



REPUBLIC OF RWANDA
MINISTRY OF AGRICULTURE AND ANIMAL RESOURCES
(MINAGRI)
RWANDA AGRICULTURE BOARD (RAB)



**ADDITIONAL FINANCE FOR THE COMERCIALIZATION AND DE-
RISKING FOR AGRICULTURAL TRANSFORMATION PROJECT**
(CDAT-AF)

STAKEHOLDERS ENGAGEMENT PLAN
(SEP)

UPDATED DRAFT

February, 2026

LIST OF ABBREVIATION AND ACCRONIMS

BRD	Development Bank of Rwanda
EHS	Environmental, Health and Safety
ESF	Environmental and Social Framework
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESIA	Environmental and Social Impact Assessment
ESS	Environmental and Social Standards
GBV	Gender Based Violence
GRC	Grievance Redressal Committee
GRM	Grievance Redressal Mechanism
GoR	Government of Rwanda
GRS	Grievance Redress System
FI's	Financial Institutions
LMP	Labour Management Plan
M&E	Monitoring and Evaluation
MINAGRI	Ministry of Agriculture and Animal Resources
MoE	Ministry of Environment
NGO	Non-Governmental Organization
OHS	Occupational Health and Safety
PAP	Project Affected People
PIU	Project Implementation Unit
RAB	Rwanda Agriculture Board
RDB	Rwanda Development Bank
REMA	Rwanda Environment Management Authority
RLMUA	Rwanda Land Management and Use Authority
RPF	Resettlement Policy Framework
SEP	Stakeholder Engagement Plan
SPIU	Single Project Implementation Unit
WB	World Bank

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EXECUTIVE SUMMARY

The Government of Rwanda (GoR) through the Ministry of Agriculture and Animal Resources (MINAGRI) with the financial support of World Bank Group (WB) is implementing an agricultural project that promotes productivity, commercialization, resilience and access to financial services in selected agricultural value chains. This project, named Commercialization and De-risking for Agricultural Transformation Project (CDAT), targets farmers' Cooperatives, commercial farmers and small medium-sized Agri-enterprises (Agri-SMEs) operating primarily in the following selected value chains: rice, maize, horticulture, cassava, bean and irish potato. The project's additional finance totals 80 million USD that were repurposed in June 2024 and the Government of Rwanda requested the World Bank that these funds be returned to the project through Additional Financing through the IDA21 country allocation and (ii) additional time of 22 months to allow the implementation of the activities under Additional Financing as well as align with time needed to complete the RBCF pilot.

The CDAT project has the following components:

Component 1: Value Chain and Infrastructure Development (US\$ 74.6 million)

This component will aim to increase marketable volumes in the selected value chains, following a systematic approach. It will have two sub-components:

Subcomponent 1.1: Irrigation Rehabilitation and development (US\$ 59.40 Million)

This subcomponent aims to expand and modernize irrigated agriculture in line with NST2 targets through a mix of new scheme development, rehabilitation of existing infrastructure, and farmer-led irrigation solutions. Key interventions include:

- (i) development of the Cyohoha Phase II irrigation scheme covering 2,600 ha of net area, which will increase irrigated land, support high-value crops, and contribute to export growth;
- (ii) development of Gabiro Phase II over 975 ha, building on ongoing investments and existing infrastructure, with available detailed designs and safeguards instruments (ESIA/ESMP), enabling cost-effective expansion, strong market linkages between commercial and community blocks, and access to existing technical support;
- (iii) rehabilitation of the Agasasa marshland irrigation scheme over 400 ha, selected due to the availability of designs and safeguards documents and affordability within the project budget; and
- (iv) scaling up Small-Scale Irrigation Technologies/Farmer-Led Irrigation Development (SSIT/FLID) across the country to develop 2,000 ha, leveraging successful implementation under SAIP II, responding to climate change impacts, promoting beneficiary ownership and sustainability, and including gravity-fed irrigation systems from stream diversions.

Subcomponent 1.2: Land husbandry (U3.62 Million USD)

Under Subcomponent 1.2, the project will allocate 3,62 million USD to strengthen land husbandry interventions aimed at protecting catchment areas serving the proposed irrigation schemes. Recent assessments indicate that existing land husbandry measures in several catchments—including Rwangingo-Karangazi (Gatsibo and Nyagatare), Cyohoha (Bugesera), Rubuyenge-Burakari (Nyanza and Ruhango), Kanyeganyege (Ruhango), Gatuna (Gicumbi), and Bugarama (Rusizi) are insufficient to ensure long-term watershed protection. Building on the proven success of community-based land husbandry approaches, the proposed interventions will enhance local ownership, generate short-term employment opportunities, and deliver rapid, high-impact results in soil erosion control and sustainable land management.

Sub-comp 1.3: Services for Value chain development

Under this subcomponent, the project is proposing to allocated 3.5 million USD to cater for the following activities;

- Farmers organizations capacity building for the newly CDAT cooperatives formed and existing cooperatives (Through capacity building programs like; Trainings, Study tours, Coaching and Mentoring)
- Agriculture productivity improvement through model farms establishment across CDAT schemes (model farms to demonstrate the use of inputs and Good Agricultural practices...)
- Promote market linkage and competitiveness among value chain actors (seasonal meetings facilitation, farmers competition, digital market information and e-trade platform)
- Support export market driven interventions (support producers and processors, exporters to produce export market compliant (market linkages, compliance assistance, technical support infrastructures, capacity building, and sound infrastructures and facility)
- Support Value Chain Platforms for market linkage purposes
- Support the post-harvest handling in strategic production zones like; (Food Basket Sites)
- Carry out demonstration on innovation technologies in irrigation, nursery establishment, fruit bagging, poly mulching, innovations in the pest management practices in the open and protected fields using yellow sticky traps and other methods)
- Support small businesses for producer organizations through farmers competition approach
- Support Inputs revolving funds for cooperatives to facilitate them to become Agrodealers and this will lead to productivity increase and commercialization
- Support the establishment of fruits Orchards (e.g; avocados, mangoes, pineapple etc....) that promote CSA practices.

Support Seed System

It is also planned that the additional financing will support the seed system through RAB where a total of 1 million USD was proposed as allocation and will finance the following activities;

- Scaling pre-basic and basic seed production (Support the adoption of the new released varieties developed under CDAT current Financing)

- Promote seed multiplication for the targeted value chains.
- Piloting and Capacity building new climate smart technologies (*Conservation agriculture, protected agriculture...*)
- Support post-harvest handling of the produced seeds (seed storage, seed quality handling....)

Subcomponent 1.4. Grants for Value chain Development (BRD)

Under MG, a total of 8.08 million USD will be allocated and will help to carry out the following main activities;

- Support post-harvest handling facilities, equipment and materials for targeted value chain through matching grant
- Promotion of protected agriculture through MG
- Support CDAT Cooperatives in businesses including; Seed Multiplication, Agro-dealership and Aggregation
- Promotion of agriculture mechanization through matching grant
- ICF Grants;
- SSIT/FLID Grants

Under Innovation Challenge Fund (ICF), a total of 0.6 million USD was proposed to be allocated to carry out the activities which were identified related to value chain and processing targeting innovative projects.

The main activities to be financed under the Innovation Challenge Fund (ICF) will focus on the following identified challenge areas:

- **Digital veterinary services for livestock**, supporting innovations that expand access to remote animal health advisory, disease surveillance, and follow-up services, particularly in underserved areas, while strengthening data-driven livestock health management and linkages among veterinarians, para-vets, and farmers.
- **Digital financial services for agriculture (Agri-Fintech)**, promoting tailored financial products aligned with agricultural cycles and risks by leveraging farm-level data to improve access to credit, payments, and insurance, and to enhance financial inclusion for farmers, cooperatives, and agribusinesses.
- **Food traceability systems**, enabling end-to-end digital tracking from production to market to enhance food safety, transparency, and compliance with national and export standards, and to facilitate access to higher-value and export markets.
- **Post-harvest management and aflatoxin control**, supporting innovations in drying, storage, and quality management technologies, including affordable aflatoxin detection and mitigation solutions, to reduce post-harvest losses, improve food safety, and enhance farmer incomes and market competitiveness.

Component 2: Agriculture Finance and Insurance (2.20 million USD)

Subcomponent 2.1. Scaling up Agricultural Finance

The allocation was proposed following these areas:

- Line of Credit
- Institutional strengthening

Subcomponent 2.2: Strengthening agriculture insurance

Under subcomponent 2.2; Strengthening agriculture insurance, 2 million USD was proposed as the proposed additional funds. The allocation was proposed due to the following reasons;

- There is a pressing need to safeguard an additional 4,700 hectares of farmland against climate-related shocks.
- Scale up insurance since it has promoted more investment in the agriculture sector due to its de-risking aspect
- Agricultural insurance products will function as a risk-mitigation mechanism to support investments financed through matching grant business plans and blended loan facilities.
- Additional financing will enable the scaling and integration of agricultural insurance with agricultural loans and input packages a component that has not yet been fully leveraged.

Component 3: Project Management (3.20 million USD)

This component will ensure the smooth implementation of the project. It will support all aspects of project coordination, management and implementation, such as: (i) project staffing and their training; (ii) procurement and financial management; (iii) environmental and social safeguards implementation and compliance; (iv) monitoring and evaluation; (v) equipment and operating costs and; (vi) communication and knowledge management.

Component 4: Contingency Emergency Response Component (CERC)

This component allows for the rapid reallocation of uncommitted funds in the event of an eligible emergency. In addition, the project had an unallocated amount of \$40 million that was allocated to the credit line under Component 2.1 upon successful implementation of its initial phase.

The present document presents the “Stakeholders Engagement Strategy and Communication Plan (SEP)” for CDAT as required under the new Environmental and Social Management Framework (ESF), especially the Environmental and Social Standards 10 (Stakeholder Engagement and Information Disclosure).

The SEP will be the operational tool to define the protocols for effectively engaging local and affected communities in the overall project development, disseminate activities, outputs and results, coordinate and hold consultations and develop clear channels of communication of the project to all relevant stakeholders and target audience. The SEP will also describe the agreed Grievances Mechanism that will review the existing GRM of the current CDAT project with new ones that can make more effective communication and engagement.

The SEP of CDAT-AF aims at: (a) raising awareness and informing stakeholders and target audience about the project objectives, the types of investments and activities that are going to be funded by the project and (b) maximizing the impact of the project by making the results and deliverables of the project available to the stakeholders and to the wider audience. Therefore, the implementation of the plan is crucial for the success of the project and for the sustainability of investments in the long term.

Identification of stakeholders: This Stakeholders Engagement Plan for CDAT-AF was developed considering the diversity of relevant stakeholders. Within this framework, stakeholders were found to be of two categories based on their interests and influence in the project: **Primary stakeholders** are those directly affected, either positively or negatively, by the project, decisions, or actions. **Secondary stakeholders** are those that are indirectly affected by the project, or decision, or actions, etc.

These two categories of stakeholders will be found in the following groups of people or entities having a direct or indirect interest: (i) Government ministries and agencies, (ii) local communities, vulnerable or disadvantage groups, (iv) non-government organizations (NGOs), private sector, general public of the local community, among others. A non-exhaustive list of already identified stakeholders was drafted and their roles were defined with an assumption that the list will continuously be updated throughout project implementation.

Identification of engagement methods: The SEP also has agreed on the methods and techniques to engage the above-mentioned stakeholders. Different means for communicating and disseminating information or collecting stakeholders' views and feedback on the project activities, for example, using correspondences (Phone, Emails, text messages); one-on-one meetings, group or focus (sectorial, villages, private sector, etc) meetings, and public meetings. The project will also continue use: print media, radio announcement, internet media, workshops, surveys, project website, direct communication with owners of affected properties, land, crops/asset, among others.

Institutional arrangement for the implementation of the SEP activities: Several government agencies will be involved in implementing the SEP.

MINAGRI will be the overall coordinating Ministry of the project. The CDAT is being implemented by RAB and BRD through a Project Implementation Units (PIUs) that are established with the responsibility for overall coordination and management of the project. Ten (10) environmental and social risk management staff and resources are available to support the management of environmental and social risks and impacts of the Project. These staff include one Environmental and one Social Specialist at the RAB/SPIU level and eight (8) Environment and Social Officers based in the field to support specific subprojects in different Districts across the Country.

Budget: The implementation of the SEP activities will require a budget that has been estimated at 88,500USD for 22 months.

Grievance Redress Mechanism: A grievance mechanism has been developed for potential use by stakeholders. The aim of the grievance mechanism is to achieve mutually agreed resolution of

grievances raised by such stakeholders. This grievance mechanism ensures that complaints and grievances are addressed in good faith and through a transparent and impartial process, but one which is culturally acceptable.

DEFINITIONS

Stakeholders refer to social groups whose legitimate interests may be affected by the project and groups interested in discussing the environmental and/or socio-economic aspects of the project.

Stakeholder Engagement Plan (SEP) refers to a document prepared in line with the requirements of the international lending agencies and Ukrainian legislation.

Environmental and Social Impact Assessment refers to an assessment of the project impact on the natural and social environment undertaken in line with the requirements of the international lending agencies.

Environmental / social aspect refers to a component of the company's activities, products and services that may interact with the surrounding natural and social environment.

Public consultations refer to a suite of activities undertaken as part of the Environmental and Social Impact Assessment and aiming to inform the public about a planned activity and its potential environmental impacts in order to identify public preferences and ensure that there are taken into account in the impact assessment.

Grievance Mechanism: is a formal, legal or non-legal (or 'judicial/non-judicial') complaint process that can be used by individuals, workers, communities and/or civil society organizations that are being negatively affected by certain business activities and operations.

Social Impact Assessment: Social impacts refer to changes to individuals and communities due to a proposed Project. A Social Impact Assessment (SIA) therefore is a method of analyzing what impact a proposed project or plan may have on the social aspects of the environment.

Vulnerable Groups: Vulnerable groups refers to people who, by virtue of; gender identity, sexual orientation, religion, ethnicity, indigenous status, age, disability, economic disadvantage or social status. They can be affected by project impacts than others and who may be limited in their ability to claim or take advantage of project benefits.

1. INTRODUCTION

The Government of Rwanda (GoR) through the Ministry of Agriculture and Animal Resources (MINAGRI) with the financial support of World Bank Group (WB) is implementing a agricultural project that will promote productivity, commercialization, resilience and access to financial services in selected agricultural value chains. The beneficiaries targeted by the additional financing of Commercialization and De-risking for Agricultural Transformation Project (CDAT-AF), are farmers' cooperatives, commercial farmers and small and medium-sized agri-enterprises (agri-SMEs), operating primarily in the following selected value chains: rice, maize, and horticulture. The estimated cost of the ongoing project for 22 months duration with the amounts of 80 Million US \$.

As per the agreement between the Government of Rwanda and the World Bank (WB), the CDAT-AF project triggers all Environmental and Social Standards (ESS) of the WB, except ESS7. This standard, known as Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities, is not triggered because Rwanda does not possess among its nation. The Project also complies with safeguards policy on International Waterways (OP/BP 7.50).

The implementation of the project is undertaken by the Rwanda Agriculture and Animal Resources Development Board (RAB) and the Development Bank of Rwanda (BRD). The Project Implementation Unit (PIU) is housed in Rwanda Agriculture and Animal Resources Development Board with responsibility for overall coordination and management of the project, while BRD, implements all activities related to Agriculture Grants for value chain development and scaling up Agricultural Finance. The other stakeholders in CDAT-AF implementation include Ministry of Environment (MoE) and its agencies (REMA, RWB and NLA), Ministry of Trade and Industry and its agency (RCA), Ministry of Health and its agency (RBC), RDB, NAEB, Ministry of Local Administration (MINALOC) and participating Districts, Supervising firms, Contractors and farmers organizations (Cooperatives and WUA).

1.1. Project Development Objectives

The project development objectives are “(i) to increase the use of irrigation and commercialization among producers and agribusiness firms in supported value chains, and (ii) to increase access to agricultural finance”.

Result Indicators:

The key Project Development Objective-level indicators are the following:

1. Increase in share of agricultural produce sold by participating producers;
2. Increase in volume of agricultural produce procured by participating aggregators;
3. Increase in the number of cooperatives, commercial farmers, small and medium Agri-enterprises obtaining agricultural loans from financial institutions;

4. Increase in the number of cooperatives, commercial farmers, small and medium agri-enterprises obtaining agricultural insurance from financial institutions.

1.2. Project Intervention

Component 1: Value Chain and Infrastructure Development

This component will aim to increase marketable volumes in the selected value chains, following a systematic approach. It will have two sub-components:

Subcomponent 1.1: Irrigation Rehabilitation and development

This subcomponent aims to expand and modernize irrigated agriculture in line with NST2 targets through a mix of new scheme development, rehabilitation of existing infrastructure, and farmer-led irrigation solutions. Key interventions include:

- (i) development of the Cyohoha Phase II irrigation scheme covering 2,600 ha of net area, which will increase irrigated land, support high-value crops, and contribute to export growth;
- (ii) development of Gabiro Phase II over 975 ha, building on ongoing investments and existing infrastructure, with available detailed designs and safeguards instruments (ESIA/ESMP), enabling cost-effective expansion, strong market linkages between commercial and community blocks, and access to existing technical support;
- (iii) rehabilitation of the Agasasa marshland irrigation scheme over 400 ha, selected due to the availability of designs and safeguards documents and affordability within the project budget; and
- (iv) scaling up Small-Scale Irrigation Technologies/Farmer-Led Irrigation Development (SSIT/FLID) across the country to develop 2,000 ha, leveraging successful implementation under SAIP II, responding to climate change impacts, promoting beneficiary ownership and sustainability, and including gravity-fed irrigation systems from stream diversions.

Subcomponent 1.2: Land husbandry

Under Subcomponent 1.2, the project will allocate USD 3.62 million to strengthen land husbandry interventions aimed at protecting catchment areas serving the proposed irrigation schemes. Recent assessments indicate that existing land husbandry measures in several catchments—including Rwangingo-Karangazi (Gatsibo and Nyagatare), Cyohoha (Bugesera), Rubuyenge-Burakari (Nyanza and Ruhango), Kanyeganyege (Ruhango), Gatuna (Gicumbi), and Bugarama (Rusizi) are insufficient to ensure long-term watershed protection. Building on the proven success of community-based land husbandry approaches, the proposed interventions will enhance local ownership, generate short-term employment opportunities, and deliver rapid, high-impact results in soil erosion control and sustainable land management. The targeted areas and indicative costs are summarized in the table below for reference.

Table 1: Proposed areas to be covered with Land husbandry interventions

No	District	Site	Additional area for LH (Ha)	USD
1	Nyanza	Rubuyenge-Burakari	150.0	
2	Ruhango	Rubuyenge-Burakari	150.0	0.72
3	Rusizi	Bugarama	216.7	0.52
4	Ruhango	Kanyegenyege	190.0	0.46
5	Nyanza-Huye	Agasasa	100.0	-
6	Gatsibo	Rwangingo-Karangazi	100.0	0.24
7	Bugesera	Rurambi	200.0	0.48
8	Bugesera	Cyohoha	300.0	0.72
9	Nyagatare	Kagitumba-Matimba	200.0	0.48
Total			1606.7	3.62

Sub-comp 1.3: Services for Value chain development

Under this subcomponent, the project is proposing to allocated 3.5 million USD to cater for the following activities;

- Farmers organizations capacity building for the newly CDAT cooperatives formed and existing cooperatives (Through capacity building programs like; Trainings, study tours, Coaching and Mentoring)
- Agriculture Productivity improvement through model farms establishment across CDAT schemes (model farms to demonstrate the use of inputs and Good Agricultural practices...)
- Promote market linkage and competitiveness among value chain actors (seasonal meetings facilitation, farmers competition, digital market information and e-trade platform)
- Support export market driven interventions (support producers and processors, exporters to produce export market compliant (market linkages, compliance assistance, technical support infrastructures, capacity building, and sound infrastructures and facility)
- Support Value Chain Platforms for market linkage purposes
- Support the post-harvest handling in strategic production zones like; (Food Basket Sites)
- Carry out demonstration on innovation technologies in irrigation, nursery establishment, fruit bagging, poly mulching, innovations in the pest management practices in the open and protected fields using yellow sticky traps and other methods)
- Support small businesses for producer organizations through farmers competition approach
- Support Inputs revolving funds for cooperatives to facilitate them to become Agrodealers and this will lead to productivity increase and commercialization
- Support the establishment of fruits Orchards (e.g; avocados, mangoes, pineapple etc....) that promote CSA practices.

Support Seed System

It is also planned that the additional financing will support the seed system through RAB where a total of 1 million USD was proposed as allocation and will finance the following activities;

- Scaling pre-basic and basic seed production (Support the adoption of the new released varieties developed under CDAT current Financing)

- Promote seed multiplication for the targeted value chains.
- Piloting and Capacity building new climate smart technologies (*Conservation agriculture, protected agriculture...*)
- Support post-harvest handling of the produced seeds (seed storage, seed quality handling....)

Subcomponent 1.4. Grants for Value chain Development

Under MG, a total of 8.08 million USD will be allocated and will help to carry out the following main activities;

- Support post-harvest handling facilities, equipment and materials for targeted value chain through matching grant
- Promotion of protected agriculture through MG
- Support CDAT Cooperatives in businesses including; Seed Multiplication, Agro-dealership and Aggregation
- Promotion of agriculture mechanization through matching grant
- ICF Grants;
- SSIT/FLID Grants

Under Innovation Challenge Fund, a total of 0.6 million USD was proposed to be allocated to carry out the activities which were identified related to value chain and processing targeting innovative projects.

The main activities to be financed under the **Innovation Challenge Fund (ICF)** will focus on the following identified challenge areas:

- **Digital veterinary services for livestock**, supporting innovations that expand access to remote animal health advisory, disease surveillance, and follow-up services, particularly in underserved areas, while strengthening data-driven livestock health management and linkages among veterinarians, para-vets, and farmers.
- **Digital financial services for agriculture (Agri-Fintech)**, promoting tailored financial products aligned with agricultural cycles and risks by leveraging farm-level data to improve access to credit, payments, and insurance, and to enhance financial inclusion for farmers, cooperatives, and agribusinesses.
- **Food traceability systems**, enabling end-to-end digital tracking from production to market to enhance food safety, transparency, and compliance with national and export standards, and to facilitate access to higher-value and export markets.
- **Post-harvest management and aflatoxin control**, supporting innovations in drying, storage, and quality management technologies, including affordable aflatoxin detection and mitigation solutions, to reduce post-harvest losses, improve food safety, and enhance farmer incomes and market competitiveness.

Component 2: Agriculture Finance and Insurance

Subcomponent 2.1. Scaling up Agricultural Finance

The allocation was proposed following these:

- Line of Credit
- Institutional strengthening

Subcomponent 2.2: Strengthening agriculture insurance

Under subcomponent 2.2; Strengthening agriculture insurance, 2.2 million USD was proposed as the proposed additional funds. The allocation was proposed due to the following reasons;

- There is a pressing need to safeguard an additional 4,700 hectares of farmland against climate-related shocks.
- Scale up insurance since it has promoted more investment in the agriculture sector due to its de-risking aspect
- Agricultural insurance products will function as a risk-mitigation mechanism to support investments financed through matching grant business plans and blended loan facilities.
- Additional financing will enable the scaling and integration of agricultural insurance with agricultural loans and input packages a component that has not yet been fully leveraged.

The activities to be financed and the proposed allocation are presented in the following table;

Table 2: Key interventions under agriculture Insurance

No.	Key interventions	Proposed allocation (USD)
1	Premium co-financing of crop insurance	1.5
2	Institutional strengthening (insurance products design and scale up and capacity building of actors)	0.3
3	Enhancements of NAIS Digitalization	0.4
Total		2.20

Component 3: Project Management

This component will ensure the smooth implementation of the project. It will support all aspects of project coordination, management and implementation, such as: (i) project staffing and their training; (ii) procurement and financial management; (iii) environmental and social safeguards implementation and compliance; (iv) monitoring and evaluation; (v) equipment and operating costs and; (vi) communication and knowledge management. The project will also finance technical assistance and analytics to address specific policy and regulatory framework aspects that are critical for creating opportunities in areas that fall under the scope of the project, e.g. competitiveness, commercialization, job creation, attracting greater involvement of private sector, development of an appropriate regulatory and policy framework for crop and livestock insurance in Rwanda that could provide clarity of subsidy targeting, product approval for subsidies and role

and responsibilities of private and public sector players, etc., while remaining mindful of counterfactual information needs to determine attribution of benefits. At the same time, the project will support institutional strengthening and capacity building of MINAGRI and its agencies, RAB and NAEB, through streamlining of systems and procedures for effective and timely planning and delivery, budgeting, expenditure tracking and monitoring, capacity needs assessment, training, feasibility assessments, etc.

Component 4: Contingency Emergency Response Component (CERC) (US\$0 million):

This component allows for the rapid reallocation of uncommitted funds in the event of an eligible emergency. In addition, the project had an unallocated amount of \$40 million that was allocated to the credit line under Component 2.1 upon successful implementation of its initial phase.

1.3. Regulatory and Governance Frameworks

1.3.1. National Regulation and International Treaties

The SEP takes into consideration the existing national and international institutional regulatory framework that guarantees the right of speech, reunion, access of information, participation, etc.

The following are national legislations relevant to this SEP:

- Law No. 66/2018 of 30/08/2018 regulating labor in Rwanda.
- **Law No. 04/2021 of 05/02/2021 governing Public Participation** – Establishes principles, procedures, and obligations for citizen and stakeholder participation in public policies, programs, and development projects.
- **Constitution of the Republic of Rwanda (2015, revised)**
Guarantees citizens' participation in governance, transparency, access to information, and consultation in decision-making processes.
- **Law No. 48/2018 of 13/08/2018 on Environment**
Requires public consultation and participation in environmental protection, planning, and decision-making processes.
- **Ministerial Order No. 001/2019 of 15/04/2019 on Environmental Impact Assessment (EIA)**
Mandates stakeholder consultation and public disclosure during EIA and ESIA preparation, review, and implementation.
- **Law No. 43/2013 of 16/06/2013 Governing Land in Rwanda**
Provides for consultation and participation of landholders and affected persons in land administration, expropriation, and land-use planning.
- **Law No. 32/2015 of 11/06/2015 Relating to Expropriation in the Public Interest**
Requires consultation, disclosure, and grievance redress mechanisms for affected persons prior to and during expropriation.
- **National Land Policy (2019)**
Promotes participatory land-use planning and inclusive engagement of stakeholders, including local communities and vulnerable groups.

- **National Environmental Policy (2019)**
Emphasizes public participation, stakeholder consultation, and access to environmental information in sustainable development initiatives.
- **Law No. 04/2012 of 17/02/2012 Governing the Organization and Functioning of National NGOs**
Encourages engagement of civil society organizations in development planning, monitoring, and community consultation.
- **Law No. 75/2018 of 07/09/2018 Determining the Sources of Revenue and Property of Decentralized Entities**
Supports participatory planning and budgeting processes at local government levels through community engagement mechanisms.
- **Rwanda Decentralization Policy (revised 2021)**
Institutionalizes citizen participation, community consultations, and stakeholder engagement in local development planning and service delivery.
- **National Gender Policy (2021)**
Requires inclusive stakeholder engagement, ensuring participation of women and vulnerable groups in development programs.
- **Access to Information Law (Law No. 04/2013 of 08/02/2013)**
Guarantees the right of citizens and stakeholders to access public information, supporting transparency and informed participation.

1.4. Relevant Environmental and Social Standards for CDAT-AF

The following are Bank ESF environmental and social standards (ESS) that are being applied for the implementation of the CDAT-AF project.

- **Environmental and Social Standard 1:** Assessment and Management of Environmental and Social Risks and Impacts applies. The CDAT-AF Environment and Social Risk Classification as per the concept Environment and Social Review Summary (ESRS) is substantial,
- **Environmental and Social Standard 2:** Labor and Working Conditions applies to the project;
- **Environmental and Social Standard 3:** Resource Efficiency and Pollution Prevention and Management applies,
- **Environmental and Social Standard 4:** Community Health and Safety applies.
- **Environmental and Social Standard 5:** Land Acquisition, Restrictions on Land Use and Involuntary Resettlement applies;
- **Environmental and Social Standard 6:** Biodiversity Conservation and Sustainable Management of Living Natural Resources applies
- **Environmental and Social Standard 8.** Cultural Heritage applies
- **Environmental and Social Standard 9:** Financial Intermediaries

- **Environmental and Social Standard 10:** Stakeholder Engagement and Information Disclosure. Based on the requirements contained in this ESS, the Government of Rwanda has prepared this SEP applies.

2. STAKEHOLDERS ENGAGEMENT PLAN FOR CDAT-AF

The SEP will take the lessons learned from the ongoing CDAT to improve its scope. The SEP will be an operational tool to define the protocols for effectively engaging local and affected communities in the overall project development, disseminate activities, outputs and results, coordinate and hold consultations and develop clear channels of the project communication to all relevant stakeholders and target audiences. The SEP will also describe the agreed Grievance Mechanisms that will be available for affected/interested/citizens of Rwanda for sending claims, observations, and requests to the project team. The E&S team has reviewed the GRM of the ongoing CDAT in order to pick best practices and replicate them under CDAT-AF with the aim to develop a more effective communication and engagement strategy, taking into consideration the fact that unlike CDAT, CDAT-AF involves several implementing agencies.

The SEP for CDAT-AF is a formal strategy to provide equal opportunities for engagement and participation to the affected, interested, concerned stakeholders and to define effective communication strategies with the different project stakeholders.

In terms of communication, the SEP specifies the frequency and type of communications tools such as media, contact persons, telephone, meetings etc and locations of communication events. It is prepared at the beginning of the project and updated frequently, as stakeholders' communication might require change. The SEP identifies actions required to promote productive involvement of stakeholders in decision-making and execution. It can be formal or informal and highly detailed or broadly framed, based on the needs of the project and the expectations of its stakeholders.

According to the ESF and the ESS10 specifically, the SEP describes the timing and methods of engaging with stakeholders and range of information to be communicated to them as well as information to be sought from them throughout the life cycle of the project, distinguishing between PAPs and other interested parties.

The SEP will inform the GoR to provide stakeholders with timely, relevant, understandable and accessible information; consult with them in a culturally appropriate manner that shall be free of manipulation, interference, coercion, discrimination and intimidation. It also considers the main characteristics and interests of stakeholders, different level of engagement and consultation that will be appropriate for different stakeholders throughout preparation and implementation.

The Stakeholder Engagement Plan (SEP) will assist different CDAT-AF implementing agencies with managing and facilitating future engagement throughout various stages of the Project's life cycle from design phase of the project through construction to liability period and closure.

This SEP details engagement undertaken by the GoR with the different project stakeholders during the stage of the project preparation and serves as a guide to engagement during the project early stages of creation of Grievance Redress Committees (GRCs).

This SEP will need to be revised following project progress to inform on-going stakeholders' engagement through the various stages of Project construction, liability period and closure.

2.1. Challenges and lessons learnt from CDAT for CDAT-AF

The CDAT project started implementation in 2022 and its closing date is April, 2027. Among the lessons learned from the stakeholder engagement, management of claims (all type from workers, community, affected PAPs, etc), are summarized below.

Challenges

During the implementation of the ongoing CDAT project, challenges were met along the way:

- Limited records of stakeholders' engagement activities: the project implementers held various meetings and workshops during ongoing CDAT. Nevertheless, most of them were not recorded and archived as it should be for future uses.
- Some meetings were not held at project sites which obliged local communities to walk relatively long distances to attend and ultimately prevented a substantial number of them from participating.
- The use of media and radio was very limited
- No specific budget had been set aside for stakeholders' engagement in CDAT

Lessons learnt

Going forward, CDAT-AF will build on lessons learnt from the ongoing CDAT so as to improve stakeholders' participation. Following lessons will be particularly useful:

- The fact that a SEP has been designed, project potential stakeholders have been identified will ease communication and engagement.
- The project will maintain a stakeholder's registry to be able to constantly engage them depending on their areas of expertise and to give the room to voice their opinions. Meetings and workshops will be appropriately recorded as well. Stakeholder meetings must foster open and intensive discussions and involve a wide range of participants, at various levels, as well as the public and media. This promotes transparent discussions on fairness issues, and fosters the emergence of consensus.
- In CDAT-AF, an environmental and social management system will be built (including databases for communications, subproject documentation, field supervision reports, remote supervision, permits, etc).
- Stakeholder consultation will be required before any contract approval and use a variety of formats (radio, WhatsApp, etc) that can be accessible to everyone.

- Most of meetings will be held at project site and whenever travel is involved transportation means will be provided to participants.

2.2. Stakeholder Engagement Objectives

The Stakeholder Engagement Plan (SEP), in line with ESF and ESS10, outlines the timing, methods, and content of engagement with stakeholders throughout the project life cycle, distinguishing between project-affected persons (PAPs), other interested parties, and those influencing or impacted by the project. It provides an operational framework for effective communication, consultations, and grievance management, ensuring technically and culturally appropriate approaches.

Key objectives include:

- Understand stakeholder engagement requirements under Rwandan legislation.
- Define stakeholder engagement procedures in line with ESS10, international best practice, and national/international regulations.
- Provide guidance for effective, inclusive engagement
- Identify key stakeholders affected by or able to influence the project,
- Determine effective methods, timing, and structures for sharing project information transparently.
- Develop processes allowing stakeholders to influence project planning and design; integrate feedback from consultations.
- Describe communication protocols and channels for different stakeholder groups.
- Establish formal grievance and resolution mechanisms.
- Ensure timely, accessible, and understandable disclosure of environmental and social risks and impacts.
- Define roles and responsibilities for SEP implementation
- Inform stakeholders about project objectives, investments, activities, timelines, contractors, work locations, and mitigation measures.
- Define reporting, monitoring, and periodic review processes for SEP effectiveness.
- Provide accessible and inclusive means for PAPs to raise grievances, enabling GoR response and management.

Principles guiding stakeholder engagement, based on international best practice, include:

- Commitment: recognizing and acting early to understand and engage communities.
- Integrity: fostering mutual respect and trust in engagement.
- Respect: acknowledging rights, cultural beliefs, values, and interests of stakeholders.
- Transparency: responding to community concerns timely and openly.
- Inclusiveness; encouraging broad participation with appropriate opportunities
- Trust: building through open, meaningful dialogue that respects community beliefs and opinions.

2.3. Principles for effective Stakeholder engagement

The effective stakeholder engagement depends on mutual trust, respect and transparent communication between the GoR and its stakeholders and those who can influence the outcome of project or be impacted by the outcome. Therefore, the implementation of the plan is crucial for the success of the project and for the sustainability of investments in the long term.

It will thereby improve decision-making and performance by:

- ❖ **Managing risk** - stakeholder engagement helps the GoR, project and communities to identify, prevent, and mitigate environmental and social risks and their impacts that can threaten project viability;
- ❖ **Avoiding conflict** - understanding current and potential issues such as property rights and proposed project activities and likely impact per activity;
- ❖ **Improving national policy** - obtaining perceptions about a project, which can act as a catalyst for changes and improvements in national policies formulation;
- ❖ **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 with the stakeholders also provides the opportunity for GoR and the project to know and manage stakeholder behavior and expectations;
- ❖ **Voice to stakeholders:** Providing a participatory mechanism to keep stakeholders particularly the PAPs engaged in the project through a feedback based structured mechanism.

Stakeholders' engagement shall be informed by a set of principles defining core values underpinning interactions with stakeholders. The project will comply with the following principles based on international best practice include the following:

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

3. STAKEHOLDER IDENTIFICATION AND ANALYSIS UNDER CDAT-AF

This Stakeholder Engagement Plan identifies stakeholders relevant to the ongoing CDAT and its Additional Financing, including institutions, groups, and individuals affected by or able to influence project activities. Stakeholders include national, regional, and local government entities; implementing and coordinating agencies; development partners; contractors and service providers; beneficiary communities, including vulnerable and disadvantaged groups; civil society organizations; and other interested parties. The identification process builds on stakeholder mapping conducted under the ongoing CDAT and is updated to reflect the expanded scope of the Additional Financing, ensuring effective engagement and management of environmental and social risks during implementation.

In order to develop an effective SEP for CDAT-AF, it is necessary to determine whom the stakeholders are and understand their needs and expectations for engagement, their interest and objectives in relation to the Project. This information shall then be used to tailor engagement to each type of stakeholder. As part of this process, it will be particularly important to identify individuals and groups who may find it more difficult to participate and those who may be differentially or disproportionately affected by the project because of their marginalized or vulnerable status.

Therefore, stakeholder identification for the Commercialization and De-Risking for Agricultural Transformation- Additional Financing (CDAT-AF) project under RAB/SPIU focuses on all parties involved in or affected by the expansion of irrigation infrastructure, agricultural commercialization, and access to finance.

Key institutional stakeholders include the Ministry of Agriculture and Animal Resources (MINAGRI), Rwanda Agriculture and Animal Resources Board (RAB), the Single Project Implementation Unit (SPIU), and relevant district authorities responsible for local coordination and implementation.

Primary stakeholders comprise smallholder farmers, farmer cooperatives, and agribusiness firms participating in supported value chains, particularly those benefiting from irrigation infrastructure, extension services, and financial products. Financial institutions, insurance providers, input suppliers, and off-takers are also critical stakeholders due to their role in de-risking agricultural investments and facilitating market access. Service providers, and regulatory agencies are engaged to ensure technical quality, compliance, and sustainability.

In addition, local communities, vulnerable groups (including women and youth), are identified as key stakeholders whose participation and feedback are essential to promoting inclusive benefits, transparency, and long-term impact of the CDAT-AF project

For tailored engagement, stakeholders are categorized as:

- **Affected Parties:** those within the Project Area of Influence (PAI) directly impacted or susceptible to project-related changes, engaged in identifying impacts and shaping mitigation measures;
- **Other Interested Parties:** individuals or groups who may not face direct impacts but perceive their interests are affected or can influence project implementation;
- **Vulnerable Groups:** persons disproportionately impacted or disadvantaged, requiring targeted efforts to ensure equal representation in consultation and decision-making.

These are described in the sub-sections below.

3.1.1. Affected Parties

Affected parties and individuals, groups, local communities, and other stakeholders that may be directly or indirectly affected by the project, positively or negatively.

Specifically, the following are the estimated project beneficiaries:

- Formal Water Users Associations (WUAs), Informal Water Management Bodies, Farming Communities (male and female), Small and Medium Enterprises (SMEs), and villagers and communities in the vicinity of the project's planned activities who are the recipients/beneficiaries of the project.

The identification and design of the proposed irrigation and watershed schemes need a robust stakeholder engagement process during implementation.

3.1.2. Other Interested Parties

Interested Parties include stakeholders who 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 influence the project and the process of its implementation in some way. Specifically, this category includes the following individuals and groups:

- The local population who can benefit indirectly from the project
- Rwandan People in targeted urban and rural areas as well as key social institutions such as, Women and Youth groups (Public Awareness Campaign), etc...
- Ministry of Agriculture and Animal Resources (MINAGRI) and other government agencies (REMA, RWB, BRD, RAB-SPIU, NAEB, Rwanda-Israel Horticulture Center of Excellence, RCA, PSF, National Employment Program-(NEP), and local government institutions.
- Residents and labors, contractors and sub-contractors, and individual in the area of the project;
- Local, regional and national level civil societies and non-governmental organizations (NGOs) with an interest in areas of agriculture irrigation schemes, watershed and may have

in-depth knowledge about the environmental and social characteristics of the scheme area and the nearby populations, and can help play a role in identifying risks, potential impacts, and opportunities for the Borrower to consider and address in the assessment process.

- Media and other interest groups, including social media & the Government Information Department

3.1.3. Disadvantaged/vulnerable individuals or groups

Disadvantaged or Vulnerable Groups may be disproportionately affected and often lack the ability to voice concerns or fully understand project impacts. Vulnerability may arise from origin, gender, age, health, economic or financial status, minority or marginalized status, or dependence on others or natural resources. Engagement with these groups requires tailored approaches to ensure meaningful participation and understanding of project activities and benefits.

Vulnerable groups within the project may include:

- Women-inclusive enterprises;
- Newly established enterprises;
- Enterprises in less developed areas.
- Women farmers, particularly female-headed households, who often have limited access to land ownership, credit, irrigation infrastructure, and decision-making structures.
- Youth, especially unemployed or underemployed rural youth, who may lack capital, technical skills, or secure land tenure to engage in commercial agriculture.
- Smallholder and subsistence farmers with limited landholdings or low productive assets, who are more exposed to climate risks and market shocks.
- Poor and low-income households, including those classified under lower socio-economic categories, with constrained access to finance, inputs, and extension services.
- People with disabilities, who may face physical, communication, or social barriers to accessing project information, infrastructure, and services.
- Elderly farmers, particularly those without family support, who may have limited capacity to adopt new technologies or engage in commercial value chains.
- Landless or near-landless households, including farm laborers, who may be indirectly affected by irrigation development or land use changes without directly benefiting from project investments.
- Marginalized or geographically isolated communities in remote project areas, where access to markets, services, and information is limited.

Vulnerable groups are consulted through dedicated means, and the Grievance Redress Mechanisms (GRMs) are accessible to all stakeholders, respecting customary dispute settlement mechanisms. **Stakeholder Engagement Considerations**

The Stakeholder Engagement Plan envisages that consultation meetings 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 took place, as much as possible in face-to-face interactions within the affected and beneficiary settlements, and in line with the national guidelines.

The following considerations were made when planning for stakeholder engagement:

- **It takes time and resources:** Some stakeholders needed 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 project proponents from the outset must be clear on what they can and cannot do, establishing a clear understanding of their roles and responsibilities.
- **Continuous engagement:** Start consultations at design stage and continue throughout implementation to avoid one-off, symbolic meetings.
- **Community-level consultations and use of local languages:** Hold meetings at village/cell level using familiar local forums (e.g. community assemblies) rather than centralised venues and conduct consultations primarily in Kinyarwanda, with simple, non-technical explanations.
- **Targeted consultations:** Organise separate focus group discussions for women, youth, persons with disabilities, and other vulnerable groups to ensure their voices are heard.
- **Flexible timing and locations and use of trusted local facilitators:** Schedule meetings at times and locations convenient for communities, considering work schedules and mobility constraints. Engage local leaders, community mobilisers, and CSOs who understand local norms and social dynamics.
- **Two-way dialogue mechanisms, feedback and follow-up:** Allow sufficient time for questions, feedback, and open discussion, not just presentations. Clearly communicate how stakeholder inputs are considered and provide feedback in subsequent meetings.
- **Monitoring inclusiveness:** Track participation by gender, age, and vulnerability status to improve outreach strategies over time.

3.2. Purpose and timing of stakeholder engagement plan

This Stakeholder Engagement Plan (SEP) has been prepared to provide timely and accessible information to project stakeholders inside and outside RAB-SPIU & BRD and to give them the opportunity to express their views and concerns related to the Project and its impact. SEP specifies at which stages in the project life cycle and at what periods these activities will take place.

The following methods were used during the ongoing CDAT project implementation to consult with key stakeholder groups, considering the needs of the final beneficiaries, and in particular vulnerable groups. Proposed methods vary according to target audience.

3.3. Classification of the Stakeholder based on ESS10

After examination of different stakeholders, a classification put them into three main groups:

- Those who have a role in the project implementation (implementing agencies): they consist mainly of government agencies;
- Those who are impacted or likely to be impacted directly or indirectly, positively or adversely, by the Project (also known as ‘affected parties’): in this group include local community members, vulnerable groups and users of the project area, for example: house owners and productive users to be connected, vendors of streets where the project activities are being implemented, farmer’s organizations, etc.
- Those who may have an interest in the Project (‘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: in this group include civil society organization, opinion leaders in the project area, the media, etc.

In reference to the above description, stakeholders under CDAT emerged from the following entities:

2.6.1. Government Ministries and agencies

Engaging with Government Ministries, Institutions, agencies, authorities, and departments served two main purposes: one is to build consensus and ownership, and secondly is to identify the governance framework for socio-economic development and environmental management. Identified ministries and agencies or authorities during planning are presented in this SEP with their roles and responsibilities respectively.

2.6.2. Project Affected people

Project affected people here refer to those who are directly affected by the project. This group includes people who temporarily lose land, properties (Crops and trees) due to project activities, vulnerable groups and users of the project area, for example: users of the land, beneficiaries of the productive users, etc.

2.6.3. Local Communities

Involvement of local communities at earlier stage of CDAT I helped prevent or mitigate early on problems/complaints that may arise and hinder project progress in the next phases; and beside that,

community participation is a basic human right and fundamental principle of democracy. During CDAT implementation especially Dam's constructions dam's Buffer Zones, installation Irrigation Canals, Post-Harvest Infrastructure, Road's access requires compensation of the affected assets (crops, trees) in the targeted area. There has been a need to communicate with owners of trees, crops (seasonal or perennial) and properties for which project activities require acquisition to agree on fair compensation of the loss caused by the project. The extent and magnitude of impacts that would be caused by CDAT activities is moderate according to the disclosed Project Concept Environmental and Social Review Summary but later during environmental and social assessment studies, especially Resettlement Action Plan (RAP) and Environmental Impact Assessment (ESIA), the Government and consultant are responsible of analyzing project impact and identification of PAPs as well assets inventory and to communicate to the PAPs about project impacts and national legal requirements related to expropriation law in the public interest.

2.6.5. Non-Government Organization (NGOs)

The Non-Governmental Organizations in the project area include youth groups, women gender-based advocacy group, human rights activists, faith-based organizations, NGO intervening the area of environment conservation etc. They have influence on the project especially when it comes to stand for the PAPs and advocate for vulnerable groups and environment protection. These organizations have been and will continue to be consulted at district level during project implementation.

2.6.6. Private Sector Federation

The skills and knowledge of engineers and professional organizations are required for the project to achieve its objective. The required safeguard documents such as ESIA and RAPs are being carried out by national and/or international environmental assessment practitioners while the construction of infrastructures like Dams, Post-Harvest Infrastructures, Irrigation Canals and Roads. All these stakeholders are being identified and consulted in due time according to the project implementation timelines.

2.6.7. World Bank and other implementing institutions

The World Bank is also committed to supporting and enhancing the capacity of national environmental and social frameworks to assess and manage the environmental and social risks, this stakeholder engagement plan is prepared by the Government of Rwanda to comply with the World Bank requirements and is being used by CDAT Project as a requirement of ESS 10 on Stakeholder-Engagement-and-Information.

2.6.8. Media

The media including, newspapers, magazines, other printed media, televisions, local radio stations, community radios, and electronic media were used to communicate about CDAT activities and

progress. It will also serve as a channel to communicate with stakeholders and a platform where stakeholders can express their concerns and issues as regard CDAT.

The table below shows roles, responsibility and interests of each stakeholder identified during planning as far as their mandate and mission, involvement, resources and influence in project development, planning and decision making are concerned. The identification process will continue throughout the implementation as the engagement of stakeholders during all phases of the project life cycle is paramount. Hence, new stakeholders will be identified (SSITs beneficiaries) while others will lose their relevance as the project goes forward.

Table 3: Identified stakeholder for CDAT and potential interest or influence in the project

The below table of identified stakeholders is not an exhaustive assessment of each group, their involvement indicated the level of interest and its influence throughout the project implementation.

No	Identified Stakeholder	Involvement in the project	Interest	Influence	Level of Engagement
1	Ministry of Agriculture and Animal Resources (MINAGRI) (RAB SPIU/World Bank Funded Projects	<ul style="list-style-type: none"> ✓ MINAGRI oversees implementing agencies which include RAB-SPIU, Districts; ✓ Coordination and monitoring of performance of implementation of the project, risk management, monitoring & evaluation and disclosure of information, developing and putting in place performance agreements, and developing and implementing the communication strategy. ✓ Development of new and; rehabilitation of old Agriculture infrastructures ✓ Protection of the watersheds areas which drain to the sites. ✓ Expansion of irrigated area and increase marketable output from irrigated Agriculture. 	High	High	Primary
2	Ministry of Environment through Rwanda Environmental	<ul style="list-style-type: none"> ✓ Providing guidelines on the implementation and application of the Organic Land law and the Land Use 	High	High	Primary

No	Identified Stakeholder	Involvement in the project	Interest	Influence	Level of Engagement
	Management Authority (REMA)	<p>Master Plan through Districts' bureaus;</p> <ul style="list-style-type: none"> ✓ Providing clarifications on land tenancy schemes (freehold or leasehold), resettlement arrangements, identifying and availing the land on which resettlement is to be established especially in Kigali Strengthening where resettlement exercise might be done for few households; - ✓ Mobilizing the public to participate in the management and protection of natural resources. 			
3	Development Bank of Rwanda (BRD)	<ul style="list-style-type: none"> ✓ BRD as an implementing agency which include Matching grants in Value addition. Expansion of irrigated area through SSITs in all Districts. ✓ As financial institution, it's involvement to intervene in institutional capacity development for financial institutions; and ✓ Providing credit line for agriculture finance. ✓ Working closed with other FIs (Banks, MFIs, and SACCOs). ✓ Provide technical assistance for upgrading the guarantee policies and inject additional capital to the scheme anticipating the greater uptake of the guarantees. 	High	High	Primary
4	Local Governments Administration	<ul style="list-style-type: none"> ✓ Review and sign off of all documentation (e.g. PAPs files for compensation, grievance forms, consultation plans); 	High	High	Secondary

No	Identified Stakeholder	Involvement in the project	Interest	Influence	Level of Engagement
		<ul style="list-style-type: none"> ✓ Participation in the different consultation meetings that were/will be held; ✓ Participate in the census activities for the PAPs affected assets; ✓ Compensation of PAPs assets using Government funds; ✓ Following up and participate in resolving issues raised within the elected Grievance committees; ✓ Informing and engaging citizens, ✓ Ensuring availability of district officers ✓ Ensure that the public is fully involved and consulted in the ESIA process 			
5	National Land Authority (NLA)	<ul style="list-style-type: none"> ✓ NLA through its department of land administration and mapping is the organ responsible for overall management and coordination of all activities related to land administration, land use planning and management in Rwanda. ✓ The role of NLA in RAP process is to advise on matters related to land ownership and expropriation. ✓ District land bureau in close collaboration with project staff will check and approve surveys, various maps and approve land surveys carried out during valuation exercise. 	Moderate	Moderate	Primary

No	Identified Stakeholder	Involvement in the project	Interest	Influence	Level of Engagement
6	Institute of Real Property Valuers (IRPV)	<ul style="list-style-type: none"> ✓ Proposes regulations, guidelines and standards for valuation while the function of approval lies with the Council; ✓ Play a revision role for any PAP likely to be dissatisfied with a real property valuation; ✓ Selection of other certified Valuer who shall decide other valuation methods to be used in case of misunderstanding on the used valuation methodology. 	Moderate	Moderate	Primary
7	Ministry of Finance and Economic Planning (MINICOFIN)	<ul style="list-style-type: none"> ✓ The Ministry of Finance and Economic Planning (MINECOFIN) coordinates functions of finance and planning and development cooperation. The MINECOFIN will continue: <ul style="list-style-type: none"> ▪ Lead financial negotiation with World Bank and on project timelines, starting and closure. ▪ Disbursing the funds according to priorities ✓ Contribute to increase the productivity of the economy, employment opportunities, the investment climate, and the quality of public investments; <ul style="list-style-type: none"> ▪ Achieve the highest international standards in Public Finance Management (PFM) in order to ensure an accountable use of resources; ▪ Attend to the process of payment of the 	High	High	Primary

No	Identified Stakeholder	Involvement in the project	Interest	Influence	Level of Engagement
		project affected parties.			
8	Local Community	The local community is interested because of the following; <ul style="list-style-type: none"> ✓ Local communities negatively impacted by project activities during implementation as some of them will experience the temporary land acquisition and their crops and trees will be affected. ✓ Local communities is useful agents in collection of data that will be vital in monitoring and as such they will play a role in the monitoring framework. 	High	High	Secondary
9	Rwanda Development Board (RDB)	✓ RDB is be responsible for reviewing project ESIA, RAPs (if any) reports before approval of the implementation of the project.	Medium	High	Primary
10	Non-Governmental Organization (NGOs)	These are of advocates groups for protection and preservation of environment, legal practitioners, representatives of youth and gender equity promoters. Their responsibility is among others to: <ul style="list-style-type: none"> ✓ Provide useful information on project impact during ESIA and RAP studies ✓ Convey the Project related relevant information in the community during all the project phases. 	Medium	Medium	Secondary
11	Private Sector (Rwanda Association of Professional Environmental Practitioners) (RAPEP)	Environmental Assessment practitioners, institute of engineers and other professional organization are part of this category and successful implementation of CDAT Project needs their	High	High	Primary

No	Identified Stakeholder	Involvement in the project	Interest	Influence	Level of Engagement
	Institute of Engineers & suppliers)	involvement. Their main role includes: <ul style="list-style-type: none"> ✓ To carryout ESIA and RAP and other associated studies; ✓ To represent the client and serve as link between Client, Districts and local community during impact assessment; ✓ To carryout construction activities and supervision of works ✓ To supply materials required for erection of poles. 			
12	Media	Those include newspapers, magazines, televisions, radio and electronic media. <ul style="list-style-type: none"> ✓ This was used to communicate about CDAT activities ✓ Media was a useful link to reach out to stakeholders especially during disclosure of findings of studies ✓ Media can be a channel where stakeholders communicate their interest, complaints and grievances when dissatisfied. 	High	Low	Primary
13	World Bank (WB)	WB as lead of all development partners under the program through loan agreement with GoR through MINECOFIN. <ul style="list-style-type: none"> ✓ monitors efficiency use of fund and disbursement rate ✓ provides technical assistance on proper management and implementation of the project; that include 	High	High	Primary

No	Identified Stakeholder	Involvement in the project	Interest	Influence	Level of Engagement
		<p>among others financial management, environment and social risks management, and procurement process.</p> <p>✓ carries out regular sites monitoring so as to ascertain if activities on ground conform with Environment and Social Commitments plan as well as agreement signed with GoR.</p>			

4. METHODOLOGY USED TO PREPARE THE SEP CDAT-AF PROJECT

Throughout 2026 up to now preparatory consultations were held for the preparation of the on-going CDAT-AF Project with different stakeholders (*local authorities, opinion leaders, local communities, etc.*) among others. The main objective of these preparatory consultations was to:

- a) Discuss potential impacts that the project could cause to the local users
- b) Consult the stakeholders on the technical design of the project and project components
- c) To collect lessons learned from the CDAT Project in relation to environmental and social management, roles of supervisors and institutional coordination.

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

4.1. Procedure for engagement

When selecting an appropriate consultation technique, culturally appropriate consultation methods and the purpose for engaging with a stakeholder group will be considered. Prior to any engagement event, the following steps were followed:

- ✓ Preparation of standard 'question and answer' sheets tailored for specific stakeholder types (based on 'lessons learnt' analysis and common issues raised in previous engagement);
- ✓ Planning/design of engagement action (s) with Project Implementation Units, consultants and then Districts.

- ✓ Agree on the roles of parties during stakeholder engagement activities;
- ✓ Selection of individual/group stakeholders with whom engagement will occur;
- ✓ Selection of methods for engaging and disclosure of information (including such topics as format, language, and timing);
- ✓ Selection of location and timing for engagement activities, for PAPs, avoiding busy work times when special activities may be occurring);
- ✓ Agreeing mechanisms for ensuring stakeholder attendance at engagement activities (s) (if required);
- ✓ Identification and implementation of feedback mechanisms to be employed.

When the above-mentioned preparatory steps are completed, there are engagement methods and techniques that were be used. Some of these techniques have already been used during the preparation of ESF documents and are replicated throughout project implementation. Details are presented in the next section

4.2. Stakeholder consultation methods

There are a variety of engagement techniques used to build relationships with stakeholders, gather information from stakeholders, consult with stakeholders, and disseminate project information to stakeholders.

When selecting an appropriate consultation technique, culturally appropriate consultation methods, and the purpose for engaging with a stakeholder group should be considered. The techniques mostly used are:

Table 4: SEP techniques

No	Engagement Techniques	Appropriate application of the techniques
1	Public meetings	<ul style="list-style-type: none"> - Present Project information to a large group of stakeholders, especially communities - Allow the group to provide their views and opinions - Build relationship with the communities, especially those impacted - Distribute non-technical information - Facilitate meetings with presentations, power point, posters and so on; - Records discussions, comments and questions.
2	Correspondence (E-mail, instant SMS, Text, Phone call)	Distribute the information to Government officials, NGOs, Local Government Administration Officials and organizations or agencies, invite the stakeholders to meetings and follow up.
3	One on one meetings	Seeking views and opinions enable stakeholder to speak freely about sensitive issues, build personnel relationship and record the meetings
4	Formal meetings	<ul style="list-style-type: none"> - Present the project information to a group of stakeholders - Allow group to comment – opinions and views - Build impersonal relation with high level stakeholders; - Disseminate technical information - Record discussions

No	Engagement Techniques	Appropriate application of the techniques
5	Focus group meetings	<ul style="list-style-type: none"> - Allow small groups of people (women, youth, vulnerable, to provide their views and opinions; - Build relationship with neighboring communities; - Use focal group interviews guidelines to facilitate discussions; - Response recording.
6	Survey	<ul style="list-style-type: none"> - Gather opinions and views from individual stakeholders, - Gather baseline data; - Record data; - Develop a baseline database for monitoring impacts
7	Focus group meetings	<ul style="list-style-type: none"> - Present Project information to a group of stakeholders - Allow stakeholders to provide their views on targeted baseline information; - Build relationships with communities; - Record responses.
8	Direct communication with affected crops/asset owners	<ul style="list-style-type: none"> - Share information on timing of RoW bush clearing - Agree options for removing crops and relocation if any.
9	Project leaflet or information board	<ul style="list-style-type: none"> - Brief project information to provide regular update - Site specific project information.
10	Workshop	<ul style="list-style-type: none"> - Present the project information to a group of stakeholders; - Allow stakeholders to provide opinions, and views, - Use participatory exercise to facilitate discussion; - Brainstorm issues, analyses information and develop the recommendation and strategies.
11	Social media or mass media (TV and Radio Station)	<ul style="list-style-type: none"> - Arrange for broadcasting emissions to bring the project at large public audience and allow questions-answers.
12	Project website/Information Centre or displaying boards	<ul style="list-style-type: none"> - Establish information board, in each project vicinity; - Present project information and progress updates; - Disclose ESIA, EMP and other relevant instruments.

4.3. Stakeholder Engagement Activities

4.3.1. Introduction

Under the ongoing CDAT-AF project, stakeholder engagement is designed as a continuous and iterative process, informed by systematic stakeholder identification, analysis, and mapping, and regularly updated based on feedback received throughout project implementation. Engagement approaches are tailored to the project context and evolve in response to emerging issues, stakeholder concerns, and lessons learned. Prior to initiating any stakeholder engagement activity, the Project Implementation Unit (PIU)/Coordinating Agency clearly defines the purpose of engagement, the level and method of consultation, and the specific activities to be undertaken, before communicating these arrangements to stakeholders in a timely and transparent manner.

Stakeholder engagement activities under CDAT-AF are implemented across the key phases of the project lifecycle, namely: (i) Preparation, (ii) Development of safeguard instruments, (iii) Detailed designs, and (iv) Implementation and monitoring, as outlined below.

Preparation Stage

(i) Consultations for Component 1 and Component 2 of CDAT

During the preparation of the CDAT-AF project, a series of consultation meetings were conducted in targeted districts areas to inform project design and prioritization of investments. These consultations aimed to provide stakeholders with an opportunity to express their views, identify local development priorities, and contribute to the formulation of project objectives and components. Engagements were held with stakeholders at both national and local levels, including government institutions, local authorities, community representatives, and technical agencies, to discuss the CDAT-AF components and identify priority subprojects aligned with national strategies and District Development Plans.

The targeted project areas were given the opportunity to propose subprojects consistent with CDAT-AF objectives, covering interventions such as irrigation infrastructure development, drainage and flood control systems. A variety of consultation forums were utilized, including community assemblies, sector and district-level meetings, and structured consultative workshops with local leaders and technical staff. These engagements ensured that community needs and local development priorities were adequately reflected in CDAT-AF investment planning.

In addition, consultative workshops were organized with district officials and technical leaders to validate proposed subprojects and solicit inputs on environmental and social risk management, including Stakeholder Engagement Plans (SEP) and other safeguard instruments. To further support compliance with development partner requirements, assessments of institutional capacity to implement environmental and social standards were conducted with relevant district staff, technical officers, and implementing agencies.

(ii) Consultations on irrigation infrastructure development, Flood Risk Management, and Environmental Monitoring Components

Targeted consultations were conducted with key national institutions and non-state stakeholders. Bilateral and multi-sector consultations involving government agencies responsible for environment, water resources and climate monitoring informed the identification and prioritization of high-risk areas and potential intervention sites.

Consultative meetings were also held with non-state actors, private sector representatives, and civil society organizations to gather expert opinions on minimizing potential environmental and social impacts while maximizing climate and development co-benefits. These consultations contributed technical insights on sustainable ecosystem management, flood risk reduction strategies, and long-term environmental monitoring under CDAT-AF.

All stakeholder engagement activities conducted during the preparation stage were documented, and records of participants, key issues raised, and agreed actions were maintained and annexed to project safeguard documentation. Feedback received from stakeholders was systematically reviewed and incorporated into CDAT-AF project design, environmental and social instruments, and implementation arrangements.

Table 5: Stakeholder engagement activities and Methodology under CDAT-AF Project

Engagement Method	Appropriate application of the method
Correspondances (Phones, Emails, text messages)	<ul style="list-style-type: none"> ▪ Distribute information to Government officials in ministries and agencies, Local Governments, NGOs, and private sector/professional, organizations, ▪ Invite stakeholders to meetings and follow-up
One-on-one meetings	<ul style="list-style-type: none"> ▪ Seeking views and opinions; ▪ Enable stakeholder to speak freely about sensitive issues; ▪ Build personal relationships; ▪ Record meetings
Formal meetings	<ul style="list-style-type: none"> ▪ Present the Project information to a group of stakeholders; ▪ Allow groups to comment – opinions and views; ▪ Build impersonal relation with high level stakeholders; ▪ Disseminate technical information; ▪ Record discussions
Public meetings	<ul style="list-style-type: none"> ▪ Present Project information to a large group of stakeholders, especially communities; ▪ Allow the group to provide their views and opinions; ▪ Build relationship with the communities, especially those impacted and vulnerable/disadvantaged; ▪ Distribute non-technical information; ▪ Record discussions, comments, questions.
Focus group meetings	<ul style="list-style-type: none"> ▪ Present project information to a group of stakeholders; ▪ Allow stakeholders to provide their views on targeted baseline information; ▪ Build relationships with communities; ▪ Record responses
Print media and radio announcements	<ul style="list-style-type: none"> ▪ Before subprojects construction initiates a announcement in the radio and national newspaper will be published in local language. ▪ Disseminate project information to large audiences, and illiterate stakeholders; ▪ Inform stakeholders about consultation meetings;
Workshops	<ul style="list-style-type: none"> ▪ Present project information to a group of stakeholders; ▪ Allow the group of stakeholders to provide their views and opinions; ▪ Use participatory exercises to facilitate group discussions, brainstorm issues, analyze information, and develop recommendations and strategies; ▪ Recording of responses
Surveys	<ul style="list-style-type: none"> ▪ Gather opinions and views from individual stakeholders ▪ Gather baseline data ▪ Record data ▪ Develop a baseline database for monitoring impacts
Website	<p>Present project information and progress updates;</p> <ul style="list-style-type: none"> ▪ Disclose findings of ESIA, ESMP, ESMF, RAP and RPF and another relevant project documentation
Direct communication with owners of affected properties, land, crops/asset	<ul style="list-style-type: none"> ▪ Seek PAPs participation during social economic survey and valuation exercise;

Engagement Method	Appropriate application of the method
	<ul style="list-style-type: none"> ▪ Share findings of valuation report, seek PAPs approval and signature; ▪ Communicate cut-of-date

Following identification of stakeholders and their involvement in the project as well as the engagement methods, table below presents consultation levels and technics that will be used in communicating with stakeholders.

Table 6: Stakeholders levels of consultation

Stakeholder group	Communication technics
Government ministries and affiliated agencies	<ul style="list-style-type: none"> ▪ Telephone / email / text messaging ▪ One-on-one meetings ▪ Formal meetings
Project Affected People	<ul style="list-style-type: none"> ▪ Print media, text messaging and radio/TV announcements ▪ One-on-one interviews/meetings ▪ Public meetings ▪ Focus group meetings ▪ Surveys ▪ Information boards
Local community including vulnerable or disadvantage groups.	<ul style="list-style-type: none"> ▪ Print media, text messaging and radio/TV announcements ▪ One-on-one interviews/meetings ▪ Public meetings ▪ Focus group meetings ▪ Surveys ▪ Information boards
Private Sector (environmental professional organization, engineers)	<ul style="list-style-type: none"> ▪ Phone / email / text messaging ▪ Print media and radio announcements ▪ Workshops ▪ Focus group meetings ▪ Surveys
Media	<ul style="list-style-type: none"> ▪ Phone / email / text messaging ▪ One-on-one interviews ▪ Community radios and TV

Table 7: Details of SEP preparation stage stakeholder engagement meetings.

S/N	District Name	Date	Location	Type of participants	Number of Participants		Total
					Male	Female	
EASTERN PROVINCE							
1	Nyagatare	15/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	23	12	35

S/N	District Name	Date	Location	Type of participants	Number of Participants		Total
					Male	Female	
2	Gatsibo	20/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	18	9	27
3	Kayonza	21/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	30	13	43
4	Rwamagana	22/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	27	10	37
5	Ngoma	27/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	19	14	33
6	Kirehe	29/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	21	8	29
7	Bugesera	23/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	25	15	40
SOUTHERN PROVINCE							
8	Kamonyi	15/01/2026	District Head office	District Officials & Executive committed District & Sector	28	6	34

S/N	District Name	Date	Location	Type of participants	Number of Participants		Total
					Male	Female	
				Agronomist, Private Sector Representative, RYAF, Sacco Representative			
9	Muhanga	20/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	32	17	49
10	Ruhango	27/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, BDF, Sacco Representative	18	13	31
11	Nyanza	21/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	21	13	34
12	Huye	29/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	24	12	36
13	Nyamagabe	22/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	17	16	33
14	Nyaruguru	23/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	21	15	36

S/N	District Name	Date	Location	Type of participants	Number of Participants		Total
					Male	Female	
15	Gisagara	28/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	19	8	27
WESTERN PROVINCE							
16	Rusizi	15/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	31	13	44
17	Nyamasheke	20/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	17	24	41
18	Karongi	22/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	25	13	38
19	Rutsiro	23/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	13	19	32
20	Rubavu	21/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	34	15	49
21	Nyabihu	27/01/2026	District Head office	District Officials & Executive committed District & Sector	36	18	54

S/N	District Name	Date	Location	Type of participants	Number of Participants		Total
					Male	Female	
				Agronomist, Private Sector Representative, RYAF, Sacco Representative			
22	Ngororero	29/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	23	14	37
NORTHERN PROVINCE							
23	Musanze	21/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	26	13	39
24	Burera	27/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	25	17	42
25	Gakenke	20/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	18	13	31
26	Rulindo	22/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	23	15	38
27	Gicumbi	15/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative,	15	19	34

S/N	District Name	Date	Location	Type of participants	Number of Participants		Total
					Male	Female	
				RYAF, Sacco representative			
KIGALI CITY							
28	Nyarugenge	21/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	20	11	31
29	Gasabo	15/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	24	17	41
30	Kicukuro	20/01/2026	District Head office	District Officials & Executive committed District & Sector Agronomist, Private Sector Representative, RYAF, Sacco Representative	16	15	31
SPECIFIC SITES							
31	Cyohoha site	26/01/2026	Bugesera Head office	District officials, District officers, CDAT project area affected communities, Contractors and Supervising company	19	27	46
32	Agasasa site	28/01/2026	Nyanza Head office	District officials, District officers, CDAT project area affected communities, Contractors and Supervising company District officials, District officers, CDAT project area affected communities, Contractors and Supervising company	23	18	41
33	Agasasa site	28/01/2026	Ruhango Head office	District officials, District officers, CDAT project area affected	17	21	38

S/N	District Name	Date	Location	Type of participants	Number of Participants		Total
					Male	Female	
				communities, Contractors and Supervising company			
34	Gabiro site	29/01/2026	Nyagatare Head office	District officials, District officers, CDAT project area affected communities, Contractors and Supervising company	13	26	39

Some Photos taken during the stakeholders meeting conducted across CDAT-AF Districts



Photo 1: Stake holders meeting with Participants in BUGESERA District



Photo 2: Stakeholders meeting with Participants in CYOHOHA Site, Bugesera District



Photo 3: Stake holders meeting with Participants in GATSIBO District.



Photo 4: Stake holders meeting with Participants in Agasasa Site. (Ruhango Disitric)



Photo 5: Stake holders meeting with Participants in Agasasa Site. (Nyanza Disitric.)



Photo 6: Stake holders meeting with Participants Kojyamunya Cooperative in Nyanza District.



Photo 7: Stake holders meeting with Participants in Ngoma Disitric.

Consultation during the preparation stage was a good opportunity for stakeholders to present challenges encountered during previous phases of ongoing CDAT-AF such as safeguard issues related to land acquisition and resettlement, technical gaps and unforeseen issues that resulted from project design and lack of construction materials and associated high costs among others. It was time to share lessons learnt and best practices adopted in the previous phases.

4.4. Feedback from initial stakeholder engagement

Initial one to one Consultation were held with government institutions, District officials, school head teachers and few members of local communities. The consultation was carried out during the development of the Stakeholders Engagement Plan (SEP) from January 2026.

Main Key points discussed during the public consultation meetings.

- The presentation on CDAT-AF interventions in all districts countrywide was done and after the presentation, discussion and ideas were highlighted:
- Short assessment self-evaluation on the implementation of parent CDAT project was done by assessing number of project beneficiaries by sector and the conclusion was to work better than before so that in CDAT-AF the number of beneficiaries by sector can be increased;
- Idea of scaling up of CDAT-AF activities within all sectors of intervention Districts was appreciated;
- Participants were tasked to mobilize farmers to be active and take advantage of the CDAT-AF opportunities starting with parent CDAT which is going to end in April 2027 and continue in CDAT-AF which is expected to start from April 2027;
- Support to be provided by the project through matching grants to individual farmers, farmers' groups and cooperatives on business project proposals on crops (maize, beans, Irish potatoes, vegetables and fruits) supported by project was well explained;
- The need for strengthening cooperatives and water users' associations was expressed especially on their management and good leadership;
- Preparation of Season C2027 especially in all Schemes was communicated
- Mobilization on SSIT and matching grants should be done in all sectors for spreading the information on guidelines and procedures;
- There is need of deep analysis on how to combat the pests (Mealybugs/Ubumtirizi); and the need for specialized machines to be used in spraying the top of the fruit trees (Mangoes);
- To continue awareness on CDAT-AF in all sectors in all districts.

The environmental and social reports and plans (IPMPs, ESIA/ESMPs & RAPs) will be disclosed through RAB SPIU, World Bank and KOICA Funded Projects website after their validation workshops with all stakeholders before the sub-project implementation. Feedback received during

consultations was mainly focused on requirements for matching grant application and eligibility. [See Table 3 below] and was considered by CDAT-AF Project representatives during the consultation meetings.

Table 3: Public consultations’ raised issues and proposed responses

ISSUE RAISED	RESPONSE
Stakeholder and public perceptions and awareness regarding the proposed project	Cooperative members across all districts are enthusiastic about the CDAT-AF project and are willing to fully support it, recognizing its importance in meeting their ongoing needs.
Expected risks and negative effects of the Project to the local community.	Stakeholders underscored climate change challenges and requested that the CDAT-AF project strengthen field-based training on climate-smart agriculture.
Expected benefits of the project for stakeholders.	The members of cooperative wish that the project <ul style="list-style-type: none"> - Continued support for irrigation system - Expansion of staple and horticulture crops and vegetable production - Training on pest and disease management - Support for model farms and vegetable production - Assistance to vulnerable households and infrastructure management - Support for childcare services and access to market transport - Supporting farmers via small scale irrigation technology and other type of value chain aspects
Willingness of all stakeholders to accept and participate in resource mobilization.	Cooperative members expressed willingness to: <ul style="list-style-type: none"> - Produce and use organic manure to increase productivity per unit area; - Actively participate in and support all project activities; and - Obtain crop insurance for their agricultural production.
Raised concerns/complaints from the livestock/Cattle farm owners.	No complaints from livestock /Cattle owners; cattle are kept at home.
Raised concerns/complaints from the additional financing project specific activities	Participants suggested assigning community health workers a key role in selecting nutrition beneficiaries to ensure effective and well-implemented activities.

4.5. SEP Approval and Disclosure

Information disclosure to the beneficiary communities and other interested parties will continue to rely on the following key methods: radio broadcasting, community meetings in coordination with local authorities, phone communication (SMS), and project’s websites. Information will also be disclosed in English or the respective key local languages, where appropriate. Local leader (District & Sector), religious leaders, and local communities will also be requested to inform

communities in community meetings and through disclosure at project locations. The ESCP, ESMF and other relevant environmental and social risk management instruments were already publicly disclosed on RAB/SPIU WB&KOICA and World Bank websites. Stakeholders will also be encouraged to provide feedback, raise queries on gaps and suggest solutions to enable the improvement of project implementation.

The main mechanisms for information disclosure are presented below by type of stakeholder engagement event:

- ❖ ***Meetings with officials:*** Intended new ESIA work program and/or PowerPoint (PPT) slide presentation will be made available. These will be used, as appropriate, depending on the stakeholders and the timing of the meetings. Materials will be available in English versions;
- ❖ ***Focus group and other types of non-public meetings:*** Leaflet and PowerPoint slide presentation. Leaflets will be available in Kinyarwanda and English versions and the appropriate versions will be distributed according to stakeholder type and needs. Leaflets will be distributed at least 5 working days prior to meetings. PowerPoint presentations will be made at the beginning of meetings. Each meeting agenda will have time allocated to clarifications and questions focused on the Project and the ESIA process; and
- ❖ ***Public meetings:*** The new ESIA Report (including the ESMP), the new ESIA Report Non - Technical Summary (NTS), PPT presentations, and leaflets will be made available. The ESIA Report NTS and leaflets will be available in English and Kinyarwanda. The new ESIA Report will be available in English only. Information will be displayed at different public buildings in the locality of a public hearing and at least five working days in advance of a public hearing. Leaflets will be available in selected public buildings/locations for members of the public to consult/take away (maximum of two leaflets per person to be taken away) at least five working days in advance of a public hearing

5. GRIEVANCE REDRESS MECHANISM

5.1. Introduction

A grievance mechanism has been developed for use by all interested stakeholders. The aim of the grievance mechanism is to achieve mutually agreed resolution of grievances raised by such stakeholders. This grievance mechanism ensures that complaints and grievances are addressed in good faith and through a transparent and impartial process, but one which is culturally acceptable.

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 designed is appropriate to the scale of impacts and risks presented by a project and beneficial for both a proponent/operator and stakeholders, especially PAPs.

The types of grievances stakeholders may raise include, but are not limited to:

- Negative impacts on communities, which may include, but not limited to financial loss, physical harm and nuisance from construction or operational activities;
- Health and safety risks;
- Negative impacts on the environment such as pollution of water ways, soil, and air;
- Relocation of utilities, and
- Unacceptable behavior by staff or employees.

It is critical that stakeholders understand that all grievances lodged, regardless of the project phase or activity being implemented, will follow agreed mechanisms. The mechanisms must not impede access to other judicial or administrative remedies.

5.2. Objectives of grievance Redress Mechanism (GRM)

The GRM works within existing legal and cultural frameworks, providing an additional opportunity to resolve grievances at the local, project level. The key objectives 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.

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 within the project implementation unit. Anyone shall be able to lodge a complaint and the methods (forms, in person, telephone, forms written in Kinyarwanda) should not inhibit the lodgment of any complaint.

5.3. Grievance Redress process

5.3.1. Project Level grievance Redress Mechanism: Grievance Redress Committee (GRC)

As the GRM works within existing legal and cultural frameworks, it is organized in such a way that the Grievance Redress Committee (GRC) comprised of local community representative, PAPs representative, local authority representative at village and cell levels, Contractor and Supervising firm representative. Members of GRC are presented below with their roles and responsibilities.

Many projects related grievances are site-specific. Often, they are related to impacts generated during construction such as noise, dust, vibration, contamination, workers dispute etc. Most of the time, they can be resolved easily on site with the contractor commitment to implement the ESMP and proper supervision by the implementing agencies and administrative District officials.

Other grievances are more sensitive especially when they are about land boundaries, or misunderstandings between affected households and the Contractor regarding access arrangements, properties accidentally damaged by construction activities, accidents on sites among others. All these grievances and claims must be resolved as soon as they are received.

The grievance procedure at project level will continue to be simple and administered at the extent possible at the local levels to facilitate access, flexibility and ensure transparency. All the grievances will also be channeled via the Grievance Redress Committees (GRCs) specifically established, trained and operationalized for the project at Cell, Sector and District level. Stakeholders will continuously be allowed to use any means easily accessible to them to voice their concerns and complaints such as filling a grievance form, sending an email, using phone etc. Complaints will continue to be filled in a Grievance Logbook that will be distributed to GRC free of charge, this logbook are available to the hierarchical level for verification of the complaint and an investigation will continuously be carried out by the hierarchical committee members to verify its authenticity. Thereafter a resolution approach is continuously selected based on the findings. The decisions of the action to be taken are communicated to all involved parties mainly in written form.

All measures are undertaken to ensure that the grievance is solved amicably between the concerned parties. If the grievance is not solved at Cell level, Sector or District level, the courts of law is the last resort. The selection of members for the sub-project grievance committee is at the discretion of the PAPs to decide basing on information provided by the PIUs.

However, some complaints are likely to be associated with construction of dam and irrigation infrastructure's impacts. Most are received directly on site by the Contractor's Site Manager/Engineer who will mandatory be responsible to resolve these issues on site. The Contractor informs and Grievance Committee (GRC) of these complaints and their outcomes, and of others not satisfactorily resolved that the Grievance Committee should take over. The GRC records these in the Complaints Logbook and inform the Project Implementation Unit.

At each level of the project GRC, complaints are resolved within a period of 24-48 hours or otherwise handed to the next level of GRM which is judiciary if escalated from Cell to Administrative District and PIU level. Once at judiciary level, due process as mandated by the law be followed depending on what the courts will require.

Through citizen engagement meetings the PAPs are informed of the different grievance mechanisms in place for them to lodge their complaints and dissatisfactions.

5.3.2. Labour related grievance mechanism

In order to create a working environment that provides safety and security to all workers, contractors are required to present a worker's grievance redress mechanism that responds to the

requirements of ESS2. For direct workers, the mechanism involves an appropriate level of management and address concerns promptly, using an understandable and transparent process that provides feedback to those concerned, without any retribution. The contractor informs the workers of the grievance mechanism at the time of hiring and make it easily accessible to them.

❖ **For workers and labour contracting issues.**

a) Individual labor disputes: Article 102 of law n° 66/2018 of 30/08/2018 regulating labor in Rwanda

Workers elects their representatives who form a committee that act as the Workers Grievance Redress Committee. As mandated by article 102 of the law regulating labor in Rwanda, the employees' representatives amicably settle individual labor disputes between employers and employees. If employees' representatives fail to settle the disputes amicably, the concerned party refers the matter to the labor inspector of the area where the enterprise is located. In the case of CDAT-AF Project, GRC were established at the district where activities are being carried out. If the Labor Inspector of the District fails to settle the dispute due to the nature of the case or conflict of interests, he/she refers the dispute to the Labor Inspector at the national level stating grounds to refer such a dispute. If amicable settlement fails at the national level, the case is referred to the competent court.

In any case, the PIU is informed from the beginning of any worker's grievances and provide insight and mediation if possible. The matter needs to be referred to the labor inspector only if the PIU fails to do the mediation.

b) Collective labor disputes: LAW N° 66/2018 OF 30/08/2018 regulating labor in Rwanda

The law requires that collective labor disputes be directly notified to the labor inspector of the area by the worker's representatives. Within this framework, any collective labor disputes that will arise under CDAT-AF Project, will be addressed to labor inspector at District level for assessment and settlement. In case of escalation, the matter will be referred to the national level.

Before escalating the collective labor dispute, the PIU though the Environmental and Social Specialists need to be alerted. Necessary investigations have to be conducted, and the contractor approached. The matter is referred to the labor inspector only if the PIU and worker's representatives fail at amicable settlement.

❖ **For worker's safety issues**

All grievances related to worker's health and safety are addressed though the Occupational Health and Safety committee as required by Article 78 of the labor law (see section 10).

5.3.3. Grievance process for non-labour related issues involving project workers

In the project area there might be other conflicts related to relationships between the workers and the local community. Depending on who is the aggrieved party, the following mechanism is used:

- a. **A worker- against another worker:** These grievances are handled through the Workers Grievance Committee/representatives.
- b. **Community member – against a worker:** If there are any grievances from a community member against a worker, they are handled through the Workers Grievance Committees/representatives.
- c. **Worker- against a community member:** The project established a project grievance committee at various levels of the local administration scheme in Rwanda from the Cell, Sector up to the District Level as a local Government. This grievance mechanism as described in the SEP, RPF and ESMF, has the mandate of solving all complaints and grievances related to project activities and impacting local communities. Any grievance from a worker against a community member is handled through this committee.

5.4. Grievance channel for Gender-Based Violence

As Gender -Based Violence, Sexual Exploitation and Abuse or Sexual Harassment requires timely access to quality, multi-sectoral services and involves confidentiality and informed consent of the GBV victim. To this end, RAB/SPIU developed a GBV Action plan that will include an Accountability and Response Framework, and this is part of project C-ESMP. The GBV Action Plan identifies service providers in the project areas with minimum package of services (health, psychosocial, legal/security, safe house/shelter, and livelihood). The GBV Action Plan also provide enough details to allow for the development of a localized referral pathways, established procedures of handling cases as part of the service providers mapping. The bidding documents clearly defines GBV requirements. During implementation phase, separate facilities for women and men is a requirement to all contractors with indication signage.

5.5. Judiciary level Grievance Redress Mechanism

The project level process is not impeded PAPs access to the legal system. Local communities have existing traditional and cultural grievance redress mechanisms (Abunzi committees) established and regulated by law no 37/2016 of 08/09/2016 determining organization, jurisdiction, and competence and functioning of Abunzi committee. These are established at cell and Sector level to solve community-based conflicts and grievances their regulatory body being the Ministry of Justice. This mechanism cannot be overlooked by the project. The escalation at this level leads to the court process. At any time, the complainant may take the matter to the appropriate legal or judicial authority as per Rwanda National Legal procedure (*See Table 7*)

Table 8: Process, stage and timeframe for grievance resolution

Stage	Process	Duration
1	On receipt of the complaint, the GRC at cell level endeavors to resolve it immediately. In case the GRC at cell level fail to solve the complaint, it is escalated to the GRC at Sector level. If unsuccessful, the GRC or the complainant then notifies District Officials.	2 days at Cell level & 2 days at Sector level
3	The District Officials where the project activities are being implemented, he/she endeavors to address and resolve the complaint and inform the aggrieved party. The District Authority refers the complaint to the Project Implementation Unit (CDAT-AF Project) with other unresolved grievances for their consideration.	5 days
4	If it remains unresolved or the complainant is dissatisfied with the outcome proposed by the PIU, he/she is free to refer the matter to the court of law which will be final.	7 days

Table 9: Proposed Member of GRC and their roles under CDAT-AF Project

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

No	Member of GRC	Role and Responsibilities
		<ul style="list-style-type: none"> - Mobilize women and youth to be active in income generating activities specifically for opportunities in the project’s intervention areas.
5	Contractor representative	<ul style="list-style-type: none"> - Receive and log complaints/grievances, note date and time, contact details, nature of complaint and inform complainant of when to expect response; - Handle complaints revolved around nuisance resulted from construction and endeavor to handle them satisfactory; - Inform engineer (supervisor) and GRC of received complaints/grievances and outcomes and forward unresolved complaints/grievance to GRC - Attend community meetings, respond and react to PAPs complaints raised concerning the contractor.
6	Supervising firm representative	<ul style="list-style-type: none"> - Represent client - Ensure that all grievances raised have been responded to, and that the contractor responds to the complaints raised concerning them, - Attend community meetings and respond to all concerns related to CDAT-AF Project from community - Report on monthly basis the progress of GRM process.

Table 10:Other methods of communication with stakeholders.

Methods	Description
Project webpage	The ESF documents were disclosed in the implementing agencies of the project a specific webpage will be prepared for CDAT-AF Project containing project description, implementing arrangements and ESF documents including to communicate with the team, and the email, phone of contact of the concerned PIU Environmental Specialist or Social Safeguards Specialist.
Community project Displaying board	In a community selection point or the Administrative District, a Displaying board with project information, timeline, and information of the works, contractor, announcements is in place and box for comments/suggestions is available with a lock so only the environmental or social safeguards can open and respond to any messages. Any complaint from a third party can be filed using this method.
E-mail, Telephone, instant message or other media	All contacts of the environmental and social safeguards of PIU at National or District Energy Project liaison officer were made public to be used by any stakeholder or third party willing to ask for information, provide suggestion or file a complaint.

To communicate with the project stakeholders by sending their recommendations, claims, and observations are summarized in the following table.

5.6. Grievance Logbook

The GRM Committee ensured that each complaint has an individual reference number and is appropriately tracked, and recorded actions are completed.

The logbook contains records of the person responsible for an individual complaint, and records dates for the following events:

- 1) Date the complaint was reported;
- 2) Date the Grievance Log was added onto the project database;
- 3) Date information on proposed corrective action sent to complainant (if appropriate);
- 4) The date the complaint was closed out; and
- 5) Date response was sent to complainant.

5.7. World Bank Grievance Redress Services (GRS)

Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org

5.8. Monitoring of Complaints

The monitoring of complaints is done by administrative districts (District land Valuation Officer) and PIU on regular basis.

The monitoring team is responsible for:

1. Providing the sub-project Resettlement and Compensation Committee with a Monthly report detailing the number and status of complaints;
2. Any outstanding issues to be addressed; and
3. Quarterly reports, including analysis of the type of complaints, levels of complaints, actions to reduce complaints and initiator of such action.

6. INSTITUTIONAL ARRANGEMENT FOR SEP IMPLEMENTATION

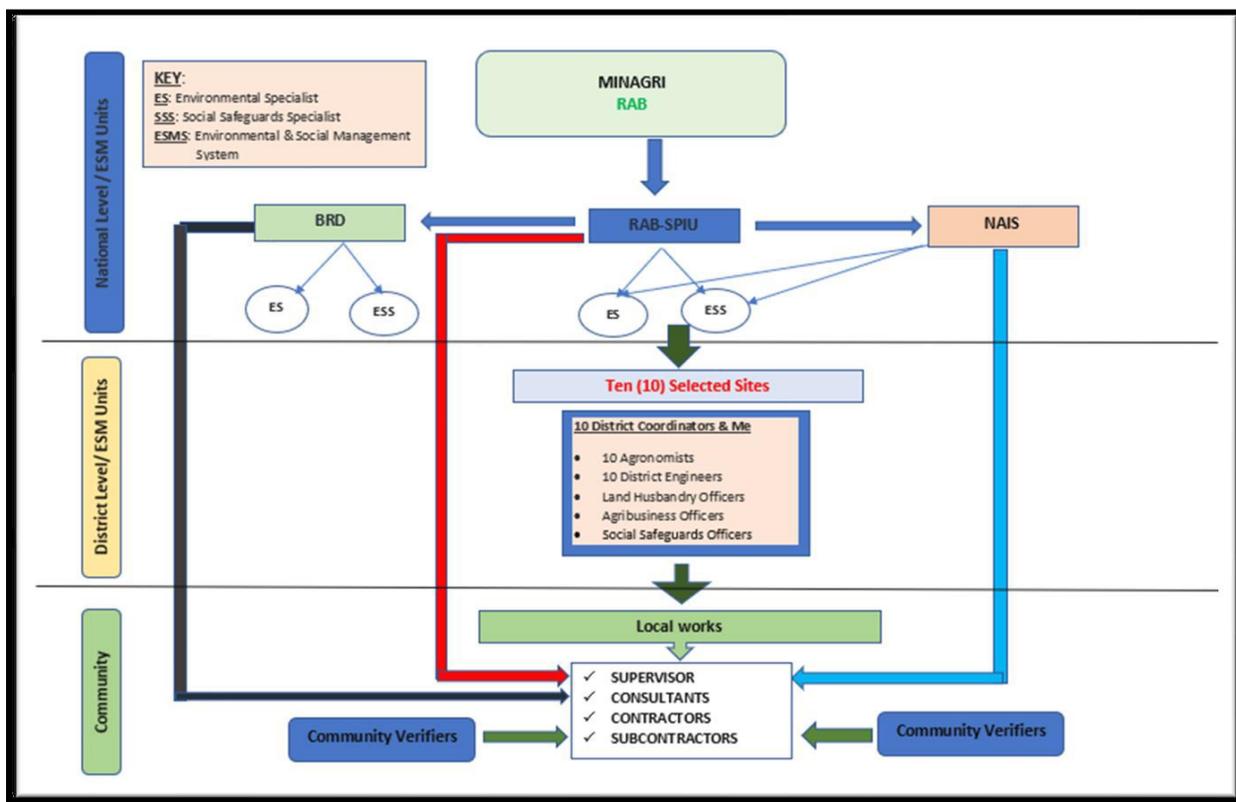
6.1. Introduction

In this section the proposed organizational structure and management functions for the stakeholder engagement function to successfully implement the SEP are described. In accordance with the project components, the project has the following implementation units:

- **Component 1:** RAB/SPIU WB Funded Projects will be the implementing Agency.
- **Component 2:** Rwanda Development Bank (BRD) will be the implementing responsible for Sub-Component -1 and National Agriculture Insurance Scheme (NAIS) will be under RAB/SPIU WB Funded Projects.
- **Component 3:** Project management
- **Component 4:** Contingency Emergency Component

6.2. Responsible team and Support

Due to the fact that stakeholder engagement activities is influencing all implementing agencies namely RAB/SPIU WB Funded Projects and all District authorities namely (Nyabihu, Rusizi, Bugesera, Nyagatare, Gisagara, Huye, Kirehe, Burera, Gasabo, Kicukiro, Nyamasheke, Rwamagana, Ngoma, Rulindo, Gatsibo, Kayonza, Gicumbi, Nyaruguru, Nyarugenge, Kamonyi, Nyanza, Muhanga, Ruhango, Musanze, Gakenke, Karongi, Ngororero, Rutsiro and Rubavu),, there is a need to ensure all concerned agencies and individuals are included or kept informed on the stakeholder engagement process.

Figure 1: Sep Implementation Arrangement

1) Environmental and Social management Unit

The project will have an Environmental and Social Management Unit composed of:

- National Team
- District team
- Community level
- Supervision team

In order to ensure a harmonized way of ESF implementation, there is an Environmental Safeguards Specialist (ESS) and Social Safeguards Specialist (SSS) based in RAB/SPIU WB Funded Project.

The prime responsibilities of the ESS & SSS is to:

- Coordinate implementation of SEP and others ESF requirements across all implementing agencies
- To ensure compliance with ESS requirements by all project actors including contractors
- To build the capacity of the ESF teams at national and District level
- To consolidate SEP implementation reports from all implementing agencies

Each PIU has an Environmental and Social Management team composed of a Social Safeguards Specialist and an Environmental Specialist responsible for overseeing and coordinating all

activities associated with stakeholders' engagement, manage all activities related to database, logistics, and interaction with other departments of Implementing Agencies.

The responsibilities are the following:

- The Environmental and Social Management team at each PIUs will directly manage the implementation of activities identified by the ESF instruments including community engagement activities.
- For component 1 as above-mentioned, Districts will have their own environmental and social management team with Environmental and Social Management Specialists. District based safeguard staff will be supporting the district in monitoring effectiveness of SEP, represent and periodically report to RAB/SPIU WB & KOICA Funded Projects issues and concerns related to Stakeholder Engagement.

The Environmental and Social Management Unit at RAB/SPIU WB, REMA and the Environmental and Social Management Officer at District level is supervising the implementation of all planned stakeholder engagement activities. Furthermore, the Safeguard team ensuring that all stakeholder engagement aspects are a permanent item on all high-level management agendas and that all actions arising from management decisions are implemented. They play a critical role as internal change agent for environmental/social and stakeholder-related matters in the PIU. This becomes important if environmental/social and stakeholder risks identified needs to be escalated for higher-level decision-making to identify a resolution. The ESF team is required to remain actively involved with the ESIA and RAP process implementation in order to identify potential risks or opportunities and ensure that the necessary administrative support is provided. Moreover, grievances submitted as a result of project implementation, land acquisition/resettlement processes need to be addressed under the GRM scheme. Responsibilities of the Safeguard team are detailed in sections below:

2) ESF team based at PIU in RAB/SPIU

The team is comprised of Environmental and Social Specialists seated in RAB/SPIU.

The team main role is to: *(detailed responsibilities are described in the ESMF and the Operational Manual of the project)*

- ✓ Oversee all environmental safeguarding aspects of project activities implemented under the CDAT-AF Project;
- ✓ Lead the development of guidelines/manuals and trainings materials for local government to support implementation of the SEP and other safeguard instruments;
- ✓ Ensure a satisfactory implementation of the SEP through frequent visits to project sites;
- ✓ Assess closely the efficiency of GRM and regularly communicate with GRCs
- ✓ Ensure capacity building is provided to the GRCs through trainings,

- ✓ Update SEP as required and recommend on necessary changes;
- ✓ Report in 24 hours any accident related to the project area and its influence area
- ✓ Report on quarterly and annual basis the progress of SEP to the WB and facilitate external environmental audits if required

3) ESF staff based at each District

RAB/SPIU staffs based at district Level supporting the PIU in fulfilling ESF obligations. District Environmental and Social Management Officer is overseeing and monitoring project's aspects related to environment, social, health and safety. The main responsibilities include but not limited to:

- ✓ Supporting PIU Environmental and Social Management Unit in RAB/SPIU WB & KOICA, in assessing the effectiveness of SEP;
- ✓ Carryout regular site visits and take records of grievances logged by contractor and grievance committee and ensure complaints/grievances are handled following GRM;
- ✓ Establish and maintain effective working relationships with safeguarding experts working for contractor and supervisor;
- ✓ Liaise with districts supervisor and contractors to ensure that stakeholder engagement requirements/protocols are understood;
- ✓ Carryout regular stakeholder's consultation, risk and impact assessment and propose mitigation measures for emerging issues;
- ✓ Collect necessary data related to SEP and arrange field visits as required by PIU;
- ✓ Report the implementation status of SEP and represent RAB/SPIU WB & KOICA in all field activities including meetings with stakeholders at district level.

7. REGULATION AND REQUIREMENTS

Hereinafter are the national and World Bank requirements pertaining to stakeholder engagement applicable to the project. Mentioned below tackle resettlement specifically as some of the sub-projects may require land acquisition.

7.1. Rwandan Regulation and requirements

The Law no 32/2015 of 11/06/2015 related to expropriation in the public interest, especially in its article 6 stipulates that:

- The initiator of an act aimed at the implementation of land use and development master plans shall first negotiate with owners of assets that are affected by the project;
- In case negotiations fail, formalities related to expropriation in the public interest shall be followed upon request of the expropriator and the initiator of the project, taking into account the interests of the person to be expropriated.

Ministerial Order No 001/ 2019 of 15/04/2019 establishing the list of projects that must undergo environmental impact assessment, instructions, requirements and procedures to conduct environmental impact assessment. The order specifies the works, activities and projects that have to undertake an environmental impact assessment.

Law N° 66/2018 of 30/08/2018 regulating labor in Rwanda; Ministerial order NO 2 of 17/05/2012 determining conditions for occupational and health safety; EIA General guideline of 2006, part 3, point 6 gives the procedure for conducting public hearings.

7.2. World Bank Requirements

ESS10 requires the Borrower to identify project-affected individuals or groups who may be disadvantaged or vulnerable due to their specific circumstances. Based on this identification, the Borrower further determines which stakeholders may have different concerns, priorities, or expectations regarding project impacts, mitigation measures, and benefits, and who may therefore require tailored or separate forms of engagement. Adequate detail in stakeholder identification and analysis is essential to define appropriate communication and engagement approaches for the project.

Disadvantaged or vulnerable groups are those who may be more adversely affected by project impacts or have a limited ability to benefit from the project or participate effectively in standard consultation processes. Such groups may include the elderly, minors, or individuals separated from their families or support networks, and they may require specific measures or assistance to ensure their meaningful participation.

The SEP outlines measures to remove barriers to participation and ensure that the views of differently affected groups are effectively captured. It includes tailored approaches for disadvantaged or vulnerable groups and, where necessary, allocates additional resources to support inclusive communication and access to relevant project information.

The SEP is designed to reflect the characteristics and interests of various stakeholders and defines appropriate levels and methods of engagement. It also establishes clear procedures for stakeholder communication throughout the project preparation and implementation. Early and meaningful community engagement ensures affected households and stakeholders understand resettlement impacts and can participate in planning. Special attention should be given to vulnerable groups, including accessible grievance mechanisms for those at higher risk of hardship.

7.2.1. Information disclosure

The WB ESS 10 requires that borrower discloses project information to allow stakeholders to understand the risks and impacts of the project, and potential opportunities. The borrower provided stakeholders with access to the following information, as early as possible before the

Bank proceeds to project appraisal, and in a timeframe that enables meaningful consultations with stakeholders on project design: (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, highlighting potential risks and impacts that might disproportionately affect vulnerable and disadvantaged groups and describing the differentiated measures taken to avoid and minimize 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 were notified, summarized, and reported; and (f) The process and means by which grievances can be raised and will be addressed.

Environmental and Social Framework instruments and other associated documents were disclosed in country and at World Bank external website. These reports were made available to project affected groups, local NGOs, and the public at large extend. Public disclosure of Environment and Social instruments such ESIA and RAPs, is also a requirement of the Rwanda's environmental procedures.

RAB/SPIU disclosed these 5 safeguards instruments namely Environmental and Social Commitment Plan (ESCP), ESMF, RPF, Labor Management Procedure (LMP) and SEP by making copies available at its head office and at Concerned Administrative Districts offices. Copies were made for easy consultations every time were needed. Given that most of PAPs may not understand the safeguards instruments language, the project provided a summary translated in local language (Kinyarwanda) and copies of this summary are available at the district's offices where the project is being implemented.

Furthermore, the Government of Rwanda authorized the World Bank to disclose electronically the cleared instruments through its Info Shop by providing or sharing the link. Likewise, all ESF and associated instruments under the CDAT-AF Project, are disclosed in the same process. The updated SEP will be approved/cleared by the Government of Rwanda and the World Bank prior to its disclosure. Any changes made to the final disclosed SEP will follow these same approval and disclosure protocols

7.2.2. CDAT-AF Project implementation

The RAB/SPIU and BRD are the Implementing Agencies. The RAB/SPIU & BRD are responsible for the management of all activities, including procurement, financial management, and reporting. During Environmental and Social Impact Assessment study, its law requires adequate public consultation. This requirement is incorporated into the stakeholder engagement plan for this stage. The main purpose for consultations at this stage is to provide feedback to stakeholder as to ESIA progress and preliminary results (which may include early identification of key risks/impact issues and mitigation measures). This is also a stage when it may be clear that certain risk/impact issues are more, or less, important than first thought and, indeed, that new risk/impact issues are identified

that need investigation. Under the CDAT-AF project implementation, the Resettlement Action Plan (RAP) will continue to be implemented through a structured, participatory, and transparent process that ensures affected persons are fairly compensated and their livelihoods restored in line with national regulations and development partner safeguard requirements. The process begins with the identification and verification of Project Affected Persons (PAPs) through detailed asset inventories and socio-economic surveys, followed by meaningful stakeholder engagement and disclosure of RAP entitlements. Compensation is provided at full replacement cost prior to displacement, covering land, crops, structures, and associated livelihood losses, while special attention is given to vulnerable groups. Implementation is coordinated by RAB/SPIU in collaboration with local authorities, valuers, and social safeguards specialists, ensuring clear roles, adequate budgeting, and timely fund disbursement.

8. MONITORING AND REPORTING

8.1. Purposed of Monitoring

Monitoring and Evaluation (M&E) is used to assess the performance of projects, institutions and programs set up by Governments, international or Non-Government Organizations. Its goal is to improve current and future management of outputs, outcomes and impact. Monitoring is a continuous assessment of programs based on early detailed information on the progress or delay of the ongoing assessed activities. An evaluation is an examination concerning the relevance, effectiveness, efficiency and impact of activities in the light of specified objectives. Monitoring and evaluation of the stakeholder process is considered vital to ensure Project proponent (RAB/SPIU) is able to respond to identified issues and alter the schedule and nature of engagement activities to make them more effective.

Adherence to the following activities is needed to assist in achieving successful engagement:

- Enough resources to undertake the engagement;
- Inclusivity (inclusion of key groups) of interactions with stakeholders;
- Promotion of stakeholder involvement;
- Clearly defined approaches; and
- Transparency in all activities.

Monitoring of the stakeholder engagement process allows the efficacy of the process to be evaluated. Specifically, by identifying key performance indicators that reflect the objectives of the SEP and the specific actions and timings, it is possible to both monitor and evaluate the process undertaken.

Two distinct but related monitoring activities in terms of timing has been e implemented:

- **During the engagement activities:** short-term monitoring to allow for adjustments/improvements to be made during engagement; and

- **Following completion of all engagement activities:** review of outputs at the end of engagement to evaluate the effectiveness of the SEP as implemented.

The following are key performance indicator developed under the CDAT-AF Project:

8.2. Key performance indicators

- Updates or redesign on project components or activities;
- Level of the understanding of the project stakeholders;
- Level of satisfaction of all stakeholders;
- Attendance list of the participants to the consultation meeting;
- Number of public hearings, consultation meetings and other public discussions/forums conducted within a reporting period (e.g., monthly, quarterly, or annually);
- Frequency of public engagement activities;
- Geographical coverage of public engagement activities
- Number of participants in different engagement activities (where applicable)
- Newly identified stakeholders
- Number of locations and Universities covered by the consultation process;
- Number and details of vulnerable individuals involved in consultation meetings;
- Number of public grievances received within a reporting period (e.g., monthly, quarterly, or annually) and number of those resolved within the prescribed timeline;
- Type of public grievances received;
- Number of press materials published/broadcasted in the local, regional, and national media;

8.3. Reporting Obligations

8.3.1. Quarterly Reports

The PIUs will continuously prepare brief quarterly reports on stakeholder engagement activities for the World Bank, to include:

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

8.3.2. Annual/final Stakeholder Engagement Report

The PIUs will continue compiling report summarizing SEP results on an annual basis. This report provides a summary of all public consultation issues, grievances and resolutions. The report

provides a summary of relevant public consultation findings from informal meetings held at community level.

These evaluation reports are submitted to World Bank and a summary of the results is provided for the annual report.

8.3.3. Reporting back to the Communities

PIU is responsible to report back to the communities on matters relating to:

- ✓ Main findings from the annual monitoring;
- ✓ Sharing and publish reports and have them available on RAB/SPIU website and copies sent to stakeholders (District, local authorities, GRCs etc.).
- ✓ Summary of findings published on notice boards.
- ✓ Maintain a website with all ESF documents and report public

In the ESIA, RAP and LMP implementation reports a review of the engagement activities were conducted; levels of stakeholder involvement (particularly for affected communities, women, youth and vulnerable people/groups); the issues discussed and outcomes; and the extent to which stakeholder priorities, issues, and concerns are reflected in the reports, particularly with respect to mitigation and monitoring strategies contained in the project ESF documents.

9. SEP IMPLIMENTATION BUDGET

The Additional Financing of CDAT-AF project has a lifespan of 22 months during which stakeholder engagement activities discussed in the previous chapters and others that will be identified throughout project implementation will be carried out. In the following table a tentative estimation of costs has been proposed with the assumption that it will be updated or amended as appropriate depending on arising project need.

Table 11: Budget required for implementation of SEP we will review.

Engagement methods	Cost year 1 (USD)	Cost year 2 (USD)	Sources of funds
Correspondence by phone/ email/ Text/ Instant messaging	4,000	3,500	CDAT-AF Project funds,
Print media and TV/radio announcements	6,500	5,500	CDAT-AF Project funds, BRD.
Formal meetings	12,500	10,000	CDAT-AF Project funds, BRD
Public meetings	7,500	5,500	CDAT-AF Project funds; RAB, BRD
Focus group meetings	3,500	3,000	CDAT-AF Project, RAB, BRD

Engagement methods	Cost year 1 (USD)	Cost year 2 (USD)	Sources of funds
Workshops, food, transport, publications, communication material	14,500	12,500	CDAT-AF Project funds, RAB, BRD.
Total	48,500	40,000	
Grand total	88,500 USD		

Annexes 1: List of participants to consultation meetings in different District (Sample)



**REPUBLIC OF RWANDA
RWANDA AGRICULTURE BOARD (RAB)
SINGLE PROJECT IMPLEMENTATION UNIT**



**COMMERCIALIZATION AND DE-RISKING FOR AGRICULTURAL TRANSFORMATION
PROJECT (CDAT-AF)**

ATTENDANCE LIST: STAKEHOLDERS MEETING WITH CDAT-AF PROJECT BENEFICIARIES IN RWAMAGANA ON : 22/01/2026

NO	AMAZINA	ICYO AKORA	AHO YATURUTSE/ UMURENGE	TELEPHONE	UMUKONO
1	Ribumana Daniel	prezida	Rubona	0785672484	Juan
2	Singirakwabo Samuel	VS T-KARU	Fumbwe	0788529258	Juan
3	UNIZAYIMANA Beatrice	Pr COOTV	Fumbwe	0788692072	Juan
4	NIZOMUKIZA Pierre	Manager wwo ^{NYIRA} _{PERIDI COOP}	NZIGE	0788645847	Juan
5	Uwikunganye Aimable	prezida Coop	Musha	0783821365	Juan
6	Ushase Janvier	prezida Coop.	Munyiginya	0783627463	Juan
7	IRAGENA AUGUSTIN	Pr Coop Tuzumyane Nyakawari	Musha	0785748430	Juan
8	Uwayeru Odette	peresi olant	Munyaga	0786349970	Juan
9	Murikatete Médiane	VS Peresident	Munyaga	0780111927	Juan
10	MSEHUMUYA Joseph	prezida wa COOPERATIVE	Rubona	0788693240	Juan
11	Kanyirama Julie	umunyanditsi	Fumbwe	0783016142	Juan
12	Uwizemuramba Gashwe	Umubitsi mukuru (w)	Rubona	0784912062	Juan
13	Mukandayimbaje Bonita	Umubitsi Umunyiginya (w)	Fumbwe	0783307929	Juan
14	Rubandira d'Anwar	Gushyamba Umunyiginya (w)	Gasenyi	0785183795	Juan
15	UNINEMA Olive	Cooperative Gushyamba	Munyiginya	0787509804	Juan
16	TURAMBA Bonaventure	Umukuru wa Zone	NZIGE	0723110726	Juan
17					
18					



REPUBLIC OF RWANDA
RWANDA AGRICULTURE BOARD (RAB)
SINGLE PROJECT IMPLEMENTATION UNIT



COMMERCIALIZATION AND DE-RISKING FOR AGRICULTURAL TRANSFORMATION
PROJECT (CDAT-AF)

ATTENDACE LIST: STAKEHOLDERS MEETING WITH CDAT-AF PROJECT BENEFICIARIES IN RWAMAGANA ON: 22/01/2026

NO	AMAZINA	ICYO AKORA	AHO YATURUTSE/ UMURENGE	TELEPHONE	UMUKONO
1	Aimable Mujugama ma	uziko wa kooperatve	FUMBWE	0788713536	
2	NTIBIRIKIRWA J.M.V	president cooperative	FUMBWE	0782058229	
3	KENYONZA Charles	President cooperative	Gashyamba	0788246945	
4	Umutami Vestime	president cooperative	Gashyamba	078866068	
5	Nyiramuhirwa Olive	President cooperative	Muyumbu	0787486868	
6	BAGARAZA Emmanuel	President cooperative	GASHYAMBA	0783115984	
7	Nibagwire Angélique	president cooperative	Gishamba	0789699781	
8	Munyumvaneza Etienne	Manager / Umunyungu	Fumbwe	078852328	
9	Munyungu, Batorita	Umunyungu	Gishamba	0788661170	
10	Simpurukubwa George	Umuhamya cooperative	muhazi	0783445886	
11	Munyungu, teresa	president cooperative	MUSHYA	0786710372	
12	NIZIZA Eric	president cooperative	MUNYAMA	0787212329	
13	Munyungu, Genevieve	president cooperative	KAGABIRO	0788788720	
14	KASHIKI	president cooperative	RUKORWA	0788770346	
15	Munyungu, B. Kinyemba	agriculturist	MASHYA	0787713652	
16					
17					
18					



REPUBLIC OF RWANDA
RWANDA AGRICULTURE BOARD (RAB)
SINGLE PROJECT IMPLEMENTATION UNIT



COMMERCIALIZATION AND DE-RISKING FOR AGRICULTURAL TRANSFORMATION
PROJECT (CDAT-AF)

ATTENDACE LIST: STAKEHOLDERS MEETING WITH CDAT-AF PROJECT BENEFICIARIES IN RWAMAGANA ON : 22/01/2026

NO	AMAZINA	ICYO AKORA	AHO YATURUTSE/ UMURENGE	TELEPHONE	UMUKONO
1	BONNIGINEZA Zabwun	Agronome	KIZIGE	0787508802	
2	GASHAYISHA Gaston	Agronome	MUSHA	0788476636	
3	KAJIKIRE	President wa Cooperative	KUBWA	0768870346	
4	MUYINAWUMUNTA Cecile	Pereridantse umumuli Umukozi	MUMUBA	0789005304	
5	NSABIYUMVA Celestin	umuyobozzi COMSS	MUYUNBU	0788738369	
6	Kankindi Esperance	Umukozi	Muhazi	0785023737	
7	MUTSHEKIMANA Jacqueline	V.P. IBUKA IRAKIZA	MUHAZI	0789527275	
8	MUTSHEKIMANA samuel	President wa Cooperative	GISHALI	0789881248	
9	TUNZERWE Emmanuel	BDE	GATENGURI	0788351892	
10	MURAKIBIKIRE Claudine	BDE	Kubwa	0783326779	
11	TWAGIRAYezu Jeanne	President	GISHALI	0783265899	
12	IMTEHA Auxiliatrice	Accountant	MUHAZI	0780439827	
13	MATUMBA GEMETA	BDE	GISHALI	0783439355	
14	HABIMANA Franche	President cooperative	MUYUNBU	0783089414	
15	SIMPUNGA Gilbert	Sector Agronomist	MUYUNBU	0788646665	
16	MUNYIRE Pierre Claver	Hukozi Agronomist	MUYUNBU	0785477451	
17	NSABIYUMVA Celestin	Umuyobozzi COMSS	MUYUNBU	0788738369	
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REPUBLIC OF RWANDA
RWANDA AGRICULTURE BOARD (RAB)
SINGLE PROJECT IMPLEMENTATION UNIT



COMMERCIALIZATION AND DE-RISKING FOR AGRICULTURAL TRANSFORMATION
PROJECT (CDAT-AF)

ATTENDANCE LIST: STAKEHOLDERS MEETING WITH CDAT-AF PROJECT BENEFICIARIES IN BUGESERA: 20/01/2026

N°	Amazina	N° y'indanamuntu	Aho yaturutse/ Urwego ahagarariye	Icyo ashinzwe	Telephone	Umukono
1	NTAKIRUTIMANA Fabien	119977018590905	EIS 8 cell Rubona	EIS 8 cell	078400279	
2	BIKORIMANA Aloys	1199280129999036	EIS of Cell Kigarama	EIS	0789763115	
3	AGENIMANA Domicien	1198485038582569	E/S of Bicumbi Cell	E/S of Cell	0785587368	
4	UKUNBABAZI Gaihe	1197270086919209	E/S of Akinyamba	EIS	0788955944	
5	NABUJIMANA Emmanuel	1199150020917035	Dir. of operations	EPD (Energy Private Dev. Ass.)	0784519506	
6	MBENGIREMA Jean Claude Louis	119868010434752	Agronomist of Prof. Dr. RUCANZA Balingan	Agronomist	0788929921	
7	DUSHAMIRIMANA Fabrice	1188780158018506	Coop. Gwizwa des 34	perceuse	0783593582	
8	CASHAYISHA Gaston	1197980009818419	MUSA Sector	Agronomist	078847636	
9	RUTAYISIRE Amé Patrick	119978011721178	Dir. bio sector Muvurire sector	Agronomist	0787626932	
10	SIMPUNGA Gilbert	1198280183392013		Agronomist	0788646665	
11	MAREYIMANA Jean Paul	119818018171238	s Rubona sector	Agronomist	078348205	



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N°	Amazina	N° y'indanamuntu	Aho yaturutse/ Urwego ahagarariye	Icyo ashinzwe	Telephone	Umukono
1	TUYIZERE Sereverien	1199590016105042	RAB	Irrigation Equ	0789053616	
2	BAKUNDAKIZE J-BAPITISI	1199080132502049	COCURICU	president	0785660547	
3	RUTAGENKWA J.H.V	11985801604219	COCURIBU	president	0788546169	
4	Muki Felicien	1198680158446057	COCURIBU	Agronome	0788808667	
5	ROTINDUKA Léonce	1198980161077110	UNION TWIBUMWE	Manager	0782132022	
6	BUYENSENZE Léonie	1199070124961042	CORICYA	Agronome	0788788170	
7	Rubangutsangabo Anselme	119808019585247	District	Environment officer	0788767091	
8	UKIZURU Innocent	1197480086561073	DAO	Kigabano	0788416691	
9	Muhwanashyamba Olivier	1199920131630094	PSAC/Gadaniid	field extension	0788778131	
10	NDOTUYE Irène	1199170048145115	PSAC	Field officer	0782736128	
11	Olive UMUTESI	1198870009888169	Directeur ANR	District	0788218745	



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ATTENDANCE LIST: STAKEHOLDERS MEETING WITH CDAT-AF PROJECT BENEFICIARIES IN BUGESERA ON: 20/01/2026

N°	Amazina	N° y'indanamuntu	Aho yaturutse/ Urwego ahagarariye	Icyo ashinzwe	Telephone	Umukono
1	IRABUKURWA Gracien	1198980114890178	COMSS	Agronome	0781110776	
2	BYUKUSENGE Emmanuel	1198280172337029	Hakabiriro	ES of cell	0788412913	
3	Bagina Aho	1198580084857001	ES of cell	ES of cell	0788261676	
4	NDAYISENGA Francis	1198220204226062	Agronome/Holeco	Agronome/Holeco	0784504072	
5	RUTIKANGA Sandrine	1198070136612097	Agronome/Kigabiro	Agronome	0783528391	
6	MUKANDAYISENGA Jeanne	119927009761415	District	BFNRO	0781623506	
7	BIGIRIMANA Enoche	1198380012784021	District	YSCO	0783611411	
8	Imugabire Aline		NYC	Ubukungu	0789010292	
9	NIBISHAKA Frank	120080044578095	NYC/Coordinata	Coordinata	078894665	
10	SAPAR wellars	—	District	Tecno	0782259906	
11	NISITANGA J-le Dieu	1198180090481021	District	DARO	078262884	



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ATTENDANCE LIST: STAKEHOLDERS MEETING WITH CDAT-AF PROJECT BENEFICIARIES IN NGOMA ON: 27/01/2026

N°	Amazina	N° y'indanamuntu	Aho yaturutse/ Urwego ahagarariye	Icyo ashinzwe	Telephone	Umukono
1	KANISA Jean Claude	1197980114571040	MUNYIYISIYA	AGROKOME	0788544373	
2	Semakamba David	1197980123742042	Rugende	President Muc	0788644786	
3	BIGENIMANA Joseph	1198080013905007	Kilimo Trust	Program Manager	0782428031	
4	SIBOMANA Valens	M985801060005	Muhanga Sector	Agronomist	0781109682	
5	NKURUNZIZA Justin	1198580076428156	Gishari Sector	Agronomist	0783886046	
6	BANGINEZA Sabwila	1198380136582275	Nzige Sector	Agronome	0781102002	
7	NAZARYA Joseph	1198580160646283	Nwagaya Sector	Expert	0788571507	
8	NYONSABA Jean d'Amoir	1197980000232004	COMSS	President	0788423289	
9	SEMUKANA Beuvit	M98280196089104	Muhanga Sector	Agronomist	0788770521	
10	MZIMPAKA Ayob	M98801005500159	Muhanga Sector	Agronomist	0783084801	
11	HABINYSHUTI Frodohard	119858016343100	Fumbwe Sector	Agronomist	0783670746	
12	LIWITSE Jean Damascene	1198480188928078	Distric	DSO	0788811604	

