



City of Kigali

STAKEHOLDER ENGAGEMENT PLAN (SEP) FOR CITY OF KIGALI RWANDA URBAN MOBILITY IMPROVEMENT (RUMI) PROJECT (P176885)



STAKEHOLDER ENGAGEMENT PLAN (SEP)

December 2024

Table of Contents

LIST OF TABLES	3
LIST OF FIGURES	3
ABBREVIATIONS AND ACRONYMS	4
1 INTRODUCTION	6
1.1 PROJECT DESCRIPTION.....	6
1.2 PROJECT COMPONENTS	7
1.3 CURRENT STATUS OF NYABUGOGO BUS PARK	8
1.4 PURPOSE OF THE STAKEHOLDER ENGAGEMENT PLAN	10
2 KEY STANDARDS, REGULATIONS AND LEGISLATION GUIDING STAKEHOLDER ENGAGEMENT	11
2.1 NATIONAL REGULATIONS.....	11
2.2 FINANCIAL INSTITUTION- THE WORLD BANK	14
2.3 STAKEHOLDER ENGAGEMENT AND INFORMATION DISCLOSURE (ESS10)	15
3 STAKEHOLDERS IDENTIFICATION AND ANALYSIS	16
3.1 OBJECTIVES OF STAKEHOLDER ENGAGEMENT	16
3.2 STAKEHOLDER IDENTIFICATION.....	17
3.3 SEP COMMUNICATION AND COMMUNICATION CHANNELS:.....	26
4 PAST STAKEHOLDER ENGAGEMENT	28
4.1 SUMMARY OF PAST KEY STAKEHOLDERS' MEETINGS	28
4.2 PAST PUBLIC MEETINGS AND CONSULTATIVE MEETINGS.....	36
5 STAKEHOLDER ENGAGEMENT ACTIVITIES AND METHODS	38
5.1 STAKEHOLDER ENGAGEMENT METHODS	39
5.2 GENDER AND SOCIAL INCLUSION (GESI)	50
6 ROLES AND RESPONSIBILITIES	51
6.1 INDIVIDUAL ROLES	51
6.2 THE POTENTIAL ROLE OF NGOs AND CIVIL SOCIETY GROUPS	53
6.3 THE POTENTIAL ROLE OF NGOs AND CIVIL SOCIETY GROUPS.....	54
6.3.1 <i>Pre- Construction Activities</i>	55
6.3.2 <i>Construction Stage</i>	55
6.3.3 <i>Pre-Operations Stage</i>	55
6.3.4 <i>Operations Stage</i>	55
7 GRIEVANCE MECHANISM AND DISCLOSURE	55
7.1 INTRODUCTION	55
7.2 SEP DISCLOSURE.....	56
7.2.1 <i>Proposed strategy for information disclosure</i>	56
7.3 PURPOSE AND SCOPE OF THE GRM.....	61
7.3.1 <i>DISCLOSURE</i>	61
7.3.2 <i>Grievance Redress Mechanism</i>	61
7.3.3 <i>Project-Specific GRM Description</i>	61
7.3.4 <i>Worker's based GRM</i>	62
7.3.5 <i>Grievance Channel for Gender Based Violence</i>	62
7.3.6 <i>Judiciary Level Grievance Redress Mechanism</i>	63
7.4 WORLD BANK GRIEVANCE REDRESS SYSTEM.....	63

7.5	PROPOSED MEMBERS OF GRC AND THEIR ROLES	64
7.6	GRIEVANCE REDRESS: PROCESS, PROCEDURES AND TIMELINES	65
7.6.1	<i>Referral Pathway</i>	65
7.6.2	<i>Grievance Logbook: Recording and Logging Grievances</i>	66
7.6.3	<i>Grievance Investigation and Attempt at Resolution</i>	67
7.6.4	<i>The Choice to Launch an Appeal</i>	68
8	MONITORING AND REPORTING	69
8.1	MONITORING	69
8.2	INDICATIVE DATA TO BE COLLECTED.....	69
8.3	REPORTING	70
8.4	INFORMATION MANAGEMENT AND RECORD KEEPING	70
8.5	SEP IMPLEMENTATION BUDGET	71
8.6	BUDGET AND DURATION	72
9	ANNEX	77
9.1	STAKEHOLDER ENGAGEMENT MATRIX.....	77
9.2	GRIEVANCE MECHANISM FLOW CHART	90

List of Tables

Table 2-1:	List of Key national Legislations	11
Table 3-1:	Stakeholders Identified	18
Table 3-2:	Preliminary Stakeholder Analysis of the Project	22
Table 3-3:	Preliminary Stakeholder Analysis of the Project	24
Table 4-1 :	Summary of details of RUMI preparation stage stakeholder engagement meetings	32
Table 4-2:	Key Issues from past stakeholder consultations	33
<i>Table 4-3:</i>	<i>Issues raised by the PAPs</i>	35
Table 5-1:	Stakeholder Engagement Activities in pre-construction Phase	40
Table 6-1:	Individual roles and responsibilities for stakeholder engagement activities	51
<i>Table 7-1 :</i>	<i>Proposed Members of GRC and their roles</i>	64
<i>Table 8-1 :</i>	<i>Budget required for implementation of RUMI communication strategy</i>	72

List of Figures

Figure 1-1:	Aerial view of Nyabugogo bus terminal	8
Figure 1-2:	Parking lots at Nyabugogo Bus	9
Figure 1-3:	Status of Nyabugogo bus terminal with congested business facilities	9
Figure 1-4:	Offices of various transport operators in Nyabugogo bus terminal	10
Figure 1-5:	Drainage system at Nyabugogo bus terminal	10

Abbreviations and Acronyms

BRT	Bus Rapid Transit
CoK	City of Kigali
DBL	Dedicated Bus Lane
ESCP	Environmental and Social Commitment Plan
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESF	Environmental and Social Framework
ESS	Environmental and Social Standards
ESMP	Environmental and Social Management Plan
FGDs	Focus Group Discussions
GDP	Gross Domestic product
GoR	Government of Rwanda
GRM	Grievance Redress Mechanism
GRC	Grievance Redress Committees
KUUT	Kigali Urban Upgrading Team
LMP	Labour-management-procedures
NGOs	Non-Government Organizations
NMT	Non- Motorised Transport
NST 1	National Strategy for Transformation
PAPs	Project Affected Person
PIU	Project Implementing Unit
RURA	Rwanda Utilities and Regulatory Authority
RUMP	Rwanda urban mobility project
SEP	Stakeholder Engagement Plan
WB	World Bank

1 INTRODUCTION

Kigali, the capital of the Republic of Rwanda, has a population of over 1 million people and an average annual growth rate of 4% (NISR, 2012). Contributing to 50% of the country's GDP, 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. The motorized passengers transport is split into three modes, namely private car and motorcycles, motorcycles taxis and buses.

Public transport buses use six city terminals, which include 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 and the 4 temporarily location sites are the only bus terminal under the scope of the Rwanda Urban Mobility Project.

The City of Kigali is working with the World Bank to improve mobility in the City of Kigali. The redevelopment of the Nyabugogo Bus Terminal to form a Multimodal Transit Hub has a direct relationship to the development of measures to promote public transport and Non- Motorized Transport (NMT) across Kigali city, including the Dedicated Bus Lane implementation, the prospect of Bus Rapid Transit (BRT) and the development of performance-based contracts between Government and bus operators.

1.1 Project Description

The aim of RUMI project is to transform the existing Nyabugogo terminal into a modern multi-modal transit hub focusing on developing climate resilient infrastructure and improving accessibility. The Project Development Objective (PDO) is "To facilitate movements of people within Kigali and connection with the rest of Rwanda and neighboring countries with improved climate resilience, access, and safety, and enhance institutional capacity for urban mobility".

The Nyabugogo Bus Terminal is on the western edge of Kigali and is a terminus for both provincial buses, international and city services. The terminal site is large, at approximately 2 hectares, with a spatial layout, which has evolved to support the diversity of uses on the site. In particular, it provides access to the market situated to the east of the site. Access to the site is provided to and from the NR3 route, onto NR1 to the west, and exit onto KN1 to the south and NR1 to the North. A watercourse runs along the eastern edge of the site and the area is prone to flooding during the rainy season. Kigali City Government owns the terminal site, with two management contracts to manage the multiple uses on the site.

The Kigali City Master Plan, 2020, allocates the site for transport use, limiting commercial development to that which facilitates transport use only. The land to the north, west and east of the site is designated as 'Wetlands' to be used for leisure

purposes. The land to the south is for commercial development. Operators using the terminal operate under contract with the Government of Rwanda (GoR), Rwanda Utilities and Regulatory Authority (RURA) and the City of Kigali (CoK).

1.2 Project Components

The proposed project has the following three components:

- a. **Component 1. Public Transport Improvement (US\$83.6m)**
 - Subcomponent 1.1 Development of Nyabugogo Multi-modal Transit Terminal (US\$58.7m)
 - Subcomponent 1.2 Enhancement of the Public Transport System (US\$24.9m)
- b. **Component 2. Institutional Strengthening and Capacity Building (US\$3.8m)**
- c. **Component 3. Fleet renewal scheme and promoting eMobility (US\$12.6m)**

Activities under each component are described below:

1. **Component 1. Public Transport Improvement (US\$83.6m).**
 - a. **Subcomponent 1.1. Development of Nyabugogo Multi-modal Transit Terminal:** Based on a feasibility study and preliminary designs for the development of the larger Nyabugogo area, the project will finance the development of the Nyabugogo multi-modal transit terminal on the site of the existing, Nyabugogo multi-modal transit terminal facilitates modal shift from private cars to lower carbon public transport and non-motorized transport.
 - b. **Subcomponent 1.2 Enhancement of the Public Transport System:** the project will support the implementation of a pilot RUMI, the preparation of detailed designs, and the implementation of full-scale RUMI s and traffic management for selected corridors and intersections.
2. **Component 2. Institutional Strengthening and Capacity Building (US\$3.8m).** The support under this component will include, but is not limited to a) establishment and operationalization of a Special Project Implementation Unit (urban mobility division) (SPIU) in CoK to coordinate implementation of the 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 secondary cities 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.
3. **Component 3. Development of a Bus Fleet Renewal Scheme and Promoting e-Mobility (US\$12.6m).** This component will finance the development and implementation of a fleet renewal scheme to expand the number of buses operating in Kigali while facilitating the transition to electric buses.

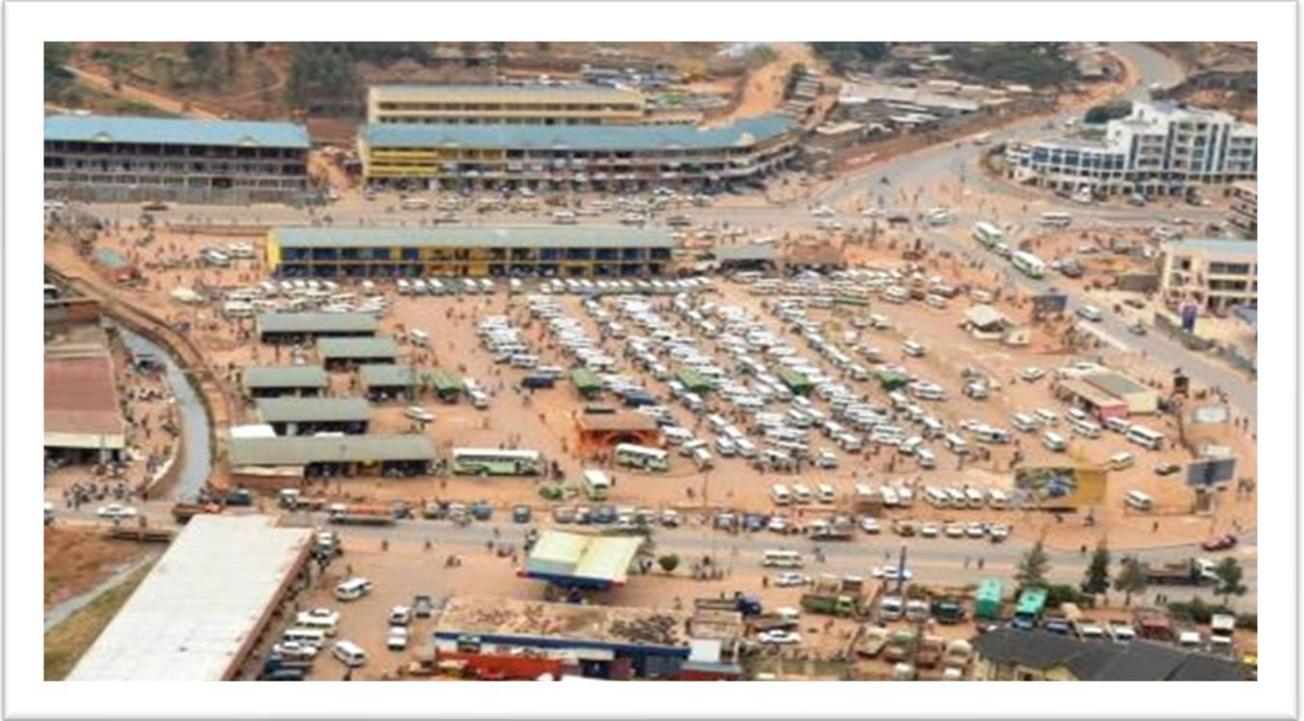


Figure 1-1: Aerial view of Nyabugogo bus terminal

1.3 Current Status of Nyabugogo Bus Park

Currently the Nyabugogo bus park plays a multiple role of being both a passenger and operational facility, having space allocated for bus layover and, as such, facilitates for driver breaks and change over.



Figure 1-2: Parking lots at Nyabugogo Bus

The terminal attracts walk in passengers; but also serves motorcycle taxis, car taxis, and bicycles as part of the key Stakeholders. Additionally the terminal generates significant pedestrian movements to nearby commercial and market areas, but surrounding streets lack adequate facilities for safe crossing. (Figure 1-3 and 1- 4).

As a major congregation area for passengers, it also attracts some informal and formal trading (Figure 1-3 and 1-4).

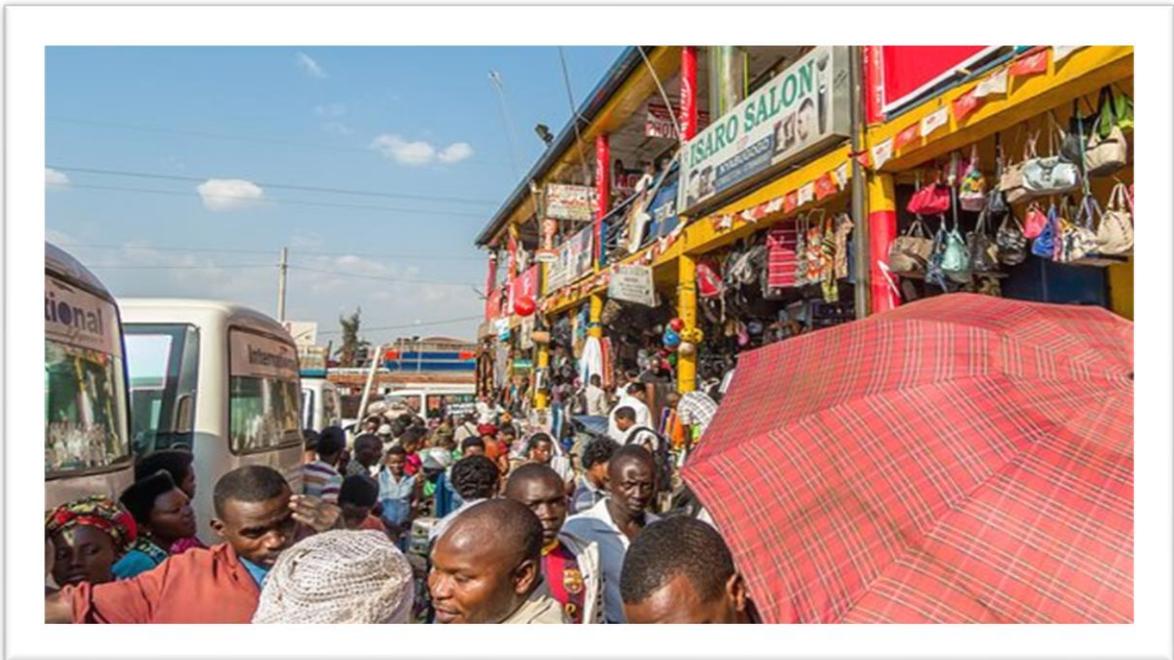


Figure 1-3: Status of Nyabugogo bus terminal with congested business facilities



Figure 1-4: Offices of various transport operators in Nyabugogo bus terminal

Whilst the terminal attracts walk in passengers; it also serves motorcycle taxis, car taxis, and bicycles. The terminal generates significant pedestrian movements to nearby commercial and market areas, but surrounding streets lack adequate facilities for safe crossing.



Figure 1-5: Drainage system at Nyabugogo bus terminal

Activities on redevelopment of Nyabugogo bus terminal Include:

- Demolition of the current bus park
- Relocation of all the current activities to other locations(Bus operations and Business)
- Construction of the bus terminal
- Operation of the bus terminal

1.4 Purpose of the Stakeholder Engagement Plan

The overall purpose of this SEP is to ensure that a consistent, comprehensive and coordinated approach is taken to stakeholder engagement and project disclosure throughout the project. It is further intended to demonstrate the commitment of the Rwanda Urban Mobility Project (RUMI) in City of Kigali (CoK) as a project developer, to an ‘international best practice’ approach to engagement. The RUMI is committed to full compliance with all Rwandan Environment Impact Assessment (EIA) Regulations, as well as aligning to the international standards namely the World Bank’s Environmental

and Social Standards (ESSs), which form part of the World Bank’s 2016 Environmental and Social Framework.

The consultation process focuses on providing information on the proposed project in a manner that can be understood and interpreted by the relevant audience, seeking comment on key issues and concerns, sourcing accurate information, identifying potential impacts and offering the opportunity for alternatives or objections to be raised by the potentially affected parties. Consultation has also been found to develop a sense of stakeholder ownership of the project and the realization that their concerns are taken seriously, and that the issues they raise, if relevant, will be addressed in the SEP and other process which will be considered during project design and implementation process.

In line with current international best practice, this SEP aims to ensure that stakeholder engagement has been conducted based on timely, relevant, and accessible information. In this way, the SEP seeks to ensure that stakeholders are given sufficient opportunity to voice their opinions and concerns, and that these concerns influence project decisions.

The SEP:

- Provides the approach to stakeholder engagement, showing how this will be integrated into the rest of the Project Implementation which includes all the Environmental instruments ESMF, RFP , ESIA and RAP process and also throughout the implementation of the project
- Identifies the main categories of stakeholders and how they will be included in the ESIA and RAP process
- Identifies the ways to document engagement undertaken throughout the project.

2 KEY STANDARDS, REGULATIONS AND LEGISLATION GUIDING STAKEHOLDER ENGAGEMENT

The SEP has been prepared to ensure compliance with both Rwandan legislative requirements, as well international good practice standards as defined in the World Bank’s Environmental and Social standards (ESS, 2016) as stated below:

2.1 National Regulations

They are various national regulations that will have an impact in the development and implementation this SEP as highlighted in table 2-1

Table 2-1:List of Key national Legislations

Legislation	Key elements
The Constitution of Rwanda:	<ul style="list-style-type: none"> • Article 35, Private ownership of land and other rights related to land are granted by the State. A law determines modalities of concession, transfer, and use of land

Legislation	Key elements
	<ul style="list-style-type: none"> • Article 38. Freedom of press, of expression and of access to information are recognized and guaranteed by the State
<p>The Rwandan Expropriation Law of 2015:</p>	<p>The law determines the procedures relating to expropriation in the public interest. Only Government order expropriation in the public interest.</p> <ul style="list-style-type: none"> • Article 4 stipulates, « every project, at any level, which intends to carry out acts of expropriation in the public interest, shall budget for valuation of the property of the person to be expropriated and for fair compensation ». • Article 17 on value of activities developed after the publication of the decision of expropriation in the public interest stipulates that after the publication of the decision on expropriation in the public interest and the list of holders of rights registered on land titles and property incorporated on land, the landowner shall not develop any other long-term activities on the land. Otherwise, such activities shall not be compensable during expropriation. • According to article 36, the approved fair compensation shall be paid within a period not exceeding one hundred and twenty (120) days from the day of its approval by the City of Kigali. If fair compensation is not paid within the period provided under Paragraph One of this Article, expropriation shall become null and void unless otherwise agreed upon between the expropriator and the person to be expropriated. Subsequent to receiving fair compensation, the expropriated person shall have a period not exceeding one hundred and twenty (120) days to relocate. <p>It is important provisions of this law be considered, since the project will affect some properties and therefore resettlement and compensation, this law is relevant to the project. Rwanda lands are allocated or leased to individual evidenced by a certificate of land registration.</p> <ul style="list-style-type: none"> • Article 24: Communication to the persons to be expropriated of the start date of valuation of land and property incorporated thereon. This article stipulates that the District or City of Kigali administration or the relevant Ministry must inform the persons to be expropriated in the public interest of the expected start date of measurement of land and inventory of property incorporated thereon. It further instructs that such a communication shall be made through an announcement posted on the office of the Cell of the place designated for the implementation of the project. The

Legislation	Key elements
	<p>communication shall also be made through at least one radio station with a wide audience in Rwanda and at least one of Rwanda-based newspapers with a wide readership for the relevant parties to be informed thereof. Other platforms will include announcements (verbal and written), meetings, leaflets, brochures, SMS, WhatsApp, and through television stations, online media) and social media (Twitter, Facebook, Instagram, etc.). If necessary, use shall be made of any other means of communication.</p> <ul style="list-style-type: none"> • Article 31: Approval and publication of the valuation report within fifteen (15) days after the submission of the valuation report, the expropriator shall decide on the report prepared by valuers and publish it for the information of relevant parties in writing and a copy thereof shall be posted on the office of the Cell of the place in which the land is located. A communication that the report is published shall also be made to the relevant parties. Such a communication shall also be made through at least one of radio stations with a wide audience in Rwanda and one of Rwanda-based newspapers with a wide readership for the relevant parties to be informed thereof. If necessary, any other means of communication shall be used.
<p>Law on Environment No 48/2018 of 13/08/2018:</p>	<p>The most relevant legislation for this project is the Law on Environmental Protection, Conservation and Management. This is the law that regulates the protection of environment in Rwanda. The law sets out the general legal framework for environmental protection and management in Rwanda. It also constitutes environment as one of the priority concerns of the Government of Rwanda. Under the fundamental principle on national environmental protection, policy develops national strategies, plans and programs, aiming at ensuring the conservation and use of sustainable environmental resources.</p> <p>The Relevance of this law lies in the fact that it empowers stakeholders to take legal actions against the developers (City of Kigali) for any negative environmental and social consequences that may result from the implementation of the project activities</p>
<p>The Law No 66/2018 of 30/08/2018</p>	<p>The Law applies employment relations based on employment contract, apprentices, interns, self-employed person, informal sector, occupational health and safety and the right to form trade unions and employers' associations.</p>

Legislation	Key elements
regulating labor in Rwanda	<ul style="list-style-type: none"> • Article 6 state that it is prohibited to subject a child below the age of eighteen (18) years to any of the following forms of work: i) Forms of work which are physically harmful to the child; ii) -Work with dangerous machinery, equipment and tools, or which involves the manual handling or transport of heavy loads; and iii) -Work in an environment which exposes the child to temperatures, noise levels or vibrations damaging to his/her health. • Article 8: state that Sexual harassment in any form against supervisee is prohibited.

2.2 Financial Institution- The World Bank

All project prepared after October 2018, will apply in its preparation and implementation the Environmental and Social Framework (ESF) which contain 10 Environmental and Social Standards that will define the process and protocols for environmental and social management during the implementation of this project. The environmental instruments for the RUMI project have all been prepared under the previous Environmental and Social Safeguards Policies. Therefore, the team of CoK and all new implementing agencies will need support during the implementation of this RUMI project for proper application of the instruments prepared for this operation and the ESS relevant to the project. The following are Bank ESF environmental and social standards (ESS) that will be applied for the implementation of the RUMI project.

The following are Bank ESF environmental and social standards (ESSs) that are applicable to the implementation of the Rwanda Urban Mobility Improvement:

- Environmental and Social Standard 1: Assessment and Management of Environmental and Social Risks and Impacts.
- Environmental and Social Standard 2: Labor and Working Conditions.
- Environmental and Social Standard 3. Resource Efficiency and Pollution Prevention and Management
- Environmental and Social Standard 4. Community Health and Safety.
- Environmental and Social Standard 5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement.
- Environmental and Social Standard 6. Biodiversity Conservation and Sustainable Management of Living Natural Resources
- Environmental and Social Standard 8. Cultural Heritage
- Environmental and Social Standard 10: Stakeholder Engagement and Information Disclosure. Following the requirements of this ESS, the government of Rwanda has prepared this SEP.

2.3 Stakeholder Engagement and Information disclosure (ESS10)

This SEP recognizes that the proposed project triggers ESS 10 on Stakeholder Engagement and Information Disclosure. Stakeholder engagement is an inclusive process conducted throughout the project life cycle. Where properly designed and implemented, it supports the development of strong, constructive, and responsive relationships that are important for successful management of a project's environmental and social risks. Stakeholder engagement is most effective when initiated at an early stage of the project development process and is an integral part of early project decisions and the assessment, management and monitoring of the project's environmental and social risks and impacts.

The nature, scope and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts. Project proponent will engage in meaningful consultations with all stakeholders and will provide stakeholders with timely, relevant, understandable, and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination, and intimidation.

ESS10 emphasizes that effective stakeholder engagement can significantly improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation.

The main objectives of the ESS10 are:

- To engage with stakeholders throughout the project life cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design. The nature, scope and frequency of stakeholder engagement should be proportionate to the nature and scale of the project and its potential risks and impacts.
- To establish a systematic approach to stakeholder engagements that will help Borrowers identify stakeholders, build and maintain a constructive relationship with them, in particular project-affected parties.
- To 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.
- 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.
- To ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner and format.
- To provide project-affected parties with accessible and inclusive means to raise issues and grievances and allow Borrowers to respond and manage such grievances.

3 STAKEHOLDERS IDENTIFICATION AND ANALYSIS

Stakeholder identification and analysis is an essential component of effective and meaningful stakeholder engagement activities.

3.1 Objectives of Stakeholder Engagement

The overall objective of this SEP is to define a plan or program for stakeholder engagement, including public information disclosure and consultation, throughout the preparation, construction, and operation of the proposed RUMI project activities. The SEP outlines how City of Kigali will communicate with relevant stakeholders including contractors/subcontractors, private sector companies, enterprises, merchants (formal and informal) and includes a mechanism by which people can raise concerns, provide feedback, or file complaints about core project activities.

Objectives of this stakeholder engagement plan.

- **Ensuring Understanding:** An open, inclusive and transparent process of engagement and communication will be undertaken by the RUMI to ensure that stakeholders are well informed about the proposed development, the project environmental and social impacts and all the relevant mitigation measures. Information will be disclosed as early and as comprehensively as possible.
- **Describe the applicable regulatory and/or other requirements for disclosure, consultation, and ongoing engagement with the Project's stakeholders.**
- **Involving Stakeholders in the Assessment:** Stakeholders were included in the scoping of issues, the assessment of impacts, and management/mitigation measures defined in the draft ESIA report. They also played an important role in providing local knowledge and information for the social baseline and informing the social impact assessment.
- **Building Relationships:** Through supporting open dialogue, engagement will help to establish and maintain a productive relationship between the RUMI team and stakeholders. This supported not only an effective ESIA and RAP, but also will strengthen the future relationships between the RUMI and all the stakeholders.
- **Managing Expectations:** It is important to ensure that the proposed Project does not create, or allow, unrealistic expectations to develop amongst stakeholders about potential Project benefits. The engagement process will serve as a mechanism for understanding and managing stakeholder and community expectations, by disseminating accurate information in an easily understandable manner.
- **Ensuring Compliance:** The process is designed to ensure compliance with both local regulatory requirements and international best practice.

- Establish an effective grievance mechanism, ensuring that stakeholders are properly informed of their rights and know how to communicate their concerns.
- Describe the processes for implementing stakeholder engagement and community liaison activities, including any special measures for engaging with vulnerable groups and integration of this SEP into PROJECT's wider management systems.
- 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.
- Provide project-affected parties with accessible and inclusive means to raise issues and grievances and allow Borrowers to respond to and manage such grievances in timely manner.
- Ensuring that engagement with each group is undertaken without any form of discrimination.
- 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

3.2 Stakeholder Identification

In order to ensure inclusive participation and consultation, several stakeholder groups that may be interested and/or affected by the proposed project development and implementation have been identified. These may be described as:

1. Persons and social groups directly or indirectly affected by the project (such as local formal and informal vendors, services providers etc.) located within and around the project area influence area.
2. Persons and social groups who have the potential to influence and make decisions on implementation of the project and/or may have an interest in the proposed project.

Further to this, the following for various surveys we have identified the key stakeholders for the RUMI project and categorized accordingly.

Involved Stakeholders: Those involved are those that have a direct role and responsibility for delivery. They need to be aware of what is expected of them and when their input is required. They have a role in the project implementation (also known as 'implementing agencies'): they consist mainly in government agencies (ministries and local administrative entities)

Engaged Stakeholders: These are those stakeholders who will have a greater technical focus than that of consultation, their inputs will pay a role in shaping the project and the communication activities. Engaging with government ministries, institutions,

agencies, authorities, and departments will serve two main purposes: one is to build consensus and ownership, and secondly is to identify the governance framework for socio-economic development and environmental management.

Consulted Stakeholders: these stakeholders (individuals or groups) representing those stakeholders who do not have a controlling role but may be affected by the Project and who have the potential to influence the Project outcomes in any way. They include whose interests: in this group are found civil society organization, opinion leaders in the project area, the media, other government agencies, and the private sector in general among others.

Involvement of local communities at earlier stage of RUMI piloting stage, will help prevent or mitigate early on problems/complaints that may arise and hinder project progress in the next phases; and bedside that, community participation is a basic human right and fundamental principle of democracy.

Table 3-1: Stakeholders Identified

Stakeholders	Interest Level	Involvement to the project
Project Affected Persons (PAPs)		
<ul style="list-style-type: none"> • Youths, • Hawkers, • Pedestrians, • Bicycles. vehicle, • Motorcycle transport cooperatives, • Local Businesses, (local Hotels, Bars, Garages, shops, and potential suppliers of commodities from upcountry) • Relocation sites owners and users 	<p>Loss of livelihood eg. Jobs and businesses</p> <p>Locals have a vested interest in the Project, as they might be able to get job opportunities</p>	<ul style="list-style-type: none"> - Responsible for providing workers with food and amenities. - Working for the project - Vacating the area for civil works
Government Institutions and permitting authorities		
<ul style="list-style-type: none"> • City of Kigali (CoK) • Nyarugenge District 	A project developer	- Coordinates all activities for successful implementation of the project
Rwanda Utilities Regulatory Authority (RURA)	RURA is a responsible for issuing and renewing licenses and authorizations for transport service operations, planning of	- Undertake efforts to review, update and develop transport regulations; code of conduct, guidelines, board decisions and the

Stakeholders	Interest Level	Involvement to the project
	routes and terminals, monitoring of service levels and enforcement of transport service regulations.	<p>enforcement of regulations resulted in creation of an environment which is conducive during the implementation of the project.</p> <ul style="list-style-type: none"> - RURA will also be reinforced by the efficient complaints handling procedure, improved service delivery among service providers
Ministry of Internal Security and Police	Ensure Law and Order is adhered to maintained at the project	<ul style="list-style-type: none"> - Will ensure all properties are safe during and after the relocation processes.
Ministry of Infrastructure (MININFRA) Roads Transport Development Agency (RTDA)	RTDA manages and monitor all activities in transport sector, to gain modern infrastructure, cost effective and quality services.	<ul style="list-style-type: none"> - It will launch and monitor construction works and will ensure, if necessary, the supervision of the civil works in progress - To ensure coordination of all the works of the project - Advise the Government through CoK on all activities that can speed-up the development of project
Rwanda Environmental Management authority (REMA)	Coordinate, monitor, regulate, and supervise all activities in the field of environment at the project site	<ul style="list-style-type: none"> - Monitor and evaluate the project to ensure the compliance with and regulations on environment in its preparation and implementation phase
Rwanda Energy Group (REG)/ EUCL EDCL	Oversees the development of energy resources, undertake access projects primarily through grid extension and efficiently operate and maintain generation	<ul style="list-style-type: none"> - Maintenance of existing transmission and distribution network the project site - REG will also be responsible for designing, building, and

Stakeholders	Interest Level	Involvement to the project
	plants, networks, and adjoining facilities to meet the growing energy supply requirements	operating the associated interconnection facilities.
Ministry of Gender and Family Promotion (MIGEPROF), Ministry of Local Government (MINALOC)	Ensures Gender Equality and Women Empowerment, develops all policies related to the advancement of Gender equality and Women Empowerment, this is through fighting gender-based violence at workplace and integration of Women into workforce at project site	<ul style="list-style-type: none"> - Conduct gender audit in the project area - Ensures awareness raising to avert gender-based violence during the project implementation. - Ensures gender disaggregated data is obtained by the supervising firm during the implementation of the project
Water and Sanitation Authority (WASAC)	It is mandated to vital responsibilities of providing clean water sewerage services to all Rwandans.	<ul style="list-style-type: none"> - Coordination to secure the water requirements of the Project and to protect the existing water facilities - Coordination to collect sanitary wastewater in the project area.
Rwanda Water Resources Board (RWB)	It is mandated to ensure the availability of enough and well managed water resources for sustainable development.	<ul style="list-style-type: none"> - Establish floods management strategies. - To establish water storage infrastructure. - To establish water resources allocation plans. - To establish water resources quality and quantity preservation strategies. - To control and enforce water resources use efficiently.

Stakeholders	Interest Level	Involvement to the project
		<ul style="list-style-type: none"> - To examine the preparation of roads, bridges, dams and settlements designs in order to ensure flood mitigation and water storage standards. - To monitor the implementation of flood mitigation measures and water storage during the implementation of roads, bridges and settlements' plans. - To cooperate and collaborate with other regional and international institutions with a similar mission.
National Unions and Organizations		
<ul style="list-style-type: none"> • Private Sector Federation (PSF) 	<p>The Private Sector Federation (PSF)–Rwanda is an organization, dedicated to promoting and represent the interests of the Rwandan business community</p>	<ul style="list-style-type: none"> - Advocate for the business community affected by the project. - Share information concerning the progress of the project to the business owners around the project area.

Further to the above, a preliminary stakeholder analysis was undertaken below to clarify stakeholders' interest in the project and their ability to influence the Project's development. Accordingly, a priority contact list was identified. High rating for priority contact list indicates importance of continuous and regular consultation and engagement. On the other hand, medium rating for priority contact list indicates that their engagement is required at specific stages or milestones of the Project (i.e., when the involvement of these entities is triggered for a specific purpose, such as obtaining a specific service).

Table 3-2: Preliminary Stakeholder Analysis of the Project

Stakeholder Group	Level of Interest			Ability to Influence			Priority		
	Low	Medium	High	Low	Medium	High	Low	Medium	High
Stakeholders who may be directly or indirectly affected by the project.									
Youths, Hawkers, Pedestrians, bicycles. Vehicle, Moto Cycle transport cooperatives, Local Businesses, including local Hotels, Bars, Garages, shops, and potential suppliers of commodities from upcountry.									
Secondary Interested Parties/Stakeholders who may have a possibility to influence and make decisions on implementation of the project and/or may have an interest in the Project.									
City of Kigali (CoK), Nyarugenge District									
Rwanda Utilities Regulatory Authority (RURA)									
Rwanda Water Resource Board (RWB)									
Ministry of Internal Security and Police									
Ministry of Infrastructure (MININFRA) Roads Transport Development Agency (RTDA)									

Stakeholder Engagement Plan (SEP)

Rwanda Environmental Management authority (REMA)		Yellow			Yellow				Red
Rwanda Energy Group, (REG)/ EUCL EDCL	Green			Green			Green		
Ministry of Gender and Family Promotion (MIGEPROF), Ministry of Local Government (MINALOC)			Red	Green				Yellow	
Water and Sanitation Authority (WASAC)		Yellow			Yellow			Yellow	
National Unions and Organizations									
Private Sector Federation (PSF)		Yellow			Yellow			Yellow	

Color Coding	
Low	Green
Medium	Yellow
High	Red

Table 3-3: Preliminary Stakeholder Analysis of the Project

Stakeholder Group	Level of Interest			Ability to Influence			Priority			Level of Impact		
	L	M	H	L	M	H	L	M	H	L	M	H
Stakeholders who may be directly or indirectly affected by the project.												
Youths, Hawkers, Pedestrians, bicycles. Vehicle, Moto Cycle transport cooperatives, Local Businesses, including local Hotels, Bars, Garages, shops, and potential suppliers of commodities from upcountry.												
Secondary Interested Parties/Stakeholders who may have a possibility to influence and make decisions on implementation of the project and/or may have an interest in the Project.												
City of Kigali (CoK), Nyarugenge District												
Rwanda Utilities Regulatory Authority (RURA)												
Rwanda Water Resource Board (RWB)												
Ministry of Internal Security and Police												

Stakeholder Engagement Plan (SEP)

Stakeholder Group	Level of Interest			Ability to Influence			Priority			Level of Impact		
	L	M	H	L	M	H	L	M	H	L	M	H
Ministry of Infrastructure (MININFRA) Roads Transport Development Agency (RTDA)												
Rwanda Environmental Management authority (REMA)												
Rwanda Energy Group, (REG)/ EUCL EDCL												
Ministry of Gender and Family Promotion (MIGEPROF), Ministry of Local Government (MINALOC)												
National Unions and Organizations												
Private Sector Federation (PSF)												

Color Coding	
Low	
Medium	
High	

3.3 SEP Communication and Communication Channels:

There are a number of engagement techniques that will be implemented under RUMI to build relationships with stakeholders, gather information from, consult with, engage, and disseminate project. The media including, newspapers, magazines, other printed media, televisions, local radio stations, community radios, and electronic media will be used to communicate about RUMI and the RUMI project activities and progress. It will also serve as a channel to communicate with stakeholders and a platform where stakeholders can express their concerns and issues as regard RUMI.

When selecting an appropriate communication channel and the consultation technique, culturally appropriate consultation methods and the purpose for engaging with a stakeholder group will be considered. Based on the above the following communication channels and tools are planned to be used to pass the required information:

- ✓ Stakeholders' Meetings: Sensitization meetings will be organized for knowledge sharing with all stakeholders in public transport. In the meetings the participants will be taken through how RUMI system works and video demonstrations of where RUMI have started made for better understanding;
- ✓ Neighboring populations' meetings: Sharing the information related to the project in different cells' meetings and other community activities (e.g: Umuganda, Akagoroba k'umuryango, etc.);
- ✓ Technical documents: comprehensive documents detailing RUMI shall be shared among the involved group in order to ensure that they have a common agreement on the RUMI implementation. The documents shall include a communication strategy, a work program and a communication plan;
- ✓ Television and Radio stations: Television and Radio commercials stations will be produced and aired on the most popular stations in the City of Kigali and prime time will be chosen in airing these commercials. In order to push the message to the general public and also provide a medium for clarification talk shows will be arranged and will provide an opportunity for audiences to call into the shows;
- ✓ Online newspapers (online media): As print media (hardcopies) are no longer published, online newspapers will be contacted for publishing articles (reportages), infomercials (public-reportages) and adverts. Business oriented online media will be used in order to target private sector audiences and professionals;
- ✓ Roadside signposts and billboards: In order to reach the general public and also possible investors coming into Kigali, roadside sign posts and billboards both digital and static billboards will be used;
 - ✓ Leaflets, brochures and stickers: Promotion materials including leaflets and brochures will produced give basic information on how the RUMI works and how it will help passengers and bus operators easily in saving time;

Stakeholder Engagement Plan (SEP)

- ✓ Press conference: As part of generating news stories, a press conference will be arranged to announce the introduction of RUMI in public transport in Kigali and also use the opportunity to give information on the improvements in doing business reforms;
- ✓ Social media-With more and more youth and professionals using social media-twitter, Facebook, Instagram, WhatsApp and YouTube we intend to tap into that channel mainly sharing short information, videos and info graphs. Direct messages and messages through influencers will be published;
- ✓ Institutional websites - The City of Kigali runs different websites, which attract different audiences seeking for information or services. Therefore, these websites will be used to provide information about RUMI and provide links off success implementation in other countries. We intend to use websites of partner institutions like MININFRA, RTDA, RURA and RNP.
- ✓ Phone calls and SMS Text Messaging: stakeholders will use regular phone calls. The same, the main communication provider MTN will be contacted for sending SMS text messaging to the users, just to inform large public.

The RUMI communication strategy and program will be a live document, needs regular review, and updates every six months in order to be live to the project activities and development. Monitoring and evaluation of the stakeholder process is considered vital to ensure that CoK are able to respond to identified issues and alter the schedule and nature of engagement activities to make them more effective.

From experiences based on other SEP, adherence to the following characteristics/commitments/activities will assist in achieving successful engagement:

- ✚ Sufficient resources to undertake the engagement;
- ✚ Inclusivity (inclusion of key groups) of interactions with stakeholders;
- ✚ Promotion of stakeholder involvement.
- ✚ Sense of trust in District/CoK leadership shown by all stakeholders;
- ✚ Clearly defined approaches; and
- ✚ Transparency in all activities.

4 PAST STAKEHOLDER ENGAGEMENT

Public consultation and participation is a continuous process throughout the project cycle. The consultants commenced the public consultation and participation process in earlier phases of the project such as the feasibility and scoping phase. The process will continue during the RAP preparation process.

Stakeholder consultations for this phase commenced on 20th October 2023. Appointments with the stakeholders at national and local government were mainly made in writing. This process was all-inclusive, transparent and highly participatory, through the provision of sufficient information regarding the proposed project (benefits and impacts). Consulted stakeholders enthusiastically participated during interactions. The project was briefly described, whilst issues arising, comments and/or areas of concern from the stakeholders were documented. Meetings were organized and held with the Project Affected Persons (PAPs)/ directly and indirectly affected communities and with women and other identified vulnerable groups. Mobilization of the participants and selection of meeting venues, dates, and times was achieved with the help of City of Kigali

A significant proportion of stakeholders within the institutions/ communities identified had previously been engaged (and some recently engaged) either directly by the RUMP or by local authorities.

A two-step process for stakeholder engagement was used. This included:

- Engagement to inform general stakeholders and authorities and disclose important project details to them with respect to potential impacts.
- Engagement to inform directly project affected people and disclose important project details to them for the RUMP area of influence (the socio-economic area of influence is defined in Environmental and Social Impact Assessment).

For local communities in the project area and considering their relatively medium and low literacy levels (as based on the data collected for the SIA report), the ESIA team organized a number of meetings where relevant information was presented verbally on the proposed project development. This included a series of focus group discussions and one-on-one interviews with the PAPs.

4.1 SUMMARY OF PAST KEY STAKEHOLDERS' MEETINGS

During stakeholder engagement, public consultations are a cornerstone of sharing information about the project, obtaining information about the concerns, needs and priorities of the potential affected persons, managing expectations and misconceptions regarding the project, collecting information about the trends, practices, and norms in the project area and creating and enabling environment through which the project will smoothly operate. Views and concerns from stakeholders at all levels (national, local government and directly and indirectly project affected persons) were sought through interviews and public meetings. Issues/concerns were raised, and suggestions provided by the different stakeholders.

This meeting were part of the various meetings that were held during the various stages of the project and which continues to be held during the design of the project. The table below highlights some of the key dates when the meetings happed and gender disaggregation of the same

Project Phase	Dates and group of focus
Project preparation phase	<p>Throughout 2021 – 2022, preparatory consultations were held for the preparation of RUMP and RUMI project activities with different stakeholders (local authorities, Government institutions –RURA, MINIFRA, RTDA, opinion leaders and local communities, bus companies/operators, CoK departments, NGOs and universities) among others. The main objective of these preparatory consultations was to:</p> <ul style="list-style-type: none"> ✚ To identify the main stakeholders related to the project, their interest and views toward the RUMI and the RUMP project in general ✚ Main potential impacts that the project could cause to the local users ✚ Advise on the technical design of the project and project components ✚ To collect lessons learned from the various studies, improvements and implementation of public transport in Kigali in relation to urban infrastructure
Project initiating and Design stages 2023 – 2024	<p>Consultations with the project stakeholders began during the scoping phase and feasibility studies. More particularly, engagement was carried out parallels with the stakeholder engagement plan (SEP), then continued throughout the entire RPF process whereby social safeguards experts from different national institutions including REMA, RTDA, REG, NLA, FONERWA, and RHA</p>
	<p>Public consultations with PAPs and stakeholders were held to inform them of the upcoming project activities, seek their views, and discuss any unforeseen project impacts and outstanding implementation related matters in a manner that can be understood and interpreted by the relevant audience</p>
	<p>Consultations through meetings with representatives from key government institutions, transport operators, business operators, hawkers, drivers, pedestrians, and passengers. These meetings took place on 20th October 2023 and 27th October 2023</p>
	<p>Consultation with safeguards experts was held from 2nd April to 6th April 2024, with the focus to review the draft RPF and provide inputs. The meetings with PAPs were focused on sourcing information on their perception, fears, and expectations towards the project. The</p>

Project Phase	Dates and group of focus
	engagements also were centered to raise awareness on their rights in the resettlement processes for instance rights to compensation (if any), choice of compensation modes, relocation areas, special assistance to the vulnerable groups etc.

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

11.	April 5, 2024	Fatima Hotel	Experts in environmental and social risk management sector	4	7
12.	July 23rd, 2024,	CoK	Consultative meeting on Environmental and Social Management Framework		

Table 4-1 : Summary of details of RUMI preparation stage stakeholder engagement meetings

The table 4-2 below presents a summary of opinions/ key issues/ guidance from the key stakeholders that were consulted:

Table 4-2: Key Issues from past stakeholder consultations

Institution	Key Issues/ Opinions/ Guidance
Rwanda Utility Regulatory Authority (RURA)	<ul style="list-style-type: none"> • The consultants were briefed on the mandate in Transport, Energy, Telecommunication, water and Sanitation and ICT as a regulatory body in Rwanda. • On Nyabugogo Bus Terminal, some of the challenges include. <ul style="list-style-type: none"> ✓ poor infrastructure ✓ continuous flooding's ✓ overcrowding due to limited space, ✓ poor management of solid waste ✓ Poor protection of pedestrians from accidents and theft • Proposed Solutions to overcome the current challenges include. <ul style="list-style-type: none"> ✓ RURA need to setup new public transport guidelines to better manage the Nyabugogo Bus terminal ✓ Planning on the management of the bus terminal, informal sector should be included in the planning process
Ministry of Trade and Industry Headquarter: Director of Planning	<ul style="list-style-type: none"> • 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. <ul style="list-style-type: none"> ✓ Loss of business ✓ Increase in demand of shops. ✓ Loss of clients ✓ Unemployment • It was revealed that small businesses at the project site are overseen by the districts. • During the implementation of the project, small businesses will need to form associations to overcome the challenges. • MINICOM will advocate for the rights of small businessmen and women in the project area
Nyabugogo Bus Terminal: Bus operators including Ruhire Express (Eastern Zone), Omega car, RITCO express, Virunga, Volcano, Capital and Horizon Express	<ul style="list-style-type: none"> • The challenges operators face include the following. • Availability of fake tickets due to poor management of the bus park • Overcrowding • Theft • Few public toilets • Hawkers who deal in illicit businesses <p>Fears</p> <ul style="list-style-type: none"> • Operators expressed their fears about where they are going to be relocated during the project implementation; they claimed that these might lead to a decrease in the number of customers.

Institution	Key Issues/ Opinions/ Guidance
	<ul style="list-style-type: none"> • Increase in rentals after the rehabilitation of the park. • Timeline of when the project will start - clarifications were requested • Fear of customers going elsewhere due to relocation of their business facilities. • Relocation site, where they are going to be relocated <p>Expectations</p> <p>All operators expressed their delight to rehabilitate the Nyabugogo Bus Park because this may lead to the following benefits:</p> <ul style="list-style-type: none"> • Security will be enhanced. • Hygiene in the park will be improved. • Availability of employment opportunities during the implementation of the project • Increase in the number of customers because many people who feared to use Nyabugogo Park will come. • Customer care facilities will be facilitated to customers like public toilets, waiting rooms for passengers etc. • There will be Improvement in the working environment in the park. • Illicit businesses will be discouraged due to improved security. • Drop in accident cases due to improvement of park management. <p>Recommendation</p> <ul style="list-style-type: none"> • Effectively manage the issue of the hawkers • Control the selling of unwanted goods like drugs in the park. • Entrance to the terminal should be effectively managed. • The terminal should be partitioned to ticket selling points, business areas, waiting points etc. to avoid overcrowding in the vicinity. They recommended that shops maybe located outside the parking area.
Rwanda Water Board (RWB) offices	<ul style="list-style-type: none"> • It was revealed that Nyabugogo bus terminal is currently faced with serious wastewater management. <ul style="list-style-type: none"> ✓ Effective Sewage systems should be put in place to improve the status quo. ✓ Rainwater harvesting should be encouraged to improve hygiene in the public toilets. ✓ Form the committee to deal with wastewater management in the design of the project

The meetings with PAPs were focused on sourcing information on their perception, fears, and expectations towards the project. The engagements also were centered to raise awareness on their rights in the resettlement processes e.g. rights to compensation (if any), choice of compensation modes, relocation areas, special assistance to the vulnerable groups etc.

Meeting with PAPs

The meetings with PAPs were focused on sourcing information on their perception, fears, and expectations towards the project. The engagements also were centered to raise awareness on their rights in the resettlement processes e.g. rights to compensation (if any), choice of compensation modes, relocation areas, special assistance to the vulnerable groups etc.

Table 4-3: Issues raised by the PAPs

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 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

Discussed issues	Status and Findings	Both sides agreed on the following resolutions:
	a designated area for those departing the terminal	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 has 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 at the in 2027.

4.2 PAST PUBLIC MEETINGS AND CONSULTATIVE MEETINGS

1. Public meeting with drivers at Nyabugogo Bus Terminal



2. Meeting with passengers, drivers and business owners



3. One on one consultative meetings



Consultants with the senior government official at the MINICOM



Consultants with the RURA staff at RURA Headquarters



Meeting with Rwanda Water Board (RWB) staff

5 STAKEHOLDER ENGAGEMENT Activities and METHODS

5.1 Stakeholder engagement activities

The main goals of the stakeholder engagement program include the following:

- To establish a systematic approach to stakeholder engagement that will help the project identify stakeholders, build and maintain a constructive relationship with them, in particular project-affected parties.
- To 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.
- 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.

- To ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner and format.
- To provide project-affected parties with accessible and inclusive means to raise issues and grievances and allow project proponent to respond to and manage such grievances.

Under the RUMP project, all stakeholders will access information on the proposed project depending on their usual means of obtaining information. This information will be obtained in the simplest means and the medium of communication will be in Kinyarwanda for everyone to access it. The transfer of communications will use various platforms including, newspapers, posters, radio, television, information centers and exhibitions or other visual displays; brochures, leaflets, posters, nontechnical summary documents and reports; official correspondence, public meetings, website, social media, Umuganda Meetings etc.

5.1 STAKEHOLDER ENGAGEMENT METHODS

The table 5-1 below identifies the methods and tools that will be used to engage stakeholders, the objectives of the consultations, period and responsible entity for undertaking such consultations.

A Project Stakeholder Register will be updated on a monthly basis for the project, which serves all consultations and engagements undertaken for the project. This shall be reviewed and updated regularly by related stakeholders.

Table 5-1: Stakeholder Engagement Activities in pre-construction Phase

Stakeholder	Objectives	Methods/ Tools	Timeframe	Responsibility
Affected communities	To inform on start of construction, raise awareness of the grievance mechanism, discuss local employment opportunities, and provide an opportunity for any concerns raised before the contractor arrives at the project site.	Public meeting	A month prior to arrival of contractor	CoK/Developer
Women PAPs	To inform them project updates, focusing specifically on the way in which women may be impacted by the project (such as community health and safety risks from project vehicles on the road) and to encourage women to apply for employment positions in accordance with the Local Employment Plan.	Focus group discussions	A month prior to arrival of contractor	CoK/Developer
Vulnerable PAPs	To ensure that vulnerable people are adequately informed about the project, its risks and impacts, grievance mechanism, and provide time for concerns to be addressed.	Focus Group discussions/ awareness campaigns in schools and communities/ community visits	A month prior to arrival of contractor	CoK/Developer

Stakeholder	Objectives	Methods/ Tools	Timeframe	Responsibility
Press and media	To provide a general update on the project and raise awareness of the grievance mechanism	Media outlets (Radio, Tv etc)	A month prior to arrival of contractor	CoK/Developer
	Disclosure of SEP including grievance mechanism.	Email (SEP in Kinyarwanda and English on CoK Website/ facebook page)	Once before construction (Updated when required)	CoK/Developer
		Hard copy of SEP (available at CoK and Nyarugenge District)	Once before construction (Updated when required)	CoK/Developer
	To increase transparency and participation in the resettlement process	Public meetings/ Umuganda (Summary of Grievance Mechanism posted at key local community platforms)	Once before construction (regular updates in case of advertisements)	CoK/Developer

Stakeholder	Objectives	Methods/ Tools	Timeframe	Responsibility
	To understand how to raise grievances (if needed)	Pictorial signs with summary advertisements (in kinyarwanda)	Once before construction (regular updates)	CoK/Developer
Stakeholders who may have a possibility to influence and make decisions on implementation of the project and/or may have an interest in the Project				
National Governmental Entities				
- MINALOC -Rwanda Land Management and Use Authority (RLMUA) -Rwanda Water Resource Board (RWB) -Rwanda Revenue Authority	Some governmental stakeholders might require undertaking certain inspections or auditing exercises and/or might require certain updates/information on the implementation of the Project.	Individual/ internal meeting Correspondence and official letters	Upon occurrence	Developer
	Updates on the Project including environmental and social issues (e.g. environmental performance, grievance mechanism)	Email Annual environmental	Annually (Month of December)	CoK/Developer

Stakeholder	Objectives	Methods/ Tools	Timeframe	Responsibility
	implementation, community integration plan, etc.).	report (developer website/ facebook page)		
Ministry of Internal Security National Police	Ensure properties of the displaced are secure. Ensure Law and Order is maintained at the project	Awareness campaigns through local media platforms Meetings with Local Communities	Routine	CoK/Developer
Rwanda Utilities Regulatory Authority (RURA)	Ensure all construction machines and vehicles on site are in condition and have all required documents to operate	-Conducts pre-licensing inspections for compliance with licensing requirements for the construction machines and vehicles. -Conducts routine/scheduled inspections on activities and facilities. -Carries out random inspections to	Routine	

Stakeholder	Objectives	Methods/ Tools	Timeframe	Responsibility
		ensure safety compliance.		
Regional and Local Government Entities				
Nyarugenge District City of Kigali (CoK)	-Updates on the Project including environmental and social issues (e.g. environmental performance, grievance mechanism implementation, community integration plan, etc.)	Email Annual environmental report to be disclosed on CoK/ Nyarugenge website)	Once before construction Once before operation	CoK/Developer
	Disclose information and outcomes of the stakeholder meetings.	Individual/Internal Meetings (if required) Correspondence/Official Letters	Once before construction Once before operation	Developer/ Contractor/ Project Operator
	Help in the development of suitable entitlement alternatives for the PAPs.	Awareness session will be held (for the local community to inform them of the project and stakeholder meetings)	Once before construction Once before operation	Developer/ Project Operator

Stakeholder	Objectives	Methods/ Tools	Timeframe	Responsibility
	Increase institutional coordination by sensitization of the project activities while integrating institutional stakeholders' views	Individual/Internal Meetings (if required) Correspondence and Official Letters	Upon occurrence during operation	Developer/ Project Operator
	- Minimizing conflicts by identification of contentious issues early enough	Formulate the grievance and redress committees involving all groups of people including the vulnerable groups and women. Continuous awareness and sensitization on the importance of the project to the livelihood of the people nearby the project area		
CoK, Nyarugenge District, Water and Sanitation	Coordination to secure the water requirements of the Project and to protect the existing water facilities	Individual/Internal Meetings (if required)	Upon occurrence during construction	Developer/ Project Operator

Stakeholder	Objectives	Methods/ Tools	Timeframe	Responsibility
Authority (WASAC)	<p>Coordination to collect sanitary wastewater.</p> <p>Coordination for list of private contractors approved for collection of hazardous waste from the site.</p> <p>Coordination for disposal of any damaged or broken panels.</p>	Correspondence and Official Letters		
<p>Ministry of Infrastructure (MININFRA)</p> <p>Roads Transport Development Agency (RTDA)</p>	Submission of traffic and transport plan and discussions on outcomes and its implementation.	<p>Individual/Internal Meetings (if required)</p> <p>Correspondence and Official Letters</p>	Once before construction	Developer / Contractor
Rwanda Environmental Management authority (REMA)	Management of the environment by coordinating, monitoring, regulating, and supervising all activities in the field of environment".	<p>Provides advice on how custody toxic and hazardous waste products that may cause a negative environmental impact.</p> <p>Monitoring compliance of environmental</p>		

Stakeholder	Objectives	Methods/ Tools	Timeframe	Responsibility
		standards during the construction and operation of the project and associated infrastructure		
Regional Unions & Organizations				
Private Sector Federation (PSF)	<p>Represent and serve the interests of the entire private sector through advocacy.</p> <p>Coordinate with business owners and the City of Kigali at the project area and ensure their views and expectations are catered for.</p>	<p>E-mail (SEP to be disclosed on developer website/Facebook page.)</p> <p>Arrange and conduct Meetings with stakeholders</p>	Once before construction	Developer
REG/ EUCL EDCL	<p>-Maintenance of existing transmission and distribution network</p> <p>-Sensitize the public on the proper usage of electric networks and connections to avoid fatalities at the project area with personal protective</p>	<p>Through trainings of the workers on the proper usage of the proper PPEs</p> <p>-Inspect electric tools before use.</p>		

Stakeholder	Objectives	Methods/ Tools	Timeframe	Responsibility
	<p>equipment (PPE) and use the right equipment.</p> <p>-Identify the location of nearby power lines</p>			
<p>Ministry of Gender and Family Promotion (MIGEPROF), Ministry of Local Government (MINALOC)</p>	<p>All Vulnerable groups are considered and inclusive in the planning and implementation of the project.</p> <p>Avoid gender-based violence at project site</p> <p>Women are equally presented in the decision-making on all matters concerning the project.</p> <p>Avoid Child Labor</p>	<p>-Give advice on the rights of vulnerable groups to ensure that they are taken into consideration during the preparation phase.</p> <p>-Monitor to ensure that the rights of minorities including women, orphans and other vulnerable groups are prioritized or protected and monitor issues related to livelihood during the implementation phases.</p>		

Stakeholder	Objectives	Methods/ Tools	Timeframe	Responsibility
		<p>-Monitor compliance with occupational health and safety regulations, national labour laws and gender equity during the construction and operation phases of the project.</p>		

5.2 Gender and Social Inclusion (GESI)

This SEP considers several gender aspects, which include:

1. **Timing of the community meetings.** Most of the community meetings will be held past midday to give both men and women time to carry out their duties before participation in the scheduled meetings. Meetings to be held before midday will be based on stakeholder's preference.
2. **Separate meetings with women and other vulnerable groups.** Separate meetings will be held with women and other vulnerable groups like the elderly. This will to ensure that everyone is given an opportunity to express their own views and concerns that might be hindered during the general meetings. Women facilitators will also be used in most of these meetings
3. **Women representation on Grievance Resolution Committees.** Women and the elderly will be represented on the grievance resolution committees. This information will be disseminated during the community meetings.
4. **Disaggregation of data by gender and vulnerable groups.** Gender and other vulnerable groups will disaggregate the data that will be collected. This is to ensure that the socio-economic dynamics of these groups are clearly understood and sustainable strategies for their well-being are planned.
5. **Record Keeping.** A stakeholder database comprising all the key stakeholders and contact details will be prepared. Stakeholder engagement materials and records of the engagement including attendance lists will be compiled and attached to this report as **Annex. 2** The RAP implementing team will update this database periodically during the implementation phase.
6. **Monitoring.** Monitoring stakeholder engagement activities will be key to ensuring that stakeholders are meaningfully involved throughout the ESIA and RAP process. The implementation team will continuously provide feedback from PAPs and other stakeholders to the implementing agencies.

6 ROLES AND RESPONSIBILITIES

This section of the SEP provides an outline description of the entities responsible for stakeholder engagement and their respective roles and responsibilities, summarized in table 6-1 below.

6.1 Individual Roles

Table 6-1: Individual roles and responsibilities for stakeholder engagement activities

Management Team	Role/ Responsibility
CoK	<ul style="list-style-type: none"> - Verify the land titles of the owners of the land affected by the installation of the project - Assist in the resolution of grievances. - Take the lead in the overall implementation of the RAP, directing other entities and stakeholders as necessary. - Establishment of the steering committee - Establishment of the complaints management mechanism - Internal monitoring of resettlement operations - Negotiation and signing of compensation certificates er entities and stakeholders as necessary
Project Manager	<ul style="list-style-type: none"> - Negotiation and signing of compensation certificates. - Organize and conduct the different phases of the project and take full responsibility for its management. - Involved in both the upstream and downstream phases of the project, i.e. from the development to the evaluation of the results of the managed project. He or she is often in meetings and is always up to date with the latest trends in his or her field. - Organizing and leading the project from start to finish, supervising the various phases, from the drafting of functional and technical specifications to user acceptance and even the launch of production, as well as following up with the client. - Check the quality of the work carried out by the project team and ensure that deadlines and costs are met. Communicate to developers as well as to the client. Complete the project on time, within budget and in line with expectations.

Management Team	Role/ Responsibility
Site Manager	<ul style="list-style-type: none"> - Reception, supervision, and maintenance of a site. Organize technical interventions. Provide technical advice to the management in order to propose the implementation of modifications where necessary.
Social Specialist	<ul style="list-style-type: none"> - lead and coordinate the planning, development, and implementation of social policies for projects initiated by the developer (CoK) and the assessment and effective management of social risks related to project activities. This includes reviewing social safeguard frameworks and plans in collaboration with relevant government agencies and local beneficiary groups, processing compensation, monitoring ESMP and monitoring the project's compliance with safeguard policies/standards throughout the project duration. - ensure compliance with the project's social risk and impact assessment in collaboration with the Environmental Specialist, in accordance with the requirements of the relevant donor policies (World Bank's ESF) and national or, failing that, international texts, and in particular the implementation of the ESMP and RAP, all other E&S instruments prepared in the framework of this project, the commitments in the loan agreement, national regulations and ensure that contractors and sub-contractors abide by all the rules and regulations : <ul style="list-style-type: none"> - Monitor and audit social compliance throughout the project. - Analyze, monitor and manage the expected and unexpected social consequences, both positive and negative, of planned interventions (policies, programmes, plans, projects); - Carry out labor accommodation inspections and social audits. - Ensure proper implementation of grievance mechanisms at project level. - Engage, as appropriate, with civil society organizations and nongovernmental organizations on social issues. - Support and implement social development activities and sustainable development initiatives in line with company and project specific strategies. - With the Environmental Specialist, prepare and submit quarterly monitoring reports on the implementation of ESMP, RAP and other E&S instruments to the World Bank. - With the Environmental Specialist, coordinate the preparation of the annual Environmental and Social Compliance Audit by an independent auditor.
Environmental Specialist	<ul style="list-style-type: none"> - lead and coordinate the planning, development, and implementation of environmental policies for projects initiated by the Promoter (CoK) and the

Management Team	Role/ Responsibility
	<p>assessment and effective management of environmental risks associated with project activities.</p> <ul style="list-style-type: none"> - ensure compliance with the environmental risk and impact assessment, in accordance with the requirements of the relevant donor policies (World Bank) and national or international legislation. - Ensure compliance with the ESMP and RAP, all other E&S instruments prepared for the project, commitments in the loan agreement, national regulations and ensure that contractors and sub-contractors do the same. -With the Social Specialist, prepare and submit quarterly monitoring reports on the implementation of the ESMP, RAP and other E&S instruments to the World Bank. -With the Social Specialist, coordinate the preparation of the annual Environmental and Social Compliance Audit by an independent auditor
Community Liaison Officer	<ul style="list-style-type: none"> - For RAP, SEP and GRMs, the Community Liaison Officer ensures continuous communication and outreach with local communities to provide updates on the project and its progress through information channels such as public consultation, direct contact with the community via the CLO or the Promoter's local representative. - Assist in publicizing the grievance mechanism, and facilitate the registration, investigation, and resolution of grievances. - Provide ongoing assistance in the implementation of the RAP addressing Grievances and continuous SEP engagement. - Report on the progress of the implementation of the RAP, SEP and GRM - Provide any other assistance that may be required for the successful implementation of the project where relevant and appropriate. - Contribute to the preparation of quarterly monitoring reports on the implementation of the project instruments (including ESMP and RAP)

6.2 THE POTENTIAL ROLE OF NGOs AND CIVIL SOCIETY GROUPS

Prior to the construction, there is the whole process of the RAP preparation, implementation, and the monitoring to be elaborated here. The identification process will continue throughout the implementation, as the engagement of stakeholders during all phases of the project life cycle is paramount. Hence, new stakeholders will be identified while others will lose their relevance as the project goes forward

- **Institutional Stakeholders Role**

The project involves different stakeholders, especially the Ministry of Infrastructure (MININFRA), Rwanda Transport Development Agency (RTDA) and Rwanda Utilities Regulatory Agency (RURA), Public Transport Operators and Rwanda National Police (RNP) and the public.

During this project, all those stakeholders will share responsibilities as follows:

- ✓ The City of Kigali will handle the overall coordination and supervision of the project. It will mobilize the funds as well as resources for the project;
- ✓ The Ministry of Infrastructure (MININFRA), as the strategy and policy maker, will oversee the project implementation and ensure its achievement of national strategies. It will also carry out advocacy and represent National interest in the RUMI ;
- ✓ Rwanda Transport Development Agency (RTDA) will provide technical support in the supervision of the project and ensure compliance with Transport policies, regulations and instructions; update the current road signs regulations to accommodate RUMI signs;
- ✓ Rwanda Utilities Regulatory Authority (RURA) will be responsible for regulating transport services, approving new service standards and monitoring compliance;
- ✓ Public Transport Operators will be responsible for the implementation of the project as per set standards, provide the necessary fleet and service;
- ✓ Rwanda National Police will be responsible for the enforcement of the RUMI traffic standards and regulations, as well as advise on matters related to traffic management;
- ✓ The public will include all city dwellers and road users, and they will be responsible for complying with the RUMI requirements and providing their perspectives regarding the new experiences.

6.3 The potential role of NGOs and civil society groups

The RAP study, which will combine qualitative and quantitative methods of data collection, will be undertaken prior to the construction and through this, more role for NGO and CSO will be identified. These included: literature review; Free Prior and Informed Consultations (FPIC) with the PAPs; PAPs census and socio-economic survey; valuation; consultation with interested parties or other stakeholders; key informant interviews; RAP commencement/awareness meetings; meetings with PAPs and vulnerable individuals. Official communication from Mayor's Office was used as key mobilization tool, and public announcement advertised in cells, sectors and villages to

mobilize people for field activities and data collection. Other announcements were made in religious gatherings, notices, and letters.

6.3.1 Pre- Construction Activities

NGOs and civil society organizations may also have a broader level of involvement prior to the start of construction activities, which includes:

- Assisting in providing information to local community residents, particularly young people, about the dangers of trying to enter fenced-off areas or entering working areas for theft or other reason
- Monitoring E&S impacts in a participatory manner in accordance with the Project's ESMP. During the construction stage
- Monitoring E&S impacts arising from the Project in a participatory manner, in accordance with the Project's ESMP. Prior to the start of operations
- Assisting in the implementation of a road safety campaign that aims to warn people, particularly young people and women, of road safety risks during operations
- Monitoring E&S impacts arising from the Project in a participatory manner in accordance with the Project's ESMP. During operations
- Monitoring E&S impacts arising from the project in a participatory manner in accordance with the Project's ESMP.

6.3.2 Construction Stage

- Monitoring E&S impacts arising from the project in a participatory manner, in accordance with the Project's ESMP.

6.3.3 Pre-Operations Stage

- Assisting in the implementation of a road safety campaign that aims to warn people, particularly young people and women, of road safety risks during operations.
- Monitoring E&S impacts arising from the Project in a participatory manner in accordance with the Project's ESMP.

6.3.4 Operations Stage

- Assisting in the implementation of site restoration and revegetation activities. Monitoring E&S impacts arising from the project in a participatory manner in accordance with the Project's ESMP

7 GRIEVANCE MECHANISM and DISCLOSURE

7.1 Introduction

The purpose of this chapter is to describe the grievance mechanism that shall be used to receive and facilitate the resolution of grievances related to the SEP, the preparation, during completion of the ongoing Environmental and Social Impact Assessment (ESIA)

and the Resettlement Action Plan (RAP) and their implementation. The scope of the grievance mechanism covers the SEP, ESIA and RAP which will be prepared for the RUMP project in Kigali City. The Grievance Mechanism is designed to be used in response to the actions of the Developer (CoK) and the contractors and their sub-contractors, suppliers and workforce and other third-parties. The grievance mechanism aims to resolve concerns promptly, using an understandable and transparent process that is culturally appropriate and readily accessible, at no cost and without retribution to the group/individual, which has raised the grievance. The mechanism has been designed so that it does not impede access to any future judicial, or other type of administrative process, and includes provisions to ensure that details of the grievance and person(s) raising the grievance are kept confidential.

The grievance mechanism seeks to:

- Provide Affected Parties with a chance submit their feedback, comments or grievances.
- Record Received Grievances and comments – all input received through the engagement process should be recorded via meeting records and the grievance log.
- Generate timely Responses – the Consultants, RUMP/CoK team will review comments received and generate comments after each phase of engagement.
- Communicate and Consultants, RUMP / CoK should record records Responses to Stakeholders who have Raised Comments – all opinions and concerns noted during stakeholder engagements and a summary of the feedback and comments is maintained.
- **Train** – those who are responsible for addressing grievances, must have detailed knowledge on how the project's grievance mechanism work and who to speak with on each category of issues
- **Report** - the RUMP/CoK will compile information relating to engagement activities as appropriate for the monthly social and environmental reports.
- **Review** - RUMP/CoK senior management to determine its accuracy and relevance with regard to legislation, education, training and technological changes and share the monitoring and implementation reports with the Bank, will periodically review the Grievance Mechanism.

7.2 SEP DISCLOSURE

7.2.1 Proposed strategy for information disclosure

The project considers it important that the different activities are transparent. This will include effective communication through the Ministry of Infrastructure and the respective implementing institutions. This SEP will be disclosed prior to formal consultations. The Project will allocate funds for the stakeholder engagement activities

including logistical requirements. The table below describes methods that will be used to engage stakeholders in the project preparation process. The SEP shall be disclosed consistent with the WB ESS 10 related to Stakeholder Engagement and information disclosure.

Table 7.1: Information Disclosure Strategy for the RUMI

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

RUMI Project stage	List of information to be disclosed	Methods proposed	Timetable: Locations/dates	Target stakeholders	Percentage reached	Responsibilities
	E&S procedures, Consultation process/ SEP and GRM procedures,	information leaflets and brochures at village and cell offices, local community radio.	leaflets once a quarter.	neighboring communities		
Project implementation	Scope of RUMI interventions/activities, timing and locations, SEP and GRM procedures.	Workshops and meetings, project progress reports, Emails, Radio and TV shows, project websites, e-mails, Timing: Before the start of project activities and half-yearly thereafter	Workshops once a quarter; radio and TV show one week in a semester; emails and project websites whenever there is an urgent need for information disclosure	Government institutions, private sector, Tourism and conservation partners, NGOs, CSOs, development partners, academic and research institutions	100% reached (those who might not be reached through one means will be reached through the other)	CoK
	Scope of RUMI and specific interventions/activities; Timing and locations of RUMI activities, SEP and GRM procedures	Public meetings; Outreach campaigns, site information boards, Public and radio notices, project websites, project	Public meeting on weekly basis; Outreach campaigns every month;	Potential PAPs, Vulnerable groups; project beneficiaries and	100% reached (those who might not be reached through one means will be reached through the other)	CoK

RUMI Project stage	List of information to be disclosed	Methods proposed	Timetable: Locations/dates	Target stakeholders	Percentage reached	Responsibilities
		leaflets on project sites and village, cell and sector offices; hard copies	Leaflets permanent and updated, radio and TV show one week in semester	neighboring communities		

7.3 PURPOSE AND SCOPE OF THE GRM

7.3.1 DISCLOSURE

The following means of communication are available to stakeholders through the course of the ESIA and RAP processes:

- Verbal feedback, and email and telephone contact details will be made available to stakeholders for the RUMP/CoK and Consultants contact person
- Engagement meetings (to be all recorded and signed) carried out directly with stakeholders during the scoping and ESIA stages and preparation of RAP
- Using printed information which is included in the Project Information Leaflet

7.3.2 Grievance Redress Mechanism

Following best international practice, the RUMP/CoK should develop and implement a Grievance Mechanism to outline their approach to accepting, assessing, communicating, resolving, and monitoring grievances from those affected (PAPs) by Project activities including contractors' activities. This mechanism will be set up by the RUMP/CoK in parallel to the ESIA and RAP and will continue to be used by the RUMP/CoK post-the ESIA and RAP process. Furthermore, this proposed project grievance mechanism is designed to complement the entire project engagement process, and grievances related to the ESIA and RAP activities.

7.3.3 Project-Specific GRM Description

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

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

Locked suggestion/complaint boxes will be posted in each at CoK and the relevant district and at campsites where applicable to allow anonymity in recording complaints and a grievance register will be maintained to capture and track grievances from submission to resolution and feedback to the complainants. CoK websites will include clear information on how feedback, questions, comments,

concerns, and grievances can be submitted by any stakeholder. It will also provide information on the way grievances will be handled, both in terms of process and in terms of timelines,

7.3.4 Worker's based GRM

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

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

The matter will be referred to the labor inspector only if the PCU or PIU fail to do the mediation. By structure, the committee will be composed of 5 members: President who is the Project Manager, Vice president (site Engineer), Secretary (Human Resources Manager/Officer) and 2 elected members from workers. More details on workers' GRM are provided in the LMP.

7.3.5 Grievance Channel for Gender Based Violence

As part of the obligations arising from the signature of a contract for the execution of infrastructure development works under the RUDP, the project will establish a special GBV task force that will oversee receiving and assessing all cases of sexual harassment and GBV. Given the sensitivity and the low level of understanding of GBV related matters in the community at large and the stigma attached to it; also taking into consideration the social and psychological damages that are usually associated with it, all cases of GBV will be handled through the GBV task force. The task force will include project staff namely: Human resource officer and social safeguards specialist from the contractor, Social Safeguards Specialist from CoK, Gender Mainstreaming Specialist from CoK, Social Safeguards Specialist from the supervising firm, Women representative from the GRC at cell level and GBV service provider in GBV prevention and handled referral pathways for the GBV survivors. CoK will approach relevant stakeholders in the field of GBV prevention and agree with one of them to provide an expert insight in relation to all GBV matters including prevention though awareness and capacity building as well as

GBV response. However, as required by the law, the task force will have to work hand in hand with competent authorities, the police in particular, to ensure prompt response.

Grievances should be registered and logged regardless of whether they were received in writing or verbally. The complainant should receive an acknowledgement of the receipt of the complaint within a prescribed and reasonable timeframe, preferably in writing. Lodging a grievance should not incur any cost to the complainant. Generally, the contractor should allow for flexibility and make sure that grievances are not dismissed on grounds of an administrative formality and/or procedure. In any case, the mechanism should not impede access to other judicial or administrative remedies that might be available under law or through existing arbitration procedures. PIUs will provide grievance log templates to contractors to be used for grievance recording and follow up.

Note: The exact time at which the grievance mechanism will be in place for this project is not known yet but, in any case, it will be established as soon as contracts for civil works are signed such that they are in place before any project activities commence.

7.3.6 Judiciary Level Grievance Redress Mechanism.

The project level process will not impede PAPs access to the legal system. Local communities have existing traditional and cultural grievance redress mechanisms (**Abunzi: adjudicators**) established and regulated by law no 37/2016 of 08/09/2016 determining organization, jurisdiction, and competence and functioning of Abunzi committees. These are established at cell and Sector level to solve community-based conflicts and grievances their regulatory body being the Ministry of Justice. This mechanism cannot be overlooked by the project. The population can choose to use this channel instead of the project GRC. The escalation at this level leads to the court process. At any time, the complainant may take the matter to the appropriate legal or judicial authority as per Rwanda National Legal procedure.

7.4 World Bank Grievance Redress System

Communities and individuals who believe that they are adversely affected by the World Bank supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed to address project-related concerns. Project-affected communities and individuals may submit their complaint to the WB's independent Inspection Panel, which determines whether harm occurred or could occur, as a result of WB's non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought

directly to the World Bank's attention, and Bank Management has been allowed to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/GRS>. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

7.5 Proposed Members of GRC and their roles

Table 7-1: Proposed Members of GRC and their roles

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

No	Member of GRC	Roles and responsibilities
		<ul style="list-style-type: none"> - Take part in resolution of any grievance related to sexual harassment and any gender domestic violence that may arise. Mobilize women and youth to be active in income generating activities specifically for opportunities in the project's intervention areas.
6	Contractor	<ul style="list-style-type: none"> - Receive and log complaints/grievances, note date and time, contact details, nature of complaint and inform complainant of when to expect response. - Handle complaints revolved around nuisance resulted from construction and endeavor to handle them satisfactory. - Inform engineer (supervisor) and GRC of received Complaints/grievances and outcomes and forward unresolved complaints/grievance to GRC. - Attend community meetings, respond, and react to PAPs complaints raised concerning the contractor.
7	Supervisor	<ul style="list-style-type: none"> - Represent client. - Ensure that all grievances raised have been responded to, and that the contractor responds to the complaints raised concerning them. - attend community meetings respond to all concerns related to RUMI Project from community. - Report on monthly basis the progress of GRM process.

7.6 Grievance Redress: Process, Procedures and Timelines

Grievance procedures may be invoked at any time, depending on the complaint. No person should experience any further impact until any complaint he/she has are satisfactorily resolved, following the procedures below:

7.6.1 Referral Pathway

- a) Since most of complaints during the execution of works directly involves the contractor, at first, the Aggrieved Party (AP) will take his/her grievance to the Construction Site Manager (CSM) of the relevant subproject who will endeavours to resolve it immediately. The site Manager will inform the environmental officer or the appointed project focal point at the district level. Where AP is not satisfied, the complaint will be transferred to the Sub-project Grievance Committee (GRC) at cell level. For complaints that were satisfactorily resolved by the CSM, he/she will inform the GC and the GC will log the grievance and the actions that were taken. There is also a possibility

- that the AP directly takes his/her complainants directly to the GRC without going to the CSM first. In this case, the GRC will solve it working with the CSM.
- b) The Aggrieved Party may choose to escalate the grievance to the Abunzi Mediation Committee² especially if she/he is not directly linked to the sub-project.
 - c) On receipt of the complaint, the GRC at cell level will endeavour to resolve it immediately. In case the GRC at cell level fail to solve the complaint, it will be escalated to the GRC at Sector level. If unsuccessful, the GC or the complainant then notifies District Authority
 - d) The City Authority will endeavour to address and resolve the complaint and inform the aggrieved party. The District Authority will refer the complaint to the Project Implementation Unit (CoK) with other unresolved grievances for their consideration.
 - e) If it remains unresolved or the complainant is dissatisfied with the outcome proposed by the PIU, he/she is free to refer the matter to the court.
 - f) If the issue remains unresolved through the courts, then the ultimate step will be for the ombudsman. The decisions at this level are final.
 - g) For GBV related matters, the AP will approach directly the GBV task force to ensure her/his anonymity and safety. However, in case the complaint was addressed first to the Site Manager, the latter is required to immediately refer it to the task force.

7.6.2 Grievance Logbook: Recording and Logging Grievances

Any group/individual can raise a grievance to the Developer (CoK). All complaints shall be considered and acknowledged as an opportunity of improvement or recommendation. Following contact with the Developer representative, the grievance shall be recorded using the electronic grievance log and paper record form, noting the following information:

- The individual (or group representative) complaint's name (as long as the person wishes to disclose his/her name), physical address (where applicable), community they are resident in, or group name.
- Date, time, and place where the incident was experienced (where the grievance relates to a specific event).
- Description of complaint and the details of any third-party companies involved.
- The preferred means of future communication with during the grievance resolution process noting any language preferences, and if an individual wish to involve their own representative (such as a community leader) in all future communication.

Confidentiality of the grievance shall be maintained through keeping all paper records stored in a locked file that only the Developer staff have access to and using a secure password to keep electronic records confidential. The electronic

grievance registry and paper records shall be used to record, on an ongoing basis, grievances as they are reported, evaluated and resolved.

The grievance mechanism includes precautions such as a clear non-retaliation policy, measures to ensure confidentiality and safeguarding of the personal data collected in relation to a complaint, as well as an option to submit anonymous grievances. The grievance mechanism provides a feedback-system to inform and update the claimant on the handling of his/her complaint. Responses to anonymous complaints will be posted on Project's public channels (web site, social media, and handouts at Community Liaison officer (CLO office)).

7.6.3 Grievance Investigation and Attempt at Resolution

After a new grievance has been recorded, the Developer shall acknowledge receipt of the grievance within 2 calendar days. Thereafter, the Developer shall communicate with the individual/group who raised the grievance to learn as much as possible about the details. It shall be important to listen attentively to the person in order to reflect the fact that the Developer take grievances seriously, and to try and build a positive relationship with the individual/group at the start of the resolution process. Thereafter, the Developer's Community Liaison Officer shall take responsibility to discuss the grievance with other member of the Developer's staff and other parties, where relevant, and propose a resolution response.

The Developer's Community Liaison Officer shall subsequently communicate the response to the individual/group raising the grievance with the aim of resolving the issue. The target response time from the date a grievance is received until a resolution response is sent back is 15 calendar days. The Developer's Community Liaison Officer shall consider what recommendations are needed to try and ensure that a reoccurrence of similar grievances do not occur in the future. Before the grievance is classified as being 'resolved', the Developer's Community Liaison Officer shall check with the individual/group that raised the grievance that they are satisfied with the response provided. The individual /group representative shall be asked to sign the paper record form indicating that they are satisfied with the response. If they are not satisfied, then they have the choice to appeal the decision (see section 10.5 below). Furthermore, the Grievance Mechanism should include details of the way in which a sexual exploitation, abuse and sexual harassment (SEAH) and gender-based violence (GBV) will be handled. Thus, an effective sexual harassment complaints procedure will be implemented aiming to:

- Convey the message that the Developer takes all cases of harassment seriously and is able to prevent harassment.
- Enable the complainant to report harassment to a female person/ manager.
- Ensures that complaints are dealt with consistently and within a specified period of time
- Alerts to patterns of unacceptable conduct.

- Highlights the need for prevention strategies

All complaints and concerns related to SEAH and GBV to be treated seriously and in an impartial and confidential way. As well, if female raises such an issue, then it must be kept confidential and not released. Effective channels for reporting, including an anonymous option, can help encourage communities to report complaints or concerns. Details of the grievance shall be kept on a secure computer, paper records locked, etc.

7.6.4 The Choice to Launch an Appeal

If the individual/group raising a grievance is not satisfied with the initial response and wishes to continue the complaint, they have the choice to launch an appeal.

If the individual/group raising a grievance is not satisfied with the initial response and wishes to continue, the complainant has the choice to launch an appeal. An appeal procedure will be implemented and put in place by the complaint resolution committee to be used if an appeal is made (where the person raising the issue does not accept the proposed response). In order to help ensure an objective and transparent appeal process, this committee will comprise a multi-stakeholder group of people (community leaders/Abunzi, Local leaders, CoK, etc.) which essentially would meet to hear the appeal and decide compensation (if any). A representative of an NGO and a consultant may be included as well to give advice. In addition, the committee will be gender balanced (male and female staff member) to be available to receive and process grievances, so that individual/group raising a grievance can choose to whom they wish to speak to.

The target date for resolving appeals is a further 15 calendar days, starting with the date the initial response was sent by the Developer. In the event that the claimant does not accept the recommended solution from the second review, the case (including all the documents connected with the grievance) shall be passed back to the claimant so that they are free to pursue a legal or other form of administrative process.

NOTE: *if the individual/group raising a grievance wishes to seek a judicial resolution before the final decision of the Developer's final decision is made through the appeal process, then the Developer shall continue the grievance resolution process in parallel and provide copies of all non-confidential and relevant documentation needed for the judicial process*

The grievance mechanism process is described in **Annex B**.

8 MONITORING AND REPORTING

The monitoring and documentation of SEP activities will be the responsibility of the Corporate Social Responsibility (CSR) Manager (whom will also act as the CLO) and Health, Safety Security and Environment (HSSE) Manager to cascade messages from engagements with national and regional stakeholders, and this specific responsibility will include:

- Agreed SEP key performance indicators and metrics.
- Monitoring ongoing engagement and consultation activities.
- Tracking potential risks and issues.
- Confirming consultation documentation is up to date and accessible.
- Regularly assessing the effectiveness of engagement and consultation methods.
- Adjusting the ongoing plan according to the updates along with the rules, procedures, and restrictions.
- Updating the SEP annually/periodically to ensure that it remains aligned with the Project's objectives.

8.1 Monitoring

To ensure that the stakeholder engagement process including the disclosure and consultation efforts is implemented in a meaningful and continuous way, a monitoring, analysis and reporting process will be followed and supervised by the Developer (CoK) during both construction and operation phases.

Developer shall prepare a quarterly SEP Implementation Plan for all stakeholder engagement activities, which should indicate:

- Method of engagement and main information to share with them Having prepared the quarterly plan and implementing the planned activities, all information related to stakeholder engagement should be available summarized and reported to the lender.
- Groups to be engaged.
- Objective of engagement

8.2 Indicative data to be collected

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

- ❖ Number of public hearings, consultation meetings and other public discussions/forums conducted within a reporting period (e.g., monthly, quarterly, or annually);
- ❖ Frequency of public engagement activities.
- ❖ Number of group/categories of stakeholders consulted.
- ❖ Types of engagement methods used, e.g.. Emails, letters and other formal invitation for participation in the planning and public awareness reports.

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

8.3 Reporting

During construction and operation phases, the detailed engagement schedule will be reviewed bi-weekly as per the feedback received from the stakeholders. A summary of key stakeholder engagement activities will be included in the overall project update report, which will be issued, on a monthly basis as part of the construction and operation monthly reporting obligations.

Stakeholder engagement should be monitored and reported by CoK throughout the entire life cycle of the project, which will involve:

- Updates of the stakeholder list.
- Records of all consultations held.
- Records of all grievances received and dealt with (entered a Grievance Log on the system or a computer).

8.4 Information Management and Record Keeping

The CoK through the following should record every meeting and interaction related to the project engagement: Record-keeping has been planned thoroughly, and will follow specific procedures:

- Stakeholder list
- Grievance Mechanism Log
- Minutes of all meetings attendance registers.
- Electronic and hard copy filing systems will be maintained for all external relations activities.
- Issues/commitments raised/ made at meetings will be recorded and distributed to meeting attendees for verification at regular intervals.

- Attendance registers will be completed at all meetings and, as possible, digital photographs and/or video recordings will be made of all meetings.
- A comprehensive record for reporting purposes will be kept of:
- All meetings (dates, venues, attendees with gender disaggregated, objectives)
- All comments, compliments, grievances, and responses to these
- Times and content of media advertisements and radio broadcast.

8.5 SEP Implementation budget

The project has a lifespan of 5 years during which stakeholder engagement activities discussed in the previous chapters and others that will be identified throughout project implementation will be carried out. In the following table a tentative estimation of costs has been proposed with the assumption that it will be updated or amended as appropriate depending on arising project need.

8.6 Budget and Duration

The project has a lifespan of 5 years during which communication and stakeholder engagement activities discussed above and others that will be identified throughout project implementation will be carried out. In the following table, a tentative estimation of costs has been proposed with the assumption that it will be updated or amended as appropriate depending on arising project need.

Table 8-1 : Budget required for implementation of RUMI communication strategy

S/N	Activity/Tool	Target audience	Channel of communication	Time frame	Budget (Rwfrs)	Comment
	Stakeholders' meetings	Stakeholders	Workshop	August 16 th , 2023	600,000	-
	Neighboring populations' meetings	General public (local population, beneficiaries)	Local community work and meetings	Every Saturday from August to December and during local meetings (to be discussed with local authorities).	200,000	Communication and transport fees for the mandated person.
	Reportages	General public	Audiovisual media houses: <ul style="list-style-type: none"> ✓ RBA (Radio/TVR) ✓ Radio/TV10 ✓ Radio/TV1 	During the last week of each month (August, September, October, November and December).	300,000	Facilitation for journalists

S/N	Activity/Tool	Target audience	Channel of communication	Time frame	Budget (Rwfrs)	Comment
			<ul style="list-style-type: none"> ✓ Isango Radio/TV ✓ Flash Radio/TV ✓ KT Radio ✓ B&B FM ✓ Kiss FM ✓ Imanzi Radio <p><u>Print/Online media:</u></p> <ul style="list-style-type: none"> ✓ The New Times ✓ Imvaho Nshya ✓ Igihe.com ✓ Umuseke ✓ Inyarwanda 			
	A one-minute audiovisual pre-recorded spot	General public	The audiovisual media houses mentioned above.	From August 21 st , 2023 to December 29 th , 2023.	25,000,000	During prime time at RBA and during Zinduka and Ahabona at Radio/TV10, etc.
	Talk shows “Kubaza bitera mumenya” (KBK)] and “Dusangire ijambo”	General public	-	One talk shows every month (August,	10,291,418	4 talk shows of 1 hour each (2 at Radio

S/N	Activity/Tool	Target audience	Channel of communication	Time frame	Budget (Rwfrs)	Comment
				September, October and November).		Rwanda and 2 at RTV).
	Talk shows “Zinduka” and “Ahabona”	General public	Radio/TV 10	Last week of August and all second and fourth weeks of September, October and November and second week of December 2023.	12,000,000	8 times (2 times a month).
	Talk show “Urubaga rw’Itangamakuru”	General public	Isango Radio/TV (hub) in synergy with 12 other Radio/TV.	September 10 th , 2023	5,000,000	1 time as long as each rebroadcasts the show involved Radio/TV.
	Articles/supplements and infomercials.	General public	<ul style="list-style-type: none"> ✓ The New times ✓ Igihe.com ✓ Imvaho Nshya ✓ Umuseke ✓ Inyarwanda 	Starting from 1st September until the post implementation.	15,000,000	One article with pictures or infographics per month for each of these online media.
	Roadside signposts and billboards	General public	✓ Roadside rubbish bins adverting space;	September 1 st to 30 th , 2023	10,000,000	Production and print out the posts around the roads in Kigali.

S/N	Activity/Tool	Target audience	Channel of communication	Time frame	Budget (Rwfrs)	Comment
			✓ Digital billboards at junctions.			
	Leaflets, brochures and stickers	General public	Distributions in public parks.	September 1 st to 30 th , 2023	2,000,000	Production and print out.
	Press conferences	General public	All local and international media based in Kigali (by invitation).	Second week of September and second week of December 2023	1,200,000	-
	Social media	General public Stakeholders (e.g., WhatsApp group)	-	From August 16 th , 2023 till the after implementation	15,000,000	Production of artworks and short videos for YouTube and other social media; Paying social media influencers to be part of the campaign.
	Institutional websites	General public	Websites: (CoK, MININFRA, RURA, RTDA, RNP).	Form August 16 th , 2023 till the after implementation	-	-
	SMS Text Messaging	General public (1,000,001 users/month)	MTN	20 th of each month (August, September,	4,000,004	From 1,000,001 messages and above, the lowest

S/N	Activity/Tool	Target audience	Channel of communication	Time frame	Budget (Rwfrs)	Comment
				October and December 2023).		price is (3 Rwfrs/SMS) is applied.
Total					100,591,422	-

N.B:

1- Institutional websites to be used:

- CoK: www.kigalicity.gov.rw
- MININFRA: www.mininfra.gov.rw
- RNP: www.police.gov.rw
- RTDA: www.rtda.gov.rw
- RURA: www.rura.rw

9 ANNEX

9.1 STAKEHOLDER ENGAGEMENT MATRIX

Stakeholder Engagement Matrix - RUMI

Stakeholder	Impact <i>How much does the project impact them? (Low, Medium, High)</i>	Influence <i>How much influence do they have over the project? (Low, medium, High)</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
Ministry of Infrastructure (MINIFRA)	<i>High</i>	<i>High</i>	<i>Successful development and implementation of the RUMI project</i>	<i>As project proponent, it has all the leverage towards successful development and implementation of the RUMI project</i>	<i>As project proponent, it has all the leverage towards successful development and implementation of the RUMI projects</i>	<i>Continued reporting and consultation on preparation and implementation issues of the ESIA and RAP</i>

Stakeholder	Impact <i>How much does the project impact them? (Low, Medium, High)</i>	Influence <i>How much influence do they have over the project? (Low, medium, High)</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
REMA	High	High	Implementation of the RUMI development project in environmentally and socially sustainable way.	REMA will review the ESIA and RAP reports and will supervise the implementation of the ESMP.	As regulatory body it has all the mandate to correct unsustainable environmental and social practices of the project	Continued reporting and consultation on preparation and implementation issues of the ESIA and RAP
City of Kigali (CoK)	High	High	Successful development and implementation of the RUMI project will lead to improved	As the project owner it has the project control through financing, coordination, and successful	As project owner, it has all the leverage towards successful development and implementation	Continued reporting and consultation on preparation and implementation issues of the ESIA and RAP

Stakeholder	Impact <i>How much does the project impact them? (Low, Medium, High)</i>	Influence <i>How much influence do they have over the project? (Low, medium, High)</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
			<i>transportation in Kigali city</i>	<i>development of the project</i>	<i>of the RUMI projects</i>	
Rwanda Utility Regulatory Authority (RURA)	<i>High</i>	<i>High</i>	<i>The role of RURA is to setup guidelines that Protection of the surrounding environment</i>	<i>Responsible for ensuring safe transportation of people and goods in Rwanda, by improving comfort, sustainability and reliability of</i>	<i>Lack of Adherence to the transportation guidelines and public transport law may hamper the development of the project controlled by the office during</i>	<i>Continued reporting and consultation on implementation issues of the ESIA and RAP</i>

Stakeholder	Impact <i>How much does the project impact them? (Low, Medium, High)</i>	Influence <i>How much influence do they have over the project? (Low, medium, High)</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
				transport services	construction and operation	
Rwanda water Resources Board (RWB)	Medium	Medium	Issue of disposal of waste Issue on the estimate of compensation and assets valuation	Undertaken master planning to incorporate development into infrastructure growth requirements including availing necessary waste management infrastructure affect public health	Absence of waste management Infrastructure provided by the office will push the project to develop an alternative solution for its own solution.	Engaging the stakeholder through formal consultation, joint planning and support.

Stakeholder	Impact <i>How much Does the project impact them? (Low, Medium, High)</i>	Influence <i>How much Influence do they have over the project? (Low, Medium, High)</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
Ministry of Trade and Industry	Low	Low	<i>Issue on how to upgrade skills of work force</i>	<i>Assist upskilling of workforce through training and development.</i>	<i>It has no major role that can block the project.</i>	<i>Engaging it through formal consultation during construction and operation phases.</i>
Land Management and Administration Offices	Medium	Medium	<i>Resettlement of Households and compensation to clear site for construction</i>	<i>Responsible for spearheading the resettlement and compensation process</i>	<i>Successful resettlement process including livelihood restoration of farmers will have an impact on the project.</i>	<i>Engage as part of the ESIA and office to provide monitoring reports on resettlement process.</i>

Stakeholder	Impact <i>How much Does the project impact them? (Low, Medium, High)</i>	Influence <i>How much Influence do they have over the project? (Low, Medium, High)</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
Water and Sanitation Corporation (WASAC)	Medium	Medium	Meeting the additional demand for water supply to be created as a result of the RUMI developments.	Providing adequate water supply services to the area to accommodate increased population due to worker influx.	Lack of basic social services such as water supply in the towns can indirectly affect the operation of the project.	Engaging the stakeholder through joint planning and support
Rwanda Transport Development Authority (RTDA)	Medium	Medium	Availing road infrastructure and keeping traffic flow along the main highway roads in balance with the demand.	Providing main highway road access to the project projects and monitoring traffic along the highways to ensure smooth traffic flow	The availability of highway road that connects RUMI project. Avoiding traffic jams and accidents is also necessary to the	Consult the Authority on existing and future road development plans and traffic flow information.

Stakeholder	Impact <i>How much Does the project impact them? (Low, Medium, High)</i>	Influence <i>How much Influence do they have over the project? (Low, Medium, High)</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
					<i>operation of the RUMI project</i>	

Stakeholder	Impact <i>How much does the project impact them? (Low, Medium,</i>	Influence <i>How much influence do they have over the project?</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder

	<i>High)</i>	<i>(Low, Medium, High)</i>				
Project Affected Peoples (PAPs) in project area.	<i>High</i>	<i>Medium</i>	<i>Provision of adequate compensation/ relocation and/or for smooth resettlement and livelihood restoration</i>	<i>The project affected people will promptly evacuate from project site upon compensation and resettlement support</i>	<i>Project affected peoples do not accept the proposed compensation, hampering the development of the project</i>	<i>Active and continuous consultation and engagement with the PAPs till the resettlement and livelihood restoration</i>
Community Representatives of the site, including elderly, women, youth and disabled at the project site	<i>Medium</i>	<i>Medium</i>	<i>Delivering positive impacts of the project such as job creation, enhanced commercial and economic activities, community health and</i>	<i>The community representatives can create a bridge of communication with the community to positively contribute towards the project.</i>	<i>Negative attitude of the community in the project area can hamper the construction and operation of the development project.</i>	<i>Active and continuous engagement with community representatives during all stages of the development project.</i>

			<i>wellbeing during operation and infrastructure development in the towns and the neighborhoods such as roads, electricity, water supply etc.</i>			
Ministry of Trade and Industry	<i>Low</i>	<i>Low</i>	<i>Issue on how to upgrade skills of work force</i>	<i>Assist upskilling of workforce through training and development.</i>	<i>It has no major role that can block the project.</i>	<i>Engaging it through formal consultation during construction and operation phases.</i>

Stakeholder	Impact <i>How much does the project impact them?</i>	Influence <i>How much influence do they have over the project?</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
--------------------	--	--	--	---	---	--

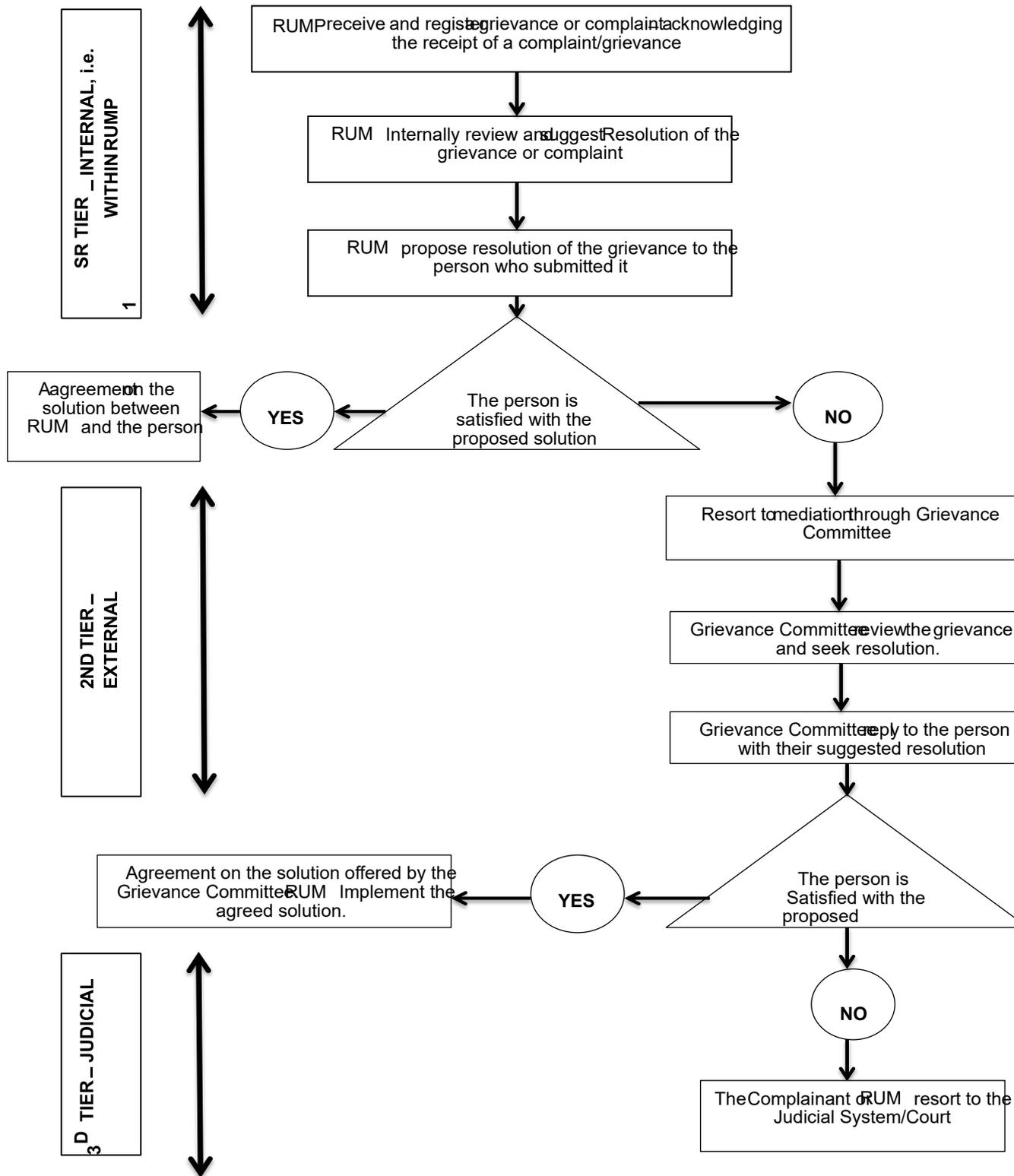
	<i>(Low, Medium, High)</i>	<i>(Low, Medium, High)</i>				
				<i>affect public health.</i>	<i>controlled by the office during construction and operation.</i>	
<i>Land Management and Administration Offices</i>	<i>Medium</i>	<i>Medium</i>	<i>Resettlement of Households and compensation to clear site for construction</i>	<i>Responsible for spearheading the resettlement and compensation process</i>	<i>Successful resettlement process including livelihood restoration of farmers will have an impact on the project.</i>	<i>Engage as part of the ESIA and office to provide monitoring reports on resettlement process.</i>

Water and Sanitation Corporation (WASAC)	Medium	Medium	Meeting the additional demand for water supply to be created as a result of the RUMP developments.	Providing adequate water supply services to the area to accommodate increased population due to worker influx.	Lack of basic social services such as water supply in the towns can indirectly affect the operation of the project.	Engaging the stakeholder through joint planning and support
Rwanda Transport Development Authority (RTDA)	Medium	Medium	Availing road infrastructure and keeping traffic flow along the main highway roads in balance with the demand.	Providing main highway road access to the project projects and monitoring traffic along the highways to ensure smooth traffic flow	The availability of highway road that connects RUMP project. Avoiding traffic jams and accidents is also necessary to the operation of the RUMP project	Consult the Authority on existing and future road development plans and traffic flow information.
Project Affected Peoples (PAPs) in project area.	High	Medium	Provision of adequate compensation/ relocation and/or for smooth resettlement	The project affected people will promptly evacuate from project site upon compensation and	Project affected peoples do not accept the proposed compensation, hampering the development of the project	Active and continuous consultation and engagement with the PAPs till the resettlement

			<i>and livelihood restoration</i>	<i>resettlement support</i>		<i>and livelihood restoration</i>
Stakeholder	Impact <i>How much does the project impact them? (Low, Medium, High)</i>	Influence <i>How much influence do they have over the project? (Low, Medium, High)</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder

<p>Community Representatives of the site, including elderly, women, youth and disabled at the project site</p>	<p>Medium</p>	<p>Medium</p>	<p>Delivering positive impacts of the project such as job creation, enhanced commercial and economic activities, community health and wellbeing during operation and infrastructure development in the towns and the neighborhoods such as roads, electricity, water supply etc.</p>	<p>The community representatives can create a bridge of communication with the community to positively contribute towards the project.</p>	<p>Negative attitude of the community in the project area can hamper the construction and operation of the development project.</p>	<p>Active and continuous engagement with community representatives during all stages of the development project.</p>
--	---------------	---------------	--	--	---	--

9.2 GRIEVANCE MECHANISM Flow Chart



Meeting

attendance

List.

 *Republic of Rwanda*
City of Kigali 

ATTENDANCE LIST

Meeting on... *Consultative meeting on ESTP (R-PF) Rwanda Urban Mobility Project*
Date... *23/07/2024* Venue... *City of Kigali Hall*

NO	NAMES	Institution	Position	Email & Telephone number	Signature
1	<i>Nshyamba J. Nshyamba</i> <i>H. C. de Justice</i>			<i>078886877</i>	<i>[Signature]</i>
2	<i>KABANDA GORISIA</i> <i>BIZIA TRADING</i>			<i>0789500110</i>	<i>[Signature]</i>
3	<i>SO proud LTD</i> <i>BITI RWANDA SA</i>			<i>078676887</i>	<i>[Signature]</i>
4	<i>Clavens HABIMANA</i>	<i>SP</i>	<i>LD</i>	<i>0788300224</i>	<i>[Signature]</i>
5	<i>DUGABEJEZI Cecile</i>	<i>Nyarugwe</i>	<i>Director of</i> <i>nyarugwe District LUW</i>	<i>0788402545</i>	<i>[Signature]</i>
6	<i>Ntakerutimana</i> <i>Emmanuel</i>	<i>Umurenzi</i> <i>Nyabugaya</i>		<i>0788516356</i>	<i>[Signature]</i>
7	<i>Uwihoreye Emmanuel</i>	<i>Nyabugaya</i>		<i>0788483453</i>	<i>[Signature]</i>



ATTENDANCE LIST

Meeting on Consultative meeting on ESMP RRF Rwanda Urban Mobility Project
Date: 23/07/2024 Venue: City Hall

NO	NAMES	Institution	Position	Email & Telephone number	Signature
1.	NABERINDA JOHN	BUSINESSMAN (JOHANA COFFEE)	MD	0788975711	
	Mugisha Bona	ISirakuri	43	0788846179	
	HAKIZANSHUJI MUSA	Mukugubu	KIRUMURU	0788251987	
	KABARO BJIRINGIRO YVES	Business man	NYABUGOGO	0781186007	
	MURHENZI Veneron	TUMEGO GASORWE	NYABUGOGO	0788521622	
	Menekefete	Asia	Nyabugogo	0783178714	
	NALIZUTIMANA		Nyabugogo	0788513830	
	N. Sheja Am'aracie	Muhesudu	Nyabugogo	078596458	
	MUKAYIZERA Grace	N° 64	NYABUGOGO	0788303922	
	KWABUKUMUNYU BENCE	N° 65	Nyabugogo	0784562965	



ATTENDANCE LIST

Meeting on Consultative meeting on ESMP RRF Rwanda Urban Mobility Project
Date: 23/07/2024 Venue: City Hall

NO	NAMES	Institution	Position	Email & Telephone number	Signature
1	MULINDA HABIRIMANO				
	MULINDA HABIRIMANO	Umutungwe	Nyabugogo	0788491635	
	Ragina Jules	Umutungwe	Nyabugogo	078879868	
	Girard Rutin	RUBIS ENERGY RWANDA	Dept Manager	0781738037	
	MUTUSEJEU M. CHEJITHO	Umutungwe	Nyabugogo	0789260209	
	Uwamamazya Amaze	Umutungwe	Nyabugogo	0788530263	
	MUKAMUZA Beatrix	Umutungwe	Nyabugogo	0788356572	
	NSENGIYONZA Benoit	JALI Real Estate	MD	0788898474	



ATTENDANCE LIST

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

NO	NAMES	Institution	Position	Email & Telephone number	Signature
1.	Nyandwa' Dieudonné	-	Inyanga, Umujyamba	075236127	
2.	NMUBISA client	Nº 93	Representant	078821587	
3.	MUKAMUSONI - MARIMU	Nº 54 DIVULGAT. LTA	MEMBER	0788864910	
4.	NBIZIWE Laurent	CEK	Urban Mobility Project Manager	0788993775	
5.	Ndaka Emmanuel	JIL	Inv. Investm	0788451860	
6.	Kanyankore Akinahwa	Nº 55	Umucuruzi	0788572284	
7.	Nzabakomana Steven	Nº 52	Umucuruzi	0788414906	
8.	MUKO client	Horizon project Kanyankore Akinahwa	Expert manager	0788636507	



ATTENDANCE LIST

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

NO	NAMES	Institution	Position	Email & Telephone number	Signature
1.	JUSTICE MUNGU Felicien	UMUKORO UMURUNGA	MURUNGA	0788419619	
2.	HABIMUYA Claude	UMURURU UBUCURUZI	UMURURUZI	0787559397	
3.	KUKUZIMANA ABUBAKE	MURURUZI	MURURUZI	0784203789	
4.	MUKAMUKO T. Grace	COZ/Management MURURUZI	Executive Secretary	0788111334	
5.	SHUMBUSHO O.P. d'Amour	MURURUZI DISTRICT	DIRECTOR F.D.U	0788819788	
6.	GATSINZI Fabrice	SOK Nyangampe MURURUZI	Executive Secretary / Cell	0788916553	
7.	NMUBISA client	CEK Kanyankore Akinahwa	ES Project	0788189828	



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	KAREZI MURAVICA Silas	COK	RS/Inter call	0788304013 msylm2@gmail.com	
2	RENGERA Pierre Castor	COK	S/E Intersodal Integralca	0785502250 crengera0@gmail.com	
3	MUKAKI NANI @ASERWA	depeuranc Boutique Eyahesha	Head of	0785436443 mukaki080@gmail.com	
4	MANIRIHO Wellens	Boutique Eyahesha	Accountant	0784674169	
5	VUZUMANA Pauline	well connect		0782790488	
6	Munyonyoro Claudine	Pratiqua		0784109480	
7	VITAMUNYORO Vito			0788550300	
8	KAMALI mesos	Boutique		0788539461	



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 Trade KSA	Director	0783752432	
2	MUNYABARABO Pascal	HASS	MANAGER	0783786019	
3	IRANKUNDA Emmanuel			0788839024	
4	Mwambikye Fabien	Sp.	Assistant Manager	0788910041	
5	Mpabankye Felicien	GAARE	Gerant	078328824	
6	BIMBALYIMANA Prudence	COK	Social safety Specialist	0784134544	



Republic of Rwanda
City of Kigali



ATTENDANCE LIST

Meeting on: *consultative meeting on ESMP/MPF Rwanda Urban Mobility Project*
Date: *23/07/2024* Venue: *city of kigali*

NO	NAMES	Institution	Position	Email & Telephone number	Signature
1	MUBENI Ginda	Vivo Energy ENGEN	Project & Mainte nance Engineer	0780434150 gagapnir17@gmail.com	<i>[Signature]</i>
2	UPITEYEZY Jannaseni	CoK	Ag. ES Kimisagara	0785502248 upiteyamb@co k.com.rw	<i>[Signature]</i>
3	HUSEIN KAMBARWARAA	VOLCARO LTD	Fleet Manager	0788777680 akande111@gmail.com	<i>[Signature]</i>
4	HAKIZIRANA Jico	UPRF KIMISARA	Ag. ES	0788740822	<i>[Signature]</i>
5	NZIZA Hussein	ATPRL	E.S	0788657070	<i>[Signature]</i>
6	KAYITESIMISHA	no 58	HTCGIRT	07888147067	<i>[Signature]</i>
7	MISATO Biogène	no 50	Nyabugogo lane	0788837425	<i>[Signature]</i>
8	KATAMA Andre	no 13	shop.	0788441025	<i>[Signature]</i>
9	NZAMWIT Edic MAXIME		UTANISMA HOUSE	0788300412	<i>[Signature]</i>



ATTENDANCE LIST

Meeting on... Consultative meeting on ESIA ... Rwanda Urban Mobility Project
Date..... Venue.....

NO	NAMES	Institution	Position	Email & Telephone number	Signature
1	BARANYERETS Leonora	Umucuruzi		0787318154	
2	Semimami Sylvain	Umucuruzi		0788220443	
3	Nyirasinaburaga	NECBUSINESS			
3	Nyirasinaburaga	Verema		0784997653	
4	Mubanzi Justine	Quality Phones		0788533538	
5	Ancilla Akayezu	Supermarket	Proprietor	0787259406	AA
6	HABUMANA Esato	Engineer Gitega Seller	Engineer Subcontract	078774476	
7	MUBONYABAZI COLAS	UMUCURUZI		078896110	
8	MUKAKA JUMBA	Hotel Restaurant		0788529647	

ANNEX B

GRIEVANCE MECHANISM

