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ABBREVIATION

AfDB	African Development Bank
AF	Adaptation Fund
BRD	Development Bank of Rwanda
CIF	Climate Investment Funds
CAN	Capacity Needs Assessment
CLO	Community Liaison Officer
COVID-19	Coronavirus Disease 2019
CPD	Continuous Professional Development
CSOs	Civil Society Organisations
CSS	Community Support Strategy
DDP	District Development Plans
DFID	Department for International Development
DNH	Do-no-harm
DPCU	Development Partner Coordination Unit
EBRD	European Bank of Reconstruction and Development
EHSGs	Environmental, Health and Safety Guidelines (International/WBG)
E&S	Environment & Social
EIA	Environmental Impact Assessment
EMSS	Environmental Management and Social Safeguards
ENR	Environment and Natural Resources
ESDD	Environmental and Social Due Diligence
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
EU	European Union
ESXT	Environment and Social Experts Team
FAQ	Frequently Asked Questions
FGD	Focus Group Discussions
FIP	Forest Investment Plan
FMIS	Financial Management Information System
FMT	Fund Management Team
FONERWA	Fond National de l'Environnement de Rwanda ('Rwandan Green Fund')
FTC	Fund Technical Committee
GAP	Gender Action Plan
GCF	Green Climate Fund
GESI	Gender equality and social inclusion

GEX	Gender Expert team
GFP	Gender Focal Point / Person
GGCR	Green Growth and Climate Resilience
GGCRS	Green Growth and Climate Resilience Strategy
GGF	Global Green Fund
GHG	Green House Gas
GIIP	Good International Industry Practice
GM	Grievance Mechanism
GOR	Government of Rwanda
HH	Household
HR	Human Resources
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency
IFC	International Finance Corporation
IR	Inception Report
IRR	Issues and Response Record
IUCN	International Union for Conservation of Nature
IPM	Integrated Pest Management
IWRM	Integrated water resource management
JTA	Joint Technical Assistance
KE	Key Expert
KIs	Key Informants
KIIs	Key Informant Interviews
KPI	Key Performance Indicators
FFI	Fauna and Flora International
LG	Local Government
LNOB	Leave-no-one-behind
M&E	Monitoring and Evaluation
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MININFRA	Ministry of Infrastructure
MoE	Ministry of Environment
MIGEPROF	Ministry of Gender Equality and Family Promotion
NASA	National Aeronautics and Space Administration
NDC	Nationally Determined Contribution
NGO	Non-Government Organisation
NISR	National Institute of Statistics

NO	Non-Objection
NSA	Non-State Actors
NSDEPS	National Skills Development and Employment Promotion Strategy
NTS	Non Technical Summary
PAA	Project Affected Area
PAPs	Project-affected People
PCD	Public Consultation and Disclosure
PCM	Project Cycle Management
PD	Project Document
PIA	Project Influence Area
PIDS	Project Information Documents
PMP	Project Monitoring Plan
PPD	Project Profile Document
PS	Performance Standards
PSF	Private Sector Federation
PWD	People with disabilities
R&D	Research and Development
RBA	Rights-based approach
RDB	Rwanda Development Board
REG	Rwanda Energy Group
REMA	Rwanda Environment Management Authority
RPF	Resettlement Policy Framework
SDGs	Sustainable Development Goals
SE	Stakeholder Engagement
SIDA	Swedish International Development Agency
SME	Small Medium Enterprises
SOPs	Standard Operating Procedures
SPCR	Pilot Program for Climate Resilience
SREP	Scaling-up Renewable Energy
SSP	Sector Strategic Plan
SWOT	Strength, Weaknesses, Opportunities and Threats
TA	Technical Assistance
TBC	To be Confirmed
TL	Team Leader
TNA	Training Needs Assessment
ToC	Theory of Change

ToR	Terms of References
UKAid	United Kingdom Assistance to International Development
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Fund
UNFCC	United Nations Framework Convention on Climate Change
UNFAO	United Nations Food and Agricultural Organisation
VFM	Value for Money
WB	World Bank
WBG	World Bank Group
WFP	World Food Programme (of the United Nations)
WHO	World Health Organisation (of the United Nations)

Glossary of PCD Specific Terms and Definitions

Key terms used throughout the ESMF and RPF, that are particularly pertinent for Public Consultation and Disclosure (PCD) of Environment and Social issues, are introduced below. These definitions are consistent with those of the World Bank Group (WBG)/ International Finance Corporation (IFC) guidelines[1]. The short list below is designed to be used as a training/on the job capacity building checklist across FONERWA funded projects and should be developed and expanded as the project's design production process begins. Understanding of terms and definitions is an evolving process necessary to meet compliance of WB/IFC standards of 'clear, consistent messaging' in context of terms variations between different international standards.[2] FONERWA agreed WBG/IFC terminology is most appropriate for ESMF & RPF due to its accepted use in Rwanda and FONERWA's projects already achieved. For further explanation of terms, definitions and appropriate application, see Glossary's in ESMF & RPF Volumes 1-3.

Disclosure: Effective consultation includes culturally appropriate (e.g. in right way, and in right languages etc.) disclosure of information about FONERWA funded Projects. Disclosure of information on Project Description Activities detail requires careful preparation of appropriate consultation materials in advance of disclosure and engagement for the participation of stakeholders, and informed decision-making according to Best Practise guidelines such as IFC/WBG performance standards.

Environment and Social Baseline: This is the pre-project record of the environment, social, health, and economic characteristics/status of PAPs in direct Project area that should be assessed using primary data and the Wider Project Area (WPA) that may be assessed by secondary data review. Key indicators/baseline aspects should be monitored for change, including consultation baseline i.e. public perception.

Project Affected People (PAP): In context of FONERWA funded projects PAPs (primary stakeholders) should be defined as the communities, households and individuals who live in close proximity to the project sites and in areas that may be impacted during project period both positively and negatively.

Public Consultation: Public consultation is a vehicle for facilitating project communications. It provides an avenue for the reviewing agencies, lending institutions, and for the FONERWA to improve decision-making process while fostering understanding and building relationships. Consulting with FONERWA Funded Project (& other) stakeholders involves those persons or groups who have the ability to influence the Project's outcome through different interests. Identification of these groups, especially those stakeholders who are poor, marginalized, or disadvantaged, is essential to identifying ways to prevent or minimize adverse environmental and social impacts and, where impacts are unavoidable, to mitigate and managing them according to the environmental and climate conditions and the needs of the Project Affected People (PAP).

[1] See: Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets-the International Finance Corporation of the WBG, 2007.

[2] Consequently, confusions in terminology occur since different standards & guidelines use different terms e.g. World Bank Term for Project Affected Person PAPs is different from other development banks. Thus, standardisations of terms used by a project must be agreed from the start.

Stakeholders: A stakeholder is considered to be an individual, organisation, or community that is affected by the proposed project, or that holds an interest in the project. The World Bank (1996) defines two types of stakeholders: Primary or key stakeholders who are directly affected (positively or negatively) by the proposed project; and Secondary Stakeholders who are indirectly affected by the proposed project or have other interests.

Primary Stakeholders: Primary Stakeholders include PAPs in addition to local and regional government and government agencies involved with and exposed to project activities as well as the project employees.

Secondary Stakeholders: Secondary Stakeholders include those who have links (for example technical expertise) with Primary Stakeholders. Secondary Stakeholders include non-governmental organisations (NGOs)[3], various intermediary or representative organisations, technical and professional bodies often representing public interests (The World Bank, 1996:276).

[3] With exception of those living in the Project Affected Area (PAA) who would thus be Primary Stakeholders.

1 Introduction to Planning Public Consultation & Disclosure (PCD) for Stakeholder Engagement (SE) by FONERWA-funded Projects

1.1 Background and purpose

As set out in ESMF Volumes 1-3 a key element of project design, planning, implementation and monioring is to involve stakeholders. FONERWA has produced a Communication Strategy, which must be referred to as part of this process. However, for Stakeholder Engagement specifically for ESMF and RPF processes, with consultations that are explicit on climate change and E&S impact issues, additional types of Public Consultation and Disclosure (PCD) processes and tools are required to meet international standards compliance advocated by FONERWA's donors/partners.[4]

Further, to meet FONERWA's safeguarding conditions, according to Best Practise standard compliance, it is a requirement to consult with project-affected people (PAPs) and/or their community representatives, cooperatives or non-governmental organisations (NGOs) in an appropriate, particular manner. The multi-various procedures of appropriate, particular compliant consultation are set out in this ESMF Volume 4. Thus, this volume can serve as a Handbook for FONERWA-funded projects, as well as explanatory text, the contents comprise process checklists, example templates and tables, as well as other PCD/SE tools to guide projects in the different types of PCD and other stakeholder engagement necessary for climate awareness raising and E&S management, throughout the project cycle.

According to Best Practise, FONERWA's requirement is that all projects it funds, must conduct meaningful participation and consultation processes that allow project affected people (PAPs) and interested stakeholders to express views and concerns on project risks, impacts and the proposed mitigation measures. At the same time, the PCD process is essential to enable FONERWA project implementors to take all stakeholders views into account and to respond with consistent, clear messages.

In addition, for transparency reasons, a FONERWA-funded project is required to disclose relevant information on the environmental and social assessment using a non-technical summary (NTS) and appropriate media channels at accessible locations and in a timely, culturally appropriate manner. Most up to date guidelines, such as those of the KfW, additionally state that for compliance, in relevant cases, the in-depth climate assessment should also be made accessible to the interested public so to effectively inform their decision-making about climate risk protection and adaptations as part climate resilience building.

1.2 Aim and objectives of compliant PCD for E&S

The overarching aim of FONERWA'S Public Consultation & Disclosure Handbook is to ensure PCD for compliant stakeholder engagement across ESM activities conducted by FONERWA-funded projects which are grouped below[5].

[4] For example, public hearings should be scheduled for the risk screening phase of the ESIA process as well as for the presentation of the draft ESIA report.

[5] For detailed explanations of these task groups refer to ESMF & RPF Volumes 1-3.

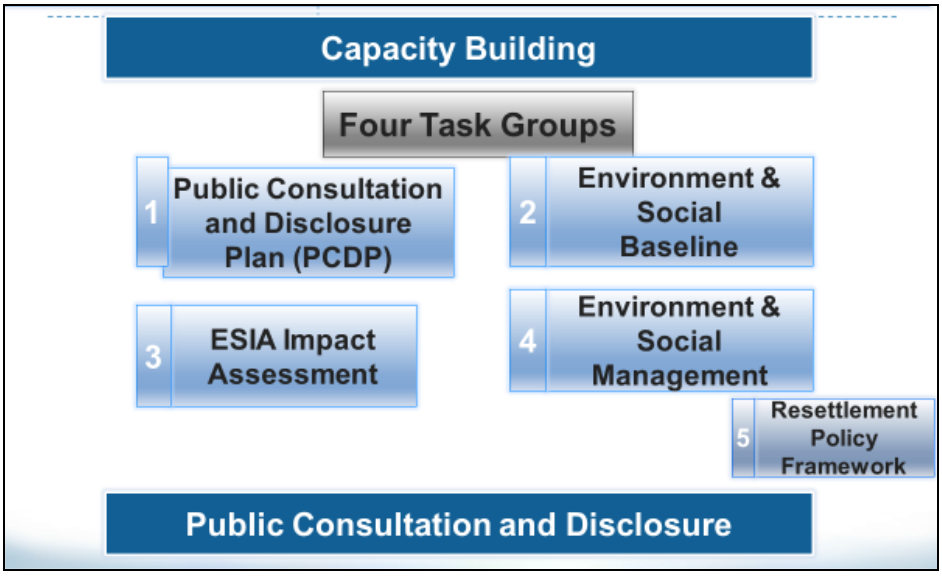

Figure 1 Public consultation with capacity building across environment and social activities task groups

Key objectives of PCD/SE are:

(i) Co-ordination of processes and reporting by provision of specific PCD tools such as the templates tables and checklists for stakeholder analysis guide, consultation record and other tools set out in this Handbook;

(ii) Consistent processes for Public Consultation and Disclosure. These include:

a. Best Practise, Internationally Compliant Methods of addressing communities' information needs specifically in terms of climate change, project processes and activities risks and impact; (See Chapter 2);

b. Stakeholder identification, registration & analysis (ex social mapping-See Chapter 3);

c. Consultation Recording and Consultation risk tracking (See Chapter 4);

d. International Compliant Standards of Formal Disclosure of ESIA and RAP; and

e. Climate Awareness Raising Stakeholder Engagement and Response as part of the WBG requirement of Informed Decision Making, risk management and for a climate aware M&E system.

The aim is to ensure that from early in the project's Environmental and Social Management (ESM) cycle, appropriate consultation is started that is designed to continue in consistent manner, across all ESM activities for effective and sustained risk identification and management. FONERWA's consultation processes set out in this PCD/SE Handbook, follows International Best Practise standards that are introduced below.

1.3 Consultation regulatory context: Environment & Social Management consultation requirements

1.3.1 Background

FONERWA's projects Public Consultation and Disclosure (PCD) for Environmental and Social Management, must follow recommended international standards for environmental and social management in Rwanda's changing climate vulnerability context. As there are gaps in international PCD and specific Rwandan laws and regulatory requirements for PCD, the best practice approach to engaging with project stakeholders recommended by FONERWA, incorporates elements and approaches set out by donor organisations and partners including the World Bank Group (WBG)/International Finance

Corporation (IFC) and the KfW. The following were used to produce FONERWA's Best Practise PCD/SE standards for guiding its projects' consultation processes.

1.3.2 Equator Principles (2003) KfW, IFC and World Bank standards for stakeholder engagement

The Equator Principle 6 (2006)[6] made specific guides for PCD and established environmental and social engagement criteria which details key requirements of Best Practise consultation and disclosure of information. Following the release of the Equator Principles the IFC in 2007, produced its Handbook for Engaging Stakeholders. In 2012 the World Bank updated its 2005 Environment and Social Performance Standards to be more inclusive of fully transparent and effective PCD and SE. These 3 key regulatory documents, along with more recent guides issued by the WBG and KfW 2018, are used for developing FONERWA'S PCD/SE Best Practice in consultation and disclosure (PCD/SE).

In addition, as the new KfW sustainability guidelines places specific emphasis on mainstreaming climate issues into consultation (as set out in the ESMF) and given the vulnerability context of shortfalls in capacity of detailed knowledge on climate change risks in projects already implemented[7], the PCD process must include specific Trainings and Awareness Raising on Climate Change.

1.3.3 FONERWA's public consultation and stakeholder engagement for E&S safeguarding

Using a combination of these above standards, FONERWA's E&S safeguarding through effective PCD, requires the following actions set out in **FONERWA's SE Requirement Checklist**:

1) The FONERWA-funded project needs to consult with affected communities in a structured and culturally appropriate way;
2) Consultation should be 'free' (free from external manipulation, interference or coercion, and intimidation), 'prior' (timely disclosure of information) and 'informed' (relevant, understandable and accessible information), and should apply to the entire project cycle process;
3) FONERWA-funded project's PCD must be informed about project activities as well as climate risks with stakeholder's capacity building on climate awareness and climate resilience building for Rwanda's necessary adaptations[8], and important part of the project's SE;
4) A Consultation and Discourse Plan (PCDP) should be prepared that sets out the consultation and disclosure approach for ensuring climate aware, environmental and social issues of the project are considered;
5) Consultation should be tailored to meet needs of the affected communities in terms of education, language, their decision-making processes and the specific needs of disadvantaged or vulnerable groups particularly how they may be differentially affected by climate change;
6) Consultation should be inclusive of Secondary stakeholder PCD which must be considered a useful part of PCD/SE planning processes as well as necessary in terms of meeting Disclosure Compliance[9];
7) As part of the PCDP, FONERWA requires projects it funds to establish a Grievance Management Procedure that includes an Issues and Grievance System as well as a more detailed Grievance Mechanism for Stakeholder Engagement for RAP grievance management in order to consider concerns from PAPs and project-affected communities promptly, transparently and in a culturally appropriate manner[10]; and

[6] Equator Principles Framework Institutions (EPFI, 2006): The Equator Principles Financial Institutions (EPFIs) first recognized importance of PCD & SE for transparency, & free prior and informed SE with regard to design and implementation of projects.
[7] See ESMF, Volume 1.
[8] See ESMF Volume 2.
[9] Such secondary stakeholder consultation may be held at start of full ESMP development when capacity needs to be developed for meaningful PCD/SE (see Sections on tools chapters 3-5 PCDP Guide & this PCD/SE Handbook Appendices)
[10] It is usual for the GM to be inserted in the PCDP; however, FONERWA's requests meant the GM was move to the RPF, Volume 3.

8) The process and results of consultation with the public are to be documented[11]. This Consultation record (CR) can be used as a tool to help support capacity development for E&S mainstreaming across the projects internal information sharing as well as monitoring and evaluating communications as part of ongoing risk management and for compliance.

Using the above checklist guide, stakeholder engagement for safeguarding key components are summarized as:

- **Early engagement**: Commencing engagement early is critical to build trust, mutual respect and in establishing relationships with stakeholders. After project design the development and implementation of a PCD plan, given capacity and resources provision, must support the objective that consultation activities are strategic i.e. proactive, planned and delivered in a timely way;
- **Long-term view**: Establishing and maintaining relationships is a long-term investment. To enhance the value of stakeholder relationships, a lasting view to engagement should be taken in projects funded by FONERWA. The project's PCDP must have a long-term view in engagement activities by identifying and planning PCD tasks as part of project design, albeit these may be amended as part of the iterative process of PCD/SE and capacity building and relationship building for sustainability. This does not mean engaging every day. However, it is essential stakeholders know when engagement happens and what feedback processes are in place for the next engagements i.e. there should be an activities schedule produced with planned/strategic PCD/SE and follow up which is disclosed to stakeholders as part of project awareness consultations and PCD/SE protocol;
- **As well as the long-term view of consultation planning, according to feedback of stakeholders, the PCD/SE activities should be tailored at each phase of Project** i.e. PCD is an iterative process. If for example, the protocol survey finds stakeholders do not want consultation during intense rains in April PCD/SE activities schedule should be amended accordingly. Thus, FONERWA's PCD Handbook is specifically tailored to each phase of FONERWA-funded projects. In developing the PCD/SE plan, activities, issues and stakeholder' needs are considered and built into engagement activities. To meet this objective, the project's PCDP require updates at key milestones subject to projects selected, capacity and environment and social issues found/assessed.
- **Proactive, not reactive stakeholder engagement**: PCD/SE for E&S must set a proactive path for consultation and engage in a strategic manner, as opposed to being reactive and responding to issues of concern as they arise as. A proactive approach to consultation builds credibility and relationships with stakeholders and reduces/mitigates the risk of grievances;
- **PCD/SE Managed as a priority**: the project's PCD/SE for E&S can serve as a guide to ensure that, social engagement activities are planned and delivered through a systematic and consistent approach and that environment and social management responsibilities are assigned to each consultation activity.

1.4 PCD and stakeholder engagement goals, principles and commitments

1.4.1 PCD/SE goals,-aims and objectives

A funded project's stakeholder engagement goals, aim and objectives must be defined and planned to:

- Achieve FONERWA's objectives of climate resilience building (adaptations) while respecting the needs and issues of stakeholders as they relate to potential project impacts;

[11] (see FONERWA's PCD Guide/Handbook template for Consultation Record-in Annexes)

- Develop and maintain constructive relationships with stakeholders, striving for mutual understanding, respect and collaboration so to protect FONERWA's reputation; and
- Establish and maintain coordinated, internal processes for stakeholder engagement and issues management including good relations with FONERWA in terms of transparent, regular PCD feedback.

The overarching guiding notion is to take environmental, social sustainability goals and translate them into communications goals. These must be specific to a project as outlined in the examples in Table 1 below.

Table 1 Template with examples to guide defining the project's goals and PCD/SE goals

FONERWA Funded Project Goals Include	Communications Goals
Economic growth with environmental sustainability for local people's access & other community benefits	Stakeholders view the FONERWA Funded project as a positive initiative
Obtain community support	FONERWA Funded Project is regarded as part of the community's development
Set new standards for Rwanda in terms of climate change awareness and resilience building	FONERWA Project is viewed as setting new climate explicit standards for environment & social performance in Rwanda
Provide a model for climate, social and environmental protection and sustainability	Demonstrate that FONERWA is conducting social & environmental assessment to innovative/new standards which mainstream climate change issues

1.4.2 PCD/SE principles and commitments

FONERWA Environmental and Social Stakeholder Engagement goals, are based on, and guided by, overarching principles of:

- Building constructive relationships with identified key and influential stakeholders through personal contact;
- Providing clear, factual and accurate information in an open and transparent manner on an ongoing basis to stakeholders through free, prior and informed consultation;
- Providing sufficient opportunity to stakeholders to raise environment and social issues, to make suggestions and to voice concerns and expectations with regards to the FONERWA Funded Project;
- Providing stakeholders with feedback and support their ability to interpret the information provided to them;
- Treating all stakeholders with equal respect, and ensuring that FONERWA Environmental and Social Specialist, TA/consultants and others that have contact with stakeholders do the same;
- Responding in good time to issues, grievances and requests.

Table 2 sets out the Public Consultation & Disclosure (PCD) Commitments and activities for a FONERWA funded project's PCD/stakeholder engagement that is inclusive of climate aware Environmental and Social Issues.

Table 2 Public Consultation & Disclosure (PCD) commitments for FONERWA project's engagement inclusive of environmental and social issues

Commitment	Activity (s)
Stakeholder Identification and Analysis	• Stakeholders are organizations and individuals who may be directly or indirectly affected (positively or negatively) by a project and who may contribute to the project due to knowledge of and/or experience in the region. Stakeholders with interest in the project will be identified in ESIA Scoping/Scoping Surveys (at start of project & even as part of Project Document/description planning); • A stakeholder database should start to be established by the FONERWA funded project which includes: ○ Mapping, zoning and classification of project affected people; Surveys of project affected communities; ○ Meetings with community leaders of key villagers in the PAA (Project Affected Area); ○ Meetings with government (national and local), CSOs/NGOs and multilateral agencies e.g. KfW, SiDA, DfID, World Bank, UN should start after scoping phase/stage. The Scoping ESIA process can provide templates and information for start-up of project process and the project should continue to refine and update stakeholder lists and database as part of stakeholder tracking/Project M&E and ensure that social inclusion is achieved (& gender considerations) & that stakeholder issues risks are managed
Information Disclosure	• The project must ensure PAP & other stakeholders, including women & vulnerable groups, receive transparent and objective project description (PD also known as Project Document) information before start of Impact consultations and on an ongoing basis and relevant project description information is provided to specific stakeholders in advance of impact mitigation decision-making; • Information must be in language(s) appropriate to local/regional literacy levels, easily understandable in appropriate formats (written, visual & verbal). Illustrations/photos should be used; • Project information should be available in English, Kira Rwandan, French, Swahili as appropriate to PAA & stakeholders consulted & distributed by website, email, personal contact e.g. public meetings, one-on-one meetings, media (newspaper, television, radio), in public places (churches, schools) on FONERWA website where/if applicable; • The project implementors (CSOs etc) should ensure meeting venues are accessible to stakeholders. Stakeholders should be engaged within their communities at neutral venues e.g. local schools or at convenient, easily accessible public venues at suitable times with at least 2 weeks prior notice & at gender sensitive/appropriate times.
Stakeholder Engagement	• The Project implementors should maintain ongoing consultation with authorities (National Government of Rwanda, Regional and local authorities), project affected communities & other interested parties to ensure: a) Awareness of activities that may impact communities b) Disclosure of information on environmental & social performance • Stakeholder engagement should continue via established communication mechanisms to ensure co-ordination and consistency? • Community engagement methods will vary across different stakeholder groups and the nature of information sought and required to be disclosed; • Stakeholder engagement with vulnerable and minority groups should continue through appropriate socio-cultural and gender sensitive mechanisms; • Stakeholder engagement should include capacity building information sharing opportunities to reinforce key messages; • Fonerwa E&S representatives should be present at some engagement & information sharing events to demonstrate commitment to stakeholder engagement & to answer questions beyond remit of Fonerwa funded project staffs but must ensure stakeholder engagement is an independent process; PCD must be transparent & co-ordinated whilst maintaining independent identity to PAPs.
Grievance Management	• A Grievance Manager should maintain a Grievance Register of complaints/claims received; • The grievance mechanism should be drafted & disclosed to address issues and position PCD/SE for Implementors for changing project impacts over different project phases

Commitment	Activity (s)
Records & Consultation Database	• The specific issues and responses should be recorded in an Issues and Response Register (IRR) used to identify issues raised by stakeholders during public consultation and disclosure activities and the nature of the responses provided by the Fonerwa Funded Project over time; • A Consultation Record should also be made to include comments/feedback raised in all ongoing consultation activities
M&E	• Monitoring and evaluation (M&E) of PCD activities should be outlined in the Projects PCDP/Stakeholder Engagement Plan (SEP); • M&E systems should be developed for transparent auditing of environment and social issues

2 Method: PCD/Stakeholder Engagement Approach, Activities and Tools

2.1 PCD/SE systems and approach

2.1.1 Two-way information sharing system approach

To achieve the commitments and activities set out in Chapter 1, a project funded by FONERWA must produce a Public Information Disclosure and Information Exchange System as part of PCD/SE planning. This is set out in the Project's Public Consultation and Disclosure Plan (PCDP) the activities of which must be applied and considered during all Public Consultations on Environmental, Climate & Social Issues. The Information Exchange System must be based on the principle of Two-way communication which has advantages of:

(i) Stakeholder Relationship building with the project as it encourages a consultative environment that is transparent, 'listening' and responsive in providing feedback to questions asked and concerns raised; and

(ii) Supports accurate information gathering as a two-way system encourages more stakeholders to take part and so verbal information and qualitative data gathered is socially inclusive, more widely checked and thus likely to be more accurate than without transparent information exchange.

For gathering accurate data and building relationships the project should use an approach as illustrated in the example set out in Figure 2 below which can be used as a template to be completed as part of project design to give an overview of the scale and types of PCD that a FONERWA funded project may require.

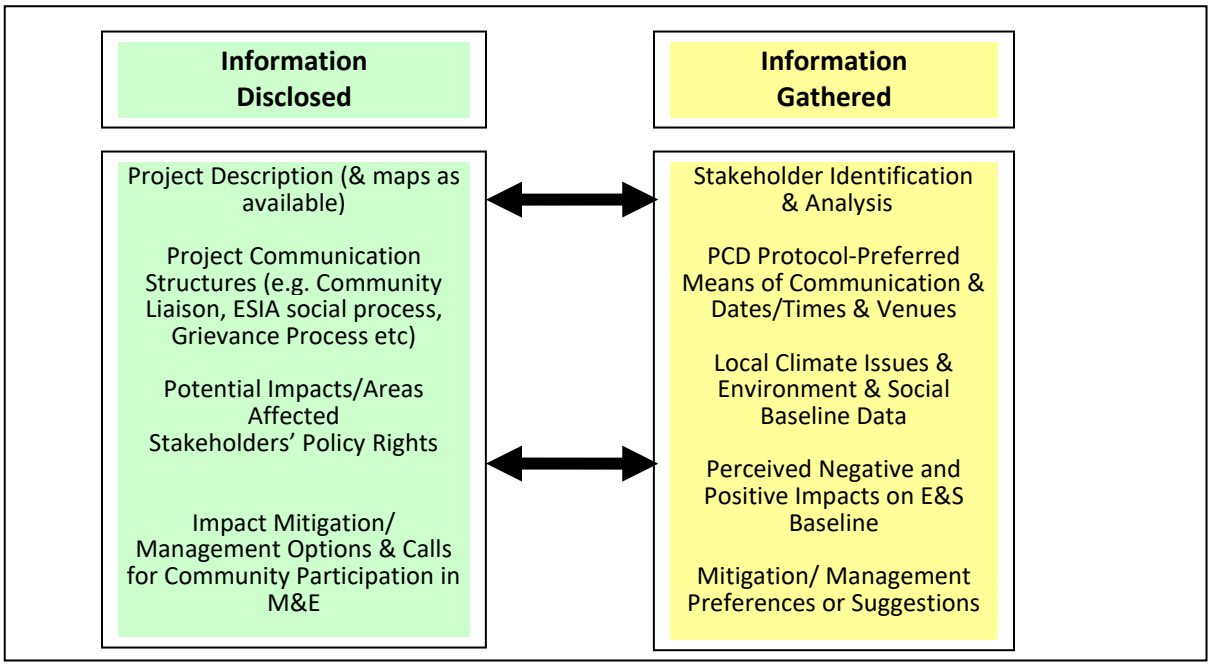

Figure 2 Template to guide early planning of a project's PCD actions with examples of information disclosed and gathered in FONERWA's two-way communications approach

These two-way disclosure and information gathering engagement must include consultations to gather information about Social Baseline[12] conditions as well as risks during Impact Consultations. These consultations should be designed to ensure PAPs are given sufficient opportunity to assess possible impacts of the FONERWA-funded project (i.e. by disclosure of the project description) on their lives (i.e. the environment and social baseline).

These impact consultations should also be designed for PAPs to suggest ideas for mitigation of negative impacts and enhancement of positive impacts as part of the participatory aspects of project design. This two-way information sharing approach helps to ensure PAPs support of the project as well as reducing risk of PAPs rejecting the project due to concerns the project may harm their health, safety, lives and livelihoods being addressed by early engagement.

2.1.2 Strategic approach to public consultation and disclosure/stakeholder engagement

FONERWA's approach to effective and compliant public consultation is strategic communications. This Framework PCD Handbook guides SE (and is also as a tool to collate PCD), to ensure FONERWA-funded Projects develop Proactive and Strategic Communications from the start of project design. Such engagement includes the use of external and internal outreach tools to achieve clear, measurable outcomes of needs and project/business goals. The overall purpose is to draft a public consultation and disclosure plan (PCDP) to ensure strategic communications for ESM risk mitigation and management in the complex and challenging context of changing climate in Rwanda and the need to build climate resilience i.e. adaptations specific for Rwanda's vulnerability.

Table 3 Examples of differences between ad hoc and strategic (planned) communication

Non-Strategic Communication	Strategic Communication
Selects media before the messages/issue's statements/ dictates rather than initiates discussion with appropriately targeted/analysed stakeholders	Focuses on stakeholders/audiences, messages and clear objectives before deciding which media to use
Focus on creating branding tools	Communication tools are used as instruments in support of appropriately targeted communications
Reactive approach when things go wrong	Proactive approach for risk reduction i.e. disclosing free, prior information in advance of actions to stop rumours or worry
Starts over with each new initiative	Follows a long-term 'strategic' plan of action

Strategic communication activities set out in a draft PCDP functions as a:

- **Discussion and training document as well as Stakeholder Risk Management Tool** that supports FONERWA's project decision-making, allowing for capacity development and efficient use of resources;
- **Risk control tool** – helps to recognize FONERWA project's potential and limitations and make the most out of challenges as well as to control risks by addressing issues before they become grievances;
- **Branding tool** – disseminates successes and achievements to enhance FONERWA and its projects reputation and efforts to implement FONERWA's climate resilience building mandate. This process should also help clarify messages in terms of E&S in a participatory manner for knowledge sharing and knowledge transfer for sustainable institutional development.

[12] As well as to some extent, environmental baseline conditions particularly in relation to natural resources use.

2.2 Guide for drafating a Public Consultation and Disclosure Plan (PCDP) for effective stakeholder engagement

2.2.1 Introduction

A FONERWA-funded project must consider four key aspects when planning and developing a consultation strategy/PCDP as part of the project's climate explicit Environment and Social Management processes. This PCDP has to be developed in the context of FONERWA's own strategic communications strategy. The plan must include specific stakeholder engagement tools as well as disclosure materials, such as an ESIA leaflet and other project information disclosure materials. For compliant disclosure, the project must also have a well-managed website that is regularly updated with key project information. To achieve these actions the project must consider 4 key points:

(i) **Current Context** including history of consultations for FONERWA & its projects in this context i.e. consultation record summary;

(ii) **PCD/Stakeholder Engagement goals of the project-**make a table of these using the template/example above;

(iii) **PCD/Stakeholder Engagement Tools**, including materials that are appropriate to the needs and capacity of those consulted and resources needed; and

(iv) **Methods and Measurements**, i.e. issues and grievances and monitoring and evaluation of consultations and stakeholders' feedback.

For the projects consultation activities to be proactive and strategic, the above-listed four tasks groups must be set out in a project specific Public Consultation and Disclosure Plan (PCDP) for stakeholder engagement produced as part of a participatory (including stakeholders) and iterative process. This means there are phases to a PCDP production that are compliant to international Best Practise Standards required by FONERWA. The PCD plan is an important part of overall project management and so must be incorporated into the overall project management system including the project's monitoring and valuations systems. The PCDP's purpose is to define the requirements, processes, and techniques for engaging stakeholders based on an analysis of their needs, interests, and abilities to impact the project.

2.2.2 Phased approach to PCD/SE

The PCDP is usually produced in 3-4 parts according to project size, nature and phases. All projects requiring an ESIA has the following 3 parts as minimum:

- Part/Phase 1 is identification, registration and analysis of project stakeholders as part of early consultations (processes, templates and tools of which makes up the rest of this chapter);
- Part/Phase 2 is PCD for Social Baseline and Impact Risk Identification and Mitigations (processes, templates and tools of which are set out in Chapter 3, with processes templates and tools for the Grievance Mechanism); and
- Part/Phase 3 includes the Plan for Formal Public Disclosure (Hearings) disclosing the results of consultations undertaken in Parts 1 and 2 and gathering information feedback from PAPs and other stakeholders on results of the ESIA & ESMP findings .
- After each part of this phased approach to strategic engagement, the PCD/SE plan must be updated with information gathered from stakeholders. The way forward maybe amended in the PCD plan if necessary, according to results of consultations. A final PCDP is then produced for

ongoing life of the project which may need updating on an annual basis according to size and type of project and length of the project life cycle.

In addition, the 3 parts of the phased approach intruded above, public consultation and disclosure for a large project requiring resettlement is typically planned across four phases as there are specific needs to RAP consultations as well as a clear distinction in resettlement activities between construction and operations.

So, depending on size, nature, scale and length of the project, large and smaller projects can adapt and use the following Phased Planning Template to guide PCD/SE in a phased approach as set out and described below.

Complete the following template for your project as early in the PCD/project design process as possible and indicate dates of each phase so this template can be used as a tool to assist early information disclosure-for example it could be made into a poster and put in public places like Village schools or District Offices in the project area.

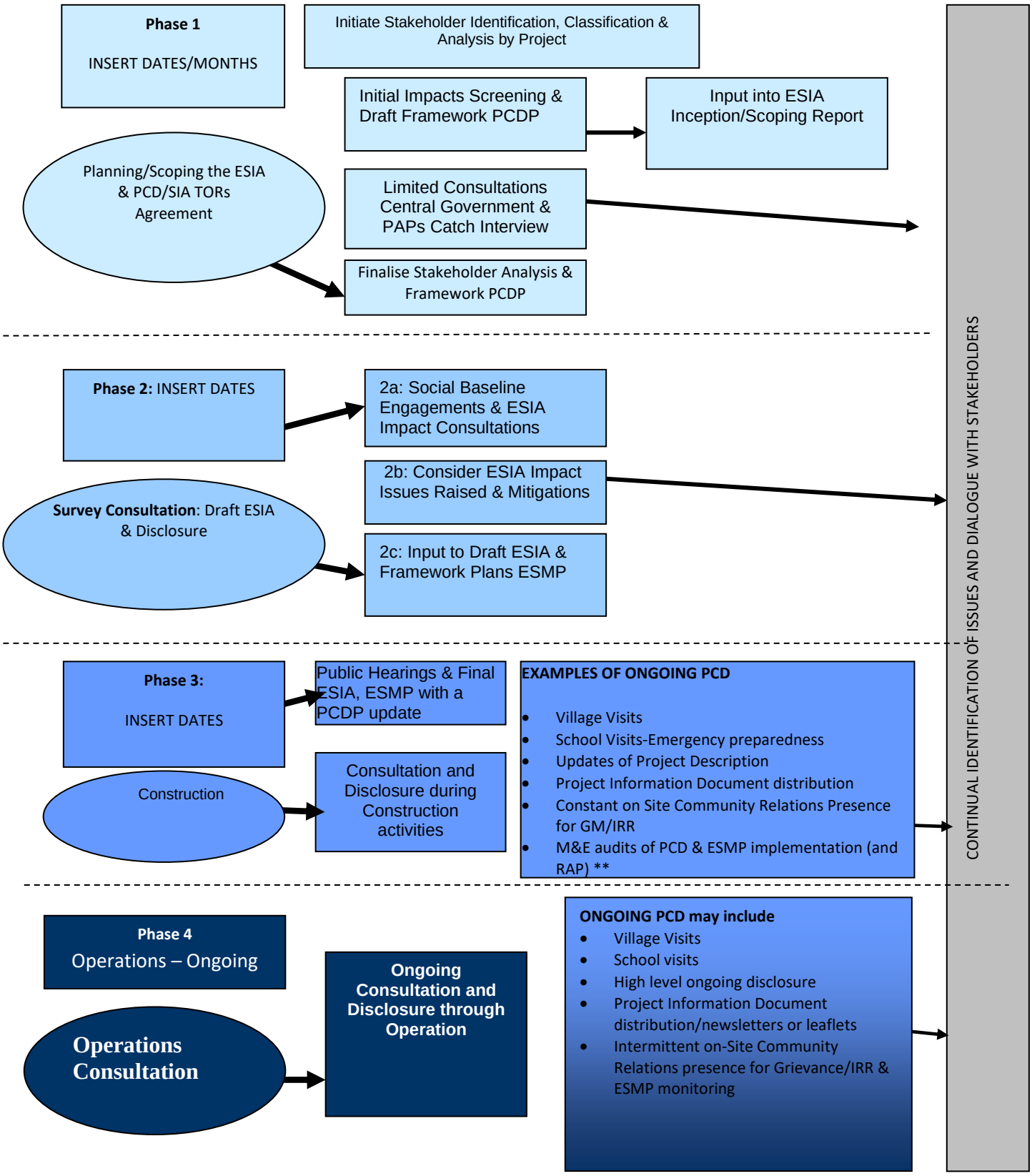

Figure 3 Template with list of examples of activities to guide planning of project PCD/SE phases

2.2.3 Phase 1 – PCD/SE to support planned scoping

Initial consultation with key stakeholder groups to review the proposed ESIA scope and redress any shortcomings in project design as well as identify early any risks, must be done with primary and secondary stakeholders. This phase should conclude with the submission and presentation of an ESIA Inception/Scoping Report. For ESIA the following types of stakeholders are usually targeted for PCD where appropriate according to the project type, during an inclusive scoping stage:

- Landowner representatives:
- Formal and Informal meetings between field personnel e.g. engineers, ESIA scientists, and District officers and village leaders;
- Ministry of Environment and other relevant GoR organisations (REMA, RDB),
- CSOs/Non-Governmental Organisations (NGOs); and
- Any research and/or Industry-related groups.

PCD should include distribution of ESIA leaflet and project information documents available in early stages of SE. There must also be presentations at appropriate stages e.g., climate awareness raising consultations/trainings and specific SE to present any technical aspects of project's activities to communities.

2.2.4 Phase 2a – Baseline Survey and census (for RAP) consultations

Consultation and Disclosure for undertaking Environmental and Social Baseline Surveys in the Project Influence Area13 (PIA). The results of these are integral in establishing the key environmental and social characteristics of the PIA as well as providing base indicators for key performance monitoring of trend data for evaluation, over time of the project 's social and environmental performance in meeting targets. The following Stakeholder groups can be used as examples of stakeholders who may be targeted for PCD and planned to be consulted during this phase:

Landowners and Villagers are consulted in this phase for:

- Community-level SE for Quantitative Social Baseline information gathering-using fixed questionnaire;
- Community-level SE for gather information on the Consultation Context Baseline-FGDs and KII's using project specific question checklist guides; and
- Household (HH)-level survey for the Quantitative Social Baseline Assessment with public perception survey-using fixed questionnaires and Census Forms where a RAP is needed.

Regional Government and Other Central Government Departments are consulted for project design disclosure and for high level input to Social Baseline surveys by Secondary Data Collection and provincial government representatives for opinions/information.

2.2.5 Phase 2b – Impact assessment and mitigation

ESIA Impact Consultations are necessary for identification of key issues and impacts and the designing of appropriate risk and impact mitigation measures to reduce impacts and to enhance benefits in a participatory and inclusive manner. From these ESIA Impact Consultations framework ES management plans are drafted.

2.2.6 Phase 2c – ESIA disclosure

The consultation and disclosure activities conducted as part of the formal public release of ESIA Report, i.e. formal public hearings.

[13] Also known as the Project Affected Area (PAA) –used interchangeably.

2.2.7 Phase 3 and phase 4 PCD and stakeholder engagement for E&S management during project implementation

ESIA recommendation implementation through consultations as part of an Environmental and Social Management Plan (SMP) – PCD for ESMP activities must be planned to involve consultations activities to be conducted with various stakeholders throughout all project phases of a climate explicit environmental and social assessment process. The following list gives examples of key stakeholder groups and components of activities which are typically part of Phase 4 (and/or project implementation if fewer phases in smaller project). This includes continued identification of stakeholders, dissemination of updated Project Description information, training and support for representative community groups, and development of the Strategy for proactive, strategic and transparent community support initiatives (typically part of a RAP/LRP (Livelihood restoration plan)- see RPF, Volume 3).

Notice that many of these stakeholders should have already been engaged – PCD should not be a one-off action but must be ongoing throughout the project cycle.

Landowners and villagers

- Formal and informal meetings between field personnel e.g. any project engineers for information onany specific technical issues, ESIA scientists, and village leaders;
- Regular contact by personnel with villagers to provide project development updates, and engaging and training community liaison officers (CLOs) to provide a two-way information exchange between project-area communities and the project Communications officer/CLO and/or communications team (depending on size and nature of the project);
- Environment management/Government of Rwanda, Ministry of Environment etc;
- Regular ESIA management progress meetings with the ESIA technical team incorporating workshops later in the process to discuss the results of specialist studies where necessary according to size and scale of project;
- Regular meetings to inform of consultation activities and developments as per requirements of the Project Agreement and Scope; and
- Project representatives maintain contact with relevant stakeholders via telephone, email, letters and face to face.

Regional governments and other government departments

- Meetings to provide information on project progress and to consider any queries or concerns; and
- Project representatives maintain contact with relevant Government personnel via telephone, emails, letters.

CSOs/Non-Governmental Organisations

- Project representatives conduct follow-up briefings and maintain contact and respond according to level of interest and concerns voiced; and
- Participation of local CSOs/NGOs in community presentations and any formed community support partnerships.

Research organisations

- Specialist Advice Meetings and review (e.g. soliciting Rwandan specialist's advice and peer review from organisations such as National University of Rwanda and other national high institutions).

2.3 Ongoing community consultations and specific RAP stakeholder engagement requirements

Resettlement (temporary land acquisition and access) related consultation is coordinated by the land aquisition specialists. For short-term economic loss (i.e. temporary economic displacement) the principal goal of consultations is to assist in managing negative impacts of the project on affected people. Consultation must meet several objectives specifically to create awareness of the land contributions and preferred assistance options from stakeholders and assist in assessment of performance of RAP implementation. To achieve the consultation objectives, the following are required:

- Full participation of all affected communities and landowners, and consultation with other stakeholders and government;
- Consultation starts early in the land acquisition/access process;
- Consultation and disclosure activities are culturally appropriate;
- Stakeholders have ready access to information at all stages;
- Consultation takes place throughout a RAP process in a highly participatory manner with ongoing feedback to stakeholders;
- Good record-keeping of consultation and disclosure activities;
- Training and support are provided to representative community groups to help form Agreements that are well informed on climate risks and climate adaptation possibilities; and
- A credible CSO/NGO agency in Rwanda/or Peer Review is engaged to act as local advocate and advisor to affected people.

A RAPs Community Support Strategy consultation: may also be required to be developed as part of the overall Community Support Strategy (CSS) and Social Investments Implementation Programme depending on size and nature of resettlement. The CSS for Community Investment is typically planned to be developed as part of RAPs following the completion of the Social Baseline and census surveys (See RPF Volume 3-Community Investment and Livelihood restoration processes).

3 Checklist of Activities and Templates for Drafting a PCDP

Checklists of activities and templates to guide how to produce a Public Consultation and Disclosure Plan (PCDP) for the projects E&S assessment and managment (PCD-Part 1)

3.1 Introduction to draft PCDP for Phase 1 PCD: Early stakeholder engagement and analysis

The first draft PCD/SE plan includes initial strategies for early identification of risks and project impact and for proactive, immediate managing of any potential positive and negative project stakeholders. It contains a stakeholder register which lists all stakeholders along with their contact information. In addition, it sets out a stakeholder analysis and classification system. Tools that can be used to guide gathering of important information regarding stakeholder needs and interests during this phase comprise tables, checklists and templates for understanding project stakeholders and establishing good stakeholder relationships.

Because no two stakeholders are alike, the type of engagement each one receives may be different. Specific SE materials for example are needed for the blind and all materials produced for PCD/SE must be gender sensitive. These must be particularly sensitive to the different impacts of climate change on men and women and vulnerable persons or groups. The draft PCD/SE plan at this phase is used for determining types, timing, processes and amounts of communications each stakeholder should receive.

The stakeholder analysis as part of early stakeholder engagement is also used for early identifying risks that should be followed up and addressed as part of the proactive and strategic risk management. A first task/activity is to produce a protocol for consultations that is appropriate to project nature, size and project locational requirements. This should be drafted in preliminary form using the example set out in Annex-1 and then developed in participatory manner according to stakeholder requirements.

3.2 Stakeholder engagements for establishing and agreeing Consultation Protocol

An early action for PCD and for stakeholder engagement planning for ESIA in general is conducting a Consultation Protocol survey in order to:

- Establish best time of surveys and any livelihood (seasonal) activities that should be considered in consultation planning;
- Establish best place/venues of surveys;
- Understand any cultural, religious or gender issues;
- Understand any particular vulnerability or access issues that should be considered in impact consultation survey planning;
- Establish information needs of respondents to be targeted for the impact consultations (frequently asked questions);
- Ensure inclusivity of consultations; and
- Establish prior notice requirements of the different communities.

The Consultation Protocol survey should be conducted with key informants such as village leaders, schoolteachers, health care specialists and is used to guide detailed PCD/SE planning.

(See **Annexe 2 to Annex 5**)

4 PCDP Part/Phase 2: Public Consultation and Disclosure of ESIA, ESMP and RAP at Public Hearings

4.1 Aim and objectives of this formal type of stakeholder engagement

Two types of Public Hearing Processes to disclose and consult on the draft ESIA (and draft RAP) are required to be conducted:

- Primary and aecondary atakeholders, national and governors level for disclosure and feedback on sraft ESIA (and RAP if required);
- Primary and secondary atakeholders, local/community level for disclosure and feedback on sraft ESIA (and RAP of required).

4.1.1 Aim

The aim of the public hearings is to disclose the draft ESIA/RAP, to collect comments and to respond to public feedback for the production of the final ESIA with ESMPs and finalisation of RAPs where required.

4.1.2 Objectives

Key objectives are to:

- Explain the project within its social, economic and environment context;
- Present the EIA baseline survey and findings;
- Present the SIA baseline survey and findings;
- Present the ESIA Impact findings, mitigations and recommendations;
- Determine any stakeholder requirements for the final ESIA (and RAP);
- Manage stakeholder expectations and understandings about project's activities and impacts;
- Continue good relations established during the ESIA surveys and for the project's ongoing consultation process;
- Explain what happens next – the framework Environmental and Social Management Plan (ESMP) and to identify and consider any stakeholder input into a final ESM Plan(s), RPF, Issues and Response, Grievances, Communications and/or Community Investments Strategy updates etc.

A summary of the rationale, approach and process of the public hearings for the Draft ESIA is presented below.

4.2 Public hearing processes

4.2.1 Rationale and authorization

Public hearings should be undertaken to receive public comments on the draft ESIA and to ensure that the project's decisions for climate explicit environmental protection and social management are consistent with the goals and objectives of international, national and local stakeholders. Public hearings on draft ESIA (and if required RAP) documents are required for projects with potential environmental and social impacts as identified during the ESIA and RAP surveys. They provide a forum for discussing issues, alternatives and project design features, and the potential related social, economic, and environmental impacts and partnerships/recommendations for mitigations. A public hearing is best practice approach if there has been:

- A substantial change from any Project Description proposal discussed in any previous hearing;
- Substantial, unanticipated changes in the Project Affected Area (PAA land use, local plans, goals, objectives, attitudes, etc.);
- Long lapse of time since the last formal public hearing; and
- Identification of significant social, economic, or environmental effects not previously considered.

The public hearing represents the formal stage of primary and secondary stakeholder involvement in the ESIA: a systematic consultation process which began formally during the ESIA Impact Consultations early in the project to identify issues, goals, objectives, values, and concerns as part of an iterative survey process during social baseline surveys public perceptions context assessment).

Since that start of PCD, productive interaction with the public and with other stakeholders must have taken place in formal and informal meetings, focus group discussions, and direct correspondence. Informal contacts regarding the public hearing and other consultations should be documented on a Formal Public Hearing Consultation Record. This documentation can be used to determine how many hearings to hold and type of format best for the changing social, political, governance and PR context, as well as providing on-going input into the final ESIA process itself.

Authorization for the projects public hearings is obtained through FONERWA with final approval from RDB. As soon as the authorization is received, hearing arrangements can be finalized, and stakeholders notified at least two weeks prior to the hearing for the National Level disclosure. For the community-level public hearings in villages, due to any temporary (seasonal) residence and out-migrated status of PAP's identified as part of the social baseline (and census if a RAP is done), the community should be informed 6 weeks in advance although dates cannot be finalized until authorization is received. The residents of villages should be asked when best to have feedback on discussion for the Environment and Social Impact Consultations as part of the process of ESIA.

All of the public hearings' proceedings (national and local level) should be documented (if possible, video and transcript) and this resultant ESIA Public Hearing Record comprises part of the overall Project Consultation Record which should be retained in the project's and/or FONERWA's consultation register database.

4.2.2 Public hearing preparation process overview

To ensure a public hearing is compliant according to Rwandan Law, international best practice standards and FONERWA's requirements, there are several activities that have to be applied in appropriate ways, to correct timings. However, above all, the social (consultation) context has to be considered in applying the process. The process for a typical public hearing on a project's draft ESIA, considered best suited to the Rwanda context, is outlined in steps below.

4.2.3 Advance publicity, document distribution and advance disclosure actions

Advance security clearance, public notices and publicity to inform the stakeholders of the project's draft ESIA and to notify the public of their opportunity to participate in the hearing process, should be made in various forms. English, French and Kinyarwanda notices should be produced with efforts made to target the illiterate with graphic illustrations designed.

The literature should be gender neutral and should be discussed, with FONERWA's Communications Manager whether a public hearing notice should be published in a local newspaper, on local radio or Rwanda TV (in case of large projects and/or public sector projects funded by FONERWA). However, for national level public hearing, the best approach may be to target the most widely circulated newspapers in Rwanda and on websites. Thus, hearing notices could be published in the most relevant national press approximately two weeks prior to the public hearing and in the local press 6

days prior to the public hearings that should avoid holiday periods, religious festival and when PAPs are most likely out-migrated seasonally for farm or other work elsewhere.

Vulnerable groups, e.g. disabled, children, adults with low education levels and understanding, should be catered for by special outreach efforts i.e. coordination through teachers operating in the communities and village leaders who may consider 'word of mouth' best form of communications with the targeted communities (questions should be asked during the ESIA Impact Consultations as part of the PCD Teams participatory planning). If the project appoints CLOs, they or other project staffs should conduct a mobile announcement tour of the villages targeted by the Social Baseline surveys as well as those included in the Impact Consultations (see ESIA Volume 2). In summary, the different ways a FONERWA-funded project's public hearings are announced could include all or some of the following depending on size of project and numbers of stakeholders to be directly engaged:

- Direct phone and meeting contact with key informants at national and District/local level (6 weeks prior);
- Meeting with community representatives for access permission and process arrangement discussions (5 weeks prior);
- Announcement posters produced for NGO offices, clinics and schools in all local communities (teachers with village leaders approval also could distribute notices/posters across the communities - 4 weeks prior);
- Posters on bulletin boards in public places (streets of all local communities, shops, etc. 2 weeks prior);
- Press announcement in relevant media – (2 weeks prior for national press and 6 days prior for local press); and
- Banners placed in the community streets (banners made by teachers/community members – 5/3 days prior).

For the recommended public hearing for governmental/national stakeholders, personal contacts should be made by the project's Communications Manager (supported where appropriate by FONERWA) who are responsible to notify and invite the Ministry of Environment and other relevant ministries. In addition, other key government stakeholders (REMA, RDB, etc.) should receive written invitations.

The poster notices and banners distributed across the communities/villages should be simple, eye-catching, and informative in both written and graphic form with location maps on the posters. Explanations and descriptions should be designed to be easily understood by community stakeholders. Notices to include date, time, and place of hearing with both geographic location and schematic maps. The maps on the posters should show the project sites and project boundaries.

As well as being on the project website, the draft ESIA Non-Technical/Executive Summary document and other pertinent information on the project should be made available for inspection and copying at the local Government and local NGO offices/schools of the affected communities/villages. There should also be high level communications by the Communications Manager with:

- Appropriate news media (as per the Stakeholder List/Register-compiled guided by Chapter 2 above);
- Ministries and resources agencies;
- Planning and donor agencies (such as the DfID, KfW, SiDA, WBG, EU/UNDP);
- Other groups, agencies, or individuals who by nature of their function, interest, or responsibility may be interested in or affected by the proposal (a number of these may have attended ESIA Impact Consultations and meetings).

The process should begin by:

- Notifications of the intention of project to hold public hearings on the Draft ESIA (and RAP if required);
- Identification/confirmation of best process, dates and time to suit the different stakeholder groups as this may have changed since the social baseline consultations;
- Identification of any stakeholders who expressed interest in working with the project to plan and organise the public hearings (this is most pertinent to the primary stakeholders at the community public hearing, specifically if a RAP is involved- e.g. education, health specialists).

During this process, advice should be taken from village leaders, teachers, the community and NGO representatives on how to reach the illiterate and other vulnerable groups (in terms of distribution of visuals, posters etc). At the same time, dialogue should also be opened with national government and other secondary stakeholders on expectations of a 'national level' or secondary stakeholder public hearing. Primary and secondary stakeholders should be informed and made aware of both public hearings and that the distinction between the public hearings being due to location best suited for different stakeholders and the level and type of presentation suited to different stakeholders needs.

Following the public hearings relationship building should be strengthened throughout as the final ESMPs are drafted by a series of planning and advisory meetings by project CLOs and/or Communications Manager with the communities' representatives. The community level public hearings are subject to close coordination of community activities with the needs of these primary stakeholders considered in timings and location.

4.3 Materials: Language and methods of disclosure of draft ESIA and the RAP in case of land acquisition

4.3.1 The non-technical (executive) summary of the draft ESIA

A framework of which is presented in sub-section 2 below, should be completed subject to the ESIA surveys development and project developments e.g. changes in activities location etc and then translated to Kinyarwanda for copies to be made available to the public in advance of public hearings in Kinyarwanda, French and English. It should be placed on the project website 30 days in advance of the National Level public hearing.

The generic social baseline of Rwanda (see ESMF volume 2) indicates high education but also high vulnerability in terms of access of some communities particularly in rainy season when roads are difficult. Moreover, the social baseline shows that whilst many communities have computers, some lack good quality access to internet. Thus, to ensure that most people are able to participate directly in the ESIA public hearings with prior knowledge of the ESIA, the projects PCD Specialists have to establish that these people are represented effectively by fellow community members.

4.3.2 Project brochure, newsletters and environmental health and safety materials

Appropriate to target audience if produced as part of the ESIA could be distributed before the public hearing with any newsletter updates as required. It is usual for an ESIA leaflet to be produced as part of the ESIA process for roll out as part of the ESIA and for public hearings, in relevant languages.

4.3.3 Using the project website for PCD action of draft Executive Summary (ESIA NTS)

The draft ESIA or at least the non-technical Executive Summary, should be posted 30 days before the first public hearing date. Hearing attendees (most likely for national level) can thus access the document on the website as some may want to read the detail of the draft ESIA. The website should be clear and easily accessible.

4.3.4 Compliant processes for invitations to the public hearings

Invitations for public hearings of E&S assessments are formal and should be drafted, agreed and then should be distributed at least 2 weeks before the public hearing. Nonetheless, it should be noted that by this time community members should have been made aware of the public hearing and indeed involved in its preparation selecting the site advising on site/venue preparation, food provision, preparing banners and the like. This also gives PAPs opportunity to comment on the process e.g. advice on transport hire for those too far to comfortably walk to the venue –good venues may be village halls or schools that may have to be booked (and maybe paid for) in advance.

4.4 Public Hearing Training and Planning Workshops and Meetings

The ESIA Social/Consultation Specialist should hold a half day Public Hearing Training and Planning Workshop to ensure ESIA and the project's staff members are aware of the purpose of public hearings and the approach to be compliant with Rwandan law, International standards, FONERWA's requirements as well as for defining production of invites, presentation materials, language and methods of advance disclosure. At this workshop, draft hearing schedules should be produced, roles and responsibilities allocated and locations to be discussed with RDB and community members. Key concerns that should be planned for:

- ✓ Venue accessibility by fire, security and health services;
- ✓ Targeting vulnerable groups in hearing announcements and draft ESIA distribution;
- ✓ Confirming understanding and trust of community leaders, village representatives and the community people to hold the hearings.

Planning considerations to be discussed at this workshop include:

- ✓ Location of all public hearings in areas convenient for the various targeted stakeholder groups e.g. different hearings at different locations;
- ✓ Are the proposed sites easily found/accessed by both national and local level stakeholders?
- ✓ Can people be transported/bussed in from outlying areas (for the Community Level Hearing buses laid on for PAPs from the other villages)?
- ✓ Facility size according to predicted attendance levels;
- ✓ Are all the relevant projects staffs acquainted with the area in terms of safety issues?

Following this training workshop, to reduce risk of as many problems as possible prior to the actual hearings, there should be public hearing presentation rehearsals for:

- ✓ Confirming roles and responsibilities;
- ✓ Role plays of asking questions and making statements;
- ✓ Reviewing and commenting on exhibits/materials development and hand-outs.

Working group sub-meetings should also occur as well as community consultation meetings to ensure the community members see the process as participatory and to obtain ownership of the process. Some community members may offer services to support on voluntary basis (e.g. village leaders/teachers or students to distribute advance invitations) whilst other professionals may be hired (e.g. local artists/graphic designers/banner/poster makers etc). Venue, materials support, and refreshments should also be sourced locally if possible. Finally, public hearing logistics should be planned several weeks in advance for issues such as supplying a sufficient number of adequate maps and hand-out materials, including the Draft ESIA and NTS/Executive Summary as stakeholders may wish to take materials home, hiring a bus for gathering villagers, a generator for venues if necessary, etc.

Altogether the activities for public hearing planning and preparation process should start several months in advance to the public hearing and should include:

- ✓ Methodology planning;
- ✓ Training of project staff and ESIA staff on International standards for public hearings- key staffs training needs to be resourced i.e. half day workshop 2-3 hrs;
- ✓ Preparation, approval, translation and distribution of draft ESIA Non-Technical Summary (NTS);
- ✓ Preparation and distribution of appropriately targeted invitees;
- ✓ Preparation of venue, hospitality arrangements, announcement and presentation materials, video, photography and other recordings of event;
- ✓ Clarification of timings and issues (e.g. no clashes with any ceremonies or other key meetings confirmed with community representatives); and
- ✓ Translations and process for Public Hearings Record production.

4.5 Planning appropriate (compliant to WBG PS 10) public hearings date, time and location

Location/venues should be selected as close to the targeted stakeholders' places of work and/or residences as possible and made easily accessible to those expected to attend (i.e. the PAPs from the project's neighbour communities for the community level hearing). For the national level public hearing the location closest to most of the relevant ministries offices is appropriate (e.g. a hotel in Kigali closest to the Ministry of Environment). All hearings should be scheduled at dates and times convenient to stakeholder groups targeted namely:

- ✓ The community public hearings should not be on an important market day or times of high employment and/or religious and other holidays;
- ✓ For the national level public hearing, with these secondary stakeholders mainly attending as part of their official functions (i.e. the Ministers), convenient week day office hours, discussions to agree best time for this public hearing.

Prior to the hearings, the presiding Hearing Officer (or MC) should be briefed on the location peculiarities, meeting room arrangements and organization, suggested order of speakers, time limitations and constraints, suggested opening remarks, identity of staff persons responsible for each particular technical area, suggested closing remarks, etc. For the village level public hearings, it is suggested the ESIA's Impact Consultations facilitator/MC is used if good relations have been established during the ESIA to follow best practice PCD as set out in this Handbook.

4.6 Draft ESIA Disclosure Consultation Meeting and draft RAP feedback facilitation

For project's ESIA public hearings, stakeholders and other members of the public should be welcomed at the door of venue entrance, asked, but not obliged to sign in, given hand-outs, and advised of the nature (agenda) of the hearing. For the national level public hearing, business cards should be collected from those requesting personal feedback responses. For the community level hearing exhibits/posters should be made accessible to participants who should be advised that questions are answered informally by staff, but that questions entered into the record (through the video or tape recorder or in writing) can be answered in writing and entered into the official ESIA Public Hearing Record. Individuals wishing to make comments at both hearings should be given options to:

- ✓ Make oral comments (and/or ask questions);
- ✓ Drop written notes into the suggestion box;

- ✓ Phone and/or write to a designated project staff member (contact details of the Community Liaison Co-ordinator/Manager should be provided).

Feedback is one of the most important parts of every activity and aspect of this PCD/SE Handbook.

For feedback on these drafts ESMF and RPF Volumes please contact **John Ndamage** at FONERWA's Offices Contact details-**XXXXXXX**

Your help is appreciated in forming the final documents best suited to your needs.

THANK YOU

5 References

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6 Annexes

6.1 Annex-1 – Checklist of questions for stakeholder identification and consultation protocol and planning

(Planning meetings with Villagers, NGOs, CBOs, key informants, local government, regional government etc)

Introduction: Give agreed project general preamble/permitted key messages and reiterate purpose of the meeting i.e. for this stage to identify stakeholders and stakeholder groups (with informal preliminary assessment) and to establish consultation protocol and needs.

Name and Contact Details of Key Respondent:

Organisation and Role:

Place and Date:

Name of Interviewer (s):

1. To permit everyone interested to be able to attend from your village/organisation, what are the best times and days/dates to hold: a. Individual consultation meetings (Key Informant interviews-KII) b. Focus group discussions (e.g. men, women, youth, farmers groups etc) c. Community meetings? (aimed at whole community)
2. What times and days/dates must we avoid in order to ensure maximum attendance?
3. What places are suitable for organizing: a. Individual meetings b. Focus group discussions c. Community meetings
4. Are there any religious or cultural sensitivity that we must pay attention to during the consultation process?
5. Who do you think should be included in the consultation process and why?
6. Do you have any other recommendation relating to the consultation process protocol?
7. What does your organisation do and why/what are key livelihood activities of village? 8. How large is the organisation/village – how many staff, where does it operate? 9. What are your/your organisations information interests? 10. What is your organisations information needs i.e. materials presented in form for illiterate, for school children, for blind/deaf?

6.2 Annex 2 – Template and example questionnaire for ESIA Consultation Protocol and PCD planning

This example is appropriate to guide meetings with village leaders and key informants (KIs) in villages

Introduce the ESIA Team.

Present a fixed introduction about the project which must be inserted here xxxxxe.g. we are collecting information from key informants and decision makers to help us plan for an Environment and Social Assessment survey at XXXX and for ESIA Impact Consultations in XXXX in terms of when, where and how to consult the community. We have an ESIA Leaflet containing general information about the project's Environmental and Social Impact Assessment. We are happy to go through the ESIA Leaflet with you or you can read it in your own time. *Hand out Leaflet and discuss if required. This helps Public Relationship Building and ESIA Awareness Raising.*

<table>
<tr><td colspan="5">PCD/SE PROTOCOL SURVEY FOR PUBLIC CONSULTATION AND DISCLOSURE PLAN DEVELOPMENT</td></tr>
<tr><td>Questionnaire No:</td><td colspan="2">Date:</td><td colspan="2">Village Name & venue:</td></tr>
<tr><td>Key Contact in Village:</td><td colspan="2">Name of Enumerator:</td><td colspan="2">Name, Role & Contact Details of Respondent:</td></tr>
<tr><td colspan="5">1. So everyone interested in the village may attend consultations what are the best times and days/dates to hold:</td></tr>
<tr><td></td><td>Weekdays</td><td>Weekends</td><td>AM/ Time</td><td>PM/Time</td></tr>
<tr><td>a) Individual consultation meetings</td><td></td><td></td><td></td><td></td></tr>
<tr><td>b) Community meetings</td><td></td><td></td><td></td><td></td></tr>
<tr><td>c) Household level consultations</td><td></td><td></td><td></td><td></td></tr>
<tr><td>d) Focus group discussions (gender, age, livelihood groups etc.)</td><td></td><td></td><td></td><td></td></tr>
<tr><td colspan="5">2. What times and days/dates must we avoid to ensure maximum attendance e.g. livelihood, cultural or education activities etc. that should be considered in planning survey/consultations?</td></tr>
<tr><td colspan="5">3. What times and days/dates must we avoid to ensure maximum attendance e.g. livelihood, cultural or education activities etc. that should be considered in planning survey/consultations?</td></tr>
<tr><td colspan="5">4. What places/venues (e.g. schools, library etc.) are suitable for organizing:
• Individual consultation meetings
• Community meetings
• Focus group discussions</td></tr>
<tr><td colspan="5">5. Are there any religious, political or cultural issues we must consider during the consultation process?</td></tr>
<tr><td colspan="5">6. Who do you think should be included in the consultation process and why?</td></tr>
<tr><td colspan="5">7. What are information interests of the village i.e. key questions to the project managers from community (for production of FAQ document)?</td></tr>
<tr><td colspan="5">8. What are the community presentation needs i.e. consultation materials illiterate, school children, blind/deaf?</td></tr>
</table>

9. Which are most important sources of information on local & national issues for the community? (rank order using numbers: 1,2,3, etc.) : 1) TV 2) Radio 3) Internet 4) Newspaper 5) Other source
10. Do you have any other recommendation relating to the consultation process, protocol or any messages to give to the Project planners in terms of their communication strategy (PCDP) or ESIA activities (Refer back to ESIA Leaflet)

6.3 Annex 3 – Checklist of tips for a typical Best Practise example of code of conduct for consulting project staff

Checklist of tips for a typical Best Practise example of code of conduct to be followed by project staff consulting during E&S assessment activities e.g. ESIA.

An example of a consultation protocol that can be used as a guiding template for a FONERWA funded projct to achieve Best Practise PCD, is set out below. These guidelines are specifically designed for PCD/SE for communications by E&S teams when data gathering but can be adapted and amended where appropriate to particular project needs and used for other project PCD purposes in Rwanda in general and in project-affected (neighbouring) communities.

Follow these actions and consider these SE tips:

- Inform District Office at least 3 days before of proposed activities in communities;
- Inform Community Liaison Officers and relevant technical specialists (e.g. environmentalist, engineers, etc) at least two days before proposed activities in communities;
- If there are questions, not addressed in the guidance note given on the questionnaires, checklists and in the project or ESIA leaflets, state that you do not know the answer. Don't speculate or guess at what may happen and even if you know some things that may happen but have not been released through approved project guidance notes, such as Project Information Documents, then state that you don't yet know the official answer;
- Don't offer to do anything outside your scope of work e.g. don't offer to negotiate or provide other services requested-simply state you will pass the message/request on to project managers;
- Treat every person in a culturally appropriate, polite and respectful way; smiling, eye-contact and positive body language are very important; appropriate greetings helps cultivates positive relationships;
- Understand people may not want to talk to you at certain times (such as pray times, festivals, religious holidays, or simply when they are too busy etc.) It may not be appropriate to talk to vulnerable groups (like sick, young children at all);
- Dress properly when doing fieldwork. Do not be too casual or too 'flashy';
- PAPs in the area may be vulnerable and poor. Do not show any signs of affluence that may be offensive;
- Do not be seen eating in a community without considering it may be inappropriate to have your meal in that area without sharing/at times of fasting etc;
- When engaging with or transiting through a community, be sure to dispose of wastes appropriately, take it with you if you must. Do not throw it on the street, even if there is an existing pile used by the locals;
- Do not pick and/or eat fruit or other crops unless offered or bought from the Project Affected People (PAPs);
- Don't expect the PAPs to provide any services for free; offer to pay for petrol if you need transport for example. Or if you use a room and electricity, heating etc for any formal/protracted purpose (as opposed to quick household visits for questionnaires for ESIA for example) offer to pay for electricity. On the other hand, don't 'give away' anything on behalf of the project or give money for anything other than negotiated services. If any Pilot test is done with, for example, teachers in schools, offer to pay for costs e.g. electricity. If cash is not accepted payment for heating, electricity, room use and access to internet;

- Employ local people as far as is possible e.g. for formalised local knowledge such as Field Facilitators/Enumerators who may give up a full day to facilitate field surveys pay the market rate.
- Sometimes people in the villages may invite you to eat or drink with them, as this is Rwandan hospitality/way of greeting. However, remember they may be poor and cannot afford all the time to give away such hospitality e.g. food, drink, fruit etc.; avoid wasting food;
- If for any reason you are unable to consume a host's offering (alcohol, dairy, food, etc.) it is recommended you excuse yourself for health reasons.
- If alcohol is being served for a toast, it is rude to refuse. However, if you are unable/unwilling to drink, simply putting the glass to your lips is acceptable.
- f Public Consultation and Disclosure or ESIA and other Specialists are leading the questioning do not interrupt or talk in the background or on the phone. For example, a social scientist may appear to be having a friendly, informal conversation but will be gathering information in a structured, scientific manner that needs to follow a line of questioning without interruptions/distracting the PAPs.
- Traffic and driving norms -be considerate of local norms and be patient. Right of way must always be given to pedestrians, cyclists and animals, even if this is not always respected by locals;

6.4 Annex 4 – PCD phase 1 - draft PCDP template/tools, tables and checklists for stakeholder identification, registration and analysis

6.4.1 Annex 4.1 – Introduction and guide how to identify and register project stakeholders targeted for E&S PCD

The following pages provide a simple tool with template, tables and checklist for planning a draft PCDP for best practise stakeholder management in the early phases of project design and development. You can cut and paste and use these tools directly and/or adapt them to suite the project's nature and location and/or to be appropriate to project staff's capacity.

PUBLIC CONSULTATION AND DISCLOSURE PLAN

(Project Name/Type)
more detailed project information

Name, phone & email address

[Insert Date]

1. Draft PCDP purpose

The draft PCD plan is for guiding strategic engagement for best practise stakeholder management for the xxxxxxx (insert project name and location/district) during the project design/feasibility phase. It is to be used by project key communications staffs (insert names of Community Liaison Officers (CLOs if already engaged/known at this phase) and E&S managers (insert names if known) for:

(i) Awareness raising on project issues by disclosure of appropriate project design and project activities information in timely manner;

(ii) Climate Change and risks and adaptation ability awareness raising to support informed decision making;

(iii) Planning public consultation at community level (insert names of villages if known xxxx) as well as the wider engagement of stakeholders who must be classified;

(iv) Developing strategies to avoid or reduce risk and eliminate resistance to the project; and

(v) Creating communications strategies to increase support of the project.

2. PROJECT DESCRIPTION

Insert project description, all activities known at this stage with activity location maps. If other communications material is already produced these can also be inserted here.

3. PCD ACTIVITIES

Follow these steps and complete the tools/templates supplied (or similar/adaptations where appropriate to nature and scale and **type** of project).

Step 1 **Identification of stakeholders:** Describe the activities to identify the project stakeholders. Beside each activity, list the person responsible for performing the activity and date it should be performed by.

Table 4 Template for identification of stakeholders

Activity	Person Responsible Name & Role/Job Title	Date

Remember that:

(i) Stakeholders are organizations and individuals who may be directly or indirectly affected (positively or negatively) by a project and who may contribute to the project due to knowledge of and/or experience in the region,

(ii) Stakeholders with interest in the project are identified in ESIA Screening/Scoping Surveys (at start of project and as part of Project Document/description planning);

(iii) A stakeholder database should plan to be established by the FONERWA-funded project which includes at least, but not limited to the following information gathered and disclosed:

a) Mapping, zoning and classification of project affected people;

b) List and summary of Meetings with community leaders of key villagers in the PAA (Project Affected Area); and

c) List and summary of Meetings with government (national and local), CSOs/NGOs and multilateral agencies e.g. KfW, SiDA, DfID, World Bank, UN should start early as part of screening phase/stage.

The ESIA Scoping public consultations/SE can provide useful information for start-up of project PCD processes. The project should continue to refine and update stakeholder lists and information on PCD in its database as part of stakeholder tracking/project M&E.

The project must ensure that social inclusion is achieved (including gender considerations) in PCD as well as ensuring that all stakeholder issues risks are managed from the very first engagements. To achieve this, staffs must be trained in PCD activities, templates and tools as well as consultation protocol and meetings planning.

Step 2 List the project stakeholders in the project stakeholder register: Do this at national level and in the project area, where project boundaries are known, on village-by-village basis.

Table 5 Example template of a Project Stakeholder Register

PROJECT NAME ……DATE……

NAME OF VILLAGE……. DISTRICT…….

Stakeholder Name	Title & Role	Contact Information	Comment, Gender, Vulnerable PAP

Step 3 **Conduct a preliminary stakeholder analysis for each stakeholder** (and or stakeholder group) identified and listed in the register above: Use the template below as a guide or see world bank website for examples or ask FONERWA for examples of other projects.

Table 6 Template for project stakeholder analysis
(for other examples see IFC Handbook to effective PCD 2007)

Stakeholder Name	Internal or External Stakeholder	Unaware of the project, Resistant, Neutral, or Supportive of the project	Level of influence (1-5 with 5 being the lowest)	Ability to impact the project (1-5 with 5 being the lowest)	Total Score

Remember that for accurate stakeholder analysis there must be two-way information exchange and the project must ensure that:

1. PAPs & other stakeholders, including women & vulnerable groups, receive transparent and objective project description (PD also known as Project Document) and all other available information before start of consultations and on an ongoing basis. Relevant project description information must be provided to specific stakeholders in advance of decision-making in order for it to be compliant – 'informed';
2. Information is in language(s) appropriate to local/regional literacy levels, easily understandable in appropriate formats (written, visual & verbal). Illustrations/photos should be used;
3. Project information should be available in English, Kinyarwanda, French, Swahili as appropriate to PAPs & stakeholders consulted and distributed/disclosed by website, email, personal contact e.g. public meetings, one-on-one meetings, media (newspaper, television, radio), in public places (churches, schools) on FONERWA website where/if applicable; and
4. The projects PCD implementors (CSOs and/or the project communications officers etc) should ensure meeting venues are accessible to stakeholders. Stakeholders should be engaged within their communities at neutral venues e.g. local schools or at convenient, easily accessible public venues at suitable times with at least 2 weeks prior notice and at gender sensitive/appropriate times.

6.4.2 Annex 4.2 – Checklist tool to support stakeholder analysis

Use this checklist to find out:

- What does this stakeholder need?
- What expectations of the project does this stakeholder have?
- Does the stakeholder/stakeholder group have an awareness that their local climate is changing-ask about latest events e.g. droughts, floods, if they think these are more frequent, less frequent, do they have any concerns on climate in general if yes what are these
- Do PAPs have any specific concerns on climate in terms of the project?
- What is this stakeholder's greatest concern?
- What is needed from this stakeholder?
- What is the risk if this stakeholder is not engaged?
- Should this stakeholder (or group) be particularly monitored, keep informed with special information needs, keep satisfied or manage closely?
- What information should be distributed to this stakeholder and what concerns should be addressed? How and when?
- What are the most important times/phases for engaging this stakeholder and how should this stakeholder be engaged?

As part of Stakeholder Analysis Describe:

The projects public consultation and disclosure strategy. Include:

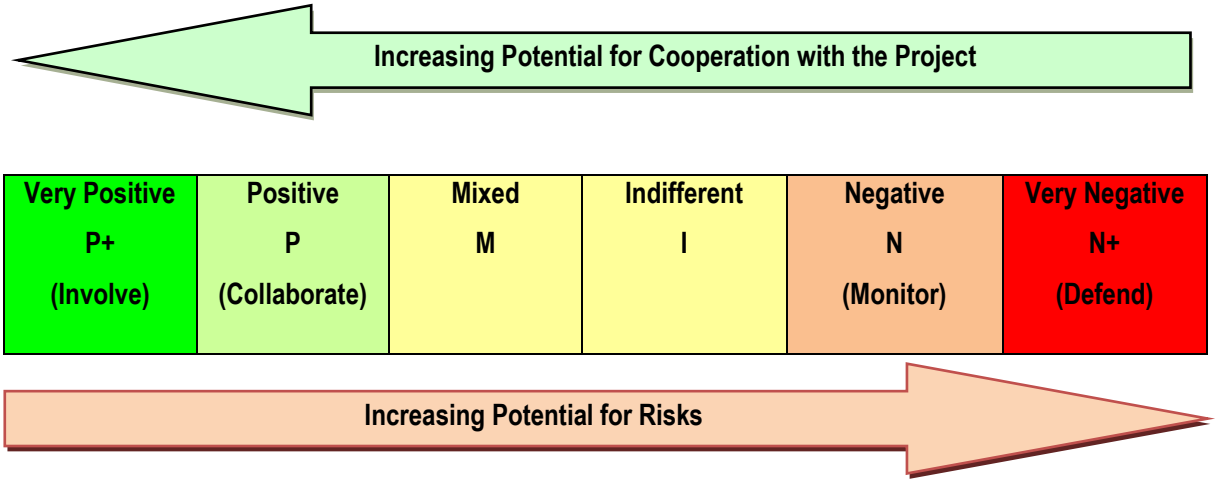
- ✓ The methods and frequency of consultations required by different stakeholder groups e.g. PAPs affected by displacement require more consultation including for census, value negotiations and settlement agreements;
- ✓ Who is the person responsible for performing the activities described above?

Add more sections/pages for stakeholder analysis, if needed.

Remember that stakeholder analysis is important in early stages of project planning for information disclosure, information gathering and as part of early risk assessment namely assessing the Potential for Stakeholders Cooperation with the project or the Risk that stakeholders may have to themselves (vulnerable groups) or to the project itself.

The Figure 3 illustrates potential co-operation or risk to the project according to the commitment/engagement/ownership of the stakeholder or stakeholder group. Remember that good PCD can help to manage any risk. A good consultation in a well-planned, and appropriate meeting can turn a risk to a project from concerned and/or upset PAPs, into a benefit for a project by getting stakeholders more engaged.

Figure 4 Diagram to illustrate how effective PCD/SE supports stakeholder risk mitigation and management



Step 4 **Stakeholder classification:** The next part of the process is to classify the stakeholders into groups. The following tables can be used as templates for recording information and as examples of the types of stakeholder group a FONERWA funded project must consider.

Table 7 Examples of principal stakeholder groups most likely to be consulted for E&S

Relationship	Stakeholder Group
Influences	• Investors • Government: Ministries, Local governments Leaders (Districts, Sectors, Cells and Villages), Gorvernement Agencies, • Workplace (direct/indirect) • Subcontractors • Local Businesses • Local community/villages • Media
Affected	• Local business owners • Landowners • Communities/villages
Interested	• CSOs/NGOs • Local business owners & potential suppliers • Media, Press • Development partners (DfID, KfW, SiDA, others)
Supporters/Allies	(i) IFC/WBG, UN, EU (ii) Government (iii) Communities
Non-Supporters	• Competitors • Community members affected by noise and dust etc. • Environmental Institutions

Table 8 Template with examples of a typical secondary stakeholder list to guide planning secondary stakeholder consultation meetings selection criteria - government agencies and foreign organisations

No	Organisation / Agency	Contact Information	Purpose / Reason for Inclusion	Issue	Relevance to Fonerwa funded project
Rwanda Government and National level Ministries and Agencies					
1	Ministry of Environment (MoE)	info@environment.gov.rw	Responsible institution ensureing the conservation, protection and development of the environment. It also ensures the safeguard of green and climate resilience for growth of the Rwanda economy.	Environmental impacts such as loss of habitats, forested land effect on fisheries, potential for reservoir fisheries development	High
2	Rwanda Environment Management Authority (REMA)	Email: info@rema.gov.rw	Responsible institution promoting and ensuring the protection of the environment and sustainable management of natural resources through decentralized structures of governance	Rwanda EIA Rgulations, Environmental Monitoring, Environmental audit, Environmental laws compliance, etc…	High
3	Rwanda Land Management and Use Authority (RLMUA)	info@rlma.rw	Responsible institution implementing national policies, laws, strategies, regulations and Government resolutions related to the management and use of land.	Environmental impacts, Loss of land, resettlement land, resettlement and compensation (Expropriation)	High
4	Rwanda Water and Forestry Aurtority (RWFA)	info@rwfa.rw	Responsible institution implementing policies, laws, strategies and Government decisions related to the management of forests and natural water resources;	Environmental impacts such as loss of aquatic habitats, Deterioration of forested land, effect on fisheries, water pollution and natural water management.	Medium
5	Rwanda Meteorology Agency (RMA)	www.meteorwanda.gov.rw	Responsible institution providing accurate, timely weather and climate information	Weather prevision and climate change impacts at national and regional level	Medium
6	Rwanda Development Board (RDB)	info@rdb.rw	Responsible institution having a mission and vision of transforming Rwanda into a dynamic global hub for business, investment, and innovation and Fast tracking economic development in Rwanda by enabling private sector growth. RDB has a department in charge of EIA stusdies reviewing and issuing EIA Certificates	Challenges in ESIA/EMPs Reports reviewing	High
7	Ministry of Agriculture and Animal Resources (MINAGRI)	info@minagri.gov.rw	Responsible institution in charge of initiating, developing and managing suitable programs of transformation and modernization of agriculture and livestock to ensure food security and to contribute	Loss of agricultural land, irrigation rehabilitation plans, Environmental impact of agricultural and livestock projects	Medium

No	Organisation / Agency	Contact Information	Purpose / Reason for Inclusion	Issue	Relevance to Fonerwa funded project
			to the national economy.		
7	Ministry of Health (MoH)	info@moh.gov.rw	Responsible institution providing and continually improving affordable promotive, preventive, curative and rehabilitative health care services	Potential health impacts in connection with influx of workers and camp followers such as increased strain on local health facilities and risks for spread of infectious diseases (STDs), Pandemic diseases related to climate change	High
8	Ministry of Infrastructure (MININFRA)	info@mininfra.gov.rw Tel : 0788387125	Responsible institution ensuring sustainable infrastructure development covering transport, energy, water supply and sanitation, housing and human settlement sectors aiming to drive Rwanda's economic growth and enhance quality of life of the citizen	Environmental and social impacts of Sector Infrastructure plans (Water supply and sanitation, Energy, Transport, housing and settlement)	High
9	Ministry of local Governement (MINALOC)	+250788384081/5353 web master@minaloc.gov.rw	Responsible institution ensuring the coordination of good governance and high quality territorial administration programs that promote economic, social and political development throughout the nation.	Potential social impacts of FONERWA funded projects, Role of local government in project ESIA/RAP process	High
10	Ministry in charge of Emergency Management (MINEMA)	info@midimar.gov.rw	Responsible institution in charge of proficient mechanism for preventing, mitigating, responding, recovering, securing, monitoring and timely acting positively in order to promote disaster awareness culture within a sector policy framework oriented to management of natural and man-made disasters risks such as volcanic activity, floods, earthquakes, landslides, mudslides, storms, fire, deforestation, landslides, drought,….etc.	Management of Risks/impacts related to natural and man-made hazards	
11	The Ministry of Youth and Culture	Tel: +250 785 655 755 or info@myculture.gov.rw	Responsible institution to create an enabling environment for youth socio economic empowerment and make Rwandan culture the foundation for national transformation.	Impacts on potential archeological and cultural heritage sites	High

6.4.3 Annex 4.3 – Guide and ESIA example template for drafting PCD/SE compliant disclosure materials

Guide and ESIA example template for how to draft PCD/SE compliant disclosure materials to international standards and FONERWA's Best Practise approach to stakeholder engagement to mitigate E&S risk

Step 5 **Using the information gathered about potential project stakeholders:** Start to plan the production of PCD materials: Where appropriate produce early drafts of disclosure materials. At this phase this may only be a page or two summaries about the project description and/or the ESIA in form of a leaflet. To be compliant, FONERWA funded project's ESIA Leaflet's must be prepared in all Languages Relevant to the Project. FONERWA requests at least 1 leaflet in English and 1 translation into Kinyawanda

An example of an ESIA leaflet is set out below to guide typical information content of an ESIA leaflet that is a useful tool for ensuring consistent, clear and approved information disclosure. Depending on size and scale of project, the information leaflets/other materials may be update later in the PCD/SE process. The format and type of detail required in a typical ESIA leaflet is contained in this example. Use with relevant project photos as a template to guide the FONERWA funded project's consultations. The consistent information disclosure is fixed on the leaflet and has to be approved in advance of disclosure/distribution as do all information materials that are distributed by projects funded by FONERWA. All project information disclosure materials, once approved and finalised should be published on the project's website. To facilitate feedback and the asking of questions/raising of any concerns, leaflets and other information materials must have contact details of the responsible person (s).

6.4.4 Annex-4.4: Guide and templates for drafting a Budget for Project PCD/SE

Guide and templates for How to draft a budget for roject PCD/SE that is compliant to international standards and FONERWA's Best Practise approach to stakeholder engagement to mitigate E&S Risk

Step 6 **Estimate Cost and HR Requirements of PCD:** The project must start with a general budget estimate of costs of stakeholder engagement. However, after steps 1-5 above have been conducted more detail can be formalised using the results of stakeholder identification and analysis and stakeholder needs for information and any other support. I.e. The project should now have greater idea of the numbers and types of stakeholders (e.g. vulnerable groups may need extra resourcing) as well as if they will co-operate or oppose the project (opposition requires more time resources=greater costs). For this step provide high-level (general) cost information for implementing PCD activities and ensure the resourcing is in place before the project continues into the Phase 2 of PCD/SE for the Formal Baseline and Impact Consultations (see Chapter 4). First complete the following tables (or similar according to the projects usual budgeting format estimations.

Table 9 Environment and social assessment and management PCD/SE activity list and cost template

Activity Description	Estimated Cost

TOTAL ESTIMATED COST	

Table 10 Template for human resource requirements for PCD and climate awareness raising
as part of E&S informed disclosure & consultation activities

List the people from within the project's organization staffing that might be assigned to any activity e.g. the projects E&S Manager, the CLO etc. and their training needs to achieve the PCD tasks.

Name	Department/Title	Contact Information	Training needs
XXXXX	Project Communications/CLO	XXXXXX	Climate Awareness Raising Training

Table 11 Template for planning resource requirement for PCD and climate awareness raising

as part of E&S disclosure

Finally, use all information gathered from the tasks/steps listed above to Make a List of all known resources which must be procured for compliant PCD and effective SE. Include a contingency and finalise the budget with an understanding of resourcing needed to hold public hearing (see Chapter 5 below) and to manage the Grievance System (see RPF, Volume 3).

Description	Source	Estimated Cost
E.g. ESIA Leaflet preparation	Publisher	xxxxxx
E.g. Project Area Maps	Project's map maker	xxxxx

6.5 Annex 5 – Stakeholder checklist questions for impact consultations as part of the ESIA of the project

Insert date and project name

Key informant interview (KII) guide

Introduction: We are part of an independent environment and social assessment team conducting an Environmental and Social Impact Assessment of xxxxx Project (INSERT THE PROJECT NAME). The key objectives of this Impact Consultation discussion are to:

a) Disclose information about the project activities and plans (Project Description) that may be of interest to you/your organisation/your interests in general;

b) Understand your organization current activities and any future plans that may compliment or be at risk from the project activities and plans;

c) Understand if/how your organization may influence, support or collaborate with the project;

d) Discuss the positive or negative impacts of the project on your organization and its activities;

e) Recommend in this participatory discussion process suitable mitigation measures for the project and other partners (government etc) to mitigate any the project negative impacts and enhance any benefits.

This discussion may influence design of the project so your consideration is much appreciated.

Interview Process: will take about 30-60 minutes using our interview guide. However, we can amend this should it be agreed as necessary. Our interview guide has 5 discussion topic areas:

1. Information on the KII and/or the Organization, Specific risks/Expected Impacts and recommended mitigations;
2. Views on Construction Project and General Opinions on the project;
3. General Discussion of District or site project location;
4. General Risks of the Project; and
5. Public Disclosure and Communications.

If you give permission the impact consultation will be recorded.

If you specify, the source of any particular information you disclose will remain anonymous.

Topic 1: Information on the KII and/or the organization and expected impacts/mitigations

1.1. Organization structure, Approx size, and its activities/interests, programs/plans?

1.2. The Project impact positive or negative to KI/organisation programs and interest/activities.

1.3. What might be done to enhance any positive benefits and mitigate any negative impacts and by whom?-The project? Rwandan Government? Local Government? FONERWA? Others?

1.4. What, if anything, are you/your organisation planning/ in development in xxxxx region?

1.5. Who collaborates with you/partnering with any other agencies? In what ways?

1.6. How may you/your organization influence, support or collaborate with the Project.

Topic 2: Views on construction project and general opinions on the PROJECT

2.1. Are there any negative or positive impacts of existing similar projects in this region? If yes, what?

2.2. What are the positive/negative impacts of the xxxxxxxxx Project on economic development of xxxx region? (Employment, livelihood, house/land prices, etc.)

2.3. What are the positive/negative impacts of the project to the social and cultural development of xxxxxx [insert name of area/district?] (Quality of life, local climate, population & migration)

2.4. Do you think the xxxxxxxx project will impact infrastructure (water supply, roads and transport and bridges?) If yes, how? If no,why?

2.5. Do you think the xxxxxxxxx project will impact on education/health services? If yes, how? If no, why?

2.6. What might be done to enhance any positive benefits and mitigate any negative impacts for each of these issues?

Topic 3: General discussion on region

3.1 What are the key environmental issues/professions/socio-economic activities of region?

3.2 Do you think educational levels of the population of xxxxx (Region/District) are sufficient to perform xxxxxxxxx [specify the main project activities/works] construction work? If yes, How? If no, Why? What?

3.3 Do people use the proposed project development area for any environmental social or economic purposes? If yes, who? And what for? Can they do these activities in another place? If yes, where? If no, why?

Topic 4: General project Risks and risk management recommendations

4.1 Are there any other/general risks that the project may bring to xxxxxxxx [District/Region]? Specify. How do you think climate change will impact the project and its risks? What do you recommend?

4.2 What are the barriers/key risks to effective construction and operations of this project ?

4.3 What should be done to manage the risks and maximize opportunities of this project for the region by the project developer, local government, Rwandan government, FONERWA, other ?

Topic 5: PCDP- Information & communication

5.1. Are people of the region informed enough about the xxxxxxx project?

5.2. What is the most effective way to understand the views of people/different interest groups about the project?

5.3.1 Do you think that the leaflets and other ESIA consultation materials are helpful/poor/etc?

5.4 Do you recommend any people or organizations who should be consulted (eg any farmer organizations, CSOs/NGOs, Goverment agencies, development organisations, business leaders, vulnerable interest groups, etc, including contact point)

5.5 Any other communication needs and/or advice to the project's Consultation Team (explain primary consultation process and draft ESIA disclosure).

A final question

Is there anything else about the project or the District/Villages that we have not asked?

6.6 Annex 6 – Suggested template for ESIA impact consultations with example issues and grievances[14]

Village	Immediate Issues and Grievances
Insert District/Project area	
Insert Name	• Example of Grievance requiring action e.g. A Petition with several grievances presented to Project xxxx Management; works halted pending Management response to petition.
Insert Project Activity	
Insert area of grievance e.g. by XXXX school, or by XXXX river	**Example Grievances** • **Damage to Irrigation/Drainage systems -** Project xxxx damage to drainage and irrigation systems; PAPs claim damage was done to the road at the entrance to the project and causes inundation/flooding to agricultural land and blocked irrigations channels. PAPs are concerned this will continue. They are high risk concerns they "*will never get compensated for irrigation/drainage lost before it floods again so we will lose our crops and land" (*Farmer, XXXXXX name, XXXXXdate). High risk concern of loss of XXXXinsert list of assets at risk • **Traffic/Project Practices –** Dust emissions causing damage to crops, speed of heavy vehicle traffic through residential areas. *Project xxxx should wet the roads twice a day. (*Male Youth, Date). Email received re: grievance of wetting of roads – put in summary of email grievance related to any consultation event • **Project xxxx General Activities that cause grievances- e.g.** 24 hour a day generator cause sleep disruption for residents near to Project xxxx activities e.g. water pumps that have generators. **Example Issues** • **Gases -** The Adult and Older Men of XXXXX village have high concerns that due to project activities, gases are being diverted into the area which *'harms our health and land and risks our animals and crops'*. • **Water Quality -** High risk concerns about water for drinking; PAPs state they have 3 wells for drinking water but are concerned they are all unsafe due to project activities and say they still have to drink the water as it's a poor community so they can't afford to buy water so are concerned about health risks.

[14] Grievances to be addressed immediately and maybe Short-Term Economic Loss (STEL)/Resettlement Action Plan (RAP) aspect. Issues to be proven/investigated and Public Consultation and Disclosure (PC&D) before becoming Grievances.

6.7 Annex 7 - Attendance sheet: Impact Consultation Focus Group Discussions

Focus Group Type:

Location: **Date:**

Name	Contact details (address/ phone)	Sex M/F	Age	Occupation and Key Skills	Literate/ Illiterate	Other Information You choose to Give

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