



Ministry of ICT and Innovation

**RWANDA DIGITAL ACCELERATION PROJECT (P173373)**

# **STAKEHOLDER ENGAGEMENT PLAN (SEP)**

**June 2021**

## LIST OF ABBREVIATIONS

AI	Artificial Intelligence
COVID-19	COronaVirus Disease 2019, or novel coronavirus-2019
CSOs	Civil Society Organizations
DAs	Digital Ambassadors
DAP	Digital Ambassador’s Program
DE4A	Digital Economy Initiative for Africa
ESMF	Environmental Social Management Framework
ESOs	Entrepreneurship Support Organizations
G2B	Government to Business
G2C	Government to Citizens
G2G	Government to Government
G2P	Government to Person
GBV	Gender-Based Violence
GESB	Government Enterprise Service Bus
GoR	Government of Rwanda
GRM	Grievance Redress Mechanism
HEC	Higher Education Council
ICT	Information and Communication Technologies
ISPs	Internet service providers
LMP	Labor Management Plan
MDAs	Ministries, Departments and Agencies
NGOs	Non-Governmental Organizations
PAD	Project Appraisal Document
PDO	Project Development Objective
PIU	Project Implementation Unit
PPA	Project Preparation Advance
PPP	Public-Private Partnership
PSC	Project Steering Committee
PKI	Public Key Infrastructure
RCA	Rwanda Coding Academy
PWD	Persons With Disabilities
QoS	Quality of Service
RAP	Resettlement Action Plan
RPF	Resettlement Policy Framework
SDID	Single Digital ID
SEP	Stakeholder Engagement Plan
SPIU	Single Project Implementation Unit
USF	Universal Service Fund
WBG	World Bank Group

## TABLE OF CONTENTS

LIST OF ABBREVIATIONS.....	ii
TABLE OF CONTENTS.....	iii
1. INTRODUCTION .....	5
1.1 Overview .....	5
1.2. Stakeholder Engagement Plan (SEP).....	20
1.3. Regulations and Requirements.....	21
1.3.1. Relevant National Laws, Policies and Strategies .....	21
1.3.2 National Resettlement Regulations.....	24
1.3.3 Environmental and Social Standard (ESS) 5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement.....	27
1.4 Summary of prior stakeholder engagement activities relevant to the project .....	28
2. AN OVERVIEW OF STAKEHOLDER ENGAGEMENT .....	39
2.1 What is Stakeholder Engagement?.....	39
2.2 Principles for Effective Stakeholder Engagement.....	40
2.3 Stakeholder Engagement Considerations.....	41
3. STAKEHOLDER IDENTIFICATION AND ANALYSIS.....	42
4. STAKEHOLDER ENGAGEMENT PROCESS.....	47
4.1 Engagement methods and tools .....	47
4.2 Proposed strategy for Information Disclosure.....	54
4.3 Proposed Strategy for Consultation.....	56
4.4 Proposed Strategy for Stakeholder Engagement of Disadvantaged and Vulnerable Groups .....	57
4.5 Review of stakeholder comments .....	58
5. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT.....	59
6. GRIEVANCE REDRESS MECHANISM (GRM).....	61
6.1 Objectives of the Grievance Redress Mechanism.....	62
6.2 Grievance Redress Mechanism levels.....	62
6.3 GBV Related Grievance Redress Mechanism.....	68
6.4 Building Grievance Redress Mechanism Awareness .....	70
6.5 Monitoring and Reporting of GRM .....	70
7. PERFORMANCE MONITORING OF THE SEP .....	71

ANNEXES.....	73
Annex 1: RDAP – Consultations Sample Attendance Lists .....	73
Annex 2 : RDAP – Consultations Sample Photos.....	83
Annex 3: Grievance Information Form .....	87
Annex 4 : Grievance Acknowledgement Form (GAF).....	89
Annex 5: Grievance Redressal Registration Monitoring Sheet .....	90
Annex 6: Disclosure/Release Form .....	91
Annex 7: Rwanda Digital Acceleration Project - General Consultation Guide.....	92
Annex 8: Rwanda Digital Acceleration Project - District Consultation Guide [ <i>Umushinga ugamije kwihutisha ikoranabuhanga mu Rwanda – Inyoborakiganiro mu kiganiro n’abayobozi ku Karere</i> ].	93
Annex 9: Rwanda Digital Acceleration Project - Community Consultation Guide [ <i>Umushinga ugamije kwihutisha ikoranabuhanga mu Rwanda – Inyoborakiganiro mu kiganiro n’abaturage</i> ].....	95

## 1. INTRODUCTION

### 1.1 Overview

This document is the Stakeholder Engagement Plan (SEP) for the Rwanda Digital Acceleration Project. The Government of Rwanda is planning to implement the Digital Acceleration Project that will be funded by the World Bank Group's International Development Association (IDA) and the Asian Infrastructure Investment Bank (AIIB) and implemented through the Ministry of ICT and Innovation, Rwanda Information Society Authority (RISA), and the Development Bank of Rwanda (BRD). While the Rwanda Information Society Authority (RISA) will serve as the main implementing agency of the project, in charge of all project-related fiduciary functions, including managing financial management (FM), procurement, M&E, environmental and social commitments, etc., the Development Bank of Rwanda (BRD) is only expected to function as financial intermediary. BRD will, however, need to comply with the environmental and social safeguards requirements.

#### a. Project Development Objective (PDO)

##### *PDO Statement*

Increase access to and improve quality of broadband, digital public services, and strengthen the digital innovation ecosystem.

##### *PDO Level Indicators*

#### (a) PDO indicator 1: **Increase access to broadband**

Internet penetration rate (mobile + fixed) (of which, percent female)

#### (b) PDO indicator 2: **Increase access to select digital public services**

Number of fully transactional G2P, G2B and G2G e-services that are introduced, upgraded, or enabled

#### (c) PDO indicator 3: **Strengthen the digital innovation ecosystem**

Number of startups creating a digital technology solution (of which percentage female owned)

## **b. Project Components**

The project aims to accelerate country-wide digital transformation focusing on critical digital enablers that “future-proof” economic growth. Based on the findings and recommendations of the Digital Economy Initiative for Africa (DE4A) diagnostics conducted, project activities seek to expand digital adoption, by spearheading a series of innovative access initiatives. The project will also enhance government’s digital service capabilities, equipping government with the ability to harness the power of big data and offer quality data-driven solutions based on shared digital standards, platforms, and infrastructure. Finally, the project will increase Rwanda’s capacity to support digitally-enabled innovation, by strengthening the local entrepreneurship ecosystem, supporting tech firms to move from startups to growth and by developing Rwanda’s digital talent base.

### **Component 1: Digital Access and Inclusion (US\$60.5 million)**

This component will increase digital access and inclusion by expanding schemes that promote digital access enablers. A series of interventions that address key demand-side barriers identified as hampering access to high quality broadband will be financed. This includes support for smart device affordability financing schemes, an umbrella basic digital literacy initiative, as well as last-mile and public connectivity access schemes. Activities supported will help to connect more users to high quality broadband, and subsequently enable wider access to and demand for data-driven public and commercial e-services (creating an enabling environment for Component 2 and 3). Financing provided will support wider local readiness for COVID-19 response<sup>1</sup> and recovery, as digital tools and systems have provided critical to an agile response, where digital access is viewed as a basic pre-requisite. By providing catalytic funding to stimulating demand in low-income market segments the project will hope to crowd in the private sector investment on the supply-side. Upstream support for an enabling legal, regulatory and policy environment for competitive broadband market development will also be financed, with a view of stimulating wider access, quality, affordability, and sustainability, resulting in more vibrant broadband market.

---

<sup>1</sup> Work undertaken will be linked the digitization of social transfers workstream, spearhead under Strengthening Social Protection Project (P162646). As noted in the annex, the initiative will also maximise synergies with the WB-funded energy access initiatives in place such as the Renewable Energy Fund (P160699) and Rwanda - Energy Access and Quality Improvement Project (P172594) to ensure that devices can be charged. The former schemes do not distribute phones

### ***Sub-component 1.1: Access to affordable smart devices (US\$15million)***

This sub-component will provide financing support to facilitate device purchase by low-income households. Activities financed will target users currently unable to afford upfront smart device purchase, and secure needed credit. The scheme will be led by RISA, leveraging support from the Development Bank of Rwanda (BRD) to allow for the use of commercial financing instruments offered by the financial intermediary. Various financial instruments will be considered, and a phased approach is envisaged, including initially piloting, evaluation and incremental scale-up over time. The project will finance an in-depth market assessment and feasibility study to refine key design elements. Key approaches considered include grant-based subsidies for Rwanda's poorest households, with eligibility and subsidy levels based on the *Ubudehe* household income classification and existing device ownership, as well as guarantees to manage the challenges associated with high credit risk and cost, but others could also be explored. The intervention would complement parallel initiatives to extend digital public services to those at the base of the pyramid and various benefit schemes anchored at household level, including ongoing efforts to digitize social transfers also supported under sub-component 2.3) that form a critical part of the COVID-19 response. Financing instruments leveraged will seek to maximize uptake among those most vulnerable, targeting female-headed households as well as people with disabilities. Technical standards will be adopted to ensure that devices include access features for PWDs, cover female headed households and are energy efficient climate smart<sup>2</sup>.

Key activities will include:

- i. Technical assistance and capacity building for fund development** to allow for the establishment of a government device affordability fund at the Development Bank of Rwanda (BRD), based on an in-depth feasibility study and market sounding, and the development of a fund-specific project implementation manual that will detail how financial instruments introduced will be implemented and disbursed, including eligibility criteria and processing requirement. Key MDAs and private sector players including MINICT, RISA,

---

<sup>2</sup> Use of certain power amplifiers in manufacturing mobile devices can result in an 80 percent reduction in heat waste and offer greater battery life for the devices, World Economic Forum, <https://www.weforum.org/agenda/2014/09/mobile-phones-energy-efficient/>

MINALOC, Local Administrative Entities Development Agency (LODA) and the Rwanda Cooperatives Agency (RCA). .

- ii. **Capitalization of a device affordability fund and operationalization of related financing schemes**, where the project will cover the costs of the financial instruments deployed, and any other orientation costs related to management of the scheme over the duration of the project period. The financial instruments and pricing will be based on international best practice and key principles to support market creation and avoid any market distortions.
- iii. **Independent verification**, whereby the project would finance a third-party verification agent to verify compliance with rules and regulations for the financing schemes and the disbursement of devices to target beneficiaries.
- iv. **Communication and outreach** would also be financed, covering campaigns to publicize the device affordability scheme to key stakeholders and targeted beneficiaries, share success stories and results as well as collect lessons learnt.

***Sub-component 1.2: Supporting basic ‘Digital Literacy for All’(US\$8million)***

This sub-component will help tackle Rwanda’s basic digital skills gap through a national digital literacy scheme. This activity will support expanding national coverage of Rwanda’s flagship Digital Ambassador’s Program (DAP) at cell-level, with the aim of training more people in basic digital literacy across all 2,148 cells. A revamped iteration of the scheme will be scaled, and run by RISA, building in more sustainability, inclusion, and performance-based management elements, including tailored training approaches sensitive to gender and PWD. The initiatives will be anchored in a digital skills assessment and development of a new National Digital Skills Framework. The program will be designed as an ‘umbrella’ initiative, leveraging existing DAP set-up - which both centrally trains young ‘Digital Ambassadors’ (DAs) that can impart digital skills and raise awareness at community level (current model), but also crowds in more nonprofit and for-profit digital skills providers under a single framework. Key activities will include:

- i. **TA for development of a digital skills and monitoring and evaluation (M&E) framework**, aligned with global best practices and featuring continued evaluation of the DAP.
- ii. **Financing development and operationalization of the new DAP 2.0. model**, covering incremental operating costs, training, and equipment, content creation and setting up a shared digital skills training platform allowing partner agencies to contribute through training material, shared M&E tools, building in more sustainability.

***Sub-component 1.3: Last mile connectivity access (US\$33.5 million)***

This sub-component will expand access to high-speed internet among select public institutions, as well as targeted public spaces to enable wider digital services provision. It will expand the number of (a) local government offices, (c) public schools and (c) hospitals connected to the internet. It will also finance internet community access points (e.g. through Wi-fi hotspots) in commercial centres and markets. Expanded access to connectivity will reduce the need for travel thereby minimizing the emission footprint<sup>3</sup>. Connected locations will also consider access requirements for PWD and women. Demand aggregation and pre-purchase of capacity will be leveraged to catalyze infrastructure investment. Upfront purchase of internet bandwidth from private sector operators, under indefensible right of use (IRU) OpEx contracts, covering a period of 10-15 years<sup>4</sup>, will serve as the investment guarantee needed to incentivize private sector CapEx investment in the roll-out of last-mile access network that connect target locations, but also benefit the wider consumer base in the vicinity of connected locations, with government serving as the anchor tenant required for enhanced service provision. A market study will support a comprehensive needs assessment and refine the implementation approach.

Key activities will include:

- i. **Support for network planning and management:** The connectivity access scheme financed will be centrally managed by RISA, which will be implementing progressive

---

<sup>3</sup> The World Economic Forum (WEF) highlights digital services have the potential to reduce the use of energy and materials across the economy and directly enable a third of the emissions reductions needed by 2030, <https://www.weforum.org/agenda/2019/01/why-digitalization-is-the-key-to-exponential-climate-action/>

<sup>4</sup> Although the lease of capacity would extend for ten years, any operations and maintenance costs that go beyond the closing date of the project, as well as additional bandwidth purchased after the closing date, would fall under the responsibility of the GoR

cost recovery from MDA clients to ensure sustainability<sup>5</sup>, but where demand-aggregation is also expected to bring down the incremental operating costs for MDAs. The Universal Service Fund (USF), managed by RURA and financed by a set percentage operators' annual revenue, could also be leveraged as a means to enabled continued support for public digital access initiatives such as Wi-Fi hot spots financed beyond the life of the project. RISA will receive targeted technical assistance to support network planning, development of technical specifications, capacity requirement and preparation of bidding documents for capacity purchase that will proceed in year 1 of implementation, with contracting starting from year 2 onwards. RISA will also be supported to develop a closed virtual network, and central Networks Operations Center (NOC) to enhance its management of GovNet, with financing for related hardware, software, roll-out and related staff training.

- ii. **Connectivity capacity purchase for select public institutions and priority locations.** Bandwidth contracts will be awarded on a competitive basis, with bidding open to all licensed operators and internet services providers (ISP), covering the provision of international internet bandwidth and various geographic lots, featuring minimum capacity and technical requirements for targeted institutional and locations in a given catchment area. Given how connectivity infrastructure in use is mostly high energy consuming coaxial cables<sup>6</sup>, contracts will favor use of energy efficient<sup>7</sup> fiber-optic cables, wherever possible, particularly for sector government offices, but will otherwise be technology-agnostic to encourage the development of least-cost models for last-mile connectivity to maximize affordability and coverage<sup>8</sup>. Potential bidders will need to comply with regulatory standards for climate-resilient and energy-efficient infrastructure, as well as infrastructure sharing and quality of services (supported under sub-component 1.4). Contracts awarded under the project would equally be required to apply relevant WB Environmental and Social Framework (ESF) standards for all construction works undertaken.

---

<sup>5</sup> This will be done via the Rwanda Education Board for school connectivity and the LODA for local government offices.

<sup>6</sup> Could include fiber, mobile, microwave, and satellite broadband technology

<sup>7</sup> How Fiber can help make the network Greener,

<https://www.cablinginstall.com/cable/fiber/article/16465844/how-fiber-can-help-make-your-network>

<sup>8</sup> Could include fiber, mobile, microwave, and satellite broadband technology

- iii. **Enabling infrastructure for target institutions**, including schools, will also be financed to enable internet access. Underserved schools priorities for connectivity access, under the project, will also be supported with electricity and basic IT equipment for teaching, based on the smart classrooms model spearheaded by MINEDUC.

***Sub-component 1.4: Legal, regulatory, and institutional capacity for broadband market development (US\$4 million)***

This sub-component will provide upstream enabling legal, regulatory support, as well as capacity building to stimulate broadband market development, focusing on the telecommunication sector. It will support modernization of the legal, regulatory, and institutional frameworks governing the telecoms sector, with financing for technical assistance, training, systems and equipment acquisition needed to support regulatory reform in selected areas, with the aim of boost competition, access, inclusion through service expansion, innovation and adopt of emerging technology. Technical assistance will also be provided to enable the collection of gender-disaggregated data on key broadband market indicators from operators to enable tracking of digital inclusion targets over time.

**Component 2: Digital public service delivery (US\$100 million)**

This component will strengthen the GoR's ability to deliver digital services, allowing for increased resilience and adaptability to health, climate, and other shocks. Activities financed aim to respond to the COVID-19 crisis by 'building back better' through investments that strengthen GoR's ability to deliver services that are secure, data-driven, paperless, and cashless, and that improve both the front-end user-experience of digital public services as well as back-end government efficiency. This will be achieved by developing and leveraging re-usable and shared digital infrastructure and platforms that (a) enable expansion of sectoral digitization and e-service initiatives; (b) allow the GoR to scale the provision of just-in-time critical G2G, G2B and G2C e-services; and (c) support big data analytics that inform policy making, planning and e-service development. An enabling environment for securely scaling e-services will also be supported through investments that strengthen GoR's capacity for managing risks related to cybersecurity and data protection.

***Sub-component 2.1: Digital identification, authentication, and trust services (US\$39.3 million)***

This sub-component will strengthen the existing national ID and civil registration systems, as well as introduce new ways to verify and authenticate identity digitally in support of better in-person and fully remote service delivery. The design of this sub-component has been informed by the Identification for Development (ID4D) Diagnostic for Rwanda<sup>9</sup> completed in 2016 and a 2021 update to the report in a form of a Digital ID Roadmap, as well as qualitative end-user research carried out in 2020<sup>10</sup>. Implementation will advance the alignment to the ten *Principles on Identification for Sustainable Development*<sup>11</sup> and other international best practices in terms of maximizing the development and economic benefits. Special attention will be paid to ensure inclusion and removal of barriers to access and usage (including exception handling mechanisms to ensure that no citizens nor residents who have challenges with registration or using biometrics will experience exclusion from service access), personal data protection (including to not collect any data that may lead to discrimination)<sup>12</sup>, privacy- and security-by-design options, adoption of open standards (and, where appropriate, open source software), and designing systems and processes that provide people with greater agency over their personal data. Activities financed will also be informed by human-centered design to maximize usability and uptake:

Key activities to be financed include:

- i. **Modernizing the national ID system** by: (i) introducing new credentials, such as a cost-efficient national ID card, and a verifiable virtual credential and a mobile ID equivalent; (ii) improving the quality of data, efficiency and inclusiveness of registration, in support of identity verification and authentication; (iii) extending national ID coverage to children (with consent of parents and guardians and adhering to other child protection norms) in order to facilitate enhanced education, health and social protection service delivery. This will finance related consultancy services, central software and hardware upgrades and replacement, registration campaigns,

---

<sup>9</sup> <https://pubdocs.worldbank.org/en/573111524689463285/Rwanda-ID4D-Diagnostic-Web040318.pdf>

<sup>10</sup> <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/279741611941779893/peoples-perspectives-on-the-national-id-birth-registration-and-birth-certificates-in-rwanda>

<sup>11</sup> <https://id4d.worldbank.org/principles>

<sup>12</sup> For example, data minimization and proportionality, purpose specification, lawful processing, strict limits on data retention, data accuracy, security, accountability, and transparency, among others

registration kits, credential issuance, cybersecurity security and data protection measures, and related capacity building of both government personnel and the users.

- ii. **Digitizing civil registration archives** by converting paper birth and death certificates, marriage registration forms and other civil registration documents into digital formats and indexing them. This will improve the ability of NIDA to provide effective pre-registration services for the modernized national ID and will become the basis for an efficient retrieval of civil registration records and better user experience in support of public and private sector services that require proof of civil registration status.
- iii. **Strengthening the use of the national ID for in-person identity verification and introduction of a digital ID for fully remote service delivery** by: (i) developing capabilities for fingerprint, iris, demographic and SMS one time password identity verification mechanisms in support of more efficient in-person transactions, with an effective exception handling mechanisms to ensure that there is no exclusion from accessing services; (ii) introducing various digital credentials, authentication and e-signature capabilities for online transactions. This will finance consultations, consultancy services, policy and regulatory development, technical designs, software and hardware upgrades, and integration of the new identity verification and authentication modalities into service delivery in key sectors (e.g. hardware, software and process re-engineering for priority MDAs, as well as developing tools for the private sector to do the same), and related awareness raising.
- iv. **Stakeholder engagement, help desks, and grievance redressal for the ID-related services** by: (i) creating accessible channels to enable citizens and residents who face challenges with registration or using their credentials (including in cases of verification failure) to seek recourse within reasonable time frames; (ii) organizing meaningful consultations with communities, civil society, government institutions and the private sector to inform the design and implementation of this ID sub-component. This will finance business processes re-engineering for handling grievances, an online complaints portal, a call center, development of a grievance tracking management platform, and related public consultations and communications.

***Sub-component 2.2: Government data management, sharing, and analytics (US\$ 10.7million)***

**This sub-component will strengthen the government’s ability to securely share, analyze, and harness the power of data for improved service delivery, on the back of shared data frameworks, platforms, infrastructure, and big data analytic capabilities.** Stronger capacity for managing, sharing, and analyzing government data will play an integral role in enhancing GoR’s ability to expand and improve e-services. Activities financed are designed to fully capture the opportunity presented by big data and lay the foundation for the introduction of more advanced use cases in big data analytics, including leveraging predictive capabilities to support forecasting. A whole-of-government approach will be applied to data sharing, storing and processing, through joint data governance frameworks, shared government data infrastructure, whole-of-government interoperability structures, pooled data analytics capacity and creation of a central ‘Government Data Hub’, envisioned as a collaborative platform for better use of digital data by government. Activities financed will support the operationalization of the 2017 Rwanda National Data Revolution Policy and build on the 2013 Open Data Readiness Assessment.

Key activities to be financed include:

- i. **Developing national and big data governance and management**, including technical assistance to support the development of enabling legal, strategic and policy frameworks for improved interoperability, data management, sharing and processing, including geospatial data, big data and AI, which will benefit all of government and policy makers across sectors.
- ii. **Operationalizing the Government Data Hub**, including related software and hardware, hosting and technical assistance for deploying and operationalizing the hub at RISA, in close collaboration with sectoral MDAs that produce large amounts of data<sup>13</sup>. This activity will also make government data sets available to the public in machine-readable and anonymized formats and engage citizens and businesses in the

---

<sup>13</sup> MDAs that produce large amounts of data are typically Ministries of Agriculture, Education, Finance and Health, as well as meteorological, mapping and disaster preparedness agencies.

prioritization, curation, and expansion of available open data to catalyze demand as well as commercial use as part of private sector innovation

- iii. **Upgrade of the existing Government Enterprise Service Bus (GESB)**, operated by RISA, and connecting key government registries, allowing them to securely share data. Support will also be provided for training on the GESB's maintenance and operation, as well as any technical assistance required to support systems integration at MDA-level.
- iv. **Implementation of strategically selected big data use cases** to demonstrate the value of big data analytics in priority sectors (e.g., Health, Education, Social Protection and Agriculture). Some priority use cases identified include climate data for predictive forecasting and outputs of a new GIS system to be introduced in the health sector under the project (see sub-component 2.3).

***Sub-component 2.3: Strengthening e-services in key sectors (US\$30.5million)***

**This sub-component will expand the availability of high-quality e-services in key sectors.** Priority sectors identified include health, social protection, agriculture, local government, as well as trade and industry. Support provided will cover both (a) just-in-time support for the roll-out of demand-driven G2G, G2B and G2P e-services primed for full digitization that leverage and demonstrate the value of using reusable and shared infrastructure and solutions financed by the project; as well as support (b) more comprehensive and in-depth flagship sectoral digitization initiatives that involve the development of sector specific back-end systems and sector-wide business processes re-engineering. . The flagship digitization initiatives selected in health and social protection sectors, based on their expected high-level contribution to COVID-19 response and recovery, will showcase how sector-wide digitization can facilitate cross-cutting transformation of service delivery. Cybersecurity, data privacy, and secure data-sharing principles, informed consent and user-centric design will be mainstreamed for all e-services financed under this sub-component, with special attention given to ensuring access by vulnerable groups (e.g., persons with disabilities, women and/or the elderly) to ensure universal access and a high uptake.

Key activities to be financed include:

- i. **Support for strategic planning and design** of e-services for both the digital flagships initiatives in key sectors, as well as demand-driven citizen, business and government facing e-services and applications primed for digitization. This will cover support for end-user consultations, including dedicated focus groups with vulnerable user-groups to inform e-service design. Technical assistance will be provided to development as-is and to-be maps for service simplification for selected priority e-services to support related process re-engineering and develop needed technical specifications.
- ii. **Development of the prioritized e-services in key sectors** selected, in close collaboration with sectoral MDA. This will include financing of software development services, IT equipment, data hosting requirements, technical and end-user training as needed. This may also include technical assistance for change management and digital literacy training to ensure the uptake of the e-services developed.
- iii. **Flagship sectoral digitization initiative: Health.** This activity will help transform service delivery in the health sector by enabling the full digitization and integration of new and existing health systems<sup>14</sup> across all the points of care that will improve the quality of services provided to patients and facilitate the work of health care providers.
- iv. **Flagship sectoral digitization initiative: Social protection.** This activity will focus on streamlining and digitizing G2P payments for social transfers, where digitization of SACCOs will be central, including the digitization of existing paper-based records and support for systems financing.
- v. **Comprehensive capacity building and change management through skills assessment and training** to create a cadre of digitally savvy government leaders and IT professionals, strengthening the GoR's digital workforce to facilitate the successful development, deployment, and maintenance of e-services.

---

<sup>14</sup> A number of information systems have been put in place including: the integrated routine reporting Health Management Information System (HMIS), Electronic Medical Records (EMR), Logistics Management Information System (eLMIS), Mobile Community based information System (RapidSMS), Health Resource Tracking Tool (HRTT), Laboratory Information System (LIS), Blood Bank Information System (eProgesa), Product Regulatory Information Management System (PRIMS) and Telemedicine Network.

***Sub-component 2.4: Strengthening cybersecurity resilience and data protection (US\$19.5million)***

This sub-component will strengthen the GoR's capacity to mitigate risks associated with the expansion of digital public services by enhancing its capabilities to detect, prevent, respond, mitigate and recover from cybersecurity attacks and to manage data protection. It will support stronger capacity within the government for better monitoring, prevention and detection of threats and response to cybersecurity incidents through strengthened cybersecurity governance, institutional frameworks, technical and operational capabilities, and cyber skills development in Rwanda.

Key activities include:

- i. **Strengthened cybersecurity management capacity**, which will feature support for (i) the development of institutional and governance frameworks for the newly established NCSA and existing Rwanda Computer Security Incident Response Team (CSIRT).
- ii. **Foundations for data protection operationalization**. This activity will finance (i) the development of governance and institutional frameworks that support the establishment of a new DPO (Data Protection Office) and its operationalization; (ii) the DPO's technical and operational capacity; (iii) capacity building and awareness raising programs, including substantive training for data protection officers and awareness raising campaigns for the public at large.

**Component 3: Digital Innovation and Entrepreneurship (US\$29.5million)**

This component aims to strengthen the local digital entrepreneurship ecosystem and talent base. Activities financed will support better innovation ecosystem coordination, better service provision by entrepreneurship support organizations (ESOs), expand access to early-stage financing, and promoted advanced digital innovation capabilities. By strengthening the local entrepreneurial and innovation ecosystem this component will contribute Covid-19 pandemic response and recovery by supporting start-ups that can aid the development of data-driven, digital products and services relevant to the response. Activities financed will leverage and complement the interventions proposed under Component 2 by also encouraging the use of new public dataset made available and public goods introduced. A

stronger local entrepreneurship ecosystem will also aide in developing locally relevant content and services that can help stimulate digital adoption and uptake of digital services, auxiliary to interventions under Component 1.

### **Sub-component 3.1: Regional digital entrepreneurship hub (US\$ 22million)**

This sub-component aims to improve the survival and growth rates of technology-enabled startups in Rwanda and strengthen Rwanda’s position as a ‘test bed’ for innovation. Support will be provided to create an enabling strategic, policy, regulatory and institutional environment that is conducive to stimulating growth of digital innovation, businesses and startups, positioning Rwanda as a regional digital entrepreneurship hub. Mechanisms to strengthen the quality, sustainability, and range of ESOs available will be financed, including support for acceleration services that can strengthen international market linkages. All support provided will consider the challenges that startups and young firms have been facing due to the Covid-19 pandemic. Interventions made will help create a more robust and attractive pipeline of viable startups poised for scale-up and strengthen Rwanda’s innovation capacity, contributing to wider job creation and productivity gains critical to COVID-19 recovery.

Key activities include:

- i. **Enabling strategies, policies and institutions for digital innovation** that will, inter alia, include support for the introduction of a new 2021-2026 Smart Rwanda Master Plan<sup>15</sup>, a new National Innovation Strategy, and other relevant innovation policy instruments. Support will also be provided to agencies mandated to support the development of Rwanda’s innovation and entrepreneurial ecosystem, with financing for training, TA, operating costs associated with industry consultation.
- ii. **Performance-based grants for ESOs that serve digital startups**, which aim to encourage quality-based and self-sustaining ESO models that offer better services to startups<sup>16</sup>, and offer entrepreneurship support programs<sup>17</sup>.

---

<sup>15</sup> Fourth generation of national information and communications Infrastructure plans (NICI), building on previous NICI plans created up till 2016. The current Smart Rwanda Master Plan runs until 2020.

<sup>16</sup>Competitively selected ESOs will have to demonstrate their ability to contribute toward the achievement of their performance contracts to reduce the risk of funding non-viable or non-performing entities, as well as reliance on donor funding.

<sup>17</sup> Through the innovation window under the performance contract for ESOs, innovation challenges to catalyze new public sector services using newly available data sets could be introduced. In addition, beneficiary startups could be engaged to help improve the government data hub’s data sets as appropriate

- iii. **International accelerator that serves digital startups**, with financing support provided to attract a high-quality international player to the local market allowing local startups to benefit from their existing expertise, curricula, networks, and brand power.
- iv. **Early-stage finance mobilization for digital innovation**, including support for investment events to attract external investors and regional entrepreneurs, training programs for angel investors and fund managers. Options will be explored on appropriate mechanisms to provide financing to catalyze early-stage investments, including establishment of an early-stage window to be managed by identified intermediaries. This activity would also leverage the BRD as the intermediary for channeling funds to private entities.

### **Sub-component 3.2: Next generation capabilities for the digital innovation (US\$ 7.5million)**

This sub-component aims to equip young Rwandans with advanced 21st-century digital skills, boosting local capacity to contribute to digital entrepreneurship and innovation. A two-pronged approach will be adopted; on the one hand supporting wider access to digital skills within traditional tertiary education and supporting business-models for advanced digital skills provision on the other. Strengthening advanced digital skills in Rwanda will be key to position the country as an entrepreneurial tech and innovation hub. Furthermore, the Covid-19 pandemic has increased demand for locally relevant digital innovation for which strengthening the country's digital capabilities will be critical.

Key activities include:

- i. **Further development of the Rwanda Coding Academy (RCA)<sup>18</sup>**, managed by the MINICT, allowing the RCA to scale and develop a more effective operating and training model
- ii. **Performance based grants** for technology bootcamps and other innovative digital technology skills training models that support their expansion and operations.

---

<sup>18</sup> RCA is a special model school incepted by GoR. It is hybrid of both general education and TVET. It teaches Software Development, Embedded Systems Programming, and Cyber-Security. The GoR and the Swiss Agency for Development and Cooperation (SDC) recently launched the RCA in partnership with the MINICT, MINEDUC and Rwanda Polytechnic. See: <http://www.rca.ac.rw/about-us.php>

- iii. **Ph.D. scholarships for highly specialized digital training**, such as AI, robotics, block chain, and related fields awarded on competitive basis. Supported scholars will be required to support government initiatives on digital government initiatives.

#### **Component 4: Project Management (US\$10million)**

This component will finance project management associated with administering the project. It will finance the operational and staffing costs of the Single Project Implementation Unit (SPIU), including the hiring of expert consultants in key areas such as project management, technical advisory and implementation support. Operational costs such as capacity building and training would also be covered. This component will also cover continuous stakeholder consultation costs, and any larger M&E work undertaken.

##### **1.2. Stakeholder Engagement Plan (SEP)**

The purpose of this Stakeholder Engagement Plan (SEP) is to ensure appropriate stakeholder consultations and information disclosure by establishing the timing and methods of engagement throughout the implementation of the Rwanda Digital Acceleration Project.

This Stakeholder Engagement Plan (SEP) is prepared in accordance with the World Bank's Environmental and Social Framework, and specifically Environmental and Social Standard (ESS) 10 on Stakeholder Engagement and Information Disclosure as well as Rwandan Laws and Regulations.

The SEP supports the development of strong, constructive, and responsible relationships with project stakeholders that are important to and integral for the successful management of the project's environmental and social risks.

The scope of the Stakeholder Engagement Plan seeks to be proportionate to the nature and scale of the project and its potential risks and impacts. The specific objectives of the stakeholder engagement plan are as follows:

- To Provide guidance for stakeholder engagement such that it meets the country regulatory framework and the World Bank standards;
- To identify key stakeholders that are affected, and/or able to influence the Project and its activities

- To develop a stakeholder’s engagement process that gives stakeholders the opportunity to participate and influence project design and implementation
- To define the information disclosure provisions under the project
- To establish a formal Grievance Redress Mechanism under the project
- To define roles and responsibilities for the implementation of the SEP
- To define the reporting and monitoring arrangements to ensure that the SEP remains an effective and up-to-date tool for stakeholder engagement, including periodic review of SEP performance

The SEP will be updated as necessary throughout the project’s life cycle.

This Stakeholder Engagement Plan will take into account the existing national regulatory framework as well as the World Bank policies.

### 1.3. Regulations and Requirements

#### 1.3.1. Relevant National Laws, Policies and Strategies

##### **b) Vision 2050**

Rwanda has started thinking about Vision 2050. This is about ensuring high standards of living for all Rwandans. It focuses on five main areas such as quality of life, modern infrastructure and livelihoods, transformation for prosperity, core values characteristic of Rwandans for Vision 2050, and international cooperation and positioning. Vision 2050 emphasizes universal access to improved living standards, sustained food security, protection of the Rwandan family, and universal access to quality affordable services in health, education, finance, housing, energy, infrastructure, among others.

In terms of ICT and digital technology, Vision 2050 insists on ensuring digital literacy for all by 2035 and sustaining it going forward to ensure inclusive participation in a knowledge society and attain new levels of productivity for the labor force. It stipulates that there are several cross-cutting areas that will need to be developed in the medium term to support the growth in modern high-value services. These include business services for emerging digital economies; cyber security services; professional and digital skills services covering various technology clusters; cashless innovation-friendly financial services; and regulatory and institutional frameworks to enable trade in services.

### **b) ICT Hub Strategy (2019-2024)**

Rwanda aspires to be the leading ICT Hub in Africa, exhibiting a culture of innovation, supported by significant investment in R&D and undertaken by a highly educated and skilled workforce. It envisions having high usage and awareness of ICTs in the society and the ICTs contribute a significant portion of the economy through focusing on the following areas:

- a. presence of a highly skilled and educated workforce;
- b. a culture of innovation;
- c. advanced technological capabilities;
- d. an enviable lifestyle;
- e. a competitive business environment; and
- f. a proactive and stable government.

The ICT Hub Strategic Plan (2019 – 2024) focusses on these three thematic areas through an ambitious five-year strategic plan of actions that should position Rwanda as a leading ICT Hub in Africa.

The ICT Hub Strategy design is also aligned to the goals of the National Strategy for Transformation (2017 – 2024), which aims to build a society where people learn for and through life, are innovative, trust one another, enjoy a high quality of life and embrace their unique identity and culture. The strategic plan is complemented by other ICT strategies and policies including SMART Rwanda Master Plan (2016-2020), ICT4RAg (2016-2020), the National Digital Talent Policy, the National Data Revolution Policy, the National Science & innovation Policy, the National Cyber Security Policy, and the Broadband Policy.

### **c) Science, Technology, and Innovation Policy**

This policy aims to establish a vibrant Science, Technology, and Innovation environment with capacity, enabling policies, and adequate funding capable of producing quality graduates, research, and modern technology products and services to cater for the needs of the productive sector and the society

#### **d) Rwanda ICT Strategic and Action Plan (2011–2015)**

The Government of Rwanda (GoR) strongly believes that Information and Communication Technology (ICT) can enable Rwanda leap-frog the key stages of industrialization. As such, GoR has integrated ICTs, through the National Information Communication Infrastructure process, as a key driver for socio-economic development to fast-track Rwanda's economic transformation, and consistently strives to align the country's development agenda to global trends to be competitive.

#### **e) Regulation No. 010/R/CR-CSI/RURA/020 OF 29/05/2020 Governing Cybersecurity**

The purpose of this Regulation is to secure networks, their subscribers and the critical communication infrastructure to ensure the confidentiality, integrity and availability of networks and systems in Rwanda.

#### **f) Law n° 24/2016 of 18/06/2016 governing information and communication technologies**

The aim of this Law is to establish a framework for Information and Communication Technologies (ICT) policy and regulation, with emphasis on the following:

- 1° to promote national Information and Communication Technologies (ICT) policy objectives;
- 2° to establish a licensing and regulatory framework in support of national policy objectives for the Information and Communication Technologies (ICT) industry taking into account the convergence of technologies;
- 3° to establish and strengthen the relevant institutions by providing them with the powers and procedures that are necessary for the implementation of this Law;
- 4° to establish Rwanda as a major global center and hub for communications and multimedia information;
- 5° to promote an information society for the enhancement of quality of both life and work;
- 6° to ensure an equitable provision of affordable services over ubiquitous national infrastructure.

#### **g) National E-Waste Management Policy for Rwanda (2018)**

The E-waste policy was developed to provide comprehensive guidance for the efficient and effective management of discarded Electrical and Electronic Equipment (EEE) through

appropriate legal and regulatory instruments, which promote green development and ensure a sustainable economic growth for the country.

This policy is built on the following principles:

1) Device life cycle: Reduce, re-use and recycle: Reduce and reuse approach can help minimize E-waste through expanding the life span of electronic devices and reusing those EEE which are still in good condition. Example: electronic devices that have been discarded by government institutions can be refurbished and reused by academic institutions.

2) Resource recovery: E-waste recycling involves collection and dismantling to recover valuable metals from EEE such as gold, copper, etc. These can be used as raw materials for the manufacturing of other products.

3) Protection of human health and environment: all hazardous materials in E-waste should be treated properly to avoid harming or endangering human health and the environment.

4) Job creation and private sector development: this policy will foster investment and job creation in E-waste management and control, which will promote creativity and innovation especially for young entrepreneurs.

5) Sustainability: Through this policy, the prevention of environmental and health-related hazards as well as the creation of income generation opportunities will contribute to the sustainable development of Rwanda.

### 1.3.2 National Resettlement Regulations

Rwanda has numerous legal and policy framework relating to Land and resettlement issues.

These include:

- ◆ The Rwandan Constitution, promulgated in 2015;
- ◆ Expropriation Law No. 32/2015 of 11/06/2015;
- ◆ Organic Law N° 27/2021 of 10/06/2021 governing land in Rwanda
- ◆ Real Property Valuation Law promulgated in 2010;

### **a) Constitution of Rwanda**

The constitution is the supreme law in Rwanda. Under Article 34 of the Rwanda constitution, it is stated that: “everyone has the right to private property, whether individually or collectively owned”. Furthermore, it mentions private property, whether individually or collectively owned, is inviolable. However, this right can be interfered with in case of public interest, in circumstances and procedures determined by law and subject to fair and prior compensation.

Article 35 stipulates that private ownership of land and other rights related to land are granted by the State. The constitution provides that a law should be in place to specify modalities of acquisition, transfer and use of land (expropriation law). The constitution also provides for a healthy and satisfying environment. It states that every person has the duty to protect, safeguard and promote the environment. The State shall protect the environment.

### **b) Expropriation Law in the Public interest**

The law No. 32/2015 of 11/06/2015 related to expropriation in the public interests determines the procedures relating to expropriation of land in the interest of the public. Article 3 of the law stipulates that it is only the government that has authority to carry out expropriation. However, the project, at any level, which intends to carry out acts of expropriation in the public interest, shall provide funds for inventory of assets of the person to be expropriated and for just compensation on its budget.

According to the organic law, no person shall hinder the implementation of the program of expropriation on pretext of self-centered justifications and no land owner shall oppose any underground or surface activity carried out on his or her land with an aim of public interest. In case it causes any loss to him or her, he or she shall receive fair and just compensation for it. The law identifies properties to be valued for just and fair compensation including land and activities that were carried out on the land such as different crops, forests, any buildings or any other activity aimed at efficient use of land or its productivity. However, as per Article 27 of the law No 32/2015 of 11/06/2015, the owner of land designated for expropriation in the public interest shall provide proof of rights to land and property incorporated thereon like land titles or any other documentary evidence showing he/she has property ownership.

**c) Law N° 27/2021 of 10/06/2021 governing land in Rwanda**

This Law determines modalities of acquisition, registration, allocation, possession, transfer, management and use of land.

According to the Law, Land in Rwanda is categorized into two: Individual land and public land. The latter is subdivided into two categories: the state land in public domain and the state land in private domain. The Article 31 of the Land Law stipulates that State lands in public domain consist of all lands intended to be used by the general public or all the lands reserved for organs of State services and national lands reserved for environmental protection. These lands include 1<sup>o</sup> lands occupied by lakes or rivers as listed by an Order of the Minister in charge of water resources; 2<sup>o</sup> lands on the banks of lakes or rivers up to a distance determined by an Order of the Minister in charge of water resources starting from the furthest line reached by water depending on successive floods, excluding exceptional floods; 3<sup>o</sup> lands occupied by springs and wells determined by an Order of the Minister in charge of water resources; 4<sup>o</sup> national lands composed of natural forests, national parks, protected swamps, State public gardens and tourist sites; 5<sup>o</sup> islands as listed by an Order of the Minister; 6<sup>o</sup> national roads and their boundaries; 7<sup>o</sup> lands reserved for public State activities and infrastructure; 8<sup>o</sup> lands reserved for public cemeteries; 9<sup>o</sup> lands on which memorial sites of the genocide against the Tutsi are built.

Article 32 states that State lands in private domain consist of: 1<sup>o</sup> lands that are not included in State lands reserved for public activities or infrastructure; 2<sup>o</sup> lands of a State-owned company excluding lands reserved for public activities or infrastructure of that company; 3<sup>o</sup> lands registered under the name of a specialized organ basing on its responsibilities excluding lands reserved for public activities or infrastructure of that organ; 4<sup>o</sup> lands that do not belong to individuals.

**d) Law establishing and Organizing the Real Property Valuation Profession in Rwanda**

Law No.17/2010 of 12/05/2010 Establishing and Organizing the Real Property Valuation Profession provides conditions for registration of land valuers in Rwanda, establishes the Institute for real property Valuers and sets conditions to exercise the profession. The law also allows the Government to conduct valuation when mandated by their government

institutions.

Articles 27, 29, 30 and 31 of the law deals with valuation methods. These articles stipulate that price for the real property shall be close or equal to the market value. The valuation could also compare land values country wide. Where sufficient comparable prices are not available to determine the value of improved land, the replacement cost approach shall be used to determine the value of improvements to land by taking real property as a reference. The law also allows the use of international methods not covered in the law after approval from the Institute of Valuers council.

### 1.3.3 Environmental and Social Standard (ESS) 5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement

ESS5 recognizes that project-related land acquisition and restrictions on land use can have adverse impacts on communities and persons. Project-related land acquisition or restrictions on land use may cause physical displacement (relocation, loss of residential land or loss of shelter), economic displacement (loss of land, assets or access to assets, leading to loss of income sources or other means of livelihood), or both. The term “involuntary resettlement” refers to these impacts. Resettlement is considered involuntary when affected persons or communities do not have the right to refuse land acquisition or restrictions on land use that result in displacement.

This standard has the following objectives:

- To avoid involuntary resettlement or, when unavoidable, minimize involuntary resettlement by exploring project design alternatives.
- To avoid forced eviction.
- To mitigate unavoidable adverse social and economic impacts from land acquisition or restrictions on land use by: (a) providing timely compensation for loss of assets at replacement cost and (b) assisting displaced persons in their efforts to improve, or at least restore, their livelihoods and living standards, in real terms, to pre-displacement levels or to levels prevailing prior to the beginning of project implementation, whichever is higher.

- To improve living conditions of poor or vulnerable persons who are physically displaced, through provision of adequate housing, access to services and facilities, and security of tenure.
- To conceive and execute resettlement activities as sustainable development programs, providing sufficient investment resources to enable displaced persons to benefit directly from the project, as the nature of the project may warrant.
- To ensure that resettlement activities are planned and implemented with appropriate disclosure of information, meaningful consultation, and the informed participation of those affected.

#### 1.4 Summary of prior stakeholder engagement activities relevant to the project

Prior surveys and consultations were conducted to better understand the views of different stakeholders (key government agencies, as well as the needs and expectations of local communities) to inform the initial selection of priority use-cases. It is worth mentioning that most stakeholder engagement activities were carried out virtually and with limited physical contact sessions in keeping with national measures and protocols to prevent the spreading of COVID 19. The prior stakeholder engagement activities are described in Table 1, Table 2 and Table 3 below.

*Table 1. Initial stakeholder engagement activities*

<b>Date &amp; Location</b>	<b>Stakeholders</b>	<b>Format and Objectives</b>	<b>Outcome</b>
February 11, 2021	Rwanda ecosystem (multiple actors)	Share WB DAP overview and Component 3 details; collect feedback	Feedback received on early-stage finance, hardware/robotics, key additionality for international accelerators, and addressing disability issues
February 05, 2021	MORINGA SCHOOL	Virtual meeting How the school would support the project	Moringa's work would fit into the Digital Acceleration Project  There are more opportunities to collaborate  Moringa is willing/able to provide training in other

<b>Date &amp; Location</b>	<b>Stakeholders</b>	<b>Format and Objectives</b>	<b>Outcome</b>
			areas, such as basic digital literacy.
February 04, 2021	Techstars (intl. accelerator)	Introduction to scope/approach of Techstars ecosystem development programs	Overview deck received; key programs highlighted (Founder Catalyst + Community Catalyst); follow-up on conversation intended for more detailed discussion
February 03, 2021	500 Startups (intl. accelerator)	Review 500 Startups approach to M&E to help inform GoR input to WB RDAP M&E indicators	Feedback received on ecosystem measurement; prior conversations covered scope/approach of 500 Startups for ecosystem development programs
February 02, 2021	F6S (intl. platform)	Introduction to scope/approach of F6S community/acceleration programs	Overview shared; follow-up on conversation intended for more detailed discussions
January 21, 2021	Ericsson ONE	Review of Ericsson ONE corporate innovation/incubation approach and potential fit for Rwanda	Discussed priorities and needs for Ericsson ONE to set up an Africa "test-bed"
January 11, 2021	BPI France / EuroQuity	Introduction to EuroQuity startup/funding digital community	Reviewed functions of EuroQuity platform and explored potential ideas for expanding it to Rwanda ecosystem
December 04, 2020	<i>Ministry of ICT and Innovation (MINICT)</i>  <i>Sector working group - 165 email addresses</i>	Official virtual meeting Key considerations	The key concerns that were pointed out by the stakeholders included the following:  a) There should be participation and incentives for the private sector  b) cyber-security is key and important to be included
October 26, 2020	<i>RDB</i>	Virtual meeting Areas of collaboration	Supportive of the project  Interest in Smartphone Device Affordability Model

<b>Date &amp; Location</b>	<b>Stakeholders</b>	<b>Format and Objectives</b>	<b>Outcome</b>
October 14, 2020  Kigali	BRD	Virtual meeting Areas of collaboration	Supportive of the project, opportunity in smartphone distribution scheme

Table 2. Consultation on different components of the project

<b>Stakeholders</b>	<b>Engagement method</b>	<b>Engagement summary</b>	<b>Key outcomes</b>
ICT chamber, Norrskan Foundation, UNCDF, MINICT, RISA, KIC, Girls in ICT, Local startups (Iris Hub, BAG, 250startups)	Virtual meeting (Webex)	The stakeholders were consulted on February 12, 2021. Stakeholders were invited to mention what they think about the project, its possible impacts, subprojects that should be funded; channels of communication, conflicts and grievance handling, etc.	<ul style="list-style-type: none"> <li>○ Participants were very happy with the project. They however expressed the following: <ul style="list-style-type: none"> <li>○ Make selection of international accelerator competitive enough to get the best quality there is</li> <li>○ Clearly define financing instruments to be applied</li> <li>○ Boot camps are short-term and great but need to invest a lot more effort in 3.2 as the long-term solution</li> <li>○ Clearly bring out how this component will strengthen R&amp;D and innovation</li> <li>○ A great value point for local startups has been the regular and maintained exchanges with mentors beyond the incubation period; there is a need to see how to incorporate this in the design</li> <li>○ Develop attractive packages to entice international accelerators to Rwanda</li> <li>○ Ensure PWDs are catered for as co-creators</li> </ul> </li> </ul>
Mara Phones, MTN, Transsion (itel, Tecno, etc), Shreecom (Samsung, Nokia, iphone), Oppo, MINICT, RISA	Virtual meeting (Webex)	The stakeholders were consulted on February 11, 2021. Stakeholders were invited to mention what they think about the project, its possible impacts, subprojects that	<ul style="list-style-type: none"> <li>○ Device financing models are key to the success of extending affordable devices to citizens. Develop varying models/options for citizens to choose from: <ul style="list-style-type: none"> <li>- Installment payment plans</li> <li>- Cash loans, etc.</li> <li>- Build sustainability in the model of acquiring these</li> </ul> </li> </ul>

Stakeholders	Engagement method	Engagement summary	Key outcomes
		<p>should be funded; channels of communication, conflicts and grievance handling, etc.</p>	<p>devices</p> <ul style="list-style-type: none"> <li>- Need affordable but also quality smart devices</li> <li>○ Relevant and valuable local content is an equally important factor</li> <li>○ Integrating with the banks holding funds toward serving eligible customers in service provider distribution channel (Customer=&gt;MoMo=Bank A/C)</li> <li>○ Fund recollection back to specific bank Accounts + understanding if any interest rate is to be considered or not.</li> <li>○ When it comes to cost, look at the whole smart device value chain/ecosystem: <ul style="list-style-type: none"> <li>- Define what a smartphone is</li> <li>- How can device affordability be spread across the value chain?</li> <li>- Support services such as device maintenance and replacement easily accessible and affordable</li> <li>- Affordability is not on devices alone but on voice and data too, those touch points need to be considered too</li> </ul> </li> <li>○ Define target number of people to reach through this project to achieve significant smartphone penetration</li> <li>○ Members would like to participate in developing requirements for the study or survey</li> <li>○ Benchmark on new models of last mile connectivity</li> </ul>
<p>DOT Rwanda (Violette, Jane, Tony), MINICT, RISA</p>	<p>Virtual meeting (Webex)</p>	<p>The stakeholders were consulted on February 11, 2021. Stakeholders were invited to mention what they think about the project, its</p>	<ul style="list-style-type: none"> <li>○ Ready to support the project. The following was expressed:</li> <li>○ It's fundamental to crowd in the private sector to effectively drive this</li> <li>○ Clearly define the benefits and importance of digital skills, what</li> </ul>

Stakeholders	Engagement method	Engagement summary	Key outcomes
		possible impacts, subprojects that should be funded; channels of communication, conflicts and grievance handling, etc.	<p>will they help with?</p> <ul style="list-style-type: none"> <li>○ Classify the audience types, levels and categories: <ul style="list-style-type: none"> <li>- Use human centered design; develop different personas for customization of content</li> <li>- Audit the target audience to understand them and their needs</li> <li>- Maintain feedback loops on their experiences throughout the project lifecycle</li> </ul> </li> <li>○ Localization of content is critical, Kinyarwanda content even more important</li> <li>○ Personalization of delivery is also critical to the success of this agenda</li> <li>○ Capitalize on the youth in implementation as they are the key drivers and largest pool of consumers of digital technologies</li> <li>○ Need to effectively do partnership ecosystem mapping: <ul style="list-style-type: none"> <li>- Develop a partnership strategy</li> <li>- Develop value proposition for players to join in and what their contributions can be</li> </ul> </li> </ul>
MINICT, RISA, CDOs and BAs; MINALOC, MININFRA, MINEMA, MINEDUC, MIGEPROF, MINICOM, MIFOTRA, MINISPORTS, MINIJUST, MoE, MINAGRI	Virtual meeting (Webex)	The stakeholders were consulted on February 11, 2021. Stakeholders were invited to mention what they think about the project, its possible impacts, subprojects that should be funded; channels of communication, conflicts and grievance handling, etc.	<ul style="list-style-type: none"> <li>○ Ready to support the project. The following was expressed:</li> <li>○ Ensure development of local content and in Kinyarwanda is prioritized</li> <li>○ Capitalize on existing platforms like Youtube to provide content relevant to Rwandans and in Kinyarwanda</li> <li>○ Need sustainable (current ones have short life span) and affordable devices</li> <li>○ Consider curriculum revisions to boost skills (industry-academia linkages)</li> <li>○ Need to highlight the benefits of the population having access to</li> </ul>

Stakeholders	Engagement method	Engagement summary	Key outcomes
			<ul style="list-style-type: none"> <li>smart devices and digital skills</li> <li>○ Need to heavily focus on how to help local startups to compete locally and internationally: <ul style="list-style-type: none"> <li>▪ They currently do not have sufficient skills to even compete locally</li> <li>▪ Digital skills alone are not enough, they also need critical thinking skills, etc.</li> </ul> </li> <li>○ Put citizens and locals first all through the design</li> <li>○ Work with universities to drive this vision and dream for digitally transformed Rwanda</li> <li>○ Highlight how both the private sector employees and public servants' skills will be enhanced through this project</li> <li>○ Highlight how the project will help to boost local R&amp;D and innovation</li> <li>○ Ensure to develop targeted approaches for teachers as critical pillars of society</li> </ul>
MINALOC (Executive Secretaries of all 30 Districts in Rwanda)	Virtual meeting (Webex)	The stakeholders were consulted on February 11, 2021. They were invited to contribute ideas on what they think about the project, its possible impacts, subprojects that should be funded; channels of communication, conflicts and grievance handling, etc.	<ul style="list-style-type: none"> <li>○ The executive secretaries of Districts said that they are happy with the project which is in line with Rwanda's Vision 2050</li> <li>○ They said that they do not foresee any strong adverse impacts apart from e-waste management but rather expressed that the project will have many positive impacts</li> <li>○ They emphasized that the project should go beyond providing digital devices like smart phones. They said that many cells do not have electricity and that this might compromise provision, access and use of internet.</li> <li>○ They said that digital skills development should be given more emphasis and that it should especially target rural areas.</li> <li>○ They expressed that in addition to</li> </ul>

Stakeholders	Engagement method	Engagement summary	Key outcomes
			<p>traditional ways of communicating (when measures against COVID 19 allow) the project should empower communities to use technology-enabled communication which can even better fit the situation of COVID19 that the country is facing.</p> <ul style="list-style-type: none"> <li>○ With regard to grievance handling, these stakeholders said that there are existing and functional mechanisms of filing and resolving grievances, mainly linked to the administrative levels. However, they said that some of the existing mechanisms consist in physical or face-to-face interactions. They expressed the need for complementing or supplementing mechanisms such as call centers and internet and web-based mechanisms that can allow communities to get their grievances received and handled without moving from their places.</li> </ul>

Table 3. Physical & Face-to-face Consultations and additional consultations

<i>Date &amp; Location</i>	<i>Stakeholders</i>	<i>Format and Objectives</i>	<i>Outcome</i>
May 24, 2021	Development Bank of Rwanda (BRD)	Face-to-face meeting	<ul style="list-style-type: none"> <li>• Discussions touched on the establishment and operationalization of the government devices affordability fund</li> <li>• BRD accepted to take the lead on the sub-component 1.1. increasing access to affordable smart devices since it is the most suitable institution to ensure its bankability</li> <li>• It was agreed that a joint team be established to ensure regular follow-up on this sub-component</li> </ul>

<p>From May 17, 2021 to May 20, 2021</p> <p>District staff in all 30 districts: Gatsibo, Nyagatare, Kayonza, Rwamagana, Kirehe, Ngoma, Bugesera, Kicukiro, Nyarugenge, Gasabo, Kamonyi, Muhanga, Ruhango, Nyanza, Nyaruguru, Huye, Nyamagabe, Gisagara, Rusizi, Nyamasheke, Nyabihu, Musanze, Rutsiro, Karongi, Ngororero, Rubavu, Gicumbi, Burera, Rulindo, Gakenke</p>	<ul style="list-style-type: none"> <li>• Social Development Unit</li> <li>• IT Office</li> <li>• Health Unit</li> <li>• Good Governance Unit</li> <li>• Gender Balance and Family Promotion Office</li> <li>• Youth, Culture and Sports Office</li> <li>• Agriculture, and Natural Resources Unit/ One Stop Center</li> <li>• Business Development and Employment Promotion Unit</li> <li>• Education Unit</li> <li>• Joint Action Development Forum (JADF) officer</li> <li>• Disability Mainstreaming Office</li> </ul>	<p>Face-to-face meeting</p>	<ul style="list-style-type: none"> <li>• People are very happy with the project</li> <li>• There are instances of places with no coverage of mobile networks. These places need mobile phone towers first in order for their internet connection to be possible.</li> <li>• Staff need training to acquire more digital skills. There are staff who, even when they have digital devices, do not know how to effectively use them for service delivery and in their everyday activities.</li> <li>• There are schools that do not have electricity. These need electricity, then computers and internet. Many schools teach ICT without having computers. These need computers (computer labs) and then internet.</li> <li>• Apart from very few sector offices and District Hospitals, Schools, health centers, Sector and Cell Offices use 4 G routers and modems which are expensive and do not provide regular internet</li> <li>• Internet is very expensive in Rwanda and internet service providers offer poor and unsteady services. Internet providers like MTN, Airtel and others need to be approached, advised or supported in order for them to offer what they promise.</li> <li>• IREMBO system needs to be supported, upgraded and given trained staff so that it can support more users at the same time and accommodate more services.</li> <li>• There are instances where Rwanda Revenue Authority keeps old information. This needs to be supported and/or upgraded and synchronized with other related systems such as land registration system</li> <li>• The Service Access Points (SAPs) are very few and do not have enough computers. Some have only one computer. Digital Ambassadors are very few and are not incentivized. At least, every sector should have a computer room with enough computers, internet and incentivized and trained support officers who can be helping lay communities</li> <li>• There should be at least one Business Information Center where all job providers and job seekers should provide or access information in general and job-related information in particular</li> <li>• There should be special packages for people</li> </ul>
--	---	-----------------------------	--

			<p>with disability, for example, visually impaired people, and historically and economically unintegrated communities (e.g., in Nyamagabe District).</p> <ul style="list-style-type: none"> <li>• Since people will be engaged in activities that might trigger more spending, there should be livelihood and income generating activities. These would also cater for any livelihood decline, income loss or disturbances that might occur during the implementation of the project.</li> <li>• As more people, including the youth and uneducated people, will be on internet, more training and measures need to be devised to help people to ethically and morally use internet in order to avoid the moral spoilage of people</li> <li>• In more hilly areas, people face a serious problem of natural disasters such as heavy rains and thunder. Rwanda Meteorology Agency should be supported to get more instant and more accurate climate information and share that information to all concerned people early enough for more preparedness.</li> <li>• E-waste management is still an issue. The Government of Rwanda has had an agreement with ENVIROSERVE Rwanda to operate a government owned e-waste plant located in Bugesera District. ENVIROSERVE collects e-waste from Government offices, including District offices. Private entities can also pay and get this service. However, the company has no provision for ordinary people. This company is not widely known. It needs marketing and awareness raising.</li> </ul>
<p>From May 17, 2021 to May 20, 2021</p> <p>Schools</p>	<ul style="list-style-type: none"> <li>• School staff</li> <li>• Communities neighboring the Schools</li> </ul>	<p>Face-to-face meeting</p>	<ul style="list-style-type: none"> <li>• Some schools do not even have electricity</li> <li>• The schools do not have enough computers or have no computer at all. Where there is internet (router or modem), it is mainly for the head teacher to submit reports. Students do not use internet.</li> <li>• People complain that their children finish primary and secondary schools without the basic computer skills</li> <li>• Every school should have a computer lab with internet connection. It should also have a well-equipped smart classroom. Teachers should also be assisted to own laptops to ease and improve their teaching activities. It should also have a staff member in charge of</li> </ul>

			the IT equipment and imparting ICT Skills to others
From May 17, 2021 to May 20, 2021 Health Centers	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Healthcare seekers</li> </ul>	Face-to-face meeting	<ul style="list-style-type: none"> <li>• Health centers do not have enough computers or have no computer at all. Where there is internet (router or modem), it is mainly for the director to submit reports. Other staff do not have internet</li> <li>• Hospitals and health centers participate in civil registration, and there are still issues in recording and retrieving vital statistics.</li> <li>• The project should help hospitals and health centers in effective civil registration</li> <li>• Healthcare seekers said that they heard that people can get medical care through the phone and would wish to experience that.</li> <li>• With healthcare digitization, medical practitioners can offer consultations, medical prescriptions and medical advice to patients using digital devices such as phones. Patients can get treated without leaving their homes. They can get health and disease-related information</li> </ul>
From May 17, 2021 to May 20, 2021 Sector & Cell Offices	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Service seekers</li> </ul>	Face-to-face meeting	<ul style="list-style-type: none"> <li>• Sector and Cell offices use 4G routers and modems for internet. However, staff that were consulted said that these sometimes disappoint them and make them delay or fail to offer some services.</li> <li>• There are still issues in recording and retrieving vital statistics. Officers in charge delay in issuing required certificates such as birth certificates, marriage certificates, death certificates, etc.</li> <li>• The project should help sectors in effective civil registration and quick issuance of certificates</li> <li>• Service seekers said that they heard that there are services they can get without leaving their homes such as marriage certificates, land titles, etc., and would wish to experience that.</li> </ul>
From May 17, 2021 to May 20, 2021 Community gathering places	<ul style="list-style-type: none"> <li>• Community representatives in gathering places</li> </ul>	Face-to-face meeting	<ul style="list-style-type: none"> <li>• Many community members do not have phones. Those who have phones have small devices for calling and receiving calls. They do not have smart phones.</li> <li>• They also need to be trained on how to use phones effectively to get different services.</li> <li>• Communities expressed that airtime is expensive. They also said that internet is</li> </ul>

			<p>very expensive and that mobile network companies offer very poor services.</p> <ul style="list-style-type: none"> <li>• Communities said that they hear that people can get prices of different goods and other important information through their phones and wish to experience all these.</li> <li>• People wish to have areas where they can be getting different services including internet.</li> <li>• Digital ambassadors are still very few and unknown. They should be increased and motivated to help lay communities</li> <li>• If at any point during the implementation of the project communities' properties are affected or their livelihood is affected, they should be duly compensated</li> </ul>
<p>From May 17, 2021 to May 20, 2021</p> <p>ICT business people</p>	<p>One phone shop or internet-based business person in every visited district</p>	<p>Face-to-face</p>	<ul style="list-style-type: none"> <li>• ICT business people are supportive of the project and said that it will boost the ICT sector in Rwanda</li> <li>• They said that they would wish to be part of the exercise for example supplying phones to be given to the population</li> <li>• They also said that since there might be distribution of phones to people and communities can obtain on their own some of the services they used to pay for, ICT business might be negatively affected, and therefore, restoration mechanisms or other possible support should be thought about.</li> </ul>
<p>From May 17, 2021 to May 20, 2021</p> <p>ENVIROSERVE RWANDA</p>	<ul style="list-style-type: none"> <li>• ENVIROSERVE Representative</li> </ul>	<p>Virtual meeting</p>	<ul style="list-style-type: none"> <li>• ENVIROSERVE Rwanda is a subsidiary of ENVIROSERVE Dubai. It deals with electronic and electrical waste</li> <li>• Rwanda releases 10,000 tons of e-waste every year and with the implementation of RDAP, e-waste will definitely increase.</li> <li>• Enviroserve manages the Government plant that is located in Bugesera District</li> <li>• The plant has the capacity to deal with more e-waste but until now it operates at 30% of its capacity because it does not get enough e-waste to process.</li> <li>• Government offices gather their e-waste and call Enviroserve to go and pick it for free. However, many people do not even know this company.</li> <li>• Private entities can also call Enviroserve for their e-waste but at a certain fee.</li> <li>• There has not been any clear plan for</li> </ul>

			<p>ordinary people.</p> <ul style="list-style-type: none"> <li>• Enviroserve needs the support especially in awareness raising so that people can know them and what they do so that there can be plans to process e-waste from all categories of people</li> <li>• There is also a need to improve the mechanism that ENVIROSERVE uses so that people are motivated and/or incentivized to avail the e-waste so that all e-waste is properly managed.</li> </ul>
--	--	--	---

## 2. AN OVERVIEW OF STAKEHOLDER ENGAGEMENT

### 2.1 What is Stakeholder Engagement?

The term “stakeholder engagement” is emerging as a way to describe a broader, more inclusive, and continuous process between a client and all project stakeholders. Stakeholder engagement can encompass a range of activities and approaches, and usually spans the life of a project. A broad array of terms describes this new approach to engaging stakeholders, including consultation, engagement, external relations, information disclosure and dissemination, and participation. These terms have been used loosely and interchangeably, because all these components can be part of an integrated engagement process. Stakeholder Engagement will be free of manipulation, interference, coercion, and intimidation, and conducted on the basis of timely, relevant, understandable and accessible information, in a culturally appropriate format. It involves interactions between identified groups of people and provides stakeholders with an opportunity to raise their concerns and opinions (e.g., by way of meetings, surveys, interviews and/or focus groups), and ensures that this information is taken into consideration when making project decisions.

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

- **Managing costs:** Effective engagement will help the project to avoid unnecessary costs, in terms of money and reputation;
- **Managing risk:** Engagement helps the project and communities to identify, prevent, and mitigate environmental and social impacts that can threaten project viability;
- **Enhancing reputation:** By publicly recognizing human rights and committing to

environmental protection, the project and financial institutions (World Bank) involved in financing the project can boost their credibility and minimize risks;

- **Avoiding conflict:** Understanding current and potential issues such as land rights and proposed project activities;
- **Improving practices and/or policies:** Obtaining perceptions about a project, which can act as a catalyst for changes and improvements in practices and policies of the client;
- **Identifying, monitoring and reporting on impacts:** Understanding a project's impact on stakeholders, evaluating and reporting back on mechanisms to address these impacts; and
- **Managing stakeholder expectations:** Consultation also provides the opportunity for the project team to become aware of and manage stakeholder attitudes and expectations.

## 2.2 Principles for Effective Stakeholder Engagement

Stakeholder engagement is usually informed by a set of principles defining core values underpinning interactions with stakeholders. Common principles based on International Best Practices include the following:

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

## 2.3 Stakeholder Engagement Considerations

The following considerations should be made when planning for stakeholder engagement:

### **Time and resources:**

It takes time to develop and build trust-based relationships with stakeholders. The consensus from practitioners is that from the outset relationships with stakeholders should develop and grow, and that these relationships should be nurtured and fostered not to fade.

Additional stakeholders might be identified that also want to be engaged. No willing stakeholder should be excluded from the process of engagement. Some stakeholders will need to be educated about the concept of engagement itself, as well as on the complex issues requiring specialized and technical knowledge. These demands can increase the cost of consultation required to meet external expectations, and often this occurs at a time when a project lacks the internal capacity and resources to implement a broad engagement strategy.

### **It raises expectations:**

Stakeholders can have unrealistically high expectations of benefits that may accrue to them from a project. As such, the project team from the outset must be clear on what they can and cannot do, establishing a clear understanding of their roles and responsibilities.

### **Securing stakeholder participation:**

Cultural norms and values can prevent stakeholders from freely participating in meetings. Often there are conflicting demands within a community, and it can be challenging for a project to identify stakeholders who are representative of common interests. This might be avoided by employing local consultants who are sensitive to local power dynamics, which requires project proponents to develop an awareness of the local context and implementing structures to support and foster effective stakeholder engagement.

### **Consultation fatigue:**

Stakeholders can easily get tired of consultation processes especially when promises are unfulfilled, and their opinions and concerns are not taken into consideration. Often stakeholders feel their lives are not improving as a result of a project and this can lead to

consultation meetings being used as an area to voice complaints and grievances about the lack of development. This might be avoided by coordinating stakeholder engagement and by ensuring that practitioners do not make promises to stakeholders, but rather use the public consultation process as an opportunity to manage expectations, challenge misconceptions, disseminate accurate project information, and gather stakeholder opinions which are a feedback to the client and other project specialists.

**Culturally appropriate engagement:**

It is critical that engagement is culturally appropriate, especially, but not exclusively, in terms of impacted communities. Prior to any engagement event the following actions will occur:

- Preparation of standard ‘question and answer’ sheets tailored for specific stakeholder types (based on lessons learnt, analysis and common issues raised in previous engagements or encounters);
- Planning/design of engagement action(s) with project team and other relevant authorities and staff;
- Selection of individual stakeholders with whom engagement will occur;
- Selection of methods for disclosure of information (including such topics as format, language, and timing);
- Selection of location and timing for engagement event(s) (avoiding busy work times, which may be seasonal, and days/times when special events may be occurring);
- Agreeing on mechanisms for ensuring stakeholder attendance at engagement event(s) (if required);
- Identification and implementation of feedback mechanisms to be employed.

**3. STAKEHOLDER IDENTIFICATION AND ANALYSIS**

Project stakeholders are defined as individuals, groups or other entities who:

- a. Are impacted or likely to be impacted directly or indirectly, positively or adversely, by the project (also known as ‘affected parties’); and

- b. May have an interest in the project ('other interested parties'). They include individuals or groups whose interests may be affected by the Project and who have the potential to influence the project outcomes in any way.

Cooperation and negotiation with the stakeholders throughout the project development also require the identification of persons within the groups who act as legitimate representatives of their respective stakeholder group, i.e. the individuals who have been entrusted by their fellow group members with advocating the groups' interests in the process of engagement with the Project. Community representatives may provide helpful insight into the local settings and act as main conduits for dissemination of the Project-related information and as a primary communication/liaison link between the Project and targeted communities and their established networks. Verification of stakeholder representatives (i.e., the process of confirming that they are legitimate and genuine advocates of the community they represent) remains an important task in establishing contact with the community stakeholders.

For the purposes of effective and tailored engagement, stakeholders of Rwanda Digital Acceleration Project can be divided into the following core categories:

- **Affected Parties** – persons, groups and other entities within the Project Area of Influence (PAI) that are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures. These will include, among others:

- Landowners or land users along the rights of way (ROW) of the construction works whose properties or incomes may be impacted;
- Residents and community members who may be inconvenienced by some construction works (e.g., by noise, dust, vibration, accidental damages);
- Business owners who may be inconvenienced and/or financially impacted by construction works;
- Local authorities in settlements connected and those through which the network will pass;
- Business companies or people dealing with mobile devices

- Internet service providers;
- Local authorities in settlements that will be connected to internet;
- Schools, hospitals, and other public service providers in target areas;
- Internet cafés and other businesses linked to internet;
- Local households and businesses whose activities may be positively impacted

**Other Interested Parties** – individuals/groups/entities that may not experience direct impacts from the Project but who consider or perceive their interests as being affected by the project and/or who could affect the project and the process of its implementation in some way. These will include among others:

- Individuals, businesses, and institutions in the settlements being connected;
  - All users of broadband services in rural areas, on account of improvements in affordability and reliability of broadband services
  - Public and private service providers (of education, health, financial services);
  - Line Ministries, public agencies, and their regional offices, providing public services, for example Education, Health, Social Protection / Social Service Agency, Police, Justice, etc.;
  - Civil society organizations;
  - International organizations who implement projects in the targeted areas;
  - Community and social organizations;
- **Vulnerable Groups** – these are persons who may be disproportionately impacted or further disadvantaged by the project(s) as compared with any other groups due to their vulnerable status and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the project. They include among others:
- Women;
  - Youth;

- Elderly;
- Persons with disabilities;
- Poor and unemployed persons;
- Minority groups.

Where other affected parties, interested parties and vulnerable groups are identified in the course of the project implementation, their needs will also be taken into consideration and reflected in the SEP document.

In general, engagement is directly proportional to impact and influence, and as the extent of impact of a project on a stakeholder group increases, or the extent of influence of a particular stakeholder on a project increases, engagement with that particular stakeholder group should intensify and deepen in terms of the frequency and the intensity of the engagement method used. All engagement should proceed on the basis of what are culturally acceptable and appropriate methods for each of the different stakeholder groups targeted.

The following table shows the potential role, interest and influence of each of the above identified stakeholders or stakeholder categories:

*Table 4. Role, Interest, and Influence of Stakeholders*

<b>Stakeholder</b>	<b>Potential Role of Stakeholder</b>	<b>Interest</b>	<b>Influence</b>
Min of ICT & Innovation	Main driver and implementer of the project	High	High
Telecom companies	Provide services in the ICT sector, etc	High	High
Local authorities	Facilitate interactions, encounters with other stakeholders	High	High
Schools, hospitals, and other public service providers	Provide services that might be enhanced by ICTs	High	High
Business companies or people dealing with mobile devices	Their businesses might be impacted either positively or negatively	High	High
Internet cafés and other businesses linked to internet	Might be impacted either positively or negatively	High	High
Community members	Beneficiaries of the project, access ICT	High	High

Stakeholder	Potential Role of Stakeholder	Interest	Influence
	tools and services		
Vulnerable groups	Beneficiaries of the project, access ICT tools and services	High	High
Interested parties	Can facilitate encounters with other stakeholders, can advise the project	Moderate	Moderate

*Table 5. Summary of project stakeholders' specific needs*

No.	Stakeholder group	Key Characteristics	Language needs	Preferred notification	Specific needs
1.	Communities living in underserved regions	Limited access to infrastructure, distance, seasonal mobility	Use of local languages /translation	Local media, local community leaders, marketplaces	Distance to meeting venue, travel costs (when contact and physical meetings are possible and planned)  Access to the technologies used
2.	Rural residents	Low access to infrastructure  High poverty level	Local language	Local media, community structures and local administration  Schools and health centres	local travel distance and travel cost (when contact and physical meetings are possible and planned)  Access to the technologies used
3.	Women	limited time  low awareness	Local language translation	Local government, community organizations	Consultation close to home, child-care facilities, travel costs, timing and duration of consultation (when contact and physical meetings are possible and

No.	Stakeholder group	Key Characteristics	Language needs	Preferred notification	Specific needs
					planned) Access to the technologies used
4.	Persons with disabilities	Mobility/visual limitations	Local language translation	Local government, NGOs	Travel costs, assistance for mobility, sign language, accessibility of venues (when contact and physical meetings are possible and planned) Access to the technologies used

#### 4. STAKEHOLDER ENGAGEMENT PROCESS

##### 4.1 Engagement methods and tools

The Stakeholder Engagement Plan envisages that consultation meetings will take place with relevant interested parties prior to the commencement of the Project as well as during the project implementation and on an ‘as-needed’ basis.

Consultation and engagement activities are required to address stakeholder suggestions, ideas or concerns. Consultations will take place, as much as possible in face-to-face interactions within the affected and beneficiary settlements, and in line with the national guidelines and other measures to prevent the spread of the COVID-19 pandemic. These will include social distancing, wearing face masks, etc. (the measures will be updated based on the guidance from the Rwandan government, Ministry of Health and the Rwanda Biomedical Center (RBC)).

A precautionary approach will be taken to the consultation process to prevent infection and/or contagion, given the highly infectious nature of COVID-19. The following are some

considerations for selecting channels of communication, in light of the current COVID-19 situation:

- Avoid public gatherings (considering national restrictions or advisories), including public hearings, workshops and community meetings;
- If smaller meetings are permitted/advised, conduct consultations in small-group sessions, such as focus group meetings. If not permitted or advised, make all reasonable efforts to conduct meetings through online channels;
- Diversify means of communication and rely more on social media and online channels. Where possible and appropriate, create dedicated online platforms and chatgroups appropriate for the purpose, based on the type and category of stakeholders;
- Employ traditional channels of communications (TV, newspaper, radio, dedicated phone-lines, and mail) when stakeholders do not have access to online channels or do not use them frequently. Traditional channels can also be highly effective in conveying relevant information to stakeholders, and allow them to provide their feedback and suggestions;
- Where direct engagement with project affected people or beneficiaries is necessary, identify channels for direct communication with each affected household via a context specific combination of email messages, mail, online platforms, dedicated phone lines with knowledgeable operators;
- Each of the proposed channels of engagement should clearly specify how feedback and suggestions can be provided by stakeholders.

Local public institutions, such as community centers and public service halls will be equipped with dissemination materials, contact point information, and other project related information. The citizen and stakeholder engagement coordinator will have access to mechanisms under project activities—such as demand assessment surveys, training activities etc.—to proactively disseminate information and collect feedback from local population, organize consultations, support survey works, and ensure the functioning of the project grievance redress mechanism (GRM) at the local level. In addition, stakeholders will be able to use several channels (phones, e-mails, social media and project website) in order to receive more details about the project or provide/receive comments, ideas throughout the project life cycle.

Detailed record of all public consultations will be kept. Whenever possible, minutes should be supported with photos taken during consultations and lists of attendees with their contact information and original signatures.

Engagement with stakeholders will continue during the construction phase, and records of environmental and social issues raised, complaints received during consultations, field visits, informal discussions, formal letters, etc., will be followed up.

The records will be kept in the project office. The project will ensure that the different activities for stakeholder engagement, including information disclosure, are inclusive and culturally sensitive. Measures will also be taken to ensure that the vulnerable groups outlined above have the chance to participate and benefit from project activities. This will include among others, household-outreach through SMS, telephone calls, social media etc., (depending on the social distancing requirements), in local language, Kinyarwanda in communities with high concentration of these groups. Further, while country-wide awareness campaigns will be established, specific communications in every place will be timed according to the need, and also adjusted to the specific local circumstances of the place.

*Table 6. Stakeholder Engagement Methods and Tools*

<b>Target stakeholders</b>	<b>Topic(s) of engagement</b>	<b>Method</b>	<b>Location/Timing/frequency</b>	<b>Responsibilities</b>
Public and private institutions	Project information including Environmental and Social Safeguards instruments, benefits of the project, Grievance Redress	Information meetings, Outreach via email, phone, web; Inclusion as respondents in project surveys, Demand assessment studies prior to	At offices of or direct outreach to the targeted stakeholders at least three times, at the beginning, mid-term and end of Project Channels for continuous feedback will also	RISA

<b>Target stakeholders</b>	<b>Topic(s) of engagement</b>	<b>Method</b>	<b>Location/Timing/frequency</b>	<b>Responsibilities</b>
	Mechanism, Feedback	network deployment	be in place (information desks, phone, email, web-platform)	
Individuals and businesses in rural areas that will be connected	Project information including Environmental and Social Safeguards instruments, benefits of the project, Grievance Redress Mechanism, Feedback	Information meetings, Focus group discussions, Surveys, training programs, Demand assessment studies prior to network deployment	Within the respective areas at least three times at the beginning, mid-term and end of Project. Channels for continuous feedback will also be in place (information desks, phone, email, web-platform)	RISA, BRD
Internet Service Providers and other Media channels	Project progress, project information, benefits of the project, transparency of the project	Information meetings, Periodic consultations for demand assessment, Demand assessment studies prior to	Centrally and within regions prior to construction commencement.	RISA

<b>Target stakeholders</b>	<b>Topic(s) of engagement</b>	<b>Method</b>	<b>Location/Timing/frequency</b>	<b>Responsibilities</b>
		network deployment, Client engagement activities		
Village and Region Authorities	Project progress, project information, benefits of the project, Grievance Redress Mechanism, Feedback	Information meetings, Demand assessment studies prior to network deployment, Outreach via email, phone; Inclusion as respondents in project related surveys	Within the respective municipalities prior to commencement of construction as part of demand assessment. Channels for continuous feedback will also be in place (information desks, phone, email, web-platform)	RISA
Civil society organizations	Project progress, project information, benefits of the project, partnerships	Periodic project consultations, Project related surveys, Trainings	Centrally managed and implemented consultations with wider stakeholder	RISA

<b>Target stakeholders</b>	<b>Topic(s) of engagement</b>	<b>Method</b>	<b>Location/Timing/frequency</b>	<b>Responsibilities</b>
	and joint programs, Feedback		group	
Potential investors	Project progress, project information, benefits of the project, Grievance Redress Mechanism, Feedback	Information meeting, presentation	Investor and/or Open Net offices [on ongoing basis or at the beginning/end of the project]	RISA
Educational Institutions, Schools, Universities	Improvement of Education, new possibilities, Involvement of educational institutions in the program, ensuring connectivity and remote education in rural areas	Demand assessment studies prior to network deployment, Training programs financed by the project, surveys, focus groups and interviews	In each settlement as part of demand assessment studies and project related surveys	RISA
Vulnerable groups	In addition to including them	Digital literacy camps, literacy	In each settlement as	RISA, BRD

<b>Target stakeholders</b>	<b>Topic(s) of engagement</b>	<b>Method</b>	<b>Location/Timing/frequency</b>	<b>Responsibilities</b>
(Women and women-headed households; elderly; persons with disabilities and their caregivers; minority groups, etc.)	in all consultation activities listed above, vulnerable groups will be targeted for:  Involvement in digital literacy programs, increasing literacy of the poor and unskilled people, supporting of sustainable economic development of the place	programs, connecting with other stakeholders for training purposes, information meetings, presentations, workshops	part of demand assessment studies and project related surveys; Training programs and other activities implemented under the project	
Other interested parties	Project progress, project information, benefits of the project, Grievance Redress	Information meeting, presentation	Various places throughout project implementation on a need basis	RISA

<b>Target stakeholders</b>	<b>Topic(s) of engagement</b>	<b>Method</b>	<b>Location/Timing/frequency</b>	<b>Responsibilities</b>
	Mechanism, Feedback			

#### 4.2 Proposed strategy for Information Disclosure

The project strategies for information disclosure will be tailored to the different stakeholders at the national and district levels.

In consideration of Covid-19 restrictions, the project will innovate ways for effective and meaningful consultations to meet project and stakeholder needs and adhere to the restrictions put in place by the government to contain virus spread. Strategies to be employed include smaller meetings, small FGDs to be conducted as appropriate taking full precautions on staff and community safety. Where meetings are not permitted, traditional channels of communications such as radios and public announcements will be implemented. Other strategies will include one on one interviews through phones and skype for community representatives, CSOs and other interests' groups.

Appropriate formats and methods of disclosure and information sharing will be used. A central/national depository of all disclosed information will be maintained with the project implementing agency website. Information on the different project components will be disclosed on the websites of the respective project implementing partners. Other means of communication including print media, radio, television, public events, brochures fliers, social media, etc., will also be used.

*Table 7. Information Disclosure*

<b>Project Activity</b>	<b>Type of information to be disclosed</b>	<b>Methods proposed</b>	<b>Target stakeholders</b>	<b>Time Frame</b>	<b>Responsibilities</b>
<b>Project preparation</b>	Project activity plans Draft SEP, ESCP, ESMF, RPF, Grievance	Website, consultation workshop	National, Telecom service providers, ICT Entrepreneurs, investors,	Prior to approval	RISA

<b>Project Activity</b>	<b>Type of information to be disclosed</b>	<b>Methods proposed</b>	<b>Target stakeholders</b>	<b>Time Frame</b>	<b>Responsibilities</b>
	Mechanisms		private sector organizations, civil society, NGOs, Media		
<b>Project Launch</b>	-PAD -Executive summary of PAD translated into local language  Workshops at regional and city levels  Community meeting at local levels	Website and social media platforms of RISA  National Radio/TV and local FMs  Press conference  Information day	Implementing partners  Districts  MDAs  Universities, colleges and schools,  Civil society public	Project Launch	RISA
<b>Project implementation</b>	Quarterly progress reports  Annual reports	Soft copies of reports,  Summary reports	Implementing partners, education institutions,	Implementation	RISA BRD
	Draft proposals studies, assessments, regulations, disclosure of e-services Matching grant competition announcements New market entrants and service providers Evaluation reports	Websites National TV/Radio and FMs, News paper E mails Notice board Newspaper Social media	Project interested parties including Media, investors, businesses, private sector organizations, NGOs, civil society, Academia, research institutes general public	During implementation	RISA BRD
<b>Project closure</b>	Project achievements, Lessons learnt	Websites National Radio/TV	Project interested parties	End of project	RISA BRD

Project Activity	Type of information to be disclosed	Methods proposed	Target stakeholders	Time Frame	Responsibilities
	Follow up	Soft copies of reports Social media	including Media, investors, businesses, private sector organizations, NGOs, civil society, Academia, research institutes general public		

#### 4.3 Proposed Strategy for Consultation

A variety of methods will be used to disclose information to project stakeholders. Disclosed information will allow stakeholders to understand the risks and impacts of the project, and potential opportunities. The project team will provide stakeholders with key information about the project:

- (a) The purpose, nature, and scale of the project;
- (b) The duration of proposed project activities;
- (c) Potential risks and impacts of the project on local communities, and the proposals for mitigating these;
- (d) The proposed stakeholder engagement process highlighting the ways in which stakeholders can participate;
- (e) The time and venue of any proposed public consultation meetings, and the process by which meetings will be notified, summarized, and reported; and
- (f) The process and means by which grievances can be raised and will be addressed.

The information will be disclosed in a variety of ways including on relevant government websites (on the website of the Ministry of ICT and Innovation and RISA that will be implementing the project, including the website of the ministry and local offices, in a manner

that is accessible and culturally appropriate, taking into account any specific needs of groups that may be differentially or disproportionately affected by the project or groups of the population with specific information needs (such as, disability, literacy, gender, mobility, differences in language or accessibility).

Considering the current COVID-19 situation, different ways of consultation and information disclosure could be necessary to minimize risks. The following methods could be considered where appropriate to future consultations:

- Information on project can be shared by making a short video (that can be transmitted by WhatsApp). The video could present the objectives of the project and the main risks and benefits.
- Share the link from where the documents are available on the Client website for stakeholders that can access websites
- Conduct interviews over the phone - especially for people who do not have Internet access.

#### 4.4 Proposed Strategy for Stakeholder Engagement of Disadvantaged and Vulnerable Groups

Incorporating the views of disadvantaged and vulnerable groups at various stages in project implementation should be done using appropriate communication methods. Information on consultation should be provided in advance and appropriate venues and times (taking into account mobility calendars) should be selected in consultation with local community leaders who have local knowledge. The use of local language and translation is critical. Sign language might also be needed for visually impaired people and hearing impairment. Focus group discussions, interviews and other participatory methods should be used. Meeting places should consider mobility and other physical constraints for participants and person to person interviews at convenient locations including door to door interviews should be considered, when measures and guidelines against COVID 19 can allow. Local institutions including schools, community-based organizations and community leaders should be approached to facilitate consultations.

Engagement with the vulnerable groups and individuals often requires the application of specific measures and assistance aimed at facilitating their participation in the project-

related decision making so that their awareness of and input to the overall process are commensurate with those of the other stakeholders. Special arrangements should be made for child- care, transportation, interpretation as needed. Demonstrations and visual aids should be used where necessary and separate meetings could be held with women and girls depending on local norms.

The project will ensure that studies and assessments (e.g., expansion of network coverage, service gaps) conducted by consulting firms include clear methodologies for integration of the views of vulnerable and disadvantaged groups.

Community consultations should be well documented and kept in the local administration office for reference. Where consultations are done through local administrations, basic guidelines and reporting formats should be provided by implementing agencies. Where possible, community facilitators from local NGOs could be called to assist the consultation process.

#### 4.5 Review of stakeholder comments

Upon disclosure of project information, a provision will be made (for example, websites of implementing agencies, email addresses, phone numbers for SMS, toll free lines, etc.), for the general public and concerned stakeholders to submit their comments, observations and questions regarding the projects and various studies, assessments, proposals and draft regulations.

For information disclosed through meetings, instant feedback will be collected through designated rapporteurs who will be available during the meetings. Participating stakeholders shall also be given the freedom to take their own minutes of the proceedings and share a copy with the rapporteurs.

The project will conduct a survey at least bi-annually and receive feedback on various aspects of the project from the targeted project stakeholders, vulnerable and disadvantaged groups and the general public and integrate the results into the project annual planning and review cycle. The results of the surveys will be disclosed through the website of the implementing agency.

## 5. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT

The overall responsibility for implementation of SEP lies with RISA. A designated staff within the project implementation team will be recruited or designated to oversee implementation of SEP and manage the grievance redress mechanism and all related outreach and training activities. The project coordinator, other project team members and all contractors and consultants implementing project activities will also share some of the responsibilities in the SEP and in the GRM process.

Table 8. Role and Responsibility in the implementation of SEP

PIU	Roles in implementation	Role of WB
RISA SPIU Coordinator/Designated staff	<ul style="list-style-type: none"> <li>• Manage and implement the Stakeholder Engagement Plan (SEP)</li> <li>• Dissemination of project information monitoring and reporting on project progress to all the relevant stakeholders - PMU will organize, at regular intervals, workshops involving representatives of all stakeholders to present project progress and seek stakeholder input</li> </ul>	<ul style="list-style-type: none"> <li>• Providing the needed support and/or advice</li> <li>• Approving documents/instruments or providing non-objection</li> </ul>
Environmental and social specialist & officer	<ul style="list-style-type: none"> <li>• Interface with stakeholders and respond to comments or questions about the project or consultation process.</li> <li>• Provide contact information if stakeholders have questions or comments about the project or consultation process.</li> <li>• Document any interactions with external stakeholders.</li> <li>• Maintain database, records for SEP</li> <li>• Coordinating public meetings, workshops, focus groups etc.</li> <li>• Makes sure the SEP is being</li> </ul>	<ul style="list-style-type: none"> <li>• Providing the needed support and/or advice</li> <li>• Approving documents/instruments or providing non-objection</li> </ul>

	<p>adhered to and followed correctly.</p> <ul style="list-style-type: none"> <li>• Raise awareness of the SEP among project implementation unit, employees contracted firms and relevant external stakeholders</li> <li>• Deliver information to stakeholders on complaint mechanism and procedures of the SEP</li> </ul>	
--	---	--

The stakeholder engagement activities featured above cover a variety of issues, which may be part of other project documents, so it is possible that they might have also been budgeted in other plans.

The Project will finance the implementation of training programs to promote the use of digitally enabled services and increase digital inclusion of vulnerable populations. Implementation of these activities will entail the establishment of district level presence to coordinate the various training programs and partnerships with other institutions and organizations in Rwanda. There will also be a need to coordinate the implementation of project activities at each settlement or location, providing a physical medium for stakeholders to engage with the project.

The table below summarizes key stakeholder engagement activities for better coordination and monitoring. RISA will review this plan on an annual basis to determine if any changes to stakeholder classification or engagement are required. If so, the plan will be updated and the budget will be revised accordingly.

*Table 9. Estimated SEP Budget*

<b>Stakeholder Engagement Activities</b>	<b>Quantity</b>	<b>Unit Cost, USD</b>	<b>Total cost (USD)</b>
Community Engagement Officer (5 years x USD 1500 per month)	1	18,000	90,000
Trainings on outreach and GRM for project staff, local authorities, other stakeholders	31	1000	31,000

(RISA & Districts)			
Communication materials (leaflets, posters, PR kits including design, per settlement)	-	-	50,000
Travel expenses of staff (cost for 5 years)	-	10,000	50,000
Subtotal			221,000
Contingency			22,100
Total			243,100

## 6. GRIEVANCE REDRESS MECHANISM (GRM)

The grievance mechanism ensures that concerns, complaints, and grievances are addressed in good faith and through a transparent and impartial process, which is culturally acceptable. It is a process, or procedure to receive and facilitate resolution of concerns, complaints and grievances of project-affected parties arising in connection with the project.

- *Complaint:* An expression of dissatisfaction that is related to an impact caused by a project activity, which has affected an individual or group. Adversely, the interests of an individual or group and the individual or group wants a proponent or operator (or contractor) to address and resolve it (e. g. problems related to dust deposition, noise or vibration). A complaint is normally of a less serious nature than a grievance.
- *Grievance:* A claim raised by an individual or group whose livelihood, health and safety, cultural norms and heritage are considered to have been adversely affected (harmed) by a project activity which, if not addressed effectively, may pose a risk to the project's operations (through stakeholder actions such as access road blockages) and the livelihood, well-being or quality of life of the claimant(s).

The grievance mechanism described in this section includes both complaints and grievances (hereinafter referred to only as 'grievances').

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

external stakeholders. The mechanism must not impede access to other judicial or administrative remedies.

The GRM will enable the Project Authorities to address any grievances against the Project. The establishment of project level Grievance Redress (GR) will integrate with existing GR structures in the respective communities and the implementing agencies; and maintained and strengthened throughout the project lifecycle. The GRM will be closely monitored and reported throughout the project life cycle.

While measures are taken to minimize and mitigate potential social and environmental risks and impacts, it is possible that the project may affect communities, individuals and firms that need to be addressed during project implementation. Grievances that relate to project workers will be handled by a separate mechanism which is included as part of the project's LMP.

### 6.1 Objectives of the Grievance Redress Mechanism

The objectives of the Grievance Redress Mechanism are as follows:

- Ensure that the World Bank Environmental and Social Standards are adhered to in all subprojects and activities;
- Address any negative environmental and social impacts of all sub-projects and activities;
- Resolve all grievances emanating from the project activities in a timely manner;
- Establish relationships of trust between project staff and stakeholders;
- Create transparency among stakeholders including affected persons through an established communication system;
- Bolster the relationship of trust amongst the project staff and the affected parties.

### 6.2 Grievance Redress Mechanism levels

The purpose of the GRM is to record and address any complaints that may arise during the implementation phase of the project and/or any future operational issues that have the potential to be designed out during implementation phase. The GRM is designed to address concerns and complaints promptly and transparently with no impacts (cost or discrimination)

for any reports made by project affected people (PAPs). The GRM works within existing legal and cultural frameworks, providing an additional opportunity to resolve grievances at the local, project level.

The key tasks of the GRM are:

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

As the GRM works within existing legal and cultural frameworks, it is recognized that the GRM will comprise community level, project level and national judiciary level redress mechanisms. The details of each of those components are described as follows:

### ***Community and Lower-Level Grievance Redress Mechanism***

Local communities have existing traditional and cultural grievance redress mechanisms which can be used to resolve some project related disputes at the community level, of course with some degree of involvement of and support from local leaders, the contractor(s), and project representatives at local level.

Concerning the Rwanda Digital Acceleration Project, the concerned communities have been having mechanisms to resolve any conflict and misunderstanding. Conflicts that concern communities are addressed in the normal existing system in Rwanda, starting from Village leaders, Cell level mediators, Sector level mediators, and when necessary, the ordinary courts.

There will also be committees in the communities (a committee at Village level that include affected/beneficiary people, a woman, a representative of vulnerable people and the Village leader; a committee at the Cell level but including Village leaders; the committee at the Sector level but including Executive Secretaries of Cells, and a committee at District level but including Executive Secretaries of Sectors). Each committee will involve project affected people or concerned community members, the project representative (from the District and/or RISA), the representative of BRD, representative of the contracted company and one representative of the supervising firm. Communities will elect Village committees. Village

committees will gather to elect Cell committees. Cell committees will gather to elect Sector committees. Sector committees will gather to elect District committees.

Experience from other projects funded by the World Bank in Rwanda such as Feeder Roads, LWH, RSSP, Rwanda Urban Development Project, etc., indicates that there are certain people that are needed for a grievance redress committee to be more effective. These are:

- The President of the committee, a community member residing in the concerned area and preferably, affected by the project,
- The Vice President, also a community member residing in the concerned area and preferably, affected by the project,
- A women representative, also a community member residing in the concerned area and preferably, affected by the project,
- Vulnerable group representative (if any)
- A village leader (if it is at Village level)
- A representative of Village leaders (if it is at Cell level) and the Executive Secretary of the Cell
- A representative of the Executive Secretaries of Cells (if it is at Sector level) and the Executive Secretary of the Sector of the Cell (if it is at the Cell)
- A representative of Executive Secretaries of Sectors (if it is at District level) and one District official. Cell leaders and the Executive Secretary of the Sector (if it is at the Sector)

It is expected that all grievance or dispute issues pertaining to the Project will be resolved at District level. Issues that will not be resolved at the level of these committees will be taken to the higher Project Coordination Unit. However, the mechanism will not prevent unsatisfied complainants to resort to the Rwandan judiciary (mediators and courts).

The grievance redress committees will be recording all the grievances. They will be recording when and how they were resolved including cases that got referred to other levels (see in annexes, an example of grievance log that will be used in recording grievances). They will be

including these in their regular reporting. The project coordination unit will lead and record all complaints and how they were addressed.

### **Advanced Project Level Grievance Redress Mechanism**

Many project-related grievances are expected to be minor and site-specific. They will revolve around nuisances generated during construction such as noise, dust, vibration, workers' disputes, etc. These are expected to be resolved easily on site. Difficult grievances might be especially about land acquisition, land boundaries, compensation, income or livelihood loss, misunderstandings between affected households and the Contractor regarding access arrangements or possible severe risks. Most of these might not be resolved immediately and/or on site.

If the complainant is not satisfied with the resolutions at the District project management level, the complaint is taken to the higher Project Coordination Unit (PCU) at RISA. The PCU will then endeavor to resolve the complaint as soon as possible. Reporting back to the complainant will be undertaken within a period of one month from the date that the complaint was received. Should measures taken by the Project Coordination Unit fail to satisfy the complainant, the aggrieved party will be free to take his/her grievance to the existing Courts. However, grievances should be resolved at the lowest level possible.

It is vital that appropriate signage is erected at the sites of all works providing the public with updated project information and summarizing the GRM process, including contact details of the relevant Project Contact Person. Anyone shall be able to lodge a complaint and different methods (in person, telephone, email, social media, website, forms written in local language, suggestion boxes, etc.) will not inhibit the lodgment of any complaint. Anonymous mechanism of lodging complaints will also be allowed.

The Complaints Register will be maintained by the committees and Project Contact Persons, who will log the complaints): i) details and nature of the complaint; ii) the complainant's name and their contact details; iii) date; iv) corrective actions taken in response to the complaint. This information will be included in the project's progress reports to the Bank.

The project level process will only act within its appropriate level of authority and where necessary, complaints will be referred on to the relevant authority such as those indicated.

## **World Bank Grievance Redress System**

It is worth mentioning that complainants are also allowed to file their grievances directly to the World Bank using the World Bank Grievance Redress Service. This is an avenue for individuals and communities to submit complaints directly to the World Bank if they believe that a World Bank-supported project has or is likely to have adverse effects on them, their community, or their environment. It is available at <https://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service#file>

## **Judiciary Level Grievance Redress Mechanism**

The project level process will not impede affected persons' access to the legal system. If a complainant is not satisfied with the resolutions at all project levels, he/she will be allowed to take the matter to the appropriate legal or judicial authority as per the Rwandan laws.

The following are a GRM Structure and the Grievance Redress Process:

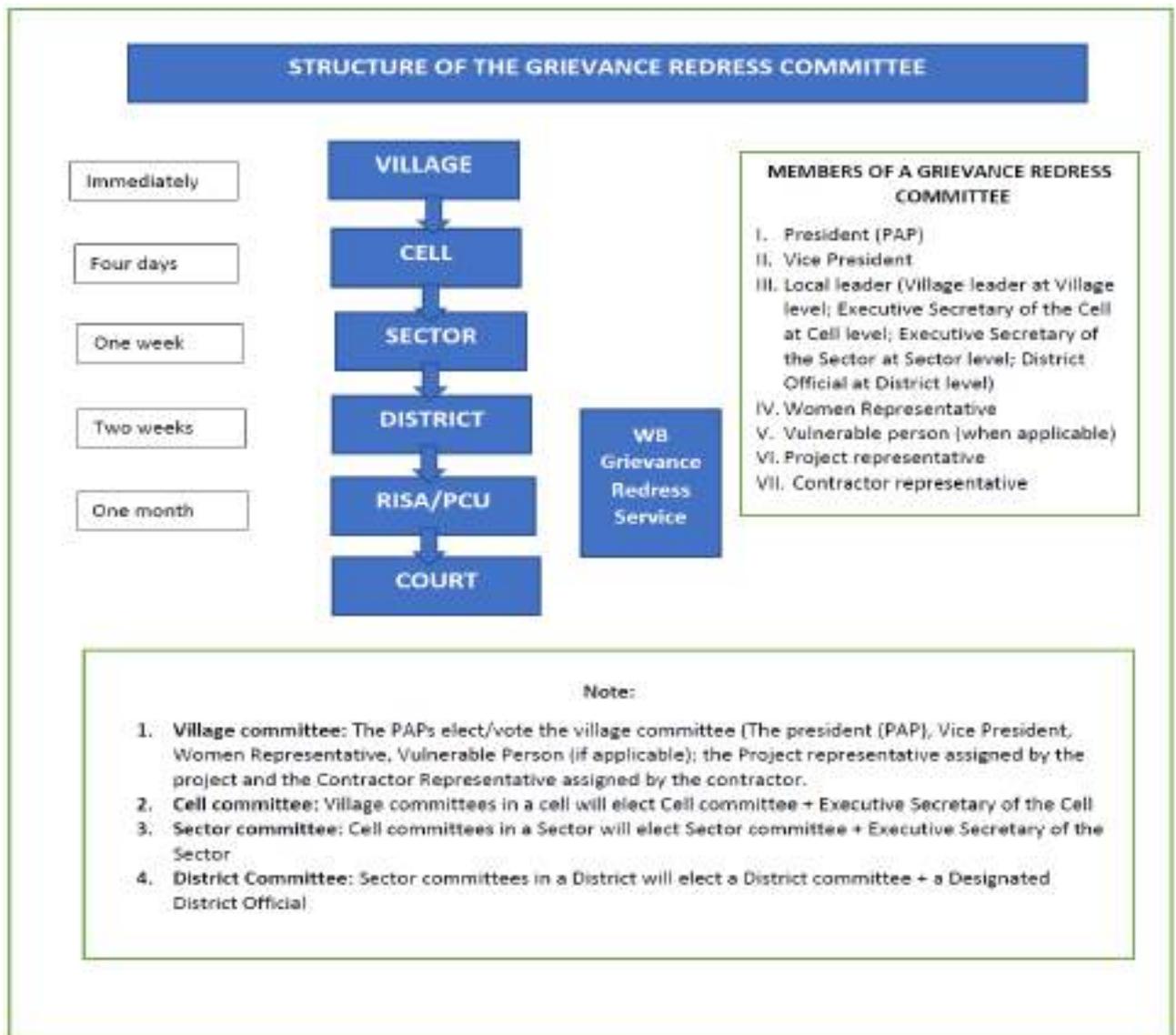


Figure 1. GRM Structure

Table 10. Grievance Redress Process at Project Level

Stage	Process	Duration
1	The Aggrieved Party (AP) will take his/her grievance to Village Grievance Committee which will endeavor to resolve it immediately. Where the AP is not satisfied, the Village Grievance Committee will refer the AP to the Cell Grievance Committee. For complaints that were satisfactorily resolved by the Village Committee, the committee will inform the higher level of project management and they will log the grievance and the actions that were taken.	Immediately after receiving the complaint
2	The Aggrieved Party (AP) will take his/her grievance to Cell	As soon as possible

	Grievance Committee which will endeavor to resolve it immediately. Where the AP is not satisfied, the Cell Grievance Committee will refer the AP to the Sector Grievance Committee. For complaints that were satisfactorily resolved by the Cell Committee, the committee will inform the higher level of project management and they will log the grievance and the actions that were taken.	but not exceeding four days after receiving the complaint
3	On receipt of the complaint, the Sector Committee will endeavor to resolve it immediately. If unsuccessful, they will then notify the District committee	As soon as possible but not exceeding one week after receiving the complaint
4	The District committee will endeavor to address and resolve the complaint and inform the aggrieved party. They will refer to the higher-level Project Coordination Unit unresolved grievances for their action.	As soon as possible but not exceeding two weeks after receiving the complaint
5	The higher-level Project Coordination Unit will try to resolve the complaint as soon as possible and, if the matter remains unresolved, or the complainant is not satisfied with the outcome at the National Project Coordination Unit, the complainant will be free to take the matter to the existing Courts.	As soon as possible but not exceeding one month after receiving the complaint
6	Unsatisfied complainants after the resolution from the National Project Coordination Unit will be allowed to take their complaints to the existing courts.	Any time after the resolution of the National Project Coordination Unit

### 6.3 GBV Related Grievance Redress Mechanism

When GBV related complaint is received at the first or second tier of GRM, the complaint should be kept confidential by the person/persons receiving the complaint. The complaint should be reported to the relevant committee and immediate actions should be taken that is consistent with the wishes and choices, rights and dignity of the complainant. The complainant should be given information in simple and clear terms on the steps for filing complaints and the possible outcomes, the timelines and the types of supports available to be able to make informed decision.

For GBV cases, it is important to ensure that access to the complaints processes is as easy and as safe as possible for the complainant survivor. The recording of incidence should be limited to the nature of complaint put exactly in the words of the complainant, the age of the

survivor and if to the best of their knowledge, the perpetrator was associated with the project. The complainant should decide on whether they would like to be referred to the grievance committee and the complainant should give consent to share basic monitoring data.

**Safety & Well-Being:** The safety of the survivor shall be ensured at all times including during reporting, investigation, and the provision of victim assistance. Those involved in the management of complaints will need to consider potential dangers and risks to all parties (including the survivor, the complainant if different, the subject of the complaint, and the organizations involved), and streamline ways to prevent additional harm in all the complaint handling process.

The survivor is never to blame for reporting an act of GBV and should never be made to feel investigated. On the contrary, it is important that she/he feels that her/his story is heard, believed and valued. The actions and responses of the complaint mechanism will be guided by respect for the choices, needs, rights, and the dignity of the survivor.

**Confidentiality:** The confidentiality of complainants, survivors, and other relevant parties must be respected at all times. All GBV-related information must be kept confidential, identities must be protected, and the personal information on survivors should be collected and shared only with the informed consent of the person concerned and on a strict need-to-know basis.

**Survivor-Centred Approach:** All prevention and responses action will need to balance the respect for due process with the requirements of a survivor-centred approach in which the survivor's choices, needs, safety, and wellbeing remain at the center in all matters and procedures. As such, all actions taken should be guided by respect for choices, needs, rights and dignity of the survivor, whose agency and resilience must be fostered through the complaint process.

**Accessibility and non-discrimination:** The mechanism must be accessible to all potential complainants and sufficient information must be given on how to access it, making the complaints process accessible to the largest possible number of people. This includes identifying and instituting various entry points that are both gender and context sensitive. To

facilitate incidents reporting and avoid stigmatization, reports from third parties (witnesses, people suspicious or aware of an incident, etc.) must also follow accountability protocols.

#### 6.4 Building Grievance Redress Mechanism Awareness

The PIU Environmental and Social Specialists will initially brief all staff of the project office, the Project Steering Committee (PSC), consultants and contractors on the Grievance Redress Mechanism and GBV complaints mechanism of the Project and explain to them the procedures and formats to be used including the reporting procedures.

The project Social Specialist will brief all project stakeholders on the Grievance Redress Mechanism of the Project and explain the procedures and formats to be used including the reporting procedures. Awareness campaigns would be conducted targeting project stakeholders to inform them of the availability of the mechanism; various mediums will be used. The GRM will also be published on the website of the implementing agencies and those of the implementing partners and the project website or Facebook page if there is one. A project site board will be erected on the sites of sub-projects indicating the existence of the mechanism and a phone number, email and address for further information. The GRM will be translated into the local language, Kinyarwanda.

#### 6.5 Monitoring and Reporting of GRM

The Environmental Safeguards Specialists and/or Social Specialists will prepare the Monthly and Quarterly Reports on the Grievance Redress issues of the project.

The Grievance Redress Committee may review the nature of grievances that have been represented and if grievances are repeated, recommend suitable changes in implementation procedures and forward these to the PSC for implementation.

The following indicators could be used as monitoring purposes:

- Number of active project complaints and appeals recorded and reported in each institution
- Percentage of grievance redressed claims settled within the specified period
- Percentage of unresolved complaints or disputes during the monitoring period

- Comments received by government authorities, women, youth, family, community leaders and other parties and passed to the Project.

## 7. PERFORMANCE MONITORING OF THE SEP

The SEP will be periodically revised and updated as necessary in the course of project implementation in order to ensure that the information presented herein is consistent and is the most recent, and that the identified methods of engagement remain appropriate and effective in relation to the project context and specific phases of the development. The SEP will be monitored by the RISA SPIU Coordinator. Any major changes to the project related activities and to its schedule will be duly reflected in the SEP. Monthly summaries and internal reports on public grievances, enquiries and related incidents, together with the status of implementation of associated corrective/preventative actions, will be collated by the designated officer and referred to the senior management of the project. The monthly summaries will provide a mechanism for assessing both the number and the nature of complaints and requests for information, along with the Project's ability to address those in an adequate, timely and effective manner. Information on public engagement activities undertaken by the Project during the year may be conveyed to the stakeholders in two possible ways:

- An annual report on project's interaction with the stakeholders.
- Monitoring of a beneficiary feedback indicator on a regular basis. The indicator will be determined in the updated SEP and may include: number of consultations, including by using telecommunications carried out within a reporting period (e.g., monthly, quarterly, or annually); number of public grievances received within a reporting period (e.g., monthly, quarterly, or annually) and number of those resolved within the prescribed timeline; number of press materials published/broadcasted in the local and national media.

The SEP monitoring process will be the responsibility of the PIU and the focal persons for the project in the respective implementing partner agencies. The monitoring activities of the project implementing agencies and partners will incorporate reporting of the SEP based on key performance indicators:

- Number of women who participated in focus group meetings, workshops and other public meetings
- Number of women and men in underserved communities who participated in FGD, public meetings and workshops
- Number of bi-annual survey reports conducted
- Number of communication materials produced and disseminated in local languages in underserved places

ANNEXES

Annex 1: RDAP – Consultations Sample Attendance Lists

**Risa**  
Rwanda Digital Acceleration Project

**Ministry of ICT and Innovation**

Rwanda Digital Acceleration Project: SEP/RPF Consultation Attendance List  
District: **NYAMAGABE - COMMUNITIES**

SN	Name	Location	Function	E-mail and Telephone	Signature
1	NYIRAKAWI Evarance	NYAMAGARI CEL	EIS of cell	nyamamiror@broadcom.com	[Signature]
2	NUKANOHEBI Françoise	Nyamungari cell	Marriage	0722884290	[Signature]
3	MUKAKARABAGE Béatrice	Nyamungari	Marriage	0724589685	[Signature]
4	Nyirakawira Congoles	Nyamungari	Marriage	0707554723	[Signature]
5	Muizirakungisha Eglise	Nyamungari	Marriage		[Signature]
6	Muizirakungisha Eglise	Nyamungari	Marriage		[Signature]
7	Muizirakungisha Eglise	Nyamungari	Marriage	0729486233	[Signature]
8	Habanaabushaba Laurent	"	"		[Signature]
9	Muizirakungisha Eglise	"	"	078452474	[Signature]
10	Muizirakungisha Eglise	Construction	Marriage	0726465248	[Signature]
11					
12					
13					
14					
15					
16					
17					
18					

## Rwanda Digital Acceleration Project: SEP/RPF Consultation Attendance List

District: NYAMAGABE - DISTRICT STAFF

S/N	Name	Location	Function	E-mail and Telephone	Signature
1	KAYIRIMANA Collin	Nyamagabe District	Dir. of Health	collin.kayirimana@nyamagabe.gov.rw	
2	IRAKARANA Gabriel	Nyamagabe District	Training Support Central Officer	gabriel.irakarana@nyamagabe.gov.rw	
3	NZABIRINDA Constantine	NYAMAGABE	Dir. of E	nzabirinda.constantine@nyamagabe.gov.rw	
4	NYIRAZWANA Chantal	Nyamagabe	Dir. of G	nyirazwana.chantal@nyamagabe.gov.rw	
5	NSAZIRANA EUGENE	NYAMAGABE	IT	nsazirana.eugene@nyamagabe.gov.rw	
6	UNYASYI Wilson	NYAMAGABE	DRMO	unyasyi.wilson@nyamagabe.gov.rw	
7	KAYISA Ignace	Nyamagabe	Land Admin	kayisa.ignace@nyamagabe.gov.rw	
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					

## Rwanda Digital Acceleration Project: SEP/RPF Consultation Attendance List

District: GISAYARA - DISTRICT STAFF

S/N	Name	Location	Function	E-mail and Telephone	Signature
1	NDASHIMANA Thérèse	District	Advisor to FC	ndashimana.therese@gisayara.gov.rw	
2	NDIMUKWANA Stano	District	Dir. Planning	ndimukwana.stano@gisayara.gov.rw	
3	NDIMUNYANA Jean Michel	District	BO	ndimunyana.jean@gisayara.gov.rw	
4	NTEKAMBEREZA Opwin	GISAYARA District	BMO	ntekambereza.opwin@gisayara.gov.rw	
5	RUKUNDO Noël	GISAYARA	Territorial officer	rukundo.noel@gisayara.gov.rw	
6	TWAMUKERE Christine	GISAYARA	Admin. Officer	twamukere.christine@gisayara.gov.rw	
7	Indwaga Mubizi Jimiro	GISAYARA	Dir. P.H.	indwaga.mubizi@gisayara.gov.rw	
8	TEWA Jean	GISAYARA District	NSA	tewa.jean@gisayara.gov.rw	
9	GASORE Tugont	gisayara district	Assistant	gasore.tugont@gisayara.gov.rw	
10	NDASHIMANA Balancello	GISAYARA District	Accountant	ndashimana.balancello@gisayara.gov.rw	
11					
12					
13					
14					
15					
16					
17					
18					

Rwanda Digital Acceleration Project: SEP/RPF Consultation Attendance List  
District: **NYARUGURU - COMMUNITIES**

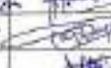
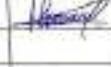
S/N	Name	Location	Function	E-mail and Telephone	Signature
1	NYAGIYIMANA Sylvester	Kibeho	Chairman	nyagi@nyaruguru.gov.rw	[Signature]
2	NYAMATHA Jean	Kibeho	Member	078269042	[Signature]
3				078271811	[Signature]
4	EMAHIMANA Vincent	Kibeho	SMAYI	0788112673	[Signature]
5	Inyangire Mathias	Kibeho	SMAYI	0780998089	[Signature]
6	Buzumunyema Ledo	Kibeho	SMAYI	0724810794	[Signature]
7	NYAMATHA Jean	Kibeho	SMAYI	078271811	[Signature]
8	NYENGIYIMANA Malile	Kibeho	SMAYI	0788733214	[Signature]
9	KAMUKA Emmanuel	Kibeho	SMAYI		[Signature]
10	NYENGIYIMANA Malile	Kibeho	SMAYI		[Signature]
11	KAMUKA Emmanuel	Kibeho	SMAYI	078822616	[Signature]
12	KAMUKA Emmanuel	Kibeho	SMAYI		[Signature]
13	NYAMATHA Jean	Kibeho	SMAYI	079091771	[Signature]
14	Inyangire Mathias	Kibeho	SMAYI	078299253	[Signature]
15	NYAMATHA Jean	Kibeho	SMAYI		[Signature]
16	NYENGIYIMANA Malile	Kibeho	SMAYI	0724454108	[Signature]
17	NYAMATHA Jean	Kibeho	SMAYI	0780617632	[Signature]
18	NYAMATHA Jean	Kibeho	SMAYI		[Signature]

Rwanda Digital Acceleration Project: SEP/RPF Consultation Attendance List  
District: **NYARUGURU - DISTRICT STAFF**

S/N	Name	Location	Function	E-mail and Telephone	Signature
1	NYAMATHA Jean	District	Gender spec	nyamathaj@nyaruguru.gov.rw	[Signature]
2	NYAMATHA Jean	District	BOE	nyamathaj@nyaruguru.gov.rw	[Signature]
3	MUKAZA Theresia	District	YSCO	nyamathaj@nyaruguru.gov.rw	[Signature]
4	BUSYANA Jean	District	BOE Dir	078885873	[Signature]
5	NYAMATHA Jean	District	BOE Dir	078271811	[Signature]
6	NYAMATHA Jean	District	BOE	07838858	[Signature]
7	Kelumbura Jean	District	BOE Dir	078885873	[Signature]
8	NYAMATHA Jean	District	BOE Dir	078885873	[Signature]
9	Kavuma Albanus	District	BOE Dir	0788678603	[Signature]
10	NYAMATHA Jean	District	PRO	078833103	[Signature]
11					
12					
13					
14					
15					
16					
17					
18					

## Rwanda Digital Acceleration Project: SEP/RPF Consultation Attendance List

 District: RUHANGO - DISTRICT STAFF

S/N	Name	Location	Function	E-mail and Telephone	Signature
1	HABAYEMANA Valens	Ruhango D	Mayor	025404499 habayemana.valens@rwanda.gov.rw	
2	HABAYEMANA Gabriel	Ruhango District	Dir. of SDU	0255739256 gabriel.habayemana@rwanda.gov.rw	
3	GAZISE U. GUST	Ruhango District	Dir. of AG	02557392105 gust.gazise@rwanda.gov.rw	
4	VENONCEMUSE TRUST	Ruhango District	Dir. of HR	02557392105 venoncemuse.trust@rwanda.gov.rw	
5	KUCENDE Evaristo Jona	Ruhango District	Audit Officer	02557392105 kucende.evaristo@rwanda.gov.rw	
6	François HABAYEMANA	Ruhango D.	you're center coordinator	02557392105 francois.habayemana@rwanda.gov.rw	
7	KUGABE Aimable	Ruhango	Dir. Education	02557392105 kugabe.aimable@rwanda.gov.rw	
8	ATSIBAZA Emmanuel	Ruhango	Director, etc	02557392105 atsibaza.emmanuel@rwanda.gov.rw	
9	ISHIMWE Maxime	Ruhango	NSA	02557392105 ishimwe.maxime@rwanda.gov.rw	
10					
11					
12					
13					
14					
15					
16					
17					
18					

## Rwanda Digital Acceleration Project: SEP/RPF Consultation Attendance List

 District: RUHANGO - COMMUNITIES

S/N	Name	Location	Function	E-mail and Telephone	Signature
1	NGIRAMAMU Charlotte	Ruhango	PSW - female	0192678822	
2	UMUKAMUKA ENITA	Ruhango	PSW - female	—	
3	UBUKINDO MURVISA	Ruhango	PSW - female	0282953223	
4	MURICIA RUYA	Ruhango	PSW - female	0282976284	
5	AGIRUKA XIRI PARANSAGE	Ruhango	PSW - female	—	
6	UMUKAMUKA MARIYA	Ruhango	PSW - female	0237605209	
7	UMUKAMUKA MARIYA	Ruhango	PSW - female	—	
8	UMUKAMUKA MARIYA	Ruhango	PSW - female	0282360206	
9	MURICIA MURVISA	Ruhango	PSW - female	0282567704	
10	UMUKAMUKA MARIYA	Ruhango	PSW - female	0237605209	
11	MURICIA MURVISA	Ruhango	PSW - female	0282976284	
12	UMUKAMUKA MARIYA	Ruhango	PSW - female	0282976284	
13	UMUKAMUKA MARIYA	Ruhango	PSW - female	0282976284	
14	MURICIA MURVISA	Ruhango	PSW - female	—	
15	MURICIA MURVISA	Ruhango	PSW - female	—	
16					
17					
18					

Rwanda Digital Acceleration Project: SEP/RPF Consultation Attendance List  
 District: NYANZA - COMMUNITIES 1

S/N	Name	Location	Function	E-mail and Telephone	Signature
1	MURAGIRAZO Adaline	EP Busasamana	Teacher	078318452	
2	UMUHIZA Christine	EP Busasamana	Teacher	0787667186	
3	MURAKIMANA Manahel	EP Busasamana	Teacher	0788555124	
4	TUMURUMBA Floriline	E.P. BUSASAMANA	Teacher	0786700121	
5	UMURAMA Jacqueline	EP BUSASAMANA	Teacher	0785034490	
6	MUNYABAGENZI JOSEPH	EP BUSASAMANA	Teacher	0788385590	
7	MUNYABAGENZI Jean de Dieu	EP BUSASAMANA	Teacher	078609883	
8	MURAMAHANA Jeannette	EP Busasamana	Teacher	0787374121	
9	UMURAMAZA Violante	EP Busasamana	Teacher	0788611303	
10	MURAKIRE IRENE ZITA	EP BUSASAMANA	Teacher	0784362728	
11	MURAMAHANA Felicien	EP BUSASAMANA	Teacher	0788235335	
12	UMURAMAZIMANA JOSEPH	EP BUSASAMANA	Teacher	0789858237	
13	MURAKIRE Marie Aurèle	E.P. BUSASAMANA	Teacher	0780173925	
14	MURAMAZA Florence	EP BUSASAMANA	Teacher	0786111522	
15					
16					
17					
18					

 Rwanda Digital Acceleration Project: SEP/RPF Consultation Attendance List  
 District: NYANZA - COMMUNITIES 2

S/N	Name	Location	Function	E-mail and Telephone	Signature
1	MURAKIMANA Josiane	NYANZA	Head teacher	josianemurakimana@gmail.com	
2	MURAKIMANA Agathe	EP BUSASAMANA	Teacher	agathe.murakimana@gmail.com	
3	MURAKIMANA Jeannette	EP BUSASAMANA	Teacher	jeannette.murakimana@gmail.com	
4	MURAKIMANA Jean de Dieu	EP BUSASAMANA	Teacher	jean.de.dieu.murakimana@gmail.com	
5	MURAKIMANA Régine	E.P. BUSASAMANA	Teacher	regine.murakimana@gmail.com	
6	MURAKIMANA Pirolle	EP BUSASAMANA	Teacher	pirolle.murakimana@gmail.com	
7	MURAKIMANA D'Amour	EP BUSASAMANA	Teacher	damour.murakimana@gmail.com	
8	MURAKIMANA Isaac	E.P. BUSASAMANA	Teacher	isaac.murakimana@gmail.com	
9	MURAKIMANA Pierre	E.P. BUSASAMANA	Teacher	pierre.murakimana@gmail.com	
10	MURAKIMANA Jacqueline	EP BUSASAMANA	Teacher	jacqueline.murakimana@gmail.com	
11	MURAKIMANA Clarisse	EP BUSASAMANA	Teacher	clarisse.murakimana@gmail.com	
12					
13					
14					
15					
16					
17					
18					

Rwanda Digital Acceleration Project: SEP/RPF Consultation Attendance List

District: GATSIBO

S/N	Name	Location	Function	E-mail and Telephone	Signature
1	NYONZU Inshuti	NGARAYA H.C	IT Support Agent	nyonzu@ibank.rw 07841177 - 600	[Signature]
2	Kayika Marie Claire	Ngarama	Data Manager	0788379301	[Signature]
3	NYAZIRO Aste	Ngarama HC	Baby Agent	0788309430	[Signature]
4	MUKIMUSINZI Anwouso	Ngarama HC	Telephone	0783711364	[Signature]
5	Nyirahwasa Françoise	Ngarama	Community	0789873087	[Signature]
6	INGABIRE Honorine	NGARAYA	MTN Agent	0786635864	[Signature]
7	Muhumula Théophile	Ngarama	SP/IT/Service	078465400	[Signature]
8	KASAGAMA Alexis	NGARAYA	Leitance	0786874285	[Signature]
9	HABIMANA Jean de Dieu	NGARAYA	Bank Agent	0785371220	[Signature]
10	MUSABWANA Clémentine	NGARAYA	UMUTURAGE	0780255613	[Signature]
11	MUVANDIMWE P. Rainer	NGARAYA	UMUTURAGE	078172040	[Signature]
12	BIZEMANA Florian	NGARAYA	UMUTURAGE	0783068835	[Signature]
13	DUKUNDIMANA Rebecca	NGARAYA	Teacher	0780039078	[Signature]
14	Nyirahwasa Allixte	NGARAYA	Community	0788519118	[Signature]
15	BENBA Bernard	NGARAYA	Community	0783112508	[Signature]
16	MUKIRWA Pascal	NGARAYA	Community	0788643606	[Signature]
17	MURAHAN Jean Paul	Ngarama	Community	0784848343	[Signature]
18					

Rwanda Digital Acceleration Project: SEP/RPF Consultation Attendance List

District: NYABIHU / Community

S/N	Name	Location	Function	E-mail and Telephone	Signature
1	KELISA Patricia	Nyabihu	ES of Cell	0787205796	[Signature]
2	BANZA ESTHER	Nyabihu	Community	078541601	[Signature]
3	MURIMBO Théophile	Nyabihu/Muhanga	Community	078520010	[Signature]
4	HASEKIMANA Jean Bosco	Nyabihu/Muhanga	Community	078861363	[Signature]
5	MUKANTARUKA Alphonse	Nyabihu/Muhanga	Community	X	[Signature]
6	KANTAMATE Germaine	Nyabihu	Community	X	[Signature]
7	MUKIMANA Adrien	Nyabihu	Community	0722259120	[Signature]
8					
9					
10					
11					
12					
13					
14					

Rwanda Digital Acceleration Project: SEP/RPF Consultation Attendance List

District: RUBAVU / Community

S/N	Name	Location	Function	E-mail and Telephone	Signature
1	Twizi Emmanuel Jean de la Paix	Rubavu	Imurungu	0722725626	
2	Mongi Basid	Rubavu	Imurungu	0784230377	
3	Nahamirama Innocent	Rubavu	Imurungu	0755135884	
4	Mutunganahe Telesphore	Rubavu	Imurungu	0788600965	
5	Nahamirama Jean de la Paix	Rubavu	Imurungu	0785135930	
6	Yankwize Jeanne	Rubavu	Imurungu	0788600965	
7	Mutunganahe Telesphore	Rubavu	Imurungu	0788600965	
8					
9					
10					
11					
12					
13					
14					

Rwanda Digital Acceleration Project: SEP/RPF Consultation Attendance List

District: NYIRAZIHO Community Consultation

S/N	Name	Location	Function	E-mail and Telephone	Signature
1	DUSABEYERU Dorcas	Nyiraziho	Teacher	0788600965	
2	NABEYERU	Nyiraziho	Teacher	0788600965	
3	NABEYERU Jean de Dieu	Nyiraziho	Teacher	0788600965	
4	MURUGIYAMA Theodorus	Nyiraziho	Teacher	0788600965	
5	MURUGIYAMA Theodorus	Nyiraziho	Teacher	0788600965	
6	MURUGIYAMA Theodorus	Nyiraziho	Teacher	0788600965	
7					
8					
9					
10					
11					
12					
13					
14					



**Rwanda Digital Acceleration Project: SEP/RPF Consultation Attendance List**

 District: GICUMBI Community

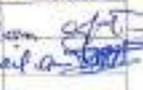
S/N	Name	Location	Function	E-mail and Telephone	Signature
1	UMUTONZEKA Marie Jeanne	Gicumbi	unemployed	0786064162	
2	NDAYISHIMWE Albert	Gicumbi	unemployed	0785772262	
3	HABIMUNDA Jean Baptiste	Gicumbi	unemployed	0781255307	
4	SURWA Simon	Gicumbi	unemployed	0787459534	
5	RUTAHOYA Emmanuel	Gicumbi	unemployed	0783560796	
6	MURAHASHA ZUYEON Euphrosine	Gicumbi	unemployed	0780481501	
7	UMARUKYISE Jeanne	Gicumbi	unemployed	078260787	
8	Zingirire Josiane	Gicumbi	unemployed	078662819	
9					
10					
11					
12					
13					
14					

**Rwanda Digital Acceleration Project: SEP/RPF Consultation Attendance List**

 District: KARONGI

S/N	Name	Location	Function	E-mail and Telephone	Signature
1	MURONZWA Mathias	Karongi	Director	muronzwa@rpf.gov.rw	
2	MURONZWA Rose	Karongi	DEPT OFFICER	muronzwa@rpf.gov.rw	
3	MURONZWA Odile	Karongi	DEPT OFFICER	muronzwa@rpf.gov.rw	
4	MURONZWA Emmanuel	Karongi	DEPT OFFICER	muronzwa@rpf.gov.rw	
5	MURONZWA Joseph	Karongi	DEPT OFFICER	muronzwa@rpf.gov.rw	
6	ROBERT MURONZWA	Karongi	DEPT OFFICER	muronzwa@rpf.gov.rw	
7	MURONZWA Anompha	Karongi	DEPT OFFICER	muronzwa@rpf.gov.rw	
8					
9					
10					
11					
12					
13					
14					

Rwanda Digital Acceleration Project: SEP/RPF Consultation Attendance List  
District: **RUSIZI DISTRICT**

S/N	Name	Location	Function	E-mail and Telephone	Signature
1	DERICHAUX Uduste	Rusizi	Asst. Dir. SPDR	uuduste@gmail.com	
2	NEZARIMANA Théogène	Rusizi	DRD	thetheogene@gmail.com	
3	HABIMANA Sanku	Rusizi	Asst. Dir.	jsanku@rusizi.gov.rw	
4	UZABANERA J. Samasun	Rusizi	ICT officer	uzabanera@gmail.com	
5	MUTARUKUVA Théogène	Rusizi	ICT officer	mutarukuva@gmail.com	
6	MURAKIMANA Alain Emmanuel	Rusizi	DRD (Asst.)	emmanuelmurakimana@gmail.com	
7	HABIMANA Emmanuel	Rusizi	Asst. Dir.	emmanuelhabimana@gmail.com	
8					
9					
10					
11					
12					
13					
14					

Rwanda Digital Acceleration Project: SEP/RPF Consultation Attendance List  
District: **NYATASHEKE / ABATURAGE**

S/N	Name	Location	Function	E-mail and Telephone	Signature
1	Uzayisenga Jeanne	Gihaka/Gihaka	Umuungu	0732162781	
2	Nyirakururungu Ndege	Muzi/Kamira	Umuungu	0722355842	
3	Nyirakururungu Nathalie	Kigiyuro/Kigiyuro	Umuungu	0725455479	
4	Nyirakururungu Françoise	Nyirakururungu	Umuungu	0791175945	
5	Nyirakururungu Julie	Gako/Kigiyuro	Umuungu	- N/A	
6	Nyirakururungu Jiel	Nyirakururungu	Umuungu	0725430556	
7	Nyirakururungu Beata	Shyamba	Umuungu	0788794132	
8	Nyirakururungu Patricia	Gashyamba	Umuungu	-	
9	Nyirakururungu Jifa	Shyamba/Kigiyuro	Umuungu	0794006525	
10	Nyirakururungu Patricia	Shyamba/Kigiyuro	Umuungu	0723230289	
11					
12					
13					
14					
15					

Annex 2 : RDAP – Consultations Sample Photos



*RDAP - Consultations at GS Nyamata*



*RDAP - Consultations at Cyeru Sector*



*RDAP - Consultations at Gicumbi District Headquarters*



*RDAP - Consultations at GS Kicukiro*



*RDAP - Consultations at GS Busasamana - Nyanza*



*RDAP - Consultations at Kibeho-Sinayi-Nyaruguru*



*RDAP - Consultations in Kigoma Health Center – Ruhango*



*RDAP- Consultations at Nyamugari Cell Headquarters - Gasaka-Nyamagabe*

Annex 3: Grievance Information Form

<b>Date/Time received:</b>	<b>Date: (dd-mm-yyyy)</b>  <b>Time:</b> <input type="checkbox"/> <b>am</b> <input type="checkbox"/> <b>pm</b>	
<b>Name of Grievant:</b>		<input type="checkbox"/> You can use my name, but do not use it in public.  <input type="checkbox"/> You can use my name when talking about this concern in public.  <input type="checkbox"/> You cannot use my name at all.
<b>Company (if applicable)</b>		<input type="checkbox"/> You can use my company name, but do not use it in public.  <input type="checkbox"/> You can use my company name when talking about this concern in public.  <input type="checkbox"/> You cannot use my company name at all
<b>Contact Information:</b>	<b>Phone:</b>  <b>Email address:</b>  <b>Address:</b>  (Kindly indicate the preferred method of communication)	

<b>Details of grievance:</b> (Who, what, when, where)	<input type="checkbox"/> One-time incident/complaint <input type="checkbox"/> Happened more than once (indicate how many times): _____ <input type="checkbox"/> Ongoing (a currently existing problem)
--	--

\_\_\_\_\_

\_\_\_\_\_

**Grievant/Complainant Signature (if applicable)**

**Date (dd-mm-yyyy)**

\_\_\_\_\_

\_\_\_\_\_

**Signature- Project personnel (to confirm receipt only)**

**Date (dd-mm-yyyy)**

<p><b><u>For PIU use only:</u></b></p> <p><b>Grievance No:</b> _____</p> <p><b>Grievance Category:</b></p> <p><input type="checkbox"/> Problems during material transport    <input type="checkbox"/> Smell</p> <p><input type="checkbox"/> Blocked road access                            <input type="checkbox"/> Problem with project staff</p> <p><input type="checkbox"/> Dust    <input type="checkbox"/> Other (specify): _____</p> <p><input type="checkbox"/> Noise</p> <p><b>Grievance Owner/ Department:</b> _____</p>
---

#### Annex 4 : Grievance Acknowledgement Form (GAF)

The project acknowledges receipt of your complaint and will contact you within 10 working days.

<b>Date of grievance/complaint:</b> (dd/mm/yyyy)	
<b>Name of Grievant/Complainant:</b>	
<b>Complainant's Address and Contact Information:</b>	
<b>Summary of Grievance/Complaint:</b> (Who, what, when, where)	
<b>Name of Project Staff Acknowledging Grievance:</b>	
<b>Signature:</b>	
<b>Date:</b> (dd/mm/yyyy)	

Annex 5: Grievance Redressal Registration Monitoring Sheet

No	Date	Name	Sex	Contact	Address	Institution/ Organization	Complaint detail	Feedback	Date of closure
1.									
2.									
3.									

Annex 6: Disclosure/Release Form

<b>Grievance No:</b>	
<b>Name of Grievant/Complainant:</b>	
<b>Date of Complaint:</b>	
<b>Summary of Complaint:</b>	
<b>Summary of Resolution:</b>	
<b>Resolved at:</b>	<input type="checkbox"/> First Level <input type="checkbox"/> Second Level <input type="checkbox"/> Third Level
<b>Date of grievance resolution (DD/MM/YYYY):</b>	

## Annex 7: Rwanda Digital Acceleration Project - General Consultation Guide

1. **[A brief presentation on the project, its background, objectives and components]**
2. Were you aware of this project?
3. What do you think about this project (Rwanda Digital Acceleration Project)?
4. What activities would you wish a project like this to finance?
5. What would you expect from a project like this?
6. What impacts do you think a project like this can have on communities' social welfare, livelihood, socialization with others, etc?
7. How do you think those impacts can be mitigated?
8. Do you think a project like this can have impacts on the environment or surrounding? If yes, what are those impacts (e.g., land degradation, water pollution, e-wastes, etc)?
9. How do you think those impacts can be mitigated?
10. What are the other parties that you think might be interested in/concerned by this project?
11. How are community problems or grievances resolved? Is there any better mechanism you would wish to suggest for better resolution of community grievances?
12. How do communities normally get information and what channels do they normally use to express their ideas/opinions?
13. Do you have any questions or concerns you would wish to raise about this project?

Annex 8: Rwanda Digital Acceleration Project - District Consultation Guide [Umushinga ugamije kwihutisha ikoranabuhanga mu Rwanda – Inyoborakiganiro mu kiganiro n’abayobozi ku Karere]

1. [A brief presentation on the project, its background, objectives and components] [- Gutanga amakuru y’ibanze ku mushinga, amavu n’amavuko yawo, intego zawo, n’ibyo uzakora]
2. Were you aware of this project? What do you think about it? - Mwaba mwari musanzwe muzi uyu mushinga? Murawumva mute?
3. What activities would you wish a project like this to finance? - Ni ibiki mwumva uyu mushinga wateraho inkunga abaturage banyu?
4. What are the schools, hospitals, sector and cell offices that have internet connection? What are those without internet connection? Do you plan to put in place public internet access points? If yes, where? Do you plan to use the fibre optic while connecting schools/hospitals/offices? If yes, how (subterrestrial, aerial, along existing road)? Do you plan to put in place communication towers? If yes, where and what type? Will you need some access roads? Will the towers and access roads be on a public or private land? Ni ayahe mashuri, ibihe bitaro n’ibihe biro by’imirenge n’utugari bifite murandasi? Ibitayifite? Ni ayahe mashuri, ibihe bitaro n’ibihe biro by’imirenge n’utugari muteganya kugezaho murandasi? Ese mwaba muteganya gushyiraho ahantu hari murandasi rusange abaturage bashobora gukoresha? Hehe? Mwaba muteganya gukoresha umuyoboro mugari wa murandasi (fibre optic) mu kugeza murandasi ku mashuri, ku bitaro cyangwa ku biro by’ubuyobozi? Niba ari byo, muteganya kubikora mute (munyujije insinga mu butaka, mucishije insinga mu kirere, mukurikiye imihanda isanzweho)? Mwaba muteganya kubaka iminara ibafasha mu itumanaho? Hehe ? Y’ubuho bwoko? Ese mwaba muzakenera uduhanda tubageza aho iyo minara izubakwa ? Ubutaka buzakenerwa bwaba ari ubwa Leta cyangwa ubw’abantu ku giti cyabo ?
5. What impacts do you think a project like this can have on communities’ social welfare, livelihood, socialisation with others, etc? - Ni izihe ngaruka umushinga nk’uyu ushobora kugira ku mibanire, ku mibereho myiza, ku busabane n’abandi mu baturage, etc.?
6. How do you think those impacts can be mitigated? Mutekereza ko izo ngaruka zakwirindwa gute? (Ni gute twahangana n’izo ngaruka?)
7. Do you think a project like this can have impacts on the environment or surrounding? If yes, what are those impacts (e.g., land degradation, water pollution, e-wastes, etc)? - Ese mutekereza ko umushinga nk’uyu wagira ingaruka ku bidukikije? Nk’izihe? [isuri, ihumana ry’amazi, ibisigazwa by’ibikoreho by’ikoranabuhanga]
8. How do you think those impacts can be mitigated? How do you normally handle e-waste? -Ni gute twahangana n’izi ngaruka? Ese ubundi musanzwe mugenza mute ibisigazwa by’ibikoreho by’ikoranabuhanga?
9. Are there any institutions or organisations at the community level that are active in the ICT sector? If yes, what are they? Are they likely to be affected by this project? How? - Ese haba hari ibigo cyangwa imiryango ifasha abaturage mu bijyanye n’ikoranabuhanga? Nk’iyihe? Hari aho mutekereza yahurira n’ibikorwa by’uyu mushinga? Hehe?

10. How are community problems or grievances resolved? Is there any better mechanism you would wish to suggest for better resolution of community grievances? - *Ubusanzwe ni gute ibibazo cyangwa amakimbirane abaturage bagira akemurwa? Ese hari ubundi buryo mutekereza bwakemura neza kurushaho ibibazo byaba bifitanye isano n'uyu mushinga?*
11. How do communities normally get information and what channels do they normally use to express their ideas/opinions? Is there any other way you think they can better be communicated to? - *Ubusanzwe abaturage bagezwaho amakuru gute? Ni izihe nzira bakoresha batanga ibitekerezo? Hari uburyo se mwumva bwaba bwiza kurushaho?*
12. Do you have any other questions or concerns you would wish to raise about this project? - *Hari ikindi kintu mwumva mwifuzza kuvuga kuri uyu mushinga tutaganiriyeho?*

Annex 9: Rwanda Digital Acceleration Project - Community Consultation Guide [Umushinga ugamiye kwihutisha ikoranabuhanga mu Rwanda – Inyoborakiganiro mu kiganiro n’abaturage]

1. [Description of the community - economic situation, urban or rural, predominantly old, young, vulnerable, unemployed, active, etc.] [-Gusobanura imiterere y’abaturage - ubukungu bwabo, mu muji cyangwa mu cyaro, abenshi barashaje, ni uruburako, ab’integere nke, abashomeri, bafite imbaraga n’ubushake byo gukora, etc.]
2. [A brief presentation on the project, its background, objectives and components] [-Gutanga amakuru y’ibanze ku mushinga, imvo n’imvano yawo, intego zawo, n’ibyo uzakora]
3. Were you aware of this project? What do you think about it? - Mwaba mwari musanzwe muzi uyu mushinga? Murawumva mute?
4. What activities would you wish a project like this to finance? - Ni ibiki mwumva uyu mushinga wabateraho inkunga mu birebana n’ikoranabuhanga?
5. What impacts would you consider to be the likely results of this project? Ni izihe ngaruka mutekereza ko mwahura nazo bitewe n’ishyirwa mu bikorwa ry’uyu mushinga?
6. What are your major sources of livelihoods? - Ni ibiki by’ingenzi mukeshya imibereho yanyu?
7. How best would you wish to be compensated for possible losses arising from the project? In cash? In kind? - Ni gute mwumva mwakwishyurwa ibyo mwatakaza ku mpamvu zaba ziturutse ku mushinga? Guhabwa ingurane y’amafaranga? Gushumbushwa ibyo mwaba batakaje?
8. Other than compensation for loss of assets what other form of assistance would you expect? - Uretse kwishyurwa ibyo mwaba mwatakaje, ni ubuhe bufasha bundi mwakwifuzaga guhabwa?
9. What channels do you use to receive or communicate information? What ICT tools do you normally use? What ICT tools would you wish to have? Do you have enough skills to use them? - Ni ubuhe buryo mukoresha mu kubona cyangwa gutanga amakuru? Ni ibihe bikoresho by’ikoranabuhanga mukoresha? Ni ibihe bikoresho by’ikoranabuhanga mwifuzaga? Ese mufite ubumenyi buhagije bwo kubikoresha?
10. How would you wish to have grievances arising from the proposed project effectively handled? - Ni gute mwifuzaga ko ibibazo mwazagira bifitanye isano n’uyu mushinga byakemurwa?
11. Do you have any other questions or concerns you would wish to raise about this project? - Hari ikindi kintu mwumva mwifuzaga kuvugira kuri uyu mushinga tutaganiriyeho?