



**City of Kigali**

**Rwanda Urban Mobility Improvement (RUMI) Project (P176885)**

**ENVIRONMENTAL AND SOCIAL MANAGEMENT  
FRAMEWORK (ESMF)**

**February 2025**

LIST OF ACRONYMS

**AEHS:** Annual Environmental Health and Safety

**AESR:** Annual Environmental and Social Report

**BRT:** Bus Rapid Transit

**CBD:** Central Business District

**CC:** Community Committee

**CITES:** Convention on International Trade in Endangered Species of Wild Fauna and Flora

**CM:** City Manager

**CMS:** City Management Structure

**CoK:** City of Kigali

**CPF:** Country Partnership Framework

**CPS:** Country Partnership Strategy

**CSC:** Construction Supervision Consultant

**DBL:** Dedicated Bus Lane

**DG:** Direct General

**EIA:** Environmental Impact Assessment

**EMF:** Environmental Management Framework

**EPR:** Extended Producer Responsibility

**ESCP:** Environmental and Social Commitment Plan

**ESF:** Environmental and Social Framework

**ESIA:** Environmental and Social Impact Assessment

**ESMF:** Environmental and Social Management Framework

**ESMP:** Environmental and Social Management Plan

**ESS:** Environmental and Social Standards

**GBV:** Gender Based Violence

**GDP:** Gross Domestic Products

**GEF:** Global Environment Facility

**GEMM:** General Environmental Mitigation Measures

**GGCRS:** Green Growth and Climate Resilience Strategy

**GHG:** Greenhouse Gas

**GIS:** Geographic Information System

**GoR:** Government of Rwanda

**GRC:** Grievance Redress Committee

**GRM:** Grievance Redress Mechanism  
**ICD:** Institutional Capacity Development  
**ICT:** Information Communication Technology  
**IDA:** International Development Association  
**ILO:** International Labour Organization  
**IWMS:** Integrated Waste Management Strategy  
**LMP:** Labour Management Procedures  
**LODA:** Local Administrative Entities Development Agency  
**M&E:** Monitoring and Evaluation  
**MEA:** Multilateral Environmental Agreements  
**MINALOC:** Ministry of Local Government  
**MINECOFIN:** Ministry of Finances and Economic Planning  
**MINEMA:** Ministry of Emergency and Management  
**MINICOM:** Ministry of Trade and Industry  
**MININFRA:** Ministry of Infrastructure  
**MoE:** Ministry of Environment  
**MoU:** Memorandum of Understanding  
**NLA:** National Land Authority  
**NLUDMP:** National Land Use Development Master Plan  
**NMT:** Non-Motorized Transport  
**NR:** National roads  
**NSC:** National Steering Committee  
**NST:** National Strategy for Transformation  
**NUP:** National Urbanization Policy  
**OHS:** Occupational Health and Safety  
**PAC:** Political and Administrative Committee  
**PAC:** Project Audit Consultant  
**PAD:** Project Appraisal Document  
**PCU:** Project Coordination Unit  
**PHC5:** Fifth population and Housing Census  
**PIU:** Project Implementation Unit  
**PMS:** Project Management Support  
**PS:** Permanent Secretary

**PSC:** Project Steering Committee  
**PTC:** Project Technical Committee  
**RAP:** Resettlement Action Plan  
**REMA:** Rwanda Environment Management Authority  
**RHA:** Rwanda Housing Authority  
**RNP:** Rwanda National Policy  
**RPF:** Resettlement Policy Framework  
**RTDA:** Rwanda Transport Development Authority  
**RUDP-II:** Rwanda Urban Development Project II  
**RUMI:** Rwanda Urban Mobility Improvement Project.  
**RWB:** Rwanda Water Resources Board  
**RWFA:** Rwanda Water and Forestry Authority  
**SCD:** Systematic Country Diagnostic  
**SEP:** Stakeholder Engagement Plan  
**SLMP:** Safety Labour Management Plan  
**SMEs:** Small and Medium Enterprises  
**SPIU:** Single Project Implementation Unit  
**SWM:** Solid Waste Management  
**TA:** Technical Assistance  
**UNFCCC:** United Nations Framework Convention on Climate Change  
**UR:** University of Rwanda  
**WASAC Ltd:** Water and Sanitation Corporation Limited  
**WB:** World Bank

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## **EXECUTIVE SUMMARY**

The "Environmental and Social Management Framework (ESMF) for Rwanda Urban Mobility Improvement Project" outlines a comprehensive approach to address environmental and social considerations associated with the development and implementation of proposed project activities in the City of Kigali.

The CoK and the national government are jointly working to improve urban mobility in the city, but further clarification and strengthening of the relevant institutional arrangements is needed. In urban mobility management in Kigali, the key institutions (CoK, MININFRA, RURA, RTDA, and RNP) are working closely together. Under a recently closed World Bank policy dialogue,<sup>1</sup> a task force for urban mobility has been established with representatives from each agency to advance the planning and implementation of urban mobility in the city. While the coordination and communication among the four agencies is smooth, the demarcation of these institutions' roles and responsibilities is still unclear.

The ESMF provides guidelines, tools, and mitigation measures to minimize adverse environmental and social impacts while enhancing positive ones throughout the project cycle, from planning and design to construction, operation, and maintenance. Key procedures include environmental and social screening and assessment processes to identify potential risks and opportunities, as well as mitigation measures, and monitoring parameters.

The framework emphasizes the importance of stakeholder engagement, capacity building, and institutional strengthening to ensure effective implementation and compliance with both national environmental and social regulations, and World Bank environmental and social standards applicable to this project. A rough budget estimate of around one million US dollar is proposed to develop and implement environmental and social risk management instruments.

By promoting transparency, accountability, and participatory decision-making, the ESMF seeks to enhance project outcomes, promote social cohesion, and build resilience to climate change and other environmental challenges, advance sustainable urban development goals and improve the overall quality of life for both the current and future generations of Rwandans.

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<sup>1</sup> Policy Dialogue for Strategies to Enhance Urban Mobility in Kigali II (P171671)

## 1. INTRODUCTION

### 1.1. Background

This Environmental and Social Management Framework (ESMF) is being prepared to support the environmental and social management and implementation of the Rwanda Urban Mobility Improvement (RUMI) Project. The RUMI project is an investment of **US\$ 239.78** million dollars with 4 components namely **Component 1. Urban Mobility Improvement (US\$173.6M)**, Subcomponent 1.1 Development of Nyabugogo Multi-modal Transit Hub and Surrounding Area (US\$140.60M), Subcomponent 1.2 Enhancement of the Public Transport System and Walking and Cycling Environment along Dedicated Bus Lanes (US\$16.52M), Subcomponent 1.3 Improvements for Safe Access for Neighborhoods (US\$6.5M) and Resettlement Cost (US\$4.50M), **Component 2. Promoting eMobility (US\$21.52)** **Component 3. Institutional Strengthening and Capacity Building (US\$14.48M)** and **Component 4. Contingency Emergency Response Component (US\$0M)**.

The ESMF is being prepared according to the Environmental and Social Framework of the World Bank<sup>2</sup> and its Environmental and Social Standard 1 (ESS1)<sup>3</sup> and has considered the regulations and requirements of Environmental Impact Assessment of Rwanda.<sup>4</sup> The ESMF is an umbrella instrument that includes requirements of other relevant Environmental and Social Standards for the project which are ESS1, ESS2, ESS3, ESS4, ESS5, ESS6, ESS8, and ESS10.

Four other instruments are being prepared for RUMI environmental and social management which will also be mandatory for the project implementation and complements the ESMF.

- i) Resettlement Policy Framework (RPF) to guide the development of site-specific RAPs which will be prepared during project implementation;
- ii) Labour Management Procedures (LMP) which will define the procedures for labor, health and safety;
- iii) Stakeholder Engagement Plan (SEP) to guide the communication and consultation protocols and the grievances mechanisms;
- iv) Environmental and Social Commitment Plan (ESCP) which will summarize all obligations of the project for environmental and social management during project implementation.

RUMI will support the strengthening of urban governance and management systems, participatory strategic and spatial planning, enhanced citizen engagement in decision making of districts, and improve the quality of life for urban residents and promote economic development through facilitating movements of people within Kigali and connection with the rest of Rwanda and neighboring countries with improved climate resilience, access, safety, and enhance institutional capacity for urban mobility.

The Government of Rwanda (GoR), through the City of Kigali in collaboration with the Ministry of Infrastructure (MININFRA), Rwanda Transport Development Authority (RTDA), and Rwanda Utilities Regulatory Authority (RURA), has been investing in transport infrastructure planning and development to improve urban mobility and sustainable development as defined by national development strategies, including Vision 2050 and NST-1. As discussed above, the GoR has achieved several milestones concerning urban mobility, such as the 2013 public transport reform with 1<sup>st</sup> generation service contract for bus operation, integration of pedestrian and bike lanes into road infrastructure, improvement of road infrastructure and bus parks, etc. Nonetheless, further efforts and investment are required to provide an integrated, safe, and reliable public transport system.

In particular, the GoR's highest concerns are insufficient service levels (fleet size and the number of operations without timetable) and inadequate public transport facilities (bus terminals and stops) and traffic management in Kigali which hamper the establishment of public transport as the preferred way of travel for citizens. Currently, the perception of public transport service in Kigali is poor due to long queues of passengers and waiting time at bus terminals and stops,

specifically during peak hours. Conflicts between buses, pedestrians, and moto taxis in and surrounding bus terminals are other persistent challenges. Thus, the GoR has requested the World Bank's support for accelerating the introduction of Dedicated Bus Lane (DBL), the development of Nyabugogo multi-modal transit terminal, and promoting electric buses, flagship projects identified under NST-1, the City Master Plan, and NDC.

The Government of Rwanda (GoR) plans to transform the Nyabugogo terminal into a modern multi-modal transit hub with climate-resilient infrastructure to address its oversaturation and rising passenger demand. Nyabugogo, the largest terminal in Kigali, serves both inter- and intra-city buses and international routes, but its current capacity is insufficient due to rapid urbanization. The City Master Plan envisions Nyabugogo as a key node in Kigali's mass rapid transit network, with potential for further commercial and retail development to boost economic activity in the surrounding area.

Nyabugogo is also prone to frequent flooding due to its location near wetland areas. The GoR has invested in efforts to address these issues, including stormwater management and rehabilitation of the Nyabugogo and Mpazi river areas in collaboration with the World Bank under the Second Rwanda Development Project (RUDP II). However, traffic congestion, pedestrian safety, and air pollution around the terminal remain significant challenges.

To improve urban mobility, the GoR has developed a Dedicated Bus Lane (DBL) concept, with a pilot project underway along a key corridor in Kigali. The DBL initiative aims to reduce bus run times and improve the reliability of public transport services. Despite a shortage of buses, worsened by the pandemic, the GoR is taking measures to address the issue by repurposing inter-city buses and seeking private sector investment.

Rwanda is also leading regional efforts in e-mobility, with plans to introduce electric buses, cars, and motorcycles as part of its green growth strategy. Feasibility studies have been conducted, and the GoR, with support from the World Bank and IFC, is working on an institutional framework for implementing electric buses alongside fleet renewal programs in Kigali.

## **1.2. Project Expected Key Results**

The expected key results of the proposed project are the following:

- a. Improved accessibility and service of public transport within the Nyabugogo multi-modal transit terminal and implementation of dedicated bus lanes
- b. Modal shift to higher capacity public transport system, disaggregated by gender
- c. Improved road safety surrounding the Nyabugogo multi-modal transit terminal
- d. Reduced Greenhouse Gas Emissions along the selected corridors in Kigali with the introduction of e-mobility
- e. Gender improvements in the provision of transport infrastructure
- f. Enhanced institutional capacity and arrangement in urban mobility management in Kigali
- g. Urban mobility strategy for the Kigali city with the identification of flagship urban mobility activities

### **Project Results' Indicators**

The following are the expected project results' indicators:

- a. Number of people benefiting daily from the dedicated bus lanes (number, gender-disaggregated)
- b. Number of people benefiting from climate resilient Nyabugogo multi-modal transit terminal (number of people, disaggregated by gender).
- c. Percentage of DBL passengers diverted from other transport modes, annually (% , gender disaggregated)
- d.

### **1.3. Scope and role of the ESMF for the implementation of the RUMI**

This ESMF defines the procedures for assessment and management of environmental and social impacts of all RUMI Project's components in order to meet the requirements of the national legislation and Environmental and Social Framework of the World Bank and relevant Environmental and Social Standards to all project investments.

The preparation of an Environmental and Social Management Framework (ESMF) was therefore deemed appropriate at this early stage of a project, when designs are not sufficiently detailed, and the site-specific Environmental and social impact assessment cannot be completed to ensure all project risks and impacts are determined. This ESMF identifies the steps for the project's site screening and assessment of the project's potential social and environmental risks, and for preparing and approving the required environmental and social management plans (ESMPs) following the mitigation hierarchy. These documents are required to guide compliance with the relevant laws of Rwanda and the World Bank Environment and Social Standards (ESS).

### **1.4. Rationale and Objectives of this ESMF**

The main purpose of the ESMF is therefore to avoid, minimize adverse social and environmental impacts by:

- Establishing mandatory procedures and methodologies for the environmental and social assessment, review, approval and implementation of investments to be financed under this project component;
- Specifying the roles and responsibilities, and outlining the necessary reporting procedures, for managing and monitoring environmental and social concerns related to component investments;
- Determining the training, capacity building and technical assistance needed to successfully implement the provisions of the ESMF; and
- Defining requirements for the ESIA/ESMP to be developed during implementation of the project

Defining the minimum budget, grievance mechanism, consultation and communication procedures, among other requirements as ESS1, ESS2, ESS3, ESS4, ESS5, ESS6, ESS8, ESS10.

### **1.5. ESMF Specific Objectives**

- Describe the institutional, policy, legal and political framework mandatory for environmental and social management of the project.
- Evaluate the potential environmental and social risks and impacts of the proposed interventions to be financed by the project and make sure that prevention, mitigation and compensation measures are integrated into planning, design and implementation of all project activities to prevent, minimize or mitigate these potential adverse impacts.
- Put in place the mechanism for handling grievances related to environmental and social issues during project implementation.
- Define the protocols to be used in all communication and consultation activities with the stakeholders to achieve project objectives and outcomes.
- Define and clarify the responsibilities and roles of the RUMI implementers at different levels from the National to district level.
- Ensure environmental and social sustainability of the project activities by complying with environmental and social management procedures to meet the World Bank and Rwanda requirements for environmental and social management.

### **1.6. ESMF Preparation Approach and Methodology**

The ESMF preparation started in March 2024 in Rwanda with the support of the World Bank Team. It has been prepared in accordance with the applicable World Bank Environmental and Social Framework and the 8 ESSs relevant to the

project and the Rwandan laws, regulations and guidelines related to environmental and social management.

The study methodology comprised the collection and review of primary and secondary baseline data, identification and consultations with key institutional stakeholders and potential project area community members and landowners, site visits to all the Kigali City roads network as well as report preparation.

The ESMF preparation team used different methods and techniques with a focus on the potential environmental and social impact of the planned RUMI activities and recommended a management plan for avoiding or minimizing the potential negative impacts.

The preparation process involved the following steps to ensure the ESMF is practical for use, ethical, and accurate:

- a) Desk review of RUDP II ESMF and another related project's ESMF approved by the World Bank
- b) Review of national policy, institutional, and regulatory framework related to RUMI ESMF and World Bank Environmental and Social Framework
- c) Field visit to Nyabugogo bus terminal, proposed temporary relocation sites of Nyabugogo bus terminal, and DBL shortlisted roads for environmental and social data collection
- d) Consultations with Kigali City roads users in all its terminals and key institutional stakeholders such as MININFRA, NLA, REMA, RMB, RTDA, RURA, and RGF;
- e) Identification and analysis of potential environmental and social impacts the implementation processes will likely trigger and generate;
- f) Identification of appropriate mitigation measures for the predicted impacts and compilation of a management plan and other instruments for addressing environmental and social impacts during implementation, operation, and maintenance of the project activities.

### **1.7. Users of the ESMF**

This ESMF has been prepared as a mandatory manual for the CoK as the main project implementing agency and it shall guide all contractors and consultants under Rwanda Urban Mobility Improvement Project.

## **2. PROJECT DESCRIPTION**

### **2.1. Brief description of the project**

Kigali, the capital city of Rwanda, reflects the nation's journey from its past to a promising future. Known for its organized and clean layout, the city highlights Rwanda's commitment to sustainability and urban planning. With a temperate climate and stunning views, Kigali offers a serene environment for residents and visitors. The city also emerges as a hub of innovation, earning the nickname "Africa's Silicon Valley" due to its growing tech scene, attracting entrepreneurs and investors as Rwanda moves toward a knowledge-based economy.

Despite its rapid development, Kigali maintains strong community values and serves as a symbol of Rwanda's transformation. With a population of 1.7 million as of 2022, it is projected to grow to 3-3.8 million by 2050. As the financial and economic center, Kigali contributes 41% of Rwanda's GDP. The city's transport system includes both motorized and non-motorized modes, with buses operating from six main terminals including CBD Downtown terminal, Remera bus terminal, Nyabugogo bus terminal, Nyanza bus terminal, Kabuga bus terminal, and Kimironko bus terminal.

The RUMI project has the overall outcomes of Improved mobility, access, and safety in Kigali, achieving City Master Plan goals "public transport-oriented city and access for all.

### **2.2. Project Development Objective**

The project aims to develop a modern and efficient urban transport system in Kigali, enhancing access to jobs and services while supporting urban agglomeration and socio-economic benefits. It will improve connections within Kigali, the rest of Rwanda, and neighboring countries with better climate resilience, access, safety, and institutional capacity. The project focuses on climate mitigation by introducing zero-emission buses, reducing greenhouse gas (GHG) emissions, and fostering a shift from private to lower-carbon transport modes.

Investments in the Nyabugogo Multi-modal transit terminal, Dedicated Bus Lanes (DBL), and non-motorized transport (NMT) infrastructure will help reduce fuel consumption and emissions. Additionally, the project promotes electric mobility by supporting electric bus adoption and charging infrastructure. It also integrates climate resilience in land use planning, transport master planning, urban road design, and infrastructure development.

### **2.3. Project Components**

#### **Component 1. Urban mobility Improvement (US\$173.5M).**

##### ***Subcomponent 1.1: Development of Nyabugogo Multimodal Transit Hub and Surrounding Area (US\$140.60M)***

The subcomponent focuses on developing the Nyabugogo Multi-modal Transit Terminal, which will replace the existing government-owned terminal. The project aims to promote the use of lower carbon public transport and non-motorized transport while incorporating ICT systems for improved terminal operations. The design will prioritize road safety, gender-informed features, women's entrepreneurship, and climate resilience through nature-based solutions.

While the immediate investment is on the terminal, future phases may include expanding the site and additional real estate developments. A Transit-Oriented Development (TOD) strategy will also be developed to support the area's transformation into an urban center and transit hub. The Nyabugogo terminal currently serves provincial, international, and city buses, attracting both formal and informal trading. Although the terminal serves a variety of transport modes, surrounding streets lack safe pedestrian infrastructure, and the area is prone to flooding.

**Rwanda Urban Mobility Improvement Project**  
*Environmental and Social Management Framework*



Figure 1: Current location for Nyabugogo bus terminal  
 Source: CoK

The terminal site is owned by the City of Kigali, with two management contracts to manage the multiple uses on the site. The Kigali City Master Plan 2020 allocates the site for transport use. The land to the north, west, and east of the site is designated as ‘Wetlands’ to be used for leisure purposes, even though they are currently used for other purposes such as fuel stations, shops, restaurants, garages, etc, all of which positively impact the hub activities. The land to the south is for commercial development. Hence, it is necessary to hire a consultant to prepare necessary safeguard documents for the project.

It is planned that during the construction phase, there will be a temporary relocation of both transport and commercial services (both formal and informal business services) in the vicinity of their current Nyabugogo bus terminal. Four potential sites (B, C, D, and E) have been selected for the temporary relocation of bus services that are offered in the current Nyabugogo bus terminal. Businesses are planned to be relocated to adjacent buildings, especially the market south of the bus terminal. The following figure indicates proposed temporary relocation sites for bus services and few shops for tickets, and other very important businesses.

**Rwanda Urban Mobility Improvement Project**  
*Environmental and Social Management Framework*

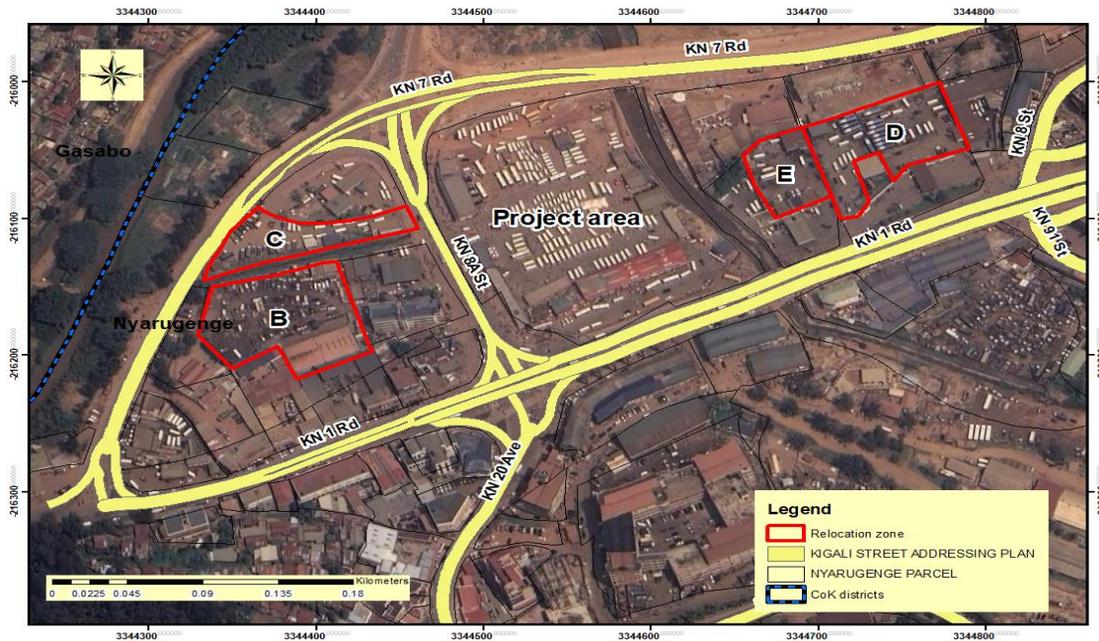


Figure 2: Proposed temporary relocation sites  
Source: CoK

**Subcomponent 1.2** *Enhancement of the Public Transport System Walking and Cycling Environment along Dedicated Bus Lanes (US\$16.52M)*

The project will support the implementation of a pilot Dedicated Bus Lanes (DBL), the preparation of detailed designs, and the implementation of full-scale DBLs and traffic management for selected corridors and intersections. The Implementation of a pilot DBL during preparation will support the GoR in reinforcing the oversight of public transport operations, ensuring the introduction of timetables and adequate fleet size (numbers and categories) for bus services.

The Full-scale DBL implementation will build on the lessons learned during the concept validation, expanding the number of bus lanes and improving key junctions with traffic signals that will be at least locally linked to allow for green waves for smooth movement of buses and facilities for pedestrians and other non-motorized transport users. This subcomponent will also finance implementation support for the non-motorized transport (NMT) friendly street design guideline. As the development of a traffic management strategy and a smart parking strategy, and an integrated public transport network are critical, including these activities under the project is currently under discussion. The public transport system will also introduce climate resilience measures in identified climate vulnerable sections, such as assets crossing areas with higher propensity for urban or riverine flooding, and areas vulnerable to extreme heat conditions.



### **Component 3. Institutional Strengthening and Capacity Building (US\$ 14.48M).**

The support under this component will include, but is not limited to a) establishment and operationalization of a Single Project Implementation Unit (SPIU) in CoK to coordinate implementation of the Rwanda Urban Mobility Improvement Project, b) enhancement of project coordination and oversight function of MININFRA, c) capacity building for transport sector agencies on road safety, d) necessary training identified through a needs assessment, e) technical assistance on urban mobility in Kigali city to enhance public transport network and modal share with non-motorized transport facilities, and f) preparatory work for future urban mobility projects, focusing on public transport.

In addition to the project support staff in the SPIU, several technical experts will be recruited to support the project preparation and implementation. Potential activities for road safety improvement include a road safety audit, a speed limit review including speed management, a road safety risk and impact assessment, enforcement of helmets, a review and updating of the used car importation age, establishment of a vehicle inspection center, and support to the road safety committee or establishment of lead road safety agency. To mainstream gender equality, at least 30 percent of staff to be recruited for SPIU (urban mobility project) under the project will be female and an additional assessment will be conducted to identify gender differences in mobility and the urban transport sector, both related to employment and to the availability, affordability, acceptability, safety, and security of public transport, to inform upcoming planning and design documents/ studies.

### **Component 4: Contingent Emergency Response Component (US\$ 0M).**

Immediate emergency recovery support following an eligible crisis or emergency. Following an eligible crisis or emergency, the Government may request that the World Bank reallocate project funds to support emergency response and reconstruction. Activation of the CERC (and financing to be provided) will require the World Bank's no-objection upon (a) declaration of an emergency by the GoR; (b) a request letter for CERC activation and the evidence required to determine the eligibility of the emergency as defined in the CERC Manual; (c) an Emergency Action Plan, including the emergency expenditures to be financed; and (d) meeting the environmental and social requirements as agreed in the Environmental and Social Commitment Plan (ESCP) and CERC Manual.

The City of Kigali (CoK), in collaboration with national institutions like MININFRA, RURA, and RTDA, is leading efforts to improve urban mobility, with support from additional agencies such as the Gender Monitoring Office (GMO) and the Rwanda Environment Management Authority (REMA). A task force has been established to coordinate planning and implementation. CoK will be the lead implementing agency, setting up a dedicated Single Project Implementation Unit (SPIU), while a Technical Working Committee and Project Steering Committee will oversee and guide the project, with MININFRA coordinating these efforts. Institutional arrangements are being reviewed and finalized.

#### **2.4. Project Costs and Financing**

The RUMI project is an investment of **US\$ 239.78** million dollars with 4 components namely **Component 1. Urban Mobility Improvement (US\$173.6M)**, Subcomponent 1.1 Development of Nyabugogo Multi-modal Transit Hub and Surrounding Area (US\$140.60M), Subcomponent 1.2 Enhancement of the Public Transport System and Walking and Cycling Environment along Dedicated Bus Lanes (US\$16.52M), Subcomponent 1.3 Improvements for Safe Access for Neighborhoods (US\$6.5M) and Resettlement Cost (US\$4.50M), **Component 2. Promoting eMobility (US\$21.52)** **Component 3. Institutional Strengthening and Capacity Building (US\$14.48M)** and **Component 4. Contingency Emergency Response Component (US\$0M)**.

#### **2.5. Project Beneficiaries**

The primary beneficiaries of RUMI will be the residents of the City of Kigali, public transport passengers and all users of

the Kigali Road network as well as Nyabugogo bus terminal for on a regular basis in CoK. They will have better access to basic infrastructure and services across a range of sub-sectors, including an improved and integrated bus terminal, public transport service improvement, storm water drainage (flooding-resilient infrastructure), waste management (increased collection), and improved traffic management and livelihood. The projects expected benefits will arise from investments in public transport infrastructure – in particular, improvements in passenger ridership, convenience, mobility and drainage. In addition, residents will indirectly benefit from the institutional development activities aimed to strengthen the capacity of the Kigali City to implement the project.

Beyond the immediate results on urban mobility, the RUMI Project will also yield broader benefits for the environment and public health. The implementation of sustainable transportation solutions, such as dedicated bus lanes and electric buses will reduce carbon emissions and alleviate congestion on the city's roads. By prioritizing green initiatives and investing in cleaner forms of transportation, the project contributes to a healthier urban environment, reducing pollution levels and promoting active lifestyles. Ultimately, the project's impact extends far beyond the realm of transportation, fostering a more sustainable, inclusive, and livable city for all residents of Kigali.

## **2.6. Gender Considerations**

As discussed above, Rwanda has achieved advancements toward gender equality. At the same time, the country has set an example in some areas, such as the share of seats held by women in the national parliament, which has been as high as 63.75 percent; in transport storage and communication, women represent only 7.4 percent of employment.

To fill the gap in mobility, an initial gender assessment to understand the gap in mobility was carried out during the concept development stage, using the data obtained from the DBL study (2021) and the e-mobility last mile connectivity study (2022). To achieve a more gender-responsive public transport system, the following actions will be carried out during the project preparation and implementation: a) consultations for Multi-modal Transit Terminal Design to bring more women and girls into infrastructure design; b) transit-oriented development with a gender perspective, e.g., infrastructure for women-led businesses or childcare services; c) adopting violence-prevention environmental design for stations; and d) inclusive street designs along DBL corridors and around terminals that are friendly to pedestrians, cyclists, and persons with disabilities.

## **2.7. Citizen Engagement**

Citizen engagement considerations are integral to the design of this project. The preliminary concept and design development for the Nyabugogo multi-modal transit terminal will involve several consultations. Specifically, for Nyabugogo improvement, a committee will be established to help engage terminal users from the planning stage to the implementation. A communication strategy with citizens will be developed for the implementation of DBL, and inclusive street designs will be adopted along DBL corridors and surrounding the terminal. As the holistic approach to improving the public transport services through terminal development, bus lanes, and fleet renewal, public transport users' (mainly bus users) satisfaction with city bus operations will be measured as one of the intermediate indicators.

## **2.8. The project Institutional Arrangements**

The Government of Rwanda (GoR) is committed to developing a sustainable urban mobility system in Kigali but lacks experience in complex urban transport reforms like public transport system reform, fleet renewal, and e-mobility introduction. Achieving this vision will require a paradigm shift and enhanced institutional capacity. The CoK has already established a Single Project Implementation Unit (SPIU) and is responsible for all procurement activities under the project. MININFRA will also perform a coordination and oversight role, and the sector working group will assign a RUMI Project Coordinator. A Project Steering Committee (PSC), chaired by the Minister of Infrastructure, has been established and operationalized. The Project Technical Committee (PTC), which has already been established under the project preparation, will be reinforced with additional/extended stakeholders to discuss technical matters. Existing PTC

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members will be reviewed and their availability for project implementation will be confirmed before the negotiations. Figure 4 illustrates the institutional and implementation arrangements for the project.

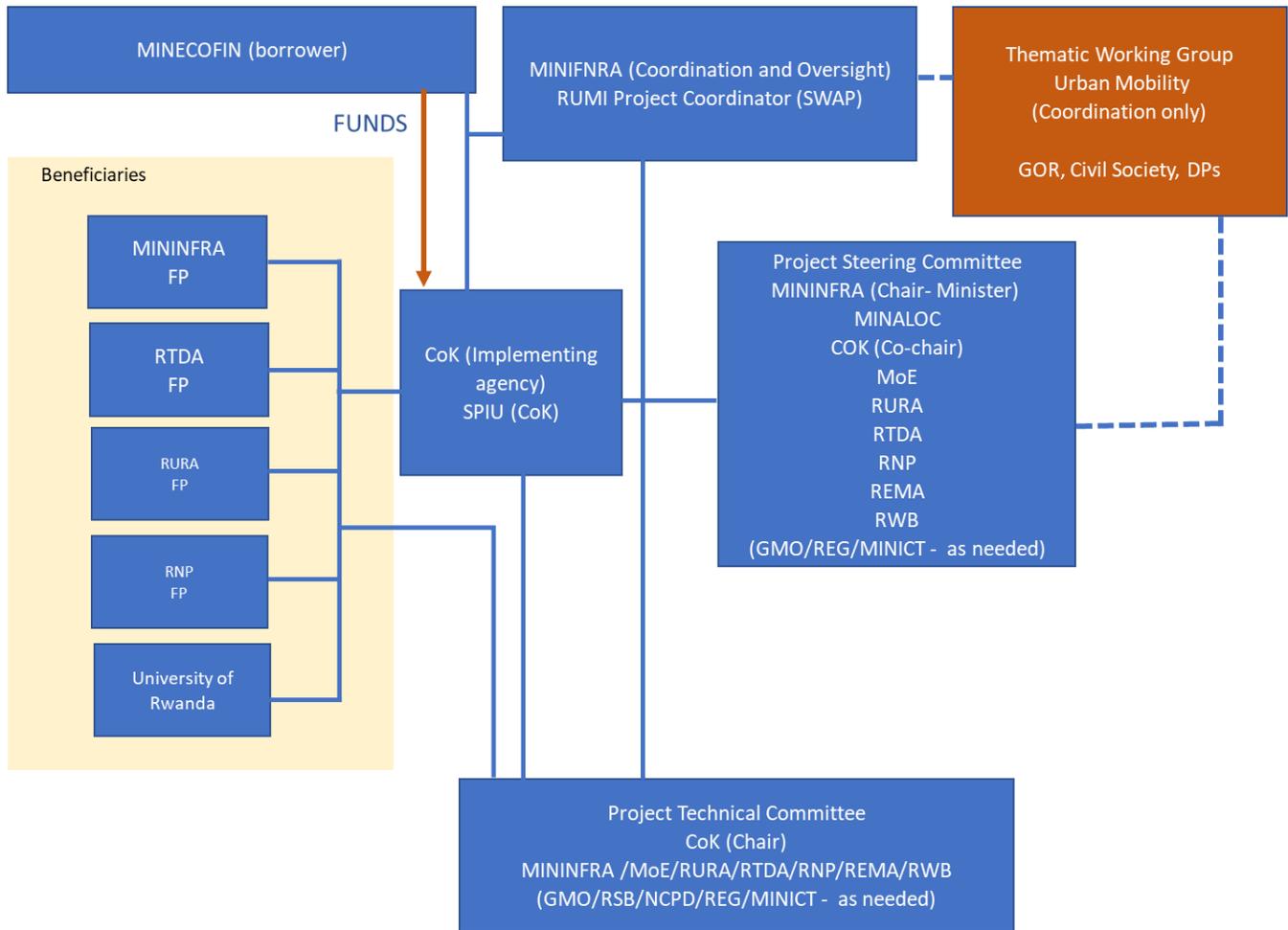


Figure 4: Proposed Institutional Arrangement for RUMI Project

The RUMI project will support closer coordination among the environmental and social specialists coordinating the E&S risk management instruments preparations, review, and implementation and liaising with the procurement teams preparing the tender documents so that the documents are not disconnected with the obligations of contractors in the application of the ESIA for prevention, mitigation and compensation measures during construction.

**2.9. Administrative Context of Implementing Agency and capacity assessment for implementation of the ESMF**

**2.9.1 The City of Kigali (CoK)**

The City of Kigali is composed of three Districts namely Gasabo, Kicukiro and Nyarugenge. Gasabo is the largest district by geographical area at 429.3km<sup>2</sup>, followed by Kicukiro (166.7km<sup>2</sup>) and Nyarugenge (134km<sup>2</sup>). The administrative structure of the City was recently changed to differ from districts in the rest of the country. The restructuring will lead to institutional consolidation and a single tier city management structure. The CoK delivers its services through departments comprising City Engineering (Transport Infrastructure Team, and Urban Social & Environment Protection Infrastructure Unit), Urban Planning including Construction Permitting OSC Unit, Inspection, Urban Economic Development (Investment & Revenue Generation Team, and Kigali Employment Service Center), Social Development & Good Governance Directorate, Digitalisation Division, and Corporate Services Directorate, and the SPIU which is under coordination of the CMO. The implementation of RUMI will be the responsibility of the SPIU.

### **2.9.2 Experience working with Bank Projects**

The CoK has gained experience working on World Bank funded projects through RUDP I, and RUDP II which is ongoing. This experience has attracted investment from other development partners such as Agence Francaise de Development which funded a Kigali Informal Settlement Upgrading Project (KISUP) which is under implementation following both World Bank's ESS and AFD Environmental and Social Risk Management Policy. Currently, there are two Environmental & Social Safeguards Specialists who are pointed to RUMI project while working with another safeguards team under CoK/ SPIU.

### **2.9.3 Lessons learned from previous projects for the implementation of RUMI**

Some of the lessons learnt during the implementation of the current RUDP I & II projects are:

- The key lesson learned from RUDP I and RUDP II implementation is the need to strengthen vertical and horizontal coordination, particularly between agencies at the national level. Urban programs are inherently multi-sectoral and will also require continuous involvement of technical agencies such as Rwanda Transport Development Authority (RTDA), MININFRA, RURA, RNP, REMA, RDB, and other institutions.
- Sustainability is a key consideration in the Project. A lesson from the previous project is that attention needs to be paid to post-project operations and maintenance of the infrastructure that has been constructed. Institutional strengthening will emphasize the ability of cities to maintain the infrastructure, implement the local development plans and identify financing mechanisms to maintain the infrastructure upgrading process.
- The E&S Risk Management Team needs to be strengthened to be able to support the preparation of ESF instruments for new projects, follow up ongoing consultancies for studies that require attention on environmental and social aspects, and monitor the implementation of ESMPs for ongoing projects at the same time.

## **2.10. Institutional Arrangement for Environmental and Social Risk Management of RUMI**

The CoK has recently established SPIU with qualified staff to manage all externally funded projects being implemented by the City of Kigali. Project teams who were working under different organizational matrices have been put together under SPIU for better coordination. This SPIU will implement projects related to civil works and ensure sound environmental and social risk management. It will oversee the design, supervision, and management of the project, the management of the consultants and other contractors (to be engaged in project activities implementation), and will compile quarterly monitoring reports on ESMP compliance, to be sent to the World Bank, throughout the project implementation period. The SPIU will also enhance the capacity of its staff as well as stakeholders and field personnel responsible for monitoring environmental compliance during both implementation and subsequent post-project periods of the program.

The overall responsibility of environmental performance including ESMP implementation of the RUMI will be ensured by the E&S team under the SPIU. The SPIU will have adequate numbers of environmental and social safeguards specialists and maintain coordination and liaison with Construction Supervision Consultants (CSC) for effective ESMP implementation. Equally, the CSC and contractors will also have environmental and social monitors who will supervise and monitor the contractors for effective.

### **ESMP implementation.**

The contractors will prepare the Contractors Environmental and Social Management Plan and the Environmental Health and Safety Management Plan (EHSMP) to be implemented during the construction period and oversee their implementation. The SPIU may also engage an independent organization to carry out third party environmental monitoring during project implementation.

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Table 1: Roles and responsibilities of ESMF implementation

<b>Institution/Organization</b>	<b>Responsibilities</b>
CoK	<ul style="list-style-type: none"> <li>✓ Providing training on ESMP principles and requirements to CSC, contractors, RUMI field staff, and others as needed to ensure effective implementation of ESMP</li> <li>✓ Supervise civil works, ensuring compliance with all design parameters including quality requirements and supervise all other project activities that have significant environmental impact</li> <li>✓ Supervising the DSM for the implementation of ESMP and all other ESF instruments agreed for project implementation</li> <li>✓ Ensure that all the project activities are carried out in environmentally sound manner</li> <li>✓ Closely coordinate with other concerned agencies, local governments and communities to support implementation of ESMP</li> <li>✓ Preparation of progress reports on implementation of ESMP</li> <li>✓ Ensure effective implementation of ESMP components not directly tasked to the contractor including components dealing with indirect, induced and cumulative effects, as well as operations and maintenance (post project) stage plans and measures</li> <li>✓ Commissioning and oversight/review of consultant reports for ESIA/ESMPs</li> </ul>
Contractor	<ul style="list-style-type: none"> <li>✓ Responsible for implementation of mitigation and monitoring measures proposed in the ESMF, ESMP, SEP, LMP, ESCP,</li> <li>✓ Each contractor will recruit an Environmental, Health, and Safety</li> <li>✓ Hire three staff in charge of environmental risk management, social risk management, and occupational health and safety management respectively, who will be responsible for implementing the contractors' environmental, health and safety responsibilities, and liaising with government agencies. S/he will have adequate number of staff to support him /her for these tasks</li> </ul>
Ministry of Infrastructure	<ul style="list-style-type: none"> <li>✓ At the national level, MININFRA will provide policy guidance and ensure the project's alignment with national transport policy.</li> </ul>
Ministry of Environment (MoE)	<ul style="list-style-type: none"> <li>✓ As the Coordinating Institution of environment and natural resources sector, MoE will ensure that RUMI Project promotes the safeguards of green and climate resilient for growth of economy,</li> </ul>
Rwanda Environment Management Authority (REMA)	<ul style="list-style-type: none"> <li>✓ The inclusion of REMA is based on their technical mandate with respect to the environment, natural resource management and climate change issues. Following the approval of ESF instruments, REMA will be required to monitor and evaluate project's compliance implementation of the project</li> </ul>
The Ministry of Local Government (MINALOC)	<ul style="list-style-type: none"> <li>✓ As the line ministry for the City of Kigali, MINALOC shall ensure the incorporation of project development goals into national performance contracts.</li> </ul>

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<b>The Ministry of Finance and Economic Planning (MINECOFIN)</b>	<ul style="list-style-type: none"> <li>✓ MINECOFIN shall be responsible to oversee the budget and cause the implementing entity to carry out activities related to project implementation.</li> </ul>
<b>The Rwanda Association of Professional Environmental Practitioners (RAPEP)</b>	<ul style="list-style-type: none"> <li>✓ RAPEP is a Professional Association Established by Law No 36/2016 of 08/09/2016, and the Association members are Environmental Practitioners licensed to operate in the Republic of Rwanda</li> <li>✓ To gather environmental assessment practitioners</li> <li>✓ To analyze and find solutions to all problems related to the environmental assessment practitioners' profession</li> <li>✓ To promote professionalism and proper conduct of members of RAPEP</li> <li>✓ To exchange information relating to the environmental assessment practitioners' profession</li> <li>✓ To represent the interests of environmental assessment practitioners and advocate for them in Rwanda and abroad</li> </ul>
<b>Consultants</b>	<ul style="list-style-type: none"> <li>✓ Experienced environmental and social consultancy firms working with environment and social aspects in different development projects will be hired to carry out environmental and social assessment studies. Individual expert consultants and/ or companies can also be engaged to carry out environmental and social monitoring of the ESMP.</li> <li>✓ The consultant will be responsible for supervising all environmental and social measures and protocols that are outlined in the ESMP. They are also responsible for verifying if all environmental and social management and measures included in the ESMP are reflected correctly and clear in the bidding documents, in the BOQs and in the works contracts.</li> <li>✓ Aside from the environmental and social management specialists, the SPIU will engage construction and supervision management consultant (DSM) to supervise the contractors including environmental and social management requirements and measures on their execution of construction-related, infrastructural development and other activities that have significant negative environmental impacts identified in the ESMF/ESIA. The DSM will ensure adherence to the monitoring parameters including quality requirements, as well as all ESMP measures.</li> </ul>
<b>Contractors</b>	<ul style="list-style-type: none"> <li>✓ Construction firms will be contracted through a tendering process as per the national procurement laws for the implementation of the development projects. The main responsibilities of contractors during the implementation of the projects include new construction and rehabilitation of planned project activities and infrastructures in accordance with the bidding documents, including compliance with the ESMP, prepared during ESIA studies. The contractors will be responsible for implementing community and occupational health and safety measures.</li> <li>✓ All implementing agencies of the project must ensure the compliance of the Contractors with all measures included in the ESMF, SEP, LMP, ESCP.</li> </ul>

**Risk Classification**

The World Bank has categorized the RUMI with a “*High Risk*” rating based on the ESS1 and expected potential environmental and social impacts and risks. The High Risk rating was proposed for the environment as the project aims to promote and invest in the construction of a bus terminal in an area adjacent to a wetland alongside bio-diversity impacts, and modernization of the bus fleet by phasing out existing buses that use diesel/petrol while the same risk rate was given to social considering economic displacement, especially for small operators around Nyabugogo bus park affecting the livelihood of small businesses.

### **3. POLICY, LEGAL, AND INSTITUTIONAL FRAMEWORK**

This Chapter discusses a summary of the national policy, legislation and regulatory framework relevant to the environmental and social management of RUMI. The World Bank ESF is also discussed as applicable to RUMI.

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### 3.1 Policy Framework

Table 2: Different policies applicable to this project

Policy, Plan, Strategy	Objective	Relevance
<b>Rwanda Vision 2050</b>	The main objective of Vision 2050 is to ensure high standards of living for all Rwandans. In five main areas of: Quality of Life, Modern Infrastructure and livelihoods, Transformation for prosperity, Values for Vision 2050 and international cooperation and positioning.	The realization of the RUMI Project will contribute to realization of the Vision 2050 and its strategy, with emphasis on the facilitation of the public transport and increasing and promoting the use of the electrical vehicles which will enhance environmental protection through reduction of the GHGs which would be emitted by the vehicles when the fossil fuel is solely the source of fuel to be used in the vehicles. More money to be used for other purposes will be saved by the Kigali City residents especially for those who previously used private transport by joining the public transport which is reliable, and this directly improves the quality of life.
<b>National Transport Policy and Strategy for Rwanda (2021)</b>	Provides Policy directions: <ul style="list-style-type: none"> <li>• Develop required infrastructure to facilitate electric mobility.</li> <li>• Put in place incentives to facilitate investment in electric mobility.</li> <li>• Promote the development of adequate bus terminals that facilitate intermodal transport of passengers.</li> </ul>	The realization of the RUMI Project will contribute National Transport Policy and Strategy for Rwanda (2021), with an emphasis on reducing vehicle emissions through the promotion of electric buses, contributing to improved air quality and reduced greenhouse gas emissions. In addition, the construction of the Nyabugogo multimodal bus terminal will support seamless intermodal transport, allowing passengers to easily switch between different modes of transportation.
<b>Strategic Paper on Electric Mobility Adaptation in Rwanda</b>	Referring on the study conducted by REMA in 2018 on Sources of Air Pollution in Rwanda, the paper revealed that vehicle emissions are the biggest contributor to poor air quality along busy roads. It further indicated that the majority of transport related Greenhouse Gas (GHG) emissions are generated from burning fuel in combustion engines.  The Third National Communication under the United Nations Framework Convention on climate change report (REMA, 2018) indicated that Transport sector is among the main contributors to the Greenhouse Gas (GHG) emissions	The realization of the RUMI Project, which will introduce electric buses (e-buses) in Kigali, is highly relevant to the findings of the REMA 2018 study on sources of air pollution and the Third National Communication under the United Nations Framework Convention on Climate Change. The study highlighted that vehicle emissions are the primary contributor to poor air quality along busy roads, with the majority of transport-related greenhouse gas (GHG) emissions arising from the combustion of fuel in engines. By transitioning to e-buses, the RUMI Project directly addresses these critical issues, significantly reducing harmful emissions and contributing to cleaner air and lower GHG emissions in Rwanda's transport sector. This initiative not only aligns with national environmental goals but also supports global climate change mitigation efforts.

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<b>National Environment and Climate Change Policy (2019)</b>	Rwanda to be a nation that has a clean and healthy environment, resilient to climate variability and change that supports a high quality of life for its society.	Policy requires sub-project to consider principles that complement ESF including: Assessment of environmental risks and impacts for development projects; Mitigation and Adaptation; Information dissemination and community awareness raising in the conservation and protection of the environment; Promoting Circular Economy and industrial symbiosis
<b>Revised Green Growth and Climate Resilience Strategy (2022)- National Strategy for Climate Change and Low Carbon Development</b>	Vision for Rwanda to be a developed climate-resilient and low-carbon economy by 2050	GGCRS stipulates strategic objectives aligned with the ESF requiring sub-projects to practice sustainable land use and water resource management that results in food security; Appropriate urban development and preservation of biodiversity and ecosystem Services; and Social protection, improved health and disaster risk reduction that reduce vulnerability to climate change.
<b>National Environment and Climate Change Policy (2019)</b>	Rwanda envisions being a nation that has a clean and healthy environment, resilient to climate variability and change that supports a high quality of life for its society.	Policy requires sub-projects to consider principles that complement ESMF including the assessment of environmental risks and impacts for development projects; Mitigation and adaptation; information dissemination and community awareness raising in the conservation and protection of the environment; promoting circular economy and industrial symbiosis
<b>National Policy for Water Resources Management (2011)</b>	Provides policy objectives on use and protection of the natural environment including water resources: Rivers, artificial lakes, underground water, springs, and natural lakes.	The project will prevent water pollution and ensure efficient water resource use. Any liquid waste generated will be treated before being discharged into natural water bodies. Separate water supply and sanitation systems will be provided for temporary facilities to avoid contamination or shortages of existing drinking water. Contractors will prepare a drinking water plan based on the Environmental and Social Management Plan (ESMP).
National Land Policy, 2019	The overall objective of the national land policy is to strengthen land administration and management, to ensure optimal allocation and use of land. Specifically, the policy shall address existing gaps or deficiencies in land use planning and mapping, land utilization by various sectors and land administration and management.	Based on this land policy, the project will respect mechanisms which guarantee land tenure security. ESS 5 requires paying transaction costs (land security) when formal, customary land is compensated for.

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National Health Sector Policy, 2015	One of the objectives of Rwanda Health Sector Policy is to improve the quality of life and demand for services in the control of disease. The policy identifies the most common illnesses as a result of unhealthy living or working environment.	The project will comply with this policy by ensuring health safety and the good working conditions of employees as well as implementing an awareness programme on HIV AIDS, STIs, Malaria, as well as emerging and re-emerging infectious diseases such as Influenza A (H1N1), cholera, and epidemics such as Ebola, COVID-19, Monkeypox, etc. to all staff and workers.
Revised National Biodiversity Strategy and Action Plan, 2016	<p>This strategy is a key tool for the implementation of the Convention on Biological Diversity (CBD) for achieving objectives and the Aichi Targets. It has been developed based on national needs and priorities on biodiversity conservation, in response to threats that are facing biological resources at country level.</p> <p>This strategy has a long term vision by ensuring that by 2040, national biodiversity will be restored and conserved and hence contributing to economic prosperity and human well-being through delivering benefits essential for Rwandan society in general.</p>	The project falls under the objectives of this policy for the conservation and sustainable management of biodiversity within the project area through environmental protection by promoting the electric car which massively reduces the GHGs in the atmosphere, these would be emitted by the car using exclusively the gasoline car without the introduction of the electric car.
National Occupational Safety and Health Strategy, 2019	It aims at providing a framework for coordination of OSH activities among public, private, employees' organizations and civil society institutions.	This policy will govern the project implementation by establishing safety and health standards at the workplace and ensure compliance with occupational safety and health standards.
Environmental Health Policy, 2008	The overall objective of the Environmental Health Policy is provision of adequate environmental health services to all Rwandans with their active participation.	The project will comply with this policy by providing good environmental, social, health and safe working conditions to workers and neighboring residents.
National Land Use Development Master Plan (NLUDMP) and Kigali Master Plan	National Land Use Development Master Plan 2020-2050/Kigali Master Plan provides a comprehensive and sustainable framework for the optimal management, utilization, and development of land resources across the country over the next three decades. This master plan aims to balance competing demands for land, including urbanization, agriculture, infrastructure development, conservation, and environmental protection, while promoting equitable access to land and enhancing	Proposed project activities must comply with zoning regulations of the master plans.

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	socio-economic development.	
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### 3.2 National Environmental Legislation and Regulatory Framework

Key environmental and other legislation and regulations and their applicability to RUMI activities are summarized in Table 3 below.

Table 3: Key environmental and other legislation and regulations and applicability to RUMI

Policy/Law/Regulation	Key provisions	Applicability to RUMI
<b>Environment</b>		
<b>Law N°48/2018 of 18/08/2018 on Environment</b>	Article 3: Precautionary principle - Activities considered or suspected to have negative impacts on the environment must not be implemented pending the results of a scientific assessment ruling out the potentiality of such impacts.	The law will apply to sub-projects involving construction activities that may have negative environmental and social impacts which will need EIA certification from RDB before any works start.
<b>Law N° 064/2021 of 14/10/2021 governing biological diversity</b>	The law provides modalities to protect and conserve biological diversity	The law will apply to subprojects during ESIA study and works implementation about protected plant species that cannot be removed by project activities.
<b>Ministerial Order 001/2019 of 15/04/2019 establishing the list of projects that must undergo environmental impact assessment, instructions, requirements, and procedures to conduct environmental impact assessment.</b>	The order specifies the works, activities and projects that have to undertake an environmental impact assessment. The list of works, activities and projects that must undergo a full, partial and no environmental impact assessment before being granted authorization for their implementation	Based on this ministerial order the RUMI is classified under projects that must undergo an Environmental Impact Assessment before obtaining authorization for its implementation. The EIA will be prepared prior to the commencement of the project activities and this ESMF provides the ToRs for the ESIA and ERSMP preparation.
<b>Law governing the preservation of air quality and prevention of air pollution in Rwanda, 2016</b>	This Law determines modalities for preservation of air quality and prevention of air pollution in Rwanda.	As per this law, the project will implement measures aimed at the preservation of air quality as well as all elements or activities likely to affect air quality or pollute the atmosphere in the project areas through watering all excavated areas and access roads in dry season and ensure the use of equipment with low gas emissions.

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<p><b>Regulations No 002 of 26/04/2018 governing e-waste management in Rwanda</b></p>	<p>Referring to the regulations on E-waste in Rwanda in its Article 20: any collector and transporter of e-waste shall ensure that e-waste collected is stored in proper and secured manner till is sent to the licensed dismantler or recycler; Ensure that no damage is caused to the environment and human health, during storage and transportation of e-waste. Article 24: any producer shall be responsible to: provide information to the regulatory authority on the subsequent year's projected imports of any electrical and electronic equipment products; Provide information to recyclers on how to dismantle their product at the end of life and the location of any hazardous substances or items within the product.</p>	<p>As this project is expected to produce e-waste concerning batteries to be used in the electric vehicles, stakeholders should bear in mind their harmfulness and the way to eliminate them from the environment. The existing Environmental Management System (EMS) functioning in Bugesera industrial park will be the platform of all electronic waste from used batteries whereas CoK, Electric Car owners and other relevant stakeholders should make sure that this waste is removed and transported safely from households to this official recycling facility.</p>
<p><b>Natural Resources and Ecosystems (Forest, wetland, water, land)</b></p>		
<p><b>Law No. 32/2015 Relating to Expropriation in the Public Interest</b></p>	<p>Defines expropriation in the public interest as well as fair compensation in terms of value of land and the activities performed thereon given to the person to be expropriated and calculated in consideration of market prices as well as compensation for disturbance due to expropriation'.</p>	<p>The law will apply to sub-projects whose activities will entail resettlement, economic displacement and compensation. A separate document, RPF, detailing the modalities of resettlement and compensation will be developed</p>
<p><b>National Policy and Strategy for Water Supply and Sanitation Services (2016)</b></p>	<p>Recommends sustainable and affordable access to a safe water supply, sanitation and waste management services policy and specifies that waste disposal shall be planned and managed with a view to minimize environmental impact and ensure the protection of water resources</p>	<p>Sub-projects will endeavor that urban upgrade activities will not hinder access to safe water supplies and sanitation as well as waste disposal services. Project activities will ensure water resources enhancement and protection</p>
<p><b>National Water Law: Law n°62/2008 of 10/09/2008 putting in place the use, conservation, protection and management of water resources regulations</b></p>	<p>This Law defines the applicable rules to the use, conservation, protection and management of water resources. The law further defines water reserves, public water domain of the State in the districts, natural public water domain and provides modalities of compensation for damage to a water resource and penalty on water polluting</p>	<p>The project contractors will carry out the construction of the civil works while observing the applicable rules to the use, conservation, protection and management of water resources. In case the water utility services are to be relocated or damaged, the contractor will be responsible for expenses for relocation by the utility providers and compensation.</p>
<p><b>Wetlands Law: Prime Minister's order No 006/03 of 30/01/2017</b></p>	<p>Wetlands (and lakes) are protected by levels of exploitation published in a list of swamp lands, their characteristics and boundaries, and determining modalities of their use, development, and management. The order prescribes three management levels for specific lakes and wetlands: "Full Protection"; "Use under Specific Conditions" and; "Use without Specific Conditions"</p>	<p>The subproject will carry out an ESIA which will determine the legal management level prescriptions of wetlands and/or lakes that may be affected by sub-project works and recommend mitigation measures.</p>

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<b>Forest Law: Law N°47bis/2013 of 28/06/2013 determining the management and utilization of forests in Rwanda</b>	The law provides modalities of protecting the State forests and isolated trees. The law also stresses on planting trees in urban areas and on roadsides, protection and conservation of protected trees	The project contractors will record the number of trees to be cut and get an approval from the districts. Trees cut will be planted, upon completion of civil works, in urban areas and on roadsides for protection and beautification purposes. The EIA/ESMP will recommend the tree species to be planted but following ESS these species will be only native or fruit trees not exotic species.
<b>Ministerial Order No 007/2008 Establishing the List of Protected Animals and Plant Species in Rwanda</b>	Establishes protected animal and plant species list in Rwanda. The lists of animals that include Mammals, Birds and Reptiles and protected plant species are shown in Appendices I and II of the Order.	The order will apply to sub-projects that will entail clearance of natural vegetation or affect any of the listed protected animals and plant species
<b>1.1.1. N° 27/2021 of 10/06/2021 Law governing land</b>	This Law determines modalities of acquisition, registration, allocation, possession, transfer, management and use of land in Rwanda.	Since the project will affect lands hence compensation, therefore this law is irrelevant to the project. Through procedures of expropriation/compensation, the project will ensure rights on affected lands belonging to Project Affected Persons.
<b>Labor</b>		
<b>Law n° 027/2023 of 18/05/2023 amending the Law n° 66/2018 of 30/08/2018 regulating labor in Rwanda</b>	Stipulates several provisions for employment contracts, Occupational Health and Safety (OHS) and general working conditions.	The law will apply to sub-projects involving workers to ensure their health and safety, prohibiting sexual harassment and protecting pregnant women from job termination. Contractors must provide employment contracts and pay agreed wages. Mechanisms will be established to prevent and report workplace accidents or deaths. Each contractor will implement an Occupational Health and Safety (OHS) Plan based on the World Bank Group EHS Guidelines and other standards. More details are available in the Labor Management Plan (LMP).
<b>Ministerial Order determining conditions for Occupational Health and Safety, 2012</b>	This Order determines the general and specific rules and regulations relating to health and safety at workplace in order to secure the safety, health and welfare of persons at work and protect them against risks to safety and health arising from works	As a good practice, health and safety will be given a priority by ensuring regular toolbox meetings on health and safety during execution of activities. Health and safety committees will be established and governed by this ministerial order during project implementation.
<b>Urban Mobility</b>		
<b>Law n° 042/2023 of 02/08/2023 governing land and waterways transport</b>	Article 26: Procedure for expropriation for road works purposes If the construction, widening or maintenance of a road requires the expropriation of a built up or non-built-up land, expropriation is done by the relevant legislation.  Article 60: Usage of a vehicle station	The realization of the RUMI Project, which involves the construction of a dedicated bus lane (DBL) and the Nyabugogo multimodal bus terminal, and results in economic displacement, is highly relevant to these Articles:

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	<p>(1) A person in charge of daily management of a vehicle station must guarantee fair treatment of all users. (2) The entity in charge of regulation issues regulations governing the usage of vehicle stations</p> <p><b>Article 162: Causing an accident or incident during road construction works</b></p> <p>A person who, being involved in road construction works, causes an accident or incident as a result of his or her faults or negligence, commits a fault. He or she is liable to an administrative fine of FRW 2,500,000 and pays compensation for damage resulting from the accident or incident.</p>	<ul style="list-style-type: none"> <li>• <b>Article 26:</b> The project requires the expropriation of built-up or non-built-up land for road works, which will be conducted by the relevant legislation, ensuring a legal and fair expropriation process. <ul style="list-style-type: none"> <li>• <b>Article 60:</b> The daily management of the Nyabugogo multimodal bus terminal must ensure fair treatment of all users. The entity responsible for regulation will issue guidelines governing the use of the terminal, promoting equitable access and usage.</li> <li>• <b>Article 162:</b> The RUMI Project must take precautions to prevent accidents or incidents during construction. Any faults or negligence resulting in accidents will incur an administrative fine and require compensation for damages, ensuring accountability and safety during the project implementation.</li> </ul> </li> </ul>
<b>Law n° 17/2019 of 10/08/2019 relating to the prohibition of manufacturing, importation, use, and sale of plastic carry bags and single-use plastic item</b>	The law prohibits the manufacturing, use, importation or sale of plastic carry bags and single-use plastic items and requires authorization from the competent authority for the manufacturing, importation, use, or sale of home compostable plastic items or woven polypropylene.	The project will enforce the law by avoiding prohibited activities such as single-use plastics and seeking authorization for the allowed use/importation of compostable plastics.
<b>Ministerial Order No 004/2021 of 2/02/2021 governing the use of substances that deplete the ozone layer or may cause climate change.</b>	This Order applies to controlled substances that deplete the ozone layer or may cause climate change, products and equipment that contain or rely on controlled substances such as Trichlorofluoromethane (CFCl <sub>3</sub> ), Dichlorodifluoromethane (CF <sub>2</sub> Cl <sub>2</sub> ), Trichlorotrifluoroethanes (C <sub>2</sub> F <sub>3</sub> Cl <sub>3</sub> ), etc.	The project will apply this law by avoiding the import of controlled substances that can deplete the ozone, discharging controlled substances into the environment, and labelling all chemical substances used in the project.
<b>Ministerial Order n°003/16.01 of 15/07/2010 preventing activities that pollute the atmosphere</b>	This Ministerial Order regulates activities that give rise to chemical pollutants. Annex A specifies emission standards for CO <sub>2</sub> , along with other pollutants (such as NO <sub>x</sub> , SO <sub>x</sub> , PM <sub>10</sub> , Lead, and Ozone). It prohibits open burning of any substance, except for fires used for recreational purposes and ceremonial; fires purposely set for agricultural control of disease and pests; and open air, kitchen fires for cooking meals.	The project will comply with emission standards set by the law and avoid the open burning of any substance at project sites.
<b>Smart City Rwanda Master Plan</b>	This Smart City Master plan provides a framework to help Rwandan towns and cities manage the transition of the 21st century and help ensure the future prosperity of all Rwandans and provides mechanisms for a higher quality of life to their citizens, businesses and visitors.	The project, through roads and drainage construction, will increase and facilitate the connectivity between different urban settlement areas of the city of Kigali. In addition, the livelihoods of the population will be enhanced, there will be an improvement of commercial activities, transportation of goods and people due to the provision of basic and access infrastructure.
<b>Rwanda Green Building Minimum Standards (2017)</b>	Green building minimum standards recommend the reduction of the GHG emission from the building sector through the	-The project activities and construction of civil works will promote energy saving and water efficiency, reduce the need for air-conditioning by taking

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<b>and Ministerial order N° 04/Cab.M/015 of 18/05/2015 determining urban planning and building regulations</b>	reinforcement of the Green Building Minimum Compliance System. The ministerial order provides urban planning and building principles as well as the building Code with minimum requirements	full advantage of Rwanda's cool, upland climate combined with appropriate building orientation, maximize day lighting and natural ventilation, use water-saving fixtures. The project will adopt the climate-resilient design standards and ensure the quality of construction materials and emphasize on the use of locally produced building materials that do not compromise the natural ecosystem.
<b>National Building construction code</b>	Rwanda Building Code adopted of 2015 provides the minimum requirements to safeguard public health during construction and occupancy	The project will control and regulate the design and construction of the civil works, quality of materials, sanitation and safety of contractors' staff and workers.
<b>Access to information</b>		
<b>LAW N° 04/2013 relating to access to information</b>	Provides the public with the right to information. This law enables the public to access information possessed by public organs and some private bodies. It also sets out the methods for promoting the publication and sharing of information.	The project will avail information and involve the public and project stakeholders in assessing activities, documents or records related to the project activities. The project documents will be disclosed to the public in any electronic form or print outs copies. These ESF documents will be disclosed on websites of MININFRA, RTDA and City of Kigali.
<b>Cultural Heritage</b>		
<b>Law n° 28/2016 on the preservation of cultural heritage and traditional knowledge</b>	Defines tangible cultural heritage, provides classification criteria, organs in charge of classification and stresses on the preservation of cultural heritage and traditional knowledge	The project will protect and preserve the historical area, building, visual representation, and monuments showing artistic talent.

**Environmental Impact Assessment process in Rwanda**

In Rwanda, the environmental assessment procedure starts with the submission of a project description note to the RDB One Stop Center. RDB officials responsible for EIA then conduct field visits as part of a screening process and prepare ToR for the EIA study. The project proponent then submits the EIA report which is reviewed by RDB and an EIA certificate to proceed is issued. If the project is not approved, the proponent is given an opportunity to appeal as featured in Figure 5.

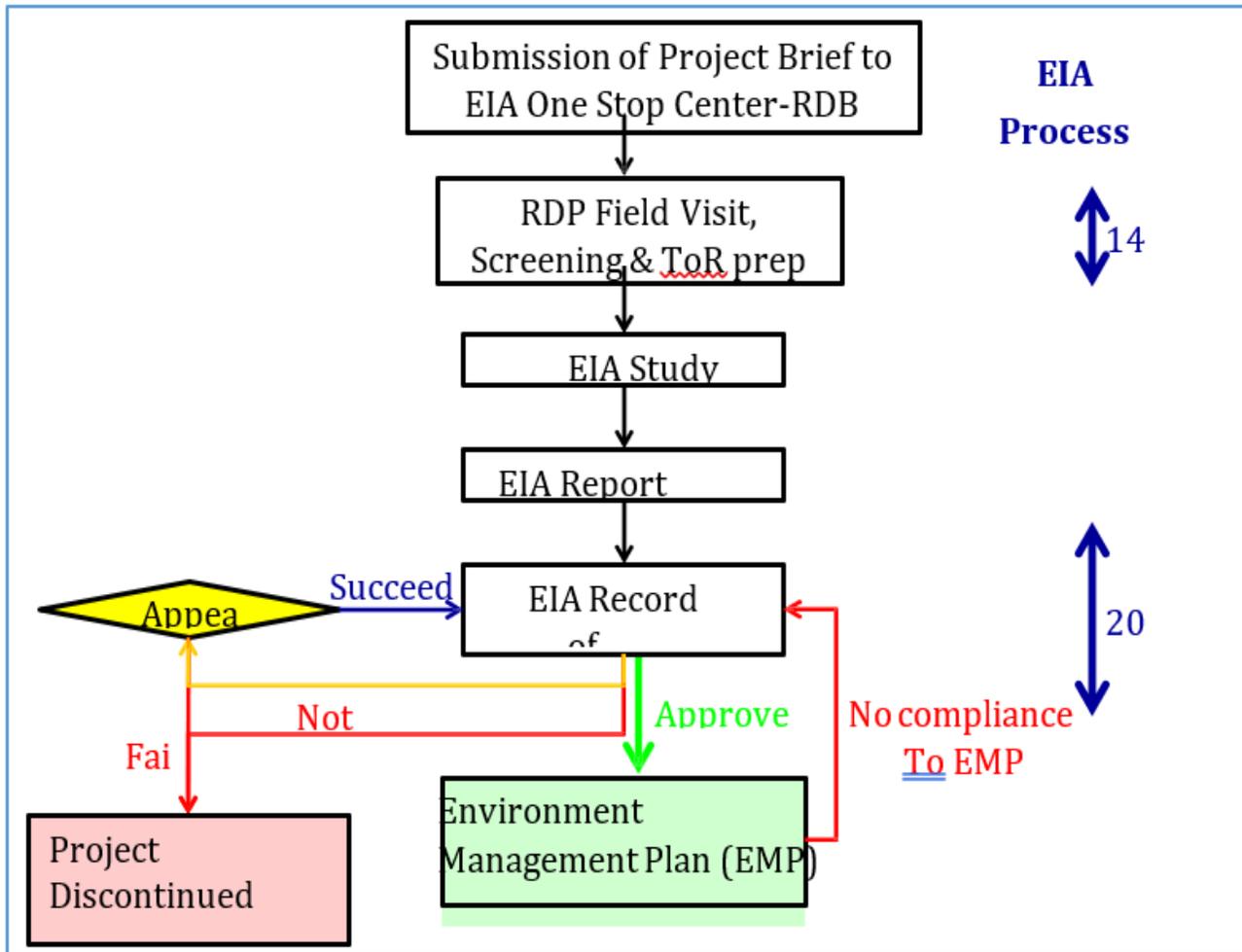


Figure 5: EIA Procedure in Rwanda according to current legislation of March 2020.

**3.3 International Conventions**

Environmental Impact Assessment (EIA) process operates within and towards the global concept of sustainable development. EIA process in Rwanda provides a basis for future international cooperation and conflict resolution concerning environmental impacts at a regional level. Rwanda signed and ratified international environmental and climate change conventions some of which apply to RUMI as summarized in the following table:

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Table 4: International convention

International Treaty / Convention	Stipulations/ Requirements	Relevance to RUMI
<b>Convention on Biological Diversity (CBD, 1992)</b>	Aims to conserve biological diversity, promote the sustainable use of the components of biological diversity, and ensure fair and equitable sharing of the benefits arising out of the utilization of genetic resources.	Sub-projects especially wetland rehabilitation may require the clearing of vegetation but also may affect aquatic ecology if environmental flow is not maintained.
<b>The Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization</b>	Provides legal framework for effective implementation of fair and equitable sharing of benefits arising out of the utilization of genetic resources. Addresses traditional knowledge associated with genetic resources with provisions on access, benefit-sharing and. It also addresses genetic resources where indigenous and local communities have the established right to grant access to them.	May be relevant in rehabilitation of wetland biodiversity. Restoration through the application of traditional knowledge in possible reintroduction of wetland indigenous/endemic species.
<b>Convention on the Conservation of Migratory Species of Wild Animals (CMS)</b>	A framework convention which provides a global platform for the conservation and sustainable use of migratory animals and their habitats.	RUMI activities may temporarily affect migratory bird habitats, especially in the Nyabugogo wetland.
<b>UN Framework Convention on Climate Change (UNFCCC)</b>	Provides a framework for international cooperation to combat climate change by limiting average global temperature increases and the resulting climate change and coping with its impacts.	RUMI focuses on sustainable transportation and requires a climate risk assessment to be undertaken in
<b>Kyoto Protocol to the UNFCCC (1997)</b>	Legally binds developed country Parties to emission reduction targets.	order to guide detailed sub-project designs in coping with climate-related impacts on livelihoods.
<b>Paris Agreement to the UNFCCC (2015)</b>	Aims to strengthen global response to climate change by keeping a global temperature rise this century well below 2 degrees Celsius above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius. Also aims to strengthen ability of countries to deal with the impacts of climate change	

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Montreal Protocol	The Montreal Protocol established in 1987, is an international treaty designed to protect the ozone layer by phasing out the production and consumption of numerous substances responsible for ozone depletion.	RUMI
The Kigali Amendment to the Montreal Protocol (adopted in October 2016)	The amendment to the Montreal Protocol aims to phase down the production and consumption of hydrofluorocarbons (HFCs).	
Bamako Convention (1991	Convention on the ban of the import into Africa and the control of Transboundary Movements and Management of Hazardous Wastes within Africa	The project will comply with the convention by avoiding the import of hazardous and radioactive wastes for any reason, dumping or incineration of hazardous wastes; and ensuring that disposal of wastes is conducted in an “environmentally sound manner
Protocol on the establishment of the East African Community Common Market (Treaty of East African Community) 2010	Article 40 urges the Partner States to ensure sound environmental and natural resources management principles for the proper functioning of the Common Market, through the prevention of activities that are detrimental to the environment.	The project will comply with the principles of natural resources management and avoid activities that can destroy the environment
Convention concerning the Protection of the World Cultural and Natural Heritage (World Heritage Convention, 1972)	Requires state parties to recognize that the duty of ensuring the identification, protection, conservation, presentation, and transmission to future generations of the cultural and natural heritage situated on its territory, belongs primarily to that State.	The project cannot be implemented in protected areas of world cultural and natural heritage and will avoid any direct or indirect impacts on them.
International Labor Organization (ILO) Conventions	<p>The ILO develops and oversees international labor standards in the form of conventions and recommendations. ILO conventions are legally binding international treaties that member states can ratify, indicating their commitment to implementing and upholding the specified standards.</p> <p>As per the ESF-ESS2 guidance note that the first 8 Core conventions applicable to the project include:</p> <ul style="list-style-type: none"> <li>• ILO Convention No. 87 (Freedom of Association and Protection of the Right to Organize, 1948)</li> <li>• ILO Convention No. 98 (Right to Organize and Collective Bargaining, 1949)</li> <li>• ILO Convention No. 29 (Forced Labor, 1930)</li> <li>• ILO Convention No. 105 (Abolition of Forced Labor, 1957)</li> <li>• ILO Convention No. 138 (Minimum Age of Employment, 1973)</li> <li>• ILO Convention No. 182 (Worst Forms of Child Labor, 1999)</li> </ul>	RUMI project will comply with ILO conventions as well as Application of ESS2 which promotes the implementation of a systematic approach to improving the management of risks and impacts related to labor and working conditions in projects. The environmental and social assessment will identify the ways in which national law and the requirements of ESS2 are applied to RUMI project.

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	<ul style="list-style-type: none"> <li>• ILO Convention No. 100 (Equal Remuneration, 1951)</li> <li>. ILO Convention No.111 (Discrimination (Employment and Occupation, 1958).</li> </ul>	
Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW, 1979)	Promotes women’s rights in political, social, economic, and cultural spheres.	RUMI project will promote women's participation and consultation and decision-making, employment opportunities in the project implementation activities.
Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol, 2003)	Advocates for women's economic empowerment, freedom from violence, and participation in development.	The project will guarantee the gender-sensitive project implementation, including protecting women from any violence and ensuring equitable participation in project activities.

### **3.4 The World Bank Environment and Social Framework**

The new World Bank Environmental and Social Framework (ESF) adopted in October 2018 set out the commitment to sustainable development through a set of environmental and social standards (ESS) that are designed to support borrower projects. The ESSs set out the requirements for Borrowers relating to the identification and assessment of environmental and social risks and impacts associated with projects supported by the Bank.

#### **ENVIRONMENTAL AND SOCIAL STANDARDS APPLICABLE TO RUMI**

The World Bank Environmental and Social Framework (ESF) comprises the following 10 ESSs:

**ESS1:** Assessment and Management of Environmental and Social Risks and Impacts

**ESS2:** Labor and Working Conditions

**ESS3:** Resource Efficiency and Pollution Prevention and Management

**ESS4:** Community Health and Safety

**ESS5:** Land Acquisition, Restrictions on Land Use and Involuntary Resettlement

**ESS6:** Biodiversity Conservation and Sustainable Management of Living Natural Resources

**ESS7:** Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities

**ESS8:** Cultural Heritage

**ESS9:** Financial Intermediaries

**ESS10:** Stakeholder Engagement and Information Disclosure

Of these 10 ESSs, only 8 will apply to RUMI. The two ESSs which are not applicable to the project are ESS7: Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities, as the project proposed sites are in an urban environment where there are no indigenous people registered in the project's proposed intervention areas and ESS9: Financial Intermediaries, as the project will not use Financial Intermediaries. Table 5 below compares requirements between the World Bank's ESS and National Regulations while Table 6 discusses the objectives of each standard and its applicability to the RUMI project.

#### **World Bank Group's Environmental, Health and Safety (EHS) Guidelines**

The World Bank Group's Environmental, Health and Safety (EHS) guidelines are technical reference documents with general and industry-specific examples of Good International Industry Practice (GIIP) to ensure government/borrowers apply industry and international good practices and standards. These General EHS Guidelines are designed to be used together with the relevant Industry Sector EHS Guidelines which provide guidance to users on EHS issues in specific industry sectors. RUMI will consult and apply these guidelines as relevant in the project development. The EHS guidelines can be accessed by the following link:

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

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Table 5: Comparison of World Bank Environmental and Social Framework (ESF) objectives and Rwanda Policy and Legal requirements

#### Standard 1: Assessment and Management of Environmental and Social Risks and Impacts

ESS Objectives	National Legal requirements	Gaps	Recommended Actions
(i) To identify, evaluate and manage the environment and social risks and impacts of the project in a manner consistent with the ESSs.	The Law 48/2018 of 13/08/2018 suggests a systematic process of identifying environmental, social and economic impacts of a project before a decision of its acceptance is made.	The World Bank (WB) classifies projects into four risk categories (High, Substantial, Moderate, Low) based on environmental and social impacts, whereas Rwanda's MINISTERIAL ORDER No 001/2019 categorizes projects into three types after screening: projects requiring full EIA, partial EIA, and those not needing EIA (for projects not listed in Annex I and II). If a project not listed in these annexes is found to have significant, irreversible environmental impacts, authorities may still request an EIA. Unlike the Ministerial Order, the WB ESF does not provide a specific list of projects under each category but screens all projects based on potential impacts.	All projects should be screened for E&S Impacts classification. The WB ESF should be used for impact classification and the national law used to determine the EIA category required (full EIA, Partial EIA or no EIA required). World Bank Environmental Health and Safety guidelines (WBEHSG) will also be used to make sure that the environment is protected from harmful substances affecting air, water, Soil and living beings.
(ii) To adopt a mitigation hierarchy approach	The Rwandan Regulation does not specify the use of hierarchy, but it suggests that the mitigation measures should aim at preventing, eliminating or reducing the adverse effects on human health, natural resources and environment.	Although the current legislative framework seeks to avoid and mitigate social risks, there is no explicit directive to minimize impacts or to promote the adoption of a clearly defined mitigation hierarchy approach to managing social risks. In addition, the current system emphasizes cash compensation as a mitigation measure and hence does not address other losses.	The ESS of the World Bank will be adopted during project implementation.
(iii) To adopt differentiated measures so that adverse impacts do not fall disproportionately on the disadvantaged or vulnerable, and they are not disadvantaged in sharing	The Constitution of Rwanda approves that the State has also the duty, within the limits of its means, to undertake special actions aimed at the welfare of the indigent, the elderly and other vulnerable groups. All vulnerable groups benefit from Ubudehe program and VUP (Vision Umurenge Program) even in the absence of the project.	While WB classifies the vulnerability in different health or social status such as elderly, widow, Physical disability, poverty, living with permanent illness, etc. in Rwanda the vulnerability is assessed only on the condition that makes you economically disadvantaged or extremely poor.	The WB ESF will be adopted for this particular case.

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development benefits and opportunities resulting from the project.			
(iv) To utilize national environmental and social Institutions, systems, laws, regulations and procedures in the assessment, development and implementation of projects, whenever appropriate.	There are various institutions systems, laws and regulations for the Environmental and Social management in the country	The mandated institutions have limited resources for the effective environmental and social implementation and with some exceptions, monitoring and compliance assessment is inadequate or absent.	The ESS1 will be applied to address this Gap. To apply World Bank Group EHS guidelines for electric Power Transmission and Distribution
(v) To promote improved environmental and social performance, in ways which recognize and enhance Borrower capacity	The Law suggests training and improve the capacity of the workforce while ensuring the protection of workers' rights in accordance with laws and international conventions ratified by Rwanda;	The law does not clearly define how they should be trained.	The ESS1 will be applied during to address this Gap.
<b>Standard 2: Labour and Working Conditions</b>			
(i) To promote safety and health at work.	Ministerial order No2 of 17/05/2012 determining conditions for occupational and health safety aims to improve health, safety, and general wellbeing of workers and workplaces by promoting occupational health and safe practices in order to eliminate occupational accidents and diseases, hence achieve better productivity in the workplaces.	The similarity is evident	The project will follow ESS2 guidelines and develop labor management procedures, including an Occupational Health and Safety (OHS) Plan. It will implement safety measures per World Bank EHS guidelines, focusing on hazard prevention. Key EHS measures include facility design, training, hazard management, PPE, and monitoring. The project will comply with wage monitoring and set the minimum employment age at 16, prohibiting forced labor.

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<p>(ii) To promote the fair treatment, non-discrimination and equal opportunity of project workers.</p>	<p>The working conditions in Rwanda are governed by the Law N° 66/2018 of 30/08/2018 regulating Labor and its implementing orders. This Law applies all aspect of labor be it formal and informal sectors and provides guidelines related to relationship between an employee and his/her employer in regard to: contract, wages and other benefits, working environment, working hours and different types of allowed leaves which the employee is entitled to. This law also sets standards in terms of employment age and prohibits all form of forced labor, discrimination, and sexual harassment.</p>	<p>The similarity is evident.</p>	<p>The implementation of the project will apply the ESS2</p>
<p><b>ESS2 Objectives</b></p>	<p><b>National Legal requirements</b></p>	<p><b>Gaps</b></p>	<p><b>Recommended Actions</b></p>
<p>(iii) To protect project workers, including vulnerable workers.</p>	<p>The law requires the protection of workers during employment</p>	<p>The enforcement is lacking, in part due to lack of budgeting and staffing, as well as the high unemployment in the country, which facilitates the exploitation of workers.</p>	<p>With the budgeting allocated for this project, harmony will be sought for both the ESS and the national requirements</p>
<p>(iv) To prevent the use of all forms of forced labor and child labor.</p>	<p>As (ii) in this section 2</p>	<p>As (ii) in this section 2</p>	<p>The ESS shall be given priority during project implementation</p>
<p>(v) To support the principles of freedom of association and collective bargaining of project workers in a manner consistent with national law.</p>	<p>Article 39 of Rwandan Constitution as revised in 2015 suggests that the right to freedom of association is guaranteed and does not require prior authorization. This right is exercised under conditions determined by law.</p>	<p>The casual nature of employment affects unionization, as employees paid per day are unable to make the monthly check off in support of union activities.</p>	<p>The World Bank ESS2 that is stronger in terms of supporting the freedom of association will be adopted</p>

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(vi) To provide project workers with accessible means to raise workplace concerns.	Article 10 of the labor law suggests that employees and their representatives have the right to express their opinions with regard to working conditions, work execution and organization. Employees have the right to form or join a trade union.	The similarity is clear	There is freedom during implementation of the project to adopt either the ESS2 or the national legislation. The Workers Grievance Redress Mechanism developed and will be used as a channel to communicate and resolve grievances.
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### Standard 3: Resource Efficiency and Pollution Prevention and Management

ESS Objectives	National Legal requirements	Gaps	Recommended Actions
(i) To promote the sustainable use of resources, including energy, water and raw materials.	The Law on the environment promote the sustainable use of the resources where in its article 4 of Principle of environmental sustainability emphasizes that present and future generations enjoy equal opportunities. The right to development must be achieved in consideration of the needs of present and future generations.	The similarities are evident.	The project will adhere to ESS3 and national resource efficiency standards, ensuring compliance through site-specific ESMPs. It will promote sustainable resource use and minimize environmental pollution using the World Bank ESF. A hazardous materials and waste management plan has been developed to ensure safe handling of hazardous materials, following ESF and WB EHS guidelines
(ii) To avoid or minimize adverse impacts on human health and the environment by avoiding or minimizing pollution from project activities.	The Law on Environment in its Article 15 of Protection and conservation of the atmosphere suggests the any installation likely to create risks or cause pollution, vehicles and engine driven machines, commercial, craft or agricultural activities must be conducted in accordance with technical principles established by competent authorities in order to protect and preserve the atmosphere.	The National requirement are reinforced by the Law	The World Bank ESS3 will be employed as with most Bank funded projects for effectiveness of this ESS
(iii) To avoid or minimize project-related emissions of short and long-lived	The article 26 of the Law on Environment orders to take necessary measures to protect and respect the obligations stipulated in international agreements which it signed; to prohibit any activity carried out on its behalf or in its capacity	The National requirement are reinforced by the Law	The national requirements will be applied during project implementation.

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ESS Objectives	National Legal requirements	Gaps	Recommended Actions
climate pollutants.	that may degrade the environment in another country or in regions beyond its national jurisdiction; to cooperate with other states in taking decisions to fight trans-boundary pollution; to protect, conserve and manage properly the to strengthen health system resilience and multisectoral preparedness and response to health emergencies in Rwanda. environment using appropriate measures; while in its Article 50 establishes punishments. It says that any person who piles, abandons, disposes of wastes or dumps waste water or materials on unauthorized public or private place is liable to an administrative fine of fifty thousand Rwandan francs (FRW 50,000) and is ordered to remove his/her substances or rehabilitate damages caused by him/her.		
(iv) To avoid or minimize generation of hazardous and non-hazardous waste.	Article 19: Management of hazardous and toxic waste Any waste, especially from hospitals, health centres and clinics, research centres equipped with laboratories, industries and any other hazardous or toxic waste must be collected, treated and changed in a manner that does not degrade the environment in order to prevent, eliminate or reduce their adverse effects on human health, natural resources and environment. Management, disposal and trans-boundary movements of hazardous or toxic waste are governed by an order of the Minister.	The Law is enforced and the management to oversee that all kind waste are well managed falls under RURA's responsibility while the management to restrict their entry fraudulently is taken care of by RBS	The national requirements will be applied during project implementation.

#### Standard 4: Community Health and Safety

ESS Objectives	National Legal requirements	Gaps	Recommended Actions
(i) To anticipate and avoid adverse impacts on the health and safety of project-affected communities	The constitution of Rwanda as revised in 2015 emphasizes in its article 21 emphasizes that all Rwandans have the right to good health. In its Article 22, it says that everyone has the right to live in a clean and healthy environment, while in its article 23 suggests that the privacy of a person, his or her family, home or correspondence shall not be subjected to interference in a manner	- Health and safety issues are generally taken care of in World Bank and donor funded projects. - Most EIAs conducted focus mostly on environmental issues, with social and health issues receiving considerably less	The ESS4 that is a more comprehensive standard will be applied regarding the anticipation and avoidance of adverse impacts on the health and safety of project-affected communities. The project will ensure that workers and

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ESS Objectives	National Legal requirements	Gaps	Recommended Actions
<p>during the project life cycle from both routine and non-routine circumstances.</p>	<p>inconsistent with the law; the person’s honor and dignity shall be respected.                      A person’s home is inviolable. No search or entry into a home shall be carried out without the consent of the owner, except in circumstances and in accordance with procedures determined by the law.                      Confidentiality of correspondence and communication shall not be waived except in circumstances and in accordance with procedures determined by the law.                      Article 45 that The State has the duty to mobilize the population for activities aimed at good health and to assist them in the realization of those activities.                      Every Rwandan has the duty to take part in activities aimed at good health. While the Ministerial Order N°02 Of17/05/2012 Determining Conditions For Occupational Health And Safety in its Article 50 concerning the Prevention and management of work-related stress suggests that every employer shall ensure that the adequate and suitable means of communications, instructions, warning notices and other penalties, whether oral or written, shall be given to workers in a way that does not undermine the psychological health of the employed person.</p>	<p>attention.</p>	<p>the general public are not exposed to vector borne diseases, STDs and construction and operation related safety hazards.</p>
<p>(ii)                      To promote quality and safety, and considerations relating to climate change, in the design and construction of infrastructure, including dams.</p>	<p>Article 21 of Law on the environment regarding the Mainstreaming of environment and climate change in the development planning process suggests that every socio-economic sector must mainstream environment and climate change in the development and implementation of its policies, strategies, plans and programs.                      Administrative entities, national and international non-governmental organizations as well as individuals must conserve the environment and prevent adverse effects of climate change.                      the MINISTERIAL ORDER No 001/2019 OF 15/04/2019 classifies infrastructures projects including electrical lines and Hydro dams in the must undergo the full Environmental impacts Assessment.</p>	<p>However, there are substantive gaps between the international good practice requirements on the Safety of Dams and the Rwandan regulatory framework. There are inadequate competent professionals to design and supervise the construction of dams and implementation of dam safety measures through the project cycle. There is also no strong institution to regulate the safety of dams in Rwanda.</p>	<p>The ESS4 will apply to project implementation since there is no legal framework for implementing the Policy.</p>

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ESS Objectives	National Legal requirements	Gaps	Recommended Actions
(iii) To avoid or minimize community exposure to project-related traffic and road safety risks, diseases and hazardous materials.	As discussed in 4 (i) and (ii) above		
iv) To have in place effective measures to address emergency events.	Ministerial Order N°02 Of17/05/2012 Determining Conditions for Occupational Health and Safety in its Article 25 concerning Safety signs emphasizes that any building, depending on the nature of its rooms, shall have a clearly visible sign indicating the way to the nearest exit. Emergency exits and the general emergency evacuation plan shall be marked with clearly visible letters at each level and shall be easily interpreted by all users. There shall be an emergency lighting system to facilitate easy evacuation of persons in case of accident in the event of any incidental interruption of normal lights.	Similarities are evident	National regulations will apply
v) To ensure that the safeguarding of personnel and property is carried out in a manner that avoids or minimizes risks to the project-affected communities	As discussed in 4 (i) and (ii) above		
Ecosystem services (provisioning and regulating) not compromised	The article 49 of the Law 48/2018 of 13/8/2018 establishes punishment for the project which compromises the ecosystem. The doer will have to pay the fine of 2% and the demolition of the established activities.	The Law is enforced.	National regulations will be applied

**Standard 5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement**

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ESS Objectives	National Legal requirements	Gaps	Recommended Actions
(i) To avoid involuntary resettlement or, when unavoidable, minimize involuntary resettlement by exploring project design alternatives.	There are no similar provisions in Rwandan national legislation, which states that 'expropriation of land will be done when deemed necessary for public purposes.'	Divergence between WB ESS5 and National Expropriation law	WB ESS5 will prevail given that it requires that the PAPs must be assisted even after compensation
Mitigate impacts from land acquisition or restrictions on land use by providing timely compensation for asset loss at replacement cost and assisting displaced persons to improve or restore their livelihoods and living standards, to pre-displacement levels or to levels prevailing prior to beginning of project implementation, whichever is higher.	The National Expropriation Law provides for fair and just compensation to expropriated peoples eligible for compensation but the definition of 'fair and just' is not clearly established. Art. 28 stipulates that without prejudice to other laws, the value of land and property incorporated thereon to be expropriated in the public interest shall be calculated on the basis of their size, nature and location and the prevailing market rates.	Assumption of the livelihood of PAPs may not be restored improved after compensation and resettlement	WB ESS5 will be used because it provides a wider window to explore all sorts of assistance that may need to be applied depending on site specific context, PAPs and community special circumstances.
(iii) To avoid forced eviction	Article 3 of N° 32/2015 of 11/06/2015 Law relating to expropriation in the public interest, concerning Powers to order expropriation in the public interest, it emphasizes that only the Government shall order expropriation in the public interest. Expropriation as provided for under this Law shall be carried out only in the public interest and with prior and fair compensation. No person shall hinder the implementation of the program of expropriation in the public interest on pretext of self-centered interests. No person shall oppose any underground or surface activity carried out on his/her land with an aim of public interest. In case it causes any loss to him/her, he/she shall receive fair compensation for it.	The law does not give the right to any people to oppose the activities due to his personal interests.	The ESS5 will be employed
(vi) To mitigate unavoidable adverse social and economic impacts from land acquisition or restrictions on land use by: (a) providing timely compensation for loss of assets at replacement cost	The National Expropriation Law provides for fair and just compensation to expropriated peoples eligible for compensation but the definition of 'fair and just' is not clearly established. Art. 28 stipulates that without prejudice to other laws, the value of land and property incorporated thereon to be expropriated in the public interest shall be calculated on the basis of their size, nature	Assumption of the livelihood of PAPs may not be restored improved after compensation and resettlement. Loss of income is not	WB ESS5 will prevail given that it requires that the PAPs must be assisted even after compensation

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ESS Objectives	National Legal requirements	Gaps	Recommended Actions
and (b) assisting displaced persons in their efforts to improve, or at least restore, their livelihoods and living standards, in real terms, to pre-displacement levels or to levels prevailing prior to the beginning of project implementation, whichever is higher.	and location and the prevailing market rates. The national Regulations (expropriation law in public interest, article 27) defines properties subject to valuation for the payment of fair compensation due to expropriation in the public interest are: land; activities carried out on land for its efficient management or rational use; compensations for disruption caused by expropriation. Article 36 of the Expropriation law (2015) states that approved fair compensation shall be paid within a period not exceeding one hundred and twenty (120) days from the day of its approval.	covered under national regulations and regulations are silent on livelihood measures or assistance to vulnerable people	
(v)To improve living conditions of poor or vulnerable persons who are physically displaced, through provision of adequate housing, access to services and facilities, and security of tenure	As discussed in 5 (iv)		
(vi)To ensure that resettlement activities are planned and implemented with appropriate disclosure of information, meaningful consultation, and the informed participation of those affected.	As discussed in 5(iv)		

**Standard 6: Biodiversity Conservation and Sustainable Management of Living Natural Resources**

ESS Objectives	National Legal requirements	Gaps	Recommended Actions
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(i) To protect and conserve biodiversity and habitats.	The article 28 on the Biodiversity conservation of the Law 48/2018 of 13/8/2018 on Environment emphasizes that the state has the responsibility to establish the list of species of animals and plants that must be protected depending on their role in ecosystems, their scarcity, their aesthetic value, their threat to extinction and their economic, cultural and scientific role; and to identify areas to be protected for conservation or rehabilitation of ecosystems, forests, woodlands, species of biodiversity and protected zones, monuments, historical sites and landscapes.	The National requirements on protection of Biodiversity accord with the ESS6	The national requirements will be adhered to since they accord with the ESS6
(ii) Where biodiversity impacts likely, apply mitigation hierarchy and precautionary approach in project design & implementation	The National Regulations do not emphasize the hierarchy.	Though the laws do not emphasize on the hierarchy they agree on the principle of preventing any harm to the biodiversity by all means.	The ESS6 will be adopted for EASP being a bank funded project so as to achieve good compliance
(iii) To promote the sustainable management of living natural resources.	The chapter III regarding the conservation and protection of the environment of the Law on the environment above emphasizes that; all natural resources should be protected from all kinds of degradation, and they must be used in a sustainable manner in accordance with relevant laws.	The implementation is highly variable as some implementers do not involve the environmentalist and lose the focus as a result of inadequate knowledge on the environmental impacts.	The ESS6 will be adopted
(iv) To support livelihoods of local communities, including Indigenous Peoples, and inclusive economic development, through the adoption of practices that integrate conservation needs and development priorities	National Regulation are silent about economic displacement and does not provide any livelihood restoration program	Livelihood restoration and economic displacement are not considered under national regulations	The ESS6 will be applied

**Standard 8: Cultural Heritage**

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ESS Objectives	National Legal requirements	Gaps	Recommended Actions
(i) To protect cultural heritage from the adverse impacts of project activities and support its preservation.	The preservation of cultural heritage in Rwanda is governed by Law N° 28/2016, which requires ministerial approval for any modifications to classified heritage and prohibits alterations or advertisements on historical monuments. The law also mandates the repatriation of unlawfully exported cultural heritage. The 2015 Constitution obliges the state to safeguard cultural heritage and national values, provided they align with human rights and public order.	The law is in line with the ESS	The National legislation will be adopted since it accords with the ESS8
(ii) To address cultural heritage as an integral aspect of sustainable development.	Article 11 of the above law on preservation of culture requires that a cultural heritage is classified if it can bear a unique or exceptional testimony to development and Rwandan civilization in terms of arts, technology and history from generation to generation.	This Law accords with the ESS8	The National legislation will be adopted
(iii) To promote meaningful consultation with stakeholders regarding cultural heritage.	The law is silent on the consultation of people on matters pertaining to cultural heritage	The lack of legislation to guide the consultation of people on matters that affect them remains a big loophole in ensuring planning and budgeting of meaningful consultations.	The ESS that is well elaborate on promotion of meaningful consultations with stakeholders will be applied during project implementation.
(iv) To promote the equitable sharing of benefits from the use of cultural heritage	Article 36 of the constitution determines that every Rwandan has the right to activities that promote National Culture and the duty to promote it.	This Law accords with the ESS8	The National constitution will be adopted

### Standard 10: Stakeholder Consultants

ESS Objectives	National Legal requirements	Gaps	Recommended Actions
(i) To establish a systematic approach to stakeholder engagement that will help Borrowers identify stakeholders and build and maintain a constructive relationship with them, in particular project-affected parties.	The Law 48/2018 of 13/08/2018 on environment requires in the article 25 on response measures on climate and technology transfer requires that the Authority in charge of climate change upon consultation with administrative entities and national and international non-governmental organizations must promote and cooperate in the development, application and diffusion of,	The lack of legislation to guide the consultation of people on matters that affect them remains a big loophole in ensuring planning and budgeting of	The ESS10 will be employed during project implementation. The Project will implement stakeholder consultations throughout the lifetime of the project, as per the prepared

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	including transfer of technologies, practices and processes that control, reduce or prevent anthropogenic emissions of greenhouse gases and increase the adaptive capacity to build climate resilience.	meaningful consultations. The Consultations required would be insufficient for the effective management of social risks on a project with significant impacts since it considers mainly environmental risks.	Stakeholder Engagement Plans.
(ii)To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be considered in project design and environmental and social performance.	Article 10 of MO 001 (15/04/2019) mandates public participation in expressing views on environmental impact assessments, with the government covering public hearing costs. Stakeholder input is considered when selecting the best project alternative.	The similarities are evident	The Ministerial order on the environment will be applied
(iii)To promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle on issues that could potentially affect them.	The Expropriation law in public interest of 2015 in its article 6 requires that the initiator of an act aimed at the implementation of land use and development master plans shall first negotiate with owners of assets that are affected by the project. In case negotiations fail, formalities related to expropriation in the public interest shall be followed upon request of the expropriator and the initiator of the project, considering the interests of the person to be expropriated. The price or value of assets affected by the project shall be paid by the initiator of the project before any commencement of activities.	During the project implementation Project affected People are engaged and the Grievance Redress Mechanism is established together with the committees at cell, sector, and district level. However, the implementation is hampered by the poor training and lack of means to help the committees to carry out the regular meetings and visits.	The ESS10 will be applied to promote effective inclusion of project affected parties in the implementation
(iv)To ensure that appropriate project information on environmental and social risks and impacts is disclosed to	Though the studies are disclosed, the law is silent about the disclosure of the E&S document.	The National laws on environment need to clarify how the	The ESS and the applicable

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stakeholders in a timely, understandable, accessible and appropriate manner and format.		information containing in the E&S documents may be disclosed.	
(v)To provide project-affected parties with accessible and inclusive means to raise issues and grievances and allow Borrowers to respond to and manage such grievances.	As discussed in (iii)	As discussed in (iii)	The project GRMs shall be adopted in accordance with this ESS10

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Table 6: World Bank ESS requirements and respective applicability to RUMI sub-projects.

<b>World Bank ESS</b>	<b>Objectives</b>	<b>Borrower Requirements</b>	<b>Applicability to RUMI</b>	<b>Instruments prepared</b>
<b>ESS1 - Assessment and Management of Environmental and Social Risks and Impacts</b>	Identify, evaluate and manage the environment and social risks and impacts of the project in a manner consistent with the ESSs; Adopt a mitigation hierarchy approach to: avoid, minimize (reduce), mitigate and compensate(offset) Utilize national environmental and social institutions, systems, laws, regulations and procedures in the assessment, development and implementation of projects, whenever appropriate.	Types of ES risk and impacts that should be considered in the environmental and social assessment. Use and strengthening of the Borrower’s environmental and social framework for the assessment, development and implementation of World Bank financed projects as appropriate.	ES risks and Impacts have been preliminarily identified based on field visits, consultations with primary stakeholders including communities and implementing agency (City of Kigali). Detailed ESIA and ESMP will be prepared.	ESMF Preparation  During implementation: ESIA/ESMP will be prepared.  The ESIA/ESMP will include a GBV action plan
<b>ESS2: Labor and Working Conditions</b>	Promote safety and health at work; Promote the fair treatment, nondiscrimination and equal opportunity of project workers; Protect project workers, including vulnerable workers such as women, persons with disabilities, children (of working age, in accordance with this ESS) and migrant workers, contracted workers, community workers and primary supply workers, as appropriate; Prevent the use of all forms of forced labor and child labor; Support the principles of freedom of association and collective bargaining of project workers in a manner consistent with national law; Provide project workers with accessible means to raise workplace concerns.	Prepare and adopt labor management procedures with provisions on: Treatment of direct, contracted, community, and primary supply workers, and government civil servants; Terms and conditions of work, nondiscrimination and equal opportunity and workers organizations: Child labor and forced labor; Requirements on Occupational Health and Safety, in keeping with the World Bank Group’s Environmental, Health, and Safety Guidelines (EHSB).		A Labor Management Plan (LMP) has been prepared, which defines measures to be taken to address this standard (ESS2)  Also, a Code of Conduct (CoC) for contractors have been included in the ESMF and LMP

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World Bank ESS	Objectives	Borrower Requirements	Applicability to RUMI	Instruments prepared
<b>ESS3: Resource Efficiency and Pollution Prevention and Management</b>	Promoting sustainable use of resources, including energy, water and raw materials; Avoiding or minimizing adverse impacts on human health and the environment by avoiding or minimizing pollution from project activities; Avoiding or minimizing project-related emissions of short and long-lived climate pollutants; Avoiding or minimizing generation of hazardous and non-hazardous waste	Provide an estimate of gross greenhouse gas emissions resulting from project (unless minor), where technically and financially feasible; Management of wastes, chemical and hazardous materials, and contains provisions to address historical pollution; Refer to national law and good international industry practice and World Bank Groups' EHSGs.	Sub-project ESIA process (es) will establish the following: <ul style="list-style-type: none"> <li>• Targets for Greenhouse Gas Emissions Mitigated (metric tons of CO2e)</li> <li>• Efficient energy use, water usage during construction</li> <li>• Maintain balance for demand of raw materials by exploring use of local materials, recycled aggregates, use of innovative technology so as to minimize project's footprints on finite natural resources.</li> <li>• Identify pollution management practices: offset risks and impacts of pollution from dust and emission, spills, wastes etc.</li> </ul>	-MEASURES INCLUDED IN This ESMF -During implementation: -ESIA/ESMP will include ESMF measures and additional based in the assessment of impacts and risk -BIDDING DOCUMENTS -CONTRACTORS ESMP
<b>ESS4: Community Health and Safety</b>	Anticipate and avoid adverse impacts on the health and safety of project-affected communities during the project life cycle from both routine and non-routine circumstances; Avoid or minimize community exposure to project-related traffic and road safety risks, diseases and hazardous materials; Have in place effective measures to address emergency events; Ensure that the safeguarding of	Implement requirements for community health and safety regarding infrastructure, and climate change, and applying the concept of universal access, where technically and financially feasible. Implement requirements for traffic and road safety, including road safety assessments and monitoring. Address risks arising from impacts on provisioning and regulating ecosystem	The sub-project ESIA process for RUMI will establish targets for reducing greenhouse gas emissions, promote efficient energy and water use during construction, and balance raw material demand by using local and recycled materials. It will also identify pollution management practices to mitigate risks from dust,	-Measures included in this ESMF -During implementation: -ESIA/ESMP will include ESMF measures and additional based in the assessment of impacts and risk

World Bank ESS	Objectives	Borrower Requirements	Applicability to RUMI	Instruments prepared
<p><b>ESS5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement</b></p>	<p>Avoid involuntary resettlement or, when unavoidable, minimize involuntary resettlement by exploring project design alternatives.; Avoid forced eviction; Mitigate unavoidable adverse social and economic impacts from land acquisition or restrictions on land use; Improve living conditions of poor or vulnerable persons who are physically displaced, through provision of adequate housing, access to services and facilities, and security of tenure; Conceive and execute resettlement activities as sustainable development programs, providing sufficient investment resources to enable displaced persons to benefit directly from the project, as the nature of the project may warrant; Ensure that resettlement activities are planned and implemented with appropriate disclosure.</p>	<p>Ensure that acquisition of land and assets happens only after payment of compensation and resettlement has occurred. Implement community engagement and consultation, disclosure of information and put in place a grievance mechanism.</p>	<p>A separate RPF has been prepared to address ESS5. Land will be required for the project. Hence impacts on land, private and community owned assets including structures, trees and crops (in wetlands rehabilitation sites) are likely.</p>	<p>Measures included in the RPF During implementation: Measures will be included in the RAPs GRMs</p>

World Bank ESS Objectives	Borrower Requirements	Applicability to RUMI	Instruments	
<b>Rwanda Urban Mobility Project</b> <b>ESS6: Environmental and Social Management Framework</b> <b>Biodiversity Conservation and Sustainable Management of Living Natural Resources</b>	<p>habitat diversity and habitats; Apply the mitigation hierarchy and the precautionary approach in the design and implementation of projects that could have an impact on biodiversity.</p> <p>Promote the sustainable management of living natural resources; Support livelihoods of local communities including Indigenous Peoples, and inclusive economic development through the adoption of practices that integrate conservation needs and development priorities.</p>	<p>-Implement requirements for projects affecting areas that are legally designated for protection or regionally/internationally recognized to be of high biodiversity value.</p> <p>-Implement requirements for sustainable management of living natural resources, including primary production and harvesting, distinguishing between small-scale and commercial activities. Implement requirements relating to primary suppliers, where a project is purchasing natural resource commodities, including food, timber and fiber.</p>	<p>-Site clearance activities for road building and other project activities may involve removal of vegetation and felling of trees.</p> <p>-Sub-project feasibility studies will among others include principles and approaches for preventing impacts to biodiversity;</p>	<p>repared</p> <p>Measures included in this ESMF</p> <p>During project implementation</p> <p>Measures to be included in the ESIA/ESMP, Biodiversity Action Plans, Bidding Documents and Contractors ESMP</p>
<b>ESS8: Cultural Heritage</b>	<p>Protect cultural heritage from the adverse impacts of project activities and support its Preservation; Address cultural heritage as an integral aspect of sustainable development; Promote meaningful consultation with stakeholders regarding cultural heritage; Promote the equitable sharing of benefits from the use of cultural heritage.</p>	<p>Put in place a chance-find procedure. Ensure peoples continued access to culturally important sites, as well as the need for confidentiality when revealing information about cultural heritage assets that would compromise or jeopardize their safety or integrity. Put in place a mechanism for fair and equitable sharing of benefits from commercial use of cultural resources. Establish provisions for archaeological sites and material, built heritage, natural features with cultural significance, and moveable cultural heritage.</p>	<p>ESIA process (es) will prescribe measures to ensure that subproject activities avoid ancient monuments and/or archaeological site(s), protected and religious structures/shrines of local importance.</p>	<p>Measures included in this ESMF</p> <p>During implementation:</p> <p>-ESIA/ESMP will include ESMF measures and additional based in the assessment of impacts and risk-Bidding documents</p> <p>-Contractors ESMP</p>

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<p><b>ESS10: Stakeholder Engagement and Information Disclosure</b></p>	<p>Establish a systematic approach to stakeholder engagement that will help Borrowers identify stakeholders and build and maintain a constructive relationship with them, in particular project-affected parties; Assess the level of stakeholder interest and support for the project and to enable stakeholders views to be taken into account in project design and environmental and social performance; 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; Provide project-affected parties with accessible and inclusive means to raise issues and grievances and allow Borrowers to respond to and manage such grievances.</p>	<p>Preparation and implementation of a Stakeholder Engagement Plan (SEP). The SEP involves early identification of stakeholders, both project-affected parties and other interested parties, and clarification on how effective engagement takes place. Stakeholder engagement to be conducted in a manner proportionate to the nature, scale, risks and impacts of the project, and appropriate to stakeholders' interests. Specifies what is required for information disclosure and to achieve meaningful consultation.</p>	<p>The project includes a large group of stakeholders (government agencies, urban inhabitants, farmers, rural communities, NGOs, etc). The project will interact with the stakeholders during planning, construction and delivery of works. Affected stakeholders will have GRM mechanisms to reach the project implementing agencies.</p>	<p>A separate SEP has been prepared for RUMI. The ESMF includes a communication plan, GRM, a report on the consultation process and disclosure information.</p>
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## 4. ENVIRONMENTAL AND SOCIAL BASELINE

### 4.1. Introduction

The proposed project will be implemented in Kigali, Rwanda's capital, which plays a crucial role in the country's economy, contributing 41% to the GDP in 2017. Kigali's population reached 1.74 million by 2022, representing 13.17% of Rwanda's total population. To manage its growth and urbanization, Kigali launched a City Master Plan in 2020, aiming to create a vibrant, green, and inclusive city. Urban mobility, a key strategy, is addressed by the City Transport Plan 2050, envisioning a public transport-centered system with integrated networks.

### 4.2 Bio-Physical Environment

#### 4.2.1 Topography and Hydrology

Kigali's topography is defined by its hills, ridges, and valleys, with elevations ranging from 1,300 to 1,850 meters above sea level. The city is bordered by the Nyabarongo River to the west and south, and Lake Muhazi in the north and east, lying within both the Lake Victoria and Nile River basins. The Nyabarongo River, originating from Nyungwe Forest, is a vital part of Kigali's hydrological system, supported by tributaries like the Kibumba and Rwazangoro, Rwintare, Runganwa and Yanze rivers as shown in Figure 8

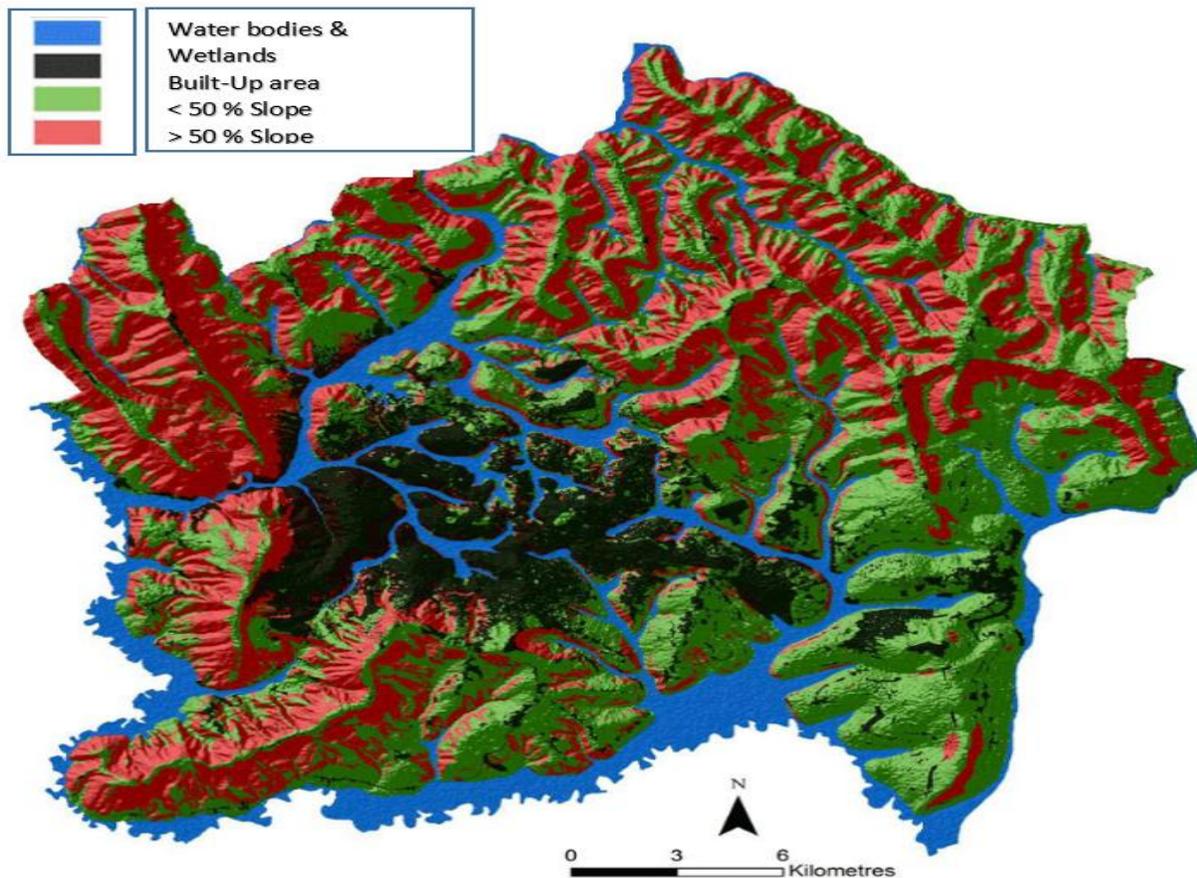


Figure 6: Topographic map model of Kigali city overlaid with hydrology and wetlands. Source REMA, 2013.

#### 4.2.2 Climate

Kigali has a temperate climate. The hottest months of the year are August and September, while June and May are the coldest, and there are two rainy periods that generally occur from February to May and from November to January. The 2019 Wetland Master Plan for Kigali City<sup>8</sup> prepared for the Ministry of Environment features the most recent climate

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and hydrological data and information of the City of Kigali. The mean annual rainfall from Kigali International Airport, the longest historical weather recording station of over 50 years is 980 mm (1966 to 2018) with a standard deviation of 162 mm whereas the mean monthly rainfall amounts to 83.5 mm with a standard deviation of 58.7 mm.

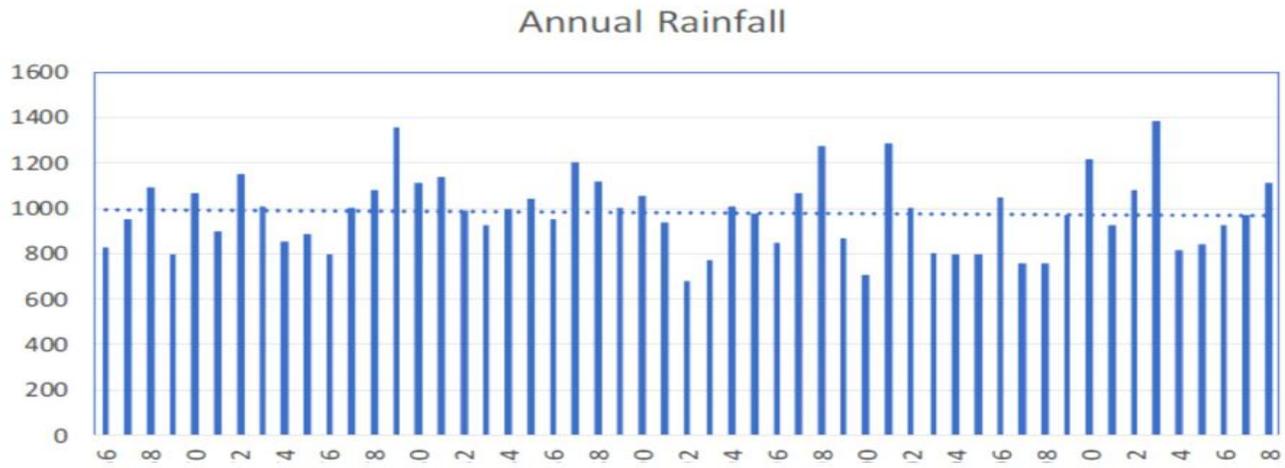


Figure 7: Annual rainfall at Kigali international airport (1966-2018). source: MoE, 2019.

The rainfall regime is bimodal, with seasonal convective rain occurring mainly during the months of March – May (main rainy season) and October – December (secondary rainy season). Typical rainfall events are characterized by high intensities of short duration with high temporal and spatial variability which leads to pluvial flooding (Meteo Rwanda, 2012).

Kigali’s average temperature is 20°C with monthly variations of about 1.5°C. Monthly variation of average minimum and maximum temperatures at Kigali International Airport is presented in Figure 11. Aggregated monthly pan evaporation data varies from a minimum of 88 mm in May to a maximum of 144 mm in August.

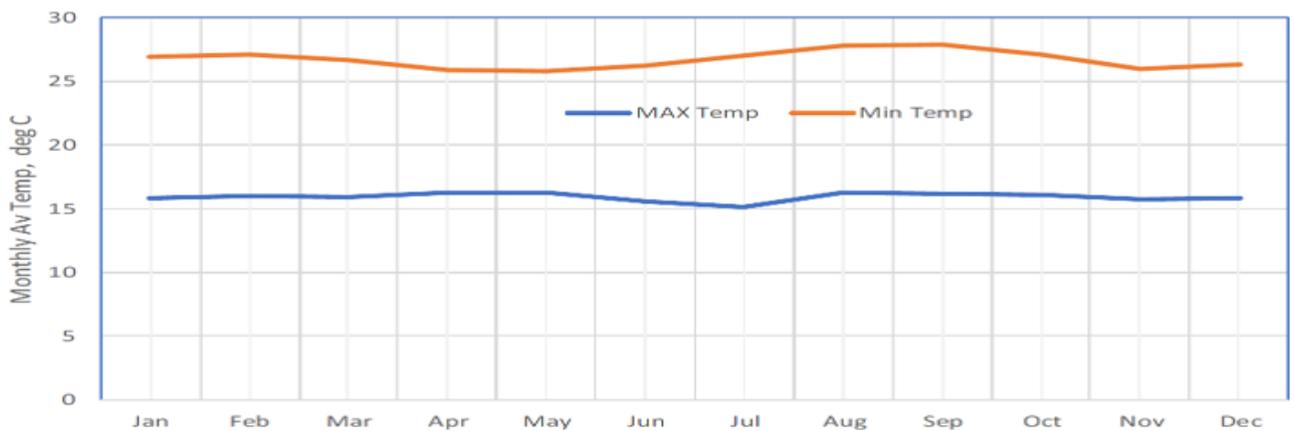


Figure 8: Monthly average minimum and maximum temperature variation at Kigali International Airport (MoE, 2019).

**4.2.3 Geology and Soils**

Kigali's geology is characterized by granitic and meta-sedimentary rocks, including schists, sandstones, and siltstones. The city's hillsides are dominated by lateritic soils, while fertile alluvial and organic soils are found in wetland lowlands. Unregulated development on hillsides has exacerbated soil erosion, degrading soil fertility and causing heavy siltation in rivers and wetlands. The National Land Use Development Master Plan (NLUDMP) classifies Kigali as medium-to-high risk for soil erosion.

**4.2.4 Air Quality and Noise Environment**

Air quality in Kigali is impacted by vehicle emissions, with the Air Quality Index (AQI) reaching 124, unhealthy for sensitive groups. A real-time air quality monitoring system was launched in 2021. Greenhouse gas emissions from combustion engines contribute significantly to air pollution.

#### **4.2.5 Biodiversity and Wetlands**

Kigali's biodiversity includes various species of birds, reptiles, and fish, particularly in Lake Muhazi, which supports endemic and introduced species. The city's wetlands play a vital role in hydrological systems, contributing to the Nyabarongo River and ultimately the Nile River. Wetlands generally, and particularly critical for the City of Kigali area, have functions and values that include the following:

a) Provision of a slow and steady source of water for the downstream reaches of streams or rivers –  
*Transformation of wetlands mainly into agriculture has degraded this function.*

b) Water quality functions:

Filtering silt, metals, excess nutrients (nitrogen, phosphorus), pesticides and pathogens from the water thereby rendering the water exiting the system cleaner than it entered. Studies revealed that these functions have been seriously compromised due to informal settlements and unsustainable land use practices.

c) Hydrological functions

Wetlands also provide hydrological functions by buffering stormwater runoff, reducing floods, and preventing downstream erosion, which is increasingly important given the city's rapid construction and population growth.

The Nyabarongo River system faces threats from invasive species like water hyacinth and non-native fish, which endanger native biodiversity. Urbanization has reduced natural vegetation, often replaced by fast-growing foreign species like eucalyptus. In Lake Muhazi, wetland vegetation includes species like papyrus and Phragmites, but agriculture is increasingly competing with wetland conservation, replacing native plants with crops such as banana, maize, and rice.

Despite only 10% of Kigali's wetlands remaining, they still host a rich biodiversity, including various bird species like the Crested-crane and threatened Papyrus Gonolek, as well as fish and 38 recorded species of wetland plants as summarized in Table 6. These wetlands are crucial to maintaining biodiversity within Kigali's fragile aquatic ecosystems.

### **4.3 Socio-Economic Baseline**

#### **4.3.1 Land Uses around Nyabugogo bus station.**

Roads occupy the largest parts with 35.51%, followed by recreational spaces at 25.10% planned to its characteristics and low-level topography. Commercial activities encompass 23.23% of the land, with parks and open spaces at 4.43% to support commercial activities. The remaining percentages are allocated to the Nyabugogo Transport Hub, rehabilitation efforts, and sustainable exploitation. The following figure represents the proposed land use within the zone around Nyabugogo bus terminal.

Other portions are dedicated to the Nyabugogo Transport Hub, rehabilitation, and sustainable land use.

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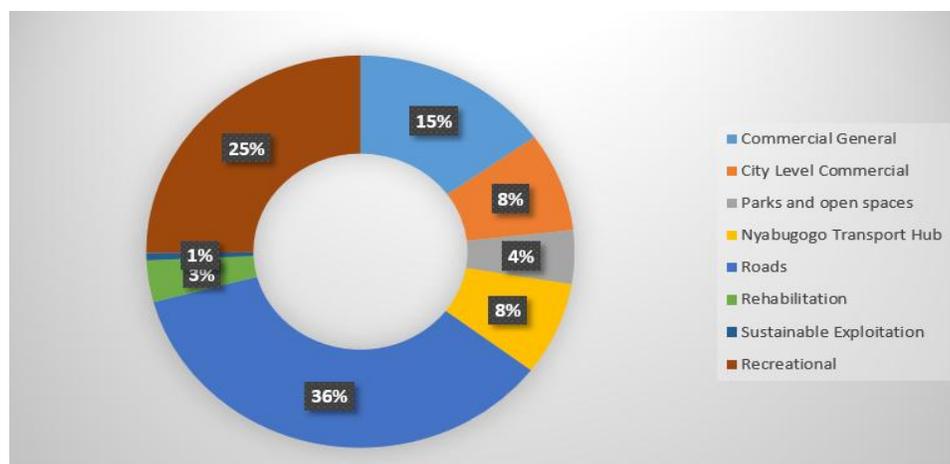


Figure 9: The proposed land use within the zone around Nyabugogo terminal bus

Source: CoK Master Plan

#### 4.3.2. Demographic Characteristics

The following table indicate the recent demographic statistics for the City of Kigali

Table 7: Distribution (count and %) of the Resident Population of Kigali City in 2022 by District and Sector and Gender (PHC-5).

	Counts			Percentage		
	Total	Male	Female	Total	Male	Female
<b>City of Kigali</b>	<b>1,745,555</b>	<b>888,882</b>	<b>856,673</b>	<b>100</b>	<b>50.9</b>	<b>49.1</b>
<b>Nyarugenge</b>	<b>374,319</b>	<b>195,780</b>	<b>178,539</b>	<b>100</b>	<b>52.3</b>	<b>47.7</b>
Gitega	26,668	13,699	12,969	100	51.4	48.6
Kanyinya	31,026	15,776	15,250	100	50.8	49.2
Kigali	61,499	32,124	29,375	100	52.2	47.8
Kimisagara	56,534	28,905	27,629	100	51.1	48.9
Mageregere	59,747	34,038	25,709	100	57	43
Muhima	22,531	12,286	10,245	100	54.5	45.5
Nyakabanda	29,580	14,752	14,828	100	49.9	50.1
Nyamirambo	55,315	27,838	27,477	100	50.3	49.7
Nyarugenge	16,665	8,806	7,859	100	52.8	47.2
Rwezamenyo	14,754	7,556	7,198	100	51.2	48.8
<b>Gasabo</b>	<b>879,505</b>	<b>443,987</b>	<b>435,518</b>	<b>100</b>	<b>50.5</b>	<b>49.5</b>
Bumbogo	112,899	56,361	56,538	100	49.9	50.1
Gatsata	46,262	24,146	22,116	100	52.2	47.8
Gikomero	19,630	9,567	10,063	100	48.7	51.3
Gisozi	75,611	38,995	36,616	100	51.6	48.4
Jabana	63,862	31,600	32,262	100	49.5	50.5
Jali	41,156	20,279	20,877	100	49.3	50.7
Kacyiru	30,036	15,994	14,042	100	53.2	46.8
Kimihurura	16,425	8,599	7,826	100	52.4	47.6
Kimironko	61,733	31,721	30,012	100	51.4	48.6

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	Counts			Percentage		
	Total	Male	Female	Total	Male	Female
Kinyinya	125,400	63,081	62,319	100	50.3	49.7
Ndera	95,164	48,058	47,106	100	50.5	49.5
Nduba	68,424	33,609	34,815	100	49.1	50.9
Remera	38,648	20,300	18,348	100	52.5	47.5
Rusororo	61,787	30,812	30,975	100	49.9	50.1
Rutungu	22,468	10,865	11,603	100	48.4	51.6
<b>Kicukiro</b>	<b>491,731</b>	<b>249,115</b>	<b>242,616</b>	<b>100</b>	<b>50.7</b>	<b>49.3</b>
Gahanga	79,082	40,127	38,955	100	50.7	49.3
Gatanga	67,084	34,465	32,619	100	51.4	48.6
Gikondo	19,803	11,383	8,420	100	57.5	42.5
Kagarama	21,277	10,839	10,438	100	50.9	49.1
Kanombe	72,346	36,321	36,025	100	50.2	49.8
Kicukiro	14,039	7,328	6,711	100	52.2	47.8
Kigarama	63,153	32,243	30,910	100	51.1	48.9
Masaka	78,788	38,739	40,049	100	49.2	50.8
Niboye	26,912	13,652	13,260	100	50.7	49.3
Nyarugunga	49,247	24,018	25,229	100	48.8	51.2

Source: 5<sup>th</sup> Population and Housing Census, Rwanda 2022 (NISR)

The 5<sup>th</sup> Rwanda Population and Housing Census (PHC5) has enumerated 1,745,555, with predominant male (888,882) represented by 50.9% and female population represented by 49.1% (856,673). Gasabo is the most populated district with 879,505 residents in the district.

The population of Gasabo district is predominantly male; **443,987** are men corresponding to 50.5% of the total resident population, the structure which is similar to that of the City of Kigali where the male population are greater than the female population with 50.9% of the total population being male population. This is due to the Rural-urban dichotomy where more male youth come to the town to seek employment.

#### 4.3.3. Gender distribution of the population per administrative District

In a bid to promote a sustainable and equitable development as a subsequent impact of any development projects, gender needs to be mainstreamed into the day-to-day development initiatives. This is important for the design and implementation of projects that are responsive to the practical needs of women, households, and to those of communities in general.

Table 8: Resident population by District, Sex, and Population density

Province/ Districts	Counts			Population share (% of the total population)	Population density
	Both sexes	Male	Female	Both sexes	
Rwanda	13,246,394	6,429,326	6,817,068	100	503
City of Kigali	1,745,555	888,882	856,673	13.2	2,401

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Nyarugenge	374,319	195,780	178,539	2.8	2,830
Gasabo	879,505	443,987	435,518	6.6	2,056
Kicukiro	491,731	249,115	242,616	3.7	2,944

Source: PHC5-2022 Main indicators report

The table above shows that in all administrative districts of the CoK, the male population is greater than the female population, a figure which is totally different to that of the country where in general the female population dominates over the male population. countrywide the female population is 51.5% (6,817,068) while the male population is 48.5% (6,429,326). The figures show that the male population in the Kigali City is 50.9% and the female population is 49.1% and this is maybe due to the rural -urban dichotomy where more male population join the town to seek employment.

#### 4.3.4. Gender Based Violence (GBV), Sexual Exploitation and Abuse (SEA), Sexual Harassment (SH)

Gender-based violence (GBV), including sexual exploitation and abuse (SEA) and sexual harassment (SH), is a significant concern in Rwanda, particularly in City of Kigali and Nyarugenge District which is the main zone of impact due to the fact that construction activities of upgrading Nyabugogo from bus terminal to modern multi-modal terminal hub will take place.

According to the Gender Statistics Profile Report Nyarugenge District (2023), 16.8% of women and 4.7% of men experienced physical violence, 15.2% of women and 3.9% of men faced sexual violence, and 31% of women and 13.2% of men reported emotional violence in the previous year (NISR, 2023).

To address GBV, Rwanda has established Isange One Stop Centers (IOSCs), including one at Muhima Hospital near Nyabugogo. These centers provide free and comprehensive services such as medical care, psychosocial support, legal assistance, and emergency shelter for GBV victims.

The RUMI Project to develop the Nyabugogo Multimodal Terminal will adopt measures to combat GBV by: Collaborating with local authorities to ensure access to IOSC services, enforcing anti-GBV policies, including those addressing SEA and SH, conducting awareness programs on GBV prevention and reporting mechanisms, Establishing safe and confidential reporting channels for GBV cases.

#### 4.3.5. Land right and ownership

The government owns 100% of the property in the project construction area and selected relocation sites, which is leased to various business owners for heavy car parking, petrol stations, car parking, commercial buildings, garages and other business operators.

The RUMI project will assist both formal and informal traders operating within the project areas in relocating to temporary locations. <sup>2</sup> A total number of 275 traders (60% Male/40% Female) have been listed inside Nyabugogo, of whom 80% are “formal” shops, and 20% are “informal” traders. The majority of the type of shop is “Electronic Materials”, accounting for 34% of all shops, then Retails (25%) and then Food and beverage (18%).

#### 4.3.6. Energy source and use

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<sup>2</sup> E mobility feasibility study

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Energy is essential in community lives and is taken as a measure of environmentally friendly the community is becoming, through the use of energy sources with less CO2 emissions and environmental degradation. Table 9 below summarizes the source of fuel by source of lighting and cooking respectively within the CoK and gives a clear picture of energy availability and climate resiliency and poverty alleviation in the CoK community.

Table 9: Energy sources distribution by source of lighting in all administrative Districts of CoK

Province/District	Total	Electricity from REG	Private Hydro Mini grid	Solar power	Generator/Batteries	Kerosene / Paraffin/ Lantern lamp	Bio gas	Candles	Firewood	Flashlight/ phone flashlight	Other	Not Stated
Rwanda	100	47	0.1	13.9	1.3	1.6	0	2.9	4.2	28.4	0.5	0
City of Kigali	100	88	0.1	1.6	0.2	0.4	0	3.9	0.2	5.5	0.1	0
Nyarugenge	100	92	0.1	0.8	0.1	0.3	0	3	0.1	3.5	0.1	0
Gasabo	100	84.5	0.1	2	0.2	0.5	0	4.6	0.3	7.6	0.2	0
Kicukiro	100	91.5	0	1.4	0.1	0.4	0	3.1	0.1	3.2	0.1	0

Source: PHC5-2022 Main indicators report

The table above about the energy use distribution among Kigali city residents show that 88% of the overall population of the Kigali City use the on-grid electricity which is supplied by Rwanda Energy Group. This is a good indicator concerning energy availability and use. This also shows that the battery charging station/kiosks may be installed for the batteries charging (the batteries that will be used in the electric car to be used as the RUMI project outcome) can be accessed everywhere in the Kigali City depending on the users' need and the preferred charging station location.

#### 4.3.7. Mobility and Transport system

Mobility remains a challenge, with low motorization (15 cars per 1,000 residents) and only 20% of public transport in use, leaving most residents reliant on walking or biking (56%). Public bus services cover just 55% of the population, with plans to expand the network and reduce waiting times to improve accessibility.

Kigali's transport system has evolved with formalized bus operations since 2013, serving 230,000 daily passengers with 450 buses across 81 routes. The "Tap and Go" cashless fare system, introduced in 2015, enhanced ridership. Nyabugogo bus station is a key hub, handling diverse vehicles and heavy pedestrian traffic during peak hours, impacting overall mobility.

Kigali's road network spans 732 km, though only 14% is paved, posing challenges during the wet and dry seasons. Continuous improvements are aimed at enhancing urban mobility, but unpaved roads remain problematic for public and other transportation modes. The road network is categorized into district roads connecting different areas and roads facilitating private sector activities.

#### Road network

The road network in the core of the City has received continuous improvement works and has advanced the road infrastructure into a positive economic factor. The network in Kigali City consists of 2,851 km of roads, of which only 16% is paved. The unpaved roads get easily waterlogged during the wet season and dusty during the dry season, which

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is not advantageous for public transportation and other modes of transportation in the city. The existing City of Kigali roads and that of other urban areas are categorized in the following classes:

1. Districts Road class 1: Roads linking different sector headquarters within the same District, or those roads that are used within the same sector.
2. Districts Road class 2: Arterial roads that connect Districts roads to rural community centres that are inhabited as an agglomeration.
3. Other Roads: Roads specifically constructed to connect national roads or District roads to Kigali City and other urban areas to the centres for private sector's activities such agricultural production, natural resources processing or to tourist sites.

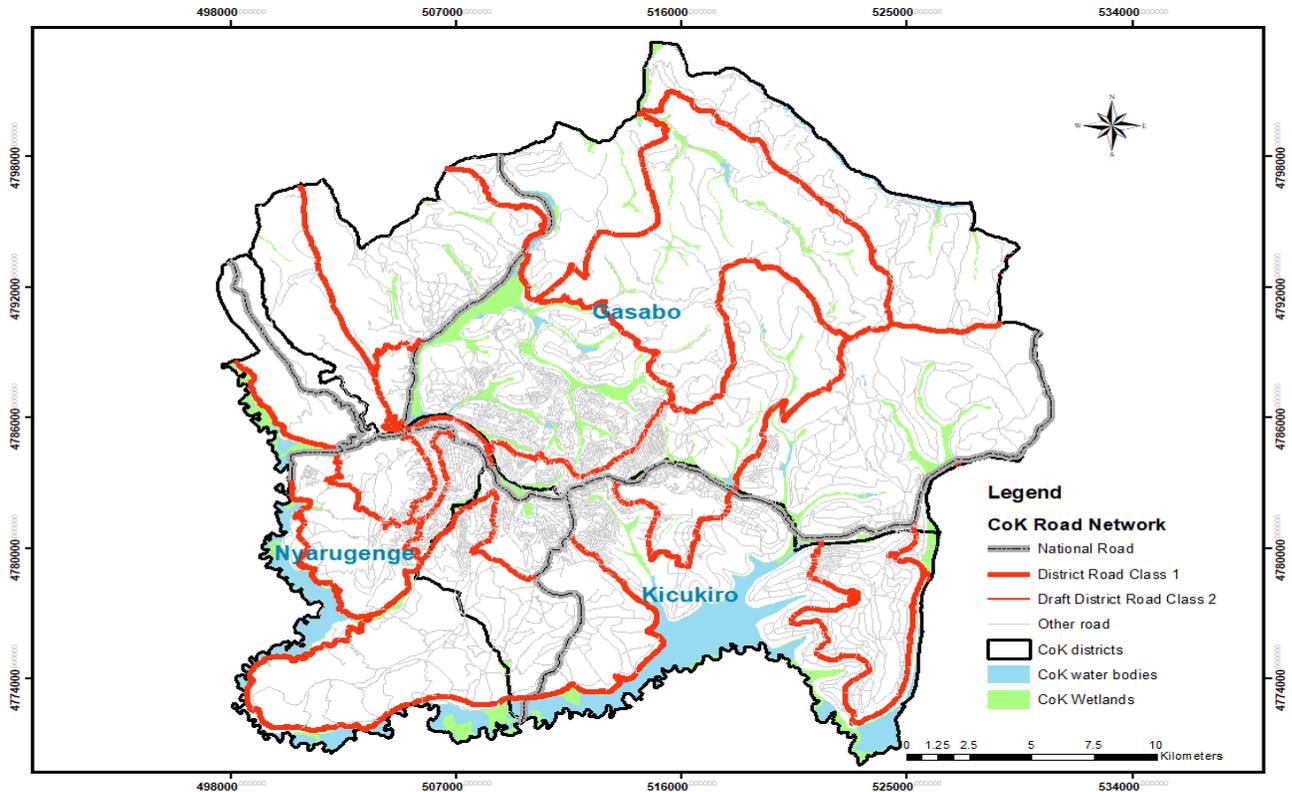


Figure 10: Road Network in the CoK  
 Source: CoK

**Public Transport**

For efficiency and effective management, Kigali Public transport routes are categorized into different zones:

- ❖ Zone 1: Comprises of 15 distinct routes, embarking from Downtown & Nyabugogo bus station heading to REMERA-Kanombe and Masaka
- ❖ Zone2: Comprises of 11 distinct routes, embarking from Downtown & Nyabugogo bus station heading to NYANZA TAXI PARK, St Joseph and Gikondo
- ❖ Zone 3: Comprises of 22 distinct routes, embarking from Downtown & Nyabugogo bus station heading to Knyinya, Batsinda, Kacyiru and Kimironko ROUGE NYAMIRAMBO
- ❖ Zone 4: Comprises of 10 distinct routes, embarking from Downtown & Nyabugogo bus station heading to Nyamirambo, Kimisagara, Nyacyonga, Mageragere, Nzove and Ruyenzi.

**Traffic Management**

Traffic congestion in Kigali is increasing, leading to negative effects such as longer travel times, wasted fuel, and air

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pollution. Most road intersections in the city are unsignalized, with only 16 signalized junctions, mainly in Nyarugenge District. These operate on fixed timings, making them inefficient since they are not linked to traffic sensors to adapt to changing traffic demand. The Nyabugogo Bus Terminal, located on the city's western edge, serves as a key hub for provincial, international, and city buses, doubling as a passenger and operational facility, providing space for bus layovers and driver changes.

Consequently, Nyabogogo business center was observed to have the conjunction at its five important junctions, two surrounding the resident hotel, two around the bus station, and one more near the Decenter petrol station.

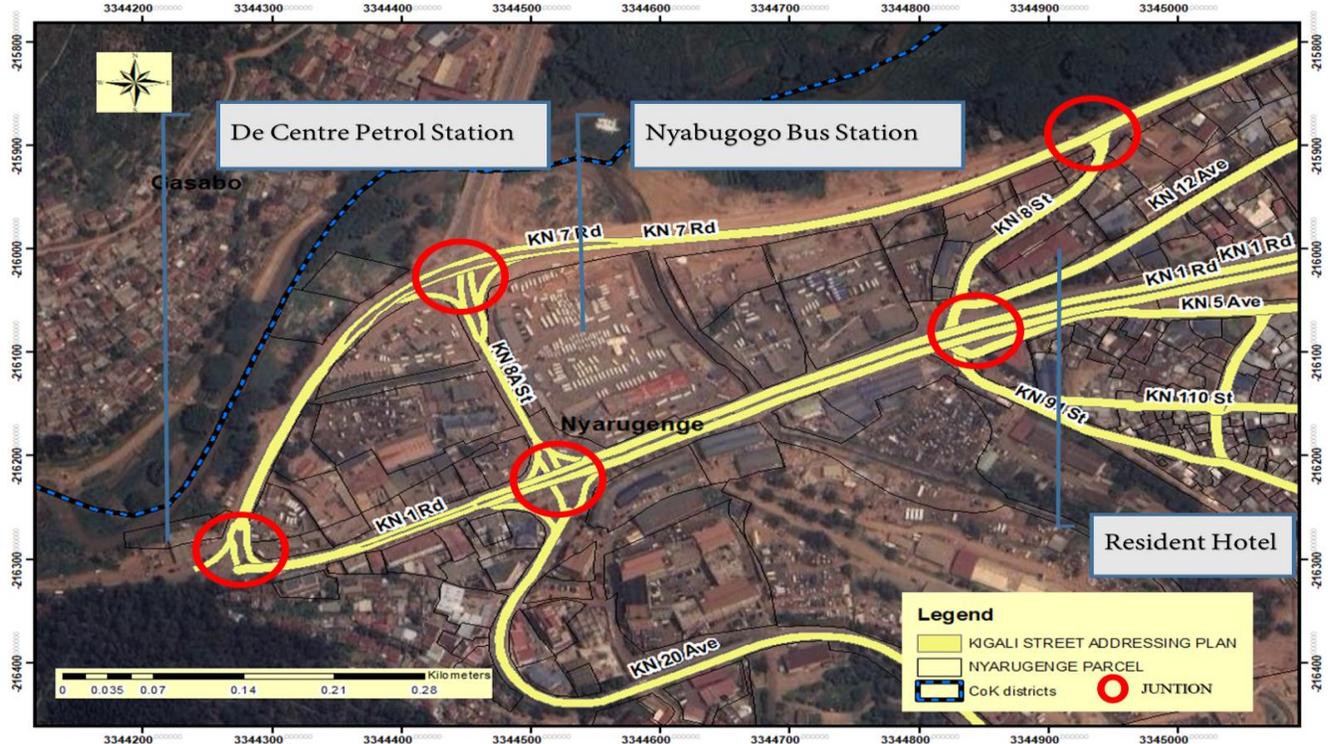


Figure 11: Traffic Situation around Nyabugogo bus terminal

Source: CoK

### 4.3.8. Electric Mobility in Rwanda

Rwanda's transportation sector is growing rapidly, with a 12% annual vehicle growth rate, necessitating action to reduce air pollution and its related health and economic impacts from fossil fuel dependence. Various stakeholders are promoting electric mobility. Ampersand, Safi Universal Links Ltd, Rwanda Electric Motorcycle Company have around 4000 e-motorcycles and charging stations. Volkswagen introduced e-Golfs, while Victoria Motors focuses on Plug-in-Hybrid vehicles and electric buses. Despite progress, charging infrastructure remains insufficient, and residents hesitate to purchase Electric Vehicles (EVs) due to limited charging options. To promote EV adoption, Rwanda proposes fiscal incentives like capping electricity tariffs, reducing tariffs during off-peak times, zero-rating VAT, and exempting import duties, along with non-fiscal incentives such as rent-free land for charging stations and preferential parking.

## 5. IDENTIFICATION OF ENVIRONMENTAL AND SOCIAL IMPACTS

This Chapter discusses the general assessment of the potential environmental and social impacts that RUMI Project's components, subcomponents and activities could generate based on i) the overall environmental and social conditions described of the general project areas in the baseline information of Chapter 4, ii) the nature of the project activities (civil works, restriction to access, land acquisition, TA, capacity building, etc) and iii) the extent and duration of change, the potential number of people or resource affected and iv) the sensitivity to the changes.

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Potential impacts can be either adverse/negative or positive (beneficial), and the methodology defined below will be applied to define both beneficial and adverse potential impacts. The criteria for determining significance are generally specific for each environmental and social aspect but generally the magnitude of each potential impact is defined along with the sensitivity of the receptor. Generic criteria for defining magnitude and sensitivity used for the RUMI Project are summarized below:

**5.1 Assessment of Magnitude of Potential Impacts**

The significance of each impact is determined by its magnitude and the sensitivity of the affected resources or people. The magnitude is categorized as **Very High, High, Moderate, or Low**, based on factors including i. duration of the potential impact, ii. spatial extent of the potential impact, iii. reversibility, iv. likelihood, and v. legal standards and established professional criteria. The magnitude of potential negative impacts of the project were identified according to the categories outlined in Table 10 below.

As the RUMI Project is classified as a high risk, no activities generating high impacts will be supported.

Table 10: Assessment Matrix for Determination of Magnitude Categories of Potential Project Impacts

Parameter	Very High	High	Moderate	Low/Nil
<b>Duration potential impact</b>	Long term (more than 20yrs)	Medium Term Lifespan of the project (5-10yrs)	Less than project Lifespan	Temporary with no detectable potential Impact
<b>Spatial extent potential impact</b>	Widespread far beyond project Boundaries	Beyond immediate project site boundaries or local area	Within project boundary	Specific location in project site with no detectable impact
<b>Reversibility potential impacts</b>	Potential impact is effectively permanent	Potential impact requires a year or so with interventions to return to baseline	Baseline returns Naturally or with some limited intervention within a few months	Baseline remains constant
<b>Legal standards and established professional criteria</b>	Breaches national standards and international guidelines/obligation	Meets national standards but fails international guidelines in one or more parameters	Meets minimum national standard limits or international guidelines	Not applicable
<b>Likelihood potential impacts occurring</b>	Certain to occur under typical operating or construction conditions	Likely to occur under worst-case (negative impact) or best case (positive impact) operating conditions	Will occasionally occur under abnormal, exceptional or emergency conditions	Unlikely to occur

**Sensitivity of Receptor**

The sensitivity of a receptor shall be determined based on review of the population (including proximity/ numbers/ vulnerability) and presence of features on the site or the surrounding area. Criteria for determining receptor sensitivity of the project’s potential impacts are outlined in Table 11 below.

Table 11: Criteria for receptor sensitivity to potential project impacts

Sensitivity Determination	Definition
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<b>Very Severe</b>	Vulnerable receptor with little or no capacity to absorb proposed changes or minimal opportunities for mitigation
<b>Severe</b>	Vulnerable receptor with little or no capacity to absorb proposed changes or limited opportunities for mitigation
<b>Moderate</b>	Vulnerable receptor with some capacity to absorb proposed changes or moderate opportunities for mitigation
<b>Low</b>	Vulnerable receptor with good capacity to absorb proposed changes or/and good opportunities for mitigation. This is an estimation

## 5.2 Key Project Potential Environmental and Social Impacts

The impact assessment of the RUMI Project shows that most adverse impacts, ranked from High to Low, can be avoided, mitigated, or compensated through measures in the Environmental and Social Management Framework (ESMF) and detailed Environmental and Social Impact Assessments (ESIA) and Management Plans (ESMPs). Despite being classified by the World Bank as a 'high' risk based on ESS1 criteria, the project will bring significant benefits, including improved urban transport and reduced greenhouse gas emissions and more details will be in ESIA. Detailed measures to manage risks and ensure compliance with World Bank and Rwandan regulations are discussed in subsequent sections.

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Table 12: Potential Environmental and Social Risks and Impacts

Activity	General Type of Potential Impacts	Impact Classification	ESF Instruments to be prepared/proposed way forward	Technical Instruments to be prepared and reviewed by the CoK SPIU team and the World Bank	Implementing Agencies
<b>Component 1: Urban Mobility Improvement</b> <b><i>Development of Nyabugogo Multimodal Transit Hub and Surrounding Area</i></b>					
Demolition of existing structures	<ul style="list-style-type: none"> <li>- Solid waste generation</li> <li>-Dust emission affecting air quality</li> <li>- Risk of sedimentation of water channels increasing flood risks and water pollution</li> <li>- Risk of incidents that can result in injuries and/or death</li> <li>- Impact on land, soil structures, and trees</li> <li>-Impact on air, water, soil and biodiversity</li> <li>- Impact on flora and fauna</li> <li>-Waste generation</li> <li>-Temporary economic displacement</li> <li>-Restriction to Access to public services</li> <li>-Noise pollution</li> <li>-Increased energy consumption and GHG emissions</li> <li>-Impact on livelihoods, -Health and safety of the workers and passengers including -Risk of road accidents</li> <li>-Impacts on women, children, elders, and disable people's mobility</li> <li>-Increase of traffic congestion during construction phase.</li> <li>-Risk of increased GBV, SEA, SH related risks</li> <li>- Increased risk of spread of communicable diseases (STDs, HIV/AIDS, ...)</li> <li>-Increase of vulnerability</li> <li>-Gender equity risk of forced eviction</li> <li>•-Eviction of squatters</li> <li>•-Climate risk</li> <li>•-Risk of child Labor</li> </ul>	SUBSTANTIAL/ HIGH	One ESIA and its ESMP per this ESMF - LMP, SEP, GAP, -Livelihood restoration plan (LRP) -Environmental and Social Clauses for bidding documents for project  -RAP for project	<ul style="list-style-type: none"> <li>• ToRs for ESIA/ESMP, RAP preparation</li> <li>• ToRs for planning, and engineering design,</li> <li>• ToRs for supervision firm</li> </ul>	CoK

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	<ul style="list-style-type: none"> <li>•-Construction of culverts, drain, drainage can affect the river flows patterns and the wetlands ecosystems.</li> <li>•-Downstream flooding</li> <li>•-Groundwater recharge and quality restoration should be considered in the ESIA/ESMP.</li> </ul>				
Site clearing	<p>Risk of dumping wastes in unauthorized  Soil Erosion and Degradation  -Air Quality Degradation  -Soil and Water Pollution  - Loss of Livelihoods  - Health and Safety Risks  - Social Conflict</p>	SUBSTANTIAL/ HIGH	<p>One ESIA and its ESMP per this ESMF  - LMP, SEP, GAP,  -Livelihood restoration plan (LRP)  -Environmental and Social Clauses for bidding documents for project  -RAP for project</p>	<ul style="list-style-type: none"> <li>• ToRs for ESIA/ESMP, RAP preparation</li> <li>• ToRs for planning, and engineering design,</li> <li>• ToRs for supervision firm</li> </ul>	CoK
Extraction of construction materials during construction phase	<p>Impacts on natural resources  Risk of incidents  Water Resource Depletion and Pollution  Air Quality Degradation  Economic Impact  Health and Safety Risks  Disruption of Local Infrastructure  Social Conflict</p>	SUBSTANTIAL/ HIGH	<p>One ESIA and its ESMP per this ESMF  - LMP, SEP, GAP,  -Livelihood restoration plan (LRP)  -Environmental and Social Clauses for bidding documents for project-RAP for project</p>	<ul style="list-style-type: none"> <li>• ToRs for ESIA/ESMP, RAP preparation</li> <li>• ToRs for planning, and engineering design,</li> <li>• ToRs for supervision firm</li> </ul>	CoK
Construction civil works	<p>Impacts on occupational health and safety  Risk of Gender-based violence, Sexual Exploitation and abuse (SEA), and Sexual Harassment (SH)  Labour influx: Risk of transmission of Sexually Transmitted Infections (STIs)</p>	SUBSTANTIAL/ HIGH	<p>One ESIA and its ESMP per this ESMF  - LMP, SEP, GAP,  -Livelihood restoration plan (LRP)  -Environmental and Social Clauses for bidding documents for project  -RAP for project</p>	<ul style="list-style-type: none"> <li>• ToRs for ESIA/ESMP, RAP preparation</li> <li>• ToRs for planning, and engineering design,</li> <li>• ToRs for supervision firm</li> </ul>	CoK
<p><b>Enhancement of the Public Transport System: implementation of a pilot DBL, the preparation of detailed designs, and the implementation of full-scale DBLs And Improvements for Safe Access for Neighborhoods</b></p>					

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Improvement of traffic signals	- Safety risks for pedestrians -Road accidents, Occupational accidents. - Social tensions and resistance -Community Disturbance	Moderate	SEP, LMP, DBL Communication strategy	ToRs for DBL Communication Strategy, LMP and SEP	<b>CoK</b>
Civil works	Safety risks for pedestrians - potential exacerbation of traffic congestion for road users, -Road accidents, Occupational accidents. _Child labor and forced labor. -Labor influx -GBV and SEA (Sexual Exploitation and Abuse), SH (Sexual Harassment) - Social tensions and resistance Soil and Water Contamination	Moderate	SEP, LMP, ESIA, DBL Communication strategy	ToRs for DBL Communication Strategy, LMP and SEP	<b>CoK</b>
Operationalization of DBL	- potential exacerbation of traffic congestion for other road users, particularly private vehicle drivers. -Road accidents, Occupational accidents. -Risks on Public Perception and Acceptance - Social tensions and resistance -Risks on Safety Concerns (Pedestrians and cyclists)	Moderate	SEP, LMP, ESIA, DBL Communication strategy	ToRs for DBL Communication Strategy, LMP, ESIA and SEP	<b>CoK</b>
<b>Component 2. Institutional Strengthening and Capacity Building</b>					
Institutional Strengthening and Capacity Building	N/A	LOW	The SPIU will recruit Environmental and Social Risk Management Specialists supporting the project; capacity building	ToRs	<b>CoK</b>
<b>Component 3: Development of a Bus Fleet Renewal Scheme and Promoting e-mobility</b>					
	-Unemployment for the people previously using gasoline engines -Impoverishment due to the unemployed people in families -High maintenance cost of electrical vehicles causing many vehicles to be discarded and be regarded as scrap -Increase of hazardous wastes (e-wastes) such as dead batteries -Income reduction due to the abandoned gasoline.	Moderate	-The CoK SPIU will participate in the review of the ToRs and reports that include promoting e-mobility. - The SEP and GAP shall be prepared -Plan capacity building to increase skilled labor on e-	TORs will include information about the stakeholder consultation and Environmental and social consideration of the project.	

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			<p>bus operation and maintenance</p> <ul style="list-style-type: none"> <li>-waste management and technical assistance on analysis of e-battery waste management with aim to reduce related impacts</li> <li>-Dedicated collection center of faulty e-batteries and its proper management will be guided by related guidelines.</li> </ul>		
<b>Component 4: Contingent Emergency Response Component</b>					
Contingent Emergency Response Component (CERC)	<p>Potential displacement of communities due to emergency response activities</p> <ul style="list-style-type: none"> <li>- Temporary disruption of livelihoods and economic activities</li> <li>- Risk of improper waste management during emergency interventions</li> <li>- Occupational health and safety risks for workers and emergency responders</li> <li>- Potential environmental degradation due to reconstruction activities</li> </ul>	Moderate to High (depending on the nature of the emergency)	<p>Environmental and Social Management Framework (ESMF) Update to include CERC provisions</p> <ul style="list-style-type: none"> <li>- CERC Manual to guide emergency response activities in line with ESF</li> <li>- Stakeholder Engagement Plan (SEP) update for emergency situations</li> </ul>	<ul style="list-style-type: none"> <li>- Waste Management Plan</li> <li>- Occupational Health and Safety (OHS) Plan</li> <li>- CERC ESMF</li> <li>-CERC ESMP</li> </ul>	CoK, MINEMA

### **5.2.1 Potential Environmental and Social Impact Related to Project Siting/Planning.**

#### **Solid waste generation**

The RUMI Project's siting and planning present several key environmental and social impacts. Solid waste generation poses risks to health, biodiversity, and ecosystems, requiring proper management aligned with World Bank standards (ESS1, ESS3, ESS4, ESS6). Demolition of structures carries risks like waste generation, displacement, and loss of cultural heritage, managed through ESS1, ESS2, ESS4, and ESS5.

#### **Involuntary Resettlement Impacts (ESS5)**

with a prepared Resettlement Policy Framework (RPF) and site-specific Resettlement Action Plans (RAPs) ensuring proper compensation and mitigation measures in line with Rwanda law and World Bank Environmental and Social Standards.

#### **Impacts on local livelihoods from obstructions/removal of housing or business structures (ESS1, ESS2, ESS4)**

Temporary economic displacement of businesses and vendors will be addressed with compensation and a Livelihood Restoration Plan (LRP), ensuring minimal adverse effects and adherence to safety protocols during project execution. The costing of RAPs will be covered with project funding which has already been agreed and included in the RPF and the ESCP.

#### **Dangerous exposure to damaged utility infrastructures**

Damaged utility infrastructures pose significant risks to public safety and the environment. Construction debris may damage water quality, and workers face dangers from live electrical cables and other infrastructures due to heavy machinery if safety protocols are not followed. **Air/Dust /Noise and Vibration pollution**

Dismantling works will create dust pollution, which is hazardous to workers and the community. Noise and vibration will increase during project activities, affecting nearby structures and surrounding areas.

#### **Archaeological/ Historical/ Social/ Cultural/ Religious Sites**

Construction may cause dust and noise pollution at archaeological, cultural, or religious sites, disturbing local communities. Vibration could negatively impact these sites and their social comfort.

#### **Setting up Campsite**

Construction camps can lead to environmental degradation through habitat destruction, pollution, and resource depletion. Social impacts include increased demand on local infrastructure, with risks of conflicts over resources. Camps will be small, focusing on hygiene and safety to minimize risks like gender-based violence and ensure health and safety regulations are enforced.

### **5.2.2 Potential Environmental and Social Impacts During Project Implementation/Construction**

#### **Impacts on local livelihoods from obstructions/removal of housing or business structures (ESS1, ESS2, ESS4 and ESS5)**

The Nyabugogo bus terminal supports informal trading. Minor impacts on livelihoods are expected due to potential temporary displacement of businesses during construction. Compensation will follow RAPs and LRP criteria.

#### **Increased risk of road accidents (ESS1, ESS4).**

One of the key potential risks associated with the **development of Nyabugogo Multi-modal Transit Terminal** sub-project is the increased risk of road accidents due to increased traffic of construction vehicles and congestion as a result of diversions and temporary relocation of the existing Nyabugogo car park to a new alternative site. Temporary alternatives sites for car park proximity to the renovation site will be put in place

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to facilitate all the passengers. However, substantial road safety measures, facilities and trained road safety personnels will be put in place to minimize the accidents and traffic police will need to be engaged during the construction stage.

**Air Pollution (ESS1, ESS3, ESS4, ESS6)**

Construction will generate significant air pollution, releasing particulate matter and emissions harmful to workers and residents. Additionally, vehicular traffic associated with transporting materials and equipment to and from the construction site can contribute to emissions of nitrogen oxides, volatile organic compounds, and carbon monoxide, further exacerbating air quality concerns. These pollutants not only pose health risks to construction workers and nearby residents but also have environmental implications, such as contributing to smog formation and exacerbating respiratory ailments. The emissions may also include greenhouse gases (GHGs) from engine fuel combustion (exhaust emissions) and evaporation and leaks from vehicles (fugitive emissions) and emissions from asphalt works. The emissions from construction activities will deteriorate the ambient air quality and affect public health. The densely populated urban settlement areas are particularly vulnerable to these impacts. In addition, dust generated from the above activities will also have impacts on people, crops and livestock.

**Noise and Vibration Pollution (ESS1, ESS3, ESS4)**

Construction noise will impact schools, religious places, and businesses. No blasting will be allowed; mechanical drilling will be used, supervised by health and safety officers.

**Ground and Surface Water Pollution (ESS1, ESS3, ESS4, ESS6)**

Construction could increase water pollution through waste effluents and accidental spills, affecting drinking water and natural habitats. These effluents can potentially contaminate the drinking water sources of the area and can also be harmful for the natural vegetation, cultivation fields, water bodies, ground water, and aquatic flora and fauna.

**Land/Soil Contamination, Solid Waste and Hazardous Waste (ESS1, ESS3, ESS4, ESS6, ESS8)**

Improper handling of materials could lead to soil and water contamination. Solid and hazardous waste must be responsibly managed to avoid environmental and health impacts. Solid waste generated during the construction phase will include demolition materials (small quantities of hazardous waste will also be generated mainly from the vehicle maintenance activities (liquid fuels; lubricants, hydraulic oils; chemicals, such as anti-freeze; contaminated soil; spillage control materials used to absorb oil and chemical spillages; machine/engine filter cartridges; oily rags, spent filters, contaminated soil, and others). It is imperative that such waste is responsibly disposed to avoid adverse environmental, human health and aesthetic impacts. Inappropriate disposal of these wastes can lead to soil and water contamination as well as health hazards for the local communities, livestock, and aquatic as well as terrestrial fauna.

Labor camps will be small in the project- these camps will not include dormitories, only areas for eating, hygiene and sanitation, storage of materials, etc.

**Impacts on aquatic habitat (ESS1, ESS3, ESS6)**

Construction near water bodies may disturb aquatic habitats. Accidental spills can harm wildlife and habitats, but no direct impacts on sensitive areas are expected.

**Erosion and Siltation from construction and operation (ESS1, ESS2, ESS4, ESS6)**

During construction, soil organic layers will be removed and during raining periods runoff will carry sediments to streams, rivers and downstream wetlands. Other aggregates such as sand, base and other materials will cause erosion and siltation issues. Also, after the completion of the construction activities, construction material, debris, spoils, scraps and other wastes from workshops, and camp sites can potentially create hazards and hindrances for the local communities in addition to blocking natural drainage and or irrigation channels.

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**Occupational Health and Safety (ESS1, ESS2, ESS4)**

Workers will be exposed to health and safety hazards for example during welding, placing asphalt and road bases, scaffolding work, excavations, manipulating hazardous substances, lifting and handling of heavy equipment, operating machinery and electrical equipment, working near water or at height, etc. The Project will need fuels, oils, and asphalt during the construction phase. Inappropriate handling or accidental spillage/leakage of these substances can potentially lead to safety and health hazards for the construction workers as well as the local community. Workers can also be exposed to inadequate housing, food, health and first aid, insurance and improper drinking water and transportation to the project sites. The ESMU team is responsible to ensure the safety and health of workers and a treatment as regulated by the country and international laws.

**Impact on labor, working Conditions and labor risks, including risks of child labor and forced labor, human trafficking; potential increase of GBV and SEA (ESS2)**

RUMI sub-projects will also generate positive impacts when providing employment to a significant number of labor force during construction. The majority of labor will be locally hired, with the exception of skilled workers who may not be found in the project site areas. It is expected as Rwanda regulations required that at least 30% of the workforce will be women so they can benefit from the project the same as men. Potential risks associated with hired skilled and unskilled workers especially during construction period includes health hazards, poor living conditions, accidental hazards risks, etc. Hiring labor from external areas may cause social risk on the local communities including gender-based violence, price hiking of commodity prices etc. high risks are associated with hiring child labor or forced labor. A separate LMP has been prepared to minimize the risk associated with labor in the project.

**Impact on Archaeological/ Historical/ Social/ Cultural/ Religious Sites (ESS8)**

There is no identified cultural heritage site identified in the proposed project sites. The project proposed sites are existing road reserves with no cemeteries, churches or any other cultural heritage sites known. There are therefore no anticipated impacts to cultural heritage. However, “chance find” procedures shall be incorporated in the ESIA/ESMP and CESMPs requiring contractors to stop construction if cultural heritage phenomena are encountered during construction and/or wetland rehabilitation activities to coordinate with the relevant mandated country authority for the salvaging, restoration or other appropriate action of such cultural heritage.

**Impacts on local livelihoods from obstructions/removal of housing or business structures (ESS5)**

Probable impacts on income and livelihoods are minor since project will try to avoid acquisition of land and involuntary displacement of people. However, temporary economic displacement with the examples of some vendors and businesses along sites to undergo infrastructural upgrade construction activities. Should such situations arise, impacted persons will be compensated following criteria stipulated in the RAPs. The beneficiaries and their location will be identified by the environment management team under the oversight of the RUMI PMU.

**Flora and Fauna (ESS1, ESS6)**

Dust will be generated during demolition and earthworks activities and deposited on the leaves of nearby trees; this will obstruct the growth of trees. Construction activities will increase sediment loading of streams and changes in turbidity will impact adversely upon fishes and aquatic animals. Diversion at the bridge site will act as barriers to the migration of fishes and aquatic animals. Noise generation from the construction vehicles and equipment can create disturbance for birds and wildlife causing bird migration/species disturbance.

**Biodiversity and presence of natural /critical habits in the wetlands or other project areas (ESS1, ESS6)**

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Disturbance due to construction, transportation, and earthmoving heavy equipment will disturb habitats and destroy some biodiversity. Also, excavation of construction materials for the purpose of this project will result in impact to natural habitat and biodiversity in the wetland, these impacts are managed based on ESIA of related quarries. Project works will also create new habitats with the remediation works.

**Environmental impacts caused by the different works and investments in the project areas (ESS1, ESS2, ESS3, ESS4, ESS5, ESS6, ESS8, and ESS10)**

Cumulative impacts are expected from different project interventions at the village level, streets, district and national level because of the presence of many contractors working at the same time on different project intervention areas. Prevention, mitigation and restoration measures have been included in this ESMF with more details in the ESIA of this project.

**5.2.3 Environmental Impacts During the Operational Stage**

**Air Pollution (ESS1, ESS3, ESS4)**

Emissions from local road traffic along the markets, businesses, churches, inhabitants, and other infrastructures may affect the ambient air quality. Road traffic will be increased due to the construction of these infrastructures in the project area.

**Noise Generation (ESS1, ESS3, ESS4, ESS8)**

During operation, noise levels along the access roads, depots, collection centers, and camp offices will be increased due to the higher traffic volume, construction operations, and mass gatherings. Traffic noise will be a significant nuisance to sensitive receptors such as schools, health centers, and religious places located close to the roads and also to children and elderly persons.

**Surface Water Pollution (ESS1, ESS3, ESS6)**

Generally paved roads increase the amount of impermeable surface area, which increases the rate of surface water runoff. In addition, roofing of Nyabugogo Multi-modal Transit Terminal will act as a new water catchment contributing to the increase of stormwater in the project area. Increased storm water flow rates can lead to soil erosion, flooding in the floodplain, change of river morphology downstream and siltation of streams, and wetlands. During the operation phase, some localized increase in turbidity may take place during any maintenance works of the constructed infrastructure. Similarly, maintenance works can also generate some quantity of waste effluents.

**Solid Waste Management (ESS1, ESS3, ESS4)**

Remaining construction materials may be washed away by the rain into the water sources and lead to sedimentation and increase turbidity. Solid waste will be generated from recreational places, and other amenities, and from regular operation and maintenance activities of the constructed infrastructures. Hazardous waste will also be generated from access road maintenance and Nyabugogo Multi-Modal Transit Terminal. This waste if not appropriately disposed has a potential to contaminate soil and water resources, thus negatively affecting communities as well as natural habitat.

**Changes in Hydrology and Flood pattern (ESS1, ESS3, ESS6)**

The DBL and Nyabugogo Multi-Modal Transit Terminal and their related works may need excavation of drainage ditches for stormwater conveyancing on one hand, and channel destruction, pond excavation, and other mechanical interventions that could impact wetland hydrology and flood attenuation capacity in the floodplain. These changes are mostly positive in nature, likely to take place over a long period of time and need to be regularly monitored and maintained.

**5.2.4 Social Impacts During the Operational Stage**

The development of the Nyabugogo Multi-modal Transit Terminal is likely to bring significant changes during

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its operational stage. These social impacts, both positive and negative, can be linked to various aspects of community life, transportation, and local businesses.

**Increased risk of road accidents (ESS1, ESS4)**

One of the key potential risks associated with the infrastructure upgrade sub-projects is the increased risk of road accidents due to increased traffic. However, substantial road safety measures and facilities will be put in place to minimize the accidents.

**Social Inequity (ESS1)**

The benefits of the upgraded terminal may not be evenly distributed among the population. Vulnerable groups, such as the elderly or disabled, might face challenges in accessing the terminal if it is not designed with their needs in mind. ESS1 and ESS10 (Stakeholder Engagement and Information Disclosure) emphasize inclusive planning and ensuring that the benefits of development projects are accessible to all, particularly vulnerable groups. The project will ensure the terminal design includes features like elevators, and clear signage to accommodate all users. Engage with community groups during planning to address their specific needs.

**Displacement of Informal Vendors (ESS5)**

The operation of the terminal might displace informal vendors who rely on foot traffic for their livelihoods, leading to economic hardship. ESS5 (Land Acquisition, Restrictions on Land Use, and Involuntary Resettlement) requires that projects address the needs of displaced persons, ensuring that their livelihoods are restored or improved. Designated spaces for identified informal vendors will be provided, to continue their businesses legally and safely. Offer support and training programs to help them adapt to new regulations.

**Safety and Security Concerns (ESS4)**

The concentration of people in a busy transit terminal can raise safety and security concerns, such as increased crime or accidents. ESS4 stresses the importance of ensuring community health, safety, and security in infrastructure project. To enhance Safety and Security Concerns, there will be implementation of comprehensive security measures, including surveillance systems, adequate lighting, and a visible security presence. Ensure that safety protocols are in place and that staff is trained to handle emergencies.

**Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) (ESS2, ESS4)**

There is a risk of Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) during the operation phase of the Nyabugogo multimodal bus terminal in Rwanda. This is due to factors such as vulnerable populations, crowded environments, limited supervision, and power imbalances. To mitigate these risks, it is crucial to implement measures such as clear policies, training and awareness programs, grievance redress mechanisms, enhanced security, community engagement, and collaboration with local authorities.

**6. ENVIRONMENTAL AND SOCIAL MANAGEMENT PROCEDURES**

RUMI project will use a structured approach to environmental and social management to allow the project development process following the 8 ESSs applicable to the project, follow the mitigation hierarchy of avoidance, minimization, mitigation and compensation/offset for negative impacts and enhancement of positive impacts where practically feasible. The following sections describe what needs to be done at each stage of the overall project life cycle of project implementation, monitoring and reporting on progress.

**6.1. General requirements**

**6.1.1. Institutional responsibilities for ESIA/ESMP and other ESF documents preparation**

The Government of Rwanda is responsible for compliance to the national policies, regulations and the ESF of the World Bank including the 8 ESSs and the ESH Guidelines, as mentioned in this ESMF. The City of Kigali (CoK) is responsible for obtaining environmental clearance from the Rwanda Development Board (RDB) as the state

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institution responsible for environmental and social impact assessments in Rwanda and from the World Bank as required. The CoK will also be responsible for the preparation of Environmental and Social Impact Assessments (ESIA) and its corresponding Environmental and Social Management Plans (ESMPs).

**6.1.2. General Environmental and Social Management procedures and responsibilities of the Implementing Agencies**

The general requirements and responsibilities for the Implementing agency (CoK) for the application of this ESMF and the standards ESS1, ESS2, ESS3, ESS4, ESS5, ES6, ESS8 and ESS10 include:

- Comply with the requirements and measures described in this ESMF which requires the preparation of ESIA-ESMP or only ESMP or Strategic measures in TA.
- Comply with the LMP prepared for the project and include the agreed measures in the ESIA-ESMP, bidding documents and contracts.
- Comply with the SEP to ensure proper consultations, communications and stakeholder participation in all project activities.
- Comply with the RPF to ensure proper management of Land and resettlement issues.
- Comply with the ESCP and agreed measures and actions to ensure project proper management of environmental and social issues.
- Environmentally sensitive areas, cultural sites, restricted or disputed lands should be taken care of with appropriate mitigation or compensation measures during implementation.
- Ensure proper timing for ESIA-ESMP, RAP preparation for proper planning and design of the works and supervision and monitoring.
- Ensure proper planning and budget allocation for implementation of all ESF documents, ESCP and ensure minimal cumulative impacts.
- Participation of stakeholders (especially local community) should be ensured by CoK in planning, implementation and monitoring of each sub-projects and associated activities.
- CoK will ensure appropriate institutional set up for implementing environmental and social management plan and inter-agency coordination.
- Contractors to be engaged for the project will ensure Health and safety measures for workers and provision of personal protective equipment and at the workers campsites with proper drinking water supply, sanitation facilities separated for men and women, First Aid Kits including sanitary pads for women, clean areas to eat and separate changing room for men and women, temporary shelter to be use by employees in case of heavy rain, insurance in case of accidents, etc.
- CoK will ensure that Procurement teams work closely with the Environmental and Social Management Units since they will give clearance to packages before sent to be procured (either post review or prior review by the World Bank) to ensure all ESF instruments are agreed with the World Bank are costed by contractors and measures implemented.
- CoK will ensure that all contractors include in their costing the prevention and mitigation measures included in the 5 ESF instruments and the respective ESMP – it will be not acceptable that contractors do not implement measures because of lack of funds or lack of presence in the bidding/ tender documents;
- CoK will ensure safety provision for the resettlement sites (if any).
- CoK will be responsible to upload ESIA/ESMP, RAP monitoring reports, communication news, etc to inform the public on the results of the project and comply with the public disclosure of project interventions and potential impacts.

The following sections will describe the environmental and social management procedures that the implementing agency will use to comply with the ESF and the ESCP. A summary of the RUMI environmental and social management procedures is provided in Table 14 for subproject screening, preparation of appropriate

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~~ESF instruments, integrating Environmental and Social clauses into bid documents, monitoring works, reporting and grievance management.~~

## **6.2. Environmental and Social Screening**

Environmental and Social Screening Process outlined below complies with:

- The Rwanda environmental assessment requirements, as outlined in Law N°48/2018 on Environment and the EIA and Audit guidelines
- The World Bank's Environmental and Social Standards, especially ESS1, ESS2, ESS3, ESS4, ESS5, ESS6, ESS8, ESS10.

The screening process provides a mechanism for ensuring that potential adverse environmental and social impacts of RUMI project is identified, assessed and mitigated as appropriate, through an environmental and social screening process – to comply with the WB ESS1.

## **6.3. Preparation of ESIA/ESMP instruments**

Preparation of subproject environmental and social management instruments (ESIAs/ESMPs/RAP) will be carried out for the respective type of subprojects by the implementing agency.

Table 14 describes the process to be followed by the implementing agencies.

### **6.3.1. ESIA- ESMP, RAP's ToRs preparation**

- Environmental and Social Specialists within the Implementing units will prepare or supervise consultancy services for the preparation of ToR to select Environmental consultancy for preparing the necessary subproject environmental documents (ESIAs/ESMPs/RAP). This activity will only be necessary if RUMI institutional coordinators did not carry out a screening process for the proposed subproject but decided to commission a full ESIA directly.
- Project manager of RUMI will submit ToR for ESIA and RAP (if required) to CoK through the RUMI Environmental and Social specialists and to WB for review. The CoK will in turn submit ESIA or ESMP to RDB for input/comments and approval.

### **6.3.2. ESIA/RAP/ESMF study commissioning**

RUMI will contract out consultancy services for the preparation of draft ESIAs/RAPs and carry out public consultations with stakeholders, people that may be affected and local authorities and incorporate results into final ESIA-ESMP, RAPs.

- ESIA-ESMP, RAPs will be monitored and checked by the CoK and reviewed by WB.

### **6.3.3. ESIA/RAP/ESMF Review, Clearance, and Disclosure**

- The CoK Environment and Social specialists will submit draft ESIAs-ESMP to RDB for review and certification if needed.
- Following approval of the ESF instruments, the CoK Environment and Social specialists will also carry out the necessary arrangements for Disclosure and Consultations considering ESS10 and ensure harmonization with the RUMI Stakeholder Engagement Plan.
- The CoK Environment and Social Specialists will follow up and obtain required licenses/ permits that comply with approved ESMF for the necessary RUMI project works.
- All implementing agencies will have to create a webpage for the project in their institutional website and publish all ESF documents and reports as defined in this ESMF.
- CoK will disclose the approved ESF instruments prepared and approved to the CoK web page created and

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that will be permanently accessible for all during all project implementation and after closure.

Table 13: Environmental and Social Framework (ESF) to disclosure

WB receives and takes note of consultation reports_Requirements for the project webpage to be included to the implementing agency Web page to disclose ESF documents and maintain the page functional and update during the project implementation.	
<b>Project Name</b>	Logo institution
<b>Project Description (components, subcomponents and activities)</b>	Photos
<b>Environmental and Social Management of the project</b> -Explain about the ESF and the 8 ESSS -Include short summary of the ESMF and other instruments	
<b>Please place all ESF documents prepared and cleared by the WB</b> – with complete names first as draft- after consultation as final documents. Place attached them as PDF and the option for people to download or read. -ESFM, RPF, SEP, LMP, ESCP	
<b>Online consultation</b> Explain that the project needs to have a consultation of the documents and invite readers to send comments Place a date for at least 1 week to receive comments for the appraisal  <b>Insert Window for sending comments</b> , observations to the ESF documents	<b>Contact person</b> Environmental/Social Specialists Email, phone, fax

**6.3.4. Integrating ESIA/ESMF requirements into RUMI project bidding documents**

Environmental and Social Specialists within the institutional implementing unit will integrate prevention, mitigation and compensation measures included in the approved ESIA/ESMP into respective subproject bidding/tender documents with reference to the standardized Environmental and Social Technical Clauses (ESTC) to be included in the tender technical specifications. The following ESTCs are described in detail in Annex 4 for inclusion in tender documents and the Contractor-ESMPs as applicable to RUMI subprojects.

- ESTC 1: Waste Management
- ESTC 2: Fuels and Hazardous Substances Management
- ESTC 3: Water Resources Management
- ESTC 4: Drainage Management
- ESTC 5: Soil Quality Management
- ESTC 6: Erosion and Sediment Control
- ESTC 7: Topsoil Management
- ESTC 8: Topography and Landscaping
- ESTC 9: Sand Extraction
- ESTC 10: Air Quality Management
- ESTC 11: Noise and Vibration Management
- ESTC 12: Protection of Flora
- ESTC 13: Protection of Fauna
- ESTC 14: Protection of Fisheries
- ESTC 15: Road Transport and Road Traffic Management
- ESTC 16: Wetland use activities

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ESTC 17: Construction Camp Management

ESTC 18: Cultural and Religious Issues

ESTC 19: Workers Health and Safety

ESTC 20: Social Impacts

The RUMI project integrates Environmental and Social Impact Assessments (ESIA) and Environmental and Social Management Framework (ESMF) into bidding documents by including standardized Environmental and Social Technical Clauses (ESTCs). These clauses cover critical areas like waste, water, air quality, noise, soil management, and social impacts. Contractors are required to prepare site-specific Environmental and Social Management Plans (CESMPs) and must employ trained environmental and social management staff.

Contractors must follow traffic, environmental, and health and safety guidelines, with penalties for non-compliance. To prevent underfunding of ESMP implementation, a fixed budget of 3% of total project costs is allocated. The process is overseen by Environmental and Social Specialists in Kigali (CoK), and project bidding documents are reviewed by the World Bank and the RUMI Steering Committee for compliance.

### **6.3.5. Integrating ESIA/ESMF requirements into RUMI project contracts documents**

The integration of Environmental and Social Impact Assessments (ESIA) and Environmental and Social Management Frameworks (ESMF) into RUMI project contracts is essential for managing environmental and social risks during project implementation. The implementing agency will prepare an ESIA that includes Environmental and Social Technical Clauses (ESTCs) to be embedded in contract documents. Each project will require an Environmental and Social Management Plan (ESMP), with site-specific mitigation measures outlined in Contractor-ESMPs (C-ESMP), prepared and submitted by contractors.

Key aspects include:

1. **Incorporation of ESIA/ESMP into Contracts:** ESMPs and ESMFs must be integral to project contracts. Contractors are required to develop C-ESMPs, addressing environmental and social issues.
2. **Bidding and Contractor Selection:** Bidders must submit a Preliminary Environmental and Social Plan. The quality of these plans, along with past performance, will be evaluated in contractor selection.
3. **Contractor Accountability:** ESTCs, part of each ESMP, will ensure contractor compliance with environmental and social plans. Clauses will include penalties for non-compliance and incentives for good performance.
4. **Monitoring and Compliance:** Contractor performance will be monitored against their C-ESMPs, and payment will be tied to environmental performance. Contractors must collaborate with project management, supervising consultants, and the local community to mitigate impacts.

This ensures a comprehensive approach to managing environmental and social issues throughout the project lifecycle.

### **6.3.6. Supervision and Monitoring**

Contractor supervision and monitoring

- The Contractor will implement all mitigation measures detailed in the Contractor-ESMPs.
- Monitored by RUMI Project Manager.
- E&S team conducts internal monitoring of Contractor-ESMPs.
- WB conducts regular monitoring.
- Environmental and Social Specialists in RUMI will carry out regular monitoring and supervision on compliance to Contractor-ESMPs relevant to CoK projects under RUMI.
- The Environmental and Social Specialists and Engineers in the SPIU will carry out supervision on a daily basis of compliance to Contractor-ESMPs relevant to infrastructure provision projects.
- The RUMI Project Manager will provide daily monitoring oversight of the project.
- Daily monitoring will take into consideration ESTCs featured in Annex 4 of this ESMF and to the Contractors Code of Conduct for Individuals as featured in the RUMI Labor Management Plan (LMP). Contractor performance indicators will include the following:

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- (i) *Safety*: hours worked, recordable incidents and corresponding Root Cause Analysis (lost time incidents, medical treatment cases), first aid cases, high potential near misses, and remedial and preventive activities required (for example, revised job safety analysis, new or different equipment, skills training, and so forth).
- (ii) *Environmental incidents and near misses*: environmental incidents and high potential near misses as recorded in the Incident Report in the format provided in the Annex 5 template and how they have been addressed, what is outstanding, and lessons learned.
- (iii) *Major works*: those undertaken and completed, progress against project schedule, and key work fronts (work areas).
- (iv) *E&S requirements*: noncompliance incidents with permits and national law (legal noncompliance), project commitments, or other E&S requirements.
- (v) *E&S inspections and audits*: by contractor, engineer, or others, including authorities—to include date, inspector or auditor name, sites visited and records reviewed, major findings, and actions taken.
- (vi) *Workers*: number of workers, indication of origin (expatriate, local, nonlocal nationals), gender, age with evidence that no child labor is involved, and skill level (unskilled, skilled, supervisory, professional, management).
- (vii) *Training on E&S issues*: including dates, number of trainees, and topics.
- (viii) *Footprint management*: details of any work outside boundaries or major off-site impacts caused by ongoing construction—to include date, location, impacts, and actions taken.
- (ix) *External stakeholder engagement*: highlights, including formal and informal meetings, and information disclosure and dissemination—to include a breakdown of women and men consulted and themes coming from various stakeholder groups, including vulnerable groups (e.g., disabled, elderly, children, etc.).
- (x) *Details of any security risks*: details of risks the contractor may be exposed to while performing its work—the threats may come from third parties external to the project.
- (xi) *Worker grievances*: details including occurrence date, grievance, and date submitted; actions taken and dates; resolution (if any) and date; and follow-up yet to be taken grievances listed should include those received since the preceding report and those that were unresolved at the time of that report.
- (xii) *External stakeholder grievances*: grievance and date submitted, action(s) taken and date(s), resolution (if any) and date, and follow-up yet to be taken grievances listed should include those received since the preceding report and those that were unresolved at the time of that report. Grievance data should be gender- disaggregated.
- (xiii) *Major changes to contractor’s environmental and social practices*.
- (xiv) *Deficiency and performance management*: actions taken in response to previous notices of deficiency or observations regarding E&S performance and/or plans for actions to be taken—these should continue to be reported until WB determines the issue is resolved satisfactorily.

#### **6.4. Reporting**

The project requires all key stakeholders to regularly report on environmental and social compliance, project progress, and environmental performance. These reports should include updates on the implementation of the Contractor-ESMP (C-ESMP), environmental mitigation measures, challenges, and any additional actions taken. Reports must also detail incidents of non-compliance, complaints from local communities or NGOs, and how they were addressed. Contractors and supervising consultants must submit monthly, quarterly, annual, and final reports after project completion to the CoK SPIU, which will review and approve them before sharing with the World Bank.

CoK SPIU is responsible for reporting to the World Bank in compliance with the Environmental and Social Commitment Plan (ESCP), including submitting semi-annual reports on ESMF and ESMP implementation. In case of accidents or environmental endangerment, the Contractor must notify local authorities and the project manager within 24 hours, with CoK SPIU reporting to the World Bank within 48 hours.

Monitoring will focus on parameters such as water quality (for workers and wetlands), soil contamination,

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noise, air pollution, debris disposal, occupational health and safety, tree planting, affected properties, claims by impacted people, and compliance with the ESMP, national regulations, and World Bank requirements. A database will be maintained for environmental and social data. The joint responsibility of the Contractor and implementing agency ensures thorough monitoring and immediate reporting of any incidents.

## **6.5. Grievance Redress Mechanisms**

### **a. Introduction to GRM**

The GRM is established to address and resolve grievances from affected parties (APs) and other stakeholders throughout the lifecycle of the project. It serves as a formalized avenue for individuals or groups to raise concerns or complaints related to the project's activities, ensuring that these are handled effectively to avoid escalation or litigation.

### **b. Establishment Procedures and Timeframe**

The GRM will be established at the onset of the project, specifically before the commencement of any civil works. The following steps will be taken to ensure the GRM is fully operational:

- **Formation of Grievance Committees:** These committees will be set up at the village, cell, sector, and district levels. Each committee will include representatives from local communities, project staff, and relevant authorities.
- **Training and Capacity Building:** Committee members will undergo training on grievance management processes, legal frameworks, and effective communication strategies.
- **Communication Strategy:** Information on the GRM, including procedures for lodging complaints, will be disseminated in both English and Kinyarwanda through community meetings, pamphlets, and public notices.
- **Grievance Submission Channels:** Locked suggestion boxes will be placed in strategic locations, and an online submission system will be established for ease of access. A grievance register will be maintained at each level to track and monitor the status of complaints.

The GRM will remain active throughout the project's duration, with grievances expected to be resolved within 15 working days of submission.

### **c. Resolution Approach**

The GRM is designed to be accessible and user-friendly, ensuring that grievances are resolved in a manner that is fair and satisfactory to all parties involved. The process includes:

- **Submission of Grievances:** Affected parties can submit grievances verbally, in writing, or anonymously. Submission points include suggestion boxes, direct submission to committee members, or via an online portal.
- **Confidentiality and Non-Retaliation:** All grievances will be handled with strict confidentiality, and no complainant will face retaliation for lodging a grievance.
- **Investigation and Resolution:** Upon receiving a grievance, the committee will investigate the issue, consult relevant stakeholders, and propose a resolution within 15 working days. In cases involving complex issues or sensitive matters such as gender-based violence (GBV), specialized personnel may be involved in the investigation and resolution process.
- **Appeal Process:** If the complainant is not satisfied with the initial resolution, they have the right to appeal. The appeal will be reviewed by a higher-level committee, which includes representatives from NGOs and community leaders, within an additional 15 days.

### **e. Monitoring and Reporting**

The GRM includes robust monitoring and reporting mechanisms to ensure its effectiveness and transparency. Key activities include:

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- **Grievance Register:** All grievances will be logged in a secure register, detailing the nature of the complaint, investigation actions taken, and the resolution reached.
- **Regular Monitoring:** The Project Implementation Unit (PIU) will monitor the GRM’s operation, ensuring that grievances are addressed promptly and resolutions are implemented effectively.
- **Reporting:** Monthly reports on the status of grievances and the effectiveness of the GRM will be prepared and shared with relevant stakeholders, including the World Bank.

**f. Proposed Structure and Stakeholder Roles**

The GRM will operate through a multi-tiered structure designed to address grievances at the lowest possible level before escalation. The proposed structure includes:

**Grievance Committees:**

- **Village Level:** Initial intake and resolution of grievances by local leaders and representatives of affected communities.
- **Cell Level:** Escalation of unresolved grievances from the village level, managed by the Cell Secretary.
- **Sector Level:** Handling of more complex grievances that require broader consultation and intervention.
- **District Level:** The District Authority, in coordination with the PIU, addresses grievances that cannot be resolved at lower levels.

**Specialized Committees:**

- **Worker’s Grievance Redress Committee:** Comprised of elected worker representatives, this committee focuses on labor-related grievances.
- **GBV Task Force:** A dedicated team responsible for managing cases related to sexual harassment and GBV, ensuring sensitive handling and compliance with legal and ethical standards.

**Roles and Responsibilities:**

- **President of GRC:** Leads the grievance resolution process, assigns responsibilities, and ensures timely referrals to higher levels when necessary.
- **Village Leaders and Cell Secretaries:** Manage the initial intake and resolution of grievances at the community level, ensuring proper documentation and reporting.
- **Contractors:** Responsible for addressing construction-related grievances and ensuring adherence to environmental and social standards.
- **Supervisors:** Act as client representatives, overseeing grievance resolution and reporting GRM progress.
- **Gender and Social Specialists:** Oversee the implementation of the GRM, particularly in relation to vulnerable groups and gender-related issues.

**f. Conclusion**

The revised GRM section provides a detailed framework for addressing grievances in a manner that is transparent, accessible, and effective. The mechanism is designed to ensure that all grievances are resolved in a timely and equitable manner, contributing to the overall success of the project by fostering positive relationships with all stakeholders

Table 14: Summary table for the RUMI environmental and social management procedures

Steps	Environmental Action Required	Implemented by	Monitored/ Checked by
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<b>Project Identification: Screening and Scoping of projects through the National EIA system</b>	Prepare ToR for subproject screening based on the Screening Template provided in Annex 1 and submit them to RDB for review and approval. Commission, oversee project screening and submit results to RDB and WB for review and approval	RUMI E&S team	CoK monitors and verifies; RDB reviews, approves and provide EIA Certification to proceed WB will review the screening results
<b>Project Preparation: ESIA/ESMP ToR Clearance; Disclosure and Consultations</b>	Prepare or supervise ToR to select Environmental consultancy for preparing necessary subproject environmental documents (ESIAs/ESMPs)	RUMI E&S team and RUMI coordinator	CoK monitors and verifies; RDB reviews, approves and provide EIA Certification to proceed WB will review the screening results
<b>Project Preparation: ESIA/ESMP</b>	Commission consultancy services for the preparation of draft ESIA/RAPs/ESMPs	Environmental consultant under supervision of RUMI	CoK monitors and verifies; RDB reviews, approves and provide EIA Certification to proceed WB will review the screening results
<b>Commissioning</b>	carry out public consultations with potential affected people and local authorities and incorporate results into final ESIA-ESMP; RAP Submit draft ESIA-ESMP; RAP; PCU through SPIUs	RUMI E&S team and Engineers	WB reviews all draft ESIA-ESMPs/RAP
<b>Project bidding: Integrating ESIA/ESMP requirements into bidding documents</b>	Environmental and social prevention and mitigation measures and/or requirements as featured in approved ESIA/ESMP into bidding document with reference to ESTC (Annex 4 in this ESMF); Include mitigation measures/ requirements into rehabilitation document and contract (if any) Include mitigation measures/ requirements into equipment supplier contract (if any) Include mitigation measures/ requirements into construction supervision bidding document and contract (if any) Include close to the Requires	Environmental Specialist and Social Specialist in RUMI for CoK	Monitored by RUMI, WB reviews and approve bidding documents; WB provides no-objections on contract awards as appropriate. Overall oversight by RUMI Steering Committee
<b>Implementation Phase: Monitoring</b>	Conduct daily monitoring of contractor compliance with Contractor-ESMPs, referencing ESMF, ESMP, and ESTCs. Focus areas include safety, environmental incidents, major works, and E&S requirements, along with regular audits and inspections. Track worker profiles, provide E&S training, and manage grievances. Ensure engagement with external stakeholders and address any security risks. Monitor changes to contractor's ESTCs and handle performance issues.	Environmental and Social Specialists in RUMI for CoK	Monitored by RUMI Environmental Specialist and Social Specialist

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<b>Implementation Phase: Grievance redress</b>	Implement the Grievance Redress Mechanism for workers and stakeholders as provided for in the C-ESMPs, this ESMF, LMP and SEP	Social Specialists in RUMI	The CoK SPIU is overall responsible to address persistent grievances; CoK SPIU will ensure support of the Environment and Social Coordinator for the project Social Specialists and Districts Gender Monitoring Officer
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**6.6. Raw material resources acquisition**

Ethical waste management is crucial for sustainable building, focusing on reusing, reducing, and eliminating waste where possible. Effective waste management is essential for environmental protection and cost efficiency, as improper handling can lead to pollution and financial loss. The project will follow specific procedures to manage waste effectively:

**a) General Construction and Demolition Waste Management**

Demolition waste, including concrete, bricks, and wood, will be managed by:

- Designating waste collection areas away from water bodies.
- Covering containers and scheduling timely pickups to prevent overflow.
- Disposing of waste at authorized sites with guidance from competent authorities.

**b) Hazardous Waste and Materials**

Hazardous materials like lead, paint thinners, and fluorescent bulbs will be handled by:

- Following disposal instructions on product labels.
- Consulting authorities for proper hazardous waste disposal.
- Keeping original product labels and using recommended disposal methods.

**c) Petroleum Products and Related Wastes Management**

- Store petroleum products in covered areas with spill containment measures.
- Clean up spills immediately using absorbent materials.

**d) Detergents Waste Management**

- Limit detergent use and direct wash water to sanitary sewers, preventing it from entering storm drains.

**6.7. Pre-construction Mitigation Measures**

Before construction, environmental and social impacts should be identified, and mitigation measures implemented. Best practices will be deployed based on detailed activities, with cost estimates for mitigation determined during the ESIA process, considering location, type of construction, and project requirements.

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Table 15: RUMI pre-construction Environmental and social prevention and Mitigation measures to be considered for the planning stage

Environmental and Social Standards Relevant	Potential Environmental and Social Impacts	Proposed PREVENTION/ Mitigation /COMPENSATION Measures	Responsibility	
			Implementation	Supervision
ESS1, ESS6	-Loss of vegetation/ trees in the project sites (nesting sites, feeding-grounds, perching areas) can be affected by the cutting of vegetation (trees/shrub vegetation habitats).	-Avoid disturbance and be careful during construction. consultation with local authorities prior to cutting trees. planting more trees to compensate for the lost vegetation.	Contractor	Environmental and Social Specialist for the subproject by national Implementing
Economic displacement	Loss of income and livelihoods assets; Social conflict.	Establish and operationalize a GRM for the PAPs and the Workers Prepare and implement the RAP and implement the Livelihood Restoration Program	Social Specialists	RUMI facilitated by Social Coordinator
		Prior to start construction/works adequate compensation should be given to the PAPs in-time according to RAP. Adequate compensation should be given for standing crops; Avoid agricultural land, if possible; Create job opportunities for the PAPs		
Restriction on access or removal of Housing and Commercial/business Structures	Impacts on local livelihoods due to temporary loss of access to housing or commercial/business structures; Impacts on local livelihoods due to loss of housing or commercial/ business structures leading to loss of income and livelihoods.	Proper compensation should be given before starting the removal or dismantling works; Providing a temporary place where informal and formal businesses can continue to operate Create job opportunities for the PAPs.	Social Specialists in case of compensation is appropriate; Contractor	CoK facilitated by Environment and Social Coordinator

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<b>Dangerous exposure to damaged utility infrastructures</b>	Exposure of workers health and safety to live electricity cables and other dangers associated to utility infrastructures; During movement of heavy Construction machinery and equipment can damage the utility services if not previously removed	Prior to start construction, the utility services (electrical cables, telephone line, water supply pipeline, gas supply pipeline and internet line) should be shifted with the consultation of the relevant organizations. Inform the local community before starting removal or demolishing work; Carefully remove the utilities that are connected to any structures;	Contractor	Environmental Specialist and Social Specialist of the project
<b>Dismantling</b>	-Dust pollution in the construction site; -Health hazard for the workers and community during dismantling works; -Noise level increase;	-Notify the adjacent community before starting the demolishing work; -During the removal or demolition of existing structures if required will be fully removed by the contractor; -Spraying of water in the dry land or from where there is a possibility to generate dust;	Contractor	Environmental Specialist and Social Specialist for the project
	-Vibration effects on the structures on the surrounding of the project area;	Proper H&S measures for the workers such as using of appropriate PPE (helmet, Earplug, musk, safety shoes, hand gloves etc.) should be taken to avoid any accidents. Construct noise barrier around the dismantling site; Stop the engine when it is not required; Monitor Noise level as per DoE guidelines; Impact wise mitigation measures are given. Use shifting to avoid long term exposure to vibration equipment.		
<b>Setting up labor camps</b>	Land encroachment. Solid and liquid waste from the labor camp	-To prevent land encroachment, consider acquiring labor campsites through temporary agreements between willing sellers and willing buyers or integrating land requirements for labor camps into the RAP -Labor camps should be constructed at a distance from the water bodies -Avoid productive land and away from the settlement during the selection of land for the setup of labor camp; No solid and liquid waste discharge into the water bodies; Instruct workers to maintain clean environment	Contractor	-Environmental Specialist and Social Specialist for the project SPIU

## **6.8. Construction/Implementation Phase – Prevention and Mitigation Measures to Address Environmental and Social Impacts/risk**

RUMI will support activities related to construction and capacity building. The majority of significant impact on the environment, communities and workers will be related to the different works that are planned to be supported in the City of Kigali.

### **Potential environmental impacts**

During the construction phase for construction activities will vary from one location to another. In this ESMF we have identified the general potential impacts that can be caused due to the different interventions in relation to waste generation, pollution, health and safety issues, accidents, degradation of natural resources (cutting of trees, removal of natural soil, reduce infiltration), impacts on community safety, etc.

**Please see Table 14 for details in the potential impacts that we have identified for this stage.** Table 14 also describe prevention and mitigation measures against possible environmental and social impacts envisaged in RUMI at its construction phase. We also include general ESTC that will guide the team during the ESMP preparation.

During the ESIA processes specific Prevention, Mitigation and compensation measures and cost estimates will be provided in the RAP based on project component's location, construction intervention, risks of the area. The ESMP will describe specific prevention and mitigation measures, the implementation schedule, estimated cost, monitoring plan and compliance with the basic table of contents described in Annex 2.

The ESMP will prepare and describe prevention and mitigation measures as Environmental and Social Technical Clauses to ensure its inclusion in the tender documents in the technical specifications section and to ensure these are costed by the contractors and later legally bound to the contract. These technical specifications will be expanded and detailed at the project ESIA level. All the ESTC will be included in the bidding documents and make contractors responsible for their compliance and budgeted by the contractor.

### **Supervision.**

The Project Environmental and Social Safeguards Specialists at CoK-SPIU will be responsible for the environmental and social supervision of the works or activities to be financed by the project. Community Verifiers will also support by checking and keeping track of any issues caused by the contractors, impacts caused to the communities and reporting GRM and GBV issues. The institutional arrangements are represented in Figure 4.

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Table 16: RUMI potential environmental and social impacts and prevention and mitigation measures proposed to be mandatory during construction phase.

RISKS/ Environmental and Social Standards	Environmental/Social Impacts	Proposed Mitigation Measures	Responsibility	
			Implementation	Supervision National/district
<b>Removal of Housing Commercial, Business Structures</b> <b>ESS5</b>	-Impacts on local livelihoods due to temporary loss of access to housing or commercial/business structures; -Impacts on local livelihoods due to loss of housing or commercial/ business structures leading to loss of income and livelihoods; -increase dust pollution	-Avoid affecting the number of housing and commercial structure during the alignment and location of works, drains, bridge; -Proper compensation should be given before starting the works or dismantling works; -Consider providing job opportunities for the PAPs. -Water spraying on the surface to reduce dust pollution	Social Specialists in case compensation is needed, Contractor	SPIU CoK, SUPERVISION FIRM
<b>Road Traffic and Accidents</b> <b>ESS4</b>	-Reduce traffic areas and increase narrow access road by construction; vehicle will affect the movement of normal road traffics and the safety of the road users such as students, women, children, etc	-The ESMP mandates a Traffic Management Plan (TMP) to be prepared by the contractor before construction begins, with strict adherence during the project. -The TMP will outline road safety measures such as speed breakers, warning signs, flag-persons, and road safety signs to ensure smooth traffic flow. -It will specify the final location of road signs, in coordination with the Engineer and Environmental Specialist, as per the tender and ESMP. -Special attention will be given to movement near schools, community infrastructure, and healthcare facilities. -Traffic Marshals will manage alternative routes to prevent traffic congestion. -Workers are prohibited from using mobile phones while driving or operating machinery.	Contractor	SPIU CoK, SUPERVISION FIRM

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<p><b>Air Pollution ESS3</b></p>	<p><b>Construction vehicular traffic:</b> Air quality can be affected by vehicle exhaust emissions and combustion of fuels  <b>Construction equipment:</b> Air quality can be adversely affected by emissions from construction machineries and combustion of fuels;  <b>Construction activities:</b> Dust generation from earth excavation, earth &amp; sand stockpiles during dry periods.</p>	<p>-Fit vehicles with appropriate exhaust systems and emission control devices.  -Regularly maintain vehicles and equipment to ensure good working condition and fuel efficiency.  -Impose a 20 km/h speed limit at worksites to minimize dust emissions and control construction traffic.  -Focus on containing emissions from generators and ban equipment causing visible pollution from construction sites.  -Apply water spray to dry areas, stockpiles, and roads to reduce dust increasing frequency during high-risk periods.  -Cover and confine materials like excavated earth and sand to prevent wind drift.  -Restore disturbed areas with vegetation and establish storage areas to prevent dust dispersion.  Contractors must conduct air quality monitoring in line with the National Air Quality Standard (RS EAS 751 2010) for East Africa.</p>	<p>Contractor</p>	<p>SPIU CoK, SUPERVISION FIRM</p>
<p><b>Noise Pollution ESS3</b></p>	<p><b>Construction vehicular traffic:</b> Vibration and Noise quality will be deteriorated due to vehicular traffic.  <b>Construction equipment:</b> Noise and vibration will have an impact on adjacent surrounding residents.  <b>Construction activity:</b> Noise will have an impact on adjacent residents.</p>	<p>Strict noise control measures must be implemented, especially near sensitive areas like residential zones, schools, and healthcare centers.  Install noise barriers and confine stone breaking machinery in temporary sheds to minimize noise.  Provide ear protection (earplugs or earmuffs) for workers near high-noise equipment.  Fit construction equipment and vehicles with silencers and ensure proper maintenance.  Drivers must avoid unnecessary honking.  Contractors must monitor noise levels in line with national standards set by the Rwanda Standards Board and conduct vibration monitoring, with no blasting allowed</p>	<p>Contractor</p>	<p>SPIU CoK, SUPERVISION FIRM</p>

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<p><b>Ground and Surface Water Pollution</b></p> <p><b>ESS3</b></p>	<p>-Contamination of groundwater pollution due to lack of septic tanks or mobile toilets;</p> <p>-Accidental spillage of hazardous liquid from the construction camps, vehicles and machinery.</p>	<p>-The contractor must ensure that water use for construction does not affect the supply to local communities.</p> <p>-Storage and handling of contaminants, such as used oil, must be strictly regulated to prevent water and soil pollution, with hazardous liquids managed by experienced personnel.</p> <p>Strong spill cleanup measures and containment systems must be in place.</p> <p>- Proper monitoring of hazardous materials must be conducted by skilled personnel.</p> <p>- Groundwater quality monitoring must follow national standards (RS 109: 2017 for industrial wastewater and RS 110: 2017 for domestic wastewater).</p>	<p>Contractor</p>	<p>SPIU CoK, SUPERVISION FIRM</p>
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<p><b>Drainage Congestion/ Hydrological Regime Changes</b></p> <p>ESS3</p>	<p>Drainage congestion and flood at the site; Erosion and siltation at the site.</p>	<p>Proper design and construction accordingly to accommodate design flows; Provision of sufficient sizes of drains to take design flows; Wastes should not be disposed of near any water body. All waste depending on its characteristics, should be disposed of in a controlled manner.</p>	<p>Contractor</p>	<p>SPIU CoK, SUPERVISION FIRM</p>
<p><b>Impacts on aquatic habitat,</b></p> <p>ESS3 ESS6</p>	<p>Construction of road diversions on a river/stream/drainage channel create drainage congestion; Stockpiling of construction materials in a river/stream/drainage channel can also create drainage congestion. Generated waste and leaked oil can cause water pollution through the polluted effluent.</p>	<p>-Construction waste should be removed from the construction site during dismantling of existing structure; Construct diversion road on the river/stream/drainage channel should consider open space so that water flow cannot hamper construction activities; Immediately remove all the construction debris from the construction site as well as from the water bodies in a planned way; Duration of stockpiling should be minimized as much as possible; Avoid the encroachment of the water bodies; Protect water bodies from sediment loads by silt screen or bubble curtains or another barrier; Construction activity should be recommended during the dry season; Construction workers shall be instructed to water resources. Proper storage of leaked oil.</p>	<p>Contractor</p>	<p>SPIU CoK, SUPERVISION FIRM Contractor</p>

RISKS/ Environmental & Social Standards	Environmental/Social Impacts	Proposed Mitigation Measures	Responsibility	
			Implementation	Supervision National/district
<p><b>Occupational Health and Safety</b></p> <p><b>ESS2 ESS3 ESS4</b></p>	<p>-Campsites for construction workers and Safety are the important locations that have significant impacts such as health and safety hazards on local resources and infrastructure of nearby communities.</p> <p>-Lack of proper infrastructure facilities, such as housing, water supply and sanitation facilities will increase pressure on the local services and generate substandard living standards and health hazards.</p> <p>- potential for diseases to be transmitted including malaria, exacerbated by inadequate health and safety practices.</p> <p>-increased risk of work crews spreading sexually transmitted infections and HIV/ AIDS.</p> <p>-Lack of first aid facilities and health care facilities in the immediate vicinity will aggravate the health conditions of the community.</p>	<p>Small <b>labor camps</b> (without dormitories) will include areas for eating, hygiene, sanitation, and storage.</p> <p><b>Construction camps</b> will store materials and machinery, located away from communities to avoid conflicts.</p> <p>Campsites will be approved by the <b>Engineer</b> and <b>Environmental Specialist</b> from CoK SPIU.</p> <p>Contractors and workers will receive training on health, safety, and code of conduct from SPIU and the contractors.</p> <p>Safe water supply, sanitary facilities, and proper waste disposal will be provided in camps.</p> <p><b>Waste separation</b> will be enforced, and organic waste will be managed to avoid attracting pests.</p> <p>Garbage pits will be located at least 500m away from residential areas to prevent odor issues.</p> <p>PPE (Personal Protective Equipment) will be supplied and properly disposed of, with costs included in tender documents.</p> <p>Regular <b>HIV awareness</b> and <b>STI prevention</b> training will be provided.</p> <p><b>Mosquito repellent</b> spraying will be conducted during the rainy season.</p> <p>Workers will have access to <b>health care, first aid, and safety equipment</b> such as helmets, gloves, and masks.</p> <p>An <b>Environment, Health, and Safety (EHS) Manager</b> will oversee worker safety.</p> <p>Local health, religious, and security authorities will be informed before camp establishment to ensure public health and safety.</p> <p>Occupational accidents will be documented, and necessary preventive measures will be taken.</p> <p>Construction drivers will be trained on traffic rules, and proper lighting will be installed in construction areas to prevent</p>	Contractor	SPIU CoK, SUPERVISION FIRM Contactor

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		accidents. An alarm system will be used to inform the community of any potential hazards like road closures or material transportation in narrow areas.		
<b>Quarries and Borrow Pits</b>  <b>ESS3 ESS4</b>	Increased noise level and vibrations from blasting for excavation and compaction in road construction can damage houses and other property; Increased noise level from heavy construction vehicles will impact on the local community; Air pollution due to diesel fumes and dust generation resulting from the presence of construction machinery and site cleaning activities	Small labor camps will provide areas for hygiene, eating, and storage, with construction camps for materials, located away from communities. Contractors and workers will receive health, safety, and conduct training. Camps will have safe water, sanitary facilities, and proper waste management, including PPE disposal. HIV awareness, healthcare, and safety equipment will be provided. Local authorities will be informed prior to camp setup, and an EHS Manager will oversee safety. Measures to prevent accidents, including proper lighting and community hazard notifications, will be implemented.	Contractor	SPIU CoK, SUPERVISION FIRM Contactor
<b>Landscape Aesthetics</b> <b>ESS3 ESS4</b>	Excavation of borrow pits, stockpiling of construction materials, placing of construction equipment and parking of construction vehicles; Presence of construction camps, equipment and their activities;	Parking of construction vehicles and stockpiling of construction materials/excavated earth should be done in systematic way to avoid the damaging of aesthetics of the site; Duration of stockpiling should be minimized as much as possible;	Contractor	SPIU CoK, SUPERVISION FIRM Contactor
	Movement of construction vehicles on the existing road network and temporary haul roads; Closure of existing bridges by construction of diversion road.	Vegetation plantation after complete of the construction work; Completely remove the construction camp facilities, equipments and their activities; Limit the speed of the vehicles and cover the vehicles during the movement or transportation of materials on the existing road network and temporary haul road; Plantation of trees at the construction site after completion of the construction activities Immediately		

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<p><b>Community Health and Safety</b> ESS4 ESS2</p>	<p>-Accidents on the approach road and construction site;          -Noise and dust pollution; Communicable diseases can spread among the local community;          -Risks of Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH)</p>	<p>Prior to start the construction activities contractor will inform the local community;          -Instruct the drivers and limit the speed of the vehicles and prepare a traffic management plan to ensure safety.          -Regular health checkup of the workers and awareness training about communicable diseases          -Regular training and sensitization of workers on SEA/SH, operationalize grievance redress mechanisms, enhance security, conduct awareness campaigns for the host community and ensure their engagement, and collaboration with local authorities</p>	<p>Contractor</p>	<p>SPIU CoK, SUPERVISION FIRM Contactor</p>
<p><b>Influx of construction workers</b> ESS2</p>	<p>The influx of labor in construction areas can lead to public health issues like overcrowding, poor sanitation, and increased occupational health risks. These conditions raise the risk of infectious diseases such as respiratory infections and malaria. Additionally, exposure to chemicals and physical strains can weaken workers' immune systems. Limited access to healthcare and mental health services further worsens these risks, highlighting the need for strong health and safety measures to protect workers and nearby communities.</p>	<p>To mitigate these impacts, it's essential to implement proper health and safety measures in construction areas, including providing adequate sanitation facilities, promoting hygiene practices, ensuring access to healthcare services, conducting regular health screenings, and providing training on disease prevention. Additionally, measures to improve living conditions, regulate working hours, and address mental health issues among construction workers can help minimize the spread of diseases in these settings.</p>	<p>Contractor</p>	<p>SPIU CoK, SUPERVISION FIRM Contactor</p>
<p><b>Impact on labor working Conditions and labor risks</b> ESS2</p>	<p>Risks of child labor and forced labor, human trafficking; potential increase of GBV, SEA and SH</p>	<p>ESMP that include a GBV action plan</p>	<p>Contractor</p>	<p>SPIU CoK, SUPERVISION FIRM Contactor</p>
<p><b>Impacts on Archaeological/ Historical/ Social/ Cultural/ Religious Sites</b> ESS8</p>	<p>Air and dust pollution; Noise level may create uncomforted; Vibration can affect social/ cultural/ religious sites.</p>	<p>Create temporary barrier around the project site; Regular spraying of water in the construction site and approach road to reduce the dust emission; Control the speed limit about 20 km/hour in the construction site and approach road; Construction activities should be continued during day time only; Carefully handle construction machinery and equipment</p>	<p>Contractor</p>	<p>Environmental and Social Specialists for the subproject</p>

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		near the sensitive receptors		
<b>Impacts on local livelihoods from obstructions/removal of housing or business structures</b> ESS5 ESS4	Air and dust pollution; Noise level may create discomfort; Loss of income and employment; Mental stress; Resettlement or removal due to realignment of approach road; Vibration can affect structures.	Spraying water on the dry surface to reduce dust pollution; Limit the speed of vehicles in the construction site; Prior notice to the local inhabitants for resettlement issues if required; Compensation should be given to the PAPs in-time according to RAP, Provide temporary sites for operation of formal and informal businesses; Realignment of approach road if required; Job opportunities priority should be given to the PAPs;	Contractor Social Specialist in case compensation is appropriate	SPIU/CoK SUPERVISION FIRM
<b>Flora and Fauna</b> ESS6	-Dust will be generated during earthwork and deposited on the leaves of nearby trees; this will obstruct the growth of trees. -Construction activities will increase sediment loading of streams and changes in turbidity will impact adversely upon fishes and aquatic animals. -Noise generation from the construction vehicles and equipment can create disturbance for birds and wildlife - Oil spills from vehicles and machinery used in construction can cause soil and water pollution which can affect wetland biodiversity among others.	A comprehensive construction management plan is needed for RUMI construction sites, focusing on regular water spraying to control dust, effective waste management, and conducting work primarily in the dry season. Diversion roads should be promptly removed, and construction activities should occur only during the day. Maintenance of machinery and vehicles must happen at designated areas, and indigenous species should be planted for revegetation post-construction. Workers must be educated on protecting natural resources and prohibited from hunting and unauthorized fishing, while only indigenous fish species should be released into local waterways to enhance aquatic resources.	Contractor	ESMU/CoK  SUPERVISION FIRM Contractor
Resource use	Depletion of the natural resources	-efficient use of natural resources through proper planning of quantity estimates	Contractor	Environmental specialist

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**6.9. Operation Phase Mitigation Measures to Address Environmental and Social Impacts**

Mitigation measures during the RUMI are discussed in this section. Mitigation measures cost estimates during this phase will be determined during ESIA processes of sub-projects based on its location, types of construction, implementation schedule, cost for project implementation and requirement of mitigation and enhancement activities. Examples of such mitigation measures are illustrated in Table 17 below.

Table 17: RUMI Operational phase mitigation measures

Potential Environmental and Social Impacts of RUMI activities		Proposed Mitigation Measures	Responsibility	
			Implementation	Supervision
<b>Air Pollution</b>	GHGs emission from the increasing number of vehicles in the movement area; Vehicular emission from burning fuels.	<ul style="list-style-type: none"> <li>-promote e-mobility.</li> <li>-Increase tree-planting by adding new native species of trees in the appropriate locations after consultation with the concerned authority.</li> </ul>	Contractor	ENVIRONMENTAL AND HEALTH staff
<b>Solid Waste Management at Construction Sites</b>	Remaining construction materials may be washed away by the rain into the water sources and lead to sedimentation and increase turbidity	<ul style="list-style-type: none"> <li>-After completing of the construction activities;</li> <li>-Remaining construction materials will be completely removed from the streets, garden, impacted area of project site and placed in the certified final disposal site agreed with the district environmental officer and the supervisor;</li> <li>-Clean-up operation of construction sites will require restoration actions for the vegetation and soils</li> </ul>	Contractor	E&S staff
<b>Road Traffic and Accidents</b>	<ul style="list-style-type: none"> <li>-Number of vehicles movement will be increased in the area;</li> <li>-Road infrastructure improvement may encourage to drive at high speed which may result in road accidents.</li> </ul>	<ul style="list-style-type: none"> <li>-Establish speed breakers and road safety signs</li> <li>-Keep provision of pedestrian walkways both sides on roads and bridges</li> <li>-A proper traffic management plan can be introduced and strictly follow national road traffic rules;</li> <li>-Keep provision of adequate lighting facilities in project area;</li> <li>-Avoid using mobile phone during driving and while crossing the road</li> </ul>	RNP CoK	Social Specialist for subproject

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<b>SEA/ SH risks</b>	This is due to factors such as vulnerable populations, crowded environments, limited supervision and power imbalances that may lead to SEA/SH cases during project operational phase	To mitigate these risks, it is crucial to conduct regular training and sensitization of workers on SEA/SH, operationalize grievance redress mechanisms, enhance security, conduct awareness campaigns for the surrounding community and ensure their engagement, and collaboration with local authorities.	Contractor	Social Specialist for the subprojects.
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## 6.10. Monitoring Program

As one of the key elements of the ESMF and future ESMP, it is to implement an effective monitoring program to ensure compliance monitoring, effects monitoring, and external monitoring. The main purpose of this monitoring program is to ensure that the various tasks detailed in the ESMP, particularly the mitigation measures are implemented in an effective manner and also to evaluate program impacts on the key environment parameters. Various types of monitoring plans are discussed below.

### 6.10.1. Compliance Monitoring

The purpose of the compliance monitoring is to ensure that the contractor's implementation of the mitigation measures given in the ESMP is effective and timely. This monitoring will generally be commissioned by the SPIU with the help of checklists to be prepared on the basis of the Mitigation Plan discussed above.

### 6.10.2. Effects Monitoring During Project Implementation

Effects monitoring is a very important aspect of environmental management to protect the environment. The effects monitoring plan proposed for the RUMI Project in the Table 16; after the specific ESIA, this project will be revisited and revised. The monitoring will comprise surveillance to check whether the contractor is meeting the provisions of the contract during construction and operation of the program including the responsible agency for implementation and supervision.

Table 18: Monitoring plan for RUMI project's risks and impact

Parameter/ Activity	Location	Means of Monitoring	Frequency	Responsible Agency	
				Implemented By	Supervised By
<b>During Project Implementation</b>					
Sand extraction/soil collection	At all sand extraction points	Ecological inspection of the site prior to development; and extraction carried out not in long stretches	Weekly	Contractor	Environmental Specialist (CoK)
Sediment Quality for heavy metals	River/streambed sediments	Laboratory analysis for analysis of metals and oil/grease (lead, cadmium, chromium, copper, manganese, mercury and zinc)	Before sand extraction	Contractor through a nationally recognized laboratory	Environmental Specialist (CoK)
Soil Pollution	Drainage Channel construction site camp	Visual inspection that filling is through several compartments	Beginning of earth filling works	Contractor	Environmental Specialist (CoK)
	Drainage channel construction, material storage sites	Ensure no contaminated effluent is leaving from the filling area to the nearby lands	Weekly	Contractor	Environmental Specialist (CoK)
Hydrocarbon and chemical storage	Construction and yards	Visual Inspection of storage facilities	Monthly	Contractor	Environmental Specialist (CoK)

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Traffic Safety	Construction activities for Nyabugogo Multi-modal terminal and implementation of DBL	Visual inspection to see whether proper traffic signs are placed and flag- persons for traffic management are engaged	Monthly	Contractor	Social Specialist (CoK)
Air Quality (dust smoke)	Construction site	Visual inspection to ensure good standard equipment is in use and dust suppression measures (e.g. spraying of waters) are in place.	Daily	Contractor	Environmental Specialist (CoK)
	Material storage sites	Visual inspection to ensure dust suppression work plan is being implemented	Monthly	Contractor	Environmental Specialist for relevant subproject
Air quality	Sensitive receptors along construction corridor	24 hours continuous monitoring with the help of appropriate instruments and analyzers (particulate matter, carbon dioxide, sulphur and nitrogen oxides)	Quarterly	Contractor	Environmental Specialist (CoK)
Noise	Construction sites	Noise measurement using noise meter; Ensure work restriction between 21:00-06:00 close to the sensitive locations	Weekly	Contractor	Environmental Specialist (CoK)
Surface and ground Water Quality	At the baseline monitoring sites to be determined in ESIA	Sampling and analysis of surface water quality (TDS, Turbidity, pH, dissolved oxygen, biological and chemical oxygen demand)	Quarterly	Contractor through a nationally recognized laboratory	Environmental Specialist (CoK)
Tree-planting/revegetation	Drainage slopes building construction sites, affected vegetation sites	Visual inspection to ensure plantations are taken care of.	Monthly	Contractor	Environmental Specialist (CoK)
Waste Management	Construction camps and construction sites, other infrastructure sites, laboratories, etc.	Visual inspection that solid waste is disposed at designated site	Monthly	Contractor	Environmental Specialist (CoK)
Drinking water and sanitation	Construction camps and construction sites, other infrastructure sites, laboratories, etc.	Ensure the construction workers are provided with safe water and sanitation facilities in the site	Weekly	Contractor	Environmental Specialist (CoK)

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Restoration of Work Sites	All Work Sites	Visual Inspection	After completion of all works	Contractor	Engineer and Environmental Specialist (CoK)
Safety of workers Monitoring and reporting accidents	At work site	Usage of Personal Protective equipment and implementation of contractor OHS plan	Monthly	Contractor	Social Specialist (CoK)
Grievances (environmental and social issues)	In the project area	Number of grievances registered and addressed	Monthly	SPIU	Social Specialist (CoK)
Grievances related to SEA/SH	All work sites	Number of SEA/SH-related grievances registered and addressed	Daily and based on their occurrence	Contractor	Social Specialist (CoK)

### 6.10.3. Third Party Monitoring

RUMI Project will engage an independent consulting firm to conduct external and independent Audit and monitoring of the implementation of the below activities. The Environmental and Social Audit will be performed after the second year, once a year and the report submitted to the Bank before the end of each year.

- Requirements set up in this ESMF, RPF, SEP, ESCP, ESIA/ESMP, National EIA certificate and agreed Monitoring indicators and agreed performance indicators.
- Review grievances and level of attention and resolution
- Accidents, GBV, etc.
- Documentation and development of a culture of safety and accountability, participating environmental and social management units, etc.
- Application of national regulations in OHS, ESIA, Labour, others
- Access of information
- Other instruments agreed with the World Bank and the national agencies (permits, licenses, certificates)

Also, the main purpose of the external audit will be to ensure that the implementing agency and contractors are effectively and adequately fulfilling their designated role for ESMP implementation, and that all the ESMP requirements are being implemented in a timely and effective manner. The ToR for contracting this consultancy will be prepared and submitted to the World Bank for approval and also included in the Project Operational Manual (POM).

### 6.10.4. Performance Indicators

For evaluating the performance of the environmental management and monitoring plan, performance indicators are identified for efficient and timely implementation of measures/actions proposed in ESMP. The indicators are defined both for implementation phase and for post project period. CoK SPIU will be responsible for collecting and maintaining an Environmental and Social Supervision and Monitoring system. CoK SPIU will be responsible for preparing monthly reports.

The ESIA and ESMP will include performance and monitoring indicators such those indicated in Table 17.

Also, to measure the overall environmental performance of the project, an additional list of performance indicators is given below:

- Number of inspections carried out by/on behalf of CoK SPIU per month.
- Number of non-compliances observed by CoK SPIU.

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- Availability of environmental and social specialists on RUMI Project CoK SPIU.
- Availability of environmental and social specialists with contractors.
- Timely reporting of documents (as defined in ESMP and monitoring plan).
- Number of training imparted to stakeholders/other capacity building initiatives.
- Timely disbursement of compensation/ timely resettlement of PAPs.
- Timely implementation of resettlement schedule.
- Number of Grievance Redress Committees (GRCs) established/ Operational to address SEA/SH
- Number of grievances received.
- Number of grievances resolved.
- Number of construction related accidents/injuries
- Stakeholder engagement and consultation
- Energy efficiency measures implemented
- Water conservation practices implemented
- Waste management effectiveness
- Biodiversity conservation efforts
- Air quality monitoring and control
- Compliance with environmental and social regulations
- Resilience to Climate Change

**INCIDENT REPORT**

Contractor must promptly report to the supervisor of any incidents involving accidents, injuries, or related occurrences involving workers, community members, or visitors within a 24 hours-time frame. The CoK SPIU will report the incident to the Bank within 48 hours using the format found in Annex 5 for reporting incidents.

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Table 19: RUMI monitoring requirement

Impacts/Issues --	Mitigation Measures	Cost (USD 10 <sup>6</sup> )	Responsibility		Key Monitoring Indicators	Monitoring Frequency
			Implementation	Supervision		
Loss of natural vegetation and trees	Compensatory tree plantation	In budget of ESMP	Contractor	CoK SPIU	-trees cut and trees planted	Monthly
Drainage congestion and water logging	Installation of sediment traps and culverts and regular sediment removal	Project design	Contractor	CoK SPIU	-Duration of drainage congestion -waterlogged area	during rain season
Impacts of burrowing material from river beds, agriculture land and wetlands (if required)	Compliance with relevant ESTCs of sand extraction, agricultural topsoil management and wetland digging	In budget of Contractor	Contractor	CoK SPIU	Sites approved, ongoing visual inspection of sand extraction	At the beginning of works and through sand extraction
Air pollution	Pollution prevention, Water spray to the dry earth/material stockpiles, access roads and bare soils as and when required to minimize the potential for environmental nuisance due to dust	In budget of Contractor	Contractor	CoK SPIU	Number of particles in the air	Quarterly
Noise	Noise control measures and relevant ESTCs	In budget of Contractor	Contractor	CoK SPIU	noise level; -Number of community complaints	Quarterly
Water pollution	Pollution prevention and control plan	In budget of Contractor	Contractor	CoK SPIU	water quality parameters	Quarterly
Soil contamination	Pollution prevention and control plan	In Contractors budget	Contractor	CoK SPIU	Soil quality parameter	Quarterly
Solid wastes and hazardous wastes	Waste management and pollution control plan	In budget of Contractor	Contractor	CoK SPIU	waste generated, stored, collected, transported and disposed of.	Quarterly

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Impacts on aquatic habitat	Treatment of waste effluents	In budget of Contractor	Contractor	CoK SPIU	changes in aquatic biodiversity	Before and during construction
Site clearance and restoration	Site restoration and landscaping	In budget of Contractor	Contractor	CoK SPIU	area of Vegetation covered restored Number of planted trees	decommissioning phase
Occupational health and safety	Implement health and safety, and emergency response plan	In budget of Contractor	Contractor	CoK SPIU	number of incidents recorded. Number of PPEs purchased and distributed. % of the workers wearing PPE	Quarterly
Generation of solid waste	Implementation of Health Safety Environment Plan Compliance to ESHS	In budget of Contractor	Contractor	CoK SPIU	Solid waste generated	Quarterly
Air and noise pollution	Air and noise quality and appropriate measures	In budget of Contractor	Contractor	CoK SPIU	Ambient Air quality levels Noise levels	monthly
Water pollution	wastewater treatment before discharging	In budget of Contractor	contractor	CoK SPIU	water quality parameters	Quarterly
Social and environmental related grievances	Establishment and operation of GRM	In budget of Contractor	Contractor	CoK SPIU	Grievances received and resolved	Monthly
GBV, SH, SEA, ....	-Implementation of the Gender Action Plan -Awareness and training on GBV -Operational GRM to address SEA/SH related grievances	In budget of contractor RUMI project budget	Contractor CoK SPIU	CoK SPIU	-Number of awareness campaign conducted -Number of GBV, SH, SEA cases received	Quarterly
Natural resource depletion	efficient use of natural resources through proper planning of quantity estimates		Contractor	CoK	quantity of remains	
Traffic congestion	traffic management plan				congestion during peak hours	

### 6.11. Budget for Environmental and Social Management

The World Bank's ESF23 mandates that all projects, including RUMI, allocate a budget for environmental and social management. This budget is divided into two areas: 1) support for planning, evaluation, supervision, monitoring, and reporting, and 2) implementation of environmental and social measures in contracts to address potential risks and impacts. RUMI will require experienced professionals to effectively apply five ESF instruments (ESFMF, RPF, SEP, LMP, and ESCP) and adhere to relevant Rwandan and international regulations, along with the World Bank's eight Environmental and Social Standards. The budget outlined reflects the minimum needed for proper compliance with these requirements.

### 6.12. Budgeted Items for Environmental and Social Planning, Supervision and Monitoring

The estimated total cost for the 'operational' (budget to support planning, evaluation, supervision, monitoring and reporting) application of the ESMF, and other instruments prepared to comply with National legislation and the ESF for the RUMI implementation is presented in Table 18. The funding for this cost will be allocated from Component 3. Table indicates the estimated cost to be covered by the project for hired consultants and no salaries for government officials designated to work in the project in its environmental and social management. The Table 18 does not include either the cost of the prevention and mitigation measures to be required for each subproject.

Following the requirements of the ESF, Table-18 includes the main budget needed for the planning, preparation, supervision and monitoring and implementation of the Environmental and Social management of the project, but not limited, to:

- Purchase of equipment for supervision and monitoring
- PPE for the ESMU team members
- Setting up an environmental and social monitoring system
- Support for ESIA/ESMP preparation, permits, etc.
- capacity building and training activities at all levels

Table 20 below does not consider the cost of insurance, maternity leave, sick leaves, accidental or death insurance. These will need to be defined further in the project operational manual (POM).

Table 20: Operational support budget for environmental and social management of RUMI project estimated cost

S/N	Env/Soc core team	FY1	FY2	FY3	FY4	FY5	Total Budget
1	Hiring of 2 Environmental and Social Specialists	36,000	36,000	36,000	36,000	36,000	\$180,000
2	Consulting services						
3	ESIA-ESMP, RAP, SEP, LMP, GAP, etc.	225,000	75,000				\$300,000
4	Midterm E&S Compliance Audit	-	-	50,000			\$50,000
5	Final E&S Compliance Audit					50,000	\$50,000
6	Monitoring program (water, air, soil sampling and testing)	3,000	3,000	3,000	3,000	3,000	\$12,000
7	Capacity Building Program (ESF, EIA, ESMP, supervision, technical courses (e.g Health and safety), webinars, workshops, conferences,	20,000	20,000	20,000	20,000	20,000	\$100,000

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	<b>ESF subtotal</b>						<b>\$692,000</b>
<b>Other Environmental and Social Instruments prepared for RUMI</b>							
LMP	PPE for Project staff						
	Provision of personal protective equipment to project staff	5,000	5,000	5,000	5,000	5,000	\$25,000
SEP	Stakeholder Engagement						
	Consultations, Dissemination, trainings, materials, radio, meetings, etc	20,000	20,000	20,000	20,000	20,000	\$100,000
<b>GRM</b>							
	Dissemination of target audience appropriate instruments, boxes, printing material, operationalization of GRM Committees	1,000	3,000	3,000	3,000	3,000	\$13,000
<b>GBV</b>							
GBV-1	Preparation of Gender Action Plan	20,000					\$20,000
GBV-2	Support for victims and follow up	10,000	10,000	10,000	10,000	10,000	\$50,000
<b>Subtotal</b>							<b>208,000</b>
<b>GRAND TOTAL</b>							<b>\$900,000</b>

### 6.13. Capacity Building

Effective implementation of this ESMF and the other ESF instruments (SEP, LMP, ESCP, RPF) will require capacity building for those responsible for implementing sub-projects at the implementing institutions and at the community levels. Table 19 below provides recommendations on the capacity building and training program on environmental and social management and safety. Training programs will be developed and implemented by the SPIU. The SPI ESS Team will also have support from consultants through Technical Assistance for the implementation of environmental and social safety procedures for PIUs. SPIU ESS Team and other PIU members with the help of consultants will provide training for contractors, Design Supervision Management and other groups (community verifiers, district officers, etc).

**Target Categories:** PIUs, Contractors and affected/beneficiary community representatives and workers. Environmental and social specialists at the CoK level will train the contractor's environmental and social specialists who in turn, will be responsible to train the workers and drivers.

**Training Schedule:** Training will be given at least one month before performing the first construction contract. Subsequent training sessions can be modified to suit the construction schedule for project components.

**Frequency of training:** An example of training programs given in Table 19 of 5 days to be provided every 6 months for each year of RUMI implementation and the contents will be updated and tailored to item to be implemented. Training programs for PIU staff are expected to continue in years 1, 2 and 3 of the Project. Three-day training for contractors is also planned to take place twice a year for at least 2 years. Also, short training of 1-2 hours or half day will be implemented.

#### Responsibilities

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The Environmental and Social Management Units at the Implementing Agency (CoK) will prepare an annual capacity building plan following the guidance of this ESMF to strengthen the environmental and social capacity of the teams at national, district and community level. The plan will include the topics, modality, frequency and indicators to be achieved per year. This target will be monitored in the progress reports to be sent to the World Bank and monitored in the Annual Environmental and Social Audit.

Table 21: *Training topics*

Training course	Participants	Content	Quantity	Unit Price (USD)	Estimated Total Price (USD)
<b>I. Environmental and Social monitoring and reporting</b>					
<b>PIU</b>	Environmental and Social Specialists, RUMI Project Manager, Project Staff	<p>Project-related environmental and social management including the following as specified in the ESCP:</p> <ol style="list-style-type: none"> <li>1. Environmental and social risks and impacts of the Project and ESMF application</li> <li>2. Strengthen awareness on the environmental, social, health and safety issues associated with construction works including HIV/AIDS, sexual exploitation and abuse, GBV and child labour.</li> <li>3. Environmental and Social issues associated with the ongoing construction works and workers health and safety.</li> <li>4. Capacity building on the ESF and the Project different ESF instruments and aspects triggered by the project including but not limited to the following: <ul style="list-style-type: none"> <li>• Occupational Health and Safety Training,</li> <li>• Labor Management Procedures</li> <li>• Community Development</li> <li>• Community Health and Safety planning, management and promotion;</li> <li>• Grievance and Conflict Resolution</li> <li>• Environmental Impact Assessment and Audit</li> <li>• Gender Based Violence prevention and response</li> <li>• Other issues to be determined</li> </ul> </li> </ol>	8	500	4000
<b>II. Implementation of mitigation measures</b>					
<b>CoK</b>	Construction engineers, site	•Overview of the overall environmental and social monitoring;	16	500	8,000

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	<p>construction field manager, Contractor Environmental and Social Specialist, the contractor; Heads of Villages – Imidugudu; Heads of Cells, Community representatives (Verifiers and or Opinion Leaders)</p>	<ul style="list-style-type: none"> <li>•Requirements of environmental monitoring;</li> <li>•Roles and responsibility of the Contractors regarding Occupational Health and Safety Training, Labor Management Procedures Community Health and Safety planning, management and promotion; Grievance and Conflict Resolution • Special session on Gender Based Violence (GBV) Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH); Action Plan and its implementation;</li> <li>•Content and method of environmental monitoring;</li> <li>•Reaction and risk control;</li> <li>•Introducing monitoring forms and instructing on filling out forms and reporting incidents including Incident Reporting form (Annex 8);</li> <li>•Other issues to be determined</li> <li>•Preparing and submitting reports</li> </ul>			
<b>III. Safety and environmental sanitation</b>					
<b>Infrastructure upgrade</b>	<p>Environmental and Social Specialists, RUMI Project Manager, Project Staff, Worker team leaders and community opinion leaders/verifiers</p>	<ul style="list-style-type: none"> <li>• Key issues requiring the attention of the community and construction workers to mitigating safety risks (road safety, equipment, machinery, electricity etc.) as well as reducing pollution (dust, exhaust gases, oil spills, waste management, etc.);</li> <li>• Special session on Gender Based Violence (GBV) Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH); Action Plan and its implementation;</li> <li>• Management of safety and environmental sanitation on site and at workers’ camps;</li> <li>• Mitigation measures applied on site and camps;</li> <li>• Methods of dealing with emergency situations;</li> <li>• The rights and responsibilities in environmental monitoring</li> <li>• Environmental monitoring, environmental monitoring form including Incident Reporting form (Annex 8)</li> <li>• Other issues to be determined</li> </ul>	16	500	8,000

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**6.14. Budget to consider in ESMP.**

The following section discusses the budget for prevention, mitigation and compensations measures to be consider in ESMP and requested costing in the Tender documents and financial offers to be enforced in contracts.

RUMI project interventions may cause environmental, health, safety, and social impacts, requiring prevention, mitigation, or compensation measures. These measures, outlined in the Environmental and Social Management Framework (ESMF) and related documents (RPF, SEP, LMP, ESCP), must comply with Rwanda's regulations and the World Bank's Environmental and Social Framework (ESF).

A fixed budget of 3% of the total project cost will be allocated for Environmental and Social Management Plan (ESMP) implementation. This ensures contractors have funds to implement the necessary environmental and social actions. Contractors often underestimate ESMP costs, so including these costs in tender documents and contracts is essential to prevent non-compliance.

To ensure successful implementation:

- ESIA, ESMP, and other studies must be completed before procurement begins.
- Environmental and Social Technical Clauses (ESTCs) must be included in tender documents, and contractors should be reminded to cost these measures properly.
- Contractors will be responsible for compliance with the ESMP and may face fines or payment retention for non-compliance.

Key budget items include site safety, health, waste management, revegetation, emergency kits, PPE, first aid, drinking water supply, and insurance for workers. Contractors must also comply with Rwandan labor laws, including social insurance and maternity benefits. This approach ensures that environmental and social measures are adequately funded and enforced throughout the project.

Table 22: Environmental and Social Management Action Items for Contractor Implementation

Item	Activity
Contractor team	E/S Depending on the works 1-3 full time professionals with experience in occupational health and safety, social and environment management will be costed as part of the contractor core team
ESMP -1	Site Restoration –ensuring ecological balance post-construction
ESMP-2	Soil organic matter, sand, clays must be protected from runoff and contaminating downstream areas (these must be covered with heavy covers). Conformation and stabilization of slopes, borrow pits, others
ESMP -3	PPE including helmet, gloves, masks (PFP -N95), welding protection shields, boots, working pants and shirt or overalls even casual or unskilled workers. Casual workers will need to have a contract and be protected as the Rwanda Occupational health and safety and the WB ESS. Lack of compliance with the PPE can bring non- compliance with the Loan and can have impact on the project disbursement and ratings.
ESMP-4	Safety Kit for extraction of workers in a pit or collapsed slope (extraction board, rope, neck collar, etc).  Training in emergency situation by an expert
ESMP -5	First aid kit headaches, minor cuts, bruises, etc.
ESMP-6	<b>Fire extinguishers</b> for heavy trucks (one for each) and for each camp area storing flammable substances such as paints, diesel, kerosene, etc. (Fire extinguishers it will be given to the District office after work completion to be use in their works)

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ESMP -7	<b>Potable Water supply for workers.</b> In cases where not national water provision is possible, the contractor will provide bottled water to workers. Water quality reports will provide evidence of the water quality meets national and WB standards.
ESMP-8	Area for eating (at least with a roof and seats- these can be portable panels), an area for changing cloth, leaving belongings, in the contractor’s office area or another agreed area.
ESMP -9	<b>Sanitation, installment of mobile sanitation units or latrines</b> (at least 1 for every 20 men or 20 women) at least every 300 meters. Sanitations mobile toilets must be placed in areas already agreed with the project team. Sanitation units will be hired by a subcontractor, or the same contractor will be responsible to clean these.
ESMP-10	Workers and community safety- <b>Sign must apply national and international good practice</b> for signing for hazards areas (excavations areas, when placing road materials, transportation of materials), speed limit, information, pathways, etc).  Materials should follow the Rwanda Transport Development Agency.
ESMP -11	<b>Waste management - containers</b> [hazardous (diesel, oils, paints, detergents), metal, electrical, wood, domestic, etc] and transportation to final agreed disposal sites.
RPF-1	Affected People (PAPs) due to the project their property will follow the agreed procedures in the RPF, damaged in their houses: fences, toilets, gardens, etc.
General	Other measures included in the environmental and social clauses of contracts – contingency of 1% of the contract.

## 7. STAKEHOLDER ENGAGEMENT AND INFORMATION DISCLOSURE

CoK on behalf of GoR as the borrower will meet the requirement of the World Bank ESS10: Stakeholder Engagement and Information Disclosure. The project will ensure early, continuous and inclusive stakeholder engagement (including vulnerable/disadvantaged groups) which will be documented in a Stakeholder Engagement Plan and disclosed.

In this regard a separate Stakeholders Engagement Plan (SEP) including a comprehensive communication plan for DBL has been prepared for the RUMI project which will be the main guiding document for the RUMI sub-projects. This plan will address specific risks identified by stakeholders, including the risks to vulnerable persons etc. and will be updated when necessary. The objective is to establish a systematic approach for stakeholder engagement, maintain a constructive relationship with them, considering stakeholders’ views, promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle, and ensure that appropriate project information is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner. The project will set up a project-specific Grievance Redress Mechanism and Feedback Mechanism for people to report concerns or complaints if they feel unfairly treated or are affected by any of the sub- projects.

### 7.1. Stakeholder Consultations During Project Preparation

Stakeholder consultations are crucial for developing inclusive urban mobility strategies in Kigali. By engaging government officials, urban planners, transportation experts, community leaders, and citizens, the project aims to foster collaborative decision-making and create sustainable solutions tailored to local needs. These consultations help gather insights, set priorities, and co-design solutions to improve transportation infrastructure, accessibility, and the quality of urban life.

Key stakeholder meetings were held at the City of Kigali (CoK) level, involving diverse participants like RURA, REMA,

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district engineers, environmental and social specialists, affected community members, universities, and the private sector. These consultations informed key documents such as the Environmental and Social Management Framework (ESMF), Stakeholder Engagement Plan (SEP), Labor Management Plan (LMP), Resettlement Policy Framework (RPF), and Environmental and Social Commitment Plan (ESCP). Detailed records of these engagements are provided in the annexes.

A summary of stakeholder engagement outcomes is narrated below and summarized in Table 18:

Table 23: Summary of details of RUMI preparation stage stakeholder engagement meetings

S/N	Date	Venue	Participant Categories	No. of Participants	
				Female	Male
1	July 26, 2023 (Before Noon)	Kaizen HOTEL	Consultants, representatives of PAPs, and stakeholder institutions	1	8
2	July 26, 2023 (After Noon)	St Paul Building (ATPR Head Offices)	1 Consultants, representatives of PAPs, and stakeholder institutions	1	9
3	July 26, 2023 (After Noon Evening)	JALI Ltd Head Offices	Consultants, representatives of PAPs, and stakeholder institutions	0	8
4	July 28, 2023	CoK Meeting Hall	Consultants, representatives of PAPs, and stakeholder institutions	3	14
5	October 17, 2023	Nyabugogo	Project affected people, and stakeholder institutions	4	14
6	October 24, 2023	Grazia Hotel Meeting Hall	Consultants, representatives of PAPs, and stakeholder institutions	1	13
7	October 25, 2023	Hilltop Hotel Meeting Hall	Consultants, representatives of PAPs, and stakeholder institutions	6	25
8	October 26, 2023	Egis Head Office Meeting hall	Consultants, representatives of PAPs, and stakeholder institutions	2	7
9	January 17, 2024	Hilltop Hotel Meeting Hall	Consultants, representatives of PAPs, and stakeholder institutions	2	17
10	April 5, 2024	Fatima Hotel	Experts in environmental and social risk management sector	4	7

Table 24: Key Issues from stakeholder consultations

Institution	Issues/concern raised	Response provided by CoK
Rwanda Utility Regulatory Authority (RURA)	✓ The consultants were briefed on the mandate in Transport, Energy, Telecommunication, water and Sanitation and ICT as a regulatory body in Rwanda,	<ul style="list-style-type: none"> <li>Proposed Solutions to overcome the current challenges include:</li> </ul>

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	<ul style="list-style-type: none"> <li>✓ On Nyabugogo Bus Terminal, some of the challenges include,</li> <li>✓ poor infrastructure,</li> <li>✓ continuous floodings,</li> <li>✓ overcrowding due to limited space,</li> <li>✓ poor management of solid waste,</li> <li>✓ Poor protection of pedestrians from accidents and theft.</li> </ul>	<ul style="list-style-type: none"> <li>✓ RURA need to setup new public transport guidelines to better manage the Nyabugogo Bus terminal,</li> <li>✓ Planning on the management of the bus terminal, informal sector should be included in the planning process</li> </ul>
Ministry of Trade and Industry Headquarter: Director of Planning	<p>Discussions hinged on the introduction of the project, social impact to the people (positive and negative) and the role of MINICOM in the project. The negative impacts highlighted include.</p> <ul style="list-style-type: none"> <li>✓ Loss of business</li> <li>✓ Increase in demand of shops.</li> <li>✓ Loss of clients</li> <li>✓ Unemployment</li> </ul>	<ol style="list-style-type: none"> <li>1.It was revealed that small businesses at the project site are overseen by the districts.</li> <li>2.During the implementation of the project, small businesses will need to form associations to overcome the challenges.</li> <li>3.MINICOM will advocate for the rights of small businessmen and women in the project area</li> </ol>
Nyabugogo Bus Terminal: Bus operators including Ruhire Express (Eastern Zone), Omega car, RITCO express, Virunga, Volcano, Capital and Horizon Express	<p>The challenges operators face include the following:</p> <ul style="list-style-type: none"> <li>• Availability of fake tickets due to poor management of the bus park</li> <li>• Overcrowding</li> <li>• Theft</li> <li>• Few public toilets</li> <li>• Hawkers who deal in illicit businesses</li> </ul> <p><b>Fears</b></p> <ul style="list-style-type: none"> <li>• Operators expressed their fears about where they are going to be relocated during the project implementation, they claimed that these may lead to a decrease in the number of customers.</li> <li>• Increase in rentals after the rehabilitation of the park.</li> <li>• Timeline of when the project will start - clarifications were requested,</li> <li>• Fear of customers going elsewhere due to relocation of their business facilities.</li> <li>• Relocation site, where they are going to be relocated.</li> </ul>	<p><b>Expectations</b></p> <p>Operators are enthusiastic about rehabilitating Nyabugogo Bus Park, expecting improvements in security, hygiene, and employment opportunities during the project. They anticipate an increase in customers as the park becomes more inviting and safer. Customer care facilities, such as public toilets and waiting rooms, will enhance the passenger experience, while the working environment will improve for operators. Additionally, illicit activities and accidents should decrease with better management.</p> <p><b>Recommendations</b></p> <p>include addressing the issue of hawkers, controlling the sale of illicit goods, managing entry into the terminal, and creating designated spaces for ticket sales, businesses, and waiting areas to reduce overcrowding. Shops should be placed outside the parking area to optimize space.</p>
Rwanda Water Board (RWB) offices	<ul style="list-style-type: none"> <li>• It was revealed that Nyabugogo bus terminal is currently faced with serious wastewater management.</li> </ul>	<ol style="list-style-type: none"> <li>1.Effective Sewage systems should be put in place to improve the status quo,</li> <li>2.Rainwater harvesting should be encouraged to improve hygiene in the public toilets,</li> <li>3.Form the committee to deal with wastewater management in the design of the project.</li> </ol>

The City of Kigali (CoK) plans to use workshops, City Hall meetings, and focus group discussions to gather feedback and collaborate with stakeholders on urban mobility improvements. This inclusive approach aims to foster transparent communication, engagement, and dialogue, helping co-create sustainable solutions that address the city's needs.

The CoK will employ a Social Safeguards Specialist and recruit additional Environmental Specialists to ensure effective project execution. These specialists will oversee the Resettlement Action Plan (RAP), coordinate compensation with districts, monitor contractors' adherence to Environmental and Social Management Plans (ESMP), and ensure proper implementation of Occupational Health and Safety (OHS), Labor Management Plans (LMP), and Grievance Redress Committees (GRCs).

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## 7.2 Public Consultation for the ESMF

The City of Kigali assigned the project team to be responsible for stakeholder engagement and some high-level engagement. Involving the City leadership will be carried out using different platforms.

Table 25: consultation with stakeholders including project affected people on ESMF

Discussed issues	Status and Findings	Both sides agreed on the following resolutions:
Partnership Proposal	Partnership in Nyabugogo Terminal development/renovation was strongly expressed in providing different facilities within and around the terminal (e.g. petrol stations...)	The study is still ongoing, but there is a potential role for the private sector. This idea should be presented to both the Executive Committee and the steering committee for their consideration
Safety measures	Since during the construction terminal some buses will be relocated in the areas closer to petrol stations, the issue of safety was raised, specifically the management of potential hazards such as smoking within the petrol station premises.	The project team and stakeholders -will ensure all safety measures are put in place to mitigate any safety issue for the users of the public transport service and the properties around
Who will be given priority to have a parcel/shop in the terminal once completed	Those who have businesses in Nyabugogo Bus terminal appreciate the project and its goals and request that upon completion of the new building, those who are already working in it be given priority to return.	Once the terminal is completed, the available parcels/shops will be rented with priority given to those already working there prior to the renovation.
Request for Detailed Information:	Jali Real Estate company requests detailed information on what will be needed, including the number of cars. They also point out that the speed of a car depends on various factors, such as road conditions. Additionally, they inquire if there is a designated area for those departing the terminal	A needs assessment has been conducted for various categories: Timely information will enhance communication efficiency, preventing any delays. In collaboration with stakeholders such as RTDA, studies are underway on the expansion of junctions and roads to ensure a sustainable solution.
Environmental issue	It was asked how the petrol stations will be maintained/renovated as the terminal is to be since these petrol stations are in wetland /protected areas and whether expropriation will be necessary	As per the Master plan of the city, , the wetland is designated as a recreational space, and activities such as construction are not permitted as it is otherwise communicated as far as eco-friendly construction is concerned
Request for preparation period for existing tenants in the terminal	Since the current contracts have an expiration time of June 2025, they asked clarification to allow adequate time for preparation for relocation of their businesses and to avoid any potential issues.	It was communicated that the project might start Mid-Year of 2025 and that there is no issue with ongoing contracts. Also in February, discussions will be held with business owners in Nyabugogo regarding the potential start of construction. This will help them stay prepared.
Completion date of the construction	The businessman inquired about the completion date of the construction project and requested that priority be given to those already operating within the terminal	The expected completion time is in 2027. Social safeguard team will consider the request.

*Attendance list is attached to the annex*

### **7.3 Disclosure of the ESF instruments at local level**

Once the ESF documents are reviewed and cleared by the World Bank to be acceptable for consultations, a summary of each document will be prepared and translated in the local language and in a simple manner and making sure technical aspects were addressed properly.

These summaries will be posted on the websites of the City of Kigali and the World Bank to allow all project affected people and interested stakeholders to access information related to the project and give feedback.

## **CONCLUSION**

In conclusion, the Environmental and Social Management Framework (ESMF) for the Rwanda Urban Mobility Improvement Project represents a critical blueprint for promoting sustainable urban development while mitigating adverse environmental and social impacts. Through a comprehensive institutional, legal, and policy framework considering both national and World Bank environmental and social standards, the ESMF aims to ensure that the project improves urban mobility and enhances the quality of life for residents of the City of Kigali, while minimizing adverse impacts on the environment and communities.

Environmental and social baseline data were documented, anticipated impacts, required Environmental and Social Framework instruments, and procedures are described in this document. By prioritizing stakeholder engagement, capacity building, and adaptive management, the ESMF fosters collaboration among government agencies, civil society organizations, and local communities to achieve shared goals of environmental sustainability, social inclusion, and economic prosperity.

Moving forward, the effective implementation of the ESMF will require ongoing monitoring, evaluation, and adaptive management by the project team under CoK-SPIU to address emerging challenges and opportunities, uphold environmental and social framework, and maximize the positive impacts of the project for current and future generations. Through collective efforts and a commitment to sustainability, the project can serve as a model for holistic urban development that balances economic growth, environmental protection, and social equity in the City of Kigali and countrywide.

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**ANNEXES**

**Annex 1: Sample of an Environmental and Social Screening Form**

**A. ENVIRONMENTAL SCREENING FORM**

1. **Sub-project Name:** .....
2. **Location (Village, Cell, Sector, District):** .....
3. **Component/sub-project:** .....
4. **Number of people benefiting the sub-project:** .....
5. **Contact person's name**.....
6. **Mobile Telephone Number**.....
7. **General Description of the sub project:-**
  - i. **Sub-project objectives:** .....  
.....
  - ii. **Subproject activities**  
.....  
.....  
.....
8. **Baseline Description of affected Environment**
  - i. **Description of physical chemical environment (soil, air, water, etc.)**  
.....  
.....  
.....  
.....  
.....
  - ii. **Description of Biological Environment (habitats and Communities, Flora etc):**  
.....  
.....  
.....
  - iii. **Description of Socio-economic Environment e.g. historical sites, aesthetic aspects, public health facilities, infrastructure**  
.....  
.....  
.....  
.....

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**9. Identification of Negative Environmental Impacts**

Aspects	Yes	No	Scale of Impact		Remarks
			Medium	Low	
Loss of top soil?					
Negative effects on flora and fauna and their habitats?					
Negative effects on wetlands?					
Negative effects on vegetation?					
Destruction of trees and vegetation					
Impact on fish migration?					
Drainage congestion in project area?					
Water logging in project areas?					
Negative effects on surface water quality, quantities or flow?					
Negative effects on soil stability and compactness?					
Negative effects in irrigation and canals?					
Increased noise due to day-to-day construction activities?					
Increased wind-blown dust from materials areas e.g. fine aggregate storage?					
Degradation or disturbance of historical or culturally important sites (places of worship, burial sites, monuments etc.)?					

**10. Possible environmental impacts of the sub-project**

Environmental Impacts	Mitigation Measures (Identify relevant ESTC)

11. The Environment and Social Management Plan (ESMP) to be taken during implementation of the subproject. (If impacts beyond the **ESTC**)

**Recommendations:**

.....  
 .....  
 .....  
 ...

**B. SOCIAL SCREENING FORM**

**12. Socio-economic information**

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

- Land .....
- Physical structure (dwell in or commercial) .....
- Trees/crops .....
- Natural resources (water bodies/forests/ponds) .....
- Others(specify).....
- .....
- .....

**13. Land**

- Land ownership: Is the land public or private? .....
- Type of land: Agricultural/homestead/pond/natural vegetation/Other (specify):  
 .....
- Does the sub-project require additional land permanently or on a temporary basis?
- In case of land acquisition, will there be physical or economic displacement of people?
- What would be the total number of affected families .....

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

- Land
- House
- Public services (water, electricity, public latrines, etc.)
- Others (specify)

**15. Structure (residential or business)**

- Total number of residential structures that would be affected .....
- Total number of commercial/business structures that would be affected .....
- Ownership types of the structures to be affected: Please specify among: Private with land title/Private without land

title/Tenant .....

**16. Trees and Crops**

- Is there any tree or plant that may be affected? Fill in **Yes** of **No** as appropriate: .....
- Total estimated number by size .....
- Is there any social forestry/plantation project that would be affected? Fill in **Yes** of **No** as appropriate: .....
- Are there any fruit-bearing trees that would be affected? Fill in **Yes** of **No** as appropriate: .....
- Are there any agricultural lands/crops to be included in the subproject footprint: Fill in **Yes** of **No** as appropriate: .....
- If yes, please provide relevant information regarding type of production on the land to be affected, estimated quantity of crop(s) and estimated market value
- Is there any community resource property that might be affected? E.g. open space, wetland etc. Fill in **Yes** of **No** as appropriate: .....
- If yes please describe the community dependency of the resources that would be affected  
.....

**17. Beneficiaries identification**

**i) Identification**

- **Who are the primary and secondary beneficiaries of the subproject?** (residents, businesses, landowners, vulnerable groups, downstream communities)  
.....
- **How will they benefit from the subproject?**  
.....

**ii). Accessibility and Inclusion**

Fill in **Yes** or **No** as appropriate and provide explanatory notes where necessary

- Will the subproject improve access to infrastructure and essential services? **[Yes/No]**  
.....
- Will the subproject enhance access to livelihood opportunities and income generation? **[Yes/No]**  
.....
- Are there any vulnerable groups (e.g., persons with disabilities, elderly, minors, etc.) who may face barriers to accessing project benefits? **[Yes/No]**  
.....
- Could any potentially affected stakeholders, particularly marginalized groups, face exclusion from project benefits? **[Yes/No]**  
.....
- Are the local communities/residents willing to cooperate with the project? **[Yes/No]**  
.....
- .....

**iii). Gender Considerations and SEA/SH Risks**

Fill in **Yes** or **No** as appropriate and provide explanatory notes where necessary

- Could the project have adverse impacts on gender equality or the situation of women and girls? **[Yes/No]**  
.....
- Are there risks of Sexual Exploitation and Abuse (SEA) or Sexual Harassment (SH) related to the project? **[Yes/No]**  
.....
- Does the project promote gender-sensitive and inclusive participation? **[Yes/No]**

**18. Possible social impacts of the sub-project**

Social Impacts	Mitigation Measures (Identify relevant ESTC)

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19. The Environment and Social Management Plan (ESMP) to be taken during implementation of the subproject. (If impacts beyond the **ESTC**)

**Recommendations:**

.....  
.....  
.....

**Prepared by:** ....., **Signature:** .....

**Date and time:** .....

**Approved by:** ....., **Signature:** .....

**Date and time:** .....

## **Annex 2: Generic Terms of Reference (ToR) for Environmental and Social Impact Assessment (ESIA) of Rwanda Urban Mobility Improvement Subprojects**

### **Brief description of the Project**

Kigali, the capital of the Republic of Rwanda, has a population of over 1 million people and an average annual growth rate of 4%<sup>3</sup>. Contributing to 50% of the country's GDP<sup>4</sup>, the City of Kigali (CoK) is the financial and economic hub of Rwanda.

There are both motorized and non-motorized transport in the City of Kigali. Motorized passenger transport is split into three modes, namely private cars and motorcycles, motorcycles taxis and buses.

Public transport buses use six city terminals, which include the CBD Downtown terminal, Remera bus terminal, Nyabugogo bus terminal, Nyanza bus terminal, Kabuga bus terminal, and Kimironko bus terminal.

Among the six bus terminals, Nyabugogo is the only bus terminal under the scope of the Rwanda Urban Mobility Project.

The Nyabugogo Bus Terminal is on the western edge of Kigali and is a terminus for both provincial buses, and international and city services. As such it is a major gateway to the city and interchange for passengers. It currently plays a multiple role of being both a passenger and operational facility, having space allocated for bus lay-over and, as such, facilitates for driver breaks and change over. As a major congregation area for passengers, it also attracts some informal, and formal trading which is opportunistic but also supports the needs of passengers. Whilst the terminal attracts walk in passengers it also is served by motorcycle taxis, car taxis, and bicycles. This is in part within allocated space but also occupies additional, unallocated, space. The terminal generates significant pedestrian movements to nearby commercial and market areas, but surrounding streets lack adequate facilities for safe crossing.

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

### **Objectives of the ESIA:**

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

**Scope of Services:** The consultant/ firm will carry out a full Environmental and Social Impact Assessment (ESIA) and prepare ESMP for the project activities 'sites covered under the RUMI. The ESIA and ESMP will be prepared in accordance with the Rwandan Environmental laws and policies, this ESMF, and World Bank ESS1 requirements and procedures. The Consultant will familiarize with the project details, components and sub-components. The Consultant liaise, collaborate and interact with the project implementation unit (PIU) staff to determine best way of conducting environmental activities and properly plan the timing of the deliverables. The main consultant activities to be further detailed will include, but not limited, to the following:

- Describe the Project activities and specify the boundaries of the study area for the assessment
- Conduct a project site reconnaissance and describe environmental baseline and socio-economic conditions of the project areas using the Screening Checklist Annex 1.
- Undertake the stakeholder consultations particularly with the communities to be positively and negatively affected by the project.
- Determine and evaluate potential adverse environmental and social risks and impacts of the proposed project activities and propose corresponding mitigation measures
- Develop an Environmental and Social Management Plan (ESMP)

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<sup>3</sup> National Institute of Statistics of Rwanda (NISR), Ministry of Finance and Economic Planning (MINECOFIN) Rwanda. *Rwanda Fourth Population and Housing Census. Thematic Report: Population size, structure and distribution*, 2012.

<sup>4</sup> Ministry of Environment. *Nyabugogo Catchment Management Plan (2018-2024)*, October 2018.

- Prepare an ESIA report whose structure will include the main following sections:
- ✓ Executive summary
- ✓ Introduction
- ✓ Policy, legal and administrative framework
- ✓ Description of the investments/activities to be assessed
- ✓ Diagnosis of the Environmental and social baseline – mapping
- ✓ Evaluation of the environmental and social risks and impacts
- ✓ Environmental and Social Management Plan (ESMP) – Clear section on the Environmental and social clauses for the bidding document and contract
- ✓ Supervision arrangements: responsible parties from CoK, District, consultants
- ✓ Mandatory obligations of contractors based in the ESMF- insurance, permits, community communication, emergency plan, preparation of the Contractor- ESMP
- ✓ Stakeholder consultation
- ✓ GRM mechanisms for workers and communities
- ✓ References
- ✓ Annexes

#### **Minimum requirements of the ESIA team composition and qualifications**

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

#### **Schedule/Duration of the study:**

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

#### **Reports:**

The consultant will submit the minimum following ESIA/ESMP reports both in hard and soft copy (number to be determined) as follows: Inception Report, Draft detailed ESIA and Final Report to be approved by RDB and WB respectively. These reports will be submitted to CoK (procurement entity at the national level or City of Kigali).

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

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

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

- **Environmental and Social Mitigation & Enhancement Measures**

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

- **Institutional arrangements, capacity building and trainings**

The ESMPs will describe the implementation arrangements required for the project, implementation of ESMP, particularly the capacity building proposals including the staffing of the environment unit suitable to implement the environmental mitigation and enhancement measures. A detailed job duties and responsibilities will be specified for each staff position recommended to be created. In addition, equipment and resources required for the environment unit will be specified, as well as the bill of quantities prepared. Furthermore, a training plan including schedule will be prepared specifying the target groups for individual training programs, the content and mode of training. This training plans will normally be made for the client agency including the environmental unit, the supervision consultants and the contractors.

- **Supervision and Monitoring**

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

- **Reporting**

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

- **Grievance Redress Mechanism (GRM)**

The grievance redress mechanism (GRM) described in the ESMP will help to address the project- related grievances and complaints particularly from the local communities and other affected persons (PAPs). The procedures for receiving and handling complaints are presented in annex 5).

- **ESMP implementation cost**

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

**Annex 4: Standardized Environmental and Social Technical Clauses (ESTCs) to be considered in the ESMP and for later inclusion in Tender Documents.**

**ESTC 1: Waste Management**

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
General Waste	Soil and water pollution from the improper management of wastes and excess materials from the construction sites.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Develop waste management plan for various specific waste streams (e.g., reusable waste, flammable waste, construction debris, food waste etc.) prior to commencing of construction and submit to DSM for approval.</li> <li>• Organize disposal of all wastes generated during construction in an environmentally acceptable manner. This will include consideration of the nature and location of disposal site, so as to cause less environmental impact.</li> <li>• Wherever practical.</li> <li>• Segregate and reuse or recycle all the wastes, wherever practical.</li> <li>• Prohibit burning of solid waste</li> <li>• Collect and transport non-hazardous wastes to all the approved disposal sites. Vehicles transporting solid waste shall be covered with tarps or nets to prevent spilling waste along the route</li> <li>• Train and instruct all personnel in waste management practices and procedures as a component of the environmental induction process.</li> <li>• Provide refuse containers at each worksite.</li> <li>• Request suppliers to minimize packaging where practicable.</li> <li>• Place a high emphasis on good housekeeping practices.</li> <li>• Maintain all construction sites in a cleaner, tidy and safe condition and provide and maintain appropriate facilities as temporary storage of all wastes before transportation and final disposal.</li> </ul>
Hazardous Waste	Health hazards and environmental impacts due to improper waste management practices	<p>The Contractor shall</p> <ul style="list-style-type: none"> <li>• Collect chemical wastes in 200 liter drums (or similar sealed container), appropriately labeled for safe transport to an approved chemical waste depot.</li> <li>• Store, transport and handle all chemicals avoiding potential environmental pollution.</li> <li>• Store all hazardous wastes appropriately in bunded areas away from water courses.</li> <li>• Make available Material Safety Data Sheets (MSDS) for hazardous materials on-site during construction.</li> <li>• Collect hydrocarbon wastes, including lube oils, for safe transport off-site for reuse, recycling, treatment or disposal at approved locations.</li> <li>• Construct concrete or other impermeable flooring to prevent seepage in case of spills.</li> </ul>

**ESTC 2: Fuels and Hazardous Substances Management**

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
Fuels and hazardous goods	Materials used in construction have a potential to be a source of contamination. Improper storage and handling of fuels, lubricants, chemicals and hazardous goods/materials on-site, and potential spills from these goods may harm the environment or health of construction workers.	<p>The Contractor shall;</p> <ul style="list-style-type: none"> <li>• Prepare spill control procedures and submit the plan for DSM approval.</li> <li>• Train the relevant construction personnel in handling of fuels and spill control procedures.</li> <li>• Store dangerous goods in bunded areas on a top of a sealed plastic sheet away from watercourses.</li> <li>• Refueling shall occur only within bunded areas.</li> <li>• Make available MSDS for chemicals and dangerous goods on-site.</li> <li>• Transport waste of dangerous goods, which cannot be recycled, to a designated disposal site approved by REMA.</li> <li>• Provide absorbent and containment material (e.g., absorbent matting) where hazardous material are used and stored and personnel trained in the correct use.</li> <li>• Provide protective clothing, safety boots, helmets, masks, gloves, goggles, to the construction personnel, appropriate to materials in use.</li> <li>• Make sure all containers, drums, and tanks that are used for storage are in good condition and are labeled with expiry date. Any container, drum, or tank that is dented, cracked, or rusted might eventually leak. Check for leakage regularly to identify potential problems before they occur.</li> <li>• Store hazardous materials above flood plain level.</li> <li>• Put containers and drums in temporary storages in clearly marked areas, where they will not be run over by vehicles or heavy machinery. The area shall preferably slope or drain to a safe collection area in the event of a spill.</li> <li>• Put containers and drums in permanent storage areas on an impermeable floor that slopes to a safe collection area in the event of a spill or leak.</li> <li>• Take all precautionary measures when handling and storing fuels and lubricants, avoiding environmental pollution.</li> <li>• Avoid the use of material with greater potential for contamination by substituting them with more environmentally friendly materials.</li> <li>• Return the gas cylinders to the supplier. However, if they are not empty prior to their return, they must be labeled with the name of the material they contained or contain, information on the supplier, cylinder serial number, pressure, their last hydrostatic test date, and any additional identification marking that may be considered necessary.</li> </ul>

**ESTC 3: Water Resources Management**

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
Hazardous Material and Waste	Water pollution from the storage, handling and disposal of hazardous materials and general construction waste, and accidental spillage.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Follow the management guidelines proposed in ESTCs 1 and 2.</li> <li>• Minimize the generation of sediment, oil and grease, excess nutrients, organic matter, litter, debris and any form of waste (particularly petroleum and chemical wastes). These substances must not enter waterways, storm water systems or underground water tables.</li> </ul>
Discharge from Construction sites	<p>During construction both surface and groundwater quality may be deteriorated due to construction activities in the river, sewerages from construction sites and work camps. The construction works will modify groundcover and topography changing the surface water drainage patterns of the area including infiltration and storage of storm water. These changes in hydrological regime lead to increased rate of runoff, increase in sediment and contaminant loading, increased flooding, groundwater contamination, and effect habitat of fish and other aquatic biology.</p>	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Install temporary drainage works (channels and bunds) in areas required for sediment and erosion control and around storage areas for construction materials</li> <li>• Install temporary sediment basins, where appropriate, to capture sediment-laden run-off from site</li> <li>• Divert runoff from undisturbed areas around the construction site</li> <li>• Stockpile materials away from drainage lines</li> <li>• Prevent all solid and liquid wastes entering waterways by collecting solid waste, oils, chemicals, bitumen spray waste and wastewaters from brick, concrete and asphalt cutting where possible and transport to an approved waste disposal site or recycling depot</li> <li>• Wash out ready-mix concrete agitators and concrete handling equipment at washing facilities off site or into approved banded areas on site. Ensure that tires of construction vehicles are cleaned in the washing bay (constructed at the entrance of the construction site) to remove the mud from the wheels. This shall be done in every exit of each construction vehicle to ensure the local roads are kept clean.</li> </ul>
Soil Erosion and siltation	Soil erosion and dust from the material stockpiles will increase the sediment and contaminant loading of surface water bodies.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Stabilize the cleared areas not used for construction activities with vegetation or appropriate surface water treatments as soon as practicable following earthwork to minimize erosion</li> <li>• Ensure that roads used by construction vehicles are swept regularly to remove sediment</li> <li>• Water the material stockpiles, access roads and bare soils on an as required basis to minimize dust. Increase the watering frequency during periods of high risk (e.g. high winds)</li> </ul>
Construction activities in water bodies	Construction works in the water bodies will increase sediment and contaminant loading, and	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Dewater sites by pumping water to a sediment basin prior to release off site – do not pump directly off site</li> </ul>

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
	effect habitat of fish and other aquatic biology.	<ul style="list-style-type: none"> <li>• Monitor the water quality in the runoff from the site or areas affected by dredge plumes, and improve work practices as necessary</li> <li>• Protect water bodies from sediment loads by silt screen or bubble curtains or other barriers</li> <li>• Minimize the generation of sediment, oil and grease, excess nutrients, organic matter, litter, debris and any form of waste (particularly petroleum and chemical wastes). These substances must not enter waterways, storm water systems or underground water tables.</li> <li>• Use environment friendly and nontoxic slurry during construction of piles to discharge into the river.</li> <li>• Reduce infiltration of contaminated drainage through storm water management design</li> <li>• Do not discharge cement and water curing used for cement concrete directly into water courses and drainage inlets.</li> </ul>
Drinking water	Groundwater at shallow depths is contaminated with arsenic and hence not suitable for drinking purposes.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Pumping of groundwater shall be from deep aquifers of more than 300 m to supply arsenic free water. Safe and sustainable discharges are to be ascertained prior to selection of pumps.</li> <li>• Tube wells will be installed with due regard for the surface environment, protection of groundwater from surface contaminants, and protection of aquifer cross contamination</li> <li>• All tube wells, test holes, monitoring wells that are no longer in use or needed shall be properly decommissioned.</li> </ul>
	Depletion and pollution of groundwater resources	<ul style="list-style-type: none"> <li>• Install monitoring wells both upstream and downstream areas near construction yards and construction camps to regularly monitor the water quality and water levels.</li> <li>• Protect groundwater supplies of adjacent lands</li> </ul>

#### **ESTC 4: Drainage Management**

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
Excavation and earth works, and construction yards	Lack of proper drainage for rainwater/liquid waste or wastewater owing to the construction activities harms environment in terms of water and soil contamination, and mosquito growth.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Prepare a program for prevent/avoid standing waters, which DSM will verify in advance and confirm during implementation</li> <li>• Provide alternative drainage for rainwater if the construction works/earth-fillings cut the established drainage line</li> <li>• Establish local drainage line with appropriate silt collector and silt screen for rainwater or wastewater connecting to the existing established drainage lines already there</li> </ul>

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
		<ul style="list-style-type: none"> <li>• Rehabilitate road drainage structures immediately if damaged by contractors' road transports.</li> <li>• Build new drainage lines as appropriate and required for wastewater from construction yards connecting to the available nearby recipient water bodies. Ensure wastewater quality conforms to the relevant standards provided by Rwanda Standards Board (RSB), before it being discharged into the recipient water bodies.</li> <li>• Ensure the internal roads/hard surfaces in the construction yards/construction camps that generate has storm water drainage to accommodate high runoff during downpour and that there is no stagnant water in the area at the end of the downpour.</li> <li>• Construct wide drains instead of deep drains to avoid sand deposition in the drains that require frequent cleaning.</li> <li>• Provide appropriate silt collector and silt screen at the inlet and manholes and periodically clean the drainage system to avoid drainage congestion.</li> <li>• Protect natural slopes of drainage channels to ensure adequate storm water drains.</li> <li>• Regularly inspect and maintain all drainage channels to assess and alleviate any drainage congestion problem.</li> <li>• Reduce infiltration of contaminated drainage through storm water management design.</li> </ul>
Ponding of water	Health hazards due to mosquito breeding	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Do not allow ponding/storage of water especially near the waste storage areas and construction camps</li> <li>• Discard all the storage containers that are capable of storing of water, after use or store them in inverted position.</li> </ul>

**ESTC 5: Soil Quality Management**

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
Filling of Sites with dredge spoils	Soil contamination will occur from drainage of dredged spoils	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Ensure that dredged sand used for land filling shall be free of pollutants. Prior to filling, sand quality shall be tested to confirm whether soil is pollution free. Sediments shall be properly compacted. Top layer shall be the 0.5 m thick clay on the surface and boundary slopes along with grass. Side Slope of Filled Land of 1:2 shall be constructed by suitable soils with proper compaction as per design. Slope surface shall be</li> </ul>

		<p>covered by top soils/ cladding materials (0.5m thick) and grass turving with suitable grass.</p> <ul style="list-style-type: none"> <li>Leaching from the sediments shall be contained to seep into the subsoil or shall be discharged into settling lagoons before final disposal.</li> <li>No sediment laden water in the adjacent lands near the construction sites, and/or wastewater of suspended materials in excess of 200mg/l from dredge spoil storage/use area in the adjacent agricultural lands.</li> </ul>
Storage of hazardous and toxic chemicals	Spillage of hazardous and toxic chemicals will contaminate the soils	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>Strictly manage the wastes management plans proposed in ESTC1 and storage of materials in ESTC2</li> <li>Construct appropriate spill contaminant facilities for all fuel storage areas</li> <li>Establish and maintain a hazardous materials register detailing the location and quantities of hazardous substances including the storage, use of disposals</li> <li>Train personnel and implement safe work practices for minimizing the risk of spillage</li> <li>Identify the cause of contamination, if it is reported, and contain the area of contamination. The impact may be contained by isolating the source or implementing controls around the affected site</li> <li>Remediate the contaminated land using the most appropriate available method to achieve required commercial/industrial guideline validation results.</li> </ul>
Construction material stock piles	Erosion from construction material stockpiles may contaminate the soils	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>Protect the toe of all stockpiles, where erosion is likely to occur, with silt fences, straw bales or bunds.</li> </ul>

**ESTC 6: Erosion and Sediment Control**

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
Clearing of construction sites	Cleared areas and slopes are susceptible for erosion of top soils that affects the growth of vegetation which causes ecological imbalance	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>Reinstate and protect cleared areas as soon as possible.</li> <li>Mulch to protect batter slopes before planting</li> <li>Cover unused area of disturbed or exposed surfaces immediately with mulch/grass turfings/tree plantations.</li> </ul>
Construction activities and material stockpiles	The impact of soil erosion are (i) Increased run off and sedimentation causing a greater flood hazard to the downstream, (ii) destruction of aquatic environment in nearby	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>Locate stockpiles away from drainage lines</li> <li>Protect the toe of all stockpiles, where erosion is likely to occur, with silt fences, straw bales or bunds</li> <li>Remove debris from drainage paths and sediment control structures</li> </ul>

	lakes, streams, and reservoirs caused by erosion and/or deposition of sediment damaging the spawning grounds of fish, and (iii) destruction of vegetation by burying or gullyng.	<ul style="list-style-type: none"> <li>• Cover the loose sediments and water them if required</li> <li>• Divert natural runoff around construction areas prior to any site disturbance</li> <li>• Install protective measures on site prior to construction, for example, sediment traps</li> <li>• Control drainage through a site in protected channels or slope drains</li> <li>• Install 'cut off drains' on large cut/fill batter slopes to control water runoff speed and hence erosion</li> <li>• Observe the performance of drainage structures and erosion controls during rain and modify as required.</li> </ul>
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**ESTC 7: Top Soil Management**

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
Land clearing and earth works	Earthworks will impact the fertile top soils that are enriched with nutrients required for plant growth or agricultural development	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Strip the top soil to a depth of 15 cm and store in stock piles of height not exceeding 2m.</li> <li>• Remove unwanted materials from top soil like grass, roots of trees and similar others.</li> <li>• The stockpiles will be done in slopes of 2:1 to reduce surface runoff and enhance percolation through the mass of stored soil.</li> <li>• Locate topsoil stockpiles in areas outside drainage lines and protect from erosion.</li> <li>• Construct diversion channels and silt fences around the topsoil stockpiles to prevent erosion and loss of topsoil.</li> <li>• Spread the topsoil to maintain the physico-chemical and biological activity of the soil. The stored top soil will be utilized for covering all disturbed area and along the proposed plantation sites</li> <li>• Prior to the re-spreading of topsoil, the ground surface will be ripped to assist the bunding of the soil layers, water penetration and revegetation.</li> </ul>
Transport	Vehicular movement outside ROW or temporary access roads will affect the soil fertility of the agricultural lands	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Limit equipment and vehicular movements to within the approved construction zone</li> <li>• Construct temporary access tracks to cross concentrated water flow lines at right angles</li> <li>• Plan construction access to make use, if possible, of the final road alignment</li> <li>• Use vehicle-cleaning devices, for example, ramps or wash down areas.</li> </ul>

### **ESTC 8: Topography and Landscaping**

<b>Project Activity/ Impact Source</b>	<b>Environmental Impacts</b>	<b>Mitigation Measures/ Management Guidelines</b>
Land clearing and earth works	Flood plains of the existing Project area will be affected by the construction of various project activities. Construction activities especially earthworks will change topography and disturb the natural rainwater/flood water drainage as well as will change the local landscape.	The Contractor shall: <ul style="list-style-type: none"> <li>• Ensure the topography of the final surface of all raised lands (construction yards, approach roads, access roads, bridge end facilities, etc.) are conducive to enhance natural draining of rainwater/flood water;</li> <li>• Keep the final or finished surface of all the raised lands free from any kind of depression that insists water logging</li> <li>• Undertake mitigation measures for erosion control/prevention by grass-turfing and tree plantation, where there is a possibility of rain-cut that will change the shape of topography.</li> <li>• Cover immediately the uncovered open surface that has no use of construction activities with grass-cover and tree plantation to prevent soil erosion and bring improved landscaping.</li> </ul>

### **ESTC 9: Sand Extraction**

<b>Project Activity/ Impact Source</b>	<b>Environmental Impacts</b>	<b>Mitigation Measures/ Management Guidelines</b>
Sand extraction	Sand extraction can potentially impact the aquatic habitat, water quality, and key aquatic species and their food availability.	The Contractor shall: <ul style="list-style-type: none"> <li>• not extract sand from the river bed in long continuous stretches; alternate patches of river bed will be left undisturbed to minimize the potentially negative impacts on the aquatic habitat.</li> <li>• not collect large quantities of sand from any single location</li> <li>• not excavate deeper than 3 m at any single location.</li> <li>• not carry out sand extraction near chars that have sensitive Habitats</li> <li>• not carry out sand extraction during the night particularly near the chars</li> <li>• obtain approval from DSM before starting sand extraction from any location.</li> <li>• carry out sand extraction from sand bars to the extent possible.</li> <li>• maintain record of all sand extraction (quantities, location shown on map, timing, any sighting of key species)</li> <li>• provide silt fences, sediment barriers or other devices around the extraction areas to prevent migration of sediment rich water in to the river channels.</li> <li>• refuel of trucks with a proper care to avoid any spills.</li> <li>• make available spill kits and other absorbent material at refueling points on the trucks.</li> </ul>

		<p>DSM will:</p> <ul style="list-style-type: none"> <li>• carry out survey of the area prior to sand extraction</li> <li>• identify any sensitive receptors/habitats (e.g. bird colony) at or near the proposed sand extraction locations.</li> <li>• determine 'no-go' areas for sand extraction, based upon the above survey,</li> <li>• monitor the activity to ensure that the contractor complies with the conditions described earlier.</li> <li>• survey the area after sand extraction to identify any leftover impacts.</li> </ul>
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**ESTC 10: Air Quality Management**

<b>Project Activity/ Impact Source</b>	<b>Environmental Impacts</b>	<b>Mitigation Measures/ Management Guidelines</b>
Construction vehicular traffic	Air quality can be adversely affected by vehicle exhaust emissions and combustion of fuels.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Fit vehicles with appropriate exhaust systems and emission control devices. Maintain these devices in good working condition.</li> <li>• Operate the vehicles in a fuel-efficient manner</li> <li>• Cover haul vehicles carrying dusty materials moving outside the construction site Impose speed limits on all vehicle movement at the worksite to reduce dust emissions</li> <li>• Control the movement of construction traffic</li> <li>• Water construction materials prior to loading and transport</li> <li>• Service all vehicles regularly to minimize emissions</li> <li>• Limit the idling time of vehicles not more than 2 minutes.</li> </ul>
Construction machinery	Air quality can be adversely affected by emissions from machinery and combustion of fuels.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Fit machinery with appropriate exhaust systems and emission control devices. Maintain these devices in good working condition in accordance with the specifications defined by their manufacturers to maximize combustion efficiency and minimize the contaminant emissions. Proof or maintenance register shall be required by the equipment suppliers and contractors/ subcontractors</li> <li>• Focus special attention on containing the emissions from generators</li> <li>• Machinery causing excess pollution (e.g. visible smoke) will be banned from construction sites</li> <li>• Service all equipment regularly to minimize emissions</li> <li>• Provide filtering systems, duct collectors or humidification or other techniques (as applicable) to the concrete batching and mixing plant to control the particle emissions in all its</li> </ul>

		stages, including unloading, collection, aggregate handling, cement dumping, circulation of trucks and machinery inside the installations
Construction activities	Dust generation from construction sites, material stockpiles and access roads is a nuisance in the environment and can be a health hazard.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Water the material stockpiles, access roads and bare soils on an as required basis to minimize the potential for environmental nuisance due to dust. Increase the watering frequency during periods of high risk (e.g. high winds). Stored materials such as gravel and sand shall be covered and confined to avoid their being wind-drifted</li> <li>• Minimize the extent and period of exposure of the bare surfaces</li> <li>• Reschedule earthwork activities or vegetation clearing activities, where practical, if necessary to avoid during periods of high wind and if visible dust is blowing off-site</li> <li>• Restore disturbed areas as soon as practicable by vegetation/grass-turfing</li> <li>• Store the cement in silos and minimize the emissions from silos by equipping them with filters.</li> <li>• Establish adequate locations for storage, mixing and loading of construction materials, in a way that dust dispersion is prevented because of such operations</li> <li>• Crushing of rocky and aggregate materials shall be wet-crushed, or performed with particle emission control systems.</li> </ul>

**ESTC 11: Noise and Vibration Management**

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
Construction vehicular traffic	Noise quality will be deteriorated due to vehicular traffic	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Maintain all vehicles in order to keep it in good working order in accordance with manufactures maintenance procedures</li> <li>• Make sure all drivers will comply with the traffic codes concerning maximum speed limit, driving hours, etc.</li> <li>• Organize the loading and unloading of trucks, and handling operations for the purpose of minimizing construction noise on the work site</li> </ul>
Construction machinery	Noise and vibration may have an impact on people, property especially damage caused to houses and other property due compacting vibrations and excavations during road construction.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Not carry out any blasting during excavation or any other activity</li> <li>• Provide PPE protection to workers (masks, ear protection)</li> <li>• Control noise and vibration according to level acceptable in the country regulations or the WB</li> </ul>

		<ul style="list-style-type: none"> <li>• Appropriately site all noise generating activities to avoid noise pollution to local residents</li> <li>• Use the quietest available plant and equipment</li> <li>• Modify equipment to reduce noise (for example, noise control kits, lining of truck trays or pipelines)</li> <li>• Maintain all equipment in order to keep it in good working order in accordance with manufactures maintenance procedures. Equipment suppliers and contractors shall present proof of maintenance register of their equipment.</li> <li>• Install acoustic enclosures around generators to reduce noise levels.</li> <li>• Fit high efficiency mufflers to appropriate construction equipment</li> <li>• Avoid the unnecessary use of alarms, horns and sirens</li> <li>• Compensate damage to houses and other property</li> </ul>
Construction activities	Noise and vibration may have an impact on people, property, fauna, livestock and the natural environment.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Notify adjacent landholders prior any typical noise events outside of daylight hours</li> <li>• Educate the operators of construction equipment on potential noise problems and the techniques to minimize noise emissions</li> <li>• Employ best available work practices on-site to minimize occupational noise levels</li> <li>• Install temporary noise control barriers where appropriate</li> <li>• Notify affected people if major noisy activities will be undertaken, e.g. pile driving</li> <li>• Plan activities on site and deliveries to and from site to minimize impact</li> <li>• Monitor and analyze noise and vibration results and adjust construction practices as required.</li> <li>• Avoid undertaking the noisiest activities, where possible, when working at night near the residential areas.</li> </ul>

**ESTC 12: Protection of Flora**

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
Vegetation clearance	Local flora is important to provide shelters for the birds, offer fruits and/or timber/fire wood, protect soil erosion and overall keep the environment very friendly to human living. As such damage to flora has wide range of adverse environmental impacts.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Reduce disturbance to surrounding vegetation</li> <li>• Use appropriate type and minimum size of machine to avoid disturbance to adjacent vegetation.</li> <li>• Get approval from supervision consultant for clearance of vegetation.</li> <li>• Make selective and careful pruning of trees where possible to reduce need of tree removal.</li> <li>• Control noxious weeds by disposing of at designated dump site or burn on site.</li> </ul>

		<ul style="list-style-type: none"> <li>• Clear only the vegetation that needs to be cleared in accordance with the plans. These measures are applicable to both the construction areas as well as to any associated activities such as sites for stockpiles, disposal of fill and construction of diversion roads, etc.</li> <li>• Do not burn off cleared vegetation – where feasible, chip or mulch and reuse it for the rehabilitation of affected areas, temporary access tracks or landscaping. Mulch provides a seed source, can limit embankment erosion, retains soil moisture and nutrients, and encourages regrowth and protection from weeds.</li> <li>• Return topsoil and mulched vegetation (in areas of native vegetation) to approximately the same area of the roadside it came from.</li> <li>• Avoid work within the drip-line of trees to prevent damage to the tree roots and compacting the soil.</li> <li>• Minimize the length of time the ground is exposed or excavation left open by clearing and re-vegetate the area at the earliest practically possible.</li> <li>• Ensure excavation works occur progressively and revegetation done at the earliest</li> <li>• Provide adequate knowledge to the workers regarding nature protection and the need of avoid felling trees during construction</li> <li>• Supply appropriate fuel in the work caps to prevent fuel wood collection</li> </ul>
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**ESTC 13: Protection of Fauna**

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
Construction activities	The location of construction activities can result in the loss of wild life habitat and habitat quality.	The Contractor shall: <ul style="list-style-type: none"> <li>• Limit the construction works within the designated sites allocated to the contractors</li> <li>• Check the site for animals trapped in, or in danger from site works and use a qualified person to relocate the animal.</li> </ul>
	Impact on migratory birds, its habitat and its active nests	The Contractor shall: <ul style="list-style-type: none"> <li>• Not be permitted to destruct active nests or eggs of migratory birds</li> <li>• Minimize the tree removal during the bird breeding season. If works must be continued during the bird breeding season, a nest survey will be conducted by a qualified biologist prior to commence of works to identify and located active nests</li> <li>• Minimize the release of oil, oil wastes or any other substances harmful to migratory birds to</li> </ul>

		any waters or any areas frequented by migratory birds.
Vegetation clearance	Clearance of vegetation may impact shelter, feeding and/or breeding and/or physical destruction and severing of habitat areas	The Contractor shall: <ul style="list-style-type: none"> <li>• Restrict the tree removal to the minimum required.</li> <li>• Retain tree hollows on site, or relocate hollows, where appropriate</li> <li>• Leave dead trees where possible as habitat for fauna</li> <li>• Fell the hollow bearing trees in a manner which reduces the potential for fauna mortality. Felled trees will be inspected after felling for fauna and if identified and readily accessible will be removed and relocated or rendered assistance if injured. After felling, hollow bearing trees will remain unmoved overnight to allow animals to move of their own volition.</li> </ul>
Construction camps	Illegal poaching	The Contractor shall: <ul style="list-style-type: none"> <li>• Provide adequate knowledge to the workers regarding protection of flora and fauna, and relevant government regulations and punishments for illegal poaching.</li> </ul>

**ESTC 14: Protection of Fisheries**

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
Construction activities in River and Floodplain Water	The main potential impacts to fisheries are hydrocarbon spills and leaks from earthworks equipment and disposal of wastes into the river and floodplain water	The Contractor shall: <ul style="list-style-type: none"> <li>• Contain oil immediately on river in case of accidental spillage from earthworks equipment and in this regard, make an emergency oil spill containment plan to be supported with enough equipment, materials and human resources</li> <li>• Do not dump wastes, be it hazardous or non-hazardous into the nearby water bodies or in the river.</li> </ul>
	The main potential impacts to aquatic flora and fauna River are increased suspended solids from earthworks erosion, sanitary discharge from work camps, and hydrocarbon spills	The Contractor shall: <ul style="list-style-type: none"> <li>• Follow mitigation measures proposed in ESTC 3: Water Resources Management and ESTC4: Drainage Management</li> </ul>
Construction activities on the land	Filling of ponds for site preparation will impact the fishes	The Contractor shall: <ul style="list-style-type: none"> <li>• Inspect any area of a water body containing fish that is temporarily isolated for the presence of fish, and all fish shall be captured and released unharmed in adjacent fish habitat</li> <li>• Install and maintain fish screens etc. on any water intake with drawing water from any water body that contain fish.</li> </ul>

**ESTC 15: Road Transport and Road Traffic Management**

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
Construction vehicular traffic	Increased traffic use of road by construction vehicles will affect the movement of normal road traffics and the safety of the road-users.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Prepare and submit a traffic management plan to the DSM for his approval at least 30 days before commencing work on any project component involved in traffic diversion and management.</li> <li>• Include in the traffic management plan to ensure uninterrupted traffic movement during construction: detailed drawings of traffic arrangements showing all detours, temporary road, temporary bridges temporary diversions, necessary barricades, warning signs / lights, and road signs.</li> <li>• Provide signs at strategic locations of the roads complying with the schedules of signs contained in the Rwanda Traffic Regulations.</li> <li>• Install and maintain a display board at each important road intersection on the roads to be used during construction, which shall clearly show the following information in Kinyarwanda: <ul style="list-style-type: none"> <li>○ Location: Village name</li> <li>○ Duration of construction period</li> <li>○ Period of proposed detour / alternative route</li> <li>○ Suggested detour route map</li> <li>○ Name and contact address/telephone number of the concerned personnel</li> <li>○ Name and contact address / telephone number of the Contractor</li> <li>○ Inconvenience is sincerely regretted.</li> </ul> </li> </ul>
	Accidents and spillage of fuels and chemicals	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Restrict truck deliveries, where practicable, to day time working hours.</li> <li>• Restrict the transport of oversize loads.</li> <li>• Operate road traffics/transport vehicles, if possible, to nonpeak periods to minimize traffic disruptions.</li> <li>• Enforce on-site speed limit</li> </ul>

**ESTC 16: Wetland use activities**

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
Earthworks and green infrastructure construction activities in wetlands	The presence of construction pipe lines and other construction activities in the wetland can cause hindrance and risks to the farmers.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Avoid as much as possible disruption of wetland farming and other livelihood activities</li> <li>• Identify the channel to be followed clearly using navigation aids such as buoys on open water, beacons, and lighting</li> <li>• Where possible, provide proper buoyage, navigation lights and markings for bridge and</li> </ul>

		earthworks to guide the other normal wetland use activities
	Accidents	The Contractor shall: <ul style="list-style-type: none"> <li>• Prepare an emergency plan for dealing with accidents while making earthworks and civil works in wetland rehabilitation activities.</li> <li>• Ensure sufficient equipment and staff available to execute the emergency plans</li> <li>• Provide appropriate lighting to earthworks and construction vessels.</li> </ul>

**ESTC 17: Construction Camp Management**

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
Siting and Location of construction camps	Campsites for construction workers are the important locations that have significant impacts such as health and safety hazards on local resources and infrastructure of nearby communities.	<p><b>-Labor camps will be small in the project- these camps will not include dormitories, only areas for eating, hygiene and sanitation, storage of belongings, etc.</b></p> <p>-Construction camps are/will be small and will be place in areas approved by the Project Engiennner and the Environmental Officer at the district and the ESMU team. These are areas to store materials, machinery, etc.</p> <p>-Labor camps and Construction camps will be installed as far as possible from the communities in order to avoid social conflicts;</p> <p>The Contractor shall propose in its Construction-ESMP:</p> <ul style="list-style-type: none"> <li>• Locations for the proposed construction and labor camps which are acceptable from environmental, cultural or social point of view.</li> <li>• Consider location for construction and labor camps away from communities in order to avoid social conflict in using the natural resources such as water or to avoid the possible adverse impacts of the construction camps on the surrounding communities.</li> <li>• Submit to the DSM for approval a detailed layout plan for the installment of construction and labor camp showing the relative locations of all temporary buildings and facilities that are to be constructed in relation to roads, fuel storage areas (for use in power supply generators), solid waste management and dumping locations proposal, and drainage facilities, prior to the initiation of the</li> <li>• Local authorities responsible in the district for Enviroment health, social affairs and security shall be duly informed on the set up of camp facilities so as to maintain effective surveillance over public health, social and security matters.</li> </ul>

Construction Camp Facilities	Lack of proper infrastructure facilities, such as housing, water supply and sanitation facilities will increase pressure on the local services and generate substandard living standards and health hazards.	<p>The Contractor shall provide the following facilities in the camp sites:</p> <ul style="list-style-type: none"> <li>• Adequate housing for all workers</li> <li>• Safe and reliable water supply. Water supply from deep tube wells of 300 m depth that meets the national standards</li> <li>• Hygienic sanitary facilities and sewerage system. The toilets and domestic wastewater will be collected through a common sewerage. Provide separate latrines and bathing places for males and females with total isolation by wall or by location. The minimum number of toilet facilities required is one toilet for every ten persons.</li> <li>• Treatment facilities for sewerage of toilet and domestic wastes</li> <li>• Storm water drainage facilities. Both sides of roads are to be provided with shallow v drains to drain off storm water to a silt retention pond which shall be sized to provide a minimum of 20 minutes retention of storm water flow from the whole site. Channel all discharge from the silt retention pond to natural drainage via a grassed swale at least 20 meters in length with suitable longitudinal gradient.</li> <li>• Paved internal roads. Ensure with grass/vegetation coverage to be made of the use of top soil that there is no dust generation from the loose/exposed sandy surface. Pave the internal roads of at least haring-bond bricks to suppress dusts and to work against possible muddy surface during monsoon.</li> <li>• Provide child crèches for women working construction site. The crèche shall have facilities for dormitory, kitchen, indoor and outdoor play area. Schools shall be attached to these crèches so that children are not deprived of education whose mothers are construction workers</li> <li>• Provide in-house community/common entertainment facilities. Dependence on local entertainment outlets by the construction camps to be discouraged/prohibited to the extent possible.</li> </ul>
Disposal of waste	Management of wastes is crucial to minimize impacts on the environment	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Ensure proper collection and disposal of solid wastes within the construction camps</li> <li>• Insist waste separation by source; organic wastes in one pot and inorganic wastes in another pot at household level.</li> <li>• Store inorganic wastes in a safe place within the household and clear organic wastes on daily basis to waste collector. Establish waste collection, transportation and disposal systems with the manpower and equipment/vehicles needed.</li> </ul>

		<ul style="list-style-type: none"> <li>• Dispose organic wastes in a designated safe place on daily basis. At the end of the day cover the organic wastes with a thin layer of sand so that flies, mosquitoes, dogs, cats, rats, are not attracted. One may dig a large hole to put organic wastes in it; take care to protect groundwater from contamination by leachate formed due to decomposition of wastes. Cover the bed of the pit with impervious layer of materials (clayey or thin concrete) to protect groundwater from contamination.</li> <li>• Locate the garbage pit/waste disposal site min 500 m away from the residence so that peoples are not disturbed with the odor likely to be produced from anaerobic decomposition of wastes at the waste dumping places. Encompass the waste dumping place by fencing and tree plantation to prevent children to enter and play with.</li> <li>• Do not establish site specific landfill sites. All solid waste will be collected and removed from the work camps and disposed in approval waste disposal sites.</li> </ul>
Fuel supplies for cooking purposes	Illegal sourcing of fuel wood by construction workers will impact the natural flora and fauna	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Provide fuel to the construction camps for their domestic purpose, in order to discourage them to use fuel wood or other biomass.</li> <li>• Made available alternative fuels like natural gas or kerosene on ration to the workforce to prevent them using biomass for cooking.</li> <li>• Conduct awareness campaigns to educate workers on preserving the protecting the biodiversity and wildlife of the project area, and relevant government regulations and punishments on wildlife protection.</li> </ul>
Health and Hygiene	There will be a potential for diseases to be transmitted including malaria, exacerbated by inadequate health and safety practices. There will be an increased risk of work crews spreading sexually transmitted infections and HIV/AIDS.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Provide adequate health care facilities within construction sites.</li> <li>• Provide first aid facility round the clock. Maintain stock of medicines in the facility and appoint fulltime designated first aider or nurse.</li> <li>• Provide ambulance facility for the laborers during emergency to be transported to nearest hospitals.</li> <li>• Initial health screening of the laborers coming from outside areas</li> <li>• Train all construction workers in basic sanitation and health care issues and safety matters, and on the specific hazards of their work</li> <li>• Provide HIV awareness programming, including STI (sexually transmitted infections) and HIV information, education and communication for all workers on regular basis</li> </ul>

		<ul style="list-style-type: none"> <li>• Complement educational interventions with easy access to condoms at campsites as well as voluntary counseling and testing</li> <li>• Install drainage facilities throughout the construction and labor camps and other project areas to ensure that disease vectors such as stagnant water bodies and puddles do not form.</li> <li>• Regular mosquito repellent sprays during the wet seasons.</li> <li>• Carryout short training sessions on best hygiene practices to be mandatorily participated by all workers. Place display boards at strategic locations within the project area containing messages on best hygienic practices</li> </ul>
Safety	In adequate safety facilities to the construction camps may create security problems and fire hazards	<p>The Contractor shall</p> <ul style="list-style-type: none"> <li>• Provide appropriate security personnel (police / home guard or private security guards) and enclosures to prevent unauthorized entry in to the camp area.</li> <li>• Maintain register to keep a track on a head count of persons present in the camp at any given time.</li> <li>• Encourage use of flameproof material for the construction of labor housing / site office. Also, ensure that these houses/rooms are of sound construction and capable of withstanding storms with strong winds and installed with lightening protection.</li> <li>• Provide appropriate type of firefighting equipment suitable for the construction camps</li> <li>• Display emergency contact numbers clearly and prominently at strategic places in camps.</li> <li>• Communicate the roles and responsibilities of laborers in case of emergency in the monthly meetings with contractors</li> </ul>
Site Restoration	Restoration of the construction camps to original condition requires demolition of Construction camps.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Dismantle and remove from the site all facilities established within the construction camp including the perimeter fence and lockable gates if build.</li> <li>• Maintain the noise levels within the national standards during demolition activities or international standards (noise residential level can not be more than 80 dB)</li> <li>• Constructor should connect with NGOs or the community to see potential use of good material that can be use by others.</li> <li>• Dispose remaining debris at the designated waste disposal site.</li> <li>• Handover the areas to lan owner or district if agreement between both parties (contactor and land-owner) has been made and it will be signed an verify in a written report by the ESS that the area is clean of construction waste, hazardous waste (painting, diesel, oils, others).</li> <li>• Restore the site to its condition prior to commencement of the works or to an agreed condition with the landowner.</li> </ul>



**ESTC 18: Cultural and Religious Issues**

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
Construction activities near religious and cultural sites	Disturbance from construction works to the cultural and religious sites, and contractors lack of knowledge on cultural issues cause social disturbances.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Communicate to the public through community consultation and newspaper announcements regarding the scope and schedule of construction, as well as certain construction activities causing disruptions or access restriction.</li> <li>• Will not block access to cultural and religious sites, wherever possible</li> <li>• Restrict all construction activities within the foot prints of the construction sites.</li> <li>• Stop construction works that produce noise (particularly during prayer time) shall there be any place of worship/religious/educational institutions close to the construction sites and users make objections.</li> <li>• Take special care and use appropriate equipment when working next to a cultural/religious institution.</li> <li>• Stop work immediately and notify the site manager if, during construction, an archaeological, grave or burial site is discovered. It is an offence to recommence work in the vicinity of the site until approval to continue is given by the DSM/PIU. Provide separate prayer facilities to the construction workers.</li> <li>• Show appropriate behavior with all construction workers especially women and elderly people</li> <li>• Allow the workers to participate in praying during construction time</li> <li>• Resolve cultural issues in consultation with local leaders and supervision consultants</li> <li>• Establish a mechanism that allows local people to raise grievances arising from the construction process.</li> <li>• Ensure the local authorities responsible for health, religious and security are duly informed before commencement of civil works so as to maintain effective surveillance over public health, social and security matters</li> </ul>

**ESTC 19: Worker Health and Safety**

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
Best practices	<p>Construction works may pose health and safety risks to the construction workers and site visitors leading to severe injuries and deaths. The population in the proximity of the construction site and the construction workers will be exposed to a number of (i) biophysical health risk factors, (e.g. noise, dust, chemicals, construction material, solid waste, waste water, vector transmitted diseases etc), (ii) risk factors resulting from human behavior (e.g. STD, HIV etc) and (iii) road accidents from construction traffic.</p>	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Implement suitable safety standards for all workers and site visitors which shall not be less than those laid down on the international standards (e.g. International Labor Office guideline on ‘Safety and Health in Construction; World Bank Group’s ‘Environmental Health and Safety Guidelines’) and contractor’s own national standards or statutory regulations, in addition to complying with the national standards of the Government of Rwanda (e.g. `Law no 66/2018 regulating labor in Rwanda’)</li> <li>• Provide the workers with a safe and healthy work environment, taking into account inherent risks in its particular construction activity and specific classes of hazards in the work areas,</li> <li>• Provide personal protection equipment (PPE) for workers, such as safety boots, helmets, masks, gloves, protective clothing, goggles, full-face eye shields, and ear protection. Maintain the PPE properly by cleaning dirty ones and replacing them with the damaged ones.</li> <li>• Safety procedures include provision of information, training and protective clothing to workers involved in hazardous operations and proper performance of their job</li> <li>• Appoint an environment, health and safety manager to look after the health and safety of the workers</li> <li>• Inform the local authorities responsible for health, religious and security duly informed before commencement of civil works and establishment of construction camps so as to maintain effective surveillance over public health, social and security matters.</li> </ul>
	Child and pregnant labor	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Not hire children of less than 18 in accordance with the Law no 66/2018 regulating labor in Rwanda.</li> </ul>

Accidents	Lack of first aid facilities and health care facilities in the immediate vicinity will aggravate the health conditions of the victims	<ul style="list-style-type: none"> <li>• Provide health care facilities and first aid facilities are readily available. Appropriately equipped first-aid stations shall be easily accessible throughout the place of work</li> <li>• Document and report occupational accidents, diseases, and incidents.</li> <li>• Prevent accidents, injury, and disease arising from, associated with, or occurring in the course of work by minimizing, so far as reasonably practicable, the causes of hazards. In a manner consistent with good international industry practice.</li> <li>• Identify potential hazards to workers, particularly those that may be life-threatening and provide necessary preventive and protective measures.</li> <li>• Provide awareness to the construction drivers to strictly follow the driving rules</li> </ul>
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Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
Construction Camps	Lack of proper infrastructure facilities, such as housing, water supply and sanitation facilities will increase pressure on the local services and generate substandard living standards and health hazards.	<ul style="list-style-type: none"> <li>• Provide adequate lighting in the construction area and along the roads</li> <li>• The Contractor shall provide the following facilities in the campsites to improve health and hygienic conditions as mentioned in ESTC 17 Construction Camp Management</li> <li>• Adequate ventilation facilities</li> <li>• Safe and reliable water supply. Water supply from deep tube wells that meets the national standards</li> <li>• Hygienic sanitary facilities and sewerage system. The toilets and domestic wastewater will be collected through a common sewerage system.</li> <li>• Treatment facilities for sewerage of toilet and domestic wastes</li> <li>• Set up storm water drainage facilities.</li> <li>• Set up recreational and social facilities</li> <li>• Set up safe storage facilities for petroleum and other chemicals in accordance with ESTC2</li> <li>• Arrange solid waste collection and disposal system in accordance with ESTC1.</li> <li>• Arrangement for trainings</li> <li>• Pave internal roads.</li> <li>• Erect a security fence at least 2 m height.</li> <li>• Establish a sick bay and first aid facilities</li> </ul>
Water and sanitation facilities at the construction sites	Lack of Water sanitation facilities at construction sites cause inconvenience to the construction workers and affect their personal hygiene.	<ul style="list-style-type: none"> <li>• The contractor shall provide portable toilets at the construction sites, if about 25 people are working the whole day for a month. Location of portable facilities shall be at least 6 m away from storm drain system and surface waters. These portable toilets shall be cleaned four times a day and all the sewerage shall be pumped from the collection tank once a day and shall be brought to the common septic tank for further treatment.</li> <li>• Contractor shall provide bottled drinking water facilities to the construction workers at all the construction sites.</li> </ul>
Other ESTCs	Potential risks on health and hygiene of construction workers and general public	<p>The Contractor shall follow the following ESTCs to reduce health risks to the construction workers and nearby community</p> <ul style="list-style-type: none"> <li>• ESTC 2: Fuels and Hazardous Goods Management</li> <li>• ESTC 4: Drainage Management</li> <li>• ESTC 10: Air Quality Management</li> <li>• ESTC 11: Noise and Vibration Management</li> <li>• ESTC 15: Road Transport and Road Traffic Management</li> <li>• ESTC 16: Wetland use activities</li> </ul>
Trainings	Lack of awareness and basic knowledge in health care among the construction workforce, make them susceptible to potential diseases.	<p>The Contractor shall:</p> <ul style="list-style-type: none"> <li>• Train all construction workers in basic sanitation and health care issues (e.g., how to avoid malaria and transmission of sexually transmitted infections (STI) HIV/AIDS.</li> <li>• Train all construction workers in general health and safety matters, and on the specific hazards of their</li> </ul>

Project Activity/ Impact Source	Environmental Impacts	Mitigation Measures/ Management Guidelines
		<p>work Training shall consist of basic hazard awareness, site specific hazards, safe work practices, and emergency procedures for fire, evacuation, and natural disaster, as appropriate.</p> <ul style="list-style-type: none"> <li>• Commence the malaria, HIV/AIDS and STI education campaign before the start of the construction phase and complement it with by a strong condom marketing, increased access to condoms in the area as well as to voluntary counseling and testing.</li> <li>• Implement malaria, HIV/AIDS and STI education campaign targeting all workers hired, international and national, female and male, skilled, semi- and unskilled occupations, at the time of recruitment and thereafter pursued throughout the construction phase on ongoing and regular basis. This shall be complemented by easy access to condoms at the workplace as well as to voluntary counseling and testing.</li> </ul>

**ESTC 20: Social impacts**

Project Activity/ Impact Source	Social Impacts	Mitigation Measures/ Management Guidelines
<p>Civil works for infrastructure provision/ upgrade; Civil works for wetland rehab and flood risk reduction</p>	<p>Disruptions of utility services e.g. water/ electricity; Temporary loss of /restricted access to homes, businesses, agricultural fields or other natural livelihood assets; Noise, dust and other nuisances</p>	<p>The Contactor Shall:</p> <ul style="list-style-type: none"> <li>• Inform the community at least 2 weeks before commencement of the construction. In case electricity and water supplies are to be disrupted, the PMU must inform affected households and businesses of the same at least 2 days in advance.</li> <li>• Limit construction activities at night. In case night construction is inevitable or in case construction causes a disruption of services (power supply, water supply, etc.), inform the community at least 2 days in advance and remind one day in advance.</li> <li>• Place wooden planks over constructed ditches which have not been reinstated to ensure access to the households along the construction route.</li> <li>• Inform the street household businesses of the construction activities and their potential impacts such, waste, dust, and noise, traffic, and construction schedule at least 2 weeks before start of the construction.</li> <li>• Set up construction and traffic warning signs at the construction site.</li> <li>• Provide safe and easy access to the household businesses putting clean and strong thick wood panels or steel plates over the open ditches.</li> <li>• Will not gather materials and wastes within 20m from household businesses and shops.</li> <li>• Will not use machines generating loud noise and high vibration levels near the businesses.</li> <li>• Spray sufficient water to suppress dust during dry and windy days at least three times a day at site.</li> <li>• Deploy staff to guide the traffic during construction during transportation, loading and unloading of</li> </ul>

		<p>construction materials and wastes, and to guard high risk operations.</p> <ul style="list-style-type: none"> <li>• Ensure successive supply of materials according to construction schedule, and tidy construction materials and stockpiles every working session.</li> <li>• Clean up construction areas at the end of the day, especially construction areas in front of business shops.</li> <li>• Provide night lighting system with luminously painted fence and night lamp.</li> </ul>
	<p>Community health and safety risks due to lack Inadequate/ineffective communication to local community</p>	<ul style="list-style-type: none"> <li>• Employ local laborers for simple tasks. Instruct workers on environmental issues, safety and health before construction tasks are assigned. It is advisable to communicate to migrant workers on local customs, practices and habits in order to avoid conflicts with local people.</li> <li>• Maintain open communications channels with the local government and concerned communities; the contractor shall coordinate with local authorities (leaders of Cells or Villages, leaders of Sectors) for agreed schedules of construction operations in areas nearby sensitive places or during sensitive times (e.g. religious; sports events).</li> <li>• Copies of Rwandan versions of these ESTCs and of other relevant environmental protection documents shall be made available to local communities and to workers at the site.</li> <li>• Project information will be disseminated to affected parties (e.g. local authorities, businesses and affected households, etc.) through community meetings before construction commencement.</li> <li>• A contact address will be provided to the community.</li> <li>• The community will be provided with all information, especially technical findings, in a language that is understandable to the general public and in a form convenient to interested citizens and elected officials through the preparation of fact sheets and news releases, when major findings become available during project phase.</li> <li>• Community concerns and requested information are to be monitored as the project progresses.</li> <li>• Inquiries must be responded by telephone and written correspondence in a timely and accurate manner.</li> <li>• Local residents must be informed about construction and work schedules, interruption of services, traffic detour routes and provisional bus routes, demolition operations, as appropriate.</li> <li>• Technical documents and drawings will be provided to local authorities, especially the sketch of construction areas and the ESMP of the construction site.</li> <li>• Notification boards shall be erected at all construction sites providing information about the project, as well as contact information about the site managers, environmental staff, health and safety staff, telephone numbers and other contact information so that affected people could have a channel to voice their concerns and suggestions.</li> </ul>

## **Annex 5: Example of GRM language**

### **Procedures for Complaints Registering Complaints**

- The responsible authority will provide multiple access points to the Project's GM focal point for beneficiaries to voice their concerns. These access points will be advertised. They will include a complaint box at the RESPONSIBLE AUTHORITY's office, mail, telephone, email and website:
- Address Telephone Email Website
- The responsible authority will keep a log of issues brought to their attention verbally or in writing by Project affected communities or individuals.
- The # will determine if these concerns rise to the level of a complaint.
- The responsible authority will register the complaint in a dedicated log, including a copy of the complaint and supporting documents. A draft template for registering grievances is found in Annex.
- Tracking, Investigating and Resolving Complaints

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

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

1. *inform the plaintiff if the complaint is accepted or rejected within one week of receiving the complaint; any technical input from Project engineers; if necessary, the response will require input from Project engineers*
  2. *if the complaint is accepted, send the plaintiff an officially stamped review card indicating:*
    - *plaintiff name or legal representative*
    - *plaintiff address*
    - *complaint title*
    - *review date*
    - *list of annexes submitted with the complaint*
  3. *work with engineers, implementing partners, and contractors to resolve the complaint within 28 days of its submission*
- The RESPONSIBLE AUTHORITY will include the log of complaints as part of The RESPONSIBLE AUTHORITY quarterly reporting to the World Bank.*

### **Gender sensitivity**

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

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

### **Grievance Redress Service**

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

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

*The GRS accepts complaints in English or the official language of the country of the person submitting the complaint.*

*Rwanda Urban Mobility Improvement Project  
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*Submissions to the GRS may be sent by:*

- *Email: [grievances@worldbank.org](mailto:grievances@worldbank.org)*
- *Fax: +1-202-614-7313*
- *Letter: The World Bank*

*Grievance Redress Service (GRS) MSN MC 10-1018  
1818 H St NW*

*Washington, DC 20433, USA*

***World Bank Inspection Panel***

[http://ewebapps.worldbank.org/apps/ip/Documents/Guidelines\\_How%20to%20File\\_for\\_we\\_b.pdf](http://ewebapps.worldbank.org/apps/ip/Documents/Guidelines_How%20to%20File_for_we_b.pdf)

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

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

*Any group of two or more people in the country where the Bank financed project is located who believe that, as a result of the Bank's violation of its policies and procedures, their rights or interests have been, or are likely to be adversely affected in a direct and material way. They may be an organization, association, society or other group of individuals;*

- *A duly appointed local representative acting on explicit instructions as the agent of adversely affected people;*
- *In exceptional cases, a foreign representative acting as the agent of adversely affected people;*
- *An Executive Director of the Bank in special cases of serious alleged violations of the Bank's policies and procedures.*

*The Panel may be contacted by:*

*email at [ipanel@worldbank.org](mailto:ipanel@worldbank.org) phone at +1-202-458-5200  
fax at +1 202-522-0916 (Washington, D.C.)*

*Mail at: Inspection Panel, Mail Stop MC 10-1007, 1818 H Street, N.W., Washington, D.C. 20433, U.S.*

**Annex 6: Standardized Incident reporting format**

**INCIDENT REPORT FORMAT**

**To be completed by implementing agency/contractor staff within 24 hours of incident/accident**

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Incident date: .....

Incident Time: .....

Incident's place (District, Sector, Cell, Village):

.....

Injured/dead person name:

.....Address:.....

..... Phone number: .....

Male/Female Date of Birth

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**Incident category:**

**Category 1:** "Minor or negligible, no one was injured"

**Category 2:** Moderate, injuries with short term impairment

**Category 3:** Critical/ major, susceptible to lead to serious illness or death

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**Details of incident:**

.....

.....

.....

Who was injured person?: .....Injury type:

..... Does injury require hospital/Physician?.

Yes: .....No:

Hospital name: ..... Address:

..... Hospital phone number:

.....

Injured person/party signature/ date:...../.....

**Important notes / instructions**

.....

.....

.....

**Prepared by:** ....., Signature: .....

Date and time: .....

**Approved by:** ....., Signature: .....,

Date and time: .....

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**Annex 7: Code of Conduct for Contractors and workers hired under RUMI project.**

*General Code of Conduct to be inserted in the ESMP, ESTC in the Tender documents*

RUMI will comply with ESS2 and ESS4 and the Environmental, Social Health and Safety Guidelines of the WB (ESHS) and the Occupational Health and Safety (OHS) and Labor regulations of Rwanda.

The following is a general Code of conduct to be inserted in the contract of contractors for civil works.

**1. Company Code of Conduct**

**Company Code of Conduct Implementing ESHS and OHS Standards**

**Preventing Gender Based Violence and Violence against Children**

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

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

**General**

1. The company—and therefore all employees, associates, and representatives—commits to complying with all relevant national laws, rules and regulations and the World Bank Environmental and Social Standards which can read in the internet in this website:
  - a. <https://www.worldbank.org/en/projects-operations/environmental-and-social-framework>
2. The contractor is responsible to comply with the requirements defined in ESMP Environmental and Social Technical Clauses (ESTC) which are both integral part of the contract.
3. The company commits to full implementing its 'Contractors Environmental and Social Management Plan' (C-ESMP) which will be prepared based on the ESIA/ESMP prepared by the government for the works.
4. The company commits to treating women, children (persons under the age of 18), and men with respect regardless of race, color, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status. Acts of GBV and VAC are in violation of this commitment.
5. The company shall ensure that interactions with local community members are done with respect and non-discrimination.
6. Demeaning, threatening, harassing, abusive, culturally inappropriate, or sexually provocative language and behavior are prohibited among all company employees, associates, and its representatives.
7. Respect to reasonable work instructions (including regarding environmental and social norms)
8. Protect and ensure proper use of property (for example, to prohibit theft, carelessness or waste)
9. Prohibit illegal activities by their workers such as: polluting the soil, rivers, wetlands, hunting, poaching wildlife, setting up fires, spilling diesel, oils in the soil, cutting trees without permit.

**Health and Safety**

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

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11. The company shall ensure that the project's occupational health and safety (OHS) management plan is effectively implemented, including wearing prescribed personal protective equipment, preventing avoidable accidents and reporting accidents of all type within less of 24 hours or conditions or practices in the project sites that pose a safety hazard or threaten the environment and the people.
12. The company will:
  - a. Prohibit the use of alcohol during work activities.
  - b. The company shall prohibit the use of illegal substances, at all times.
13. The company shall ensure that adequate eating, changing and sanitation facilities are available on site and at any worker accommodations provided by the contractor.
14. The company will obey labor, contracting and health and safety regulation in case of accidents, death and incapacity of workers (skilled or no skilled) and pay the compensation required by law.

**Gender Based Violence and Violence against Children**

15. Acts of GBV or VAC constitute gross misconduct and are therefore grounds for sanctions, which may include penalties and/or termination of employment. All forms of GBV and VAC, including grooming are unacceptable, regardless of whether they take place on the work site, the work site surroundings, at worker's camps or at worker's homes.
16. In addition to company sanctions, legal prosecution of those who commit acts of GBV or VAC shall be pursued if appropriate.
17. Sexual contact or activity with children under 18—including through digital media—is prohibited. Mistaken belief regarding the age of a child is not a defense. Consent from the child is also not a defense or excuse.
18. Sexual Harassment—for instance, making unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct, of a sexual nature, including subtle acts of such behavior, is prohibited. For example: Looking somebody up and down; kissing, howling or smacking sounds; hanging around somebody; whistling and catcalls; giving personal gifts; making comments about somebody's sex life; etc. is prohibited.
19. Sexual favors—for instance, making promises or favorable treatment dependent on sexual acts—or other forms of humiliating, degrading or exploitative behavior are prohibited.
20. Unless there is full consent<sup>25</sup> by all parties involved in the sexual act, sexual interactions between the company's employees (at any level) and members of the communities surrounding the work-place are prohibited. This includes relationships involving the withholding/promise of actual provision of benefit (monetary or non-monetary) to community members in exchange for sex—such sexual activity is considered “non- consensual” within the scope of this Code.

<sup>25</sup> **Consent** is defined as the informed choice underlying an individual's free and voluntary intention, acceptance or agreement to do something. No consent can be found when such acceptance or agreement is obtained through the use of threats, force or other forms of coercion, abduction, fraud, deception, or misrepresentation. In accordance with the United Nations Convention on the Rights of the Child, the World Bank considers that consent cannot be given by children under the age of 18, even in the event that national legislation of the country into which the Code of Conduct is introduced has a lower age. Mistaken belief regarding the age of the child and consent from the child is not a defense.

21. All employees, including volunteers and sub-contractors are highly encouraged to report suspected or actual acts of GBV and/or VAC by a fellow worker, whether in the same company or not. Reports must be made in accordance with GBV and VAC Allegation Procedures.
22. Managers are required to report suspected or actual acts of GBV and/or VAC as they have a responsibility to uphold company commitments and hold their direct reports responsible.

**Implementation**

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

23. All managers sign the 'Manager's Code of Conduct' detailing their responsibilities for implementing the company's commitments and enforcing the responsibilities in the 'Individual Code of Conduct'.
24. All employees sign the project's 'Individual Code of Conduct' confirming their agreement to comply with ESHS and OHS standards, and not to engage in activities resulting in GBV or VAC.
25. Displaying the Company and Individual Codes of Conduct prominently and in clear view at workers' camps, offices, and in public areas of the work-place. Examples of areas include waiting, rest and lobby areas of sites, canteen areas, health clinics.
26. Ensure that posted and distributed copies of the Company and Individual Codes of Conduct are translated into the appropriate language of use in the work site areas as well as for any international staff in their native language.
27. An appropriate person is nominated as the company's 'Focal Point' for addressing GBV and VAC issues, including representing the company on the GBV and VAC Compliance Team (GCCT) which is comprised of representatives from the client, contractor(s), the supervision consultant, and local service provider(s).
28. Ensuring that an effective GBV and VAC Action Plan is developed in consultation with the GCCT which includes as a minimum:
  - a. **GBV and VAC Allegation Procedure** to report GBV and VAC issues through the project Grievance Redress Mechanism (GRM);
  - b. **Accountability Measures** to protect confidentiality of all involved; and,
  - c. **Response Protocol** applicable to GBV and VAC survivors and perpetrators.
29. That the company effectively implements the GBV and VAC Action Plan, providing feedback to the GCCT for improvements and updates as appropriate.
30. All employees attend an induction training course prior to commencing work on site to ensure they are familiar with the company's commitments to ESHS and OHS standards, and the project's GBV and VAC Codes of Conduct.
31. All employees attend a mandatory training course once a month for the duration of the contract starting from the first induction training prior to commencement of work to reinforce the understanding of the project's ESHS and OHS standards and the GBV and VAC Code of Conduct.

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

Company name: \_\_\_\_\_

Signature: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## **1. Manager's Code of Conduct**

### **Manager's Code of Conduct**

#### **Implementing ESHS and OHS Standards**

#### **Preventing Gender Based Violence and Violence Against Children**

Managers at all levels have a responsibility to uphold the company's commitment to implementing the ESHS and OHS standards, and preventing and addressing GBV and VAC. This means that managers have an acute responsibility to create and maintain an environment that respects these standards and prevents GBV and VAC. Managers need to

support and promote the implementation of the Company Code of Conduct. To this end, managers must adhere this Manager's Code of Conduct and also sign the Individual Code of Conduct. This commits them to supporting the implementation of the C-ESMP and the OHS Management Plan and developing systems that facilitate the implementation of the GBV and VAC Action Plan. They need to maintain a safe workplace, as well as a GBV-free and VAC-free environment at the workplace and in the local community. These responsibilities include but are not limited to:

**Implementation**

1. To ensure maximum effectiveness of the Company and Individual Codes of Conduct:
  - a. Prominently displaying the Company and Individual Codes of Conduct in clear view at workers' camps, offices, and in public areas of the work-place. Examples of areas include waiting, rest and lobby areas of sites, canteen areas, health clinics.
  - b. Ensuring all posted and distributed copies of the Company and Individual Codes of Conduct are translated into the appropriate language of use in the work site areas as well as for any international staff in their native language.
2. Verbally and in writing explain the Company and Individual Codes of Conduct to all staff.
3. Ensure that:
  - a. All direct reportees sign the 'Individual Code of Conduct', including acknowledgment that they have read and agree with the Code of Conduct.
  - b. Staff lists and signed copies of the Individual Code of Conduct are provided to the OHS Manager, the GCCT, and the client.
  - c. Participate in training and ensure that staff also participate as outlined below.
  - d. Put in place a mechanism for staff to:
    - i. report concerns on ESHS or OHS compliance; and,
    - ii. confidentially report GBV or VAC incidents to the Grievance Redress Mechanism (GRM)
  - e. Staff are encouraged to report suspected or actual ESHS, OHS, GBV or VAC issues, emphasizing the staff's responsibility to the Company and the country hosting their employment, and emphasizing the respect for confidentiality.
4. In compliance with applicable laws and to the best of your abilities, prevent perpetrators of sexual exploitation and abuse from being hired, re-hired or deployed. Use background and criminal reference checks for all employees.
5. Ensure that when engaging in partnership, sub-contractor or similar agreements, these agreements:
  - a. Incorporate the ESHS, OHS, GBV and VAC Codes of Conduct as an attachment.
  - b. Include the appropriate language requiring such contracting entities and individuals, and their employees and volunteers, to comply with the Individual Codes of Conduct.
  - c. expressly state that the failure of those entities or individuals, as appropriate, to ensure compliance with the ESHS and OHS standards, take preventive measures against GBV and VAC, to investigate allegations thereof, or to take corrective actions when GBV or VAC has occurred, shall constitute grounds for sanctions and penalties in accordance with the Individual Codes of Conduct.
6. Provide support and resources to the GCCT to create and disseminate internal sensitization initiatives through the awareness-raising strategy under the GBV and VAC Action Plan.
7. Ensure that any GBV or VAC issue warranting police action is reported to the client and the World Bank immediately.
8. Ensure that any major ESHS or OHS incidents are reported to the client and the supervision engineer immediately.

**Training**

9. The managers are responsible to:
  - a. Ensure that the OHS Management Plan is implemented, with suitable training required for all staff, including sub-contractors and suppliers; and,
  - b. Ensure that staff have a suitable understanding of the C-ESMP and are trained as appropriate to implement the C-ESMP requirements.
10. All managers are required to attend an induction manager training course prior to commencing work on site to ensure that they are familiar with their roles and responsibilities in upholding the GBV and VAC elements of these Codes of

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Conduct. This training shall be separate from the induction training course required of all employees and shall provide managers with the necessary understanding and technical support needed to begin to develop the GBV and VAC Action Plan for addressing GBV and VAC issues.

11. Managers are required to attend and assist with the project facilitated monthly training courses for all employees. Managers shall be required to introduce the trainings and announce the self-evaluations, including collecting satisfaction surveys to evaluate training experiences and provide advice on improving the effectiveness of training.
12. Ensure that time is provided during work hours and that staff prior to commencing work on site attend the mandatory project facilitated induction training on:
  - a. OHS and ESHS; and,
  - b. GBV and VAC required of all employees.
13. During civil works, ensure that staff attend ongoing OHS and ESHS training, as well as the monthly mandatory refresher training course required of all employees to combat increased risk of GBV and VAC.

**Response**

14. Managers shall be required to take appropriate actions to address any ESHS or OHS incidents.
15. With regard to GBV and VAC:
  - a. provide input to the GBV and VAC Allegation Procedures and Response Protocol developed by the GCCT as part of the final cleared GBV and VAC Action Plan.
  - b. Once adopted by the Company, managers shall uphold the Accountability Measures set forth in the GBV and VAC Action Plan to maintain the confidentiality of all employees who report or (allegedly) perpetrate incidences of GBV and VAC (unless a breach of confidentiality is required to protect persons or property from serious harm or where required by law).
  - c. If a manager develops concerns or suspicions regarding any form of GBV or VAC by one of his/her direct reportees, or by an employee working for another contractor on the same work site, s/he is required to report the case using the GRM.
  - d. Once a sanction has been determined, the relevant manager(s) is/are expected to be personally responsible for ensuring that the measure is effectively enforced, within a maximum timeframe of 14 days from the date on which the decision to sanction was made
  - e. If a Manager has a conflict of interest due to personal or familial relationships with the survivor and/or perpetrator, he/she must notify the respective company and the GCCT. The Company shall be required to appoint another manager without a conflict of interest to respond to complaints.
16. Managers failing to address ESHS or OHS incidents or failing to report or comply with the GBV and VAC provisions may be subject to disciplinary measures, to be determined and enacted by the company's CEO, Managing Director or equivalent highest-ranking manager. Those measures may include:
  - f. Informal warning.
  - g. Formal warning.
  - h. Additional Training.
  - i. Loss of up to one week's salary.
  - j. Suspension of employment (without payment of salary), for a minimum period of 1 month up to a maximum of 6 months.
  - k. Termination of employment.
17. Ultimately, failure to effectively respond to ESHS, OHS GBV and VAC cases on the work site by the company's managers or CEO may provide grounds for legal actions by authorities.

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

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Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

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

RUMI will comply with ESS2 and ESS4 and the Environmental, Social Health and Safety Guidelines of the WB (ESHS) and the Occupational Health and Safety (OHS) and Labor regulations of Rwanda.

The following is Code of conduct to be inserted in the contract of workers for civil works.

**3. Code of Conduct to be signed by individual workers (skilled and unskilled, casual or no casual) Preventing Gender Based Violence (GBV) and Violence against Children (VAC)**

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

The company considers that failure to follow ESHS and OHS standards, or to partake in GBV or VAC activities, constitute acts of gross misconduct and are therefore grounds for sanctions, penalties or potential termination of employment. Prosecution of those who commit GBV or VAC may be pursued if appropriate.

I agree that while working on the project I will:

- Attend and actively partake in training courses related to ESHS, OHS, HIV/AIDS, GBV and VAC as requested by my employer.
- Shall wear my personal protective equipment (PPE), in the correct prescribed manner, at all times when at the work site or engaged in project related activities.
- Take all practical steps to implement the contractor's environmental and social management plan (CESMP).
- Implement the OHS Management Plan.
- Adhere to a zero-alcohol policy during work activities, and refrain from the use of illegal substances at all times.
- Consent to a police background check.
- Treat women, children (persons under the age of 18), and men with respect regardless of race, color, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status.
- Not use language or behavior towards women, children or men that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.
- Not participate in sexual contact or activity with children—including grooming or contact through digital media. Mistaken belief regarding the age of a child is not a defense. Consent from the child is also not a defense or excuse.
- Not engage in sexual harassment—for instance, making unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct, of a sexual nature, including subtle acts of such behavior. Ex. Looking somebody up and down; kissing, howling or smacking sounds; hanging around somebody; whistling and catcalls; giving personal gifts; making comments about somebody's sex life; etc.
- Not engage in sexual favors—for instance, making promises or favorable treatment dependent on sexual acts—or other forms of humiliating, degrading or exploitative behavior.

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- Unless there is the full consent<sup>26</sup> by all parties involved, I shall not have sexual interactions with members of the surrounding communities. This includes relationships involving the

<sup>26</sup> **Consent** is defined as the informed choice underlying an individual's free and voluntary intention, acceptance or agreement to do something. No consent can be found when such acceptance or agreement is obtained through the use of threats, force or other forms of coercion, abduction, fraud, deception, or misrepresentation. In accordance with the United Nations Convention on the Rights of the Child, the World Bank considers that consent cannot be given by children under the age of 18, even in the event that withholding or promise of actual provision of benefit (monetary or non-monetary) to community members in exchange for sex—such sexual activity is considered “non-consensual” within the scope of this Code.

- Consider reporting through the GRM (Grievance Redress Mechanism) or to my manager any suspected or actual GBV or VAC by a fellow worker, whether employed by my employer or not, or any breaches of this Code of Conduct.

**With regard to children under the age of 18:**

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

**Use of children's images for work related purposes**

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

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

**Sanctions**

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

- Informal warning.
- Formal warning.
- Additional Training.

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- Loss of up to one week's salary.
- Suspension of employment (without payment of salary), for a minimum period of 1 month up to a maximum of 6 months. National legislation of the country into which the Code of Conduct is introduced has a lower age. Mistaken belief regarding the age of the child and consent from the child is not a defense.
- Termination of employment.
- Report to the police if wanted.

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

Signature: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Contractor \_\_\_\_\_ Supervisor \_\_\_\_\_ Date \_\_\_\_\_

**Annex 8: Photos and attendance lists of consultation**

	
<p><b>Public meeting with drivers at Nyabugogo Bus Terminal</b></p>	<p><b>Consultation meeting with Project Affected Persons during ESMF preparation</b></p>

Rwanda Urban Mobility Improvement Project  
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Attendance Lists

Project: Feasibility Study of Nyabugogo Multimodal Transit Hub  
Attendance list of Public consultation

Date: 26/07/2023

Names	Institution	Function	Phone	Signature
1. NDAYISABA Clément	Honzaanksons Ltd	Cyber cafe	0788402887	
2. HAKURIMANA Die	NISHIMUNE	Restaurant	0755274032	
3. MUTABA Irumu Huzi	UBUCUWZI SPANASPS	Navigation	0778453293	
4. Mbonumwe Zoubombi	ITHURIRO HESAMU	Mamanga	0783120676	
5. FRANÇOIS ZIRIKANA	City of Kigali	Urban Traffic Mgt SE	0785422884	
6. UWASE Sheila	City of Kigali	Urban Traffic Mgt SE	078846699	
7. HITIYAREMYE Augustin	Abacuryu	Secretary de Comité		
8. MABALOTO MARCO JOANNET KEVIN	EGIS	Architect Deputy Project Director	078846699	

Attendance list

Project: Feasibility Study of Nyabugogo Multimodal Transit Hub  
Date: 26/07/2023

Names	Institution (Company)	Function	Phone	Signature
1. MANZI Luc-Clément	ATPR	Operator Manager	078861964	
Hatyeirimana Bernard	ATPR	CEO	078853466	
MABALOTO MARCO JOANNET KEVIN	EGIS	Architect Deputy Project Director	078846699	
SM. NINI Baptiste	EGIS	Architect		
MASITAJEWA T. daniel	EGIS	Transport expert		
UWASE Sheila	COK	Urban Traffic Management SE	0785422884	
ZIRIKANA FRANÇOIS	COK	Urban Traffic Management SE	0785422884	
MASAKAWE RENE	UC LTD	Structural Eng	078642080	
10. NDAYANA Jean de Dieu	UC LTD	Socioeconomist	0788638107	
11. NZIZA Hussein	ATPR	Managing Director	078865702	

Rwanda Urban Mobility Improvement Project  
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Republic of Rwanda  
City of Kigali



Attendance list

Project: Feasibility study of Nyabugogo Multimodal Transit Hub  
Date: 26/07/2023

Project: Feasibility study of Nyabugogo Multimodal Transit Hub

Names	Institution (company)	Function	Phone/Email	Signature
M. MANZI Luc- Claude	ATPR	Operation Manager	0788561664	[Signature]
Hatipetimana Bernard	AT.P.R	CEO	0788584668	[Signature]
MADIMOTO MAMUCO	EGIS	ARCHITECT	marcelo.madimoto@egisgroup.com	[Signature]
JEANNET Kevin	EGIS	Project Manager	KEVIN.JEANNET@EGIS-GROUP.COM	[Signature]
S.M. NNI Baptiste	EGIS	Architect		[Signature]
MASMEJEAN T. del	EGIS	Transport expert	baptiste.masmejean@egis-group.com	[Signature]
Ziwase Sheila	COK	Urban Traffic Management SE	sheila.ziwase@kigali.gov.rw	[Signature]
ZIRIKANA FRANCOIS	COK	EMS	0788422884	[Signature]
MASARABWE RENE	UC Ltd	Structural Eng	0788642080	[Signature]
U. UWARANA Jean de Dieu	UC Ltd	Socioeconomist	0788636107	[Signature]
M. NZIZA Hussein	ATPR	Managing Director	0788657020	[Signature]

Attendance list

Subject: Technical meeting (Workshop)

Venue: City of Kigali (Meeting Hall)

Date: July 28, 2023

SN	Name	Institution	Function	Tel.	Email	Signature
01	MASARABWE RENE	United Contractors Ltd	Structural eng	0788642080	renemasarabwe@gmail.com	[Signature]
02	KALIMBA RUGEMBA NICOLAS	United Contractors Ltd	Architect	0788841556	nicolas.kalimba@gmail.com	[Signature]
03	FRANCOIS ZIRIKANA	Cok	E-MSPT	0783524676	-	[Signature]
04	Uwase Sheila	COK	Urban Traffic Management SE	0788422884	sheila.ziwase@kigali.gov.rw	[Signature]
05	Jandier TWAGIRIMANA	MININFRA	Green & Inclusive Mobility Lead	0788301015	jandier.twagirimana@mininfra.gov.rw	[Signature]

Rwanda Urban Mobility Improvement Project  
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Republic of Rwanda  
City of Kigali



Project: Feasibility study of Nyabugogo Multimodal Transit Hub

Attendance list

Subject: Technical meeting (Workshop)

Venue: City of Kigali (Meeting Hall)

Date: July 28, 2023

SN	Name	Institution	Function	Tel.	Email	Signature
06	NSENGUMUREMYI Richard	United Contractors Ltd	Deputy Director	0788304817	unitedcontractorsltd@gmail.com	
07	AKIMANZANYE Emmanuel	UC Ltd	Social & Gender Specialist	0788487390	akimananzanyeemanuel42@gmail.com	
08	UMUNANA Jean de Dieu	UC Ltd	Sub-committee	0788636107	jeanmuna55@yahoo.fr	
09	EMUCYO Jean Bosco	UC Ltd	gender specialist	0781928989	emucyo20@gmail.com	
09/10	IZERE Angy	RIDA	PT Senior Eng	0788513913	angyizer@rida.gov.rw	



Republic of Rwanda  
City of Kigali



Project: Feasibility study of Nyabugogo Multimodal Transit Hub

Attendance list

Subject: Technical meeting (Workshop)

Venue: City of Kigali (Meeting Hall)

Date: July 28, 2023

SN	Name	Institution	Function	Tel.	Email	Signature
11 A	Aaron Ndagijimana	RURA	Econ. regulation	0788555444	aaron.ndagijimana@rura.gov.rw	
12 2	JANNET KEVIN	EGIS	Deputy Project Director	+3378683537	KEVIN.JANNET@EGIS-GRUP.COM	
13 3	MARCELE JEAN MARCEL	EGIS	Transport expert	+33613837504	marcele.jean.marcel@egis-grup.com	
14 4	MIMI BAPTISTE	EGIS	Architect		baptiste.mimi@egis-grup.com	
15 5	MMBALOTO MANUWA	EGIS	Architect		marcelo.mwaloto@egis-grup.com	

Rwanda Urban Mobility Improvement Project  
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Republic of Rwanda  
City of Kigali



Project: Feasibility study of Nyabugogo Multimodal Transit Hub

Attendance list

Subject: Technical meeting (Workshop)

Venue: City of Kigali (Meeting Hall)

Date: July 28, 2023

SN	Name	Institution	Function	Tel.	Email	Signature
16	Richard Bogaibira	MININFRA	P.I. Senior Engineer	078446838	r.bogaibira@mininfra.gov.rw	
17	Emmanuel Kuvundo	COK	Architect	078800740	emkuvundo@city.gov.rw	



PREPARATION OF ENVIRONMENTAL AND SOCIAL ASSESSMENT & STAKEHOLDER ENGAGEMENT PLAN (S  
FOR RWANDA URBAN MOBILITY PROJECT IN CITY OF KIGALI (COK)

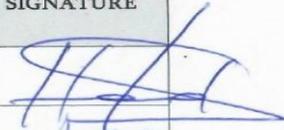
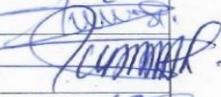
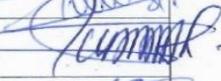
STAKEHOLDERS' CONSULTATIVE MEETING ATTENDANCE SHEET

Date: 17 Oct 2023 VENUE: Nyabugogo bus station DISTRICT: \_\_\_\_\_

FULL NAME	I.D. NUMBER	ORGANIZATION & POSITION	PHONE NUMBER	EMAIL ADDRESS	GENDER	SIGNATURE
Safari Saleh		Simba Bus Manager	0788597829		M	
Jwitanze J Baptiste		Jali Real Estate	078881727		M	
Nanzi Claude			0788561464		M	
Aaron Ndagumana		Economist KURA	0788555444		M	
HABIMANA Emmanuel		MINICOM	0785135247	ehabimana@minicom.gov.rw	M	

Rwanda Urban Mobility Improvement Project  
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SEPARATION OF ENVIRONMENTAL AND SOCIAL ASSESSMENT & STAKEHOLDER ENGAGEMENT PLAN (SEP) FOR  
RWANDA URBAN MOBILITY PROJECT IN CITY OF KIGALI (COK)

FULL NAME	I.D. NUMBER	ORGANIZATION & POSITION	PHONE NUMBER	EMAIL ADDRESS	GENDER	SIGNATURE
Emile HARERIMANA		RUHIRE Express IT Manager	0788351261	ruhiresexpress2010@gmail.com	M	
BAHIZI Cladio		CAPITAL IT Manager	0788797779		F	
HAKIZIMANA Thacien		OMEGA Manager	0788457122	omega.hd66@gmail.com	M	
RUBANGISA Rwigema		ATPR Field officer	0788545099		M	
Vincent SHIRAMBEZE		RITA Transport Information specialist	0786511656	vincent.shirambeze@stda.gov.rw	M	
Inghirwa Justin		Driver RFTC (South)	0788801300		M	
Madukunda Eric		Driver RFTC (North)	0788831465		M	
Nsumyimana Dominique		RITC	0788565435			
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*Rwanda Urban Mobility Improvement Project  
Environmental and Social Management Framework*

**PARATION OF ENVIRONMENTAL AND SOCIAL ASSESSMENT & STAKEHOLDER ENGAGEMENT PLAN (SEP) FOR  
RWANDA URBAN MOBILITY PROJECT IN CITY OF KIGALI (COK)**

FULL NAME	I.D.NUMBER	ORGANIZATION & POSITION	PHONE NUMBER	EMAIL ADDRESS	GENDER	SIGNATURE
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Rwanda Urban Mobility Improvement Project  
Environmental and Social Management Framework



Project Title : Feasibility study of Nyabugogo Multimodal Transit Hub

Attendance list

Subject: Technical meeting (Egis & UC Ltd Internal Brainstorming)

Venue: Grazia Hotel (Meeting Hall)

Date: October 24<sup>th</sup>, 2023 ; 2:30 pm to 5:30pm

SN	Name	Institution	Function	Tel.	Email	Signature
06	BEAU cyrille	EGIS	Project Dir.	+33 626454073	cyrille.beau@egis- group.com	
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10	AKIMANIZANYE Emmanuel	UC Ltd	Socio-economii spe credit	+250 0788487390	akimanizanyeemmanuel42@gmail.com	



Project Title : Feasibility study of Nyabugogo Multimodal Transit Hub

Attendance list

Subject: Technical meeting (Egis & UC Ltd Internal Brainstorming)

Venue: Grazia Hotel (Meeting Hall)

Date: October 24<sup>th</sup>, 2023 ; 2:30 pm to 5:30pm

SN	Name	Institution	Function	Tel.	Email	Signature
01	NASARABWE RENE	United Contractors Ltd	Structural Engineer	0786420826	rene.nasarabwe @gmail.com	
02	Jean Bosco NOUNOUWA	ASTUK	W/S Elyse (Coordinator)	0799702524	jeanbosco.nounouwa @gmail.com	
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Rwanda Urban Mobility Improvement Project  
Environmental and Social Management Framework



Project Title : Feasibility study of Nyabugogo Multimodal Transit Hub

Attendance list

Subject: Technical meeting (Egis & UC Ltd Internal Brainstorming)

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Date: October 24<sup>th</sup>, 2023 ; 2:30 pm to 5:30pm

SN	Name	Institution	Function	Tel.	Email	Signature
11	Jemuyi Jean Bosco	UC Ltd	Gender Specialist	0781928189	jemuyi02@gmail.com	
12	WAGIRI ERIC	ASTRIK	Traffic Survey	07820472	ericwagiri@gmail.com	
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14	JOANNET KEVIN	Egis	Deputy Team leader	+253 8685537	kevin.joannet@egis.com	



Project Title : Feasibility study of Nyabugogo Multimodal Transit Hub

Attendance list

Subject: Workshop

Venue: Hilltop Hotel (Meeting Hall)

Date: October 25<sup>th</sup>, 2023 ; 9:00 am to 1:15pm

SN	Name	Institution	Function	Tel.	Email	Signature
1	SHIMWA Jonathan	RDB	TSS	0795646558	jonathan.shimwa@rdb.rw	
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Rwanda Urban Mobility Improvement Project  
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Project Title : Feasibility study of Nyabugogo Multimodal Transit Hub

Attendance list

Subject: Consultation Meeting

Venue: egis Head Office / Kigali

Date: October 26<sup>th</sup>, 2023 ; 10:00 am to 12:00pm

SN	Name	Institution	Function	Tel.	Email	Signature
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05	Muhiza POPWA	AC Mobility	CEO	0788341914	popwa@acmobility.rw	



Project Title : Feasibility study of Nyabugogo Multimodal Transit Hub

Attendance list

Subject: Consultation Meeting

Venue: egis Head Office / Kigali

Date: October 26<sup>th</sup>, 2023 ; 10:00 am to 12:00pm

SN	Name	Institution	Function	Tel.	Email	Signature
06	JEANNET Kevin	EGIS	Deputy Chief Drafts	+33 786895937	Kevin.jannet@EGIS.FR	
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Rwanda Urban Mobility Improvement Project  
Environmental and Social Management Framework



Project Title : Feasibility study of Nyabugogo Multimodal Transit Hub

Attendance list

Subject: Steering Committee Meeting

Venue: Hilltop Hotel (Meeting Hall)

Date: January 17<sup>th</sup> 2024

SN	Name	Institution / Company	Position	Tel.	Email	Signature
1	MUSABYIMANA Jean Pierre	UC Ltd	Hydrologist	0788724834	musabyipere@gmail.com	
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3	Alan Diehl	"	"	+254 0758791786	ad.chlor@worldbank.org	
4	Colin Brader	WORLD BANK ITP	MOBILITY CONSULTANT	+254 777170538	brader@ipwv.net	
5	Alphonse NKURUHIZA	World Bank	Dr. Urban Transport Advisor	0788300413	alnkururhiza@worldbank.org	



Project Title : Feasibility study of Nyabugogo Multimodal Transit Hub

Attendance list

Subject: Steering Committee Meeting

Venue: Hilltop Hotel (Meeting Hall)

Date: January 17<sup>th</sup> 2024

SN	Name	Institution / Company	Position	Tel.	Email	Signature
6	SP SCMAZIMPAKA	RUP	H/Inspection	0788574930	scmazimpaka@gmail.com	
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10	MAZIMPAKA Volash	COK	Engineer	0785530221	volashimazimpaka@gmail.com	
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Rwanda Urban Mobility Improvement Project  
Environmental and Social Management Framework



Project Title : Feasibility study of Nyabugogo Multimodal Transit Hub

Attendance list

Subject: Steering Committee Meeting

Venue: Hilltop Hotel (Meeting Hall)

Date: January 17<sup>th</sup> 2024

SN	Name	Institution / Company	Position	Tel.	Email	Signature
12	MASARABWE REVE	UC Ltd	Structural Engineer	0756420820	reumasarabwe@gmail.com	
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15	UWIRANA JEREMIE	UC Ltd	Data collection manager	078846107	jeremie@uc.com	
16	Richard Ndagumukanyu	UC LTD	Project Rep Director	0782304657	Richard@uc.com	



Project Title : Feasibility study of Nyabugogo Multimodal Transit Hub

Attendance list

Subject: Steering Committee Meeting

Venue: Hilltop Hotel (Meeting Hall)

Date: January 17<sup>th</sup> 2024

SN	Name	Institution / Company	Position	Tel.	Email	Signature
17	Philippe Colvin	Egis	Transport demand and modelling	33652545112	Philippe.colvin@egis-group.com	
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Rwanda Urban Mobility Improvement Project  
Environmental and Social Management Framework



Republic of Rwanda  
City of Kigali



Subject: WORKSHOP - <sup>VALIDATION</sup> REVIEW OF ESMP/RPF FOR RUMI Project Date: 5/4/2024

N°	Name	Designation/Organization	Gender	Contact: email, Phone Number	Signature
1	SAMUEL BIGENIMANA	Environmental specialist/ CoT	M	sbigenimana@kigalicity.gov.rw	
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7	UKWITONZE FELIX	social safeguards specialist	M	fukwitonze@kigalicity.gov.rw	
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**Rwanda Urban Mobility Improvement Project  
Environmental and Social Management Framework**



Republic of Rwanda  
City of Kigali



**ATTENDANCE LIST**

Meeting on Consultative meeting on ESMP & RPF Rwanda Urban Mobility Project  
Date: 23/07/2024 Venue: city hall

NO	NAMES	Institution	Position	Email & Telephone number	Signature
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4	MUKAWUKI Ti Grace	COZ Manager MURUKUZI	Executive Secretary/Sec	0788419619	
5	SHUMBUHO U. S. d'Amour	MURUKUZI DISTRICT	DIRECTOR FLD	078819788	
6	GATSINZI Fabrice	SOK MURUKUZI	EXECUTIVE SECRETARY/CELL	0788916513	
7	NTIMUBANA	COASTAL KOPPE	ED KOPPE	0788489828	



Republic of Rwanda  
City of Kigali



**ATTENDANCE LIST**

Meeting on Consultative meeting on ESMP Rwanda Urban Mobility Project  
Date: 23/07/2024 Venue: city hall

NO	NAMES	Institution	Position	Email & Telephone number	Signature
1	KABERA MUGARUKA Silas	CoK	RS/tele cell	0788304013 msylas@gmail.com	
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5	Uwimana Pauline	well Gameshop		0789790488	
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7	MURUKUZI Aloys			0788550369	
8	KAMALI mosus	Boutique		0788539461	

**Rwanda Urban Mobility Improvement Project  
Environmental and Social Management Framework**



Republic of Rwanda  
City of Kigali



**ATTENDANCE LIST**

Meeting on: consultative meeting on ESMP Rwanda Urban Mobility Project  
Date: 23/07/2024 Venue: city hall

NO	NAMES	Institution	Position	Email & Telephone number	Signature
1	MWAMBAZI Olivier	OLIKAB TINDI LLA	Director	0783712432	
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3	IRANKUNDA Emmanuel			0788839024	
4	Nbambukye Fabien Sp.		Assistant manager	0788910041	
5	UPUMBANGI JEROME GARE	GARRE	GICUMYA	0783228844	
6	BIMENYIMANA Prudence	COK	Social Safety Specialist	0784134540	



Republic of Rwanda  
City of Kigali



**ATTENDANCE LIST**

Meeting on: consultative meeting on ESMP/NEF Rwanda Urban Mobility Project  
Date: 23/07/2024 Venue: city of Kigali

NO	NAMES	Institution	Position	Email & Telephone number	Signature
1	MUSENI Gudu	VVO Energy ENREN	Project & Maintenance Engineer	078043450 gogomur17@gmail.com	
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