



PROJECT: RWANDA NDC DEEP DIVE: ADVANCING FINANCIAL INNOVATION TO SCALE UP CLIMATE ACTION

STAKEHOLDER ENGAGEMENT PLAN (SEP)

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1. Introduction

The Ministry of Finance and Economic Planning through National Fund for Environment and Climate change (FONERWA) is planning to implement the project titled “RWANDA NDC DEEP DIVE: ADVANCING FINANCIAL INNOVATION TO SCALE UP CLIMATE ACTION” under the support of World Bank (WB). The Project Development Objective (PDO) is to enhance the capacity of the government of Rwanda to advance financial innovation to accelerate climate change adaptation and mitigation in line with its Nationally Determined Contribution under the Paris Agreement. The project interventions turn around three main components namely (i) Identification, design, and operationalization of non-grant financial instruments to advance Rwanda’s green growth and resilience while contributing to institutional strengthening (ii) Preparation of flagship NDC projects (iii) Project Management and Knowledge Exchange. The project will be implemented at the country level and it is expected to benefit FONERWA in its resource mobilization process while contributing to the country a climate-resilient country. Moreover, it will benefit the country in having the in-house capability of domestic resource mobilization towards achieving climate change mitigation and adaptation objectives.

The SEP will take the lessons learned from the previous studies that were conducted which shall complement some proposed activities of this project, these include: FONERWA resource mobilization strategy, a draft feasibility study and a proposal for volcano, a National E-Waste Management Policy in Rwanda and other financial instruments developed by other institutions. In terms of communication, the SEP specifies the frequency and type of communications, media, contact persons, and locations of communication events for the implementation of this project. It is prepared at the beginning of the project and updated frequently as stakeholder communication needs change. The SEP identifies actions required to promote productive involvement of stakeholders in decision making and execution. It can be formal or informal and highly detailed or broadly framed, based on the needs of the project and the expectations of its stakeholders.

According to the ESF and the ESS10, the SEP describes the timing and methods of engaging with stakeholders and range of information to be communicated to them as well as information to be sought from them throughout the life cycle of the project, distinguishing between PAPs and other interested parties. The SEP will inform the GoR to provide stakeholders with timely, relevant, understandable and accessible information; consult with them in a culturally appropriate manner which is free of manipulation, interference, coercion, discrimination and intimidation. It also considers the main characteristics and interests of stakeholders, different level of engagement and consultation that will be appropriate for different stakeholders throughout preparation and implementation.

The Stakeholder Engagement Plan (SEP) will assist Rwanda NDC Deep Dive project implementing agency with managing and facilitating future engagement through the various stages of the Project's life cycle from design phase of the project through to actual implementation of designed projects and financing instruments. This SEP will need to be revised following Project progress to inform on-going stakeholder's engagement through the various stages of Project implementation, liability period and closure.

2. Objective of the Stakeholder Engagement in the context of Rwanda NDC Deep Dive

The overall goal of this SEP is to improve and facilitate decision making and create an atmosphere of understanding that actively involves project beneficiaries and those that will be affected by the designed projects and instruments according to the ESS10. All in a timely manner to ensure that these groups are provided with sufficient opportunity to voice their opinions and concerns that may influence project decision. The present Stakeholders Engagement Plan (SEP) follow the requirement of the ESS10 and thus define a technically and culturally appropriate approach to consultation and disclosure;

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

This SEP seeks to achieve the following key objectives:

- i. Define procedures for the project stakeholder engagement such that it meets the Environmental Social Standard 10, International Best Practice and national and international regulations.
- ii. Identify key stakeholders that are relevant in project implementation affected, and/or able to influence the project and its activities.
- iii. To establish a systematic approach to stakeholder engagement that will help GoR and the project identify stakeholders build and maintain a constructive relationship with them, in particular project beneficiaries (FONERWA) and other stakeholders that may be affected by the outcomes of this project.
- iv. To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be considered in project design and environmental and social performance.
- v. To ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner and format.
- vi. Define the protocols for consultation interested and relevant stakeholders,
- vii. Define roles and responsibilities for the implementation of the SEP
- viii. To share and informed stakeholders about the project objectives, the types of investments and activities that are going to be funded by the project.

- ix. To maximize the impact of the project by making the results and deliverables of the project available to the stakeholders and to the wider audience.

3. Stakeholder Identification under Rwanda NDC Deep Dive

In order to develop an effective SEP for Rwanda NDC Deep Dive, it is necessary to determine who the stakeholders are and understand their needs and expectations for engagement, their interest and objectives in relation to the Project. This information shall then be used to tailor engagement to each type of stakeholder. It is also important to understand how each stakeholder may be affected or their perception on how they may be affected so that engagement can be tailored to inform them and understand their views and concerns in an appropriate manner.

The identification process found a number of stakeholders with direct or indirect interests in Rwanda NDC Deep Dive project, those who may be affected by Rwanda NDC Deep Dive activities and others with different interests. Depending on their level of interest or the magnitude of impacts on different stakeholders, there are 2 categories of stakeholders: **Primary stakeholders** are those directly affected, either positively or negatively, by the project, decisions, or actions. **Secondary stakeholders** are those that are indirectly affected by the project, or decision, or actions.

Table 1: Identification of Primary and Secondary Stakeholders for each component of the project Rwanda NDC Deep Dive.

Stakeholder	Involvement in the project	Interest	Influence
Component 1. Identification, design, and operationalization of non-grant financial instruments to advance Rwanda's green growth and resilience while contributing to institutional strengthening			
PRIMARY STAKEHOLDERS			
MINECOFIN	<p>The Ministry of Finance and Economic Planning (MINECOFIN) co-ordinates functions of finance and planning and development cooperation. The MINECOFI will:</p> <ul style="list-style-type: none"> ▪ Lead financial negotiation with World Bank and on project timelines, starting and closure. ▪ Disbursing the funds according to priorities. 	High	High
FONERWA	<p>FONERWA serves as Project Implementation unit and oversees project management for all components. As implementing agency of Rwanda NDC Deep Dive FONERWA will be required to fulfil the following roles:</p>	High	High

	<ul style="list-style-type: none"> ▪ Contracting consultancy services for feasibility studies, project design and coordinating the development of all planned activities in all components. ▪ Managing sub accounts (SOEs etc.) according to agreed FM arrangements, ▪ Providing quarterly financial reports on physical and financial progress, ▪ Informing and engaging other stakeholders during consultations in Identification, design, and operationalization of non-grant financial instruments ▪ Managing consultancies' contracts and monitoring the delivery of project activities 		
MoE	<p>MoE does monitoring and evaluation of the implementation of sector and sub-sector programs. The main role of MoE will:</p> <ul style="list-style-type: none"> ▪ Oversee implementing agency which is FONERWA ▪ Monitoring of performance of implementation of Rwanda NDC Deep Dive project. 	High	Medium

MINAGRI	<ul style="list-style-type: none"> • Provide technical support on Expansion of Agriculture Insurance to Account Climate Risks • Provide technical inputs on agricultural related information in Identification, design, and operationalization of non-grant financial instruments 	High	High
BDF	<ul style="list-style-type: none"> • Provide support to Rwanda's Catalytic Climate Financing Facility, specifically on Green Leasing facility and Incubator Program 	High	High
World Bank	<ul style="list-style-type: none"> • The WB will support in provision of funds and monitor efficiency use of fund and disbursement rate • They will also provide technical assistance on proper management and implementation of the project; that include among others financial management, safeguard, and procurement process 	High	High
GCF	<ul style="list-style-type: none"> • The GCF will support in provision of funds and monitor efficiency use of fund and disbursement rate • They will also provide technical assistance on proper management and implementation of the project; that 	High	High

	include among others financial management, safeguard, and procurement process		
SECONDARY STAKEHOLDERS			
REMA	<ul style="list-style-type: none"> Provide technical inputs on Identification, design, and operationalization of non-grant financial instruments as an agencies in charge of NDCs implementation in Rwanda in Rwanda 	High	Medium
The private sector federation	<ul style="list-style-type: none"> Support in provision of information related to Identification, design, and operationalization of non-grant financial instruments during consultation process 	High	Low
Civil society organizations	<ul style="list-style-type: none"> Support in provision of information related to Identification, design, and operationalization of non-grant financial instruments during consultation process 	High	Medium
Local communities Local authorities	<ul style="list-style-type: none"> Support in provision of information related to Identification, design, and operationalization of non-grant financial instruments during consultation process 	Medium	Low
Component 2. Preparation of flagship NDC projects			

PRIMARY STAKEHOLDERS			
MINECOFIN	Same as on component 1	High	High
FONERWA	Same as on component 1	High	High
MoE	<ul style="list-style-type: none"> • Support in project design especially technical information and inputs on floods, erosion and landslide status and their impacts on the northern part (especially Musanze, Rubavu, Nyabihu and Burera) • Provide technical support on waste management in Rwanda specifically on solid waste and wastewater 	High	High
MININFRA	<ul style="list-style-type: none"> • Provide technical support in the design of these projects and their impact of different infrastructure like roads, energy production, etc 	High	High
MINEMA	<ul style="list-style-type: none"> • Provide information on current status of disasters caused by water from volcano and what the project can support 	High	High
RDB	<ul style="list-style-type: none"> • Apart from financial support, RDB will provide information on volcano national park and how it impacts livelihoods of local communities 	High	Medium

	<ul style="list-style-type: none"> Support in the approval of all environmental and social safeguard tools especially the ESMP for CAF activities and SESA for the National Integrated Solid Waste Management Strategy 		
RWB	<ul style="list-style-type: none"> Support in design and identification of areas for gullies and flood control in volcano Support on the development of the tasks planned on the Strategic Water Resources Planning and Management 	High	Medium
WB	<ul style="list-style-type: none"> Same as component one 	High	Medium
GCF	<ul style="list-style-type: none"> Same as component one 	High	High
WASAC	<ul style="list-style-type: none"> Provision of information on the effects of water from the volcano and their impact on water provision Support in the development and provide of inputs on National National Integrated Solid Waste Management Strategy 	High	High
REMA	<ul style="list-style-type: none"> Provide technical support on waste management in Rwanda specifically on solid waste and wastewater 	High	High

	<ul style="list-style-type: none"> • Provide information and inputs on vulnerability in volcano region (climate change risks: floods, landslide, etc) 		
Local communities and cooperatives	<ul style="list-style-type: none"> • Provision of information on activities around the park and community needs for their livelihoods (livelihood assessment) 	High	Medium
Local authorities (Burera, Nyabihu, Rubavu and Musanze)	<ul style="list-style-type: none"> • Provision of information on activities around the park and community needs for their livelihoods (livelihood assessment) • Local community mobilization for consultations 	High	High
SECONDARY STAKEHOLDERS			
RTDA	<ul style="list-style-type: none"> • Provision of information on the effects of water from the volcano and their impact on roads 	Medium	Low
REG	<ul style="list-style-type: none"> • Provision of information on the effects of water from the volcano and their impact on hydropower provision 	Medium	Medium
Local NGOs and Civil society organizations	<ul style="list-style-type: none"> • Support in provision of information related to flood control and waste management in Rwanda and which 	Medium	Low

	interventions are appropriate to address some of occurring challenges		
The private sector federation	<ul style="list-style-type: none"> Companies involved in waste management, water and energy production will be instrumental in providing related information and interventions needed to streamline or address some of emerging challenges which will be incorporated in the projects proposals 	Medium	Medium
Component 3 Project Management and Knowledge Exchange			
PRIMARY STAKEHOLDERS			
FONERWA	<ul style="list-style-type: none"> Facilitate in project Management, Monitoring and. presentation/dissemination of the results, procurement as well as reporting on all project components 	High	High
SECONDARY STAKEHOLDERS			
WB	Provide technical support and advise on all administrative matters and dissemination of the project results	High	Medium
MoE	Oversee implementing agency which is FONERWA and provide technical advice on administrative matters	High	Medium

4. Methodology used to prepare the SEP for Rwanda NDC Deep Dive

The consultations meetings gathered together stakeholders at ministerial level and local level, or district governments, and provided them with an opportunity to suggest their priorities in terms of investments and to raise their concerns among others. Furthermore, going forward stakeholder’s engagement will assist with ensuring all relevant issues are captured and that all stakeholders are offered a platform to voice their concerns. In order to do so, there are a variety of engagement techniques that will be implemented under Rwanda NDC Deep Dive to build relationships with stakeholders, gather information from, consult with, engage, and disseminate project information to stakeholders.

Different engagement methods will be used including one-on-one meetings, formal meetings, focus group meetings, print media and radio announcements, workshops, websites, public meetings, correspondences (Phone, Emails, text messages), etc.

5. Monitoring and Reporting

Monitoring and evaluation of the stakeholder process is considered vital to ensure FONERWA is able to respond to identified issues and alter the schedule and nature of engagement activities to make them more effective.

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

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

The following table will be used for the monitoring of this SEP:

Location	Number of participants	Number of women	Date of consultation	Summary of discussion

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Regarding the reporting, the Implementation Agency (FONERWA) through the Environmental and Social Safeguard Specialist will provide Quarterly Reports and annual report or final report after the completion of the project on how the stakeholders activities were conducted.

On quarterly basis FONERWA will prepare brief reports on stakeholder engagement activities for the World Bank, to include:

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

On annual basis/final, FONERWA will compile a report summarizing SEP results on an annual basis. This report will provide a summary of all public consultation issues, grievances and resolutions. The report will provide a summary of relevant public consultation findings from informal meetings held at each level and from different stakeholders mentioned above. These evaluation reports should be submitted to World Bank and a summary of the results will be provided for the annual report.