



Republic of Rwanda

**RWANDA ENVIRONMENT
MANAGEMENT AUTHORITY
(REMA)**



**ECOSYSTEM-BASED RESTORATION APPROACH FOR NYUNGWE-RUHANGO CORRIDOR PROJECT
(GEF-8 PROJECT)**



STAKEHOLDER ENGAGEMENT PLAN (SEP)

October 2024

Contents

1. Introduction.....	5
1.1. Project Background	5
1.2. Project components	7
1.3. Project Implementation arrangements.....	10
2. Brief summary of previous stakeholder engagement activities.....	11
3. Stakeholder identification and Analysis	14
3.1. Project Affected Parties.....	15
3.2. Other Interested Parties.....	15
3.3. Vulnerable Groups.....	15
4. Stakeholders’ engagement program.....	20
4.1. Purpose and timing of stakeholders’ engagement program.....	20
4.1.1. Purpose.....	20
4.1.2. Timing of consultations and locations.....	20
4.2. Proposed strategy for information disclosure	21
4.3. Proposed strategy for consultation.....	25
4.4. Proposed strategy to incorporate the view of vulnerable groups	32
4.5. Timelines	32
4.6. Review of comments	32
4.7. Reporting back to stakeholders.....	33
5. Resources and Responsibilities for implementing stakeholder engagement activities.....	33
6. Grievance Redress Mechanism (GRM).....	33
6.1. Grievance Resolution Framework	34
6.2. Grievance channel for Gender Based Violence (GBV) Grievances	41
6.3. Worker’s based GRM.....	42
7. Monitoring and Reporting.....	43
7.1. Involvement of stakeholders in monitoring activities.....	43
7.2. Indicators.....	43
7.3. Reporting.....	44
7.4. Record-keeping.....	45

List of Tables

Table 1: Analysis of Identified stakeholders for GEF-8 Project based on their interest or influence on the project	16
Table 2 Information disclosure strategy for the GEF-8 project.....	22
Table 3 Stakeholder engagement procedure in compliance with ESS10 based on the GEF-8 project	25
Table 4 Stakeholder engagement plan for the GEF-8 project.....	28
Table 5 Estimated budget for the implementation for the PPG-SEP	33
Table 6 Grievance redress process for the implementation of the GEF-8 project.....	37
Table 7 GRC composition	38

List of Figures

Figure 1: Location of the GEF-8 project intervention area at district level	6
Figure 2 Institutional arrangement and coordination structure	11
Figure 3 Grievance redress process.....	36

List of Acronyms

AP: Aggrieved Party

CROM-DSS: Catchment Restoration Opportunity Maps-Decision Support System

ESHS: Environment, Social, Health, and Safety

ESIA: Environmental and Social Impact Assessment

ESMF: Environmental and Social Management Framework

ESMP: Environmental and Social Management Plan

ESS: Environmental and Social Standards

FEWS: Flood Early Warning System

FONERWA: Rwanda Green Fund

GAP: Gender and Gender Based Violence Action Plan

GBV: Gender Based Violence

GDP: Gross Domestic Product

GEF: Global Environment Facility

GM: Grievance Mechanism

GRC: Grievance Redress Committee

GRM: Grievance Redress Mechanism

IP: Implementing Partner

IUCN: International Union for Conservation of Nature

Meteo Rwanda: Rwanda Meteorology Agency

MIGEPROF: Ministry of Gender and Family Promotion

MINECOFIN: Ministry of Finance and Economic Planning

MINEMA: Ministry in Charge of Emergency Management

MoE: Ministry of Environment

NGO: Non-Government Organization

NLA: National Land Authority

NST: National Strategy for Transformation

PPG: Project Preparation Grant

PMU: Project Management Unit

PIU: Project Implementation Unit

PSF: Private Sector Federation

RAP: Resettlement Action Plan

RCA: Rwanda Cooperative Agency

RCAA: Rwanda Civil Aviation Authority

RDB: Rwanda Development Board

REMA: Rwanda Environment Management Authority

RFA: Rwanda Forestry Authority

RHA: Rwanda Housing Authority

RWB: Rwanda Water Resources Board

SEP: Stakeholder Engagement Plan

SM: Site Manager

SPIU: Single Project Implementation Unit

VCRP: Volcano Community Resilience Project

VNP: Volcano National Park

WB: World Bank

1. Introduction

1.1. Project Background

Rwanda is increasingly experiencing the impacts of ecosystem degradation and climate change. Rainfall has become increasingly intense, and the variability is predicted to increase by 5% to 10%. Changes in temperature and precipitation and their distributions are the key drivers of climate and weather-related disasters that negatively affect Rwandans and the country's economy. Natural hazards, including droughts, floods, and landslides, result in damage to infrastructure, loss of lives and property (including crops) and contribute to soil erosion and water; ultimately resulting in biodiversity loss and ecosystem services degradation. Rwanda ranks at 124th out of 182 countries in the ND-GAIN index (GoR 2019) in terms of Rwanda's "vulnerability to climate change and other global challenges as well as readiness to improve resilience." The Government of Rwanda (GoR) is committed to taking urgent action to mitigate and adapt to the effects of climate change and has shown this by ratifying the Paris Agreement as part of the UNFCCC to limit temperature rise to 2°C with efforts to reach 1.5°C rise, the ecological restoration Bonn challenge, adopting the Green Growth and Climate Resilience Strategy (GGCRS) and developing an updated Nationally Determined Contribution (NDC).

According to the Rwanda GEF-8 project concept (2023)¹, Nyungwe to Ruhango corridor in the Southern Province of Rwanda consists of 393,070 hectares and over 35% of which is at high risk of erosion. This high-risk area is exposed to splash erosion and detachment as land is not permanently covered. This land is eroding at an increasing level and if left unaddressed can trigger more adverse impacts, including desertification. Additionally, the 2018 vulnerability index report highlights the Southern Province as the most vulnerable among the four provinces and the City of Kigali. It includes the most vulnerable among the 30 districts in the country, to be precise, three of the districts have the highest vulnerability in the Southern province. i.e. Nyamagabe, Nyanza and Ruhango Districts.

The Government of Rwanda (GoR) through Rwanda Environment Management Authority (REMA) plans to implement the Ecosystem-based Restoration Approach for Nyungwe-Ruhango corridor project as part of eighth cycle of the Global Environment Facility (GEF-8) that will be administered by the World Bank. This GEF-8 project wishes to contribute to both climate adaptation and mitigation by restoring both the landscape and ecosystems of selected priority areas in the Southern province. The project area has been narrowed down to intervention areas in Nyungwe- Ruhango corridor within the 3 districts of Nyamagabe, Nyanza and Ruhango as shown in the figure below.

¹ Ecosystem-Based Restoration Approach for Nyungwe- Ruhango corridor project (GEF-8) concept.

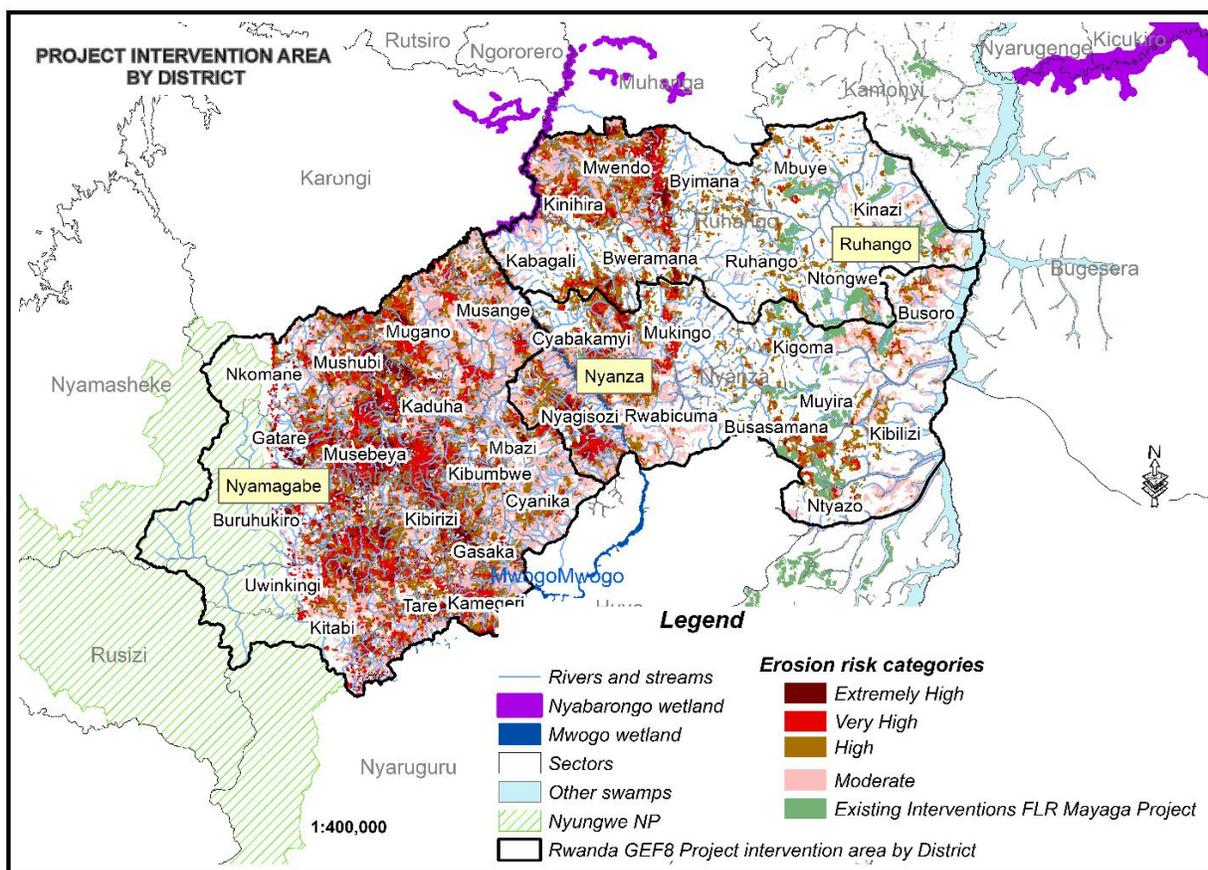


Figure 1: Location of the GEF-8 project intervention area at district level

GoR on the other hand will ensure implementation of the project is done in accordance with the Environmental and Social Standards (ESSs) of the World Bank's Environmental and Social Framework (ESF). Specific to this plan, a Stakeholder Engagement Plan (SEP) has been prepared according to the ESS10 on Stakeholder Engagement and Information disclosure.

The Stakeholder Engagement Plan (SEP) provides equal opportunities for engagement and participation of the affected, interested, concerned stakeholders and to define effective communication strategies with the different project stakeholders. It is an operational tool to define the protocols for effectively engaging local and affected communities in the overall project development, disseminate activities, outputs and results, coordinate and hold consultations and develop clear channels of the project communication to all relevant stakeholders and target audiences. The SEP specifies the frequency and type of communications tools such as media, contact persons, telephone, meetings etc. and locations of communication events. It is prepared at the beginning of the project and updated frequently as project circumstances stakeholders and stakeholders communication strategies might require change. The SEP identifies actions required to promote productive involvement of stakeholders in decision-making and execution. It can be formal or informal and highly detailed or broadly framed, based on the needs of the project and the expectations of its stakeholders. According to the ESF and the ESS10 specifically, the SEP describes the timing and methods of engaging with stakeholders and range of information to be communicated to them as well as information to be sought from them throughout the life cycle of the project, distinguishing between PAPs and other interested parties.

This Stakeholder Engagement Plan (SEP) aims to contribute to a coordinated and continuous engagement of relevant stakeholders including affected persons throughout the implementation of

the PPG. This SEP was guided by the requirements of ESS10 and describes the engagement of project stakeholders to ensure that they understand the benefits of the project as well as the social and environmental risks and mitigation measures during the implementation of the project. It will allow stakeholders to provide feedback and inputs to the preparation of various Environmental and Social risk Management instruments as well as any other activities implemented under the project. This SEP describes the nature of the identified stakeholders as well as their information requirements and methods of engagement during project-funded activities.

1.2. Project components

The Ecosystem-Based Restoration Approach for Nyungwe- Ruhango corridor GEF-8 project comprises of 4 components:

Component 1: Ecosystem restoration and improved land management. This component will invest across the landscape, with interventions targeting restoration of degraded 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.

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. This component 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 have 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 catalysed 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.

1.3. Project Implementation arrangements

The project will be implemented by Rwanda Environment Management Authority (REMA) in line with the SPIU Framework, under the Ecosystem Recovery & Pollution Management Program in collaboration with districts and other key government institutions. The Project Management Unit (PMU) will be established composed of Core project personnel and shared cross cutting staff under SPIU/REMA. The core personnel will comprise the Project Manager, Ecosystem Rehabilitation Specialist (1), Accountant (1), Protected area and forestry Specialist (1) GIS Specialist (1) and District Environmental Officer (3). The shared staff will be allocated according to SPIU Structure in force reporting to SPIU Coordinator and Program Manager. This governance structure aligns with the mandate of REMA for ecosystem and biodiversity restoration under the Ministry of Environment, and REMA has been critical in the design of this project and will be responsible for central strategic oversight and coordination through implementation.

Project activities on ground (Components 1 and 2) will be implemented through the Districts within Southern Province under Memorandum of Understanding (MoUs) 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 in each participating District to coordinate participatory planning for ecosystem restoration and livelihoods activities. The District environment officers will provide support and oversight on implementation of on ground interventions in collaboration with district team and members of environment committees, and hired service providers for direct implementation of the project.

A Steering Committee consisting of senior representatives of key ministries, agencies, Southern Province, Districts and non-governmental organizations will provide overall strategic direction and ensure political support and will be Chaired by REMA and Co-Chaired by World Bank.

A National Technical Advisory Committee (NTAC) composed of experts from the key participating institutions will support in projects' planning, implementation, monitoring and evaluation.

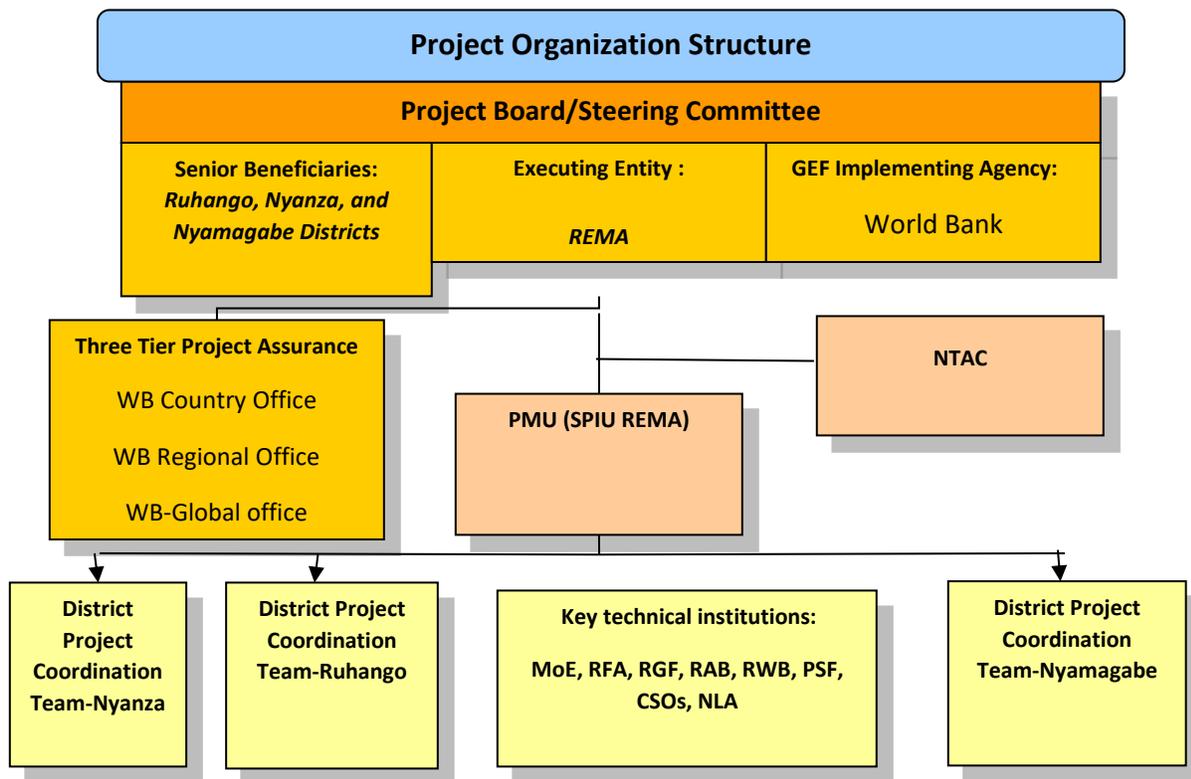


Figure 2 Institutional arrangement and coordination structure

Significant technical expertise related to land and water resources management and use exists within Rwanda’s operating agencies and will be drawn upon for the duration of the project, alongside specialists from REMA. The Rwanda Forestry Authority (RFA) has a detailed understanding of opportunities for forestry within the landscape, including tailored planting plans to account for local environmental factors (ensuring the right tree species are planted in the right places and ongoing management plans are well considered). The Rwanda Water Resources Board (RWB) maintains Rwanda’s centrally held catchment restoration and erosion control database which informs strategic ameliorating interventions with spillover impacts related to reducing flood risk and impact. Both of these agencies operate alongside REMA under the Ministry of Environment. Given the significant amount of land under productive farming, the Ministry of Agriculture will also be a key stakeholder in governance as well as implementation, along with its subsidiary agency the Rwanda Agriculture and Animal Resources Development Board (RAB) providing expertise on climate smart agricultural practices and productive land-use approaches. Each agency has extensive experience and capabilities to enable project implementation.

2. Brief summary of previous stakeholder engagement activities

From the 2nd to 6th October 2023, consultations were conducted with central and local government institutional stakeholders relevant to the implementation of the GEF-8 project during the bank’s mission. The consultation objectives were to: (i) discuss the draft project design and results framework; (ii) assess needs and potential for ecosystem restoration interventions; (iii) advance

environmental and social framework instruments; and (iv) agree on the timeline for project preparation.

On the 15th May 2024, a stakeholder consultation workshop was conducted with the Project design consultant (Pegasys), District representatives for Nyamagabe, Nyanza and Ruhango and World Bank representatives and the ESF instruments consultant. The aim of this workshop was to prioritise project intervention activities and potential administrative locations under each of the 3 districts of project intervention. The consultation comprised of 13 participants with 2 female and 11 male.

On the 27th to the 29th May 2024, site visits and stakeholder consultation meetings were held with local communities and their respective local authorities at District, sector, cell and village level across the project area of intervention in the 3 districts of Nyamagabe, Nyanza and Ruhango within the Nyungwe- Ruhango corridor, specific to the Rukarara and mwogo catchment. During these stakeholders consultations, the GEF-8 project objectives, its components and proposed intervention areas and activities were explained. Participants in these consultations were given opportunity to share their opinions on the project design, issues currently faced in relation soil and land management, their proposed solutions towards these issues and accompanying livelihood initiatives that the project can tag as part of the project to improve its goals in the project area of implementation. During these consultations, the team met community members that are currently living around and using land in the potential project areas of intervention. The announcements for the consultative meetings were made through existing local government channels, which involved the District environmental officer requesting the Sector Executive secretary to organise for consultative meetings with communities of potential project areas. The Executive secretary then requested the Cell coordinators at the respective project areas who in turn informed village leaders to mobilise concerned people to attend the consultative meetings. Most if not all of these consultative meetings were held at cell offices of the potential project areas of intervention. The following community members that live and use the potential project areas in the respective districts were met:

- In Nyamagabe district- 236 community members, of which, 48.7% were female and 51.3% were male.
- In Nyanza district- 84 community members, of which, 52.4% were female and 47.6% were male.
- In Ruhango district- 172 community members, of which, 53.5% were female and 46.5% were male.

Furthermore, as mentioned in the Project Appraisal Document (PAD), this project will build on the existing stakeholder engagement processes of the VCRP as well as other projects such as LAFREC, Green Amayaga and LDCF3 projects, and the successful governance structure used for the implementation of GEF5, GEF6 and GEF7 projects, under REMA's leadership and in collaboration with districts and other key government institutions.

Key issues raised during these consultations were the following:

Issues faced by communities related to soil and land management relevant to the GEF-8 project objectives are:

1. Soil erosion on the steep hillside slopes of the Mwogo and Rukara river catchments leading to soil loss.
2. Landslides on the hillsides as a result of short heavy rains currently being experienced as opposed to long lighter rains as previously experienced,

3. Flooding of the Mwogo and Rukarara rivers as a result of high sedimentation, resulting in destruction of farmers' crops in the adjacent wetlands/lowlands.
4. Flooding of Rukarara and Mwogo rivers also has often resulted in washing away of infrastructure such as roads and bridges that connect communities thereby cutting off food supplies exchange and mobility between communities.
5. The soils in these areas are acidic, making it difficult for crops to grow favourably and hence low productivity.
6. Existing continuous contours are filled up with eroded soils rendering them inadequate and hence requiring unclogging.

Solutions proposed by consulted stakeholders on how these issues can be avoided, minimised or mitigated are:

1. For soil erosion and landslides, radical terraces were proposed considering the slopes in these areas, digging of continuous trenches along contours to slow the speed of run-off and allow for infiltration of water in the soil. This will improve the soil moisture content for improved crop productivity, while reducing on the loss of soils to the river, contribute to sediment reduction in the river hence reducing flooding of Rukarara and Mwogo rivers,
2. Agroforestry on plantation land on the hillsides adjacent to the river as means of improving biodiversity on the hillsides,
3. To protect riverbanks along Rukarara and Mwogo, consulted participants preferred sugarcane as opposed to Bamboo, which they have no or minimal use and therefore do not show any interest in caring for it along the river banks. They proposed that sugarcane is grown in wet areas while on drier areas fruit trees, doubling on river bank protection and biodiversity improvement along the river bank. This could incentivize local communities to take care of them hence protecting the river banks while benefitting nutritiously and selling them for household income.
4. To neutralize soil acidity they recommend application of a combination of organic compost and lime.
5. Unclogging of the existing continuous contour trenches.

Livelihood initiatives for integration into the project, proposed and preferred by the consulted community members from the three districts mentioned above, are:

1. Provision of cash crops trees that are suitable to their acidic soils such as; tea, coffee, banana, which they perceive are suitable for their soils and could raise their household income levels.
2. Provision of small and long-legged livestock (such as, pigs, goats, cows), especially to those whose land will be terraced, to be a source of manure and organic compost for their soils and also be a source of income as livestock reproduce.
3. Provision of rainwater harvesting tanks for houses on the hillsides along both river catchments. This will reduce on the run-off from house roofs causing soil erosion, while also providing a source of water for domestic use in these homes.
4. Provision of skills trainings and awareness on improving off-farm skills, project/ business preparation to upscale their activities, financial literacy and start-up capital for women and youth. Some of the other off-farm skills trainings required were; basket weaving, tailoring, carpentry.
5. Provide clean water sources for domestic use in villages where the project interventions are planned.

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

1. Minutes of the stakeholder consultations with communities in the proposed project area of intervention on the 27th to 29th May 2024:

https://docs.google.com/document/d/11IREbeafWbHTZEgydpSxLSsGYzF70tGO/edit?usp=drive_link&oid=116828860832254354133&rtpof=true&sd=true

2. List of stakeholder consulted from 27th to 29th May 2024.

https://docs.google.com/spreadsheets/d/19dgJKxB5-MMOR4ojN5JQvqWc3P90TtZp/edit?usp=drive_link&oid=116828860832254354133&rtpof=true&sd=true

3. Photolog of stakeholder consultations in proposed project area from 27th to 29th May 2024

https://docs.google.com/document/d/1QyEceSpUFR8qH_8oPitP2JTPcEie_X8U/edit?usp=drive_link&oid=116828860832254354133&rtpof=true&sd=true

4. Minutes of stakeholder consultation with District officials on prioritization of interventions on the 15th May 2024.

https://docs.google.com/document/d/1cc4t4ax1dyNPC_QU85mYFXfDK1D54W0N/edit?usp=drive_link&oid=116828860832254354133&rtpof=true&sd=true

5. List of stakeholder consulted on the 15th May 2024.

https://docs.google.com/spreadsheets/d/1STgzZ-WEfPPUHX1cljYULF3lpX_MXgGK/edit?usp=drive_link&oid=116828860832254354133&rtpof=true&sd=true

6. Photolog of stakeholder consultation on the 15th May 2024

https://docs.google.com/document/d/1AjHoXYZy-64_lkBrSU0YCGTNTYAGQK2f/edit?usp=drive_link&oid=116828860832254354133&rtpof=true&sd=true

7. Aidememoire on from the 2nd to 6th October 2023 Bank mission.

https://drive.google.com/file/d/1J4WsPjW-e5fPa55PWsxMSM8ybUOqhHHs/view?usp=drive_link

3. Stakeholder identification and Analysis

Project stakeholders are defined as individuals, groups or other entities who:

- (i) are impacted or likely to be impacted directly or indirectly, positively or adversely, by the Project (also known as 'affected parties'); and
- (ii) may have an interest in the Project ('interested parties'). They include individuals or groups whose interests may be affected by the Project and who have the potential to influence the Project outcomes in any way.

For the purposes of effective and tailored engagement, stakeholders of the proposed project are divided into the following core categories and for each category mentioned below, defined in more detail in the table 1 below according to their level of involvement in the project:

3.1. Project Affected Parties

These comprise persons, groups and other entities within the Project Area of Influence (PAI) that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures. These comprise of local communities in the Nyamagabe, Nyanza and Ruhango districts that are within the catchment areas of Mwogo and Rukarara rivers.

3.2. Other Interested Parties

They are key individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way.

These are key entities including the project implementing agency, the World Bank, relevant GoR ministries and agencies, district local authorities, local communities, academic and research institutions, NGOs and civil society organizations. These will include but not limited to the following, as new stakeholders might be identified throughout project preparation phase:

- ✓ Rwanda Environment Management Authority (REMA)
- ✓ The World Bank
- ✓ The Ministry of Environment (MoE);
- ✓ The Ministry of Agriculture and Animal Resources (MINAGRI)
- ✓ Ministry of Finance and Economic Planning (MINECOFIN);
- ✓ Ministry of Local Government (MINALOC);
- ✓ Southern Province;
- ✓ Rwanda Water Resources Board (RWB);
- ✓ Rwanda Agriculture and Animal Resources Board (RAB);
- ✓ Rwanda Forestry Authority (RFA);
- ✓ Districts of project intervention area (Nyamagabe, Nyanza and Ruhango);
- ✓ National Land Authority (NLA);
- ✓ Rwanda Cooperative Agency (RCA);
- ✓ University of Rwanda-Centre of Excellence in Biodiversity and Natural Resource Management (CoEB);
- ✓ Local community;
- ✓ Non-governmental and Civil Societies Organizations (NGOs & CSOs).

3.3. Vulnerable Groups

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

The vulnerable individuals/groups for this project may include: poor female headed households, children headed household, people with physical or mental disabilities, elders, chronically

ill, landless households, and any other groups that may be identified during social economic surveys and consultations. Considering the project activities in component 1, such as terracing, gully restoration, tree planting, roadside protection, wetland rehabilitation, which activities involve manual labour, those from these identified vulnerable groups might be considered weak and therefore likely to miss out of job opportunities from these project activities.

Engagement with the vulnerable groups and individuals often requires the application of bespoke measures and assistance aimed at the facilitation of their participation in the project-related decision making so that their awareness of and participation in the process are commensurate to those of the other stakeholders.

Table 1: Analysis of Identified stakeholders for GEF-8 Project based on their interest or influence on the project

<i>No</i>	<i>Stakeholder</i>	<i>Involvement in the project</i>	<i>Interest</i>	<i>Influence</i>
I. Project affected Parties (PAPs)				
1	Local community including Persons/groups likely to be affected by different project interventions/activities (PAPs) in the Nyamagabe, Nyanza and Ruhango districts that are within the catchment areas of Mwogo and Rukarara rivers.	The local community needs to be involved during the project preparation and along the course of the project implementation, in order to create awareness of the community about the project and ensure they maximize the benefits from the project. Involvement of local community including persons/groups likely to be affected will also help to identify impacts and their mitigation measures and ensure project sustainability.	High	High
2	Vulnerable and disadvantaged groups	These groups will be consulted during the design of project activities and along the course of the project implementation, so as to have their views on how the project and proposed mitigation measures can address their concerns as well enhance their benefits from the project.	High	Low
II. Other interested parties				
3	REMA	REMA will lead all project preparation and implementation activities including development of project proposal, conducting feasibility studies and development of E&S risk management instruments and project implementation activities. REMA will also lead stakeholder consultations and engagement throughout	High	High

No	Stakeholder	Involvement in the project	Interest	Influence
		the project preparation and implementation phases.		
4	Ministry of Environment (MoE)	As the coordinating institution of Environment and Natural Resources Sector in Rwanda, the Ministry of Environment will ensure that the preparation, design and implementation of the project align with different national environment, natural resources and climate change policies and strategies as well as global agenda.	High	High
5	MINECOFIN	As the institution in charge of externally financed project, the Ministry of Finance and Economic Planning (MINECOFIN) will lead financial negotiations with World Bank.	High	High
6	RWB	During project preparation phase, Rwanda Water Resources Board will provide information and technical inputs for planning of catchment and landscape restoration interventions under the project	High	Medium
7	RDB	The project will have some interventions around Nyungwe National Park which is a tourism and conservation asset under RDB's responsibilities. RDB will be involved in the project preparation and design to ensure project interventions and activities are compatible with Nyungwe management and conservation	High	Medium
8	Local Government Authorities of the Districts in the project area	During the project preparation and implementation phases, Local Government Authorities from District to village level, will participate in: <ul style="list-style-type: none"> • Project design, • Community consultation and mobilization, • Creating awareness about the project • Providing information for various studies. 	High	High

No	Stakeholder	Involvement in the project	Interest	Influence
		<ul style="list-style-type: none"> Implementation of project interventions. 		
9	RFA	Rwanda Forest Authority will provide useful information and technical inputs in project design and implementation especially selection of tree species that will be planted in different project intervention.	High	Medium
10	RCA	Rwanda Cooperative Agency will provide useful information about cooperatives in the project intervention area as well as mobilizing cooperatives so that they can fully benefit from the project	Medium	Medium
11	RAB	During project preparation phase, Rwanda Agriculture Board will provide information and technical inputs concerning design and implementation of agriculture related project interventions.	High	Medium
12	NLA	The national Land Authority will facilitate in providing information related to land ownership.	Medium	Medium
13	Local NGOs and CSOs	Being the voice of the local community, local NGOs and CSOs will help in mobilization awareness raising of the community. They will also be involved by providing useful information on project impacts during Environmental and Social safeguard instruments preparation.	High	Medium
14	University of Rwanda-Centre of Excellence in Biodiversity and Natural Resource Management (CoEB)	The Centre of Excellence in Biodiversity and Natural Resource Management (CoEB) of the University of Rwanda, will be involved in planning and design of the project interventions related to ecological restoration and biodiversity conservation	High	Medium
15	The World Bank (WB)	The preparatory and implementation activities for GEF-8 project will be financed by GEF through the WB under the PPG. The WB will monitor efficient use of the PPG. It will also provide technical support	High	High

No	Stakeholder	Involvement in the project	Interest	Influence
		on various studies that will be undertaken during the project preparation phase.		

4. Stakeholders' engagement program

4.1. Purpose and timing of stakeholders' engagement program

4.1.1. Purpose

The SEP for GEF-8 project seeks to define a technically and culturally appropriate approach to consultation and disclosure. The goal of this SEP is to improve and facilitate decision making and create an atmosphere of understanding that actively involves project-affected people and other stakeholders in a timely manner and ensure that these groups of stakeholders are provided with sufficient opportunity to voice their opinions and concerns that may influence Project decisions. The SEP is a useful instrument for managing communications between the project proponent and its stakeholders. An effective engagement helps translate stakeholder needs into organizational goals and creates the basis for effective strategy development. The SEP describes the agreed Grievance Redress Mechanisms that will be available for project-affected persons/interested stakeholders/local community for handling grievances, observations, and requests to the project team.

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

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

4.1.2. Timing of consultations and locations

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

- **For affected parties:** During project implementation, there will be monthly public meetings to discuss and disclose information related to specific activities planned to take place in a specific area the following month. These meetings will take place at the end of the month in order to give enough time for stakeholders to provide feedback and respond to their comments. For these

stakeholders, the project will prioritize the venue as the locally accessible places such as local administration offices (village, cells, and sectors), public schools, churches, etc.

- **Vulnerable groups:** While those identified as part of the Vulnerable groups may attend the monthly public meetings for affected parties mentioned above, they too will have separate meetings bi-weekly at the venues mentioned above, to address any issues they are facing as a result of projects and to be informed and integrated in project opportunities.
- **Interested parties:** consultations with interested parties will take place weekly during the public meeting alongside the affected parties and during quarterly meetings of the Joint Action Development Forum (JADF) that will take place at the district head office with all District partners involved. In these forums, the project implementing entities will provide information about the project to the forum of district partners which include NGOs, CSO, Development partners, representatives of local communities, security agencies, etc. It will be through this forum that information on planned activities and their impact (e.g. on local traffic management) will be communicated to the police so as to get their support if need be. Furthermore, regular workshops will be organized quarterly or at any other appropriate time for all stakeholders. Participants will be officially communicated with the workshop objective and venue at least one week before to ensure their participation.

4.2. Proposed strategy for information disclosure

The project considers it important that all activities are transparent. This will include effective communication through Rwanda Environment Management Authority (REMA). This SEP will be disclosed prior to formal consultations. The Project will allocate funds for the stakeholder consultation and engagement activities including logistical requirements. The table below describes methods that will be used to engage different stakeholders in the project preparation process and implementation phase.

Table 2 Information sharing and disclosure strategy for the GEF-8 project

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

Project stage	List of information to be disclosed	Methods proposed	Timetable: Locations/ dates	Target stakeholders	Percentage reached	Responsibilities
	Consultation process/ SEP and GRM procedures,	offices, local community radio. All engagements with target stakeholders here shall be conducted in the local language, Kinyarwanda.	notices, and leaflets once a quarter.	neighbouring communities	will be reached through the other)	
Project implementation (Implementation phase)	Scope of GEF-8 project interventions/activities, timing and locations, project risks and impacts, SEP and GRM procedures.	Workshops and meetings, project progress reports, Emails, Radio and TV shows, project websites, e-mails. Timing: Before the start of project activities and half-yearly thereafter.	Workshops once a quarter; radio and TV shows one week in a semester; emails and project websites whenever there is an urgent need for information disclosure	Government institutions, private sector, NGOs, CSOs, development partners, academic and research institutions	100% reached (those who might not be reached through one means will be reached through the other)	Project Management Unit (PMU) under the SPIU at REMA
	Scope of GEF-8 and specific interventions/activities, Timing and locations of project activities, project risks and impacts, SEP and GRM procedures	Public meetings; Outreach campaigns, site information boards, Public and radio notices, project websites, project leaflets on project	Public meeting on weekly basis; Outreach campaigns every months;	Potential PAPs, Vulnerable groups; project beneficiaries and	100% reached (those who might not be reached through one means will be reached through the other)	Project Management Unit (PMU) under the SPIU at REMA

Project stage	List of information to be disclosed	Methods proposed	Timetable: Locations/ dates	Target stakeholders	Percentage reached	Responsibilities
		<p>sites and village, cell and sector offices; hard copies.</p> <p>All engagements with target stakeholders here shall be conducted in the local language, Kinyarwanda.</p>	<p>Leaflets permanent and updated, radio and TV shows one week in semester</p>	<p>neighbouring communities</p>		

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

4.3. Proposed strategy for consultation

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

Table 3 Stakeholder engagement procedure in compliance with ESS10 based on the GEF-8 project

Stakeholder Group	Engagement Methods
GoR Ministries, Institutions and Agencies: <ul style="list-style-type: none"> ✓ Ministry of Environment (incl. REMA, RGF, RFA, NLA) ✓ MINECOFIN ✓ MINEMA ✓ MINALOC (incl. LODA, Southern province, Districts & other Local Governance Institutions) ✓ MINAGRI (incl. RAB) ✓ RCA ✓ MIGEPROF 	Email and text messages Workshops Formal Video Conference meetings Electronic Factsheets with text message feedback contact details One-On-One phone conversations
<ul style="list-style-type: none"> ✓ Households in intervention areas and vicinity ✓ Farm & off-farm cooperatives in intervention areas ✓ Communities in the neighbouring areas 	Radio and TV Announcements; SMS Text messaging; Public meetings

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

Stakeholder Group	Engagement Methods
	Emails

Overall supervision of PPG-SEP is the responsibility of Rwanda Environment Management Authority (REMA). With existing human resources and operational structure, REMA through its Single Project Implementation Unit (SPIU) disposes adequate capacity for the implementation requirements of the PPG-SEP. The Environmental Risk Management Specialist, Social Risk Management Specialist and Community Driven Development specialist under coordination of the Ecosystem Recovery and Pollution Control Program Manager will ensure stakeholders are effectively engaged in project preparation and implementation phase. The method of engagement to be applied will be selected by the above-mentioned E&S specialists from the stakeholder engagement plan in table 4 below, depending on the nature of information to be disclosed and group or category of stakeholders to be engaged. This team of Environmental and social risk management specialist as well as the community driven development specialist is responsible for the documentation of the stakeholder engagement activities and quarterly reporting on the SEP implementation.

The following Stakeholder Engagement Plan (SEP) outlines the topics of consultation, methods used as communication channels, platforms of engagement, how frequent and who is responsible for the stakeholder engagement during project preparation and implementation.

Table 4 Stakeholder engagement plan for the GEF-8 project

Project stage	Topic of consultation	Method used	Timetable: Location and dates	Target stakeholders	Responsibilities
Stage 1: Project Preparation	<p>SEP and other ESF tools; Project scope and rationale; Project E&S principles; Grievance Redress Mechanism process, Schedule and Work Plan</p> <p>Channels, location and timing of consultations and engagements. The target stakeholder group may also suggest the channels, venues and timings that are most convenient for them.</p>	<p>Physical public meeting, separate meetings for women and the vulnerable groups, One-on-One meetings, disclosure of written information through brochures, posters, flyers, website, local newspaper, information boards or desks</p> <p>Grievance Redress Mechanism</p>	<p>Once a month. Whenever there is an urgent need for consultation and information disclosure</p>	<p>Project Affected People including: Households in intervention areas & vicinity Farm & off-farm cooperatives in intervention areas Communities in the neighbouring areas, Vulnerable groups</p>	REMA-SPIU
	<p>SEP and other ESF tools disclosure; Project scope, rationale and E&S principles, Grievance Redress Mechanism process, Schedule and Work Plan</p>	<p>Workshops, Online meetings, One-on-One meetings, Joint public/community meetings,</p>	<p>The E&S team under the supervision of the REMA-SPIU (PMU) will select appropriate Methods, time and venue to carry out</p>	Other interested parties	REMA-SPIU

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

Project stage	Topic of consultation	Method used	Timetable: Location and dates	Target stakeholders	Responsibilities
	process, Schedule and Work Plan		Methods, time and venue to carry out consultations with the target stakeholders throughout the project preparation stage		
Stage 2: Implementation	Grievance Redress Mechanism, Livelihood restoration, Health and safety impacts Progress on Schedule and Work Plan Project status	Online meetings if possible, Public meetings, trainings/workshops Separate meetings as needed for women and vulnerable groups, Individual outreach to PAPs as needed Disclosure of written information: brochures, posters, flyers, website; Information boards; Notice board(s); Grievance Redress Mechanism; Local monthly newsletter	The E&S team under the supervision of the REMA-SPIU (PMU) will select appropriate Methods, time and venue to carry out consultations with the target stakeholders throughout the project preparation stage	Households in intervention areas & vicinity, Farm & off-farm cooperatives in intervention areas, Communities in the neighbouring areas	Project Management Unit (PMU) under the SPIU at REMA
	Project information - scope and rationale and E&S principles, Project status	Project progress reports, Public meetings, trainings/workshops	The E&S team under the supervision of the REMA-SPIU	Other Interested Parties	Project Management Unit (PMU) under the SPIU at REMA

Project stage	Topic of consultation	Method used	Timetable: Location and dates	Target stakeholders	Responsibilities
	Health and safety impacts Progress on Schedule and Work Plan Environmental concerns GBV related consultation, Grievance Redress Mechanism process	Disclosure of written information: brochures, posters, flyers, website, Information boards Notice board(s), Communication through mass/social media, Grievance Redress Mechanism GBV related issues.	(PMU) will select appropriate Methods, time and venue to carry out consultations with the target stakeholders throughout the project preparation stage		
	Project information - scope and rationale and E&S principles, Project status Health and safety impacts Progress on Schedule and Work Plan Environmental concerns GBV related consultation, Grievance Redress Mechanism process	Project progress reports, Public meetings, trainings/workshops Disclosure of written information: brochures, posters, flyers, website, Information boards Notice board(s), Communication through mass/social media, Grievance Redress Mechanism GBV related issues	The E&S team under the supervision of the REMA-SPIU (PMU) will select appropriate Methods, time and venue to carry out consultations with the target stakeholders throughout the project preparation stage	Other Interested Parties: Press and media, Local CSOs & NGOs, Different Government institutions, academic and research institutions, District Admin, General public.	Project Management Unit (PMU) under the SPIU at REMA

4.4. Proposed strategy to incorporate the view of vulnerable groups

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

Vulnerable individuals/groups for Ecosystem-Based Restoration Approach for Nyungwe-Ruhango GEF-8 Project may include female and child-headed households, people with disabilities, elders, chronically ill, etc. These groups have not yet been identified. However, the identification and consultation process will be carried out in the next stages that includes feasibility studies and project implementation phase.

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

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

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

4.5. Timelines

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

4.6. Review of comments

All comments will be addressed to the REMA either directly, while for grievances, a grievance redress mechanism is elaborated further under chapter 6. The Grievance Redress Committees (GRC) will play a big role on collecting grievances related to the project. An online platform “Baza MoE” is also available to be used by stakeholders either with access to internet or not (smart phone or with normal phone using SSID). The GRM under chapter 6 provides for timeline for feedback) while with the online platform “Baza MoE”, the feedback shall be given within one week to be solved or escalated.

4.7. Reporting back to stakeholders

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

5. Resources and Responsibilities for implementing stakeholder engagement activities

Resources

REMA, through the SPIU is in charge of stakeholder engagement activities. A budget has been estimated for the implementation of the SEP whose cost items mainly entail the costs for activities of stakeholder consultation meetings and reports review and validation workshops. A total amount of 20,000 USD is estimated for stakeholder engagement and consultation activities. An estimated cost breakdown is featured in Table below.

Table 5 Estimated budget for the implementation for the PPG-SEP

Stakeholder engagement Activity	Estimated budget (USD)	Responsible
Stakeholder consultation meetings	10,000	Project Management Unit (PMU) under the SPIU at REMA
Reports review and validation workshops	10,000	Project Management Unit (PMU) under the SPIU at REMA
Total	20,000	

Management functions and responsibilities

- The institutional, implementation and coordination arrangements for the project will leverage existing capacity for implementation of project. REMA is responsible for overall project management of the SEP through its Single Project Implementation Unit (SPIU). REMA has long-standing sound track records for implementing several World Bank funded Projects involving a wide range of stakeholders. REMA-SPIU will handle the following functions of the Project: (i) financial management; (ii) procurement and (iii) oversight of Environmental and Social risk management in project including stakeholder engagement and consultations.

6. Grievance Redress Mechanism (GRM)

- 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 of 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.

6.1. 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 Ministry of Environment can be used) etc. Information about the GRM will be publicized as part of the initial project consultations and disclosed in all the implementing agencies. Brochures will be distributed during consultations and public meetings, and posters will be displayed in public places such as in government offices (cells, sectors and district offices), project implementation unit offices, digital platforms, notice boards available to potential stakeholders, etc.

Complaints will be filled in a Grievance Register that will be distributed to GRCs free of charge. After registration of the complaint, an investigation will be carried out by the committee members to verify its authenticity. Thereafter a resolution approach will be selected based on the findings. The decisions of the action to be taken will be communicated to all involved parties in verbal or written form.

All measures will be undertaken to ensure that the grievance is solved amicably between the concerned parties. If the grievance is not solved amicably, it will be escalated, it will be addressed at Cell level, Sector and District level in that order. If not successful in resolving the grievance at local administration level, the grievance would be escalated to the implementing entity's grievance unit and if unsuccessful at this stage, the grievance will be escalated to the Steering Committee of the project, if the grievance is beyond the Steering Committee capacity, the Courts of law will be the last resort. The grievance redress process is summarized in the figure below.

Table 6 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>	24hours
1b	The AP may choose to escalate the grievance to the Abunzi Mediation Committee ² especially if she/he is not directly linked to the sub-project.	Not fixed
2	On receipt of the complaint, the GC at cell level will endeavour to resolve it immediately. In case the GC at cell level fail to solve the complaint, it will be escalated to the GC at Sector level. If unsuccessful, the GC or the complainant then notifies District Authority	1-2 days at cell level 1-2days at sector level
3	The District Authority will 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, PMU 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	Not fixed

² 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.

Stage	Process	Duration
	ensure her/his anonymity and safety. This GRC member has responsibility to immediately inform the Isange one stop centre.	

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 7 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"> ▪ Inviting and chairing the meeting ▪ Give direction on how received grievances will be processed; ▪ Assign organizational responsibility for proposing a response; ▪ Referring cases to next level; ▪ Speaks on behalf of GRC and s/he is the one to report to the cell or the sector
2	Village leaders only in project areas of intervention.	<ul style="list-style-type: none"> ▪ Represents local government at village level; ▪ Resolves and lead community level grievance redress ▪ Sends out notices for meetings; ▪ Records all grievance received and report them to next local level
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"> ▪ Represents 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;

		<ul style="list-style-type: none"> ▪ Mobilize women and youth to be active in income generating activities specifically for opportunities in the project's intervention areas
6	Contractor's Social Safeguard and Environmentalist officer	<ul style="list-style-type: none"> ▪ Receive and log complaints/grievances, note date and time, contact details, nature of complaint and inform complainant of when to expect response; ▪ Handle complaints revolved around nuisance resulted from works and endeavour to handle them satisfactory; ▪ Inform Contractor (supervisor) and GRC of received complaints/grievances and outcomes and forward unresolved complaints/grievance to GRC. ▪ Attend community meetings, respond and react to PAPs complaints raised concerning the contractor.
7	Supervisor (i.e. the individual or firm supervising project activity done by the contractor)	<ul style="list-style-type: none"> ▪ Represent the client ▪ Ensure that all grievances raised have been responded to, and that the contractor responds to the complaints raised concerning them, ▪ Attend community meetings respond to all concerns related to the project from community ▪ Report on monthly basis the progress of GRM process
	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 ▪ Records and reports all grievances received from Cell leaders; ▪ Assists and guides 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"> ▪ 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;

		<ul style="list-style-type: none"> ▪ Mobilize women and youth to be active in income generating activities specifically for opportunities in the project's intervention areas.
4	Contractor (Social Safeguard and Environmentalist officer)	<ul style="list-style-type: none"> ▪ Receive and log complaints/grievances, note date and time, contact details, nature of complaint and inform complainant of when to expect response; ▪ Handle complaints revolved around nuisance resulted from works and endeavour to handle them satisfactory; ▪ Inform contractor (supervisor) and GRC of received complaints/grievances and outcomes and forward unresolved complaints/grievance to GRC ▪ Attend community meetings, respond and react to PAPs complaints raised concerning the contractor.
5	Supervisor	<ul style="list-style-type: none"> ▪ Represent the client ▪ Ensure that all grievances raised have been responded to, and that the contractor responds to the complaints raised concerning them, ▪ Attend community meetings respond to all concerns related to the project from community ▪ Report on monthly basis the progress of GRM process
	C. At District level	
1	Vice Mayor in charge of social Affairs	<ul style="list-style-type: none"> ▪ Chair 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"> ▪ Provide 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"> ▪ 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
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 Social Safeguard and Environmentalist officer	<ul style="list-style-type: none"> ▪ Receive and log complaints/grievances, note date and time, contact details, nature of complaint and inform complainant of when to expect response; ▪ Handle complaints revolved around nuisance resulted from work and endeavour to handle them satisfactory;

		<ul style="list-style-type: none"> ▪ Inform engineer (supervisor) and GRC of received complaints/grievances and outcomes and forward unresolved complaints/grievance to GRC; ▪ Attend community meetings, respond and react to PAPs complaints raised concerning the contractor.
6	Supervisor	<ul style="list-style-type: none"> ▪ Collect and provide relevant information that would lead to a better understanding of the grievance. ▪ Ensure that all grievances raised have been responded to, and that the contractor responds to the complaints raised concerning them, ▪ Report on monthly basis the progress of GRM process ▪ Act as the secretary of the meeting

6.2. 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.
- The project has an important role to play in supporting safe spaces for women and children to report their experiences with incidents of violence. Existing procedures for reporting complaints may not be appropriate, given the sensitivity associated with SEA/HS. it is therefore necessary to identify other communication channels. Community consultations can be one of the mechanisms for identifying effective channels (e.g., local community organizations, health services, etc.) in each locality. 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 Management Unit (PMU) 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 a 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 harassment 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

- Access and how Grievances are filed will follow a combination of different approaches. It is important to offer different ways to file complaints, ensuring anonymity, and disseminate them to all stakeholders. Several options are being considered for receiving project-related complaints. The possible ways 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 PIU 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 PIU also found on their websites), it is also advised to report complaints by writing formally to the District.
 - ✓ Complaint form to be sent by one of the aforementioned means;
 - ✓ 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 (in case 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;
 - ✓ Provide telephone numbers of the E&E safeguard 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;
 - ✓ Consultation during community meetings or outreach;
 - ✓ Consultation with a service provider or other Civil Society Organization in the community.

6.3. 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 employees' representatives fail to settle the disputes

amicably, the concerned party refers the matter to the labor inspector of the area where the enterprise is located.

In the case of 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. In any case, the PIU will be informed from the beginning of any workers grievances and provide insight and mediation if possible.

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

7. Monitoring and Reporting

7.1. Involvement of stakeholders in monitoring activities

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

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

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

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

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

7.2. Indicators

A series of key performance indicators for each stakeholder engagement stage have been developed as follows:

- ❖ Number of public hearings, consultation meetings and other public discussions/forums conducted within a reporting period (e.g., monthly, quarterly, or annually);
- ❖ Frequency of public engagement activities;
- ❖ Number of group/categories of stakeholders consulted;

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

7.3. Reporting

(i) Quarterly Reports

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

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

(ii) Annual

REMA will compile a report summarizing SEP results on an annual basis. This report will provide a summary of all public consultation issues, grievances and resolutions. The report will provide a summary of relevant public consultation findings from informal and formal meetings held with different categories of stakeholders at various levels.

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

(iii) Reporting Back to the Community beneficiaries

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

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

(iv) Reporting back to stakeholder groups

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

7.4. Record-keeping

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

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