

# REPUBLIC OF RWANDA



**Ministry of Education**

## **ENVIRONMENTAL AND SOCIAL MANAGEMENT PLAN (ESMP)**

### **Updated Report**

**For construction of 40 classrooms and 24 latrines under Quality Basic Education for Human Capital Development (QBE-HCD) Project in Kicukiro District**

**July, 2020**

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>AIDS:</b>	Acquired Immune Deficiency Syndrome
<b>EDPRS:</b>	Economic Development and Poverty Reduction Strategy
<b>EIA:</b>	Environmental Impact Assessment
<b>EMP:</b>	Environmental Management Plan
<b>ESIA:</b>	Environmental and Social Impact Assessment
<b>ESMP:</b>	Environmental and Social Management Plan
<b>GOR:</b>	Government of Rwanda
<b>HIV:</b>	Human Immunodeficiency Virus Infection
<b>MININFRA:</b>	Ministry of Infrastructure
<b>NST1:</b>	National Strategy for Transformation
<b>RAPs:</b>	Resettlement Action Plans
<b>RDB:</b>	Rwanda Development Board
<b>REMA:</b>	Rwanda Environmental Management Authority
<b>RHA:</b>	Rwanda Housing Authority
<b>RLMUA:</b>	Rwanda Land Management and Use Authority

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## **CHAPTER I. INTRODUCTION**

### **1.1 Project background**

The Government of Rwanda (GoR) is increasingly emphasizing human capital development to support the socioeconomic transformation of the country thus is among twenty-eight early adopter countries of the Human Capital Projects of the World Bank. With support from the Bank, the GoR is implementing the Quality Basic Education for Human Capital Development (QBE-HCD) project with intention to improve teacher competency and student retention and learning in basic education. The project governance is led by Ministry of Education (MINEDUC) that coordinates and implement the project's activities at National level. At local level, the QBE-HCD project is implemented by all thirty district governments.

The project seeks to supports the ongoing government's program to phase out double-shifting, and reduce class overcrowding, which is currently the highest national priority as set out in the National Strategy for Transformation (NST1, 2017-2024). In addition, it will replace existing overage substandard primary classrooms, kitchens and sanitation facilities and expand access to pre-primary education (pre-school classrooms) to improve pupil's school readiness. The QBE-HCD project is implemented countrywide through the Rwanda's Home-Grown School Construction Approach (HGSCA), and is denoted construction program B, to make the distinction from the parallel government-funded school construction program A, which is the continuation of past program. The project has the following three main components: (i) Enhancing teacher effectiveness for improved student learning, (ii) Improving the school environment to support student learning and (iii) Developing institutional capacity to strengthen teaching and learning

Under component 2, the project will finance the construction of 11,000 furnished classrooms and approximately 14,680 latrines, amongst other investments, so as to reduce overcrowding in classrooms and distance to schools from learns' home. As the project will be implemented across Rwanda, part of sub-projects will be constructed in Kigali City, those include 40 classrooms and 24 latrines among others.

Kicukiro District acknowledges its corporate responsibility towards the protection of environment, social set up, health and safety of its workers and surrounding communities and accordingly, is committed to the elimination, reduction and control of potential negative environmental and social impacts associated with project activities through implementation of measures contained in this ESMP.

## 1.2 Overview of Kicukiro District

Kicukiro District is one of the 3 Districts that make up the city of Kigali. It is divided into 10 sectors which are Gahanga, Gatenga, Gikondo, Kagarama, Kanombe, Kicukiro, Kigarama, Masaka, Niboye and Nyarugunga. It is situated in the south-east city of Kigali, the capital of Rwanda. It is made up of ten (10) administrative Sectors, 41 Cells and 333 Imidugudu or administrative villages as shown on figure 1.1 below. Kicukiro District extends over a total area of 166.7 km<sup>2</sup> with about 249,284 inhabitants, i.e. gross density of 1,495 inhabitants per km<sup>2</sup>.

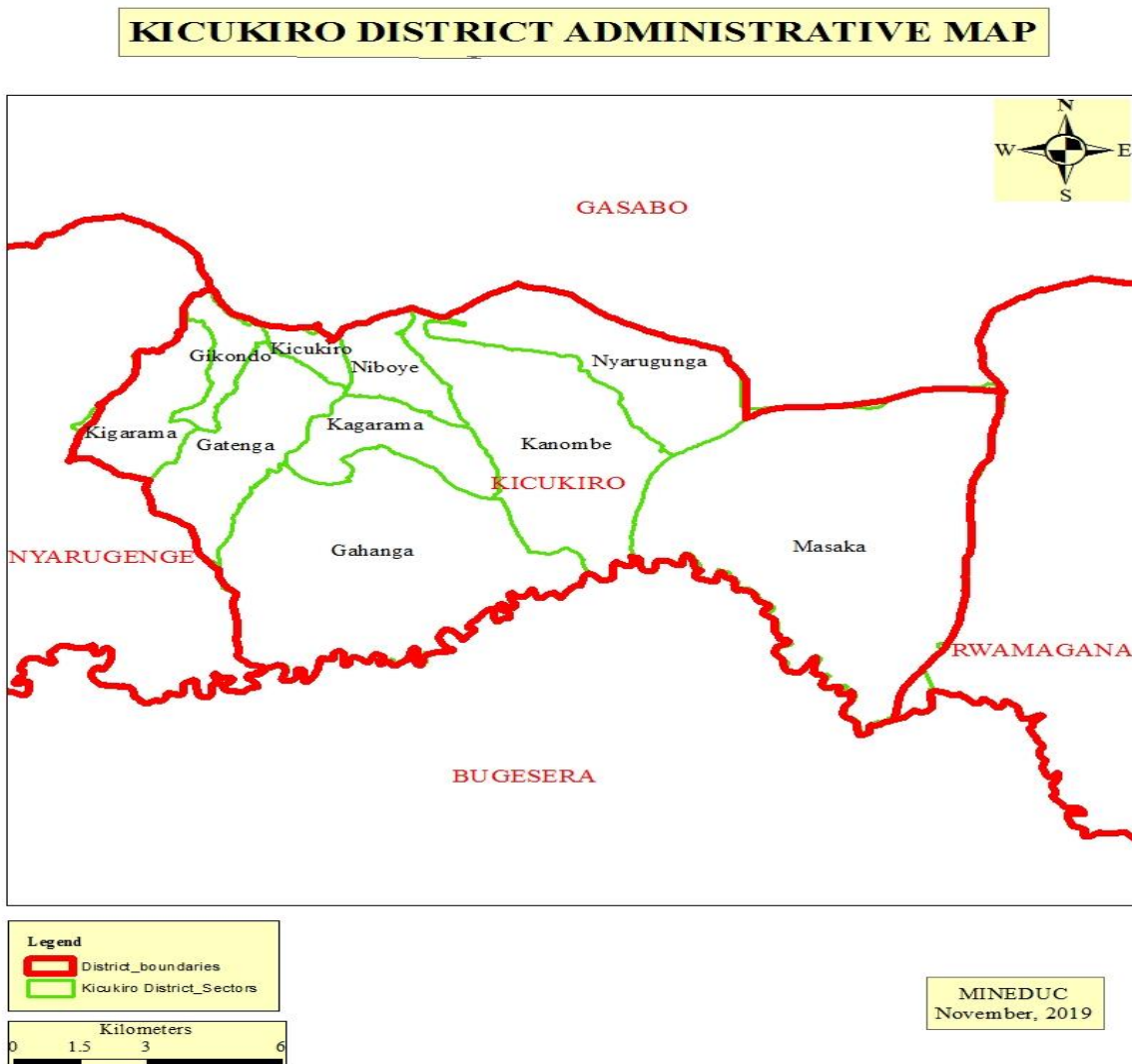


Figure 1.1: Kicukiro district administrative map

According to the Population Housing Census (2012), the total population of Kicukiro District was 319 661; with male population being 162 755 (50.9%) and female population 156 906 (49.1%). The estimated total population of Kicukiro District in 2010–2011 was 301,000, representing 28% of the total population of Kigali City and 2.8% of the total population of Rwanda. Females comprise 49.8% of the population. The average size of the household is 4.7 persons. The majority of the population of Kicukiro District is young, with 87% of the population aged less than 40 years old, and 46% less than 19 years old. Kicukiro has been classified as a largely non-poor District. It occupies the top position among all the Districts of the country, with a very low percentage (8%) of poor people (including extreme-poor).

The hydrographs of the District are largely constituted by streams and rivers which form a part of the basin of the Akagera River. The main rivers are the Akagera and the Nyabarongo, which flows through the city of Kigali from Muhazi Lake. The District has four seasons. Two rainy seasons and two dry seasons, alternating in the following manner: Small dry season: December, January and February Big rainy season March, April and May Big Dry season June, July, August and September Small rainy season October and November. These seasons are often irregular due to world climate changes. Lower or higher limits of each Season cannot be determined accurately. The rainy season may drag on into the dry season and vice versa. Average temperature is 22°C for a rainfall varying between 900 and 1150 mm of annual rain.

The EICV 3 collects detailed data on land use and the agricultural activities of Rwandan households. Households are classified into categories of very small cultivators (under 0.3 ha), small cultivators (0.3 to 0.9 ha), medium cultivators (0.9 to 3 ha) and large cultivators (more than 3 ha). For Kicukiro District, the mean size of land cultivated per household is 0.36 ha, which is below the national average (0.59), rural average (0.6) and urban average (0.46). Kicukiro District also has 90.8% of cultivating farming under 0.9 ha of land.

Kicukiro district has a temperate climate with four seasons. Two rainy seasons and two dry seasons, alternating in the following manner: small dry season: December, January and February Big rainy season March, April and may big dry season June, July, August and September small rainy season October and November. These seasons are often irregular due to world climate changes. Lower or higher limits of each Season cannot be determined accurately. The rainy season may drag on into the dry season and vice versa. Average temperature is 22°C for a rainfall varying between 900 and 1150 mm of annual rain.

Kicukiro District registered several achievements in enrolment, literacy and in computer education. At the national level, it is clearly seen that the literacy rate is at 69.7%. The literacy rate according to EICV3 results stands at 82.6% and 67.3% in rural areas. As an urban District, Kicukiro District stands at 89.5% literacy rate. The District has 65 nursery schools; 65 primary schools; 36 secondary schools; and 9 Vocational training schools called Youth Training Centers



(YTC). The net attendance Rate (NAR) in primary school for Kicukiro District is 95.3%. This is above the national average of 91.7%, urban (93.3%) and rural (91.5%) areas, and Kigali City (94.1%). As portrayed by EICV3 Results, Kicukiro District scored the highest percentage in net secondary enrolment rate of 48.7% compared to not only its sister Districts with in Kigali city but also in all Districts for the entire country and above national average of 21% as well.

### **1.3 Description of sub-projects activities**

The project will finance construction of 6 sub-projects consist of construction of 40 classrooms and 24 latrines in sectors namely GATENGA, KIGARAMA, GIKONDO and KANOMBE in which the issues of overcrowding and long distances to schools have been noticed as major factors that inhibit learning in Kicukiro District.

This was decided following public consultations conducted by District authority with all concerned and interested parties, whereby a quite number of sub-projects were identified as priorities during 2020/2021 fiscal year under this program to address overcrowding in classrooms and long distance between learners' homes and schools in Kicukiro District.

During construction of classrooms and latrines the following activities will be carried out: Site clearing, land preparation for classrooms and latrines, extraction of construction materials, excavation works, foundation works, concrete works, elevation of walls, roof trusses, roof covering, fixing windows and doors, internal and external finishing, painting, pavement.

**Table 1.1: Sub-projects proposed to be implemented under QBE – HCD Project**

SN	School name	Sector	Cell	Village	School status (Existing or New )	Number of needed Classrooms to be constructed confirmed by the verifiers	The size of land needed (m2) for construction of classrooms
1	EP NYARURAMA	GATENGA	NYARURAMA	NYARURAMA	Existing	6	646.8
2	EP BWERANKORI	KIGARAMA	BWERANKORI	GAKOBE	Existing	8	842.8
3	EP KINUNGA	GIKONDO	KINUNGA	KINUNGA	Existing	2	196
4	SAINT VICENT PALOTI GIKONDO	GIKONDO	KAGUNGA	KABUYE I	Existing	8	784
5	GS Camp KANOMBE	GIKONDO	KAMASHASHI	INTWARI	Existing	8	784
6	GS BUSANZA	KANOMBE	KARAMA	KARAMA	Existing	8	784
<b>Tot</b>						<b>40</b>	<b>5,135</b>

During the implementation of these sub-projects, the possession of health insurance and Personal Protective Equipment (PPEs) will be a must for all workers at all sites during their daily activities. However, for an individual who do not have a personal medical insurance, an agreement should be reached at the recruitment that the individual’s first payment will be used to pay for the individual medical insurance. The local people will be the first to be employed in order to reduce risk that may be resulted from the labor influx.

The classrooms and latrines construction activities in year 1 will not disturb the local people because during the sites selection, the priority has been accorded to sites that will not involve land acquisition, restriction on the use of the land/assets and involuntary resettlement. Impact from the noise caused by construction activities at the sub-project sites will be minor as the sub-project activities will not involve machines and will be mitigated by not working during the night.

The QBE – HCD Project is of Impact Level two (IL-2) according to the national project environmental impact classification and as Substantial Risk projects following World Bank environmental and social risk classification, hence QBE – HCD sub-project will be implemented in accordance with National Law and any requirement of the Environmental and Social Standards that the Bank deems relevant to such sub-project.

#### **1.4 Purpose of the ESMP**

The purpose of this Environmental and Social Management Plan (ESMP) is to provide a consolidated summary of all the Environmental and Social (E&S) commitments relevant for the Construction of classrooms and latrines sub-projects planning and implementation. The measure focuses on environmental (such as sanitation and waste management problems, dust emission, noise pollution, soil erosion, natural resources extraction such as sand gravels, etc., chemical wastes related to paints, biodiversity and environmental contamination, including surface water and groundwater) and social aspects (such as protection of human rights, communication with local stakeholders, labor influx, spread of sexually transmitted diseases and HIV/ AIDS, safety of workers and communities).

For Year 2, the implementation of Rwanda QBE - HCD Project will not involve land acquisition for a number of reasons: firstly, the priority was given to government land wherever possible; secondly Religious Organizations are committed to voluntarily avail their land for construction of classrooms and latrines by signing consent Form in the regards of the existing `Prime Minister’s order N°290/03 of 13/11/2015 determining special regulations governing government subsidized schools.

This ESMP also gives an overview about the Environmental Management that must be implemented to ensure systematic and effective execution of these commitments, including roles and responsibilities between the District, sectors and community.

Prior to the commencement of any sub-project or individual activity, it is required to understand the nature of the tasks involved and any hazards that may be associated with it in order to ensure that all potential hazards are identified and suitably controlled or mitigated. As part of this, the ESMP is being prepared in parallel with the sub-projects’ design works with intention to include environmental and social considerations in the design works at the earliest appropriate stage and tiers of decision making or prior to their final approval. Also, an update of ESMP by the sub-project management shall complete a review of the ESMP periodically to assess its on-going effectiveness, adequacy and suitability.

## **CHAPTER II: POLICY, LEGISLATIVE AND INSTITUTIONAL FRAMEWORK**

This ESMP has been prepared to fully comply with environmental legislations and procedures in Rwanda and the World Bank environmental and social framework. The Project implementation will comply with national laws, international regulations and different conventions ratified by GoR as well as world bank environmental and social standards.

### **2.1 Institutional Framework**

The institution to which this project will have to consult and relate to include:

- i. Ministry of Education;
- ii. Ministry of Finance (MINECOFIN);
- iii. Rwanda Education Board (REB);
- iv. Ministry of Local Government (MINALOC);
- v. Ministry of Infrastructure (MININFRA);
- vi. Rwanda Information Security Authority (RISA);
- vii. Rwanda Housing Authority (RHA);
- viii. University of Rwanda (UR);
- ix. National Early Childhood Development Program (NECP);
- x. Rwanda Development Board (RDB);
- xi. Rwanda Environmental Management Authority (REMA);
- xii. Rwanda development Board (RDB)
- xiii. Rwanda Social Security Board (RSSB)

### **2.2 National Policy Framework**

The Policy frameworks that will guide the project include

- i. National Environment and Climate Change Policy, June 2019
- ii. National Land policy, 2004
- iii. National Sanitation Policy, 2016
- iv. Water and Sanitation Policy, 2010
- v. Education policy, 2003
- vi. Vision, 2020
- vii. National Strategy for transformation (NST1)
- viii. Public Transport Policy and Strategy for Rwanda, 2012

## **2.3 National Legislative Framework**

Amongst the laws that will have a bearing to the project this site includes:

- i. The Constitution of the Republic of Rwanda, 2003 as revised in 2015
- ii. Law on Environment, 2018
- iii. National Land Law, 2013
- iv. Law on Mining and Quarry Operations, 2014
- v. Law Regulating Labor in Rwanda, 2009
- vi. Law governing the preservation of air quality and prevention of air pollution in Rwanda, 2016
- vii. Ministerial order relating to the requirements and procedure for environmental impact Assessment (EIA), 2018
- viii. Ministerial Order establishing the list of projects that must undergo environmental impact assessment, instructions, requirements and procedures to conduct environmental impact assessment, 2019
- ix. Ministerial Order determining modalities of establishing and functioning of occupational health and safety committees, 2012
- x. Ministerial Order determining conditions for occupational health and safety, 2012
- xi. Rwanda building control regulation, 2012
- xii. Sector guidelines for EIA for Roads development projects in Rwanda, 2009

## **2.4 International legislative framework**

Rwanda is a signatory to a number of conventions on sustainable development and is member of various bilateral and multilateral organizations amongst those that have an impact to this project include:

- i. The international Convention on Biological Diversity (CBD) and its habitat signed in Rio de Janeiro in Brazil on 5 June 1992, as approved by Presidential Order no 017/01 of 18 March 1995;
- ii. The United Nations Framework Convention on Climate Change, signed in Rio de Janeiro in Brazil on 5 June 1992, as approved by Presidential Order no 021/01 of 30 May 1995
- iii. The Kyoto Protocol to the framework on climate change adopted at Kyoto on March 6, 1998 as authorized to be ratified by Law no 36/2003 of December 2003;
- iv. The Ramsar International Convention of February 2, 1971 on Wetlands of International importance, especially as water flows habitats as authorized to be ratified by Law No 37/2003 of 29 December 2003;

- v. Paris Agreement/Paris Climate Agreement or COP21 of December 2015 on reduction of the emission of gases that contribute to global warming. This agreement was signed by Rwanda on 22/04/2016 and ratified on 06/10/2016;

## **2.5 World Bank Environmental and Social Standards applied**

The Rwanda QBE – HCD Project is financed by the World Bank that has in place environmental and social framework with ten (10) environmental and social standards (ESS) that are designed to avoid, minimize, and/or mitigate adverse environmental and social impacts of projects supported by the Bank. The World Bank Environmental and Social Standards applied to the sub-projects to be implemented in Kicukiro District are following:

- i. ESS1: Assessment and Management of Environmental and Social Risks and Impacts
- ii. ESS2: Labor and Working Conditions
- iii. ESS3: Resource Efficiency and Pollution Prevention and Management
- iv. ESS4: Community Health and Safety
- v. ESS6: Biodiversity Conservation and Sustainable Management of Living Natural Resources;
- vi. ESS8: Cultural Heritage,
- vii. ESS10: Stakeholder Engagement and Information Disclosure

## **CHAPTER III: POTENTIAL IMPACTS AND MITIGATION MEASURES**

The construction of classrooms and latrines at all stages of sub-projects will involve a number of activities associated with potential risks and impacts on biophysical environment (air, water, aquatic and terrestrial ecology, soil), and socioeconomic environment (land use, finance, employment, hazard and health, security, safety of graveyards, etc.). An impact is any change to the existing condition of the environment caused by human activity or an external influence. Impacts therefore may be positive/beneficial or negative/adverse.

### **3.1 Potential positive impacts**

The positive impacts are beneficial and will thus not require any mitigation. The following are considered as major positive impacts:

- i. Overcrowding in schools will be reduced after completion of construction activities,
- ii. The distance covered by learners from their homes to schools will be reduced,
- iii. Creation of employment to local people during construction,

- iv. There will be income generation to local entrepreneurs through procurement or supply of construction materials,
- v. Improve quality and aesthetics of schools' infrastructure,
- vi. Generation of revenue to Government and the District,
- vii. Increased value and efficient use of government land,
- viii. Improved resilience to climate shocks (destruction of schools, heat, flooding, etc.)

## 2.2 Potential negative impacts

In terms of environmental degradation, the project is likely to lead to very minimal negative impacts, which shall be easily taken care of in the proactive design and the proposed mitigation measures suggested in this project brief. The negative impacts can be divided into those that will directly come from the constructional and operational activities and those that will be due to socio-economic issues. This can be summarised as follows:

**Table 2.3: Identified potential impacts and mitigation measures**

Potential Impacts/issues	Management/Mitigation Measures
Acquisition of non-governmental land for construction/extension of schools that belong to religious organizations.	<ul style="list-style-type: none"> <li>• Sign consent form by religious organizations as per Prime Minister's order n°290/03 of 13/11/2015</li> </ul>
Loss of vegetation cover	<ul style="list-style-type: none"> <li>• Clear only the area designed for classrooms and latrines construction</li> <li>• Preserve (or stockpile) excavated topsoil for future site restoration procedures;</li> <li>• Greening by grasses</li> </ul>
Potential risks of wasting raw materials	<ul style="list-style-type: none"> <li>• Accurate estimate of needed materials</li> <li>• Get supply of raw-materials (such as sand, stones, bricks, etc.) from authorized suppliers and sites</li> </ul>
Access roads	<ul style="list-style-type: none"> <li>• Locate access roads in consultation with local community and officials</li> </ul>
Risk of loss of landscape scenic value and associated effects on ecosystem	<ul style="list-style-type: none"> <li>• Hold top soils and vegetation matter near quarries, borrow pits and dumping sites</li> </ul>
	<ul style="list-style-type: none"> <li>• Rehabilitate (green landscaping) the borrow pits, quarries and dumping sites at the end of construction activities</li> </ul>
Valuable artefacts or culturally valuable materials	<ul style="list-style-type: none"> <li>• Use and follow chance find procedures as per the ESCP</li> </ul>

Accidental injuries	<ul style="list-style-type: none"> <li>• Checking daily if the materials are in good conditions before starting the activities,</li> <li>• Equip all site workers with Individual protective equipment (such as boots, helmets, and high visibility jackets)</li> <li>• Avail first aid kit on-site,</li> <li>• Ensure that all workers have medical insurance such as “Mutuelle de santé”, RAMA or any other recognized medical insurance</li> <li>• Ensure provision of regular briefing on occupational health and safety to workers</li> <li>• Having distance between workers</li> </ul>
Deterioration of workers' health and child right violation	<ul style="list-style-type: none"> <li>• The site will be provided with clean drinking water</li> <li>• Construction workers should be given break to go for lunch;</li> <li>• Child labor should be avoided at all stages of construction (child under 18years old)</li> <li>• Fair treatment of workers and provision of safe and health working condition</li> <li>• Respect of working hours</li> </ul>
Risk of conflict	<ul style="list-style-type: none"> <li>• Local residents will be given the priority during workforce selection;</li> <li>• Wearing uniform (jacket)</li> <li>• Grievance redress mechanism</li> </ul>
Risk of insecurity at the sub project site	<ul style="list-style-type: none"> <li>• Ensure only authorized personnel get to site</li> <li>• Ensure security persons are available on the site</li> </ul>
Risk of contamination by HIV/AIDS and other STDs, Sexual harassment and abuse, GBV (gender based violation)	<ul style="list-style-type: none"> <li>• Sensitize site workers on HIV/AIDS, Sexual harassment and abuse, GBV (gender based violation) to avoid negative effects from social&amp; multicultural inclusion at the area.</li> <li>• Voluntary testing to determine HIV status; counselling at existing medical facilities;</li> <li>• Enforce and sensitize code of conducts</li> </ul>
Poor hygiene and sanitation	<ul style="list-style-type: none"> <li>• Provide means for handling waste generated by construction workers</li> <li>• Avail handwashing facilities</li> <li>• Always keep clean toilets</li> <li>• Install toilets away from rivers or areas with shallow groundwater</li> </ul>



<p>Spread of <i>Severe Acute Respiratory Syndrome</i> (SARS), for instance COVID -19</p>	<ul style="list-style-type: none"> <li>• Sensitize workers about handwashing culture</li> <li>• Frequently wash hand with soap and clean water for at least 40 seconds or an alcohol based hand sanitizer;</li> <li>• Greet each other with a wave, elbow or nod;</li> <li>• While sneezing or coughing, cover mouth and nose with flexed elbow or tissue, throw tissue away at appropriate places and immediately wash hands;</li> <li>• Make sure that there is a social distance of at least one (1) meter;</li> <li>• If experiencing fever, cough, sneezing, avoid contact with others and stay home and immediately notify Ministry of Health on a toll free number 114 or nearest health facility;</li> <li>• If workers believe to had have close contact with a confirmed case or contact with someone currently being evaluated for COVID-19 immediately they shall notify MoH on a toll free number 114 or nearest health facility (more details can be found in annex 5, table 7)</li> </ul>
<p>Risk of exhaust emissions (e.g. Sulphur, Carbon, Nitrogen, chlorofluorocarbons,...) from truck movements</p>	<ul style="list-style-type: none"> <li>• Before hiring a supplier, make sure that his/her vehicle has a valid vehicle technical control certificate</li> <li>• Sensitize drivers to avoid unnecessary racing of vehicle engines at loading/offloading points and parking areas;</li> </ul>
<p>Risk of noise and/or vibration pollution of civil works/heavy trucks to the school environment and local people</p>	<ul style="list-style-type: none"> <li>• Notify and coordinate with local people adjacent to sub-project sites and school administration to inform them of the possibility of temporary noise disruption &amp; related issues, and how to report complaints if any;</li> <li>• Limit civil work activities to daytime hours to the extent feasible;</li> <li>• Sensitize vehicle drivers to switch off engines when the vehicle is parked;</li> <li>• Perform welding and other noise producing activities during weekend in order to minimize noise pollution during school days</li> </ul>
<p>Degradation of air quality due to the dust emissions;</p>	<ul style="list-style-type: none"> <li>• Manual compaction of unstable soil and wearing dust mask</li> <li>• Watering while soil works and construction are being</li> </ul>

	<p>executed and where dust is emitted;</p> <ul style="list-style-type: none"> <li>• Reduce vehicle speed in working area</li> </ul>
Soil erosion due to the runoff	<ul style="list-style-type: none"> <li>• Installation of rain water harvesting system (Water tanks and waterways)</li> <li>• Plantation of ornamental trees and grasses on exposed slopes</li> </ul>
Generation of solid waste in the form of construction spoils	<ul style="list-style-type: none"> <li>• Implement 3R principles (Reducing, reusing, recycling) wastes;</li> <li>• Avail solid waste bins and sort garbage according different categories (e-wastes, chemicals, plastics, metals, glasses papers/wood and biodegradable wastes);</li> <li>• Dispose of solid waste to existing dumpsite</li> </ul>
Fire outbreak due to welding activities	<ul style="list-style-type: none"> <li>• Avail sand and water on site for fire fighting</li> <li>• Employ skilled people in welding activities</li> <li>• Ensure a quick contact to concerned security institution in case of strong fire outbreak</li> </ul>
Soil pollution due to toxic or hazardous chemical from paints or solvents	<ul style="list-style-type: none"> <li>• Hazardous/toxic materials shall be stored in appropriate containers/stores with clearly visible labels; &amp; regularly inspect for signs of leaks.</li> <li>• Disposal of waste from paint in existing toxic liquid waste pit</li> <li>• Company certified in collected waste will be hired in collecting the produced waste wherever possible</li> <li>• Work closely with the district hospital in handling hazardous waste</li> <li>• Provide training on management of all hazardous chemicals/materials and wastes for workers including use of Personal Protective Equipment</li> </ul>
Soil pollution due to infiltration of microbes from faeces Ground water pollution due to infiltration of faeces	<ul style="list-style-type: none"> <li>• Proper construction of foundation and walls for pit by cementing</li> </ul>

In order to put these measures into practice, an Environmental and Social Management Plan (ESMP) needs to be developed and elaborated. The EMP is developed to guide all activities of the project concerning the protection of the environment. This plan specifies the nature of the negative impacts, the proposed mitigation measures for these impacts, the indicators in the

execution of these mitigation measures, the time period, the responsibilities and the follow-up needed from concerned authorities. Other plans and procedures are developed as part of this ESMP, those include Emergency Preparedness Plan and Response Measure in case of accidents or fire, Occupational Health and Safety Plan to deals with occupational health and traffic, Chance Find Procedure to provide appropriate protocol in case a valuable artefacts or culturally valuable materials is found during civil works and Emergency Preparedness and Response Plan (EPRP) to guide project activities in cases of emergency.

## **CHAPTER IV: ENVIRONMENTAL AND SOCIAL MANAGEMENT/MONITORING PLAN**

### **4.1 Environmental and Social Management Plan**

Referring to data collected during Environmental and Social screening, all the sites have almost similar environmental and social impacts; hence only one table combining all the possible impacts was developed. However, the government owns land at only five sites (EP NYARURAMA, EP BWERANKORI, EP KINUNGA, GS CAMP KANOMBE, AND GS BUSANZA), for the remaining sub-project site owned by religious organization (SAINT VICENT PALOTI GIKONDO), a Consent form will be signed in the regards of the existing Prime Minister's order n°290/03 of 13/11/2015 determining special regulations governing government subsidized schools.

It is important to note that during the course of the project new environmental aspects and impacts may be identified, this ESMP will be revised every time once new impact is identified. Environmental and social safeguard officers will have the responsibility to report on the progress of implementation of this ESMP while the budget for ESMP implementation will be managed by MINEDUC and Districts,

During the implementation of Environmental and social management plan, there is a well-planned way of managing the cost of ESMP according to the project phase and project activity. There are some mitigation measures to be implemented at the national level, district level and others at site level according to the respective implementing responsibility.

The purchase and distribution of rainwater harvesting tanks will be done at National procurement level as well as the supply of Personnel protective equipment. Other mitigation measures will be executed in respect to the implementing responsibility.

**Table 3.4: Environmental and Social Management Plan for generic impacts for construction classrooms and latrines in Kicukiro District**

<b>Sub-Project Phase</b>	<b>Sub-Project Activity</b>	<b>Potential Impacts/issues</b>	<b>Management/Mitigation Measures</b>	<b>Implementation responsibility</b>	<b>Time Frame</b>	<b>Estimated Cost (Frw)</b>
Pre-construction phase	Site screening to confirm land availability for construction of classrooms and latrines	Acquisition of land owned by religious organization/Faith Based Organization for construction of classrooms and latrines	Sign consent form with Faith Based Organization to avail land for construction of classrooms and latrines as per Prime Minister's order n°290/03 of 13/11/2015	Religious Legal Representative, Government of Rwanda	Before commencing civil works	No cost
	Site clearing	Loss of vegetation cover	<ul style="list-style-type: none"> <li>• Clear only the area designed for classrooms and latrines construction</li> <li>• Preserve (or stockpile) excavated topsoil for future site restoration procedures;</li> <li>• Greening by grasses</li> </ul>	Foreman, School Head Teacher	During site clearance	1 904 000(of which 28,000 per one Classroom)

Construction phase	Extraction and transportation of materials	Potential risks of wasting raw materials	<ul style="list-style-type: none"> <li>• Accurate estimate of needed materials</li> <li>• Get supply of raw-materials (such as sand, stones, bricks, etc.) from authorized suppliers and sites</li> </ul>	Foreman,  School construction officer	During construction period	No cost
		Access roads	<ul style="list-style-type: none"> <li>• Locate access roads in consultation with local community and officials</li> </ul>	Foreman, School construction officer, Suppliers with local community	During construction period	No cost
		Risk of loss of landscape scenic value and associated effects on ecosystem	<ul style="list-style-type: none"> <li>• Hold top soils and vegetation matter near quarries, borrow pits and dumping sites</li> </ul>	Suppliers	During implementation of the sub project activities	No cost
			<ul style="list-style-type: none"> <li>• Rehabilitate (green landscaping) the borrow pits, quarries and dumping sites at the end of construction activities</li> </ul>	Suppliers	At the end of construction activities	No cost

	All activities: Excavation and foundation, elevation of walls, ceilings, roof works.	Valuable artefacts or culturally valuable materials	<ul style="list-style-type: none"> <li>• Use and follow chance find procedures as per the ESCP</li> </ul>	Foreman, School construction officer	Prior to & during excavation	1,200, 000 (of which 200,000 per site)
		Accidental injuries	<ul style="list-style-type: none"> <li>• Checking daily if the materials are in good conditions before starting the activities,</li> <li>• Equip all site workers with Individual protective equipment (such as boots, helmets, and high visibility jackets)</li> <li>• Avail first aid kit on-site,</li> <li>• Ensure that all workers have medical insurance such as “Mutuelle de santé”, RAMA or any other recognized medical insurance</li> </ul>	Foreman, School Head Teacher	During the timeframe of the implementation of the project	<p>No cost</p> <p>Workers will be provided Personal Protective Equipment</p> <p>2,764 800 (460,800 per sites)</p> <p>No cost</p>

			<ul style="list-style-type: none"> <li>• Ensure provision of regular briefing on occupational health and safety to workers</li> <li>• Having distance between workers</li> </ul>			No cost
		Deterioration of workers' health and child right violation	<ul style="list-style-type: none"> <li>• The site will be provided with clean drinking water</li> <li>• Construction workers should be given break to go for lunch;</li> <li>• Child labor should be avoided at all stages of construction (child under 18years old)</li> <li>• Fair treatment of workers and provision of safe and health working condition</li> <li>• Respect of working hours</li> </ul>	School Head Teacher, Foreman, Safeguards Team	During sub-project implementation	108, 000 Frw (of which 18,000 per site)
		Risk of conflict	<ul style="list-style-type: none"> <li>• Local residents will be given the priority</li> </ul>	Foreman, School Head Teacher and	During the timeframe of	No cost

			<p>during workforce selection;</p> <ul style="list-style-type: none"> <li>• Wearing uniform (jacket)</li> <li>• Grievance redress mechanism</li> </ul>	Social Safeguard Team	the implementation of the project	No cost
		Risk of insecurity at the sub project site	<ul style="list-style-type: none"> <li>• Ensure only authorized personnel get to site</li> <li>• Ensure security persons are available on the site</li> </ul>	Foreman ,Local Authorities	During the timeframe of the implementation of the project	No cost  1,800,000(of which 300,000 per site)
		Risk of contamination by HIV/AIDS and other STDs, Sexual harassment and abuse, GBV (gender based violation)	<ul style="list-style-type: none"> <li>• Sensitize site workers on HIV/AIDS, Sexual harassment and abuse, GBV (gender based violation) to avoid negative effects from social&amp; multicultural inclusion at the area.</li> <li>• Voluntary testing to determine HIV status; counselling at existing</li> </ul>	School Head Teacher, Foreman ,Health Centers, Local Authorities	During the timeframe of the implementation of the project	No cost



			<p>medical facilities;</p> <ul style="list-style-type: none"> <li>• Enforce and sensitize code of conducts</li> </ul>			
		Poor hygiene and sanitation	<ul style="list-style-type: none"> <li>• Provide means for handling waste generated by construction workers</li> <li>• Avail handwashing facilities</li> <li>• Always keep clean toilets</li> <li>• Install toilets away from rivers or areas with shallow groundwater</li> <li>• Sensitize workers about handwashing culture</li> </ul>	Social affairs at sector level, School head teacher, Foreman	During the timeframe of the implementation of the sub-project	540,000 (of which 90,000 per site)
		Risk of exhaust emissions (e.g. Sulphur , Carbon, Nitrogen, chlorofluorocarbons,...) from truck	<ul style="list-style-type: none"> <li>• Before hiring a supplier, make sure that his/her vehicle has a valid vehicle technical control</li> </ul>	Foreman, National police District Environmental	During implementation of the activities	No cost

		movements	<p>certificate</p> <ul style="list-style-type: none"> <li>Sensitize drivers to avoid unnecessary racing of vehicle engines at loading/offloading points and parking areas;</li> </ul>	<p>officer</p> <p>Environmental and Social Safeguards Officer</p>		
		Risk of noise and/or vibration pollution of civil works/heavy trucks to the school environment and local people	<ul style="list-style-type: none"> <li>Notify and coordinate with local people adjacent to sub-project sites and school administration to inform them of the possibility of temporary noise disruption &amp; related issues, and how to report complaints if any;</li> <li>Limit civil work activities to daytime hours to the extent feasible;</li> <li>Sensitize vehicle</li> </ul>	<p>Foreman</p>	<p>During implementation of the activities</p>	<p>No cost</p>

			<p>drivers to switch off engines when the vehicle is parked;</p> <ul style="list-style-type: none"> <li>• Perform welding and other noise producing activities during weekend in order to minimize noise pollution during school days</li> </ul>			
		Degradation of air quality due to the dust emissions;	<ul style="list-style-type: none"> <li>• Manual compaction of unstable soil</li> <li>• Watering while soil works and construction are being executed and where dust is emitted;</li> <li>• Reduce vehicle speed in working area</li> </ul>	Foreman, drivers, Traffic Police, safeguards team	During implementation of the sub project activities	<p>No cost</p> <p>1 440,000(24,000 per site)</p>

		Soil erosion due to the runoff	<ul style="list-style-type: none"> <li>• Installation of rain water harvesting system (Water tanks and waterways)</li> <li>• Plantation of ornamental trees and grasses on exposed slopes</li> </ul>	MINEDUC in collaboration with, FONERWA, MINEMA, Ministry of Environment, Districts, School head teacher, Foreman	During the timeframe of the implementation of the sub-project	27,200,000 (one tank cost 1,200,000)  119,250(of which 19,875 per site)
Construction	Elevation of walls, roof trusses, roof covering, Fixing windows and doors, internal and external finishing and pavement.	Generation of solid waste in the form of construction spoils	<ul style="list-style-type: none"> <li>• Implement 3R principles (Reducing, reusing, recycling) wastes;</li> <li>• Avail solid waste bins and sort garbage according different categories (e-wastes, chemicals, plastics, metals, glasses papers/wood and biodegradable wastes);</li> <li>• Dispose of solid waste to existing dumpsite</li> </ul>	District Environmental Officer, School head teacher, Foreman	During the timeframe of the implementation of the project	No cost

		Fire outbreak due to welding activities	<ul style="list-style-type: none"> <li>• Avail sand and water on site for fire fighting</li> <li>• Employ skilled people in welding activities</li> <li>• Ensure a quick contact to concerned security institution in case of strong fire outbreak</li> </ul>	School head teacher, foreman and police fire brigade	During welding activities	No cost
	Painting	Soil pollution due to toxic or hazardous chemical from paints or solvents	<ul style="list-style-type: none"> <li>• Hazardous/toxic materials shall be stored in appropriate containers/stores with clearly visible labels; &amp; regularly inspect for signs of leaks.</li> <li>• Disposal of waste from paint in existing toxic liquid waste pit</li> <li>• Company certified in collected waste will be hired in collecting the produced waste wherever possible</li> <li>• Work closely with the</li> </ul>	District Environmental officer, School head teacher, Foreman	During the timeframe of the implementation of the sub-projects	<p>No cost</p> <p>600,000 ( of which 100,000 per site)</p>

			<p>district hospital in handling hazardous waste</p> <ul style="list-style-type: none"> <li>• Provide training on management of all hazardous chemicals/materials and wastes for workers including use of PPEs</li> </ul>			
Operation	Use of toilet	Soil and groundwater pollution due to infiltration of microbes from faeces	Proper construction of foundation and walls for pit by cementing	School construction officer and specialist	During pit cementing and foundation works	8319 948(of which 106,666 per Latrine)
<b>Total estimated budget</b>						<b>45 876 748(of which 7,646,125 for each site).</b>

## 4.2 Environmental and Social Monitoring Plan

The below monitoring plan is applicable to all impact summarized in the above table and it is common to all sites within Kicukiro District. As stated above, for sub-projects owned by religious institutions; they shall sign consent forms with the government prior the construction works.

**Table 4.4: Environmental and Social Monitoring Plan for construction of classrooms and latrines in Kicukiro District**

<b>Sub-project phase</b>	<b>Potential impacts</b>	<b>Management/ Mitigation Measures</b>	<b>Monitoring indicator</b>	<b>Frequency/ Time frame</b>	<b>Responsible</b>	<b>Estimated cost (Frw)</b>
Pre-construction phase	Acquisition of land owned by religious organization/Faith Based Organization for construction of classrooms and latrines	Sign consent form with Faith Based Organization to avail land for construction of classrooms and latrines as per Prime Minister's order n°290/03 of 13/11/2015	Number of signed consent form	Before the commencement of civil works	Monitoring and Evaluation Specialist and Social safeguards Specialist/MINEDUC	No cost

	Loss of vegetation cover	<ul style="list-style-type: none"> <li>• Clear only the area designed for classrooms and latrines construction</li> <li>• Preserve (or stockpile) excavated topsoil for future site restoration procedures;</li> <li>• Greening by grasses</li> </ul>	<p>Area cleared in square meter</p> <p>Quantity of excavated soil in cubic meter</p> <p>Area greened in square meter</p>	<p>Once</p> <p>Once</p> <p>Once(after construction works)</p>	Local authorities, Foreman and MINEDUC Safeguards Team	486 000 (of which 81000 per site)
Construction phase	Potential risks of wasting raw materials	<ul style="list-style-type: none"> <li>• Accurate estimate of needed materials</li> <li>• Get supply of raw-materials (such as sand, stones, bricks, etc.) from authorized suppliers and sites</li> </ul>	Quantity of remaining materials	Monthly	Foreman	No cost
	Access roads	<ul style="list-style-type: none"> <li>• Locate access roads in consultation with local community</li> </ul>	Number of complaints			



		and officials				
	Risk of loss of landscape scenic value and associated effects on ecosystem	<ul style="list-style-type: none"> <li>• Hold top soils and vegetation matter near quarries, borrow pits and dumping sites;</li> <li>• Rehabilitate (green landscaping) the borrow pits, quarries and dumping sites at the end of construction activities</li> </ul>	All accumulated top soils and vegetation matter used for rehabilitation of sites;  Rehabilitated area in square meter	Once after construction works	Local authorities, Foreman, Suppliers and MINEDUC Safeguards Team	600,000 (of which 100,000 per site)
	Valuable artefacts or culturally valuable materials	<ul style="list-style-type: none"> <li>• Use and follow chance find procedures as per the ESCP</li> </ul>	Number of complains	During construction period	Local authority , MINEDUC safeguards Team	No cost
	Accidental injuries	<ul style="list-style-type: none"> <li>• Checking daily if the materials are in good conditions before starting the activities,</li> <li>• Equip all site</li> </ul>	Number of Materials in good condition	Daily	Local authorities, Foreman, schools' construction Engineers, and MINEDUC Safeguards Team	no cost

		<p>workers with Individual protective equipment (such as boots, helmets and high visibility jackets);</p> <ul style="list-style-type: none"> <li>• Avail first aid kit on-site,</li> <li>• Ensure that all workers have medical insurance such as “Mutuelle de santé”, RAMA or any other recognized medical insurance</li> <li>• Ensure provision of regular briefing on occupational health and safety to workers</li> </ul>	<p>Number of workers with personnel protective equipment</p> <p>Number of first aid kit on site</p> <p>Number of workers with medical Insurance</p> <p>Number of briefings on safety to workers provided</p> <p>Distance in</p>	<p>Daily</p> <p>Daily</p> <p>Daily</p> <p>Daily</p> <p>Daily</p>		
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		<ul style="list-style-type: none"> <li>• Having distance between workers</li> </ul>	meter			
	Deterioration of workers' health and child right violation	<ul style="list-style-type: none"> <li>• The site will be provided with clean drinking water</li> </ul>	Quantity of drinking water in jericans	Daily	Local authorities, Foreman and MINEDUC	133,125(of which 22,187.5 per site)
	child right violation	<ul style="list-style-type: none"> <li>• Construction workers should be given break to go for lunch;</li> <li>• Child labor should be avoided at all stages of construction (child under 18years old)</li> <li>• Fair treatment of workers and provision of safe and health working condition</li> <li>• Respect of working hours</li> </ul>	<p>Number of hours for break</p> <p>Number of checking made on site</p> <p>Number of complains resolved</p> <p>Number of working hours/day</p>	<p>Daily</p> <p>Daily</p> <p>Daily</p> <p>Daily</p>	Safeguards Team	

	Risk of conflict	<ul style="list-style-type: none"> <li>Local residents will be given the priority during workforce selection;</li> <li>Wearing uniform (jacket)</li> <li>Grievance Redress Mechanism</li> </ul>	<p>Number of local residents on work</p> <p>Number of workers with jackets</p> <p>Number of grievances resolved</p>	<p>Once, during recruitment</p> <p>Daily</p> <p>Daily</p>	Local authorities, Site supervisor and MINEDUC Safeguards Team	No cost
	Risk of insecurity at the sub project site	<ul style="list-style-type: none"> <li>Ensure only authorized personnel get to site,</li> <li>Ensure security persons are available on the site</li> </ul>	<p>Entry Register book</p> <p>Contract of security personnel employed</p>	Daily	Local authorities, foreman and MINEDUC Safeguards Team	1,800 000(of which 300,000 per site)
	Risk of contamination by HIV/AIDS and other STDs, Sexual harassment and abuse, GBV (gender based	<ul style="list-style-type: none"> <li>Sensitize site workers on HIV/AIDS, Sexual harassment and abuse, GBV (gender based</li> </ul>	Minutes and attendance lists	Monthly	Local authorities, Health Centers, Foreman and MINEDUC Safeguards Team	900 000(of which 150,000 per site)

	violation)	<p>violation) to avoid negative effects from social &amp; multicultural inclusion at the area;</p> <ul style="list-style-type: none"> <li>• Voluntary testing to determine HIV status; counselling at existing medical facilities;</li> <li>• Enforce and sensitize code of conducts</li> </ul>	<p>Number of voluntary tested personnel</p> <p>Number of Site supervision</p>	Monthly		
	Poor hygiene and sanitation	<ul style="list-style-type: none"> <li>• Avail handwashing facilities;</li> <li>• Always keep clean toilets;</li> <li>• Install toilets away from rivers or areas with shallow groundwater;</li> </ul>	<p>Number of handwashing facilities on site</p> <p>Cleanliness</p> <p>Field visit report</p>	<p>Daily</p> <p>Daily</p> <p>Once during project startup</p>	Local authorities, Foreman, head teachers and MINEDUC Safeguards Team	180 000 ( of which 30,000 per site)

		<ul style="list-style-type: none"> <li>Sensitize workers about handwashing culture</li> </ul>	Minute and attendance list	Monthly		
	Risk of exhaust emissions (e.g. Sulphur, Carbon, Nitrogen, chlorofluorocarbons,...)	<ul style="list-style-type: none"> <li>Before hiring a supplier, make sure that his/her vehicle has a valid vehicle technical control certificate;</li> <li>Sensitize drivers to avoid unnecessary racing of vehicle engines at loading/offloading points and parking areas;</li> </ul>	<p>Inspection report</p> <p>Minute and attendance lists</p>	Daily	Local authorities, traffic police, foreman and MINEDUC Safeguards Team District Environmental officer	1 800 000( of which 300,000 per site)
	Risk of noise and vibration pollution of heavy trucks to the school environment and local people	<ul style="list-style-type: none"> <li>Notify and coordinate with local people adjacent to sub-project sites and school administration to inform them of the possibility of</li> </ul>	Number of complaints raised and resolved about noise and vibration	Daily	Local authorities, Foreman and MINEDUC Safeguards Team	45 000 (of which 7500 per site)

		<p>temporary noise disruption &amp; related issues, and how to report complaints if any;</p> <ul style="list-style-type: none"> <li>• Limit civil work activities to daytime hours to the extent feasible;</li> <li>• Sensitize vehicle drivers, operators to switch off engines when the vehicle is parked;</li> <li>• Perform welding and other noise producing activities during weekend in order to minimize noise pollution during school days</li> </ul>				
	Degradation of air quality due to the dust emissions;	<ul style="list-style-type: none"> <li>• Manual compaction of unstable soil ;</li> </ul>	Area of compacted soil in square	Daily	Local authorities, Fore man and MINEDUC	450 000(of which 75,000 per

		<ul style="list-style-type: none"> <li>Watering while soil works and construction are being executed and where dust is emitted;</li> <li>Reduce vehicle speed in working area</li> </ul>	meter		Safeguards Team	site)
	Soil erosion due to the runoff	<ul style="list-style-type: none"> <li>Installation of rain water harvesting system (Water tanks and waterways).</li> <li>Plantation of ornamental trees and grasses on exposed slopes</li> </ul>	<p>Number of installed water tanks</p> <p>Number of planted ornamental trees</p>	Monthly	Local authorities, Foreman and MINEDUC Safeguards Team	45 000 of which (7,500 per site)
	Generation of solid waste in the form of	<ul style="list-style-type: none"> <li>Implement 3R principles</li> </ul>	Awareness provided for	Twice a week	District Environmental	75 000 ( of which



	construction spoils	<p>(Reducing, reusing, recycling) wastes;</p> <ul style="list-style-type: none"> <li>• Avail solid waste bins and sort garbage according different categories (e-wastes, chemicals, plastics, metals, glasses papers/wood and biodegradable wastes);</li> <li>• Dispose of solid waste to existing dumpsite</li> </ul>	<p>workers on 3R principles</p> <p>Number of solid waste bins and garbage on site</p> <p>Amount of solid waste disposed at existing dumpsite</p>	<p>Daily</p> <p>Weekly</p>	<p>Officer, Local authorities, Site Foreman and MINEDUC Safeguards Team</p>	<p>12,500 per site)</p>
	Fire outbreak due to welding activities	<ul style="list-style-type: none"> <li>• Avail sand and water on site for fire fighting</li> <li>• Employ of skilled people in welding activities'</li> </ul>	<p>Quantity of sand and water in cubic meter</p>	<p>Daily</p>	<p>Local authorities, Site supervisor and MINEDUC Safeguards Team</p>	<p>112 000(of which 7,000 per site)</p>

		<ul style="list-style-type: none"> <li>• Ensure a quick contact to concerned security institution in case of strong fire outbreak</li> </ul>				
	Soil pollution due to toxic or hazardous chemical from paints or solvents	<ul style="list-style-type: none"> <li>• Hazardous/toxic materials shall be stored in appropriate containers/stores with clearly visible labels; &amp; regularly inspect for signs of leaks.</li> <li>• Disposal of waste from paint in existing toxic liquid waste pit;</li> <li>• Company certified in collected waste will be hired in collecting the produced waste wherever possible;</li> </ul>	Quantity of waste disposed in existing toxic liquid waste pit.	Monthly	Local authorities, foreman and MINEDUC Safeguards Team	224,000 (of which 14,000 per site)

		<ul style="list-style-type: none"> <li>• Work closely with the district hospital in handling hazardous waste</li> <li>• Provide training on management of all hazardous chemicals/materials and wastes for workers including use of Personal Protective Equipment.</li> </ul>	Number of personnel protective equipment	Monthly		
Operation	Soil and groundwater pollution due to infiltration of microbes from toilets	<ul style="list-style-type: none"> <li>• Cementing the walls of pit</li> </ul>	Inspection report	Once after completion	Local authorities, foreman and MINEDUC Safeguards Team	112,000 ( Of which 7,000 per site)
<b>Total estimated budget</b>						<b>6 514 125 (of which 1 085 688 for each site)</b>

#### 4.2.1 Monitoring roles

**Table 5.5: Monitoring roles and responsibility**

<b>Institution</b>	<b>Roles</b>	<b>Responsible department/person</b>
<b>WORLD BANK</b>	<ul style="list-style-type: none"> <li>Responsible for issuing no objection before the project implementation</li> <li>Monitoring of the implementation of ESMP</li> <li>Capacity building of MINEDUC safeguards Team and social protection unit Staff on ESMP</li> </ul>	WB Safeguards Team
<b>RDB</b>	<ul style="list-style-type: none"> <li>Issuance of the clearance certificate for the projects</li> </ul>	EIA Department
<b>MININFRA</b>	<ul style="list-style-type: none"> <li>Technical support to classrooms and latrines construction activities</li> </ul>	Staff in charge of construction
<b>MINEDUC</b>	<ul style="list-style-type: none"> <li>Review the ESMP from District and submit it to WB for no objection</li> <li>Address the comments from WB and submit it to RDB for clearance</li> <li>Monitoring of ESMP implementation</li> <li>Training of District staff on ESMP</li> <li>Report the implementation of ESMP to WB</li> </ul>	<ul style="list-style-type: none"> <li>MINEDUC Safeguard Team</li> </ul>
<b>Districts</b>	<ul style="list-style-type: none"> <li>Preparation of ESMP and submit it to MINEDUC to be reviewed and submitted to WB and RDB</li> <li>Training of stakeholders at Sector level and technicians on ESMP</li> <li>Monitoring of ESMP implementation and report to MINEDUC</li> <li>Supervise the implementation of Mitigation Plan</li> <li>Supervision of putting in place and operationalization of grievance committees</li> </ul>	<ul style="list-style-type: none"> <li>Environmental officer</li> <li>Schools Construction Engineer</li> <li>Director of Education unit</li> </ul>
<b>Sector and Cells</b>	<ul style="list-style-type: none"> <li>Training of stakeholders at Sector level and technicians on ESMP</li> <li>Monitoring of ESMP implementation and report to District</li> <li>Supervise the implementation of Mitigation</li> </ul>	<ul style="list-style-type: none"> <li>Sector land officer</li> <li>Sector Social Protection Officer</li> <li>Executive secretary of concerned Cells</li> </ul>

	Plan <ul style="list-style-type: none"> <li>• Supervision of putting in place and operationalization of grievance committees</li> </ul>	<ul style="list-style-type: none"> <li>• Sector agronomist</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>• Execute ESMP guidelines and report any Environmental and Social issue occurred on the site to local authorities</li> <li>• Election of grievance committee's members</li> </ul>	Community and Workers

## **CHAPTER V. REPORTING AND DOCUMENTATION**

The Environmental and Social Safeguards Officers (ESSO) at District level; in close collaboration with District Environmental Officer; will ensure if monthly and quarterly reports of the implementation and monitoring of the ESMP are provided timely to the Ministry which shall consolidate and submit all the reports to the World Bank as agreed in the commitment plan. The ESSO shall ensure the documentation of all designed mitigation measures in this plan. He/ She shall notify within 24 hours any incident or accident related to the project implementation or that has impact on it, and that has or could have a significant adverse effect on the environment, the affected communities, the public, or the workers included, for example, occupational accidents and electrocution.

## **CHAPTER VI. CONCLUSIONS AND RECOMMENDATIONS**

### **9.1 Conclusion**

Prior to the commencement of any sub-project or individual activity, it is required to understand the nature of the tasks involved and any hazards that may be associated with it. To ensure that all potential hazards are identified and suitably controlled or mitigated, there are 5 key process elements to be continually implemented as follows: identify the hazards; assess who may be harmed and how; evaluate the risks and decide on appropriate control measures; record the findings and implement the controls; periodically review the assessments and update as required.

Plans and procedures that describe the actions to be taken and control measures to be applied, in order to reduce risk to health and welfare of sub-project personnel and other stakeholders, resulting from construction activities to all levels, are developed and reviewed as necessary, to meet both legal and employer contract specific ESMP requirements.

Given the nature and location of the project development activities for phase two, the conclusion is that the potential impacts associated with the proposed development are of a nature and extent that can be avoided, reduced, and eliminated by the application of the proposed appropriate mitigation measures suggested; hence the construction of 40 classrooms and 24 latrines sub-projects under Quality Basic Education for Human Capital Development (QBE-HCD) Project in Kicukiro District shall be successfully implemented.

## ANNEXES:

### Annex 1: Occupational Health and Safety Plan

This plan provides remedies for potential community health, safety and a security risk associated with the implementation of Rwanda QBE – HCD sub-projects and helps to provide guidance that respond and mitigate the identified risks. Under this plan all applicable laws and standards stated in legal and institutional framework shall apply. The table below shows the potential risks of sub-projects activities under QBE – HCD Project in Kicukiro District, the proposed mitigation measures and the responsibilities. The following table summarizes the Community Health, Safety and Security Management Plan.

**Table 6: Occupational Health, Safety and Security Management Plan**

Potential Risk	Mitigation Measures	Responsible
The influx of new workers from outside areas to the project area will increase demand on existing health services	➤ Health services of the new workers shall be provided especially the medical insurance “Mutuelle de santé”	District in collaboration with RSSB
The influx of new workers to the area could bring with it an increase of communicable diseases.	➤ Awareness campaigns on hygiene and sanitation and how these diseases spread.	Sectors Districts
Dust from transport and vehicles and machineries on roads	<ul style="list-style-type: none"> <li>➤ Control speed limits;</li> <li>➤ Haul truck transporting volatile construction materials</li> <li>➤ Ensure haul trucks are not overloaded and are covered where necessary;</li> </ul>	Site environmental and social officers  Site construction engineers  District environmental officer
Road accidents	<ul style="list-style-type: none"> <li>➤ Restrict speed limits 20km/hour;</li> <li>➤ Erect speed control signs post;</li> <li>➤ Community awareness on proper use of roads.</li> </ul>	Traffic policy

<b>Potential Risk</b>	<b>Mitigation Measures</b>	<b>Responsible</b>
Diffuse run-off from roads, construction areas and other disturbed areas may contain elevated concentrations of suspended solids or pollutants	<ul style="list-style-type: none"> <li>➤ Ditches will channel surface water runoff to the designated areas;</li> <li>➤ Maximum reuse or recycle of process waste water;</li> <li>➤ Water monitoring will be conducted.</li> </ul>	Site construction engineers
Noise will be significant during construction.	<ul style="list-style-type: none"> <li>➤ Monitoring will be conducted;</li> <li>➤ Operating hours of the open pit activities only during the daily hours;</li> <li>➤ Speed restrictions on site traffic;</li> </ul>	Environmental and social officer  District environmental officer
Gas emissions from project vehicles, trucks and construction machineries	<ul style="list-style-type: none"> <li>➤ Constant preventative emission control;</li> <li>➤ Ensure all project vehicles and trucks have valid vehicle inspection certificates,</li> </ul>	Environmental and social  District environmental officer
Dust from construction activities including quarries and borrow pits	<ul style="list-style-type: none"> <li>➤ Sprays water to avoid lift of dust;</li> <li>➤ Workers provided with appropriate PPE.</li> </ul>	Environmental and social officer  District environmental officer
Interaction between learners and project workers	<ul style="list-style-type: none"> <li>➤ Head teacher, foreman, environmental and social officer to prevent any interactions between learners and project workers by keeping learners far from construction sites and enforcing strict security measures;</li> <li>➤ Learners plays and interactions between themselves must be from construction sites</li> <li>➤ Increase security awareness among learners and restrict them from crossing danger/warning tape.</li> </ul>	
Site intrusion, theft, and other	<ul style="list-style-type: none"> <li>➤ Put in place warning tape across</li> </ul>	



<b>Potential Risk</b>	<b>Mitigation Measures</b>	<b>Responsible</b>
insecurity at construction site	construction perimeter ➤ Ensure security of construction site by appointing security staffs 24/7 till completion of construction	

## **Annex 2: Chance Finds Procedure**

Institute of National Museums of Rwanda (INMR) is responsible for recovering these items. Chance find procedures will be used as follows:

- i. Stop the construction activities in the area of the chance find;
- ii. Delineate the discovered site or area;
- iii. Secure the site to prevent any damage or loss of removable objects. In cases of removable antiquities or sensitive remains, a night guard shall be present until the responsible local authorities and the equivalent take over;
- iv. Notify the supervisory Engineer who in turn will notify the responsible local authorities and the General Authority of Antiquities immediately (within 24 hours or less);
- v. Responsible local authorities and the General Authority of Antiquities would be in charge of protecting and preserving the site before deciding on subsequent appropriate procedures. This would require a preliminary evaluation of the findings to be performed by the archeologists of the General Authority of Antiquities (within 72 hours). The significance and importance of the findings should be assessed according to the various criteria relevant to cultural heritage; those include the aesthetic, historic, scientific or research, social and economic values;
- vi. Decisions on how to handle the finding shall be taken by the responsible authorities and the General Authority of Antiquities. This could include changes in the layout (such as when finding an irremovable remain of cultural or archeological importance) conservation, preservation, restoration and salvage;
- vii. Implementation for the authority decision concerning the management of the finding shall be communicated in writing by the General Authority of Antiquities; and
- viii. Construction work could resume only after permission is given from the responsible local authorities and the General Authority of Antiquities concerning safeguard of the heritage.

These procedures must be referred to as standard provisions in construction contracts, when applicable, during project supervision, the Site Engineer shall monitor the above regulations relating to the treatment of any chance find encountered are observed.

### Annex 3: Grievance Redress Mechanism Log Frame Template

The log form to be filled by grievance redress committees

Grievance Reference Number	Names and ID of complainant	Date for grievance reception	Means of grievance reception (SMS, Phone call, letter, email, verbal,...)	Location of grievance reception	Type of issue raised (Grievance, Concern, request, ...)	Summarized description of the complaint	Action undertaken	Date of action	Status +30 days	Status +60 days	Status +90 days

### TEMPLATE FOR CONSOLIDATED REPORT OF GRCs ACTIVITIES

No	Names, Area of residence and ID of complainant	Date for grievance reception	Means of grievance reception (SMS, Phone call, letter, email, ...)	Type of issue raised (Grievance, Concern, request, ...)	Summarized description of the complaint	Action undertaken	Date of action	Level of GRC that took action on grievance	Status of grievance during the reporting time

**Annex 4: Reporting format of the ESMP implementation progress**

1. Sub/projects background (locations' description etc.,)
2. Actual impacts including unforeseen effects of the project
3. Level of staff awareness on operational issues relating to environmental performance
4. Overall status of environmental performance
  - List all challenges encountered so far during project implementation & lessons & learnt
  - Provide photos and pictures that illustrate the changes onsite before intervention and after intervention)
5. Recommendation for continual improvement

Impact predicted	Proposed mitigation measures	Indicator (Parameter to be measured)	Color coding	Sub-project	Findings/Remarks (Describe status of completion, Does this measure seem effective? suggest solutions where problems are encountered)
<b>District ESSO</b>				<b>Date/Name of reviewer:</b>	
<b>TOBE COMPLETED BY MINEDUC</b> <b>Progress monitoring - main findings:</b>				<b>Status of ESMP</b> <input type="checkbox"/> on schedule/completed/ahead of time <input type="checkbox"/> slightly delayed <input type="checkbox"/> slightly delayed	

*Note: The progress of implementing mitigation measures should be color-coded in column 4: **Green** = On Schedule/ Ahead of Schedule/ Completed, **yellow** = Slightly Delayed, **Red** = Delayed*

## **Annex 5: Emergency preparedness and response plan**

### **Overview**

This Emergency Preparedness and Response Plan is part of Environmental and Social Management Plan (ESMP), it provides specific information about required action to handle emergencies at site during execution of Rwanda Quality Basic Education for Human Capital Development (QBE-HCD) Project being implemented in all districts of Rwanda. This plan provides a set of intended actions through which personal health and safety objectives at work would be attained. The goal is to ensure project workers are aware of emergency situations and response procedures in order to avoid and diminish adverse effects from emergency situations by preventing injuries or deaths, reducing or eliminating harm to project personnel and visitors, reducing or avoiding damage to equipment, system and project properties, ensuring well trained and coordinated response by Project workers.

The emergency situations highlighted here include but not limited to potential hazard-bearing circumstances or situation (fall from heights, minor or fatal injuries, hazardous weather conditions, etc.), outbreak of a highly infectious disease, for instance the current COVID-19 Pandemic, personal medical emergency such as heart attack, strokes, etc., spontaneous dangerous events (fire outbreak, terrorist attack, and procedure for evacuation in case of emergencies).

The emergency actions implementation will be coordinated by Site supervisor or Foreman/women, supervised and assisted by a team of qualified project staffs composed of Environmental and Social Safeguard Officer (ESSO), School Construction Field Officer (SCFO), and District Disaster Management Officer (DDMO). The Foreman/women must be well-informed of the emergency response plan and all procedures; S/he is also responsible for conducting immediate risk assessment, determines and lead appropriate response; alerts employees/workers and visitors; ensures emergency services are contacted and the Ministry of Education is apprised of the emergency as soon as possible.

This Emergency Preparedness and Response Plan will be communicated to project employees and visitors when they begin working with or visit project construction sites. Emergency responses will be regularly discussed at workers' meetings and emergency actions/procedures will be posted on wall chats at construction sites in an easily viewed location for all workers and visitors.

The table below present a summary of actions and responsibilities during emergency response for Rwanda QBEHCD project

**Table 7: Emergency preparedness and response plan**

S/N	Scenario requiring emergency preparedness	Emergency actions/response/control and preventive guidance	Responsible person	Resources Required (Equipment, materials, Personnel, etc.)
<b>I. Hazard and risks</b>				
1	Potential hazards and risks at site/workplace	<ul style="list-style-type: none"> <li>– Identifying existing or potential hazards and ensuring that these risks are removed;</li> <li>– Conducts regular audits of the workplace;</li> <li>– Employees may bring forward health and safety concerns to the site supervisor/Forman or to Employees’ meetings through the Employees’ supervisor/Forman</li> </ul>	<ul style="list-style-type: none"> <li>– Environmental and Social Safeguard Officers (ESSO),</li> <li>– School Construction Field Office (SCFO),</li> <li>– District School Construction Engineer (DSCE),</li> <li>– District Environment Officer (DEO),</li> <li>– District Disaster Management Officer (DDMO) and</li> <li>– Site supervisor or foreman/women</li> </ul>	<ul style="list-style-type: none"> <li>– Risk assessment Checklist,</li> <li>– Audit Checklist,</li> </ul>
<b>II. Emergency situations</b>				
2.1	COVID – 19 outbreak	<p style="text-align: center;"><b>Site supervisor or foreman/women’s actions</b></p> <p>The Site supervisor or foreman/women, <i>supervised and assisted by ESSO, SCFO, and DDMO</i>, will be required to:</p> <ul style="list-style-type: none"> <li>– Ensure that community should</li> </ul>		

		<p>be made aware of procedures put in place at site to address issues related to COVID-19;</p> <ul style="list-style-type: none"> <li>— Prepare a profile of the workforce, key work construction activities, and schedule for carrying out such activities;</li> <li>— Provide, in collaboration with local health authority/office, COVID-19 prevention and management training and awareness regularly for the workforce;</li> <li>— Ensure handwashing facilities, including with soap and water, or alcohol-based sanitizers are supplied at the construction site, including at entrances/exits to work areas;</li> <li>— Provide an easily accessible grievance mechanism to raise workplace concerns relating to COVID-19; and</li> </ul>	<ul style="list-style-type: none"> <li>— Site supervisors/ Foremann</li> <li>— ESSO</li> <li>— SCFO</li> <li>— DDMO</li>   <li>— Site supervisors/ Foremann</li> <li>— ESSO</li> <li>— SCFO</li> <li>— DDMO</li>   <li>— Site supervisors/ Foremann</li> <li>— ESSO</li> <li>— SCFO</li> <li>— DDMO</li>   <li>— Site supervisors/ Foremann</li> <li>— ESSO</li> <li>— SCFO</li> </ul>	
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		<ul style="list-style-type: none"> <li>– Supervise/monitor and ensure that all the actions stated below are being taken to address the COVID-19 risks.</li> </ul> <p><b>General control and preventative guidance to all workers, supervisors and site visitors regardless of exposure risk</b></p> <p>All workers, supervisors and site visitors must:</p> <ul style="list-style-type: none"> <li>– Frequently wash their hands with soap and clean water (Kandagira ukarabe) for at least 40 seconds while at sites. When soap and running water are unavailable, use an alcohol-based hand rub with at least 60% alcohol;</li> <li>– Avoid touching eyes, nose, or mouth with unwashed hands;</li> <li>– Follow appropriate respiratory etiquette, which includes covering for coughs and sneezes; and avoid close contact with people who are sick;</li> </ul>	<ul style="list-style-type: none"> <li>– DDMO</li> <li>– Site supervisors/ Foremann</li> <li>– ESSO</li> <li>– SCFO</li> <li>– DDMO</li> </ul> <ul style="list-style-type: none"> <li>– Site supervisors/ Foremann</li> <li>– ESSO</li> <li>– SCFO</li> </ul> <ul style="list-style-type: none"> <li>– Employees, supervisors, visitors, etc.</li> </ul> <ul style="list-style-type: none"> <li>– Employees, supervisors and visitors</li> </ul>	<ul style="list-style-type: none"> <li>– Clean water in Kandagira ukarabe or water taps,</li> <li>– Soaps</li> <li>– Alcohol based sanitizers</li> <li>– Awareness message on banners and wall charts posted onsite;</li> <li>– Regular toolbox meeting and training</li> <li>– Awareness message on banners and wall</li> </ul>
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		<ul style="list-style-type: none"> <li>– If an employee, supervisor or site visitors, shows early symptoms of COVID - 19 such as chills, body aches, sore throat, headache, diarrhea, nausea/vomiting, and runny nose or/and further severe symptoms like Coughing, fever, shortness of breath, difficulty breathing; s/he must leave the site immediately and seek medical care help by calling 114 or contact nearby health service providers;</li> <li>– If one develops fever and symptoms of respiratory illness such as cough or shortness of breath, do not go to work, stay at home and call 114 for assistance;</li>   <li>– Likewise, if you come into close contact with someone showing these symptoms, call 114 right away;</li>   <li>– Avoid unnecessary movements inside construction sites by students or intruders in the project areas by restricting sites with installed site perimeter/fence.</li> </ul> <p><b>Site protective and control measures</b></p>	<ul style="list-style-type: none"> <li>– Employees, supervisors and visitors</li>   <li>– Employees, supervisors and visitors</li>   <li>– Employees, supervisors and visitors</li>   <li>– School headmaster</li> <li>– Local authority and security organs</li> <li>– Site supervisor</li> <li>– Employees</li> </ul>	<ul style="list-style-type: none"> <li>charts posted onsite;</li> <li>– Regular toolbox meeting and training;</li>   <li>– Awareness message on banners and wall charts posted onsite;</li> <li>– Regular toolbox meeting and training;</li>   <li>– Awareness message on banners and wall charts posted onsite;</li> <li>– Regular toolbox meeting and training;</li>   <li>– Awareness message on banners and wall charts posted onsite;</li> <li>– Regular toolbox meeting and training;</li>   <li>– Awareness message on banners and wall charts posted onsite;</li> <li>– Awareness meeting with students and local community</li> </ul>
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		<ul style="list-style-type: none"> <li>– Any employee/contractor/visitor showing symptoms of COVID-19 will be asked to leave the jobsite and return home immediately;</li> <li>– All site meetings will be avoided but if conducted, attendance will be collected verbally and the foreman will sign-in each attendee. Attendance will not be tracked through passed-around sign-in sheets;</li> <li>– During any site meetings, avoid gathering in groups of more than 10 people and participants must remain at least two (2) meters apart;</li> <li>– Employees will be encouraged to, if practicable, reduce the size of any group at any one time to less than ten (10) people;</li> <li>– Employees must avoid physical contact with other employees, supervisors, suppliers, or visitors to increase personal space to at least two (2) meters where possible.</li> <li>– Supplier must control how their trucks are used by allowing only necessary employees to enter the trucks while maintaining social</li> </ul>	<ul style="list-style-type: none"> <li>– Site supervisors/ Foreman</li> <li>– ESSO</li> <li>– SCFO</li>   <li>– Site supervisors/ Foreman</li> <li>– ESSO</li> <li>– SCFO</li>   <li>– Site supervisors/ Foreman</li> <li>– ESSO</li> <li>– SCFO</li>   <li>– Site supervisors/ Foreman</li> <li>– ESSO</li> <li>– SCFO</li>   <li>– Site supervisors/ Foreman</li> <li>– ESSO</li> <li>– SCFO</li> </ul>	<ul style="list-style-type: none"> <li>– Printed names of all workers onsite</li>   <li>– Printed names of all workers onsite</li> <li>– Pens and papers</li>   <li>– Awareness message on banners and wall charts posted onsite;</li> <li>– Regular toolbox meeting and training;</li>   <li>– Awareness message on banners and wall charts posted onsite;</li> <li>– Regular toolbox meeting and training;</li>   <li>– Awareness message on banners and wall charts posted onsite;</li> <li>– Regular toolbox meeting and training;</li> </ul>
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		<p>distancing inside the trucks.</p> <ul style="list-style-type: none"> <li>— In case the access to running water for hand washing is impracticable, the Sector will provide, by all means, alcohol-based hand sanitizers to be used as disinfectant;</li> <li>— Employees should avoid the use of co-workers' mobile phones, tools and equipments. To the extent tools must be shared, the Sector will provide alcohol-based wipes to clean tools before and after use;</li> <li>— Employees are encouraged to minimize ride-sharing. While in vehicle, employees must ensure adequate ventilation;</li> <li>— If practicable, employees should use/drive the same truck or piece of equipment every shift.</li> </ul>	<p>Foremann</p> <ul style="list-style-type: none"> <li>— ESSO</li> <li>— SCFO</li> </ul> <p>— Sector Executive Secretary, Site supervisors/ Foremann</p> <ul style="list-style-type: none"> <li>— ESSO</li> <li>— SCFO</li> </ul> <p>— Sector Executive Secretary, Site supervisors/ Foremann</p> <ul style="list-style-type: none"> <li>— ESSO</li> <li>— SCFO</li> <li>— Employees</li> </ul> <p>— Employees</p> <ul style="list-style-type: none"> <li>— Site supervisors/ Foremann</li> <li>— ESSO</li> <li>— SCFO</li> </ul> <p>— Employees</p> <ul style="list-style-type: none"> <li>— Site supervisors/ Foremann</li> </ul>	<ul style="list-style-type: none"> <li>— Awareness message on banners and wall charts posted onsite;</li> <li>— Regular toolbox meeting and training;</li> <li>— Alcohol-based hand sanitizers with at least 60% alcohol content;</li> <li>— Awareness message on banners and wall charts posted onsite;</li> <li>— Regular toolbox meeting and training;</li> <li>— Alcohol-based hand sanitizers with at least 60% alcohol content;</li> <li>— Regular toolbox meeting and training;</li> <li>— Regular toolbox meeting and on-job</li> </ul>
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		<ul style="list-style-type: none"> <li>– In lieu of using a common source of drinking water, such as tap water or jericans, employees should use individual water bottles;</li> <li>– The project administration will provide workers with up-to-date education and training on COVID-19 risk factors and protective behaviors (e.g., cough etiquette and care of PPE)</li> </ul> <p><b>Construction site visitors</b></p> <ul style="list-style-type: none"> <li>– The number of visitors to the job site, including the trucks/vehicles will be limited to only those necessary for the work.;</li> <li>– All visitors will be screened in advance of arriving on the job site. If the visitor answers “yes” to any of the following questions, he/she should not be permitted to access the jobsite: <ul style="list-style-type: none"> <li>• Have you been confirmed positive for COVID-19?</li> <li>• Are you currently experiencing, or</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>– ESSO</li> <li>– SCFO</li> </ul> <ul style="list-style-type: none"> <li>– Employees</li> <li>– Site supervisors/ Foremann</li> <li>– ESSO</li> <li>– SCFO</li> </ul> <ul style="list-style-type: none"> <li>– Site supervisors/ Foremann</li> <li>– ESSO</li> <li>– SCFO</li> </ul> <ul style="list-style-type: none"> <li>– Employees</li> <li>– Site supervisors/ Foremann</li> <li>– ESSO</li> <li>– SCFO</li> </ul> <ul style="list-style-type: none"> <li>– Site supervisors/ Foremann</li> <li>– ESSO</li> <li>– SCFO</li> </ul>	<p>training;</p> <ul style="list-style-type: none"> <li>– Regular toolbox meeting and on-job training;</li> <li>– Clean jericans and taps;</li> <li>– Regular toolbox meeting and on-job training;</li> </ul> <ul style="list-style-type: none"> <li>– Awareness message on banners and wall charts posted onsite;</li> </ul> <ul style="list-style-type: none"> <li>– Visitors’ questionnaires, thermometers, etc.</li> </ul>
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		<p>recently experienced, any acute respiratory illness symptoms such as fever, cough, or shortness of breath?</p> <ul style="list-style-type: none"> <li>• Have you been in close contact with any persons who has been confirmed positive for COVID-19?</li> <li>• Have you been in close contact with any persons who have traveled and are also exhibiting acute respiratory illness symptoms?</li> </ul> <p>— Deliveries of construction materials and equipments is permitted but should be properly coordinated with no or minimal/limited contact. Delivery personnel should remain in their vehicles/trucks if at all possible;</p> <p><b>Use of Safety Equipments</b></p> <p>— In addition to PPEs for workers engaged in various tasks, Employees will buy their own face masks to be worn at all times while onsite. Employees should avoid sharing masks.</p> <p><b>Site Cleaning and Disinfecting</b></p> <p>— Regular housekeeping practices including frequent cleaning and disinfecting of used</p>	<ul style="list-style-type: none"> <li>— Suppliers’ Employees,</li> <li>— Site supervisors/ Foremann</li> <li>— ESSO</li> <li>— SCFO</li> </ul> <ul style="list-style-type: none"> <li>— Employees,</li> <li>— Site supervisors/ Foremann</li> <li>— ESSO</li> <li>— SCFO</li> </ul>	<ul style="list-style-type: none"> <li>— Awareness message on banners and wall charts posted onsite;</li> <li>— Regular toolbox meeting and training;</li> <li>—</li> <li>— Awareness message on banners and wall charts posted onsite;</li> <li>— Regular toolbox meeting and training;</li> <li>— Face masks</li> </ul>
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		<p>tools, equipments and other elements of the work environment will be instituted and controlled by Sector and site supervisors/foreman</p> <ul style="list-style-type: none"> <li>– Vehicles and equipment/tools should be cleaned at least once per day and before change in rider or operator;</li> <li>– If an employee has tested positive for COVID-19, special cleaning or decontamination of work environments will be required if the place is visibly contaminated with bodily fluids and blood, nonetheless, ordinary and regular cleaning to the areas of the jobsite that a confirmed positive individual may have come into contact with will be cleaned before employees can access that work space again;</li> <li>– The Sector and site supervisor will ensure that any disinfection shall be conducted using cleaning products recommended by Rwanda Ministry of Health and all records of used disinfectants will be maintained on daily basis.</li> </ul> <p><b>Construction site Exposure Situations</b></p>	<ul style="list-style-type: none"> <li>– Sector Executive Secretary,</li> <li>– Site supervisors/Foremann</li> <li>– Employees,</li> <li>– ESSO</li> <li>– SCFO</li> <li>– Site supervisors/Foremann</li> <li>– Employees,</li> <li>– ESSO</li> <li>– SCFO</li> <li>– Site supervisors/Foremann</li> <li>– Employees,</li> <li>– ESSO</li> <li>– SCFO</li> <li>– Site supervisors/Foremann</li> <li>– Employees,</li> <li>– ESSO</li> <li>– SCFO</li> </ul>	<ul style="list-style-type: none"> <li>– Clean water</li> <li>– Cleaning detergents or soaps</li> <li>– Clean water</li> <li>– Cleaning detergents or soaps</li> <li>– Clean water</li> <li>– Cleaning detergents or soaps</li> <li>– Disinfectants,</li> <li>– Cleaning detergents</li> </ul>
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		<ul style="list-style-type: none"> <li>– If an employee exhibits COVID-19 symptoms, the employee must remain at home until he or she is symptom free. The Sector/Site supervisor will similarly require an employee that reports to work with symptoms to return home until they are symptom. To the extent practical, employees are required to obtain a doctor’s note clearing them to return to work.</li> <li>– An employee that tests positive for COVID-19 will be directed to self-quarantine away from work.</li> <li>– Employees that test positive and are symptom free may return to work when at least seven (14) days have passed since the date of his or her first positive test, and have not had a subsequent illness.</li> <li>– Employees that test positive and are directed to care for themselves at home may return to work when: (1) at least 72 hours (3 full days) have passed since recovery; and (2) at least seven (7) days have passed since symptoms first appeared. Employees that test positive and have been hospitalized may return to work when directed to do so by their medical care provider. The Sector/site supervisor will require an employee to provide</li> </ul>	<ul style="list-style-type: none"> <li>– Employees</li> <li>– Site supervisors/ Foremann</li> <li>– Employees</li> <li>– Employees</li> <li>– Employees</li> </ul>	<ul style="list-style-type: none"> <li>or soaps</li> <li>– Records keeping books</li> <li>– Awareness message on banners and wall charts posted onsite;</li> <li>– Regular toolbox meeting and training;</li> <li>–</li> <li>– Awareness message on banners and wall charts posted onsite;</li> <li>– Regular toolbox meeting and training;</li> <li>– Awareness message on banners and wall charts posted onsite;</li> <li>– Regular toolbox meeting and training;</li> <li>– Medical clearance provided by professional doctor or</li> </ul>
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		<p>documentation clearing their return to work</p> <ul style="list-style-type: none"> <li>— Employees that have come into close contact with a confirmed-positive COVID-19 individual (co-worker or otherwise), will be directed to self-quarantine for 14 days from the last date of close contact with the carrier. Close contact is defined as less than two (2) meters for a prolonged period of time.</li> <li>— If the Sector/site supervisor learns that an employee has tested positive, the Sector/Supervisor will conduct an investigation into co-workers that may have had close contact with the confirmed-positive employee in the prior 14 days and direct those individuals that have had close contact with the confirmed-positive employee to self-quarantine for 14 days from the last date of close contact with the carrier.</li> <li>— If an employee learns that he or she has come into close contact with a confirmed-positive individual outside of the workplace, he/she must alert supervisor/foreman of the close contact and also self-quarantine for 14 days from the last date of close contact with the carrier</li> </ul> <p><b>Record keeping of confirmed COVID-19 cases</b></p>	<ul style="list-style-type: none"> <li>— Employees</li> <li>— Site supervisors/ Foremann</li> <li>— Employees, — ESSO — SCFO</li> <li>— Site supervisors/ Foremann</li> </ul>	<p>public hospital</p> <ul style="list-style-type: none"> <li>—</li> <li>— Awareness message on banners and wall charts posted onsite;</li> <li>— Regular toolbox meeting and training;</li> <li>— Regular toolbox meeting and training and investigations;</li> <li>—</li> <li>— Regular toolbox</li> </ul>
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		<ul style="list-style-type: none"> <li>– If there is a confirmed case of COVID-19 at construction site, the site supervisor will record all details related to such case and report it immediately to sector, district and Ministry of Education.</li> </ul>	<ul style="list-style-type: none"> <li>– Employees</li> <li>– Site supervisors/ Foremann</li> <li>– ESSO</li> <li>– SCFO</li> </ul>	<ul style="list-style-type: none"> <li>meeting and training</li> <li>– Logbook or form</li> </ul>
2.2	<p>Personal medical emergency; examples for this situation include heart attack, stroke, anaphylactic shock, personal injury at the work place</p>	<ul style="list-style-type: none"> <li>– Immediately ensure contact to emergency medical services (EMS) and that onsite first aid is administered until EMS Personnel/staff arrive;</li> <li>– Ensure that the individual’s emergency contacts are informed unless otherwise requested by the individual;</li> <li>– Complete a detailed accident report and send it to MINEDUC</li> </ul>	<ul style="list-style-type: none"> <li>– Site supervisors/ Foremann</li> <li>– ESSOs and</li> <li>– SCFO</li> </ul>	<ul style="list-style-type: none"> <li>– Employees’ eemergency contact information form</li> <li>– First aid kit</li> <li>– Cell phone</li> </ul>
2.3	<p>Spontaneous dangerous events; this include <i>onsite fire, bomb threat, explosions, intruder threat, workplace violence, hazardous materials, suspicious packages etc.</i>; <b>off-</b></p>	<ul style="list-style-type: none"> <li>– Immediately initiate appropriate response action (see Response Actions)</li> <li>– See specific procedures</li> </ul>	<ul style="list-style-type: none"> <li>– Foreman,</li> <li>– RNP,</li> <li>– RDF,</li> <li>– Local Authority,</li> </ul>	<ul style="list-style-type: none"> <li>– Emergency contacts</li> </ul>

	<b>site terrorist attack, hazardous materials</b> within vicinity etc.			
<b>2.4</b>	Advanced warning including severe and potentially hazardous weather conditions (e.g. storms, fire), Infectious disease outbreak	<ul style="list-style-type: none"> <li>– Discuss response plan with the construction engineer, environmental officer and Foreman or refer to previously assigned response plan;</li> <li>– Ensure that all project Employees/workers are informed about the response, anticipated timeline for return to work, offsite meeting space, etc.</li> <li>– Contact Employees through emergency contact information provided by each Employee</li> </ul>	<ul style="list-style-type: none"> <li>– MINEDUC,</li> <li>– ESSO,</li> <li>– DEO,</li> <li>– DDMO</li> <li>– SCFO,</li> <li>– Foreman</li> </ul>	<ul style="list-style-type: none"> <li>– Accurate Meteorological forecast data</li> <li>– Employee emergency contact,</li> </ul>
<b>2.5</b>	Non-life threatening situations (power failure, technical failures)	<ul style="list-style-type: none"> <li>– Discuss response plan with the construction engineer, environmental officer and Foreman;</li> <li>– Ensure that all project Employees/workers are informed about the response plan;</li> <li>– If need be, contact employees through emergency contact information provided by each Employee</li> </ul>	<ul style="list-style-type: none"> <li>– SCFO,</li> <li>– DSCE,</li> <li>– ESSO,</li> <li>– DEO,</li> <li>– DDMO and</li> <li>– Foreman</li> </ul>	<ul style="list-style-type: none"> <li>– Employee emergency contact,</li> <li>– Emergency preparedness plan</li> </ul>
<b>III. Procedures</b>				
<b>3.1</b>	Evacuation	<p>When the Foreman as Emergency Coordinator (EC) alerts Employees and visitors to evacuate the project site; everyone:</p> <ul style="list-style-type: none"> <li>– Stop working immediately and listen to the EC’s instructions;</li> <li>– Leave workstation immediately – do not stay behind to finish work;</li> </ul>	<ul style="list-style-type: none"> <li>– Foreman,</li> <li>– Local Authority,</li> <li>– SCFO,</li> <li>– DEO,</li> <li>– DDMO and</li> <li>– ESSOs</li> </ul>	

		<ul style="list-style-type: none"> <li>– If possible secure confidential information, valuables and appropriate things but do not hesitate;</li> <li>– Congregate at the assembly area (to be determined);</li> <li>– If you are not in your regular work area, do not attempt to return to it;</li> <li>– Emergency Coordinator or Foreman will make sure head count (including visitors) is done at that time at site;</li> <li>– Assist visitors and others who require assistance (physical, language, etc.);</li> </ul> <p>After evacuation the Emergency Coordinator or foreman will</p> <ul style="list-style-type: none"> <li>– Vocally alert Employees of the emergency response (i.e. evacuation procedures);</li> <li>– Delegate searchers to site to take head counts and ensure all have vacated the site;</li> <li>– Delegate support for visitors or individuals requiring assistance</li> <li>– Conduct an immediate risk assessment and send report to MINEDUC;</li> </ul>		
<b>3.2</b>	Fire	<ul style="list-style-type: none"> <li>– If local fire is detected in the workplace the Foreman shall alert and evacuate Employees/workers immediately;</li> <li>– Evacuate the building if you hear continuous whistle sounds;</li> <li>– Remain calm, if possible secure confidential information, valuables when evacuating but</li> </ul>	<ul style="list-style-type: none"> <li>– Foreman,</li> <li>– SCFO,</li> <li>– ESSOs, and</li> <li>– DDMO</li> </ul>	<ul style="list-style-type: none"> <li>– Whistle</li> <li>– First aid kit,</li> <li>– Sand and water to cease fire</li> </ul>

		<ul style="list-style-type: none"> <li>do not hesitate;</li> <li>– Congregate at the assembly area;</li> <li>– If you are not in your work area/site, do not attempt to return to it</li> </ul>		
<b>3.3</b>	Suspicious Package	<ul style="list-style-type: none"> <li>– If you see a suspicious package, do not touch the package;</li> <li>– Clear the immediate area where the package was found;</li> <li>– Employee/workers move away from package and notify Foreman and tell them where the suspicious package was discovered, what the suspicious package looks like, employee/worker’s name and telephone number;</li> <li>– If ordered to evacuate follow evacuation instructions</li> </ul>	<ul style="list-style-type: none"> <li>– Foreman,</li> <li>– RDF,</li> <li>– RNP,</li> <li>– ESSOs,</li> <li>– Local Authority</li> </ul>	<ul style="list-style-type: none"> <li>– PPEs</li> <li>– Emergency contact</li> <li>– Cell phone,</li> </ul>
<b>3.4</b>	Persons with disability	<ul style="list-style-type: none"> <li>– Individuals who are unable to reasonably exit the site on their own during an emergency are asked to fill out a form notifying Foreman, Environmental and Social Safeguard Officer, and construction officer;</li> </ul>	<ul style="list-style-type: none"> <li>– Foreman,</li> <li>– ESSOs,</li> <li>– SCFOs</li> <li>– DDMO and</li> </ul>	<ul style="list-style-type: none"> <li>– Employee emergency information form</li> </ul>
<b>IV. Storm</b>				
<b>4.1</b>	Before a storm	<ul style="list-style-type: none"> <li>– Seek information on the risk of storms in the area where you are staying and on the established protective and rescue measures;</li> </ul>	<ul style="list-style-type: none"> <li>– Foreman,</li> <li>– ESSOs,</li> <li>– DEO,</li> <li>– DDMO and</li> <li>– SCFOs</li> </ul>	<ul style="list-style-type: none"> <li>– National Risk Atlas of Rwanda</li> </ul>
<b>4.2</b>	When the storm is imminent	<ul style="list-style-type: none"> <li>– Move inside all furniture and other objects likely to be swept away by the wind or water;</li> <li>– Keep calm and avoid panic;</li> <li>– Assemble everyone in the emergency shelter</li> </ul>	<ul style="list-style-type: none"> <li>– Foreman,</li> <li>– ESSOs,</li> <li>– DEO,</li> <li>– DDMO,</li> <li>– SCFOs, and</li> </ul>	<ul style="list-style-type: none"> <li>– PPEs,</li> <li>– Cell phone</li> </ul>

		<p>specially equipped for this situation;</p> <ul style="list-style-type: none"> <li>– Follow the instructions given by the authorities and by the intervening bodies, especially as regards the evacuation of people. If it is necessary to evacuate, cut off water and electricity supplies;</li> <li>– If caught by the storm whilst outside or in a vehicle, leave the vehicle and seek refuge in the nearest building;</li> <li>– During a thunderstorm protect yourself from lightning by keeping away from metal objects, switching off the electricity supply, and telephone;</li> <li>– Avoid standing up in an elevated area or sheltering under a tree.</li> </ul>	<ul style="list-style-type: none"> <li>– Local Authority</li> </ul>	
<b>4.3</b>	After a storm	<ul style="list-style-type: none"> <li>– Keep calm and do not panic;</li> <li>– Stay inside the building in which you have sheltered. Do not use vehicles because of traffic problems and danger from damaged buildings and roads;</li> <li>– Follow the radio, television, website, and authorities' instructions;</li> <li>– Only use the telephone in an emergency;</li> <li>– Check to see if there are people nearby which are wounded or in difficulty and assist them;</li> <li>– Do not go near, touch or use damaged electrical installations, cables and wires and alert the relevant authorities of the damage. The same applies to ruptured water or sewers;</li> </ul>	<ul style="list-style-type: none"> <li>– Foreman,</li> <li>– ESSOs,</li> <li>– DEO,</li> <li>– DDMO,</li> <li>– SCFOs, and</li> <li>– Local Authority</li> </ul>	<ul style="list-style-type: none"> <li>– Emergency contact numbers,</li> <li>– Cell phone,</li> <li>– PPEs</li> </ul>
	During a	<ul style="list-style-type: none"> <li>– Do not be or stand next to - tallest object in</li> </ul>	<ul style="list-style-type: none"> <li>– Foreman,</li> </ul>	<ul style="list-style-type: none"> <li>– Sign posts with</li> </ul>

	Thunderstorm	<ul style="list-style-type: none"> <li>the area;</li> <li>– Do not stand near wire fences or other metal objects that could conduct electricity;</li> <li>– Do not stand in or near water;</li> <li>– Do not seek shelter in open areas;</li> <li>– Avoid touching any metal;</li> <li>– Avoid using the telephone or any electrical appliances;</li> </ul>	<ul style="list-style-type: none"> <li>– ESSOs,</li> <li>– DEO,</li> <li>– DDMO</li> <li>– SCFOs and</li> <li>– Local Authority</li> </ul>	<ul style="list-style-type: none"> <li>printed instructions</li> <li>– PPEs</li> </ul>
<b>V. Warning systems</b>				
<b>5.1</b>		<ul style="list-style-type: none"> <li>– The foreman will blow a whistle to alert the construction site workers in case of emergency that requires attention, evacuation, etc.</li> </ul>	<ul style="list-style-type: none"> <li>– Foreman,</li> </ul>	<ul style="list-style-type: none"> <li>– Whistle</li> </ul>
<b>VI. Response Equipment/ materials</b>				
<b>6.1</b>	Lack of facility to cease fire	<ul style="list-style-type: none"> <li>– Avail enough sands and water to be used in case of fire accidents;</li> <li>– Proper collaboration with Police department of fire brigade in case of emergency response that is beyond site capacity to cease fire</li> </ul>	<ul style="list-style-type: none"> <li>– Foreman</li> </ul>	<ul style="list-style-type: none"> <li>– Sand and Water</li> </ul>
	Lack of First-Aid facilities	<ul style="list-style-type: none"> <li>– First aid kits to be kept onsite all the time and checked on regular basis. The kits shall be equipped with all recommended content (cotton, ointment, scissors, bandage, alcohol, antibiotics, disposable gloves, disposable mask, painkiller, Band-Aid/sticking plaster)</li> <li>– The school construction field officer, environmental and social safeguard officer and foreman will assign two people among employees/workers for each site to take the responsibility to use the first aid kit. The team will ensure the kit users are equipped with basic knowledge to use the kit through</li> </ul>	<ul style="list-style-type: none"> <li>– Foreman,</li> <li>– SCFO,</li>   <li>– Foreman,</li> <li>– ESSO</li> <li>– SCFO,</li> </ul>	<ul style="list-style-type: none"> <li>– Fully equipped First Aid Kit</li>   <li>– Two selected people from employees</li> </ul>

		collaboration with a nearby health center.		
<b>VII. Employees training</b>				
	Unprofessional behavior at work place and lack of basic ergonomics	<ul style="list-style-type: none"> <li>– Employee/Workers, and visitors will be oriented to the Emergency Response Plan and notified of any updates;</li> <li>– Employee will undertake regular drills in order to be prepared in the event of a real emergency;</li> <li>– Employees meetings will regularly address potential emergency concerns and responses</li> </ul>	<ul style="list-style-type: none"> <li>– ESSO,</li> <li>– SCFO</li> <li>– DDMO and</li> <li>– Foreman</li> <li>– ESSO,</li> <li>– SCFO</li> <li>– Foreman</li> </ul>	<ul style="list-style-type: none"> <li>– Awareness message on banners and wall charts posted onsite;</li> <li>– Regular toolbox meeting and training;</li> <li>– Logbooks and pens</li> </ul>
<b>VIII. Essential project Documents</b>				
	Damage of essential project documents	<p><b>Hard Files</b></p> <ul style="list-style-type: none"> <li>– All essential project documents will be stored and kept in safe place. These documents would be considered essential to the project operations and would cause considerable inconvenience if lost or damaged. These include: <i>drawing designs, safeguard documents, construction manuals, code of conduct, contracts of workers, log books/registers, card stock, etc.</i></li> </ul>	<ul style="list-style-type: none"> <li>– Foreman</li> </ul>	<ul style="list-style-type: none"> <li>– Metallic or wooden box</li> <li>– Cupboard or closet</li> </ul>
<b>IX. Emergency Contact List</b>				
	Lack of emergency contact list	<ul style="list-style-type: none"> <li>– All Employees will be asked to complete a confidential emergency contact information form. The form will be kept secure and confidential by the site Foreman and used only in the event of an emergency.</li> <li>– The emergency telephone number of police and ambulance, will be displayed and clearly</li> </ul>	<ul style="list-style-type: none"> <li>– Foreman</li> </ul>	<ul style="list-style-type: none"> <li>– Register, logbooks</li> <li>– Wall charts</li> </ul>

		seen by everyone on sign post at work area/site		
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**Annex 6. Incident Report (IR)**

<b>INCIDENT IDENTIFICATION (ref. number): Env/SOC: .....</b>			
<b>Location</b>	<b>District: .....</b> <b>Sector: .....</b>	Date of Accident	...../...../2020
<b>Area where it happened/Site</b>	.....	<b>SERIAL No.</b>	.....

**INCIDENT DETAILS**

<i>NAME OF PERSON REPORTING THE INCIDENT</i>		.....	
<i>TIME THE INCIDENT WAS REPORTED</i>		.....	
<i>TYPE OF INCIDENT (INJURY ; LTI ; FATAL;NEAR MISS; DAMAGE) OR (ENVIRONMENTAL; COMMUNITY; GRIEVANCE)</i>		.....	
<i>IMMEDIATE SUPERVISORS NAME</i>		.....	
<i>INVESTIGATOR:</i>	.....	<i>POSITION:</i>	.....
<b><i>Description of the Incident: (Attach diagrams, sketches or photographs as required)</i></b>			
What was the person doing at the time?			
.....			
.....			
What happened unexpectedly?			
.....			
Where did the incident occur?			
.....			
.....			
Who else was involved?			
.....			
.....			
Why did the incident occur?			
.....			
.....			
.....			
<b><i>INJURED PERSON NAME:</i></b>		.....	
<i>INJURED PERSON: Date of Birth</i>		.....	
<i>DATE OF INCIDENT:</i>		.....	
<i>TIME OF INCIDENT (example: 11:55 AM)</i>		.....	

<i>WEATHER CONDITIONS:</i>		.....
<i>OCCUPATION:(supervisor etc)</i>		.....
<b><i>EMPLOYER NAME</i></b>	.....	<i>UNSKILLED</i> <input type="checkbox"/> <i>OTHER</i> <input type="checkbox"/>
<i>EXPERIENCE IN CURRENT OCCUPATION</i>		.....
<i>Injured Person Signature</i>		
<i>Employee Signature (if different)</i>		
<i>Witness Signature</i>		

