	E&S instruments to guide mitigation measures
During Implementation phase			
<p>Component 1: Ecosystem restoration and improved land management</p> <ul style="list-style-type: none"> - Integrated sub-catchment restoration such as terracing. - Reforestation, afforestation, riverbank and roadside protection. - Strategic restoration of wetlands and marshlands. 	<ul style="list-style-type: none"> - Soil erosion, siltation and landslides during terrace and trench preparation <p>ESS1, ESS2</p>	<ul style="list-style-type: none"> - Encourage the planting of Napier grass “Urubingo” along the embankments of terraces to hold soils and avoid erosion. - Avoid excavation during the rainy season. - Plan to excavate in stages to avoid opening big plots of the area at once. - The project can possibly be fast tracked so that the time the land is left bare and exposed to potential erosion agents is minimized. - After any excavation or trenching is completed on site, immediate backfilling and resurfacing should be done to avoid facilitation of erosion agents. - Compaction will be necessary to stabilize the soil. - Planting grass on bare land and slopes of the roadsides to minimize erosion tendencies should be given priority. - Avoiding vegetation clearance that will expose soil to erosion agents during implementation phase. - Re-vegetating the cleared sites with local species of vegetation. - Protect the toe of all stockpiles, where erosion is likely to occur, with silt fences, straw bales, or bunds. - Mulch to protect slopes before planting. - Cover unused areas of disturbed or exposed surfaces immediately with mulch/grass turfings/tree plantations. 	<ul style="list-style-type: none"> - ESIA's and/or ESMP's - Village Land Use Action Plans (VLUAP's)

Component Activity	Risks and Impacts/related ESS	Mitigation Measure	E&S instruments to guide mitigation measures
		<ul style="list-style-type: none"> - Locate stockpiles away from drainage lines. - Remove debris from drainage paths and sediment control structures. - Cover the loose sediments and water them if required. - Install 'cut off drains' on large cut/fill batter slopes to control water runoff speed and hence erosion. - Observe the performance of drainage structures and erosion controls during rain and modify as required. - Establish a mechanism that allows local people to raise grievances arising from these activities. 	
	<ul style="list-style-type: none"> - Poor management of topsoil leading to nutrient and fertility loss required for plant growth, especially during terrace preparation. <p>ESS1, 6</p>	<ul style="list-style-type: none"> - Construct diversion channels and silt fences around the topsoil stockpiles to prevent erosion and loss of topsoil. - Spread the topsoil to maintain the physio-chemical and biological activity of the soil. The stored topsoil will be utilized for covering all disturbed areas and along the proposed plantation sites. - Prior to the re-spreading of topsoil, the ground surface will be ripped to assist the binding of the soil layers, water penetration and revegetation. 	<ul style="list-style-type: none"> - Village Land Use Action Plans (VLUAPs)
	<ul style="list-style-type: none"> - Income losses from missed season cultivation due to delays in terracing. <p>ESS1</p>	<ul style="list-style-type: none"> - A clear implementation program indicating areas to be terraced, dates when they will occur and a monitoring exercise involving project staff, sector agronomists and zonal or cooperative committees should be established. It should also be shared with the local farmers as an awareness campaign. - Farmers who have been affected should be given an affirmative priority in employing them for jobs for terracing 	<ul style="list-style-type: none"> - ESIA's and/or ESMPs - Livelihood restoration plans (LRPs)

Component Activity	Risks and Impacts/related ESS	Mitigation Measure	E&S instruments to guide mitigation measures
		<p>occurring at that time. This will be an alternative income source to sustain their domestic requirements.</p> <ul style="list-style-type: none"> - Establish a mechanism that allows local people to raise grievances arising from these activities. 	
	<ul style="list-style-type: none"> - Habitat loss and introduction of invasive species that could occur during riverbank protection, reforestation and afforestation activities <p>ESS6</p>	<ul style="list-style-type: none"> - Developers should seek to avoid the introduction of invasive species, as well as control and reduce their further spread. - Developers should use planting material that does not contain seeds from invasive alien species and that complies with local quarantine and hygiene regulations. - Timely identification of sensitive habitats and implementation of protective measures. - Regularly monitor the (re)growth of exotic species so that they do not spread beyond the desired area and do not threaten native/endemic species. - Seek appropriate technical guidance from experts before introduction of a new species and follow existing regulatory framework for such introduction. - Appropriately clean all farming and construction materials at source before their use at the site. 	-ESIA and/ or ESMP
	<ul style="list-style-type: none"> - Noise pollution <p>ESS1, 3, 4</p>	<ul style="list-style-type: none"> - Avoid the unnecessary use of alarms, horns, and sirens. - Notify adjacent landholders prior any typical noise events outside of daylight hours. - Educate the workers on potential noise problems and the techniques to minimize noise emissions. - Employ best available work practices on-site to minimize occupational noise levels. 	- ESIA's and/or ESMPs

Component Activity	Risks and Impacts/related ESS	Mitigation Measure	E&S instruments to guide mitigation measures
		<ul style="list-style-type: none"> - Plan activities on site and deliveries to and from site to minimize impact. - Avoid undertaking the noisiest activities, where possible, when working at night near the residential areas. - Establish a mechanism that allows local people to raise grievances arising from the activities' process. 	
	<ul style="list-style-type: none"> - Traffic incidences and accidents resulting from transportation of workers or materials. <p>ESS1, 4</p>	<ul style="list-style-type: none"> - Minimizing the interaction of pedestrians with project activity vehicles. - Cooperating with local communities and competent agencies to improve the signage, vision, and overall safety of roads, especially along strips located near schools or other places where there are children. - Working with local communities on traffic education and pedestrian safety (e.g., school education campaigns). - Coordinating with emergency response agencies to ensure that appropriate first aid measures are provided in the event of an accident. - Adoption of best transport safety practices across all aspects of project operations with the goal of preventing traffic accidents and minimizing injuries suffered by project personnel and the public. Measures should include emphasizing safety aspects among drivers; improving driving skills and requiring licensing of drivers; adopting limits for trip duration and arranging driver rosters to avoid overtiredness; avoiding dangerous routes and late times of day to reduce the risk of accidents; use of speed control devices (governors) on 	<ul style="list-style-type: none"> - ESIA's and/or ESMP's - LMP

Component Activity	Risks and Impacts/related ESS	Mitigation Measure	E&S instruments to guide mitigation measures
		<p>trucks, and remote monitoring of driver actions.</p> <ul style="list-style-type: none"> - Employing safe traffic control measures, including road signs and flag persons to warn of dangerous conditions. - Regular maintenance of vehicles and use of manufacturer approved parts to minimize potentially serious accidents caused by equipment malfunction or premature failure. - Using locally sourced materials, whenever possible, to minimize transport distances. - Establish a mechanism that allows local people to raise grievances arising from misconduct, incidences or accidents. 	
	<p>- Increased spread of malaria. During implementation and operation of the soil bunds on hillsides, restored wetlands/marshlands, stagnant water could become favorable breeding grounds for malaria spreading mosquitoes. Also, unattended bushes and shrubs planted along terraces or agroforestry could also breed mosquitoes. This could result in increased cases of malaria for household members in green villages and the neighboring communities, if not managed.</p> <p>ESS4</p>	<ul style="list-style-type: none"> - Operators should remove stagnant water and clear bushes to avoid mosquito breeding grounds. - Operators will comply with Rwanda Malaria Strategic Plan 2020–2024, which includes measures such as distributing treated mosquito nets, providing affordable health insurance with free malaria treatment, expanding indoor residual spraying, conducting home-based testing and treatment, and using drones for localized mosquito breeding area spraying. - Establish a mechanism that allows local people to raise grievances arising from the activities. 	<p>- ESIA's and/or ESMPs</p>

Component Activity	Risks and Impacts/related ESS	Mitigation Measure	E&S instruments to guide mitigation measures
	<p>- Threat to human health by Improper handling of treated seeds, fertilizers, and pesticides poses risks to both human health and livestock well-being.</p> <p>ESS4</p>	<p>- Use certified crop seeds that do not contain seeds from invasive alien species.</p> <p>- The introduction of GMO crops should be assessed for compliance with Rwanda regulatory framework for such introductions.</p> <p>- Proper storage of seeds.</p> <p>- Preparation of an Integrated Pest management Plan (IPMP) for project activities.</p> <p>- Establish a mechanism that allows local people to raise grievances arising from the activities' process.</p>	<p>- ESIA's and/or ESMP's</p> <p>- Occupational Health and Safety (OHS) Plan</p> <p>- Integrated Pest Management Plan (IPMP)</p>
	<p>- Impact on cultural heritage</p> <p>- During earthworks, underground cultural heritages of religious and cultural values may be discovered</p> <p>ESS8</p>	<p>- A Chance Find Procedure shall be prepared and rehearsed before commencement of works by the contractor.</p> <p>- If the contractors discover archaeological sites, historical relics, remains and antiques, including graveyards and/or individual graves during excavation or earthworks, the contractors shall:</p> <p>- Cease activities within the scope of discovery.</p> <p>- Delineate location or area of discovery.</p> <p>- Keep the locations safe to protect objects that can be removed from the areas.</p> <p>- The agency in charge of protection of local or national heritages will be responsible for protecting and preserving these sites before deciding on further procedures.</p> <p>- The decision on how to handle the search is made by the agency responsible for protecting local heritages.</p> <p>- Communicate to the public through community consultation regarding the scope and schedule of work activities causing disruptions or access restriction.</p>	<p>- ESIA's and/or ESMP's</p> <p>- Chance Find Procedure</p>

Component Activity	Risks and Impacts/related ESS	Mitigation Measure	E&S instruments to guide mitigation measures
		<ul style="list-style-type: none"> - The contractor shall not block access to cultural and religious sites, wherever possible. - Restrict all activities within the footprints of the project sites. - Stop works that produce noise (particularly during prayer time) should there be any place of worship/religious/educational institutions close to the sites and users make objections. - Take special care and use appropriate equipment when working next to a cultural/religious institution. - Show appropriate behavior with all workers, especially women and elderly people, leaders, and supervision consultants. - Establish a mechanism that allows local people to raise grievances arising from the activities' process. - Ensure the local authorities responsible for health, religious and security are duly informed before commencement of works so as to maintain effective surveillance over public health, social and security matters. 	
	<ul style="list-style-type: none"> - Risk of maladaptation if local conditions and needs are not adequately considered. <p>ESS1</p>	<ul style="list-style-type: none"> - Conducting climate risk and vulnerability assessment in a participatory manner, further, capacity development will be promoted on climate risk and vulnerability for local communities. - Keep fertilizer stores separate from pesticides and machinery. - Know and understand each crop's fertilizer requirements and only apply what is required. - Implement a suitable training program for personnel that are transporting, handling, loading, storing, and applying fertilizers. - Improve drainage and reduce standing water to control mosquito populations. 	<ul style="list-style-type: none"> - ESIA's and/or ESMP's - Climate risk and vulnerability assessment

Component Activity	Risks and Impacts/related ESS	Mitigation Measure	E&S instruments to guide mitigation measures
		<ul style="list-style-type: none"> - Consider covering manure piles with geotextiles to reduce fly populations. - Avoid the use of pesticides that do not fall under the WHO recommended Classification of Pesticides and in the Stockholm Convention. - The mixing and transfer of pesticides should be undertaken by trained personnel in ventilated and well-lit areas, using containers designed and dedicated for this purpose. - Establish untreated buffer zones or strips along water sources, rivers, streams, ponds, lakes, and ditches to help protect water resources. 	
<p>Component 2: Livelihood development and private sector opportunities:</p> <ul style="list-style-type: none"> - Screening and prioritization of livelihoods development initiatives, - Business development support, - Support for prioritized livelihoods development initiatives. 	<p>Risk of land degradation and soil erosion when establishing agroforestry systems, perennial crops, and livelihood sites in upper catchments ESS1</p>	<ul style="list-style-type: none"> - Apply soil and water conservation measures (terracing, contour planting, mulching). - Maintain permanent soil cover. - Provide technical supervision and extension support. 	<ul style="list-style-type: none"> - ESIA's and/or ESMP's
	<p>Loss of biodiversity if monocultures and inappropriate species are promoted ESS6</p>	<ul style="list-style-type: none"> - Promote native and multipurpose species. - Encourage mixed cropping and agroforestry systems. - Avoid conversion of natural habitats. 	<ul style="list-style-type: none"> - ESIA's and/or ESMP's
	<p>Pressure on water resources due to establishment of crops and small-scale</p>	<ul style="list-style-type: none"> - Promote water-efficient techniques. - Encourage rainwater harvesting where feasible. 	<ul style="list-style-type: none"> - ESIA's and/or ESMP's

Component Activity	Risks and Impacts/related ESS	Mitigation Measure	E&S instruments to guide mitigation measures
	processing which may increase water demand ESS3	- Screen water availability prior to activity approval.	
	Agrochemical pollution due to improper use of fertilizers and pesticides during crop establishment ESS3	- Promote integrated pest management (IPM). - Train beneficiaries on safe agrochemical use. - Encourage organic and climate-smart practices.	- ESIA and/or ESMPs
	Exclusion of vulnerable groups when screening and prioritization of livelihood initiatives unintentionally exclude women, youth, and vulnerable households ESS10	- Apply inclusive and transparent selection criteria. - Target vulnerable groups explicitly. - Conduct awareness and outreach activities.	ESIA and/or ESMPs
	Land tenure disputes when selection of livelihood sites may trigger disputes over land ownership or access ESS5	- Screen land tenure status before support. - Engage local authorities and land institutions. - Avoid disputed or encumbered land.	ESIA and/or ESMPs
	Elite capture and unequal benefit sharing when business development support favor better-off or well-connected individuals	- Ensure transparent screening and prioritization. - Monitor beneficiary selection and participation. - Establish clear benefit-sharing arrangements.	ESIA and/or ESMPs
	Community expectations and tensions, from differing levels of support which may create unmet expectations and social conflict ESS10	- Communicate project scope and eligibility clearly. - Engage communities throughout implementation. - Operationalize the GRM.	- ESIA and/or ESMPs - GRM
During Operation phase			
- Integrated sub-catchment	Impacts associated with nutrient management in	- Consider the use of green manures, cover crops, or mulching techniques.	- Village Land Use Action

Component Activity	Risks and Impacts/related ESS	Mitigation Measure	E&S instruments to guide mitigation measures
restoration - Component 1 - Crop production-based livelihood development opportunities - Component 2	annual crop production. Unsustainable use of nutrients with crop production or agriculture farming activities could pollute the soil, lead to nutrient depletion and over- fertilization. ESS3	<ul style="list-style-type: none"> - Plan a crop rotation program to incorporate nitrogen-fixing legume crop plants and cover crops in the cropping cycle. - Draw up balanced fertilizer programs for each soil management unit. - Time the application of crop nutrients to maximize uptake and minimize nutrient runoff or volatilization. - Assess soil pH periodically and apply soil amendments to correct changes in soil pH. - Conduct periodic soil analysis to detect changes in soil fertility, inform decisions on fertilizer application rates, and avoid unsustainable nutrient depletion and over-fertilization. - Establish and respect setbacks from watercourses including appropriate buffer zones and strips along water sources and ditches to act as a filter for potential nutrient runoff from the land. - Implement nutrient planning, monitoring, and documentation. - Provide farm operators with training in nutrient management. - Ensure that all personnel are trained in and use appropriate management procedures for the storage, handling, and application of all types of fertilizers, including organic wastes. 	Plans (VLUAPs)
Common risks/impacts during implementation and operation phase			
Component 1: Integrated sub-catchment restoration, reforestation, afforestation, riverbank protection, roadside protection,	<ul style="list-style-type: none"> - Employment labor issues including child labor in agroforestry activities and discrimination in hiring processes, particularly for women. - Discrimination in recruitment and 	<ul style="list-style-type: none"> - The contractors must ensure that the hired workforce during the construction period is screened based on their National Identification ID for eligible age to work (16 years of age). - Incidence of child labor in Project supported activities will lead to possible termination of 	- LMP

Component Activity	Risks and Impacts/related ESS	Mitigation Measure	E&S instruments to guide mitigation measures
wetlands and marshland restoration.	<p>instances of sexual harassment are also potential concerns during project implementation.</p> <p>ESS2</p>	<p>contract and suspension of support to the implementing partner.</p> <ul style="list-style-type: none"> - Non-compliance on child labor issues in accordance with the above legal and policy framework will also be highlighted specifically in the design of the Project-level grievance mechanism. - The implementing agencies and financiers will reconfirm and will monitor closely during the project implementation that beneficiaries that could potentially employ children below the nationally defined minimum employment age (16) will not be eligible as recipients of the project technical and financial support. - With regards to sexual harassment, all project employees are obligated to undergo awareness trainings on sexual harassment in the workplace and to become familiar with procedures for addressing such abuse. Issues of sexual harassment or gender-based violence in relation to project activities, may also be addressed by the grievance mechanism, particularly for GBV/SEA a channel separate from the project GRM, one of confidentiality and survivor-centered approach. 	
	<ul style="list-style-type: none"> - Occupation health and safety (OHS) risks. Workers could be exposed to the risk of accidents and hazards from injuries of sharp objects, injuries from fires during welding, drinking unboiled water, accidents from trucks and heavy 	<ul style="list-style-type: none"> - The contractor should develop an OHS Plan upon contract signature and before the start of construction activities. - The contractor and developer should develop an Emergency Preparedness and Response Plan (EPRP) for handling any emergencies arising thereof during the construction and operation. 	<ul style="list-style-type: none"> - LMP - OHS Plan - Emergency preparedness and response plan (EPRP) - Waste management plan

Component Activity	Risks and Impacts/related ESS	Mitigation Measure	E&S instruments to guide mitigation measures
	<p>automobiles used in transportation of material on site or off site.</p> <p>ESS2</p>	<ul style="list-style-type: none"> - A perimeter fence should be erected all around the site to keep the place secure and away of any unauthorized person. - Ensure that all equipment is in good working conditions to prevent occupational hazards. - Provision of condoms through dispensers located strategically at all workstations. - Provision of information posters. - There will be no on-site burning of solid waste to avoid the risk of fire. - The contractor will develop a waste management plan (WMP). - The care and maintenance of vehicles and equipment will be performed only in specially equipped areas. The fuel depots and lubricants will be secured by intercepting traps. - Workplace structures should be designed and constructed to withstand the expected elements for the region and have an area designated for safe refuge, if appropriate. - Standard Operating Procedures (SOPs) should be developed for projects or process shutdown, including an evacuation plan. - The space provided for each worker, and in total, should be adequate for the safe execution of all activities. - Passages to emergency exits should be unobstructed at all times. - Facilities also should be designed and built taking into account the needs of disabled persons. - Equipping facilities with fire detectors, alarm systems, and fire-fighting equipment. 	

Component Activity	Risks and Impacts/related ESS	Mitigation Measure	E&S instruments to guide mitigation measures
		<ul style="list-style-type: none"> - Adequate lavatory facilities (toilets and washing areas) should be provided. - Suitable arrangements should be provided to ensure clean eating areas and facilities for showering and changing are available to workers potentially exposed to poisonous substances through ingestion and skin contamination - Adequate supplies of potable drinking water should be provided from a fountain with an upward jet or with a sanitary means of collecting the water for the purposes of drinking. - Water supplied to areas of food preparation or for the purpose of personal hygiene (washing or bathing) should meet drinking water quality standards. - Workplaces should, to the degree feasible, receive natural light and be supplemented with sufficient artificial illumination. - Emergency lighting of adequate intensity should be installed and automatically activated upon failure of the principal artificial light source to ensure safe shut-down, evacuation, etc. - The employer should ensure that qualified first aid can be provided at all times. Appropriately equipped first- aid stations should be easily accessible throughout the place of work. - Where the scale of work or the type of activity being carried out so requires, dedicated and appropriately equipped first aid room(s) should be provided. - First aid stations and rooms should be equipped with gloves, gowns, and masks for protection against direct contact with blood and other body fluids. 	

Component Activity	Risks and Impacts/related ESS	Mitigation Measure	E&S instruments to guide mitigation measures
		<ul style="list-style-type: none"> - Provisions should be made to provide OHS orientation training to all new employees to ensure they are appraised of the basic site rules of work at / on the site and of personal protection and preventing injury to fellow employees. - Institute a no-smoking policy. 	
	<ul style="list-style-type: none"> - Community Health and safety risks such as (spread of HIV, STDs, GBV, SEA, drug abuse, Vector-Borne Diseases, etc.). - Activities such as riverbank protection, wetland and marshland restoration, terracing as sustainable land management can have negative health and safety impacts on communities, including labor abuses, labor influx and ecosystem disruption. - During such project activities, workers and local communities are at risk of contagious diseases due to poor hygiene and living conditions. Sexually transmitted diseases, such as HIV/AIDS, gonorrhea, and syphilis, are a significant concern. Gender-based violence and sexual exploitation can also occur, with men seeking multiple 	<ul style="list-style-type: none"> - The subprojects must implement risk management strategies to protect the community from physical, chemical, or other hazards associated with project sites. - Limiting access to sites via a combination of internal controls and administrative measures for the high-risk areas, depending on specific circumstances, fencing, signage, and communications of the risk to the local community. - Eliminating dangers on sites that cannot be effectively controlled by restricting access to the site such as covering open areas into shielded spaces, closing off paths to the larger openings such as ditches or dug holes. - Training health workers on disease treatment. - Implementing vaccination programs for local community workers to improve health and prevent infections. - Providing treatment through case management at on- site or community-based health care facilities. - Ensuring access to appropriate medical treatment, confidentiality, and care, especially for migrant workers. - Promoting cooperation with local authorities to increase access of workers' families and the community to public health 	<ul style="list-style-type: none"> - ESIA's and/or EMP's - LMP - Gender Action Plan (GAP) including Anti-GBV/SEA/SH

Component Activity	Risks and Impacts/related ESS	Mitigation Measure	E&S instruments to guide mitigation measures
	<p>wives and women being lured into sexual exploitation and abuse. Inadequate waste management and standing water increase the risk of infectious diseases spread by flies, mosquitoes, and insects, emphasizing the need for mitigation measures.</p> <ul style="list-style-type: none"> - Project activities, equipment, and infrastructure can heighten community exposure to risks and impacts, particularly for communities already affected by climate change. - Wetland/marshland restoration activities can temporarily disrupt water flow for downstream farmers, impacting their agriculture and livelihoods. - Poor sanitary conditions and breeding habitats during implementation and operation can lead to the spread of vector-borne diseases, particularly without proper control programs. The risk is heightened in areas where people lack sufficient education and information. 	<p>services and promoting vaccination.</p> <ul style="list-style-type: none"> - Inclusion of buffer strips or other methods of physical separation around project sites to protect the public from major hazards associated with hazardous materials incidents or process failure, as well as nuisance issues related to noise, odors, or other emissions. - Incorporation of siting and safety engineering criteria to prevent failures due to natural risks. - Determine the area that contributes water to the source and identify potential sources of contamination. - Evaluate the vulnerability of the water source to disruption or natural events and implement appropriate security measures as necessary. 	

Component Activity	Risks and Impacts/related ESS	Mitigation Measure	E&S instruments to guide mitigation measures
	ESS4		
	<p>- Proposed project activities under this may result into change in land use and restriction on land use, acquisition, livelihood disruptions and land use restrictions. The project footprint is mostly used for agricultural purposes, and it is anticipated that planned activities will lead to partial and permanent loss of land and crops, thus having a negative impact on the livelihood.</p> <p>ESS5</p>	<p>- Affected land and other assets will be compensated following Rwandan Expropriation Law (Law No. 32/2015 of 11/06/2015) and World Bank ESS5. A RAP shall be developed to provide further details</p> <p>- Affected livelihood shall be restored through livelihood restoration plan to be developed alongside with the RAP, in addition to compensation.</p> <p>- Owners of perennial crops shall be compensated as per Rwandan Expropriation Law (Law No. 32/2015 of 11/06/2015) and World Bank ESS5, while owners of seasonal crops shall be given enough time to harvest.</p> <p>- Special support to vulnerable groups.</p>	<p>- RPF - RAP - LRP</p>

4.1. Risks and Mitigation Measures Specific to Disadvantaged and Vulnerable Groups

There is a potential risk that vulnerable groups, such as elderly beyond 65 years employment age, people with disabilities (PWDs), and women, are not adequately included in project implementation and management activities and related benefit sharing arrangements. Mitigation measures to this potential risk have been proposed and they comprise of the following:

- The project management at appropriate levels will ensure that vulnerable groups and women are engaged in training and activities related to the project benefit sharing arrangements. This includes gender-responsive mechanisms for community monitoring.
- The Gender Action Plan (GAP) to include measures to sufficiently include women in the project activities and income generating activities, including quotas for training and for the participation in meetings and related training. The project's target is that at least 30% of the beneficiaries adopting improved and/or new climate-resilient livelihood options are female.
- The project wide target of 30% women will be applied in recruitment to the Project Coordination Team (PCT), with responsibility for day-to-day management.

- All data will be systematically disaggregated in the different activity reports and/or other Project documents in order to highlight the different situations of each of the targets (men/women/youth/PWDs/elderly).
- During implementation, there will be a systematic focus on incorporating the specific needs of men, women, youth, and elderly in all interventions.
- The capacities of the project team's agents will be strengthened on gender and development modules, to ensure effective gender mainstreaming in the different components of the project. Awareness raising and procedures for handling cases of GBV will be part of the capacity building strategy.
- Project's Stakeholder Engagement Plan (SEP) will specifically address how best to engage and ensure the benefits for women, youth, and the elderly in project activities.
- Project's Communication Strategy will include appropriate messaging on gender-based violence (GBV).
- The Project Grievance Redress Mechanism (GRM) will be fully accessible to women and vulnerable groups. The mechanism will include clear procedures to deal with GBV and those handling complaints will be trained on appropriate steps to take. Information will be forthcoming on medical, psychological, legal, security and socioeconomic support for victims. There will be several options to lodge complaints including submitting verbally.
- Prevention of GBV will also be promoted by incorporating messaging on GBV in the project's Communication Strategy, by encouraging household/couples dialogue, by mobilizing local leaders for GBV related conflict management, and by including GBV in the project' grievance mechanism. The project will collaborate with organizations providing support and advice on GBV such as ISANGE one stop center.
- Women's participation during meetings will be monitored. A notetaker will record how many times men and women intervene during meetings and how their interventions are handled.

4.2. Planning and Design Considerations for Avoidance of Environmental and Social Risks and Impacts

In summary, some of the measures that will be used in the early stages of subproject planning and design to avoid and minimize some of the risks and negative impacts and maximize the value added of the project interventions during implementation comprise of: (i) consideration of the most optimal sites among alternative sites that could cause the least environmental and social risks/negative impacts, (ii) screening of subprojects, (iii) considering the Exclusion List for eligible subprojects (see Table 6), (iv) avoidance of subproject activities that could involve land acquisition and/or restriction of access to private property and natural resources, (v) preparation, awareness and trainings of employees, workers and communities on GAP and LMP, (vi) preparation of ESIA's and ESMPs before commencement of subprojects to guide on the most suitable environmentally and social alternative subprojects and how to

avoid and mitigate potential risks/impacts. (vii) prepare an Emergency Response and Preparedness (ERP) plan for subprojects, and (viii) to mitigate any land acquisition issue, implement the RPF and, during implementation, prepare site-specific RAPs as required.

5. Procedures and Implementation Arrangements

5.1. Environmental and Social Risk Management Procedures

The ESRM procedures will be implemented through the project's subproject selection process. In summary, the procedures aim to do the following:

Table 5 Project Cycle and E&S Management Procedures

Project Stage	E&S Stage	E&S Management Procedures
a. Assessment and Analysis: Subproject identification	Screening	<ul style="list-style-type: none"> - During subproject identification, ensure subproject eligibility by referring to the <i>Exclusion List in Table 6</i> below. - For all activities, use the <i>Screening Form in Annex 1</i> to identify and assess potential environmental and social risks and impacts, and identify the appropriate mitigation measures for the subproject. - Identify the documentation, permits, and clearances required under the government's Environmental Regulation.
b. Formulation and Planning: Planning for subproject activities, including human and budgetary resources and monitoring measures	Planning	<ul style="list-style-type: none"> - Based on <i>Screening Form</i> adopt and/or prepare relevant environmental and social procedures and plans. - For activities requiring Environmental and Social Impact Management Plans (ESMPs), submit the first 5 ESMPs or another number agreed with the World Bank for prior review and no objection by the World Bank prior to initiating bidding processes (for subprojects involving bidding processes) and/or launching activities (for subproject activities not subject to bidding). - Ensure that the contents of the ESMPs are shared with relevant stakeholders in an accessible manner and consultations are held with the affected communities in accordance with the SEP. Feedback will be received through different channels established as a GRM and regular meetings or workshops.

		<ul style="list-style-type: none"> - Complete all documentation, permits, and clearances required under the national environmental and social regulations. - Train staff responsible for implementation and monitoring of plans. - Incorporate relevant environmental and social procedures and plans into contractor bidding documents; train contractors on relevant procedures and plans.
c. Implementation and Monitoring: Implementation support and continuous monitoring for projects	Implementation	<ul style="list-style-type: none"> - Ensure implementation of plans through site visits, regular reporting from the field, and other planned monitoring. - Track grievances/beneficiary feedback. - Continue awareness raising and/or training for relevant staff, volunteers, contractors, communities.
d. Review and Evaluation: Qualitative, quantitative, and/or participatory data collection on a sample basis	Completion	<ul style="list-style-type: none"> - Assess whether plans have been effectively implemented. - Ensure that physical sites are properly restored.

More detail for each stage is provided below.

a. Subproject Assessment and Analysis – E&S Screening

As a first step, all proposed activities should be screened to ensure that they are within the boundaries of the Project's eligible activities, and they are not considered as activities listed on the E&S Exclusion List in the table below.

Table 6 Exclusion List

- | |
|--|
| <ul style="list-style-type: none"> • Any activities in protected areas or priority areas for biodiversity conservation, as defined in national law. |
|--|

- Activities that have the potential to cause any significant loss or degradation of critical natural habitats, whether directly or indirectly, or which would lead to adverse impacts on natural habitats.
- Activities that involve extensive harvest and sale/trade of forest resources (post, timber, bamboo, charcoal, wildlife, etc.) for large-scale commercial purposes.
- Activities involving changing forestland into agricultural land or logging activities in primary forest.
- Purchase or use of banned/restricted pesticides, insecticides, herbicides, and other dangerous chemicals, banned under national law and World Health Organization (WHO) category 1A and 1B pesticides.
- Any activity affecting physical cultural heritage such as graves, temples, churches, historical relics, archeological sites, or other cultural structures.
- Activities that may cause or lead to forced labor or child abuse, child labor exploitation, or subprojects that employ or engage children, over the minimum age of 16 and under the age of 18, in connection with the project in a manner that is likely to be hazardous or interfere with the child's education or be harmful to the child's health or physical, mental, spiritual, moral, or social development.
- Any activity on land that has disputed ownership or tenure rights.
- Any activity that will cause physical relocation of households or will require the use of eminent domain.
- Any activity that will require Free, Prior and Informed Consent (FPIC) as defined in ESS7.

As a second step, PCT will use the ***E&S Screening Form in Annex 1*** to identify and assess relevant environmental and social risks specific to the sub-project activities. The risk level of the subprojects shall be categorized as one of the following; ***High, Substantial, Moderate or Low*** as per WB ESF, based on consideration of the following parameters:

- Duration of the potential impact.
- Spatial extent of the potential impact.
- Reversibility.
- Likelihood; and
- Legal standards and established professional criteria.

The assessment Matrix for Determination of Magnitude Categories of Potential Project Impacts relates to the sensitivity of the receptor as elaborated in the table below. The sensitivity of a receptor including human, flora and fauna, and environment in general, shall be determined based on review of the population (including proximity/ numbers/ vulnerability) and presence of features on the site or the surrounding area. Criteria for determining receptor sensitivity of the project's potential impacts are outlined in the table below.

Sensitivity Determination	Definition
High/Very Severe	Vulnerable receptor with little or no capacity to absorb proposed changes or minimal opportunities for mitigation.
Substantial/Severe	Vulnerable receptor with little or no capacity to absorb proposed changes or limited opportunities for mitigation.
Moderate	Vulnerable receptor with some capacity to absorb proposed changes or moderate opportunities for mitigation.
Low	Vulnerable receptor with good capacity to absorb proposed changes or/and good opportunities for mitigation.

The *Screening Form* lists the appropriate mitigation measures and plans that can be relevant for the specific activities, particularly if an ESIA is needed or the activity can be covered by an ESMP, while Codes of Conduct and the LMP and Chance Find Procedure apply to all activities.

The PCT will also identify the documentation, permits, and clearances required under the national environmental and social regulations.

b. Subproject Formulation and Planning – E&S Planning

Based on the process above and the Screening Form, the PCT in REMA will adopt either ESIA and/or ESMP measures presented in this ESMF and its annexes and develop relevant site-specific instruments and prepare the necessary instruments and other applicable documents. The contents of the ESMPs will be shared with relevant stakeholders in an accessible manner, and consultations will be held with the affected communities on the environmental and social risks and mitigation measures. If certain subprojects or contracts are being initiated at the same time or within a certain location, an overall ESMP covering multiple subprojects or contracts can be prepared. Some moderate risk subprojects may also benefit from the preparation of a site-specific environmental and social assessment prior to the preparation of an ESMP.

The first 5 ESMPs will also be submitted to the World Bank for prior review and no objection. After this first 5, the World Bank and the PCT will reassess whether prior review is needed for further ESMPs or a certain category of ESMPs (for example, for activities exceeding a certain budget, for certain types of activities).

The PCT will also complete the documentation, permits and clearances required under the national environmental and social regulations before any project activities begin.

At this stage, staff who will be working on the various subproject activities should be trained in the environmental and social management plans relevant to the activities they work on. The PCT should provide such training to field staff.

The PCT in REMA should also ensure that all selected contractors, subcontractors, and vendors understand and incorporate environmental and social mitigation measures relevant to them as standard operating procedures for works. The PCT should provide training to selected contractors to ensure that they understand and incorporate environmental and social mitigation measures; and plan for cascading training to be delivered by contractors to subcontractors and vendors. The PCT should further ensure that the entities or communities responsible for ongoing operation and maintenance of the investment have received training on operations stage environmental and social management measures as applicable.

c. Environmental and Social Monitoring

This environmental and social monitoring plan is essential to environmental and social management as it provides the basis for rational management decisions regarding potential environmental and social risks and likely impacts to be caused by of the Ecosystem-Based Restoration Approach for Nyungwe-Ruhango Corridor (GEF-8).

Monitoring and evaluation (M&E) are primarily required to ensure proper and timely implementation of environmental and social mitigation measures identified in all stages, based on the ESMP. Monitoring at regular intervals during implementation and operation stages is necessary.

The monitoring will be used to measure the success rate of the project as well as to determine whether the established mitigation measures have resulted in dealing with the negative environmental and social impacts associated with the subprojects. It will be used to establish whether further monitoring is to be extended in some areas. The monitoring program will be undertaken to meet the following objectives:

- To check on whether mitigation enhancement measures have actually been adopted and are effective in practice;
- To provide a means whereby any impacts which were subject to uncertainty at the time of preparation of the ESMP, or which were unforeseen, can be identified, and to provide a basis for formulating appropriate additional impact control measures;
- To provide information on the actual nature and extent of key impacts and the effectiveness of mitigation and benefit enhancement measures which, through a feedback mechanism, can improve the planning and execution of future, similar projects.

Overall accountability for implementation of this plan lies within REMA's project management team, though various parties will remain responsible for certain activities. Management will be accountable to ensure that the mitigation measures, monitoring and corrective actions are implemented properly.

During implementation, the PCT in REMA will conduct regular monitoring visits. Describe the mechanisms, responsible parties, and the frequency for project supervision. If there are contractors implementing subproject activities, the contractors will be responsible for implementing the mitigation measures in the E&S risk management documents, with PCT oversight.

At a minimum, the reporting will include (i) the overall implementation of E&S risk management instruments and measures, (ii) any environmental or social issues arising as a result of project activities and how these issues will be remedied or mitigated, including timelines, (iii) OHS performance (including incidents and accidents), (iv) community health and safety, (v) stakeholder engagement updates, in line with the SEP, (vi) public notification and communications, (vii) progress on the implementation and completion of project works, and (viii) summary of grievances/beneficiary feedback received, actions taken, and complaints closed out, in line with the SEP. Reports from the local levels will be submitted to the PCT at the national level, where they will be aggregated and submitted to the World Bank on a quarterly basis.

Throughout the Project implementation stage, the PCT will continue to provide training and awareness raising to relevant stakeholders, such as staff, selected contractors, and communities, to support the implementation of the environmental and social risk management mitigation measures.

The PCT will also track grievances/beneficiary feedback (in line with the SEP) during project implementation to use as a monitoring tool for implementation of project activities and environmental and social mitigation measures.

Last, if the PCT becomes aware of a serious incident in connection with the project, which may have significant adverse effects on the environment, the affected communities, the public, or workers, it should notify the World Bank within 48 hours of becoming aware of such incident. A fatality is automatically classified as a serious incident, as are incidents of forced or child labor, abuses of community members by project workers (including gender-based violence incidents), violent community protests, or kidnappings.

d. Review and Evaluation – E&S Completion

During the operation phase of the subprojects, regular monitoring will be conducted by the REMA SPIU Environmental and Social Risk Management Specialists. Clear environmental and social M&E criteria shall be developed and as part of M&E of the project, REMA will undertake environmental and social compliance mid-term and final audit. The project will engage after year 2, an independent consulting firm to conduct external and independent environmental and social audit and monitoring of the subprojects.

Monitoring Program

An integral component of the Environmental and Social Management Framework (ESMF) and subproject ESMPs is the implementation of a comprehensive monitoring program. This program aims to ensure compliance monitoring, effects monitoring, and external monitoring, with the primary goal of effectively implementing the tasks outlined in the ESMP, including the mitigation measures. Additionally, the monitoring program serves to evaluate the impacts of the program on key EHS parameters. The monitoring plans encompass various types of monitoring strategies, which are further elaborated below.

Compliance Monitoring

The purpose of the compliance monitoring is to ensure that the contractor and operator implements the EHS mitigation measures given in the ES terms and conditions of their contract including ESMPs, effectively and timely implemented. This monitoring will generally be commissioned by the contractor, PIU and operator with the help of checklists to be prepared on the basis of the Mitigation Plan discussed above. Supervision will be carried out by the PCT Environmental and Social Risks Management Specialists and independent supervision firms.

Effects Monitoring During Project Implementation

Effects monitoring is a very important aspect of environmental management to protect the environment. The monitoring will comprise surveillance to check whether the contractor is meeting the provisions of the contract during operation of the project including the responsible agencies for implementation and supervision.

Third Party Monitoring

REMA will engage after year 2 an independent consulting firm to conduct external and independent Audit and monitoring of the implementation of the below activities.

- Application of the requirements of the World Bank Group General and EHSG.
- Requirements set up in the E S C P , this ESMF, ESIA/ESMP, National EIA certificate and agreed monitoring and performance indicators.
- Review grievances and level of attention and resolution.
- Accidents, GBV, etc.
- Documentation and development of a culture of safety and accountability at the district, participating environmental and social management units, etc.

- Application of national regulations in OHS, ESIA, Labor, others.
- Access of information.
- Other instruments agreed with the World Bank and the national agencies (permits, licenses, certificates).

The Environmental and Social Audit will be performed after the second year, once a year thereafter and a report submitted to the World Bank before the end of each year.

The primary objective of the external audit is to verify that all key implementing entities and contractors are fulfilling their assigned roles in the implementation of the ESMP, and that all ESMP requirements are being effectively and timely implemented. Among the primary objectives of this third-party monitoring, is continued capacity building and improvement based on challenges and lessons learnt. The Terms of Reference (ToR) for engaging the external auditing consultancy will be prepared and submitted to the World Bank for approval.

Performance Indicators

To assess the effectiveness of the EHS management and monitoring plan, performance indicators are established to track the efficient and timely implementation of measures outlined in the ESMP. These indicators cover both the implementation phase and the operation/maintenance phase. The implementing agency's Environmental and Social Risks Management Specialist is responsible for collecting and maintaining an Environmental and Social Supervision and Monitoring system and further prepare monthly reports.

Supervision and monitoring system: In order to facilitate data collection and project environmental and social performance and compliance with the ESMF and monitoring plan, the project will hire the support of an IT consultant or use REMA SPIU IT staff to prepare a supervision and monitoring system that can facilitate supervision using information technology, photos and simple attributes. It is recommended that Geo-Enabling Initiative for Monitoring and Supervision (GEMS), be used in this regard. A simple application (app) could be installed in the tablets to be purchased for the Environmental and Social Risk Management Specialists, which will help environmental specialist in the field and district and supervisors collect data on the progress of the works, use of PPE, number of accidents, report in the implementation of the project monitoring plan in the ESMF, the implementation of the SEP, LMP, ESCP, etc. The EIAs and ESMP for each subproject will include performance and monitoring indicators.

Upon completion of project activities, the PCT in REMA will review and evaluate progress and completion of project activities and all required environmental and social mitigation measures. Especially for works, the PCT will monitor activities with regard to site restoration and landscaping in the affected areas to ensure that the activities are done to an appropriate and acceptable standard before closing the contracts, in accordance with measures identified in the ESMFs and other plans. The sites must

be restored to at least the same condition and standard that existed prior to commencement of works. Any pending issues must be resolved before a subproject is considered fully completed. The PCT will prepare the completion report describing the final status of compliance with the E&S risk management measures and submit it to the World Bank.

Technical Assistance Activities

The PCT will ensure that the consultancies, studies (including feasibility studies, if applicable), capacity building, training, and any other technical assistance activities under the project are carried out in accordance with ToRs acceptable to the World Bank, that are consistent with the ESSs. They will also ensure that the outputs of such activities comply with the ToRs.

5.3. Implementation Arrangements

Table 7 below summarizes the roles and responsibilities regarding the implementation arrangements for **environmental and social risk management**.

Table 7 Implementation Arrangements

Level/ Responsible Party	Roles and Responsibilities
National/PCT	<ul style="list-style-type: none"> - Provide support, oversight, and quality control to field staff working on environmental and social risk management. - Collect, review, and provide quality assurance and approval to Screening Forms and ESMPs as relevant. Keep documentation of all progress. - Prepare the ESMPs and follow up on permits and clearances required under the government's Environmental Regulation before any project activities begin. - Oversee overall implementation and monitoring of environmental and social mitigation and management activities, compile progress reports from local levels/subprojects, and report to the World Bank on a quarterly basis. - Train central and field staff and contractors who will be responsible for implementing the ESMF. - Ensure that all bidding and contract documents include all relevant E&S management provisions per screening forms, ESMPs
District/District project coordination	<ul style="list-style-type: none"> - Ensure project activities do not fall under the Exclusion List. Fill out Screening Forms for relevant subproject activities and submit forms to the national level.

team (DPCT) field staff	<ul style="list-style-type: none"> - If relevant, complete site-specific ESMPs for subproject activities and submit forms to the national level. - Oversee daily implementation and monitoring of environmental and social mitigation measures, and report progress and performance to the national level on a monthly basis. - Provide training to local contractors and communities on relevant environmental and social mitigation measures, roles, and responsibilities. - If contracting is managed regionally, ensure that all bidding and contract documents include all relevant E&S management provisions per screening forms, ESMPs.
Local contractors	<ul style="list-style-type: none"> - Comply with the Project's environmental and social mitigation and management measures as specified in ESMPs and contract documents, as well as national and local legislation. - Take all necessary measures to protect the health and safety of workers and community members, and avoid, minimize, or mitigate any environmental harm resulting from project activities.

5.3.1. Contractor's obligation and site specific ESMPs

CONTRACTOR'S OBLIGATIONS

Under this project, contractors have specific obligations tied to the relevant ESSs. These are outlined in the Environmental and Social Commitment Plan (ESCP) and site-specific Environmental and Social Management Plans (ESMPs). Here's a breakdown of key responsibilities:

Integration of E&S Requirements into Contracts

- Contractors must incorporate relevant Environmental and Social (E&S) instruments into their contracts.
- This includes Labor Management Procedures (LMP), Codes of Conduct (especially for GBV/SEA/SH), and OHS standards.

Preparation and Implementation of Contractor ESMPs (C-ESMPs)

Before civil works begin, contractors must prepare site-specific ESMPs aligned with the project's overarching ESMF and ESIA.

These plans must include:

- Waste management strategies
- Emergency preparedness
- GBV Action Plan
- Community health and safety measures
- Site rehabilitation protocols

Monthly Monitoring and Reporting

Contractors are required to submit monthly reports on Environmental, Social, Health, and Safety (ESHS) performance. These reports are annexed to quarterly project reports submitted to the World Bank or relevant authority.

Incident and Accident Management

Contractors must promptly report any incidents or accidents (e.g., pollution, SEA/SH cases, worker injuries) within 24 hours.

A detailed follow-up report and corrective action plan must be submitted within 10 days.

Staffing and Capacity

Contractors must have qualified E&S staff on-site.

They must ensure that subcontractors also comply with the same standards and have equivalent arrangements.

Grievance Redress Mechanism (GRM)

Contractors must establish GRMs for workers and affected communities. These mechanisms must be confidential, survivor-centered (for SEA/SH), and accessible

Site-specific Environmental and Social Management Plans (ESMPs) are developed by REMA in collaboration with contractors. These plans are customized for each subproject and must be finalized prior to the commencement of activities. They typically comprise stakeholder engagement strategies, risk assessments, proposed mitigation measures, and monitoring indicators.

Implementation Timeline: ESMPs must be adopted prior to implementation of each subproject throughout its life cycle

Table 8 Environmental and social monitoring requirements

Impacts/Issues	Timeframe	Monitoring Cost	Monitoring Responsibility		Key monitoring indicators	Monitoring frequency
			Implementation	Supervision		
ENVIRONMENTAL AND SOCIAL IMPACT DURING PROJECT IMPLEMENTATION						
Disruption of protected plants and animal habitats	Component timeframe	In the contractor budget	Contractor	PCT REMA SPIU Environmental and Social Risk Management Specialist Supervision firm	-Species relocated and suitability of the relocations. -Number of native trees and shrubs replanted. -Maintained areas of conservation interests.	Monthly
Noise pollution	Component timeframe	In the contractor budget	Contractor	PCT REMA SPIU Environmental and Social Risk Management Specialist Supervision firm	-Noise levels below standard thresholds. -Number of PPE provided. -Noise mufflers on equipment.	Monthly

Impacts on cultural heritage	Component timeframe	In the contractor budget	Contractor	PCT REMA SPIU Environmental and Social Risk Management Specialist Supervision firm	-Cultural and religious objects discovered on construction sites. -Instances of damages encountered.	Monthly
Soil erosion, siltation, and landslides	Component timeframe	In the contractor budget	Contractor	PCT REMA SPIU Environmental and Social Risk Management Specialist Supervision firm	-Cleared areas and the number of trees re-planted. -Compacted and stabilized areas. -Number of native trees replanted -Eroded areas, gullies, rills. -Handling and storage of stockpiles.	Monthly
Risks associated with topsoil management	Component timeframe	In the contractor budget	Contractor	PCT REMA SPIU Environmental and Social Risk Management Specialist Supervision firm	-Stockpile height -Depth of topsoil removed -Adequacy of the silt fences and diversion channels -Soil quality.	Monthly

Risks associated with topsoil management	Component timeframe	In the contractor budget	Contractor	PCT REMA SPIU Environmental and Social Risk Management Specialist Supervision firm	-Stockpile height -Depth of topsoil removed -Adequacy of the silt fences and diversion channels -Soil quality.	Monthly
Traffic related incidents	Component timeframe	In the contractor budget	Contractor	PCT REMA SPIU Environmental and Social Risk Management Specialist Supervision firm	-Traffic signage posted within and around construction sites. -Number of first-aid stations present on the construction sites. -Number of traffic accidents reported.	Quarterly
Income losses from missed season cultivation due to delays in terracing	Component timeframe	In the contractor budget	Contractor	PCT REMA SPIU Environmental and Social Risk Management Specialist Supervision firm	-Alternative income sources provided to those affected.	Monthly

<p>Biodiversity conservation and ecosystem conservation</p>	<p>Post implementation</p>	<p>In the project budget</p>	<p>PCT REMA SPIU Environmental and Social Risk Management Specialist</p>	<p>PCT REMA SPIU Environmental and Social Risk Management Specialist Independent consulting firm</p>	<p>-Number of incidents and accidents reported, of potential threats to species and habitats. -Implementation of the emergency response plans. -Number of audits conducted. -Conditions, effectiveness, and vegetation dynamics of corridors, set aside, riparian and buffer zones. -Presence of invasive species. -Maintained understory species.</p>	<p>Quarterly</p>
					<p>-Afforested areas. -Number of trees and plantations re-forested.</p>	
<p>Habitat loss and introduction of invasive species</p>	<p>Post implementation</p>	<p>In the project budget</p>	<p>PCT REMA SPIU Environmental and Social Risk Management Specialist</p>	<p>Independent consulting firm</p>	<p>-Exotic species visible and present on sites. -Compliance with existing regulatory framework for invasive species introduction. -Cleanliness of farming and construction materials.</p>	<p>Quarterly</p>

The risk of maladaptation if local conditions and needs are not adequately considered	Post implementation	In the project budget	PCT REMA SPIU Environmental and Social Risk Management Specialist	Independent consulting firm	-Number of climate risk and vulnerability assessments conducted. -Number of capacity development sessions conducted. -Number of native species used in restoration practices.	Annually
Impact associated with soil conservation during crop production	Post implementation	In the project budget	PCT REMA SPIU Environmental and Social Risk Management Specialist	Independent consulting firm	-Zero tillage, direct seeding, contour and strip planting, crop rotation, terracing, intercropping, and grass barriers. -Quantities of Compost, crop residues and manure applied. -Erosion control structures.	Bi-annually
Impacts associated with nutrient management in annual crop production	Post implementation	In the project budget	PCT REMA SPIU Environmental and Social Risk Management Specialist	Independent consulting firm	-Quantities of green manure applied. -Mulching and crop rotation. -Soil PH. -Activities encroaching the riparian zones. -Number of trainings to farm	Bi-annually

					operators and workers.	
Threat to human health by Improper handling of treated seeds, fertilizers, and pesticides poses risks to both human health and livestock well-being.	Post implementation	In the project budget	PCT REMA SPIU Environmental and Social Risk Management Specialist	Independent consulting firm	-Certified crop seeds distributed to communities. -Approved GMO crops planted. -Adequacy of seeds' storage.	Quarterly
Employment labor issues	During implementation and post implementation	In the contractor budget and project budget	Contractor PCT REMA SPIU Environmental and Social Risk Management Specialist	Supervision firm	-Indications of children working on construction sites. -Age eligibility of the workforce hired on site. -Number of trainings held on sexual harassment in the workplace. -Cases of sexual harassment and GBV reported. -Workers' GRM.	Monthly

<p>Risk that the vulnerable and women are not adequately included in village forest management activities and related benefit sharing arrangements</p>	<p>During implementation and post implementation</p>	<p>In the contractor budget and project budget</p>	<p>Contractor PCT REMA SPIU Environmental and Social Risk Management Specialist District Gender Monitoring Officer</p>	<p>Supervision firm</p>	<p>-Number of women engaged in training and activities related to project benefit arrangements. -Number of women benefitting from income generating activities from GEF-8 project. -Implementation of the Gender Action Plan. -Number of women recruited.</p>	<p>Quarterly</p>
					<p>-Gender disaggregated data provided. -Number of female focal points designated for each project village. -Number of trainings and awareness programs on GBV. -GRM in place. -Number of GBVs incidences reported as a in relation to project activities.</p>	

Impacts/Issues	Timeframe	Monitoring Cost	Monitoring Responsibility		Key monitoring indicators	Monitoring frequency
			Implementation	Supervision		
Occupational health and safety (OHS) risks	During implementation and post implementation	In the project budget	Contractor PCT REMA SPIU Environmental and Social Risk Management Specialist	Supervision firm	<ul style="list-style-type: none"> -Compliance with building codes and standards. -Structural integrity. -Environmental health and safety (EHS) Plan. -Emergency Response Plan (ERP). -Fencing. -Installation of signage. -Qualified staff operating. -Working condition of the equipment. -Solid waste management plan. -Leak detection. -Standard Operating Procedures (SOPs). -Existing fire protection systems. -Intercepting traps. -Clean eating areas. 	Daily

Impacts/Issues	Timeframe	Monitoring Cost	Monitoring Responsibility		Key monitoring indicators	Monitoring frequency
			Implementation	Supervision		
					<ul style="list-style-type: none"> -Emergency exits. -Existing lavator facilities. -Available Emergency Lighting. -Existing Safety railings. -First-aid stations. -Training provided. -Use low-VOC-emitting products. -Aerosols, air fresheners and sprays in use. -Food hygiene and water-quality. -Appropriate PPE. -Provided ladders and scaffolds. 	

Impacts/Issues	Timeframe	Monitoring Cost	Monitoring Responsibility		Key monitoring indicators	Monitoring frequency
			Implementation	Supervision		
Community Health and safety risks such as (HIV, GBV, SEA, drug abuse, Vector-Borne Diseases, etc.)	During implementation and post implementation	In the project budget	Contractor PCT REMA SPIU Environmental and Social Risk Management Specialist	Supervision firm	<ul style="list-style-type: none"> -Implementation of risk management strategies. -Training provided. -Health care facilities. -Buffer strips. -Incorporated safety criteria. -Compliance with the Building code. -Implemented security measures. -Distribution system. -Personal protective measures provided. -Integrated vector control programs -Comprehensive healthcare interventions. 	Bi-annually

Table 3: Monitoring and Evaluation Table for Environmental and Social Risks and Impacts

6. Detailed Stakeholder Training Program

A. OVERALL TRAINING OBJECTIVES

The training program aims to:

1. Enhance the capacity of stakeholders on **E&S risk management, OHS, and community engagement**.
2. Ensure that all project staff, contractors, and communities understand and implement **World Bank ESF standards**, GoR laws, and project risk management instruments (ESMF, SEP, GAP, LMP, RPF, ESCP).

Equip contractors and supervising firms with tools to prevent, manage and monitor **environmental, social, gender-based, and safety risks**.

B. STAKEHOLDER-SPECIFIC TRAINING MODULES

1. Contractors & Supervising Firms

Module	Topics	Frequency	Method
Module C1: ESMP Implementation	- Roles/responsibilities - Site-specific ESMPs - E&S performance indicators - Preparation of ESHS Plans and ERP	At contract start + refreshers quarterly	On-site workshops, supervision
Module C2: Occupational Health & Safety (OHS)	- Personal protective equipment (PPE) - Emergency response & incident reporting - Accident prevention - HIV/GBV/SEA mitigation, prevention of communicable diseases	Monthly toolbox meetings Induction training	Practical drills, classroom & field
Module C3: Labor and Working Conditions	- Labor rights and policies (LMP) - Code of conduct - Avoidance of child labor - Grievance redress for workers	Bi-annual	Group training, posters
Module C4: Gender and Social Inclusion (GAP)	- Equal opportunity hiring - Inclusion of women and vulnerable groups - Prevention of GBV, SEA/SH - Confidential referral pathways (Isange One Stop Centers)	Quarterly	Gender focal point-led sessions
Module C5: Environmental Management	- Site restoration - Waste handling - Erosion control measures (Napier planting, topsoil management) - Handling of hazardous materials (fertilizers/pesticides)	At site mobilization + monitoring visits	Field demonstrations, presentations

2. District Project Coordination Teams (DPCTs), REMA PCT/SPIU Staff

Module	Topics	Frequency	Method
Module D1: ESF & ESMF Orientation	- Overview of WB ESF standards - Screening, scoping, E&S classification - ESMF, RPF, SEP, GAP, LMP instruments	At project launch + annually	Workshop + digital toolkit
Module D2: Monitoring & Reporting	- Monthly E&S reporting - Supervision checklists - Corrective action tracking - Use of field data for adaptive management	Quarterly	Hands-on training
Module D3: Stakeholder Engagement (SEP)	- Consultations planning and facilitation - FPIC principles - Engagement with vulnerable groups - Cultural sensitivity & conflict mediation	Every 6 months	Practical role-plays
Module D4: Grievance Redress (GRM)	- Operation of multi-tiered GRM - Timely registration & resolution of complaints - Documentation and reporting - Escalation mechanisms (including SEA/SH cases)	Annually + GRC onboarding	Scenario-based training

3. Community-Based Organizations (CBOs), Beneficiaries, and Local Communities

Module	Topics	Frequency	Method
Module B1: Community E&S Awareness	- Project impacts and benefits - Reporting complaints - Land use and conservation importance - Rights and responsibilities	During mobilization and midterm	Community barazas, radio spots
Module B2: Health and Safety	- Safe interaction with work sites - Avoiding contact with machines/chemicals - Prevention of disease (HIV, malaria) - Safe water and sanitation practices	Monthly during implementation	Visual materials, drama/skits
Module B3: Gender and Inclusion	- Participation in activities (terracing, nurseries, income generation) - Gender-based violence awareness - Equal access to benefits	On quarterly basis	Focus groups, audio-visual aids
Module B4: Livelihoods & Sustainable Practices	- Agroforestry - Land husbandry - Climate resilience techniques - Income diversification	Per activity basis (Component 2)	Farmer Field Schools (FFS), demonstrations

C. TRAINING DELIVERY PLAN

Activity	Responsible	Tools/Methods	Budget Reference
Training design and materials	REMA SPIU E&S Risk Management Specialists + Consultant	Manuals, posters, translated IECs	ESMF Budget
Field-level delivery	PCT + DPCTs + Contractors	Workshops, toolbox meetings, radio	Component 4 budget

Activity	Responsible	Tools/Methods	Budget Reference
Evaluation and feedback	M&E Unit	Pre/post-test, feedback surveys	Regular M&E cycle
Capacity building documentation	PCT + Consultant	Reports, attendance lists	ESMF/ESMP files

D. TRAINING SCHEDULE EXAMPLE

Year	Q1	Q2	Q3	Q4
2026	Staff/contractor induction Community awareness	OHS, GAP, ESMP site tools	Community FFS rollout	GBV referral practice, SEP refresher
2027–2028	Annual refresher courses Targeted field training	Based on supervision findings and new risks		

Table 9 Proposed Training and Capacity Building Approach

Level	Responsible Party	Audience	Topics/Themes that May Be Covered
National level	World Bank	PCT staff responsible for overall implementation of ESMF	ESMF and approach: <ul style="list-style-type: none"> - Identification and assessment of E&S risks - Selection and application of relevant E&S risk management measures/instruments - E&S monitoring and reporting - Incident and accident reporting - Application of LMP, including Code of Conduct, incident reporting, SEA/SH, - Application of SEP and the grievance/beneficiary feedback mechanism
District level	PCT/SPIU E&S staff	DPCT staff Contractors	ESMF and approach: <ul style="list-style-type: none"> - Identification and assessment of E&S risks - Selection and application of relevant E&S risk management measures - E&S monitoring and reporting - Incident and accident reporting - Application of LMP, including Code of Conduct, incident reporting, SEA/SH - Application of SEP and the grievance/beneficiary feedback mechanism
Local/site level	DPCT staff	Local staff Local contractors	<ul style="list-style-type: none"> - Application of SEP and the grievance/beneficiary feedback mechanism - Application of LMP, including Code of Conduct, incident reporting, SEA/SH - Application of ESMPs

<p>Community level</p>	<p>DPCT staff</p>	<p>Community members Community workers, if relevant</p>	<ul style="list-style-type: none"> - Basic OHS measures and Personal Protective Equipment - Community health and safety issues - Worker Code of Conduct - SEA/SH issues, prevention, measures - Grievance Redress Mechanism (GRM) - Workers' GRM.
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7. Estimated Budget for the ESMF

Table 10 lists estimated cost items for the implementation for the ESMF, which have been included in the overall project budget:

Table 10 ESMF Implementation Budget

Activity/Cost Item	Duration of project					Sub-total
	FY1	FY2	FY3	FY4	FY5	
E&S core team						
REMA-PCT ¹ Hiring of Environmental Risk Management Specialist and Social Risk Management Specialist	41,220	41,220	41,220	41,220	41,220	206,100
Transport Services						
Transportation and allowances	6,000	2,000	2,000	2,000	2,000	\$14,000
Consulting services						
ESIA-ESMP	50,000 ²					\$50,000
Annual E&S audit		6,250	6,250	6,250	6,250	\$25,000
Capacity Building Program (ESF, ESIA-ESMP, supervision, district and community, technical courses (e.g., health and safety), webinars, workshops, conferences)	8,625	7,125	5,625	4,125	3,375	\$28,875
Specialized equipment						
Provision of safety equipment	10,000		10,000			\$20,000
GBV						
Support for victims and follow up	2,500	2,500	2,500	2,500	2,500	\$12,500
GRAND TOTAL						\$356,475

¹ Environmental Risk Management Specialist (1), Social Risk Management Specialist (1), will be shared with REMA SPIU and therefore their remuneration or salary is not part of this budget.

² Referenced from VCRP ESMF, about a quarter of the number of E&S instruments required by VCRP might be required for the GEF-8 project.

8. Stakeholder Engagement, Disclosure, and Consultations

A separate Stakeholder Engagement Plan (SEP) has been prepared for the Project, based on the World Bank's Environmental and Social Standard 10 on Stakeholder Engagement. The SEP can be found here: https://www.rema.gov.rw/fileadmin/user_upload/REMA/Publications/Projects/SEP_for_GEF-8_project_final.pdf

This ESMF, as well as the SEP and the Environmental and Social Commitment Plan (ESCP) that have been prepared for this project, have been disclosed on the following website: www.rema.gov.rw.

9. Grievance Redress Mechanism

In compliance with applicable local and national regulations and essentially the World Bank's ESS10, a project-specific mechanism will be established to handle complaints and issues arising from the GEF-8 Ecosystem-based Restoration Approach for Nyungwe-Ruhango corridor Project. The grievance mechanism will be particularly designed to collect, collate, review and redress concerns, complaints and grievances of Project Affected Persons (PAPs) and other stakeholders in an impartial and transparent manner

Considering that the Grievance Redress Mechanism (GRM) works within existing legal and cultural frameworks, it will be organized in such a way that the overall objectives are to provide a transparent process for timely identification and resolution of issues affecting the project and people, strengthen accountability to beneficiaries, including PAPs, and manage sensitive grievances related to GBV and Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH) in complete confidentiality by ensuring that it is resolved in an efficient and effective manner that satisfies all parties involved.

In particular, the Grievance Redress Mechanism (GRM) will comprise the following:

- Provide means easily accessible to stakeholders to voice their concerns and complaints such as filling a grievance form, sending an email, using the phone, or meeting physically with the affected;
- Ensures that appropriate and mutually acceptable solutions are defined and applied to the satisfaction of complainants and with respect for confidentiality;
- Facilitates access to GBV services (via referrals)
- Ensures that grievances are solved amicably between the concerned parties to avoid initiation of legal proceedings.

As a preventive measure, participatory and individual consultation meetings with stakeholders shall be conducted to reduce the frequency of complaints. The procedure will:

- Make necessary adjustments and take corrective action early in the process of resolving stakeholder grievances during project development;
- Increase the transparency of the process;
- Reduce potential delays in project implementation associated with unresolved disputes by minimizing the risk of recourse to the court

As a preventive measure, participatory and individual consultation meetings with stakeholders shall be conducted to reduce the frequency of complaints. The procedure will:

- ✓ Make necessary adjustments and take corrective action early in the process of resolving stakeholder grievances during project development;
- ✓ Increase the transparency of the process; and
- ✓ Reduce potential delays in project implementation associated with unresolved disputes by minimizing the risk of recourse to the court.

9.1. 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. All the 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 MoE 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 parties involved in verbal or written form.

All measures will be undertaken to ensure that grievance is solved amicably between the parties concerned. 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 Figure 2 below.

Table 11. Grievance redress process for the implementation of the GEF-8 project

Stage	Process	Duration
1a	<p>Since most of complaints during the execution of works involves directly the contractor (i.e. the person or company contracted to perform the project activity. e.g. terraces), at first the Aggrieved Party (AP) will take his/her grievance to the Site Manager (SM) (i.e. the head of operations on the site where the project activity is being implemented. e.g. on the sites being terraced) 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 Committee (GC) at cell level. For complaints that were satisfactorily resolved by the SM, he/she will inform the GC and the GC will log the grievance and the actions that were taken.</p> <p>There is also a possibility that the AP directly takes his/her complainants directly to the GRC without going to the SM first. In this case, the GRC will solve it working with the SM.</p>	24 hours
1b	The AP may choose to escalate the grievance to the Abunzi Mediation Committee ³ especially if she/he is not directly linked to the sub-project.	Not fixed
2	On receipt of the complaint, the GC at cell level will endeavour to resolve it immediately. In case the GC at cell level fail to solve the complaint, it will be escalated to the GC at Sector level. If unsuccessful, the GC or the complainant then notifies District Authority	1-2 days at cell level 1-2 days at sector level
3	The District Authority will endeavour to address and resolve the complaint and inform the aggrieved party. Grievances beyond their competency will be escalated to REMA, the Project Management Unit.	1 – 5 days
4	If REMA, PCT 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 SEA/SH & GBV related matters. The AP will approach directly 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 responsibility to immediately inform the Isange one stop centre.	Not fixed

³ Abunzi Committee is an organ responsible for conciliating parties involved in disputes under its jurisdiction. The service of members of Abunzi Committee is performed on a voluntary and non-remunerative basis as established by the National law no37/2016 of 08/09/2016 determining organisation, jurisdiction, competence and functioning of an Abunzi Committee.

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 12 GRC composition

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

6	Contractor's Environmental and Social Risk Management Officer	<ul style="list-style-type: none"> ▪ Receives and log complaints/grievances, note date and time, contact details, nature of complaint and inform complainant of when to expect response ▪ Handles complaints revolved around nuisance resulted from works and endeavor to handle them satisfactory ▪ Informs contractor (supervisor) and GRC of received complaints/grievances and outcomes and forward unresolved complaints/grievance to GRC ▪ Attends community meetings, respond and react to PAPs complaints raised concerning the contractor
7	Supervisor (i.e. the individual or firm supervising project activity done by the contractor)	<ul style="list-style-type: none"> ▪ Represents the client ▪ Ensures that all grievances raised have been responded to, and that the contractor responds to the complaints raised concerning them ▪ Attends community meetings respond to all concerns related to the project from community ▪ Reports on monthly basis the progress of GRM process
	B. At Sector level	
1	Executive secretary of the Sector	<ul style="list-style-type: none"> ▪ Proposes responses to grievances and lead in resolving community grievance unsolved from Cell level ▪ Chairs sensitization meeting at the Sector level during public consultations meetings
2	Staff in charge of Social Affairs at sector level	<ul style="list-style-type: none"> ▪ Collect relevant information that would lead to a better understanding to the grievances received from Cell leaders ▪ Record and report all grievances received from Cell leaders ▪ Assist and guide in identifying vulnerable and disadvantaged groups within the sector ▪ Assist the Executive secretary to propose responses to grievances and lead in resolving community grievance unsolved from Cell level ▪ Act as the secretary of the GRC at sector level
3	A representative of National Women Council	<ul style="list-style-type: none"> ▪ Represents the interests of women ▪ Advocates for equity and equal opportunities ▪ Helps in prevention of sexual harassment and promote wellbeing of the women and youth ▪ Takes part in resolution of any grievance related to sexual harassment and any gender domestic violence that may arise ▪ Mobilizes women and youth to be active in income generating activities specifically for opportunities in the project's intervention areas
4	Contractor (Environment and Social Risk Management Officer)	<ul style="list-style-type: none"> ▪ Receives and log complaints/grievances, note date and time, contact details, nature of complaint and inform complainant of when to expect response ▪ Handles complaints revolved around nuisance resulted from works and endeavor to handle them satisfactory

		<ul style="list-style-type: none"> ▪ Informs contractor (supervisor) and GRC of received complaints/grievances and outcomes and forward unresolved complaints/grievance to GRC ▪ Attends community meetings, respond and react to PAPs complaints raised concerning the contractor
5	Supervisor	<ul style="list-style-type: none"> ▪ Represents the client ▪ Ensures that all grievances raised have been responded to, and that the contractor responds to the complaints raised concerning them, ▪ Attends community meetings respond to all concerns related to the project from community ▪ Reports on monthly basis the progress of GRM process
	C. At District level	
1	Vice Mayor in charge of Social Affairs	<ul style="list-style-type: none"> ▪ Chairs the meeting of project grievances at the District level ▪ Proposes responses to grievances and lead in resolving community grievance unsolved from at sector level
2	Director of Good Governance	<ul style="list-style-type: none"> ▪ Provides technical clarifications and relevant information that would enlighten for grievance ▪ Proposes responses to grievances and lead in resolving community grievance unsolved from at sector level
3	Representative of CNF	<ul style="list-style-type: none"> ▪ Represents the interests of women ▪ Advocates for equity and equal opportunities ▪ Helps in prevention of sexual harassment and promote wellbeing of the women and youth
4	REMA- District Project coordination team	<ul style="list-style-type: none"> ▪ Proposes responses to grievances and lead in resolving community grievance unsolved from at sector level
5	Contractor's Environmental and Social Risk Management Officer	<ul style="list-style-type: none"> ▪ Receives and log complaints/grievances, note date and time, contact details, nature of complaint and inform complainant of when to expect response ▪ Handles complaints revolved around nuisance resulted from work and endeavor to handle them satisfactory ▪ Informs engineer (supervisor) and GRC of received complaints/grievances and outcomes and forward unresolved complaints/grievance to GRC ▪ Attends community meetings, respond and react to PAPs complaints raised concerning the contractor
6	Supervisor	<ul style="list-style-type: none"> ▪ Collects and provide relevant information that would lead to a better understanding of the grievance ▪ Ensures that all grievances raised have been responded to, and that the contractor responds to the complaints raised concerning them ▪ Reports on monthly basis the progress of GRM process ▪ Acts as the secretary of the meeting

9.2. Grievance channel for Gender Based Violence (GBV) Grievances

- The community members are sensitized to understand that gender-based violence (GBV) related grievances require quality multisectoral services that guarantee confidentiality and anonymity of the victims. The GBV related cases are directed to Isange One Stop Centre (IOSC) where victims can easily access free of charge comprehensive services, such as medical care, psychosocial support, police and legal support, and evidence collection. The IOSC work closely with community, hospitals and health centres, police stations, sector, cell, and village-level leaders. The women representative elected under the GRC will be trained by the IOSC to receive GBV related allegations of sexual exploitation and abuse, sexual harassment. The women representative will be trusted by all project-affected parties to ensure the utmost confidentiality and anonymity of victims and provide this service and expertise in a transparent manner.
- Existing procedures for reporting community complaints may not be appropriate, given the sensitivity associated with SEA/HS. It is therefore necessary to identify other reporting channels. One of the most effective ways to address the risks and acts of SEA/SH is to work with comprehensive GBV service providers (psychosocial, clinics, polyclinics, legal, etc.) and existing local organizations that are able to assist the project in addressing GBV cases that may be related to project preparation. To do this, community GBV service providers must be informed of the functioning of the SEA/SH sensitive GRM made available by the project in order to assist the victims, and to accompany them to report a SEA/SH incident to the mechanism.
- As GBV grievance channels requires timely access to quality, multi-sectoral services and involves confidentiality and informed consent of the GBV victim. To this end, the Project Coordination Unit (PCT) has developed a Gender Action Plan (GAP) that will include an Accountability and Response Framework, and this will form part of sub-project Environmental and Social Management Plan (ESMP). The GAP will identify service providers in the project areas with minimum package of health services. The GAP will also provide enough details to allow for the development of localized referral pathways and establish procedures of handling cases as part of the service providers mapping. Other targeted measures to respond ethically to complaints of a sensitive and confidential nature, including those concerning cases of sexual exploitation and abuse or sexual harassment, with a victim-centred approach and in accordance with the principles that guide the provision of care to victims, which will be defined and incorporated into the Grievance Redress Mechanism.
- **Note:**
 - ✓ For Sexual Exploitation, abuse, and sexual harrassment complaints, in the event that the information is recorded in a complaint register, an Excel table or database will be created for this purpose, access to this register is limited in order to guarantee the confidentiality and security of the complainant.
 - ✓ Due to the sensitivity of GBV case related complaints, an IOSC toll-free hotline (3029) will be communicated to allow the complaint to be filed, by any means, it must be recorded in a complaint register, an Excel table or a database created for this purpose.

Access and filing complaints

- The project will ensure that several options to file complaints are available, ensuring anonymity, and communicated the GRM to all stakeholders. The possible means of reception are as follows:
 - ✓ Submit grievance verbally or by writing using a grievance log form available using the bottom up approach from the cell level up to SPIU level.
 - ✓ Formal complaint letter or email to the Project Implementing Unit address (official email addresses on their websites, official phone numbers, or official addresses of the SPIU also found on their websites), it is also advised to report complaints by writing formally to the District.
 - ✓ Filing a complaint in person in a register created for this purpose and placed at various points easily accessible to all or in a suggestion box located at the Project office (incase the project office is far, a suggestion box shall be placed at the site of project activity, only to be opened by a project staff). Each box will be equipped with two padlocks and the keys will be held by at least two different people in order to avoid the disappearance of complaints that may concern the members of the committee responsible for opening the boxes to collect complaints; and
 - ✓ Provide telephone numbers of the E&S Risk Management team at REMA-SPIU comprising of the Environmental Risk Management Specialist, Social Risk Management Specialist and Community Driven Development Specialist, who will be in charge of the project grievances management.

9.3. 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 the workers GRM 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 GEF-8 project, it will be the district where works of Component 1 project activities 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.

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

The Workers' GRM will be established as soon as the contractor is onboard. The project will ensure that the workers are represented in the committee.

Annex 1 Environmental Screening Form

- 1. **Subproject Name:**
- 2. Location (Village, Cell, Sector, Secondary City):
- 3. **Component/sub-project:**
- 4. Number of people benefiting of the subproject:
- 5. **Contact person's name**.....
- 6. Mobile Telephone Number.....

7. General Description of the subproject:

Subproject objectives:

.....

Subproject activities:

.....

8. Baseline Description of affected Environment

Description of physical chemical environment (soil, air, water, etc.)

.....

Description of Biological Environment (habitats and Communities, Flora etc.)

.....

Description of Socio-Economic Environment e.g. historical sites, aesthetic aspects, public health facilities, infrastructure

.....

9. Overall risk rating of the subproject and the instruments that need to be prepared:

.....



Aspects: Yes/No

Scale of impact: High, Substantial, Moderate, Low

No.	Environmental Aspect	Potential Impact	Scale of Impact (H/S/M/L)
1	Soil	Loss of topsoil	
2	Biodiversity	Negative effects on flora and fauna and their habitats	
3	Wetlands	Negative effects on wetlands	
4	Vegetation	Negative effects on vegetation	
5	Trees & Vegetation	Destruction of trees and vegetation	
6	Wildlife	Impact on fish or other wildlife migration	
7	Drainage	Drainage congestion in the project area	
8	Water management	Waterlogging in project areas	

9	Surface water	Negative effects on surface water quality, quantity, or flow	
10	Soil structure	Negative effects on soil stability and compactness	
11	Irrigation infrastructure	Negative effects on irrigation systems and canals	
12	Noise	Increased noise due to day-to-day construction activities	
13	Air quality	Increased wind-blown dust from material storage areas (e.g. fine aggregates)	
14	Cultural heritage	Degradation or disturbance of historical or culturally important sites (places of worship, burial sites, monuments, etc.)	

9.2. Instruments that need to be prepared

<i>Subproject</i>	<i>Instruments to be prepared</i>				
	ESIA	ESMP	RAP	LMP	Any other

10. Possible environmental impacts of the subproject

Environmental Impacts	Mitigation Measures (Identify relevant Environmental and Social Technical Clauses, ESTC)

11. The Environment and Social Management Plan (ESMP) to be prepared and implemented during implementation of the subproject.

Recommendations:

.....

.....

.....

.....

SOCIAL SCREENING

1. Socio-economic information

What assets would be affected due to sub-project intervention? Fill in **Yes** or **No** as appropriate

Land

Physical structure (dwell in or commercial)

Trees/crops

Natural resources (water bodies/forests/ponds)

Other (specify).....

.....

2. Land

Land ownership: Is the land public or private?

Type of land: Agricultural/homestead/pond/natural vegetation

Other (specify):

.....

Does the sub-project require additional land permanently or on a temporary basis?

In case of land acquisition, will there be physical or economic displacement of people?

What would be the total number of affected families

3. Will the project implementation result into loss of access to the following? (Fill in Yes or No as appropriate)

Land

House

Public services (water, electricity, public latrines, etc.)

Others (specify)

4. Structure (residential or business)

Total number of residential structures that would be affected

Total number of commercial/business structures that would be affected

Ownership types of the structures to be affected: Please specify among: Private with landtitle/Private without land title/Tenant

5. Trees and Crops

Is there any tree or plant that may be affected? Fill in **Yes** of **No** as appropriate:

Total estimated number by size

Is there any social forestry/plantation project that would be affected? Fill in **Yes** of **No** as appropriate:

Are there any fruit-bearing trees that would be affected? Fill in **Yes** of **No** as appropriate:

Are there any agricultural lands/crops to be included in the subproject footprint: Fill in **Yes** of **No?** as appropriate:

If yes, please provide relevant information regarding type of production on the land to be affected, estimated quantity of crop(s) and estimated market value

Is there any community resource property that might be affected? E.g. open space, wetland etc. Fill in **Yes** of **No** as appropriate:

If yes please describe the community dependency of the resources that would be affected.....

6. Beneficiaries

Who are the beneficiaries?

.....

How would they benefit from the subproject? Fill in **Yes** or **No** as appropriate:

Access to infrastructure and services?

Access to services?

Source of income generation?

Are the people/residents ready to cooperate with the project?

Please provide explanatory notes below

.....

RAP will be prepared as necessary depending on the nature of the subproject.

7. Possible social impacts of the subproject

Social Impacts	Mitigation Measures (Identify relevant ESTC)

8. The Environment and Social Management Plan (ESMP) to be taken during implementation of the subproject.

Recommendations:

.....

Prepared by:, **Signature:**

Date and time:

Approved by:, **Signature:**

Date and time:

Annex 2 Generic Terms of Reference (ToR) for Environmental and Social Impact Assessment (ESIA) of Subprojects

Introduction

The Ecosystem-Based Restoration Approach for Nyungwe-Ruhango Corridor Project will support restoration of priority ecosystems and promote sustainable landscape management (SLM) in the Nyungwe-Ruhango Corridor through activities such as; (a) integrated sub-catchment restoration such as terracing, planting of hedgerows with the main focus of promoting native/indigenous plant species in catchment restoration, (b) reforestation, afforestation and afforestation, (c) riverbank protection by for instance revegetating buffers of water bodies, (d) roadside protection, (e) strategic restoration of wetlands (especially Mwogo wetland) and marshlands, (f) Livelihood development and private sector opportunities, (g) development of Village Land Use Action Plans (VLUAPs) through an integrated catchment management approach, (h) preparation of ecological restoration plans for prioritized wetlands and forests in [the three (3) districts of the Southern Province in Rwanda i.e. Nyamagabe, Nyanza and Ruhango Districts. The Rwanda Environment Management Authority (REMA) will be implementing the Project activities.

Brief description of the Project

The World Bank will be supporting Rwanda Environment Management Authority (REMA) in implementing the Ecosystem-Based Restoration Approach for Nyungwe-Ruhango Corridor Project. The objective of the project is to restore priority ecosystems and promote sustainable landscape management (SLM) in the Nyungwe-Ruhango Corridor. The project will support the following activities:

Component 1: Ecosystem restoration and improved land management, which shall involve activities such as; (a) integrated sub-catchment restoration such as terracing, planting of hedgerows with the main focus of promoting native/indigenous plant species in catchment restoration, (b) reforestation, afforestation and afforestation, (c) riverbank protection by for instance revegetating buffers of water bodies, (d) roadside protection, (e) strategic restoration of wetlands (especially Mwogo wetland) and marshlands.

Component 2: Livelihood development and private sector opportunities, which shall involve activities such as; (a) screening and prioritization of livelihoods development initiatives, (b) business development support, (c) support for prioritized livelihoods development initiatives. The promotion of agroforestry initiatives (rolled-out in Component 1) and activities such as fruit tree planting at household level would enhance livelihoods whilst creating greater potential for non-timber forest product value chains to be developed. The integration of high value perennial cover crops, such as tea, in the upper catchments has also been flagged by stakeholders as a strategic opportunity.

Collectively, prioritized measures will seek to demonstrate the commercial potential of nature positive land husbandry practices and provide an opportunity to leverage further funding to sustain and scale them.

Component 3: Policy alignment and effective planning to enable restoration, which shall involve; (a) development of Village Land Use Action Plans (VLUAPs) through an integrated catchment management approach, (b) preparation of ecological restoration plans for prioritized wetlands and forests.

Component 4: Effective governance, knowledge exchange, and capacity building to ensure successful implementation, which shall involve; (a) conducting regular project steering committee meetings, (b) National and international knowledge exchanges, (c) stakeholder engagement. It will also support the sharing of good international practices, including from other GEF-8 Ecosystem Restoration Impact Program child projects. Information gathered during delivery will be used to inform interventions and the national Sustainable land management (SLM) framework as part of an adaptive management approach. Knowledge transfer will be promoted to ensure best practices and lessons are integrated into activities and result in capacity building within stakeholders. Local households and community groups will be supported through capacity building that focuses on SLM activities and the development of alternative income generating activities as a cross-cutting intervention to support the investment activities of Component 2.

The project activities will take place in the three (3) districts of; Ruhango, Nyanza, and Nyamagabe Districts in the Southern Province.

Based on this ESMF, several project interventions will require an Environmental and Social Impact Assessment (ESIA) to comply with both national environmental laws and the Bank's Environmental and Social Standards (ESSs) and procedures. The ESIA will be designed to identify, assess and evaluate both positive and negative environmental and social risks and impacts of the subproject's activities and avoid, minimize, reduce or mitigate them.

Objectives of the ESIA:

The main objective of the assignment of conducting an ESIA study will be to carry out the tasks related to environmental aspects. This will include mainly the preparation of the Environmental Impact Assessment including Environmental and Social Management Plan (ESMP) of the sub-project.

Scope of Services: The consultant/ firm will carry out a full Environmental and Social Impact Assessment (ESIA) and prepare ESMP for the project activities 'sites. The ESIA and ESMP will be prepared in accordance with the Rwandan Environmental laws and policies, this ESMF, and World Bank ESS1 requirements and procedures. The Consultant will familiarize with the project details, components and sub-components. The Consultant liaise, collaborate and interact with the project management unit (PCT) staff to determine best way of conducting environmental activities and

properly plan the timing of the deliverables. The main consultant activities to be further detailed will include, but not limited, to the following:

Review the Project ESMF document, which is available online in the webpage of REMA, the national policy legal and institutional framework and other relevant project documents.

Describe the Project activities and specify the boundaries of the study area for the assessment

Conduct a project site reconnaissance and describe environmental baseline and socio-economic conditions of the project areas using the Screening Checklist Annex 1.

Undertake the stakeholder consultations particularly with the communities to be positively and negatively affected by the project.

Determine and evaluate potential adverse environmental and social risks and impacts of the proposed project activities and propose corresponding mitigation measures

Develop an Environmental and Social Management Plan (ESMP)

Prepare an ESIA report whose structure will include the main following sections:

Executive summary

Introduction

Policy, legal and administrative framework

Description of the investments/activities to be assessed

Diagnosis of the environmental and social baseline – mapping

Evaluation of the environmental and social risks and impacts

Environmental and Social Management Plan (ESMP) – Clear section on the environmental and social technical clauses (ESTC) for the bidding document and contract

Supervision arrangements: responsible parties from REMA, District, consultants

Mandatory obligations of contractors based in the ESMF - insurance, permits, community communication, emergency plan, preparation of the Contractor-ESMP

Stakeholder consultation

GRM mechanisms for workers and communities

References

Annexes

Minimum requirements of the ESIA team composition and qualifications

The present assignment will require interdisciplinary expertise with specialized sector knowledge such as ecology, environmental sciences and engineering, GIS, Biologists, and Sociologists, and Hydrology, etc. The consulting team will be led by a Team Leader with at least 10 years of experience leading ESIA studies, including prior experience on similar types of projects, and prior experience as either team leader or deputy team leader on at least one previous major ESIA for World Bank funded projects.

Schedule/Duration of the study

The study period is estimated for 3 months from the date of commencement of the ESIA/ESMP study since this ESMF contain already important baseline and identification of measures and protocols that will expedite the ESIA.

Reports

The consultant will submit the minimum following ESIA/ESMP reports both in hard and soft copy (number to be determined) as follows: Inception Report, draft detailed ESIA/ESMP and Final Report to be approved by RDB and the WB respectively. These reports will be submitted to REMA.

Annex 3 Guidelines for preparing the Environmental and Social Management Plan (ESMP)

The main purpose of establishing an ESMP is to manage adverse environmental and social risks and impacts of the project interventions in a manner that minimizes the potential adverse impact on the environment and people of the program influence area. Specific objectives of the ESMP are to: (i) identify the mitigation measures during ESMF and ESIA; and facilitate implementation of those during implementation of sub-project activities, (ii) maximization of the potential project benefits while minimizing to the acceptable level the adverse impacts, (iii) draw responsibilities for program proponent, contractors, consultants, and other members of the program team for the environmental and social management of the program; and (iv) define a monitoring mechanism and identify monitoring parameters.

The consulting firm will be required to develop an Environmental and Social Management Plan (ESMP) consisting of a set of feasible and cost-effective mitigation measures and monitoring and institutional plan to avoid or reduce significant negative impacts to acceptable levels. This will include measures for emergency response to accidental events such as fire, explosion, etc., as appropriate. The consulting firm will also provide an estimation of the impacts and costs of the mitigation measures, and of the institutional and training requirements to implement them. The relevant components of ESMP include:

Environmental and Social Mitigation & Enhancement Measures

The consulting firm will recommend feasible and cost-effective measures to prevent or reduce significant negative impacts to acceptable levels. In addition to the mitigation of the potential adverse impacts on the environmental components, the ESMP will identify existing opportunities for the enhancement of the environmental quality along the surrounding area. Furthermore, the indirect, direct and residual impacts will also be clearly identified and measures included in the ESMP. Moreover, it will be included in the ESMP the detailed specification, bill of quantities (BoQ), execution drawings and contracting procedures for execution of the environmental mitigation and enhancement measures suggested, separate for planning/sitting, construction and operation periods. Good practice guides related to construction and upkeep of plant and machinery will also be included in the ESMP. Responsibilities for execution and supervision of each of the mitigation and enhancement measures will be specified in the ESMP. An annex of a plan for a continued consultation to be conducted during implementation stage of the project will also be appended to the ESMP.

Institutional arrangements, capacity building and trainings

The ESMPs will describe the implementation arrangements required for the project, implementation of ESMP, particularly the capacity building proposals including the staffing of the environment unit suitable to implement the environmental mitigation and enhancement measures. A detailed job duties and responsibilities will be specified for each staff position recommended to be created. In addition, equipment and resources required for the environment unit will be specified, as well as the bill of quantities prepared. Furthermore, a training plan including schedule will be prepared specifying

the target groups for individual training programs, the content and mode of training. This training plans will normally be made for the client agency including the environmental unit, the supervision consultants and the contractors.

Supervision and Monitoring

As an integral part of the ESMP, an environmental monitoring plan will outline specific data and information to be collected to ensure environmental quality at different stages of the project implementation. In addition, the parameters and their frequency of monitoring will be provided along with cost of the monitoring plan and institutional arrangements for conducting monitoring. Another important aspect is the reporting formats which will be provided along with a clear arrangement for reporting and take corrective action. In addition, the ESMP will list all mandatory government clearance modalities and conditions, and the status of procuring clearances.

Reporting

This ESMP will specify the documentation and reporting requirements. The complete record will be maintained for compliance monitoring, effects monitoring, trainings, grievances, accidents, incidents, resource usage, and waste disposal quantities.

Grievance Redress Mechanism (GRM)

The grievance redress mechanism (GRM) described in the ESMP will help to address the project-related grievances and complaints particularly from the local communities and other affected persons (PAPs). The procedures for receiving and handling complaints are presented in Annex 4 below.

ESMP implementation cost

The costs for implementing the ESMP are part of the project cost and will include personnel costs, costs on trainings, effects monitoring, additional studies, and other important aspects.

Annex 4: Example of GRM language

Procedures for Complaints

Registering Complaints

The RESPONSIBLE AUTHORITY will provide multiple access points to the Project's GM focal point for beneficiaries to voice their concerns. These access points will be advertised. They will include a complaint box at the RESPONSIBLE AUTHORITY's office, mail, telephone, email and website:

Address

Telephone Email

Website

The RESPONSIBLE AUTHORITY will keep a log of issues brought to their attention verbally or in writing by Project affected communities or individuals. The RESPONSIBLE AUTHORITY will determine if these concerns rise to the level of a complaint.

The RESPONSIBLE AUTHORITY will register the complaint in a dedicated log, including a copy of the complaint and supporting documents. A draft template for registering grievances is found in Annex.

Tracking, Investigating and Resolving Complaints

The GM log maintained by the RESPONSIBLE AUTHORITY will track the date the complaint was received, date responded to, the type of response, and if the complaint was resolved to the satisfaction of the plaintiff.

The GM Focal Point will ensure prompt follow-up action in response to each complaint. More specifically, the GM focal point will for named complaints:

inform the plaintiff if the complaint is accepted or rejected within one week of receiving the complaint; any technical input from Project engineers; if necessary, the response will require input from Project engineers if the complaint is accepted, send the plaintiff an officially stamped review card indicating:

- plaintiff name or legal representative
- plaintiff address
- complaint title
- review date
- list of annexes submitted with the complaint
- work with engineers, implementing partners, and contractors to resolve the complaint within 28 days of its submission

The RESPONSIBLE AUTHORITY will include the log of complaints as part of The RESPONSIBLE AUTHORITY quarterly reporting to the World Bank.

Gender sensitivity

The RESPONSIBLE AUTHORITY will make the GRM gender sensitive by appointing female staff to:

- inform women of the Project's GM and its procedures
- receive any project-related complaints from women

The World Bank Grievance Redress Service

<http://pubdocs.worldbank.org/en/440501429013195875/GRS-2015-BrochureDec.pdf>

The World Bank's Grievance Redress Service (GRS) provides an additional, accessible way for individuals and communities to complain directly to the World Bank if they believe that a World Bank-financed project had or is likely to have adverse effects on them or their community. The GRS enhances the World Bank's responsiveness and accountability by ensuring that grievances are promptly reviewed and responded to, and problems and solutions are identified by working together. The GRS accepts complaints in English or the official language of the country of the person submitting the complaint.

Submissions to the GRS may be sent by:

Email: grievances@worldbank.org

Fax: +1-202-614-7313

Letter:

The World Bank

Grievance Redress Service (GRS)

MSN MC 10-1018

1818 H St NW

Washington, DC 20433

USA

The World Bank Inspection Panel

http://ewebapps.worldbank.org/apps/ip/Documents/Guidelines_How%20to%20File_for_web.pdf

The Inspection Panel is an independent complaints mechanism for people and communities who believe that they have been, or are likely to be, adversely affected by a World Bank-funded project. The Board of Executive Directors created the Inspection Panel in 1993 to ensure that people have access to an independent body to express their concerns and seek recourse. The Panel assesses allegations of harm to people or the environment and reviews whether the Bank followed its operational policies and procedures.

The Panel has authority to receive Requests for Inspection, which raise issues of harm as a result of a violation of the Bank's policies and procedures from:

Any group of two or more people in the country where the Bank financed project is located who believe that, as a result of the Bank's violation of its policies and procedures, their rights or interests have been, or are likely to be adversely affected in a direct and material way. They may be an organization, association, society or other group of individuals; a duly appointed local representative acting on explicit instructions as the agent of adversely affected people; in exceptional cases, a foreign representative acting as the agent of adversely affected people; an Executive Director of the Bank in special cases of serious alleged violations of the Bank's policies and procedures.

The Inspection Panel may be contacted by:

Email: ipanel@worldbank.org phone at +1-202-458-5200

Fax: +1 202-522-0916 (Washington, D.C.)

Letter:

Inspection Panel
Mail Stop MC 10-1007
1818 H Street, NW
Washington, DC 20433
USA

Annex 5: Standardized Incident reporting format

Part B: To be completed by Borrower within 24 hours

B1: Incident Details			
Date of Incident:	Time:	Date Reported to PIU:	Date Reported to WB:
Reported to PIU by:	Reported to WB by:	Notification Type: Email/'phone call/media notice/other	
Full Name of Main Contractor:		Full Name of Subcontractor:	

B2: Type of incident (please check all that apply) ¹
Fatality <input type="checkbox"/> Lost Time Injury <input type="checkbox"/> Displacement Without Due Process <input type="checkbox"/> Child Labor <input type="checkbox"/> Acts of Violence/Protest <input type="checkbox"/> Disease Outbreaks <input type="checkbox"/> Forced Labor <input type="checkbox"/> Unexpected Impacts on heritage resources <input type="checkbox"/> Unexpected impacts on biodiversity resources <input type="checkbox"/> Environmental pollution incident <input type="checkbox"/> Dam failure <input type="checkbox"/> Other <input type="checkbox"/>

¹See Annex 1 for definitions

B3: Description/Narrative of Incident
<p><i>Please replace text in italics with brief description, noting for example:</i></p> <p><i>I. What is the incident?</i></p> <p><i>II. What were the conditions or circumstances under which the incident occurred (if known)?</i></p> <p><i>III. Are the basic facts of the incident clear and uncontested, or are there conflicting versions? What are those versions?</i></p> <p><i>IV. Is the incident still ongoing or is it contained?</i></p> <p><i>V. Have any relevant authorities been informed?</i></p>

B4: Actions taken to contain the incident			
Short Description of Action	Responsible Party	Expected Date	Status

For incidents involving a contractor:
 Have the works been suspended (for example, under GCC8.9 of Works Contract)? Yes ; No ;
 Trading name of Contractor (if different from B1):
 Please attach a copy of the instruction suspending the works.

B5: What support has been provided to affected people



Annex 6: Incident Types

The following are incident types to be reported using the environmental and social incident response process:

Fatality: Death of a person(s) that occurs within one year of an accident/incident, including from occupational disease/illness (e.g., from exposure to chemicals/toxins).

Lost Time Injury: Injury or occupational disease/illness (e.g., from exposure to chemicals/toxins) that results in a worker requiring 3 or more days off work, or an injury or release of substance (e.g., chemicals/toxins) that results in a member of the community needing medical treatment.

Acts of Violence/Protest: Any intentional use of physical force, threatened or actual, against oneself, another person, or against a group or community, that either results in or has a high likelihood of resulting in injury, death, psychological harm, deprivation to workers or project beneficiaries, or negatively affects the safe operation of a project worksite.

Disease Outbreaks: The occurrence of a disease in excess of normal expectancy of number of cases. Disease may be communicable or may be the result of unknown etiology.

Displacement Without Due Process: The permanent or temporary displacement against the will of individuals, families, and/or communities from the homes and/or land which they occupy without the provision of, and access to, appropriate forms of legal and other protection and/or in a manner that does not comply with an approved resettlement action plan.

Child Labor: An incident of child labor occurs: (i) when a child under the age of 14 (or a higher age for employment specified by national law) is employed or engaged in connection with a project, and/or (ii) when a child over the minimum age specified in (i) and under the age of 18 is employed or engaged in connection with a project in a manner that is likely to be hazardous or interfere with the child's education or be harmful to the child's health or physical, mental, spiritual, moral or social development.

Forced Labor: An incident of forced labor occurs when any work or service not voluntarily performed is exacted from an individual under threat of force or penalty in connection with a project, including any kind of involuntary or compulsory labor, such as indentured labor, bonded labor, or similar labor-contracting arrangements. This also includes incidents when trafficked persons are employed in connection with a project.

Unexpected Impacts on heritage resources: An impact that occurs to a legally protected and/or internationally recognized area of cultural heritage or archaeological value, including world heritage sites or nationally protected areas not foreseen or predicted as part of project design or the environmental or social assessment.

Unexpected impacts on biodiversity resources: An impact that occurs to a legally protected and/or internationally recognized area of high biodiversity value, to a Critical Habitat, or to a Critically Endangered or Endangered species (as listed in IUCN Red List of threatened species or equivalent national approaches) that was not foreseen or predicted as part of the project design or the environmental and social assessment. This includes poaching or trafficking of Critically Endangered or Endangered species.

Environmental pollution incident: Exceedances of emission standards to land, water, or air (e.g., from chemicals/toxins) that have persisted for more than 24 hrs or have resulted in harm to the environment.

Dam failure: A sudden, rapid, and uncontrolled release of impounded water or material through overtopping or breakthrough of dam structures.

Other: Any other incident or accident that may have a significant adverse effect on the environment, the affected communities, the public, or the workers, irrespective of whether harm had occurred on that occasion. Any repeated non-compliance or recurrent minor incidents which suggest systematic failures that the task team deems needing the attention of Bank management.

Annex 7: Template for Registering Grievances

1. Complainant Information

Full Name:

Contact Details:

- ❖ Phone:
- ❖ Email:
- ❖ Address:(District, Sector, Cell, Village)
- ❖ Preferred Method of Contact: Phone Email In-person

2. Project Information

- ❖ Project Name/ID:
- ❖ Sub project location (District /Sector /Cell/ Village):
- ❖ Implementing Agency/Contractor (if known):

3. Grievance Details

- ❖ Date of Incident/Issue:
- ❖ Grievance Number.....

Type of Grievance (tick one or more):

- Environmental (e.g., pollution, land degradation)
- Social (e.g., resettlement, community impact)
- Labor/Employment (e.g., working conditions, wages)
- Procurement/Financial irregularities
- Other (please specify):.....

Briefly tick the grievances that occurred.

1. Access to land and Resources	2. Damage to	3. Damage to Infrastructure or Community Assets	4. Decrease or Loss of Livelihood	5. Traffic accident
Fishing grounds Lands Pasture lands House Water	House Land Latrines Livestock Means of livelihood	Road Bridge/Passageways Power Water sources, canals & irrigation	Agriculture Animal husbandry Beekeeping Small scale	Injury Damage to property Damage to livestock Other

Latrines Commercial site Other	Water Road access Other	Drinking water Other	trade Other	
6. Incidents Regarding Expropriation and Compensation (Specify)	7. Resettlement Process (Specify)	8. Employment and recruitment (Specify)	9. Construction Camp and Community Relations Dust Noise Vibrations Misconduct	10. Other (Specify)

Description of grievance in details

(Please provide as much detail as possible, including what happened, when, and who was involved)

.....

4. Supporting evidences if available

- Documents/Photos Attached

5. Grievance recorder information

Name of the recorder	
Title	
Telephone number	
District / Sector / Cell	
Date	

Annex 8:Code of Conduct for Contractors and Workers Hired under the Project

General Code of Conduct to be inserted in the ESMP

The Project will comply with ESS2 and ESS4 and the Environmental, Social Health and Safety Guidelines of the WB (ESHS) and the Occupational Health and Safety (OHS) and Labor regulations of Rwanda. The following is a **general Code of Conduct to be inserted in the contract of contractors for civil works.**

Company Code of Conduct

Implementing ESHS and OHS Standards

Preventing Gender Based Violence and Violence against Children

The company (*name it and replace the word company by its name throughout the document*) is committed to ensuring that the project is implemented in such a way which minimizes any negative impacts on the local environment, communities, and its workers. This shall be done by respecting the environmental, social, health and safety (ESHS) standards, and ensuring appropriate OHS standards are met. The company is also committed to creating and maintaining an environment in which gender-based violence (GBV) and violence against children (VAC) have no place, and where they shall not be tolerated by any employee, associate, or representative of the company.

Therefore, in order to ensure that all those engaged in the project are aware of this commitment, the company commits to the following core principles and minimum standards of behavior that shall apply to all company employees, associates, and representatives including sub-contractors, without exception:

General

1. The company—and therefore all employees, associates, and representatives—commits to complying with all relevant national laws, rules and regulations and the World Bank Environmental and Social Standards which can read in the internet in this website:
 - a. <https://www.worldbank.org/en/projects-operations/environmental-and-social-framework>
2. The contractor is responsible to comply with the requirements defined in ESMP Environmental and Social Technical Clauses (ESTC) which are both integral part of the contract.
3. The company commits to full implementing its 'Contractors Environmental and Social Management Plan' (C-ESMP) which will be prepared based on the ESIA/ESMP prepared by the government for the works.
4. The company commits to treating women, children (persons under the age of 18), and men with respect regardless of race, color, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status. Acts of GBV and VAC are in violation of this commitment.
5. The company shall ensure that interactions with local community members are done with respect and non-discrimination.
6. Demeaning, threatening, harassing, abusive, culturally inappropriate, or sexually provocative language and behavior are prohibited among all company employees, associates, and its representatives.
7. Respect to reasonable work instructions (including regarding environmental and social norms)
8. Protect and ensure proper use of property (for example, to prohibit theft, carelessness or waste)

9. Prohibit illegal activities by their workers such as: polluting the soil, rivers, wetlands, hunting, poaching wildlife, setting up fires, spilling diesel, oils in the soil, cutting trees without permit.

Health and Safety

10. The company shall ensure to hire professional in OHS to implement the ESMP and ESCT described in the bidding documents.

11. The company shall ensure that the project's OHS management plan is effectively implemented, including wearing prescribed personal protective equipment, preventing avoidable accidents and reporting accidents of all type within less of 24 hours or conditions or practices in the project sites that pose a safety hazard or threaten the environment and the people.

12. The company will:

a. Prohibit the use of alcohol during work activities.

b. The company shall prohibit the use of illegal substances, at all times.

13. The company shall ensure that adequate eating, changing and sanitation facilities are available on site and at any worker accommodations provided by the contractor.

14. The company will obey labor, contracting and health and safety regulation in case of accidents, death and incapacity of workers (skilled or no skilled) and pay the compensation required by law.

Gender Based Violence and Violence against Children

15. Acts of GBV or VAC constitute gross misconduct and are therefore grounds for sanctions, which may include penalties and/or termination of employment. All forms of GBV and VAC, including grooming are unacceptable, regardless of whether they take place on the work site, the work site surroundings, at worker's camps or at worker's homes.

16. In addition to company sanctions, legal prosecution of those who commit acts of GBV or VAC shall be pursued if appropriate.

17. Sexual contact or activity with children under 18—including through digital media—is prohibited. Mistaken belief regarding the age of a child is not a defense. Consent from the child is also not a defense or excuse.

18. Sexual Harassment—for instance, making unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct, of a sexual nature, including subtle acts of such behavior, is prohibited. For example: Looking somebody up and down; kissing, howling or smacking sounds; hanging around somebody; whistling and catcalls; giving personal gifts; making comments about somebody's sex life; etc. is prohibited.

19. Sexual favors—for instance, making promises or favorable treatment dependent on sexual acts—or other forms of humiliating, degrading or exploitative behavior are prohibited.

20. Unless there is full consent⁴ by all parties involved in the sexual act, sexual interactions between the company's employees (at any level) and members of the communities surrounding the work- place are prohibited. This includes relationships involving the withholding/promise of actual provision of benefit (monetary or non-monetary) to community members in exchange for sex—such sexual activity is considered “non-consensual” within the scope of this Code.

⁴ Consent is defined as the informed choice underlying an individual's free and voluntary intention, acceptance or agreement to do something. No consent can be found when such acceptance or agreement is obtained through the use of threats, force or other forms of coercion, abduction, fraud, deception, or misrepresentation. In accordance with the United Nations Convention on the Rights of the Child, the World Bank considers that consent cannot be given by children under the age of 18, even in the event that national legislation of the country into which the Code of Conduct is introduced has a lower age. Mistaken belief regarding the age of the child and consent from the child is not a defense.

21. All employees, including volunteers and sub-contractors are highly encouraged to report suspected or actual acts of GBV and/or VAC by a fellow worker, whether in the same company or not. Reports must be made in accordance with GBV and VAC Allegation Procedures.

22. Managers are required to report suspected or actual acts of GBV and/or VAC as they have a responsibility to uphold company commitments and hold their direct reports responsible.

Implementation

To ensure that the above principles are implemented effectively the company commits to ensuring that:

23. All managers sign the 'Manager's Code of Conduct' detailing their responsibilities for implementing the company's commitments and enforcing the responsibilities in the 'Individual Code of Conduct'.

24. All employees sign the project's 'Individual Code of Conduct' confirming their agreement to comply with ESHS and OHS standards, and not to engage in activities resulting in GBV or VAC.

25. Displaying the Company and Individual Codes of Conduct prominently and in clear view at workers' camps, offices, and in public areas of the work-place. Examples of areas include waiting, rest and lobby areas of sites, canteen areas, health clinics.

26. Ensure that posted and distributed copies of the Company and Individual Codes of Conduct are translated into the appropriate language of use in the work site areas as well as for any international staff in their native language.

27. An appropriate person is nominated as the company's 'Focal Point' for addressing GBV and VAC issues, including representing the company on the GBV and VAC Compliance Team (GCCT) which is comprised of representatives from the client, contractor(s), the supervision consultant, and local service provider(s).

28. Ensuring that an effective GBV and VAC Action Plan is developed in consultation with the GCCT which includes as a minimum:

a. GBV and VAC Allegation Procedure to report GBV and VAC issues through the project Grievance Redress Mechanism (GRM);

b. Accountability Measures to protect confidentiality of all involved; and,

c. Response Protocol applicable to GBV and VAC survivors and perpetrators.

29. That the company effectively implements the GBV and VAC Action Plan, providing feedback to the GCCT for improvements and updates as appropriate.

30. All employees attend an induction training course prior to commencing work on site to ensure they are familiar with the company's commitments to ESHS and OHS standards, and the project's GBV and VAC Codes of Conduct.

31. All employees attend a mandatory training course once a month for the duration of the contract starting from the first induction training prior to commencement of work to reinforce the understanding of the project's ESHS and OHS standards and the GBV and VAC Code of Conduct.

I do hereby acknowledge that I have read the foregoing Company Code of Conduct, and on behalf of the company agree to comply with the standards contained therein. I understand my role and responsibilities to support the project's OHS and ESHS standards, and to prevent and respond to GBV and VAC. I understand that any action inconsistent with this Company Code of Conduct or failure to take action mandated by this Company Code of Conduct may result in disciplinary action.

Company name:

Signature:

Printed Name:

Title:

Date:

Manager's Code of Conduct
Manager's Code of Conduct Implementing ESHS and OHS Standards
Preventing Gender Based Violence and Violence Against Children

Managers at all levels have a responsibility to uphold the company's commitment to implementing the ESHS and OHS standards, and preventing and addressing GBV and VAC. This means that managers have an acute responsibility to create and maintain an environment that respects these standards and prevents GBV and VAC. Managers need to support and promote the implementation of the Company Code of Conduct. To this end, managers must adhere this Manager's Code of Conduct and also sign the Individual Code of Conduct. This commits them to supporting the implementation of the C-ESMP and the OHS Management Plan and developing systems that facilitate the implementation of the GBV and VAC Action Plan. They need to maintain a safe workplace, as well as a GBV-free and VAC-free environment at the workplace and in the local community. These responsibilities include but are not limited to:

Implementation

1. To ensure maximum effectiveness of the Company and Individual Codes of Conduct:
 - a. Prominently displaying the Company and Individual Codes of Conduct in clear view at workers' camps, offices, and in public areas of the work-place. Examples of areas include waiting, rest and lobby areas of sites, canteen areas, health clinics.
 - b. Ensuring all posted and distributed copies of the Company and Individual Codes of Conduct are translated into the appropriate language of use in the work site areas as well as for any international staff in their native language.
2. Verbally and in writing explain the Company and Individual Codes of Conduct to all staff.
3. Ensure that:
 - a. All direct reporters sign the 'Individual Code of Conduct', including acknowledgment that they have read and agree with the Code of Conduct.
 - b. Staff lists and signed copies of the Individual Code of Conduct are provided to the OHS Manager, the GCCT, and the client.
 - c. Participate in training and ensure that staff also participate as outlined below.
 - d. Put in place a mechanism for staff to:
 - i. report concerns on ESHS or OHS compliance; and,
 - ii. confidentially report GBV or VAC incidents to the Grievance Redress Mechanism (GRM)
 - e. Staff are encouraged to report suspected or actual ESHS, OHS, GBV or VAC issues, emphasizing the staff's responsibility to the Company and the country hosting their employment, and emphasizing the respect for confidentiality.
4. In compliance with applicable laws and to the best of your abilities, prevent perpetrators of sexual exploitation and abuse from being hired, re-hired or deployed. Use background and criminal reference checks for all employees.
5. Ensure that when engaging in partnership, sub-contractor or similar agreements, these agreements:
 - a. Incorporate the ESHS, OHS, GBV and VAC Codes of Conduct as an attachment.
 - b. Include the appropriate language requiring such contracting entities and individuals, and their employees and volunteers, to comply with the Individual Codes of Conduct.

c. expressly state that the failure of those entities or individuals, as appropriate, to ensure compliance with the ESHS and OHS standards, take preventive measures against GBV and VAC, to investigate allegations thereof, or to take corrective actions when GBV or VAC has occurred, shall constitute grounds for sanctions and penalties in accordance with the Individual Codes of Conduct.

6. Provide support and resources to the GCCT to create and disseminate internal sensitization initiatives through the awareness-raising strategy under the GBV and VAC Action Plan.

7. Ensure that any GBV or VAC issue warranting police action is reported to the client and the World Bank immediately.

8. Ensure that any major ESHS or OHS incidents are reported to the client and the supervision engineer immediately.

Training

9. The managers are responsible to:

a. Ensure that the OHS Management Plan is implemented, with suitable training required for all staff, including sub-contractors and suppliers; and,

b. Ensure that staff have a suitable understanding of the C-ESMP and are trained as appropriate to implement the C-ESMP requirements.

10. All managers are required to attend an induction manager training course prior to commencing work on site to ensure that they are familiar with their roles and responsibilities in upholding the GBV and VAC elements of these Codes of Conduct. This training shall be separate from the induction training course required of all employees and shall provide managers with the necessary understanding and technical support needed to begin to develop the GBV and VAC Action Plan for addressing GBV and VAC issues.

11. Managers are required to attend and assist with the project facilitated monthly training courses for all employees. Managers shall be required to introduce the trainings and announce the self-evaluations, including collecting satisfaction surveys to evaluate training experiences and provide advice on improving the effectiveness of training.

12. Ensure that time is provided during work hours and that staff prior to commencing work on site attend the mandatory project facilitated induction training on:

a. OHS and ESHS; and,

b. GBV and VAC required of all employees.

13. During civil works, ensure that staff attend ongoing OHS and ESHS training, as well as the monthly mandatory refresher training course required of all employees to combat increased risk of GBV and VAC.

Response

14. Managers shall be required to take appropriate actions to address any ESHS or OHS incidents.

15. With regard to GBV and VAC:

a. provide input to the GBV and VAC Allegation Procedures and Response Protocol developed by the GCCT as part of the final cleared GBV and VAC Action Plan.

b. Once adopted by the Company, managers shall uphold the Accountability Measures set forth in the GBV and VAC Action Plan to maintain the confidentiality of all employees who report or (allegedly) perpetrate incidences of GBV and VAC (unless a breach of confidentiality is required to protect persons or property from serious harm or where required by law).

c. If a manager develops concerns or suspicions regarding any form of GBV or VAC by one of his/her direct reporters, or by an employee working for another contractor on the same work site, s/he is required to report the case using the GRM.

d. Once a sanction has been determined, the relevant manager(s) is/are expected to be personally responsible for ensuring that the measure is effectively enforced, within a maximum timeframe of 14 days from the date on which the decision to sanction was made

e. If a manager has a conflict of interest due to personal or familial relationships with the survivor and/or perpetrator, he/she must notify the respective company and the GCCT. The Company shall be required to appoint another manager without a conflict of interest to respond to complaints.

16. Managers failing to address ESHS or OHS incidents or failing to report or comply with the GBV and VAC provisions may be subject to disciplinary measures, to be determined and enacted by the company’s CEO, Managing Director or equivalent highest-ranking manager. Those measures may include:

- f. Informal warning.
- g. Formal warning.
- h. Additional Training.
- i. Loss of up to one week's salary.
- j. Suspension of employment (without payment of salary), for a minimum period of 1 month up to a maximum of 6 months.
- k. Termination of employment.

17. Ultimately, failure to effectively respond to ESHS, OHS GBV and VAC cases on the work site by the company’s managers or CEO may provide grounds for legal actions by authorities.

I do hereby acknowledge that I have read the foregoing Manager’s Code of Conduct, do agree to comply with the standards contained therein and understand my roles and responsibilities to prevent and respond to ESHS, OHS GBV and VAC requirements. I understand that any action inconsistent with this Manager’s Code of Conduct or failure to take action mandated by this Manager’s Code of Conduct may result in disciplinary action.

Signature:

Printed Name:

Title:

Date:

Code of Conduct to be signed by individual workers (skilled and unskilled, casual or no casual)

The Project will comply with ESS2 and ESS4 and the Environmental, Social Health and Safety Guidelines of the WB (ESHS) and the Occupational Health and Safety (OHS) and Labor regulations of Rwanda. The following is Code of conduct to be inserted in the contract of workers for civil works.

Preventing Gender Based Violence (GBV) and Violence against Children (VAC)

I, , acknowledge that adhering to environmental, social health and safety (ESHS) standards, following the project’s OHS requirements, and preventing gender-based violence (GBV) and violence against children (VAC) is important. All forms of GBV or VAC are unacceptable, be it on the work site, the work site surroundings, at worker’s camps, or the surrounding communities.

The company considers that failure to follow ESHS and OHS standards, or to partake in GBV or VAC activities, constitute acts of gross misconduct and are therefore grounds for sanctions, penalties or

potential termination of employment. Prosecution of those who commit GBV or VAC may be pursued if appropriate.

I agree that while working on the project I will:

- Attend and actively partake in training courses related to ESHS, OHS, HIV/AIDS, GBV and VAC as requested by my employer.
- Shall wear my personal protective equipment (PPE), in the correct prescribed manner, at all times when at the work site or engaged in project related activities.
- Take all practical steps to implement the Contractor's Environmental and Social Management Plan (C-ESMP).
- Implement the OHS Plan.
- Adhere to a zero-alcohol policy during work activities, and refrain from the use of illegal substances at all times.
- Consent to a police background check.
- Treat women, children (persons under the age of 18), and men with respect regardless of race, color, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status.
- Not use language or behavior towards women, children or men that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.
- Not participate in sexual contact or activity with children—including grooming or contact through digital media. Mistaken belief regarding the age of a child is not a defense. Consent from the child is also not a defense or excuse.
- Not engage in sexual harassment—for instance, making unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct, of a sexual nature, including subtle acts of such behavior. Ex. Looking somebody up and down; kissing, howling or smacking sounds; hanging around somebody; whistling and catcalls; giving personal gifts; making comments about somebody's sex life; etc.
- Not engage in sexual favors—for instance, making promises or favorable treatment dependent on sexual acts—or other forms of humiliating, degrading or exploitative behavior.
- Unless there is the full consent⁵ by all parties involved, I shall not have sexual interactions with members of the surrounding communities. This includes relationships involving the withholding or promise of actual provision of benefit (monetary or non-monetary) to community members in exchange for sex—such sexual activity is considered “non-consensual” within the scope of this Code.
- Consider reporting through the GRM (Grievance Redress Mechanism) or to my manager any suspected or actual GBV or VAC by a fellow worker, whether employed by my employer or not, or any breaches of this Code of Conduct.

With regard to children under the age of 18

- Wherever possible, ensure that another adult is present when working in the proximity of children.
- Not invite unaccompanied children unrelated to my family into my home, unless they are at immediate risk of injury or in physical danger.

⁵ Consent is defined as the informed choice underlying an individual's free and voluntary intention, acceptance or agreement to do something. No consent can be found when such acceptance or agreement is obtained through the use of threats, force or other forms of coercion, abduction, fraud, deception, or misrepresentation. In accordance with the United Nations Convention on the Rights of the Child, the World Bank considers that consent cannot be given by children under the age of 18, even in the event that national legislation of the country into which the Code of Conduct is introduced has a lower age. Mistaken belief regarding the age of the child and consent from the child is not a defense.

- Not sleep close to unsupervised children unless absolutely necessary, in which case I must obtain my supervisor's permission, and ensure that another adult is present if possible.
- Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also "Use of children's images for work related purposes" below).
- Refrain from physical punishment or discipline of children.
- Refrain from hiring children for domestic or other labor which is inappropriate given their age or developmental stage, which interferes with their time available for education and recreational activities, or which places them at significant risk of injury.
- Comply with all relevant local legislation, including labor laws in relation to child labor.

Use of children's images for work related purposes

When photographing or filming a child for work related purposes, I must:

- Before photographing or filming a child, assess and endeavor to comply with local traditions or restrictions for reproducing personal images.
- Before photographing or filming a child, obtain informed consent from the child and a parent or guardian of the child. As part of this I must explain how the photograph or film shall be used.
- Ensure photographs, films, videos and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner. Children should be adequately clothed and not in poses that could be seen as sexually suggestive.
- Ensure images are honest representations of the context and the facts.
- Ensure file labels do not reveal identifying information about a child when sending images electronically.

Sanctions

I understand that if I breach this Individual Code of Conduct, my employer shall take disciplinary action which could include:

- Informal warning.
- Formal warning.
- Additional Training.
- Loss of up to one week's salary.
- Suspension of employment (without payment of salary), for a minimum period of 1 month up to a maximum of 6 months.
- Termination of employment.
- Report to the police if wanted.

I understand that it is my responsibility to ensure that the environmental, social, health and safety standards are met. That I shall adhere to the OHS Plan. That I shall avoid actions or behavior that could be construed as GBV or VAC. Any such actions shall be a breach this Individual Code of Conduct. I do hereby acknowledge that I have read the foregoing Individual Code of Conduct, do agree to comply with the standards contained therein and understand my roles and responsibilities to prevent and respond to ESHS, OHS, GBV and VAC issues. I understand that any action inconsistent with this Individual Code of Conduct or failure to take action mandated by this Individual Code of Conduct may result in disciplinary action and may affect my ongoing employment.

Signature:

Printed Name:

Title:

Date:

Contractor

Supervisor

Date

Annex 11:Chance Find Procedure

Purpose of the Chance Find Procedure

This Chance Find Procedure is the proposed GEF-8 project specific procedure outlining actions required if previously unknown heritage resources, particularly archaeological resources, are encountered during the project construction or operation. A Chance Find Procedure, as described in WB ESS6 and in line with Rwanda Cultural Heritage Policy, is a process that prevents chance finds from being disturbed until an assessment by a competent specialist is made and actions consistent with the requirements are implemented.

Scope of the Chance Find Procedure

This procedure is applicable to all activities conducted by the personnel, including contractors, that have the potential to uncover a heritage item/site. The procedure details the actions to be taken when a previously unidentified and potential heritage item/site is found during construction activities. Procedure outlines the roles and responsibilities and the response times required from both project staff, and any relevant heritage authority.

Induction/Training

All personnel, especially those working on earth movements and excavations, are to be inducted on the identification of potential heritage items/sites and the relevant actions for them with regards to this procedure during the Project induction and regular toolbox talks.

Chance Find Procedure

If any person discovers a physical cultural resource, such as (but not limited to) archaeological sites, historical sites, remains and objects, or a cemetery and/or individual graves during excavation or construction, the following steps shall be taken:

- Stop all works in the vicinity of the find, until a solution is found for the preservation of these artifacts, or advice from the relevant authorities is obtained;
- Immediately notify a foreman. The foreman will then notify the contractor and the project engineer (supervising firm);
- Record details in Incident Report and take photos of the find;
- Delineate the discovered site or area; secure the site to prevent any damage or loss of removable objects. In cases of removable antiquities or sensitive remains, a night guard shall be arranged until the responsible local authorities take over;
- Preliminary evaluation of the findings by archaeologists. The archaeologist must make a rapid assessment of the site or find to determine its importance. Based on this assessment the appropriate strategy can be implemented. The significance and importance of the findings should be assessed according to the various criteria relevant to cultural heritage such as aesthetic, historic, scientific or research, social and economic values of the find;
- Sites of minor significance (such as isolated or unclear features, and isolated finds) should be recorded immediately by the archaeologist, thus causing a minimum disruption to the work schedule of the contractor. The results of all archaeological work must be reported to the PCT, once completed;

- In case of a significant find, PCT/REMA should inform the Ministry of Youth, in charge of culture and National Museum of Rwanda hereinafter referred to as Heritage team immediately and in writing within 7 days from the find (good practice);
- The onsite archaeologist provides the Heritage team with photos, other information as relevant for identification and assessment of the significance of heritage items;
- The PCT and the team must investigate the fact within 2 weeks from the date of notification and provide a response in writing;
- Decisions on how to handle the finding shall be taken by the responsible authorities. This could include changes in the layout (such as when finding an irremovable remain of cultural or archaeological importance) conservation, preservation, restoration and salvage;
- Construction works could resume only after permission is granted from the responsible authorities; and
- In case no response is received within the 2 weeks period mentioned above, this is considered as authorization to proceed with suspended construction works.

One of the main requirements of the procedure is record keeping. All finds must be registered. Photolog, copies of communication with decision making authorities, conclusions and recommendations/guidance, implementation reports – kept.

Additional information management options for archaeological site:

Site avoidance: If the boundaries of the site have been delineated, attempts must be made to redesign the proposed development to avoid the site (the fastest and most cost-effective management option).

Mitigation: If it is not feasible to avoid the site through redesign, it will be necessary to sample it using a data collection program prior to its loss. This could include surface collection and/or excavation (the most expensive and time-consuming management option).

Site Protection: It may be possible to protect the site through the installation of barriers during the time of the development and/or possibly for a longer term. This could include the erection of high visibility fencing around the site or covering the site area with a geotextile and then capping it with fill. The exact prescription would be site-specific.

Management of replicable and non-replicable heritage

Different approaches for the finds apply to replicable and non-replicable heritage.

Replicable heritage

Where tangible cultural heritage that is replicable and if not critical is encountered, mitigation measures will be applied.

The mitigation hierarchy is as follows:

- 1) Avoidance;
- 2) Minimization of adverse impacts and implementation of restoration measures, in situ;
- 3) Restoration of the functionality of the cultural heritage, in a different location;
- 4) Permanent removal of historical and archaeological artifacts and structures; and
- 5) Compensation of loss where minimization of adverse impacts and restoration not feasible.

Non-replicable heritage

Most cultural heritage is best protected by in situ preservation, since removal is likely to result in irreparable damage or even destruction of the cultural heritage.