



# GREEN CITY KIGALI: A NEW MODEL FOR URBAN DEVELOPMENT IN RWANDA

## ANNEX 7: SUMMARY OF CONSULTATIONS AND STAKEHOLDER ENGAGEMENT PLAN



© 2021 SWECO

All rights reserved

Produced by Sweco GmbH  
 Hanauer Landstraße 135-137  
 60314 Frankfurt am Main  
 Germany  
 Tel: +49 69 95921 0  
[www.sweco-gmbh.de](http://www.sweco-gmbh.de)

#### ACKNOWLEDGEMENTS

The consultant wishes to thank all the individuals and organizations for their contribution who completed surveys, participated in interviews and were consulted as part of the report.



## Table of contents

### List of acronyms and abbreviations

### List of tables

### List of Figures

<b>1</b>	<b>Introduction</b>	<b>1</b>
1.1	Project description	1
1.2	Organisational structure	4
1.3	Project Area of Influence	4
1.4	Purpose and Objective of the Stakeholder Engagement Plan	5
1.4.1	Rationale	5
1.4.2	Goals and objectives	5
1.5	Principles of Stakeholder Engagements	7
1.6	Gender Consideration in Consultation	7
<b>2</b>	<b>Stakeholder Engagement Activities to Date</b>	<b>8</b>
<b>3</b>	<b>Stakeholder Mapping and Analysis</b>	<b>9</b>
3.1	Stakeholder Groups identification	9
3.2	Stakeholder Groups identification	10
3.3	Identification of Women and Vulnerable Groups	14
<b>4</b>	<b>Stakeholder Engagement Program</b>	<b>15</b>
4.1	Stakeholder Procedure for engagement	15
4.2	Stakeholder Engagement Methods	17
4.3	Information Sharing Channels within the Context of COVID-19 Pandemic	18
4.3.1	Non-digital Tools for Information Sharing	18
4.3.2	Digital Tools for Information Sharing through Social Media	19
4.4	Planned Stakeholder Engagement Activities	19
4.4.1	Sensitisation Meetings	19
4.4.2	Focus Groups (FGs)	19
4.4.3	Key Person Interviews	20
4.4.4	Socio-economic and Asset Surveys	20
4.4.5	Noticeboards	20
4.4.6	Project Factsheets	20
4.4.7	Media Broadcasts	20
4.5	Implementation	20
4.5.1	Resources and Responsibilities	20
4.5.2	Reporting and Evaluation	21
4.6	Stakeholder consultation, Information disclosure and timeline	21
<b>5</b>	<b>Resources and Responsibilities</b>	<b>25</b>
5.1	Roles and Responsibilities	25

5.2	Estimated Budget	25
5.3	Grievance Management	26
5.3.1	Best International Practice	26
5.3.2	Objectives of Grievance Redress Mechanism (GRM)	26
5.3.3	Grievance Redress process	27
5.4	Budgetary requirements	33
<b>6</b>	<b>Monitoring and Reporting</b>	<b>33</b>
6.1	Monitoring	33
6.2	Reporting	34
6.3	Record-keeping	34
<b>7</b>	<b>Attachments</b>	<b>35</b>
7.1	Annex A: Example Grievance Form	36
7.2	Annex B: Engagements To Date	37

## List of acronyms and abbreviations

<b>Aol</b>	Area of Influence
<b>CBO</b>	Community-Based Organizations
<b>CoC</b>	Certificate of Compliance
<b>CoK</b>	City of Kigali
<b>COPED</b>	Waste Management Service
<b>CSO</b>	Civil Society Organization
<b>CSM</b>	Contractor's Site Manager
<b>CUC</b>	Community Upgrading Committee
<b>DG</b>	Directeur General or General Director (English)
<b>EE</b>	Executing Entity
<b>E&amp;S</b>	Environmental and social
<b>ERM GmbH</b>	Environmental Resources Management Germany
<b>ESF</b>	Environmental Science and Forestry
<b>ESIA</b>	Environmental and Social Impact Assessment
<b>ESMF</b>	Environmental and Social Management Framework
<b>ESMP</b>	Environmental and Social Management Plan
<b>ESSO</b>	Environmental and Social Safeguard Officer
<b>FONERWA</b>	Rwanda Green Fund
<b>FS</b>	Feasibility Study
<b>GBV</b>	Gender Base Violence
<b>GCF</b>	Green Climate Fund
<b>GCK</b>	Green City Kigali
<b>GoR</b>	Government of Rwanda
<b>GRC</b>	Grievance Redress Committee
<b>GRM</b>	Grievance Redress Mechanism
<b>IFC</b>	International Finance Corporation
<b>JADF</b>	Joint Action Development Forum
<b>KfW</b>	Kreditanstalt für Wiederaufbau/German Development Bank
<b>KICS</b>	Kigali International Community School
<b>LGA</b>	Local Government Association
<b>LODA</b>	Local Administrative Entities Development Agency
<b>MINALOC</b>	Ministry of Local Government
<b>MINECOFIN</b>	Ministry of Finance and Economic Planning
<b>MININFRA</b>	Ministry of Infrastructure
<b>MoE</b>	Ministry of Environment
<b>MP</b>	Management Plan
<b>MTFS</b>	Mid-Term Feasibility Study
<b>NGO</b>	Non-Governmental Organization

<b>PAP</b>	Project Affected Person
<b>PPF</b>	Project Preparation Facility
<b>PSC</b>	Project Steering Committee
<b>RAP</b>	Resettlement Action Plan
<b>RDB</b>	Rwanda Development Board
<b>REG</b>	Rwanda Energy Group
<b>REMA</b>	Rwanda Environment Management Authority
<b>RHA</b>	Rwanda Housing Authority
<b>RLMUA</b>	Rwanda Land Management and Use Authority
<b>RPF</b>	Resettlement Policy Framework
<b>RSSB</b>	Rwanda Social Security Board
<b>RTDA</b>	Rwanda Transport Development Agency
<b>RWFA</b>	Rwanda Water and Forestry Authority
<b>SEA</b>	Sexual Exploitation and Abuse
<b>SEF</b>	Stakeholder Engagement Framework
<b>SEP</b>	Stakeholder Engagement Plan
<b>SH</b>	Sexual Harassment
<b>SPV</b>	Special Purpose Vehicle
<b>TA</b>	Technical Assistance
<b>UADC</b>	Urban and Architectural Design Consultant
<b>WASAC</b>	Water and Sanitation Corporation

## List of tables

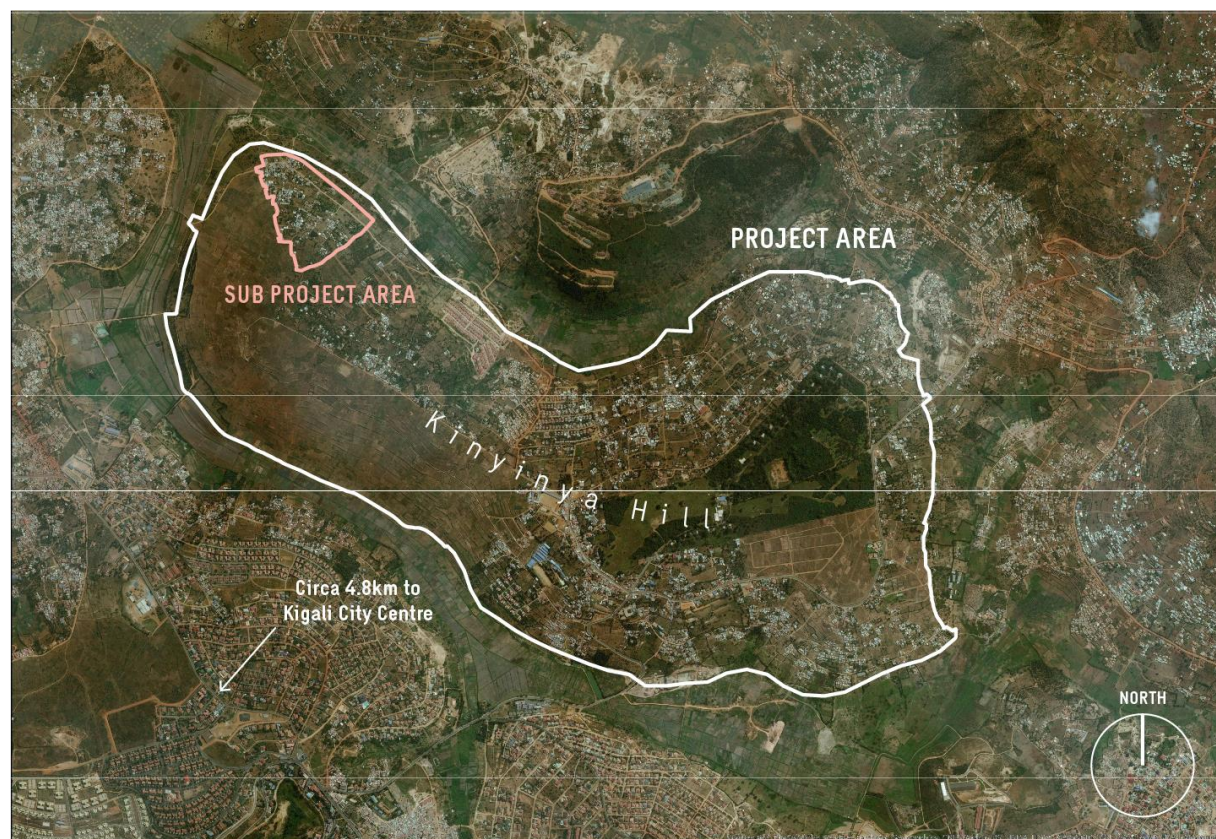
Table 1: Stakeholder Group Identification.....	11
Table 2: Types of Engagements .....	16
Table 3: Engagement Methods .....	17
Table 4: Consultation, Information Disclosure and Timeline .....	22
Table 5: Proposed Members of GRC and their Roles .....	31
Table 6: Proposed Members of the GBV task force .....	32
Table 7: Tools of Communication .....	32

## List of Figures

Figure 1-1	Project location within the larger 600ha Green City Kigali Planning Area 1	
Figure 1-2	Overview of the Ngaruyinka Upgrade Land Development Plan .....	3
Figure 1-4	GCK sub-project components on Kinyinya Hill .....	4
Figure 1-5	Continuous Cycle of Stakeholder and Community Engagements .....	8
Figure 5-1	Grievance Mechanism Flowchart .....	29

# 1 Introduction

## 1.1 Project description



**Figure 1-1 Project location within the larger 600ha Green City Kigali Planning Area**

The project comprises two components identified through a participatory process: 1) climate responsive investments to upgrade an informal settlement and renewable energy investments in a nearby pilot project and 2) increased awareness and capacity for inclusive climate responsive upgrades and enabling environment for climate resilient, low emission investment.

The upgrade of the site (Ngaruyinka Village) will serve as a model for community-based resilience strengthening that can be scaled-up to other parts of Kigali and secondary cities in Rwanda. The design was guided by the National Upgrading Policy and Strategy and aims to increase resilience to climate change while also minimising resettlement, land acquisition and social disruption. Low-cost interventions were prioritised in order to increase the scope for scale up and replication.

Project activities include the upgrade with resilient infrastructure, household energy solutions and community buildings in an informal settlement on Kinyinya Hill - Ngaruyinka Village, to serve as a model for a resilient, low emission upgrade. This would include:

- creating a green, permeable network of swales, gullies and detention-filtration-percolation areas to increase retention of water on the hill, improve stormwater management and reduce the risk of flooding and landslides;



- establishing community composting, neighbourhood collection points, recycling centres to improve solid waste management, reducing emissions, increasing the productivity of urban agriculture and reducing the blockage of drains with solid waste;
- expanding the central water supply, rainwater harvesting, point of use household water treatment technologies to improve the water supply and enhance water security during dry spells;
- creating green rights of way network to improve transport and mobility, using green construction methods and materials to minimize emissions;
- establishing a toilet system with biogas recovery, as well as latrine improvements / education to improve sanitation and reduce emissions;
- establishing a technical and vocational education and training (TVET) centre, community focal points and market squares to enhance green skills and livelihoods development in new value chains.
- promoting the adoption of improved cook stoves, energy efficient lighting and appliances to reduce emissions

At the adjacent Green City Kigali mixed-use affordable housing pilot (16ha) project activities include:

- installing solar PV and solar water heaters at lower and middle income households in order to reduce emissions.

Provision of Technical Assistance (TA) to support the scale up and replication of resilient, low emission approaches through:

- building the capacity of construction sector workers and professionals to adopt best practices in green construction;
- developing the institutional capacity of GoR agencies to support inclusive, green city development;
- providing policy support for an enabling environment that fosters increased investment in green upgrades of informal settlements;
- raising awareness and engaging citizens to increase their active participation in resilient, low emission initiatives; and
- blueprinting the GCK and planning code so that it can be more easily and cost effectively replicated.

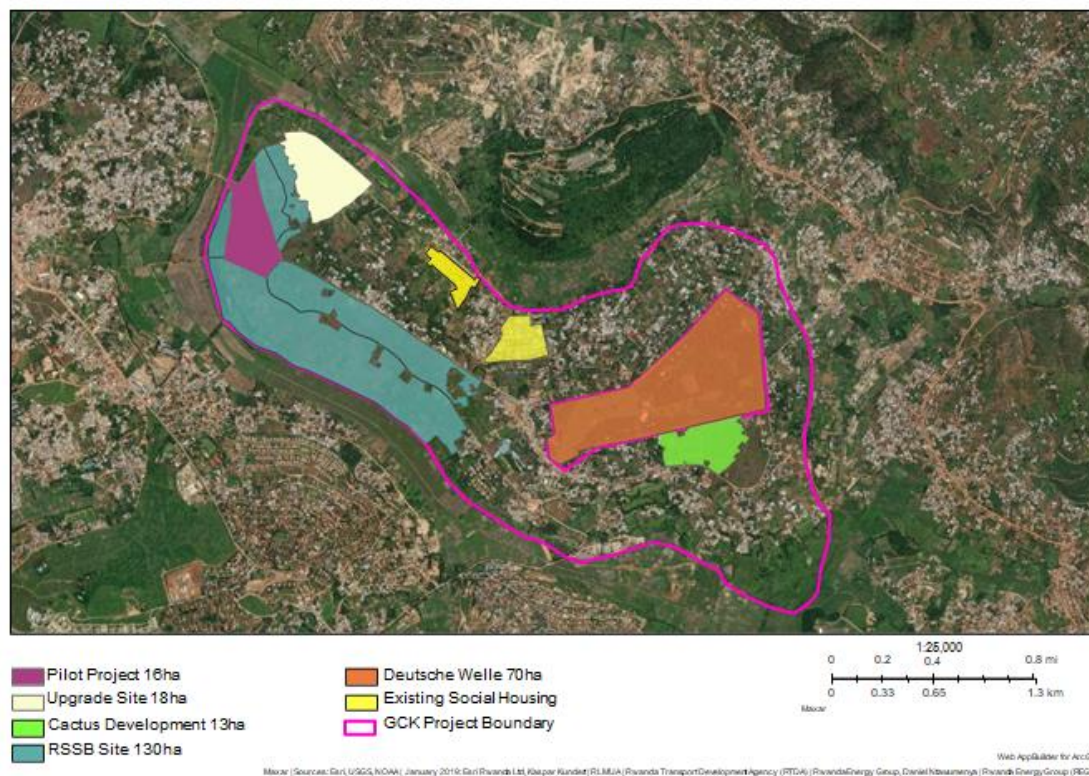


**Figure 1-2 Overview of the Ngaruyinka Upgrade Land Development Plan**

The following different sub-components are in planning or being developed within the larger Green City Kigali 600 ha Project Area (as of October 2021):

- the Pilot Site, a 16-ha residential and commercial area that will include 1,430 affordable homes (1,680 homes overall) for sale for circa. 7,000 to 8,000 people;
- the Upgrade site, urban upgrade of existing 18 ha community (Ngaruyinka) (and which is the focus of this Annex, and as indicated at Figure 1-2)
- the Cactus Green Park, a 13-ha housing project developed by Horizon Ltd;
- an affordable housing neighbourhood development on a parcel of 22 ha (first development phase) within the 130 ha site owned by the RSSB and financed, partially, by IFC;
- Kigali International Community School (KICS) project; and
- other individual estate development projects

## Demarcation Notable Sites



**Figure 1-3 GCK sub-project components on Kinyinya Hill**

## 1.2 Organisational structure

During the Planning and Design Phases, FONERWA is the Executing Entity (EE) with overall responsibility in supervising the development of the GCF application. During project implementation, a Programme Management Unit (PMU) will be established within FONERWA's Fund Management Team.

## 1.3 Project Area of Influence

The Area of Influence (AoI) is the area, which is likely to be directly or indirectly affected by a project, including all permanent project facilities and temporary activities during construction (e.g., access roads, disposal areas, construction camps).

The AoI for the Project is defined as:

- the 600 ha Project site on Kinyinya Hill;
- the neighbouring communities within the Gasabo district and Kinyinya Sector, whose environmental, social and cultural features might be affected
- any areas affected by associated facilities/offsite areas such as material source points (quarry sites, borrow pits, ...), access routes to the site and to associated facilities, dump sites,

deposition sites for excess material, public transport systems, transmission lines, water and wastewater treatment etc.; and

- potentially nearby sensitive receptors located outside the Project site such as wetlands, streams, settlements, and other developments in the vicinity of the project site.

## 1.4 Purpose and Objective of the Stakeholder Engagement Plan

### 1.4.1 Rationale

The overall aim of the Stakeholder Engagement Plan developed for the Green Climate Fund proposal is to provide guidelines to identify the actions the Project needs to undertake to ensure that a timely, consistent, comprehensive, coordinated and culturally appropriate approach is taken to consultation and project disclosure. This plan includes the core principles and applicable guidance for stakeholder identification and mapping, engagement, information disclosure, consultation meetings and public participation.

This SEP follows the requirements of the Stakeholder Engagement Framework (SEF<sup>1</sup>) developed for the GCK planning area, and in line with GCF requirements, and thus defines a technically and culturally appropriate approach to consultation and disclosure.

Stakeholder Engagement seeks to be free of manipulation, interference, coercion, and intimidation, and conducted on the basis of timely, relevant, understandable and accessible information, in a culturally appropriate format. It involves interactions between identified groups of people and provides stakeholders with an opportunity to raise their concerns and opinions (e.g. by way of meetings, surveys, interviews and/or focus groups), and ensures that this information is taken into consideration when making project decisions.

Effective stakeholder engagement develops a “social licence” to operate and depends on mutual trust, respect and transparent communication between the project and its stakeholders. It thereby improves its decision-making and performance by:

- **Managing costs:** Effective engagement can help the project avoid costs, in terms of money and reputation;
- **Managing risk:** Engagement helps the project to identify, prevent, and mitigate environmental and social impacts that can threaten project viability;
- **Enhancing reputation:** By publicly recognising human rights and committing to environmental protection, the project can boost their credibility and minimise risks;
- **Avoiding conflict:** Understanding current and potential issues such as land rights and proposed project activities;
- **Identifying, monitoring and reporting on impacts:** Understanding a project’s impact on stakeholders, evaluating and reporting back on mechanisms to address these impacts; and
- **Managing stakeholder expectations:** Consultation also provides the opportunity for the developer to become aware of and manage stakeholder attitudes and expectations.

### 1.4.2 Goals and objectives

The overall goal of this Stakeholder Engagement Plan (SEP) is to improve and facilitate decision making and create an atmosphere of understanding that actively involves project affected people (PAPs) and other project stakeholders for the works and in accordance with the SEF (Stakeholder

---

<sup>1</sup> SEF: Stakeholder Engagement Framework prepared by ERM 2021

Engagement Framework). This is provided in a timely manner to ensure that these groups are provided with sufficient opportunity to voice their opinions and concerns that may influence project decisions.

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

Effective stakeholder engagement planning requires regular consultation with a wide range of Project stakeholders. Early consultation helps to manage public expectations concerning impacts of a project and expected benefits. Subsequent consultations provide opportunities for the Project proponent and representatives to inform those that are affected by the project, decision makers and influencers as well as the general public.

The GCK Project vision is overtly consultative in that it seeks to “align all stakeholders toward achieving the objectives of the Green City Kigali Project”. The SEP aims to improve and facilitate decision-making and create an atmosphere of understanding that actively involves individuals, groups, and organisations that can affect, or be affected by project development.

The SEP’s specific objectives are to:

- Define procedures for the project stakeholder engagement such that it meets the Environmental Social Standard 10, International Best Practice, and national and international regulations.
- Understand the stakeholder engagement requirements as per national, KfW (a financier of the GCK Project) and other guidelines such as the GCF Sustainability Guidance – Stakeholder Engagement<sup>2</sup>;
- Identify key stakeholders that are relevant in project implementation, including affected parties and/or parties able to influence the project and its activities.
- To establish a systematic approach to stakeholder engagement that will help EE and the project identify stakeholders, and to build and maintain a constructive relationship with them, and for PAPs in particular.
- Work closely with key government departments, other organisations, community representatives, and communities in a coordinated way to enhance participation and information dissemination.
- To promote and provide means for effective and inclusive engagement with PAPs throughout the project life cycle on issues that could potentially affect them.
- 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.
- Define the protocols for consultation with affected communities, interested and relevant stakeholders,
- Continuously engage with all stakeholders through information disclosure, consultation, and participation in monitoring project activities to build positive relationships, minimise risks, and maximise opportunities. This includes local communities and authorities, such as sector and cell committees and leadership.
- Integrate stakeholder information across the project planning functions (including risk assessment, design and engineering, health and safety planning, external communication, workforce planning) by, for example, ensuring regular information exchange and communication between various teams, managers, and staff.
- Provide PAPs with accessible and inclusive means to raise issues and grievances and allow EE and/or project developers to respond to and manage such grievances.

---

<sup>2</sup>GCF Sustainability Guidance - Stakeholder Engagement:  
<https://www.greenclimate.fund/sites/default/files/document/sustainability-guidance-note-designing-and-ensuring-meaningful-stakeholder-engagement-gcf-financed.pdf>

- Effectively and efficiently respond to stakeholders' concerns and complaints based on two-way engagement and the Project's grievance mechanism.
- Provide periodic updates on evolving Project design changes and other developments and related issues through established communication mechanisms appropriate and accessible to local, national, and international stakeholders.
- Involve affected stakeholders in assessing and monitoring the Project's RAP and GAP and identifying improvements.
- Define roles and responsibilities for the implementation of the SEP
- Guide the EE and any project developers to build mutually respectful, beneficial, and lasting relationships with stakeholders.
- To share and inform stakeholders on the project objectives, the types of investments and activities that are going to be funded by the project, timeline, contractors, locations of works, environmental and social measures taken to reduce negative impacts to the public health, safety, land property, transit, etc.
- To maximize the impact of the project by making the results and deliverables of the project available to the stakeholders and to the wider audience.

## 1.5 Principles of Stakeholder Engagements

An effective stakeholder engagement depends on mutual trust, respect, and transparent communication between the EE and its stakeholders. Therefore, the implementation of the plan is crucial for the success of the project and for the sustainability of investments in the long term.

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

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

## 1.6 Gender Consideration in Consultation

A gender-sensitive approach to stakeholder consultation includes:

- Gender-balanced invitations to consultation, as well as ensuring inclusion of legitimate representatives of women's organizations
- Attention to logistical issues to ensure timings and locations that are convenient to women and facilitation conducive to women's full participation
- Fact-finding from men and women via direct observation, group and individual interviews, needs assessments, mapping, and formal surveys.

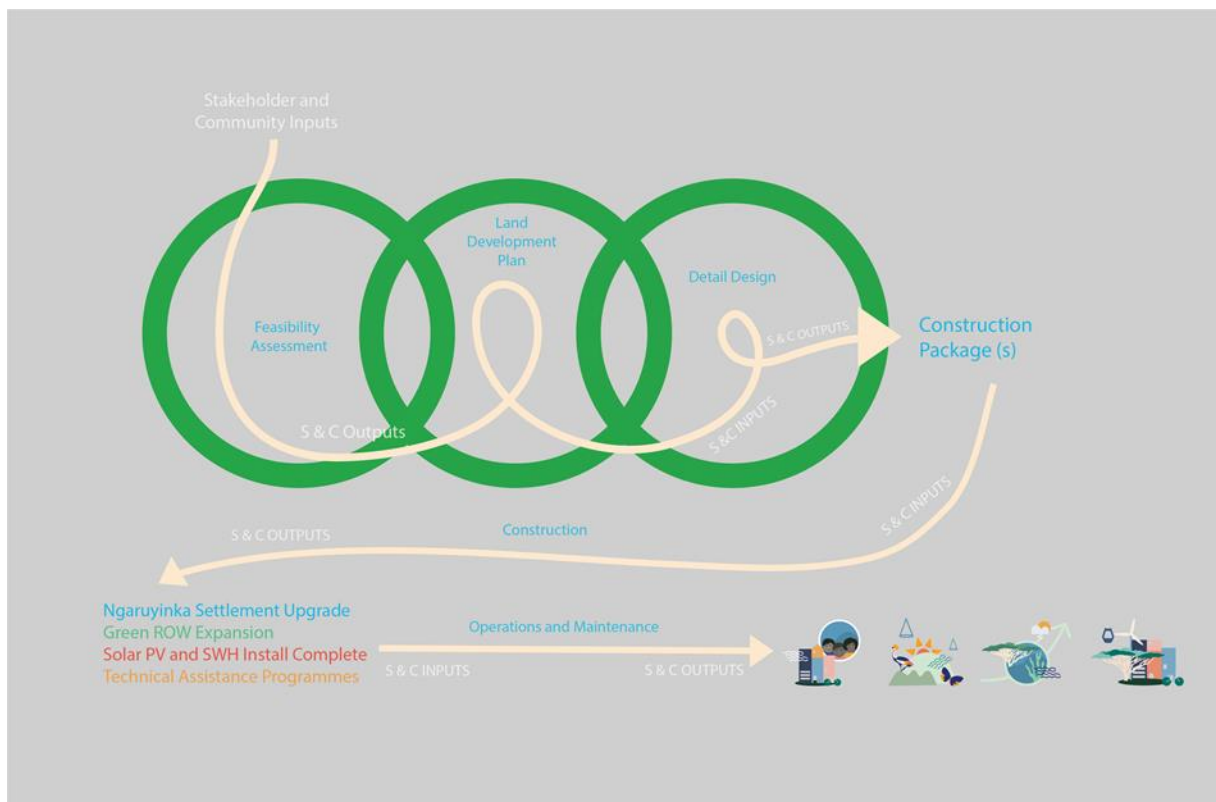
The advantages of doing sex-segregated consultations and working with women-only groups are that in some settings, they encourage women to participate more fully and inspire greater ownership by women over the outcomes of the decision-making process.

Gender data are used to:



- Identify the gender-related barriers and opportunities relevant to project success
- Predict potential impacts of the project design on gender relations and gender equality
- Modify project objectives, strategies, and indicators to promote more gender-balanced participation and benefit distribution and identify ways to advance gender equality
- Supply baseline data for gender-related indicators
- Determine the level of financial resources required for gender sensitive/responsive design, implementation, monitoring and evaluation activities.

Dedicated gender analysis tools and methodologies can be collected via adjustments to stakeholder analyses and participatory consultations conducted for project design, such as including more women in consultative processes; holding sex-segregated consultations; and tailoring questions to identify gender perceptions, needs and interests, barriers, opportunities, and priorities.



**Figure 1-4 Continuous Cycle of Stakeholder and Community Engagements**

## 2 Stakeholder Engagement Activities to Date

Previous engagement activities to disclose project information and hence engage with all stakeholders have been held since the project start in November 2018 and shall continue during the course of the project (For further information on engagement to date Annex B). Extensive central and municipal government engagement on the project and inputs into Project development to-date has been assured through the following mechanisms:

### **Initial Site Visits and Transect Walks**

Site visits -- including transect walks with community members and leaders conducted during initial scoping and for the Pre-ESIA preparation. This aided in initial stakeholder and potential impact identification.

### **Meetings with Central and Local Government Agencies**

FONERWA, as the Project Proponent and Executing Entity (EE), has organised meetings with the Gasabo District and local community leadership to discuss the Project objectives and key impacts. Future consultations will centre on management of public expectations concerning impacts of the project, expected benefits and related issues and concerns.

### **Public Meetings**

Public consultations with the Kinyinya leadership were held and especially during the course of Mid-term Feasibility Study in 2019.

### **Community Meetings**

Regular consultations meetings were held with the sector of Kinyinya, the cell of Murama and the village of Ngaruyinka from August 2020 to October 2021 and includes the development of a project specific Community Upgrading Committee (CUC).

### **Radio Show**

Radio 1 hosted The Green City Kigali/Radio Show which consisted of 6 episodes, 30 min each, comprise of a brief introduction to the various components of the project in the form of an interview to a national expert (20 min), followed by Q&A address listeners' remarks and questions (10 min).

### **Communications**

A project specific web site ([www.greencitykigali.com](http://www.greencitykigali.com)) and a social media campaign has also supported the project and served to educate the wider public about the project.

### **Socio-economic & Asset Survey**

The socio-economic survey conducted during Pre-ESIA preparation in November 2019 included household concerns and preferences. Recently in June 2021, another social appraisal of the site was conducted by the ESIA and RAP teams.

## **3 Stakeholder Mapping and Analysis**

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

### **3.1 Stakeholder Groups identification**

At this stage of the project planning, several key stakeholders have been identified and summarized below see (Table 1). In order to map the interest/influence of the stakeholders on the project activities, a matrix showcasing the stakeholders and their interest/influence has also been developed in (Table 4). This step is to assess the interest/influence into high, medium, and low levels. This figure shows a preliminary classification of stakeholder groups. Further iterations of this document will provide a detailed mapping of the stakeholders.



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

The stakeholder analysis will need to be updated during project implementation. Interested and potentially affected stakeholder groups can be added and integrated to the overview set out below when identified.

The Stakeholder Engagement Framework (SEF) guidance note defines stakeholder identification as the process of:

- Identifying individuals, groups or local communities that may be affected by the project, positively or negatively, and directly or indirectly, making special effort to identify those who are directly affected, including the disadvantaged or vulnerable
- Identifying broader stakeholders who may be able to influence the outcome of the project because of their knowledge about the affected communities or political influence over them
- Identifying legitimate stakeholder representatives, including elected officials, non-elected community leaders, leaders of informal or traditional community institutions, and elders within the affected community
- Specific individuals, groups, and organizations within each of these categories considering:
  - The expected project area and impact, that is the geographical area over which it may cause impacts (both positive and negative) over its lifetime, and therefore the localities within which people and businesses could be affected.
  - The nature of the impacts that could arise and therefore the types of national/local government entities, NGOs, academic and research institutions, and other bodies that may have an interest in these issues.

The Project stakeholders have been identified through a variety of methodologies including:

- Formal discussions with local leadership and government agencies
- Community meetings and forums
- Focus Groups with key groups such as landowners, women, youth, religious leaders, and farmers.

Local community stakeholders have also been identified through asset and socio-economic surveys, which offer an additional opportunity to gather project development concerns and issues.

Stakeholders will be mapped and analysed to understand their relationships, likely key issues and the most effective engagement means for various groups.

The identification process will continue throughout the implementation, as the engagement of stakeholders during all phases of the project life cycle is paramount.

Hence, new stakeholders will be identified while others will lose their relevance as the project goes forward.

## **3.2 Stakeholder Groups identification**

At this stage a preliminary mapping highlighting category of stakeholders with different level of interest and influences have been identified (Table 1).

**Table 1: Stakeholder Group Identification**

Category	Roles and responsibilities	Interest	Influence Power
<b>Government Agencies</b>  <b>MoE</b> <b>FONERWA</b> <b>REMA</b> <b>MININFRA</b> <b>MINALOC</b> <b>MINECOFIN</b> <b>RHA, LODA</b>	<p>Central government and municipal departments and agencies will act as the Lead Project Proponent, monitor for compliance, and issue licenses and permits. MoE will be the Accredited Entity, and FONERWA will be the Executing Entity. Government agencies may also be involved in livelihood improvement programs.</p> <p>Engaging with government ministries, institutions, agencies, authorities, and departments will serve two main purposes: one is to build consensus and ownership, and secondly is to identify the governance framework for socio-economic development and environmental management. Other agencies will be involved in consultations, permits, dissemination, etc...</p>	High	High
<b>Local Authorities</b> <b>City of Kigali</b> <b>Gasabo District</b> <b>Kinyinya Sector</b> <b>Murama Cell</b>	<p>The local authorities may exert influence and decisions about the results and method to perform the project. They play an important role as intermediaries between the Project and the community and therefore, must be representative of all stakeholder interests.</p>	High	High
<b>Local Communities</b>  <b>Ngaruyinka village leaders</b> <b>Opinion leaders</b> <b>Heads of Amasibo</b>	<p>Involvement of local communities at earlier stage will help prevent or mitigate early on problems/complaints that may arise and hinder project progress in the next phases.</p> <p>The local authorities may exert influence and decisions about the results and method to perform the project. They play an important role as intermediaries between the Project and the community and therefore, must be representative of all stakeholder interests.</p> <p>In the environmental and social assessment studies, especially RAP and ESIA (Annex 6 of the GCF application), the Government and consultants have analysed project impact and identification of PAPs as well as prepared a consultation plan to communicate to the PAPs about project impacts.</p>	High	High
<b>Informal farmers in the wetlands</b>	<p>There is a substantial number of people who use the targeted wetlands surrounding the project site for their livelihoods. These include small scale farmers. Their formal identification and engagement will be done during the preparation of ESIA's and their views on how the project will impact them and their proposals on mitigation measures will be collected then and further assessed for implementation.</p>	Medium	Low

<b>Special Interest Groups</b>	<p>Residents, of the Ngaruyinka community some of whom are small-scale and subsistence farmers, are the primary Project Area special interest group. Youth and women are special interest groups:</p> <ul style="list-style-type: none"> <li>• Youth will benefit from and be greatly interested in additional employment opportunities</li> <li>• Women, who can potentially be heavily impacted by use of public spaces, culturally do not tend to participate in decision-making, will require special Project measures to ensure their participation and ability to benefit from the Project</li> </ul>	Medium	Low
<b>Non-Governmental Organizations (NGOs)</b>	<p>Non-governmental organizations (NGOs) and community-based organizations (CBOs) can be sources of local knowledge, sounding boards for project design and mitigation, conduits for consulting with sensitive groups, and partners in planning, implementing, and monitoring various project-related programs. The Project will need to actively engage with Project Area, national, and provincial NGOs. In addition, Project Area NGOs will be identified for potential collaboration on livelihood and vulnerable programs.</p>	Medium	Medium
<b>Contractors &amp; Developers</b>	<p>During implementation, project contractors will be encouraged to hire local community members, particularly for semi-skilled and unskilled jobs. This will be anticipated during the planning stage.</p>	Medium	Medium
<b>Women and vulnerable groups</b>	<p>Vulnerable/disadvantaged groups are community members likely to be affected but may have difficulty in engaging with the stakeholder consultation process and thus may not be able to fully express their concerns regarding the proposed Project.</p> <p>Vulnerable groups could be for example: Poor women headed households, people with physical or mental disabilities, small-scale farmers using the wetlands, small-scale traders using roadsides to sell their products among others.</p>	High	Low
<b>Media</b>	<p>The media including, newspapers, magazines, other printed media, televisions, local radio stations, community radios, and social media will be used to communicate about the project activities and progress. It will also serve as a channel to communicate with stakeholders and a platform where stakeholders can express their concerns.</p>	Medium	Medium
<b>International development partners</b>	<p>Development partners are very important in supporting the project and in monitoring project progress and providing learning experience for other countries</p>	High	High

**The identification process will continue throughout the implementation, as the engagement of stakeholders during all phases of the project life cycle is paramount.**

**Hence, new stakeholders will be identified while others will lose their relevance as the project goes forward.**

### 3.3 Identification of Women and Vulnerable Groups

A key component of the World Bank's Environmental and Social Standards update <sup>3</sup> is the emphasis on ensuring vulnerable, women and youth are active participants in any Project. Women frequently suffer disproportionately when development of project is badly planned or executed, as they are often a disproportionately large number of the poor; have more limited access to resources, opportunities, and public services than men; and as a result, rely more heavily on informal support networks within their existing communities.

Vulnerable groups (i.e., Individuals and groups that are vulnerable or disadvantaged, possibly excluded from the general consultation process, or need specific assistance to enable the participation):

- Women,
- Youth/ children,
- Elderly,
- Disabled/ sick,
- Illiterate or people with a lower educational status,
- Poor households or low economic status,
- Internally displaced people,
- Land users and casual labours,
- People affected by project related land acquisition and displacement.

Regarding the identification and analysis of vulnerable groups, these groups or individuals may be affected by the Project in a different and/or more significant way. The Project needs to define 'vulnerability' for the context of the Project activities, possibly also on a case-by-case basis<sup>4</sup>. Vulnerability is dynamic and unique. Hence, Project activities, specifically stakeholder engagement, need to be tailored to the individual needs and type of disadvantages. Stakeholder engagement strategies may change over time and be adjusted to circumstances. Specific, individual interests, needs, and priorities of vulnerable stakeholders will have to be identified and considered when considering mitigation measures and benefits.

A gender-sensitive approach to stakeholder analysis identifies differences in knowledge, interests, priorities, and power among:

- Key stakeholder groups, including gender advocates and women's organizations, as well as representatives from the ministries for gender/women's affairs
- Gender differences within stakeholder groups

The SEP planning process will consider the situation of women and youth and adapt the engagement process as necessary to ensure that women have a role in decision making.

This will include the identification of:

- Women's means of income generation and livelihoods, including non-formal activities such as gathering natural resources, or trading and bartering services and wares
- Women's social and economic networks, including extended family ties; and,
- Women's ownership of affected assets, including land and crops, to appropriately compensate them.

Women's status in Rwanda remains vulnerable and marginalized. The primary issue facing peri-urban women is a lack of economic empowerment, resulting from traditional custom, where women in peri-urban and rural areas are mainly responsible for household tasks and have limited access to

---

<sup>3</sup> ESF-Guidance-Note-1-Assessment and Management of Environmental and Social Risks and Impacts

<sup>4</sup> Definition of vulnerability according to IFC: *A disadvantaged or vulnerable status may stem from an individual's or group's race, color, sex, language, religion, political or other opinion, national or social origin, property, birth, or other status. The client should also consider factors such as gender, age, ethnicity, culture, literacy, sickness, physical or mental disability, poverty or economic disadvantage, and dependence on unique natural resources.* ([https://www.ifc.org/wps/wcm/connect/24e6bfc3-5de3-444d-be9b-226188c95454/PS\\_English\\_2012\\_Full-Documents.pdf?MOD=AJPERES&CVID=jkV-X6h](https://www.ifc.org/wps/wcm/connect/24e6bfc3-5de3-444d-be9b-226188c95454/PS_English_2012_Full-Documents.pdf?MOD=AJPERES&CVID=jkV-X6h))

employment and income-generating opportunities, a lack of skills training, and a general detachment from economic development.

Their intimate knowledge of issues such as land management, water resources, and food security make women essential contributors to a public consultation process. They can provide valuable information to specialist studies and are frequently in an acceptable position to identify community needs and priorities that can be supported by social development programs.

The following specific steps will be taken to promote women's equitable and meaningful participation:

- Consultative events such as meetings will be timed to consider the various demands on women's time such as other work and household related work
- Baseline social profiles compiled as part of the land access will include an analysis of gender dynamics and disparity between men and women's participation in the local economy. This information will be used as a basis for further planning to involve and meet the needs of female community members
- Training and awareness-raising workshops will be offered to sensitize participants to the relations between men and women, and to transform traditional relationships that have not allowed women to realize their potential
- Information posted on community notice boards will be presented in a gender-sensitive manner
- When monitoring the effects of ongoing community consultation, data will be collected and recorded in a gender-disaggregated manner to provide insight into the differential impacts of the Project on women and men.

## **4 Stakeholder Engagement Program**

### **4.1 Stakeholder Procedure for engagement**

When selecting an appropriate consultation technique, cultural appropriate consultation methods with a stakeholder group have been and will be considered. Community Committee as a consultation technique explores the impact of community participation on the relationship between those who directly participate in the process on behalf of all residents (i.e., the Community Upgrading Committee), and other (non-committee) residents.

A Community Upgrading Committee (CUC) has been established at a village level in Ngaruyinka. Members of the committee are on a voluntary basis without any remuneration or any other kind of reward. The committee plays an important role by facilitating information sharing and community participation by working closely with the project and other local responsible agencies.

Prior to any engagement event, the following steps have been followed:

- i. Preparation of standard 'question and answer' sheets tailored for specific stakeholder types (based on common issues raised in previous engagement);
- ii. Planning/design of engagement action(s) with EE;
- iii. Agreement on the roles of parties during stakeholder engagement activities
- iv. Selection of individual/group stakeholders with whom engagement will occur
- v. Selection of methods for engaging and disclosure of information (including such topics as format, language, and timing);
- vi. Selection of location and timing for engagement activities, for PAPs, avoiding busy work times when special activities may be occurring);
- vii. Agreeing mechanisms for ensuring stakeholder attendance at engagement activities(s) (if required);
- viii. Identification and implementation of feedback mechanisms to be employed.

Some of these techniques have already been used during the preparation of the Feasibility Study and Land Development Plan and will be replicated throughout project implementation. Stakeholder engagements to date are summarized in Annex B.

There are various levels of engagement and types of engagement that can often involve a combination of approaches and the table below describes the key types of engagement.

**Table 2: Types of Engagements**

Type of engagement	Description
Information disclosure	Disclosure means making information accessible to interested and affected parties. Communicating such information in a manner that is understandable to the interested stakeholders is an important first (and ongoing) step in the process of stakeholder engagement.
Stakeholder Engagement and Consultation	Stakeholder engagement and consultation includes engaging stakeholders using participatory methodologies throughout the project lifecycle (including construction and operations). The feedback from such consultations will feed the management process. Consultation is also important for identification and analysis of stakeholders and ensures that no relevant groups are excluded.
Consultation with Vulnerable Groups	Typically, vulnerable people could include individuals or social groups who are potentially disadvantaged compared to the rest of the population - vulnerability may be based on, among other things: age, gender, income/poverty level, physical and/or mental disabilities.

The main purpose of this plan is to lay out the processes needed to build and maintain over time a constructive relationship with stakeholders. The implementation of this plan has helped to eliminate any potential adverse impact resulting from any actions or omissions of any of the stakeholders.

This plan presents processes which are free of external manipulation, interference, or coercion, and intimidation, which has been conducted based on timely, relevant, understandable and accessible information. Disclosure of project information also helps stakeholders understand the risks, impacts and opportunities of the project and allows stakeholder to buy-into the development.

This plan addresses issues relating directly to the project activities including:

- Identification of project stakeholders and mechanisms for stakeholder feedback and information sharing.
- An outline for consultation at the local and national levels starting at the project planning stage, and continuing throughout construction, operation, and decommissioning of the Projects; and
- Mechanisms for ongoing consultation and grievance processes.

Various activities/steps have been undertaken and are planned as part of this stakeholder engagement planning process. These include:

- Baseline-collection engagement meetings with key informants and affected community representatives
- Development of SEP to guide the engagement process during the Project's lifetime
- Update of SEP throughout the project lifecycle
- Facilitating ongoing stakeholder input into Project design and future implementation
- Ongoing engagement of stakeholders throughout construction and operation

## 4.2 Stakeholder Engagement Methods

There is a variety of engagement techniques used to build relationships with stakeholders, gather information from stakeholders, consult with stakeholders, and disseminate project information to stakeholders. When selecting an appropriate consultation technique, culturally appropriate methods, and the purpose of engaging with a stakeholder group should be considered.

Much emphasis is put on culturally acceptable and appropriate methods when proceeding with an engagement with each stakeholder group. Rwandan communities prefer public meetings, and informal focus group discussions facilitated by posters, non-technical pamphlets, and other visual presentation aids such as models and videos.

Some of the methods used to consult stakeholders are listed below:

**Table 3: Engagement Methods**

Medium for consultation	Objective of consultation
Correspondence by phone/Call/SMS/email	<ul style="list-style-type: none"><li>• Distribute project information to government officials, organizations, agencies, and companies</li><li>• Invite stakeholders to meetings</li></ul>
One-on-one interviews	<ul style="list-style-type: none"><li>• Solicit views and opinions</li><li>• Enable stakeholders to speak freely and confidentially about controversial and sensitive issues</li><li>• Build personal relations with stakeholders</li><li>• Recording of interviews</li></ul>
Formal Meeting	<ul style="list-style-type: none"><li>• Present project information to a group of stakeholders</li><li>• Allow the group of stakeholders to provide their views and opinions</li><li>• Build impersonal relations with high level stakeholders</li><li>• Distribute technical documents</li><li>• Facilitate meetings using PowerPoint presentations</li><li>• Document discussions, comments/questions raised and responses</li></ul>
Public Meeting	<ul style="list-style-type: none"><li>• Present project information to a large audience of stakeholders, and in particular communities</li><li>• Allow the group of stakeholders to provide their views and opinions</li><li>• Build relationships with neighbouring communities</li><li>• Distribute non-technical project information</li><li>• Facilitate meetings using PowerPoint presentations, posters, models, videos and pamphlets or project information documents</li></ul>
Workshop/focus group discussions	<ul style="list-style-type: none"><li>• Allow smaller groups of between 8 and 15 people to provide their views and opinions of targeted baseline information</li><li>• Use participatory exercises to facilitate group discussions, brainstorm issues, analyses information, and develop recommendations and strategies</li><li>• Use a focus group interview guideline to facilitate discussions</li><li>• Build relationships with participating communities</li></ul>
Survey	<ul style="list-style-type: none"><li>• Gather opinions and views from individual stakeholders</li><li>• Gather baseline data • Record data</li><li>• Develop a baseline database for monitoring impacts</li></ul>
Newspaper/magazines/radio Social Media	<ul style="list-style-type: none"><li>• Tailor content to relevant stakeholder groups</li><li>• Engage in continuous, active dialogue with online community</li></ul>



### 4.3 Information Sharing Channels within the Context of COVID-19 Pandemic

Taking into consideration the current situation of the Covid-19 pandemic restrictions, we presented a list of tools that can be, and have been, used to assist in facilitating remote engagement activities and aim to elevate some best practices for any form of in-person or remote engagement.

The focus is to create engagements not only using digital media but also using more formal formats to broaden our outreach, considering the access of each stakeholder to better disseminate the information we're trying to convey.

#### 4.3.1 Non-digital Tools for Information Sharing

While considering some of the engagement methods below, we also considered how to increase their outreach to better engage people with different levels of language ability and access. Groups who are often excluded from forms of engagement include the elderly, people with physical and mental disabilities, people with low incomes, and people who do not speak English.

These groups should not be left out of engagement efforts, it is critical to consider the new circumstances the community members find themselves in and to meet people where they are, given present circumstances.

Methods include:

- (1) **Making phone calls and WhatsApp Groups<sup>5</sup>:** Phone calls are a more traditional outreach format and can be a great way to engage with the elderly, people who don't have access to the internet, or people without the computer literacy skills to navigate social media. There were 9.37 million mobile connections in Rwanda in December 2020, equivalent to 73% of the total population.

WhatsApp groups, while a digital tool itself, relies on the more traditional information tree format and will specifically focus on how 'messaging Apps' can support cascaded information flow to and from the project and partners via established groups - they are often called "WhatsApp Trees". They build on traditional 'communication tree models' which were designed to speed up the delivery of information through phone calls and messages from one central point via community members.

As the number of smartphone users are rising greatly, we will have a chance to connect with the target community to produce substantial feedback and engage with them. It can also be used to send interesting images, videos and share updates on the project. Smartphone owners can then share this information with non-smartphone owning neighbours and family members.

- (2) **Using public radio** is a powerful tool in reaching out to a wide audience and providing instant assessment (e.g., through live phone in programs). It allows marginalized communities to generate and share their comments, thoughts, and concerns, and to actively participate in discussions and decision making.

A talk show can focus on raising awareness on key benefits, opportunities, progress and by means of interactivity respond to the community's questions and concerns. The GCK project already had a successful experience using Radio in 2020, as a way to provide information on the project to stakeholders within the environment of movement restrictions. Now we have more granular information on the project we can communicate information on the project that we were not able to before.

---

<sup>5</sup> UNHCR Engaging Communities Via WhatsApp Trees- CCE April 2020

#### 4.3.2 Digital Tools for Information Sharing through Social Media

The goal for social media platforms such as **Facebook, Instagram and Twitter** are to inform and consult which can offer a quick way to informally engage with community members and the larger public. The users of each platform vary, and we need to strategize how best to use each. Social media offers the ability to share bite-sized information and can increase awareness or garner support for a single issue. Having strong visuals is key for sharing lengthy information, engaging on multiple topics, or conducting activities that require a feedback loop. But these platforms can be used to build trust through regular contact or keep ongoing attention on a topic.

**Potential challenges to consider:** One potential challenge for using social media platforms is that anyone can post anything. Thus, it is critical to have an active moderator on the platforms who approves content and who can monitor posts to address challenging comments as soon as they are posted. Another potential challenge is the fact that many in this community do not have access to social media. Thus, it's not an ideal primary tool but a good supplement to stakeholder engagement.

#### 4.4 Planned Stakeholder Engagement Activities

Stakeholder engagement will occur through a variety of processes and activities, as discussed below. As part of the efforts to ensure a standardized and methodological approach to engagement, FONERWA will develop and maintain a standard template outlining the approach for Project related sensitisation meetings as well as a guiding list of focus group and key person interview questions.

##### 4.4.1 Sensitisation Meetings

A series of sensitisation meetings, open to the public, have been held periodically.

The purpose of initial public meetings was to:

- Introduce the Project, including discussions around Risks and adverse impacts from project activities, proposed mitigation measures or adaptation measures to the adverse impacts
- Gather opinions on proposed project interventions for each sub-project component,
- Input on their expectations of the project intervention areas, benefits expected from the project
- Explain the land access process
- Gain trust and support for the process
- Outline surveying procedures.

Further meetings:

- Detail Project progress
- Address community concerns
- Outline resettlement and livelihood programs and program eligibility criteria
- Inform regarding resettlement construction and moves.

Broad stakeholder concerns and comments will also be gathered in these meetings, but not as a substitute for more focused stakeholder consultation methods.

##### 4.4.2 Focus Groups (FGs)

Relevant focus groups (FGs) have been formed as part of the socio-economic assessment for open discussion of specific concerns. The following FG types have been consulted with on a village-level basis:

- Key persons / opinion leaders
- Religious leaders
- Women
- Youth (men and women)
- Children

- Farmers
- Landowners.

#### **4.4.3 Key Person Interviews**

Specific Project Area residents have been interviewed on a regular basis to ascertain Project support and determine any concerns that have not been openly raised in other forums.

#### **4.4.4 Socio-economic and Asset Surveys**

Comprehensive surveys have been conducted as part of the resettlement planning process, particularly a comprehensive socio-economic survey of all PAHs and an asset survey of all affected immoveable assets.

In addition to the survey data gathered, questionnaires allowed for detailed individual feedback on stakeholder concerns outside of the group format.

#### **4.4.5 Noticeboards**

GCK Project noticeboards, located in the communities, has been used to disseminate information and advertise consultation activities. Additional boards will be erected at key Project Area locations such as the Ngaruyinka village and on each access routes.

#### **4.4.6 Project Factsheets**

A series of factsheets have been developed to further explain key Project aspects, such as baseline surveys and crop enumeration. These factsheets seek to address frequently asked questions, and act as a guide for both community relations staff and stakeholders.

#### **4.4.7 Media Broadcasts**

Messages broadcast on local radio stations and community public address systems inform PAPs and key stakeholders of planned community meetings and outline key project activities such as surveys, as well as educating and informing PAPs on livelihood programs and compensation and resettlement plans.

### **4.5 Implementation**

#### **4.5.1 Resources and Responsibilities**

Project EE has overall responsibility for stakeholder consultation and involvement, and EE has established a distinct unit to oversee this important Project aspect.

Key project stakeholder-related responsibilities:

- Respond to concerns and issues expressed during public consultations
- Effective information disclosure
- Allocate sufficient funds to implement a viable SEP
- Effective consultation with all stakeholders
- Ensure that all public consultation and information disclosed is documented
- Incorporate consultation results into project planning
- Maintain an effective grievance procedure
- Disclose key project documents.

#### **4.5.2 Reporting and Evaluation**

The project maintains an active file of all public consultation and disclosure documentation, which is available for public review upon request. Any commitments made at any point during the engagement process must be recorded and tracked.

SEP evaluation is qualitative as well as quantitative, and evaluation occurs as part of overall project evaluations on a regular basis as well as at project milestones.

#### **4.6 Stakeholder consultation, Information disclosure and timeline**

An overview table outlining areas of engagement per project phase and required actions for each stakeholder group along with the communication methods is presented below:

1 **Table 4: Consultation, Information Disclosure and Timeline**

Stakeholder Group	Topic(s) of Engagements	Timeline	Required Actions	Methods
Central Government (Ministries and Agencies)	<ul style="list-style-type: none"> <li>Project scope and rationale</li> <li>Licensing and permitting</li> <li>Compliance with National Housing Policy, National Urbanization Policy, National Land Use and Development Masterplan</li> <li>Alignment with existing strategies and activities</li> </ul>	All Phases	<ul style="list-style-type: none"> <li>- Inform about project scope and rationale;</li> <li>- Provide regular progress updates;</li> <li>- Apply for all required licenses and permits (i.e., RDB, RWFA, RLMUA and REMA);</li> <li>- Apply for any requisite extension, renewal or variation of licenses or permits;</li> <li>- Submit regular monitoring reports to FONERWA and other core stakeholders as scheduled;</li> <li>- Submit and discuss feasibility study with respective ministries and agencies;</li> <li>- Submit and discuss land development plan with respective ministries and agencies;</li> </ul>	Face-to-face meetings; Invitation to public/community meetings; Workshops; Submission of required reports.
City of Kigali	<ul style="list-style-type: none"> <li>Project scope and rationale</li> <li>Licensing and permitting</li> <li>Alignment with existing strategies and activities</li> <li>Municipal zoning, planning and building code compliance including CoK MP.</li> </ul>	All Phases	<ul style="list-style-type: none"> <li>- Inform about project scope and rationale.</li> <li>- Provide regular progress updates.</li> <li>- Submit, discuss and obtain validation of feasibility study with relevant CoK departments.</li> <li>- Submit and discuss masterplan proposals and design packages with relevant CoK departments.</li> <li>- Milestone review of detail design through technical advisory panel.</li> <li>- Submission of plans for permitting (planning and construction).</li> </ul>	Face-to-face meetings; Invitation to public community meetings; workshops; Joint public/community meetings with PAPs; formal submission of design packages for review and permitting.
Women	<ul style="list-style-type: none"> <li>Project scope and rationale; project status</li> <li>Surveys to identify needs and priorities</li> <li>Information exchange and knowledge transfer</li> <li>Surveys to identify needs and priorities</li> <li>Coordination of activities</li> </ul>	All phases	<ul style="list-style-type: none"> <li>- Inform about project scope, rationale and activities;</li> <li>- Conduct quarterly meetings to understand how women cope with the project impacts;</li> <li>- Discuss and identify needs, priorities and concerns of women residing on the project site;</li> <li>- Collaborate on relevant activities for the benefit of women;</li> </ul>	Public meetings; Face-to-face meetings; Social Media; Radio, Brochures / flyers / posters / notice boards
Local Governments	<ul style="list-style-type: none"> <li>Project scope and rationale</li> </ul>	Planning, Construction,	<ul style="list-style-type: none"> <li>- Inform about project scope, rationale and activities;</li> <li>- Submit and discuss stakeholder engagement plan;</li> </ul>	Face-to-face meetings;

	<ul style="list-style-type: none"> <li>Community engagement and consultation</li> <li>Citizen priorities</li> <li>Livelihood restoration</li> </ul>	Operation & Maintenance	<ul style="list-style-type: none"> <li>Obtain information, approvals and guidance during the livelihood restoration process (if needed);</li> <li>Consult Gasabo District / Kinyinya Sector on any emerging issues that may require their guidance.</li> </ul>	Joint public/community meetings with PAPs.
Directly Affected Communities / Project Affected Persons (PAPs)	<ul style="list-style-type: none"> <li>Project scope and rationale; project status</li> <li>Surveys to identify needs and priorities</li> <li>Livelihood restoration</li> <li>Provision of labour / employment opportunities</li> <li>Land purchase</li> <li>Health and safety impacts</li> </ul>	Planning, Construction	<ul style="list-style-type: none"> <li>Inform about project activities and expected impact;</li> <li>Discuss and identify needs, priorities and concerns of communities residing on the project site;</li> <li>Recruit local residents to participate in construction process.</li> </ul>	Public meetings; Face-to-face meetings; Social Media; Radio, Brochures / flyers / posters / notice boards.
Vulnerable Persons/Groups	Special Assistance to ensure these groups are informed via appropriate channels and means of engagement	Planning, Construction	<ul style="list-style-type: none"> <li>Identification of vulnerable groups before and resulting from project activities;</li> <li>Conduct quarterly meetings to understand how they cope with the project impacts;</li> </ul>	Outreach to individual PAP; Focus group meetings
Civil Society Organizations	<ul style="list-style-type: none"> <li>Project scope and rationale</li> <li>Information exchange and knowledge transfer</li> <li>Coordination activities</li> </ul>	Planning	<ul style="list-style-type: none"> <li>Collaborate on relevant activities for the benefit of the communities.</li> <li>Hold regular conversations with representatives from relevant NGO groups to ensure they are well-informed during the Project's life</li> </ul>	Face-to-face meetings
Development Partners (DPs)	<ul style="list-style-type: none"> <li>Project scope and rationale</li> <li>Information exchange</li> <li>Coordination activities</li> <li>Collaboration / technical assistance</li> </ul>	Planning	<ul style="list-style-type: none"> <li>Collaborate on relevant activities for the benefit of the communities;</li> <li>Hold regular conversations with representatives from relevant DPs to identify potential synergies and overlaps.</li> </ul>	Face-to-face meetings
Media Political Parties/groups, Religious Organizations	<ul style="list-style-type: none"> <li>Project scope and rationale</li> <li>Project updates</li> <li>Public/ civil society/political perceptions about the Project;</li> <li>Public outreach/advertisements;</li> <li>Impact on communities</li> </ul>	All Phases	<ul style="list-style-type: none"> <li>Conduct quarterly dedicated media briefings to provide project updates, details of the Project's social and environmental performance;</li> <li>Invite the media to notable events organized or promoted by Project to show case success project stories.</li> </ul>	Invitation to public meetings; Press conferences; Social Media

Private Sector	<ul style="list-style-type: none"> <li>Public contracts</li> </ul>	All Phases	<ul style="list-style-type: none"> <li>- Conduct bi-annual contractor and supplier briefings on E&amp;S risk management process;</li> <li>- Obtain views and comments from Contractors regarding the process and address these.</li> </ul>	Face-to-face meetings
Law Enforcement Agencies	<ul style="list-style-type: none"> <li>Security</li> </ul>	All Phases	<ul style="list-style-type: none"> <li>- Quarterly meetings to monitor security and safety situations affecting projects</li> </ul>	Face-to-face meetings
Community Health	<ul style="list-style-type: none"> <li>Participate in Decision making</li> <li>Health Impact</li> </ul>	All phases	<ul style="list-style-type: none"> <li>- Quarterly meetings to monitor health and safety impact</li> </ul>	Face-to-face meetings

## 5 Resources and Responsibilities

Since stakeholder engagement activities influence all implementing agencies namely FONERWA, the Gasabo District, etc., there is a need to ensure all concerned agencies and individuals are included and kept informed on the stakeholder engagement process.

### 5.1 Roles and Responsibilities

The EE has an overall responsibility for stakeholder consultation and involvement and has established a distinct collaboration with the stakeholders to oversee the important Project aspect.

Key stakeholder-related roles and responsibilities:

- Respond to concerns and issues expressed during public consultations
- Effective information disclosure
- Allocate sufficient funds to implement a viable SEP
- Effective consultation with all stakeholders
- Ensure that all public consultation and information disclosed is documented
- Incorporate consultation results into project planning
- Maintain an effective grievance procedure
- Disclose key project documents.

The successful implementation of the SEP is also an integral part of the ESMP. An ESSO (Environmental and social Safeguard Officer) will oversee, guide, and coordinate the overall stakeholder involvement process. The relevant EE officers will maintain close relationships with all stakeholders including the directly affected communities through their leadership and elected representatives.

The ESSO will be part of the project management unit (PMU) within the EE for purposes of ensuring that community related issues are given due consideration when taking management decisions. In addition to external stakeholders the ESSO will closely collaborate with the project internal managers for purposes of consensus on the procedures to follow and ensuring that all disseminate consistent information and adopt uniform approaches.

The responsibilities of the ESSO will include but are not limited to the following:

- Official representative of the program to the project stakeholders;
- Liaison with all program stakeholders;
- Responsibility for all the program public relations and communications to all the stakeholders including the communities;
- Dissemination of information about the grievance mechanisms to all affected communities
- Mediation between the project and the community;
- Identification of local NGOs or CBOs for potential operational partnerships and collaboration with reference to implementation of sensitization and mobilization campaigns;
- Together with relevant district officers, planning for the addressing of community related issues;
- Periodically updating management on community affairs and their possible dynamics;
- Monitoring the effectiveness of the grievance resolution system;
- Ensuring that community health and safety issues are prioritized as part of the ESMF; and
- Reporting on all the community related activities including community health and safety initiatives, stakeholder participation and grievance handling as part of the ESSO monitoring and reporting

### 5.2 Estimated Budget

A budget for implementing the stakeholder engagement plan is reflected in Annex 4 - Detailed Budget Worksheet. The stakeholder engagement activities featured above cover a variety of social issues, which may be part of other project documents, so it is possible that they have also been budgeted in other plans as well.



This plan will be reviewed every six months to determine if any changes to stakeholder identification, classification or engagement are to be updated and new revision distributed. The budget will be revised accordingly

### **5.3 Grievance Management**

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

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

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

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

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

#### **5.3.1 Best International Practice**

International standards state that:

- Where there are affected communities, a project will establish a grievance mechanism to receive and facilitate the resolution of their concerns and grievances about project environmental and social performance
- The grievance mechanism should be scaled to the project risks and adverse impacts that have affected communities as its primary user
- The grievance mechanism should seek to resolve concerns promptly using an understandable and transparent consultative process that is culturally appropriate and readily accessible, and at no cost and without retribution to the party originating the issue or concern
- The grievance mechanism should not impede access to judicial or administrative remedies
- The project will inform the affected communities about the mechanism during the stakeholder engagement process.

#### **5.3.2 Objectives of Grievance Redress Mechanism (GRM)**

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

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

It is vital that appropriate signage is erected at the sites of all works providing the public with updated project information and summarising the GRM process, including contact details of the relevant Project Contact Person within the EE. Anyone shall be able to lodge a complaint and the methods

(forms, in person, telephone, forms written in Kinyarwanda) should not inhibit the lodgement of any complaint.

Furthermore, with the GRM, the project aims to:

- Embody the principles of zero tolerance of corruption, transparency, social justice community engagement and empowerment,
- Fairly, ethically, and impartially implement all its activities
- Ensure that all community members are kept informed about the activities under the project and about opportunities for housing, for training and for “green” jobs
- Ensure that all opportunities for investment in low carbon businesses are widely publicized and that all potential investors have an equal opportunity to submit proposals, have them properly and fairly evaluated and receive prompt feedback,
- Ensure that groups from the community who find it difficult to participate in economic activities are given equal access (women and youth).

If, during project implementation, there are perceived issues of unfairness, error or misapplication of the procedures by which the project will be implemented, it is essential that everyone affected has the opportunity to raise their concerns, and have them listened to, investigated and, if found to be correct, there is appropriate redress. To achieve this, the project has designed a process for lodging grievances. This sub-section sets out how this mechanism will operate.

### **5.3.3 Grievance Redress process**

#### **5.3.3.1 Project Level Grievance Redress Mechanism: Grievance Redress Committee**

The Project grievance mechanism is:

- Understandable to stakeholders
- Easily accessible, including special measures for vulnerable persons
- Culturally and locally appropriate
- Considered fair by stakeholders
- Cost-free
- Restitution-free
- Timely in addressing impacts and responding to complainants
- Able to track and record grievances for immediate and future reference
- Accounting for -- and not impeding access to -- judicial or administrative remedies.

The EE established a grievance mechanism early in the Project planning phase that is prepared to manage complaints in a systematic manner to facilitate speedy dispute and grievance resolution, and to promote trust and build a positive rapport between the project and its external stakeholders. Many project related grievances are site-specific. Often, they are related to impacts generated during construction such as noise, dust, vibration, contamination, workers dispute etc. Most of the time, they can be resolved easily on site with the contractor commitment to implement the ESMP and proper supervision by the implementing agencies and District officials. Other grievances are more sensitive especially when they are about land boundaries, or misunderstandings between affected households and the contractor regarding access arrangements, properties accidentally damaged by construction activities, accidents on sites among others. All these grievances and claims must be resolved as soon as they are received.

The grievance procedure at project level are simple and administered at the extent possible at the local levels to facilitate access, flexibility and ensure transparency, timely feedback, and appeal. All the grievances are channelled via the Grievance Resolution Committees purposely established for the project at Cell, Sector and District level. Stakeholders are allowed to use any means easily accessible to them to voice their concerns and complaints such as filling a grievance form, sending an email, using phone etc.

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

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

A grievance can be made by an individual, a household, or a group/community - anyone can lodge a grievance it is their choice whether to make a formal or informal approach. Grievances may be raised informally or formally. An informal grievance is one raised verbally, mostly requesting for clarification of facts or process, it can be entered through the Community Coordination Committee members (CCC). A formal grievance is a written complaint raised through the Cell or Sector offices, mostly on issues of misinformation, exclusion from project opportunities, discrimination, inadequate communication, or inadequate response to previously raised issues. A sample grievance form is provided in Annex A.

The CCC provides a platform for sector and community leaders to engage with beneficiaries and other community members for each project site. Activities covers:

- Planning and M&E of project activities at community level;
- Community discussions, community consultations;
- Mobilising community participation and facilitating communication;
- Output evaluation, lesson learning; and
- An independent point of entry for the grievance process.

The CCC is chaired by the Sector Executive Secretary and Secretary is the Sector Governance Officer. Membership includes Community representatives and representatives from CSOs and NGOs, Church Groups; Sector & Cell Representatives from the Woman's Forum; Sector and Cell Representatives for people with disabilities/marginalised groups.

Meetings are held every quarter, attended by the District Implementation Support Team.

In addition, the District Joint Action Development Forum (JADF) supports and assist local stakeholder engagement with the project. JADFs bring together Central and Local Government institutions, Development Partners, Civil Society, and the Private Sector involved in district development and play an important role in implementing the Government's Decentralised Governance and Service Delivery Policy in decentralising budgets, decision making and interventions to the district level.

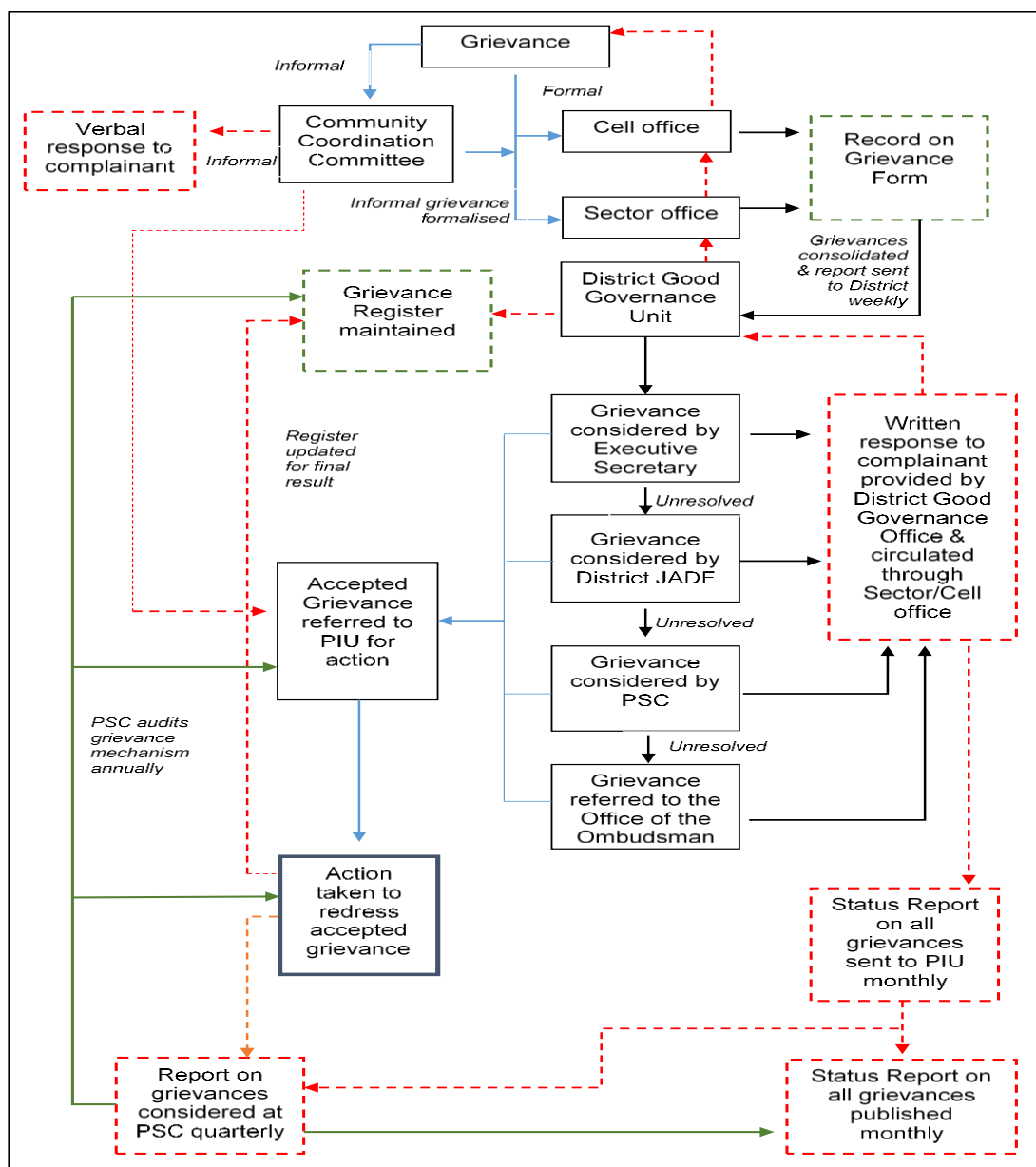
Where possible, the project will engage with communities through existing cooperatives and community groups and build the capacities of communities for community-based decision-making.

- **For informal grievances:** Grievances raised verbally with the CCC during common public meetings held monthly, verbal responses are given to the satisfaction of the complainant, should this not be satisfying then the grievance is formalised by putting it into writing and submitted to the cell or sector office. All accepted informal grievance in such meetings are referred to the EE for action, while the formalised grievance shall follow procedure elaborated hereafter. Actions taken by the EE to redress the accepted informal grievance are documented and considered at the Project Steering Committee (PSC) quarterly meetings.
- **For formal grievances:** Grievances raised at cell or sector offices by recording them on grievance forms. Forms are consolidated into a report and sent weekly to the District Good Governance unit, which keep record of all grievances sent to the District. Grievances are then considered by the Executive secretary and his management team and resolutions made to the complainant's satisfaction. Written response to the complainant are done via the District Good governance office and circulated through sector and cell offices. Unresolved grievances (i.e. those unsatisfying responses to the complainant) are raised for redress at each level in chronological hierarchy from the District to the District Joint Action Development Forum (JADF) and then to PSC and to the office of Ombudsman. At each level, documentation of the grievance and redress response, status reports of all grievances, resolutions and actions taken are taken. Records of such reports are kept at the District Good governance unit and the EE.

At each level of the project Grievance Redress Mechanism, complaints are targeted to be solved within a period of 7 days. All responses to complaints at any level should not exceed 14 days. Once

at judiciary level, due process as mandated by the law will be followed depending on what the courts will require.

Through citizen engagement meetings the PAPs have been informed of the different grievance mechanisms in place for them to lodge their complaints and dissatisfactions. A flow chart of this process is presented hereafter. Note that this flowchart refers to the internal mechanisms to submit a complaint, and that the project level process will not impede PAPs access to the legal system



**Figure 5-1 Grievance Mechanism Flowchart**

#### 5.3.3.1.1 Labour related Grievance Mechanism

In order to create a working environment that provides safety and security to all workers, contractors will be required to present a worker's grievance redress mechanism that responds to the requirements of the SEP. For direct workers, the mechanism should involve an appropriate level of management and address concerns promptly, using an understandable and transparent process

that provides feedback to those concerned, without any retribution. The contractor will inform the workers of the grievance mechanism at the time of hiring and make it easily accessible to them.

#### **a. For workers and labour contracting issues**

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

Workers will elect representatives who will form a committee that will act as the Workers Grievance Redress Committee. As mandated by article 102 of the law regulating labour in Rwanda, the employees' representatives amicably settle individual labour disputes between employers and employees. If employees' representatives fail to settle the disputes amicably, the concerned party refers the matter to the labour inspector of the area where the enterprise is located. In the case of the Ngaruyinka Upgrading project, it will be the District of Gasabo. If the Labour Inspector of the District fails to settle the dispute due to the nature of the case or conflict of interests, he/she refers the dispute to the Labour 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 EE will be informed from the beginning of any workers grievances and provide insight and mediation if possible. The matter will be referred to the labour inspector only if the EE fails to do the mediation.

##### **(ii) Collective labour disputes: Law N° 66/2018 of 30/08/2018 regulating labour in Rwanda**

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

Before escalating the collective labour dispute, the EE though the Environmental and Social Management Unit will be alerted. Necessary investigations will be conducted, and the contractor will be duly approached. The matter will be referred to the labour inspector only if the EEs and workers representatives fail at amicable settlement. The EE will elaborate a template to be use in all EES to report on labour issues to the Financial Partners.

#### **b. For workers safety issues**

All grievances related to workers safety will be addressed though the following channels:

- (i) The supervisor and environmental officer from the contractor or from the district or EE will report any accidents within 24 hours; other health and safety issues will follow the measures agreed in the ESMF.
- (ii) The EE coordinators will find solutions to the issues following the agreed ESF documents with the World Bank and National regulations
- (iii) The EE will consult the Occupational Health and Safety committee on the health and safety issue as required by Article 78 of the labour law.

#### **c. Grievance process for non-labour related issues involving project workers**

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

- (i) **A Worker- Against another Worker:** These grievances will be handled though the Workers Grievance Committee/representatives.
- (ii) **Community Member – Against a Worker:** If there are any grievances from a community member against a worker, they will be handled though the Workers Grievance Committees/representatives.
- (iii) **Worker- Against a Community Member:** The project will establish a project grievance committee at various levels of the local administration scheme in Rwanda from the Cell, Sector and up to the District government. This grievance mechanism as described in this SEP and ESMF, will have the mandate of solving all complaints and grievances related to project activities and impacting local communities. Any grievance from a worker against a community member will be handled though this committee.

##### **5.3.3.1.2 Grievance Channel for Gender Based Violence**

As GBV/SEA/SH requires timely access to quality, multi-sectoral services and involves confidentiality and informed consent of the GBV survivor. The GBV Action Plan will identify service providers in the project areas with minimum package of services (health, psychosocial, legal/security, safe house/shelter, and livelihood).

The GBV Action Plan will also provide enough details to allow for the development of localized referral pathways, will establish procedures of handling cases as part of the service providers mapping. The bidding documents will clearly define GBV requirements, including the requirement for a CoC. During works, separate facilities for women & men, GBV-free zone signage.

### 5.3.3.2 *Judiciary Level Grievance Redress Mechanism*

The project level process will not impede PAPs access to the legal system. Local communities have existing traditional and cultural grievance redress mechanisms (**Abunzi committees**<sup>6</sup>) established and regulated by law no 37/2016 of 08/09/2016 determining organization, jurisdiction, and competence and functioning of Abunzi committee. These are established at cell and Sector level to solve community-based conflicts and grievances with their regulatory body being the Ministry of Justice.

This mechanism cannot be overlooked by the project. The population can choose to use this channel instead of the project GRC. Escalation at this level leads to the court process. At any time, the complainant may take the matter to the appropriate legal or judicial authority as per Rwanda National Legal procedure.

**Table 5: Proposed Members of GRC and their Roles**

No	Member of GRC	Roles and responsibilities
1	President (PAP representative)	<ul style="list-style-type: none"> <li>- Chairing meetings;</li> <li>- Give direction on how received grievances will be processed;</li> <li>- Assign organizational responsibility for proposing a response;</li> <li>- Referring cases to next level;</li> <li>- Speaks on behalf of GRC and s/he is the one to report to the cell or the sector</li> </ul>
3	Ngaruyinka Village Leaders	<ul style="list-style-type: none"> <li>- Represents local government at village level;</li> <li>- Resolves and lead community level grievance redress</li> <li>- Sends out notices for meetings;</li> <li>- Records all grievance received and report them to next local level</li> </ul>
4	Murama Cell Executive Secretary	<ul style="list-style-type: none"> <li>- Proposes responses to grievances and lead in resolving community grievance unsolved from village level;</li> <li>- Records and reports all grievances received from village leaders;</li> <li>- Chairs sensitization meeting at the cell level during public consultations meetings;</li> <li>- Assists and guides in identifying vulnerable and disadvantaged groups within the cell.</li> <li>- Signs the valuations sheets for compensation facilitate a proper Resettlement Plan</li> </ul>
	Representatives of PAPs	<ul style="list-style-type: none"> <li>- Represents the interests of aggrieved parties</li> <li>- Give feedback on the efficiency of GRM</li> </ul>
5	Women and youth representatives	<ul style="list-style-type: none"> <li>- Represent the interests of women and youth;</li> <li>- Advocate for equity and equal opportunities;</li> <li>- Help in prevention of sexual harassment and promote wellbeing of the women and youth</li> <li>- Take part in resolution of any grievance related to sexual harassment and any gender domestic violence that may arise;</li> <li>- Mobilize women and youth to be active in income generating activities specifically for opportunities in the project's intervention areas.</li> </ul>

<sup>6</sup> The Abunzi Committee is statutory body responsible for conciliating parties in conflict with the aim of consolidating national unity and peaceful coexistence among Rwandans.

No	Member of GRC	Roles and responsibilities
6	Contractors	<ul style="list-style-type: none"> <li>- Receive and log complaints/grievances, note date and time, contact details, nature of complaint and inform complainant of when to expect response;</li> <li>- Handle complaints revolved around nuisance resulted from construction and endeavour to handle them satisfactory;</li> <li>- Inform engineer (supervisor) and GRC of received complaints/grievances and outcomes and forward unresolved complaints/grievance to GRC</li> <li>- Attend community meetings, respond, and react to PAPs complaints raised concerning the contractor.</li> <li>- Contractor issue register of complaints and resolution to client monthly</li> </ul>
7	Supervisor	<ul style="list-style-type: none"> <li>- Represent client</li> <li>- Ensure that all grievances raised have been responded to, and that the contractor responds to the complaints raised concerning them,</li> <li>- attend community meetings respond to all concerns related to th project from the community</li> <li>- Report on monthly basis the progress of GRM process</li> </ul>

**Table 6: Proposed Members of the GBV task force**

Institution	Staff position
EE / National level (FONERWA)	Social Safeguards Specialist
Gasabo District level	Gender Monitoring Officer, Environmental and Social Management Specialist
Contractor	Human Resources Officer, Social Safeguards Specialist
Supervisor	Social Safeguards Specialist
NGO in GBV prevention	Designated representative

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

#### **Communication Plan**

The EE have prepare a detailed communication plan at the beginning of implementation to define and decide to facilitate communities and project communication as with any other person and external party (NGOs, associations, etc.), to provide or request for information or file a complaint. These arrangements are provided in the table below.

***Tools to be used to communicate with the project for communication and sending recommendations, claims, and observations***

**Table 7: Tools of Communication**

GCK webpage <a href="https://greencitykigali.org">https://greencitykigali.org</a>	The MTFs documents is disclosed for the implementing agencies of the project and contain a project description, implementation arrangements and ESF documents. This includes instruction on how to communicate with the team via email and phone. The project webpage is maintained during the life of the project, updated, and reviewed periodically.
Radio communication	At least every 2 weeks a radio announcement shares with the communities on the progress of the project and the way the community can communicate with the project EE.

Community project blackboard	In a community selection point or the district, a blackboard with project information, timeline, and information of the works, contractor, areas of risks, announcements will be placed and box for comments will be placed with a lock so only the environmental and social management officer can open and respond to any messages. Any complaint from a third party can be filed using this method.
Facebook, WhatsApp, other media	EE, District, communities can form groups to share information, monitor progress and share photos, progress and completion and benefits of the works.
Email, Telephone, other media	All contacts of the environmental and social management unit of the EE will be made public to be used by any stakeholder or third party willing to ask for information, provide suggestion or file a complaint or inform issues affecting the works.

## 5.4 Budgetary requirements

With the EE designating one staff member as ESSO as well as an implementation consultant there should be sufficient expertise within the programme to handle respective stakeholder management tasks.

Since stakeholder involvement is a constituent part of the participatory programme approach (working closely with the community) it cannot be separated from other components of the overall project activities. Independent reviews, where required, of the process can potentially be financed out of the relevant budget allocated to the Implementation Consultant, or from contingencies.

# 6 Monitoring and Reporting

## 6.1 Monitoring

Monitoring and evaluation of the stakeholder process is considered vital to ensure the EE can 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 Gasabo District leadership shown by all stakeholders;
- v. Clearly defined approaches; and
- vi. Transparency in all activities.

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

Two distinct but related monitoring activities in terms of timing have been implemented:

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



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

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

- Number of public hearings, consultation meetings and other public discussions/forums conducted within a reporting period (e.g. monthly, quarterly, or annually);
- Frequency of public engagement activities;
- Geographical coverage of public engagement activities
- Number of participants in different engagement activities (where applicable)
- Newly identified stakeholders
- Number 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;

## 6.2 Reporting

### (i) Quarterly Reports

The EE prepares a brief quarterly reports on stakeholder engagement activities that includes:

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

### (ii) Annual/final Stakeholder Engagement Reports

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

### (iii) Reporting Back to the Communities and third parties

It is the EE responsibility to report back to the communities on matters relating to:

- Main findings from the annual monitoring circulated among project stakeholders
- Sharing and publish reports and have them available on GCKs website and copies sent to stakeholders (District, local authorities, GRCs etc.).
- Summary of findings published on notice boards.

In the ESIA, RAP implementation reports there is a review of the engagement activities conducted; levels of stakeholder involvement (particularly for affected communities, women, youth, and vulnerable people/groups); the issues discussed and outcomes; and the extent to which stakeholder priorities, issues, and concerns are reflected in the reports, particularly with respect to mitigation and monitoring strategies contained in the ESMF documents.

## 6.3 Record-keeping

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

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

## 7 Attachments

## 7.1 Annex A: Example Grievance Form

Public Grievance Form	
Reference No. (assigned by <i>[Insert Project Implementing Party's name]</i> ):	
Preferred language for communication	<input type="checkbox"/> Kinyarwanda <input type="checkbox"/> English <input type="checkbox"/> Kiswahili <input type="checkbox"/> French <input type="checkbox"/> Other, please specify: _____
<p>Please enter your contact information and grievance. This information will be dealt with confidentially.</p> <p>Please note: If you wish to remain anonymous, please enter your comment/grievance in the box below without indicating any contact information – your comments will still be considered by</p>	
Full Name	
Anonymous submission	<input type="checkbox"/> I wish to raise my grievance anonymously <input type="checkbox"/> I request not to disclose my identity without my consent
Please mark how you wish to be contacted (mail, telephone, e-mail).	<input type="checkbox"/> By mail (please provide mailing address): _____ <input type="checkbox"/> By telephone (please provide telephone number): _____ <input type="checkbox"/> By e-mail (please provide e-mail address): _____
Description of incident or grievance:	What happened? Where did it happen? Who did it happen to? What is the result of the problem?
Date of incident/grievance: _____	<input type="checkbox"/> One time incident/grievance (date _____) <input type="checkbox"/> Happened more than once (how many times? _____) <input type="checkbox"/> On-going (currently experiencing problem)
What would you like to see happen to resolve the problem?	

## 7.2 Annex B: Engagements To Date

Type and Mode of Engagement	Method of Engagement	Date	Stakeholder Group	Institution	Objective of the Engagement	Key issues raised/ discussed Outcomes of engagement
Consultation	Site visits and direct observation	2019	local communities	Feasibility Study Team SWECO on behalf of FONERWA	<ul style="list-style-type: none"> <li>Site Walk over</li> <li>visit to existing housing projects, affordable and market projects.</li> </ul> <p>HH interviews to obtain information about housing preferences and aspirations for future surrounding built environment.</p>	Information obtained for use in the development of unit, building and community level typologies as part of Feasibility Study process.
Consultation	Stakeholder Participation events	2019	3 community groups were consulted including Kimisagara, Batsinda and Kinyinya.	FONERWA	<ul style="list-style-type: none"> <li>Provide information as regards housing situation and aspirations for use in building sector report and pursuant Feasibility Study report.</li> </ul>	Information obtained for development of unit, building and community level typologies as part of Feasibility Study process.
Disclosure	Umuganda (Community service)	Monthly Nov 2019 (Planned but cancelled due to Covid 19)  Mar 2020 May 2020)	Community in the Kinyinya area	<ul style="list-style-type: none"> <li>FONERWA</li> <li>Local administration</li> <li>Media</li> </ul>	<ul style="list-style-type: none"> <li>Informing the directly affected population about the project.</li> <li>Encouraging an open dialogue and exchange between all stakeholders.</li> </ul>	
Consultation Disclosure	Meeting	June 17, 2020	Mayor City of Kigali	<ul style="list-style-type: none"> <li>City of Kigali</li> </ul>	Inform appointed person about GCK Project, update on work done and timeline of next phases on the project.	
Consultation	Focus Group, Expert Opinion	Sept 30, 2020	<ul style="list-style-type: none"> <li>Manager of Water &amp; Sanitation</li> </ul>	<ul style="list-style-type: none"> <li>Water and Sanitation</li> </ul>	<ul style="list-style-type: none"> <li>Introduce the Green City Kigali Project and</li> </ul>	

			<p>Infrastructure Planning</p> <ul style="list-style-type: none"> <li>Acting Head of Sewer Operations</li> <li>Director of Rural Water &amp; Sanitation Services</li> </ul>	Corporation (WASAC)	<p>application to the Green Climate Fund</p> <ul style="list-style-type: none"> <li>Gain a better understanding of the water and sanitation situation at the upgrade site</li> </ul> <p>Discuss possible water and sanitation projects at the site, for assessment in a Feasibility Study prepared for an application to the Green Climate Fund</p>	
Consultation	Focus Group, Expert Opinion	Oct 23, 2020	Solid & Liquid waste Officer City of Kigali Engineer	<ul style="list-style-type: none"> <li>City of Kigali</li> <li>COPED</li> </ul>	Understanding site situation regarding establishing recycling points, neighbourhood collection points and propose community of organic waste	No concerns raised provided it meets the required standards for the community and has a management manual.
Consultation	Focus Group, Expert Opinion	Oct 29. 2020	<ul style="list-style-type: none"> <li>City of Kigali Engineer</li> <li>DG RTDA</li> <li>Division Manager of Planning, quality assurance &amp; Research</li> </ul>	<ul style="list-style-type: none"> <li>City of Kigali</li> <li>Rwanda Transport Development Agency (RTDA)</li> </ul>	Understanding who provides and maintains roads infrastructures.	
Disclosure	Validation Workshop of Ngaruyinka Upgrade Interim Feasibility Study Report	Dec 11, 2020	<ul style="list-style-type: none"> <li>National ministries</li> </ul>	<ul style="list-style-type: none"> <li>FONERWA</li> <li>MoE</li> <li>RHA</li> <li>WASAC</li> <li>REG</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of the upgrade of informal settlement of 18ha Ngaruyinka Village</li> <li>Basis of GCF application</li> <li>Presentation of the Interim Feasibility Study Discussion</li> </ul>	
Consultation	Focus Group Discussion	March 2021- Ongoing	<ul style="list-style-type: none"> <li>Local Community of Ngaruyinka</li> </ul>	<ul style="list-style-type: none"> <li>Sweco on behalf of FONERWA</li> </ul>	<ul style="list-style-type: none"> <li>Community Consultations with the Ngaruyinka Upgrading</li> </ul>	

					<p>Committee introducing the purpose of the upgrading project</p> <ul style="list-style-type: none"> <li>▪ The GCF Proposal</li> <li>▪ The principles and list of various components and infrastructure options</li> </ul>	
Disclosure	Validation Workshop of Ngaruyinka Upgrade Interim Land Development	May 2021	<ul style="list-style-type: none"> <li>▪ National Ministries</li> </ul>	<ul style="list-style-type: none"> <li>▪ FONERWA</li> <li>▪ MoE</li> <li>▪ City of Kigali</li> <li>▪ RHA</li> <li>▪ REMA</li> <li>▪ WASAC</li> <li>▪ REG</li> <li>▪ RTB</li> </ul>	<ul style="list-style-type: none"> <li>▪ Presentation of the interim Land Development of Ngaruyinka Village</li> <li>▪ Appraisal options Discussion</li> </ul>	
Disclosure	Validation Workshop of Ngaruyinka Upgrade Interim Land Development	June 2021	<ul style="list-style-type: none"> <li>▪ Local Community of Ngaruyinka Village</li> </ul>	<ul style="list-style-type: none"> <li>▪ FONERWA</li> <li>▪ City of Kigali</li> </ul>	<ul style="list-style-type: none"> <li>▪ Presentation of the interim land development plan to Ngaruyinka Village</li> <li>▪ Discussions</li> </ul>	
Consultations	Focus Groups Discussions	September 2021	<ul style="list-style-type: none"> <li>▪ Local Community of Ngaruyinka Village</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sweco</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gender Assessment focus groups discussions.</li> </ul>	
Disclosure	Radio Programme	Monthly consisting of six episodes of 30 minutes	Local communities	<ul style="list-style-type: none"> <li>▪ FONERWA</li> <li>▪ Local radio station</li> </ul>	<ul style="list-style-type: none"> <li>▪ Informing the local communities about Rwanda's sustainable approach to urban development in an easy and accessible language.</li> <li>▪ Addressing questions and concerns from the local population, provides information about climate change and rapid urbanization and introduces concepts such as</li> </ul>	

					sustainable building and resource efficiency to a wide and diverse audience.	
Disclosure	Website ( <a href="https://greencitykigali.org">https://greencitykigali.org</a> ) Social media (Instagram, Facebook, twitter, YouTube channel) Newsletter Subscription		Various Stakeholders	<ul style="list-style-type: none"> <li>▪ FONERWA</li> </ul>	Publications: Urban Design Handbook Mid-Term Feasibility Study	
Consultation	Meeting	Sept 13, 2021	National institution and local government	<ul style="list-style-type: none"> <li>▪ FONERWA</li> <li>▪ Rwandan Housing Association</li> <li>▪ City of Kigali</li> </ul>	<ul style="list-style-type: none"> <li>▪ Discussion about strategic context of the GCK project</li> </ul> Roles and responsibilities, institutional set-up	Details on Institutional Setup: Steering Committee Technical Committee GCK board SPV
Consultation	Meeting	Sept 14 <sup>th</sup> -27 <sup>th</sup> 2021	Subject Matter Expert	FONERWA	<ul style="list-style-type: none"> <li>▪ Discussion about strategic context of the GCK project</li> <li>▪ Roles and responsibilities, institutional set-up</li> </ul>	<p>High-level ESIA should be entirely reused for the SESA.</p> <p>New Community Benefit Company founded.</p> <p>Establishment of a housing purchase &amp; mortgage assistance program.</p> <p>Resettlement</p> <p>Existing social housing (11 ha)</p> <p>People are mostly renting. Value of land will go up due to the development of the Project. Landowner will increase rent -&gt; then not affordable anymore.</p>

Consultation	Meeting	Sept 15, 2021	National ministry	<ul style="list-style-type: none"> <li>Ministry of Environment</li> </ul>	<ul style="list-style-type: none"> <li>History of the site selection</li> <li>Discussion about strategic context of the GCK project</li> <li>Roles and responsibilities, institutional set-up</li> </ul>	<p>There is no framework for evaluation on the success of the project. However, the assessments of the E&amp;S consultants are a tool to demonstrate the impacts of the Project also comparing it to other green cities around the globe.</p> <p>Building Code for new construction projects (level 3 compliance) changed, to included minimum resource efficiency. This means new properties need to get permit and this will consider resource/water efficiency and waste management. However, the challenge is to implement this new regulation. Currently, around 30% compliance of the code, it needs to be ensured that continuously this regulation will be enforced.</p> <p>Private already existing or permitted developments like Cactus Park and Dubai need to change and adapt to requirements at the masterplan to be considered green as part of the overall development. Not only new development is required to fulfil the sustainability principles.</p>
--------------	---------	---------------	-------------------	---	--	---



						Steering committee and technical committee are planned.
Consultation	Meeting	Sept 16, 2021	National institution	<ul style="list-style-type: none"> <li>FONERWA</li> </ul>	<ul style="list-style-type: none"> <li>Discussion about strategic context of the GCK project</li> <li>Roles and responsibilities, institutional set-up</li> </ul>	<p>Unclear responsibilities is a major risk. Responsibilities for O&amp;M, and capacity Collaboration between different shareholder, entities, channels of communication and sharing</p> <p>No framework for evaluation of the success of the project. What are the green criteria? REMA has capacity to do evaluation but legal framework for sustainability is not there yet.</p>
Consultation	Meeting	Sept 17, 2021	National Institution	<ul style="list-style-type: none"> <li>REMA</li> </ul>	<ul style="list-style-type: none"> <li>Discussion about gender context in the Project area, existing issues and ways to address them.</li> </ul>	<p>Gender Analysis and Gender Action Plan for the Upgrade Project</p> <ol style="list-style-type: none"> <li>Four focus groups with 20 women in total</li> <li>Two focus groups with men</li> <li>Five interviews with different women to identify daily routine (24h mapping to identify e.g. Hours of unpaid work)</li> <li>Safety walk in the village (lightning, road safety, ...)</li> </ol> <p>Even though only assessed for the Upgrade Village, it can be transferred to the entire 600 ha site according to Katie since the socio-economic structure is the same.</p>

Consultation	Community Meetings Focus Groups	04 <sup>th</sup> -16 <sup>th</sup> November 2021	Ngaruyinka Community	<ul style="list-style-type: none"> <li>• ESIA Team SWECO on behalf of FONERWA</li> </ul>	<ul style="list-style-type: none"> <li>▪ ESE Survey</li> <li>▪ Fixed Assets Valuation data collection</li> <li>▪ Focus Group discussion: groups of PAPs</li> <li>• Focus Group discussion: Opinion Leaders</li> </ul>	
--------------	------------------------------------	--	-------------------------	--	---	--

