COMMUNICATION AND STAKEHOLDER ENGAGEMENT STRATEGY FOR THE REGIONAL RUSUMO HYDROELECTRIC POWER PROJECT

MARCH, 2013 (DRAFT 2)

Nile Basin Initiative | Kigali City Tower | City Center | PO Box 6759 | Kigali – Rwanda
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<td>Radio Télévision Nationale du Burundi</td>
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**EXECUTIVE SUMMARY**

**Background:** Electricity shortage is a key constraint hampering development in Burundi, Rwanda, and Tanzania. The Rusumo Power Project comes to address the severe shortage of electricity in the three partner states whose electricity access rates is currently low; estimated at 10 percent in Burundi, 16 percent in Rwanda and 18 percent in Tanzania. The lack of access to reliable power supply services hampers growth potential, contributes to the poverty and isolation of rural population. The Rusumo Falls Hydropower Project will play a role in increasing regional power generation and to help meet national demand. The Project will enhance economic and social development in the region.

**Purpose of the Report:** This Communication Strategy has been initiated and prepared by the staff of the Nile Equatorial Lakes Subsidiary Action Program (NELSAP), which has the responsibility of managing the Rusumo Falls hydroelectric Project (RFHPP). The Strategy forms part of the key deliverables to guide the Communication Plans of the Rusumo Project.

The Rusumo Falls hydroelectric Power Project is a Category A project with respect to the World Bank’s OP/BP 4.01. The RFHPP will operate as a Run-of-River scheme, however the construction impacts will be localized at the Rusumo falls site and the dam operations will not result into physical displacement but flooding of only arable marshland up to a distance of 5km upstream from the dam.

This Communication Strategy provides guidance to NELSAP-Rusumo Project in reaching to the project's varied audiences both internal and external.

The focus of this Communication Strategy is on NELSAP-Rusumo Hydroelectric Power Project with two main components: the Power Plant and the Transmission Lines to the three countries of Burundi, Tanzania and Rwanda.

The project area of influence encompasses parts of Tanzania (Ngara district of the Kagera region) and Rwanda (Kirehe district of the Eastern Province). There are no predicted impacts in Burundi after the project designs were changed from Intermediate Development Scheme (IDS) to Run-of-River (RoR) scheme. The project will implement a Local Area Development Plan (LADP) which will cover the four districts in the three countries including Giteranyi in Burundi, Ngara district in Tanzania and Kirehe and Ngoma in Rwanda.

The Rusumo Communication Strategy is guided by the framework provided by NELSAP-NBI Communication Strategy. The strategy provides a framework to guide specific communication interventions for implementation at project level. On one hand, the Strategy provides guidance on communication of corporate messages, the appropriate channels specific for particular audiences and it also recommends feedback mechanisms. On another hand, the strategy provides the mechanisms through which the messages should be effectively communicated.

The Strategy is also built on the assumption and premise that better consultations and communication will bring about improved relationship between the project and its main stakeholders thus a springboard for smooth implementation of the project. Through effective communication, NELSAP-Rusumo will not only understand the needs of its stakeholders and be able to effectively meet those needs but also serve the right to information.

The Strategy provides an implementation framework of two years after which, it is recommended that the strategy will be amended to suit current trends, challenges and ground situation of the project at the time. The review of the strategy will be preceded by a perception survey that has been recommended six months within the project implementation phase.

A provisional budget has been appended to this Strategy as the realities on ground should be the guiding factors for a realistic budget and planning. A section on Consultations and public engagement/ communication has been annexed to inform the basis for the literature and
conclusions compiled in this strategy. Without which the Communication Strategy would have been but mere speculation.
1.0 BACKGROUND, OBJECTIVE AND METHODOLOGY

1.1 BACKGROUND (POLICY CONTEXT)

Background

The Nile Basin Initiative (NBI) is a partnership of the riparian states of the Nile River. The NBI seeks to develop the river basin resources in a cooperative manner, share substantial socioeconomic benefits, and promote regional peace and security. Within the framework of the NBI, the Governments of Burundi, Tanzania and Rwanda have received financial support from various Development Partners for preparation of the proposed Regional Rusumo Falls Hydroelectric Project (RRFHP), prepared through the Nile Equatorial Lakes Subsidiary Action Program (NELSAP). RRFHP is a key project that is part of an overall Kagera Basin Integrated Development Framework, which is part of the Nile Basin Initiative.

The proposed project is a joint development undertaking by the Governments of the Republic of Burundi, the United Republic of Tanzania and the Republic of Rwanda. The agreed project preparation management arrangements consist, at the regional level, of a Council of Ministers in charge of electricity in the three countries; a Project Implementation Committee (PIC) consisting of the Managing Director/Director General of the Electricity Utility, Director General/Commissioner/Director of Energy in each country; and a Project Manager at the NELSAP Coordination Unit (NELSAP-CU). NBI/NELSAP will also have fiduciary responsibility and oversee donor grants to the project. In March 2006 in Kigali, the Ministers of Energy of the three countries signed a Joint Project Development Agreement, reconfirming their commitment to jointly develop the Project.

The feasibility and design studies as well as the Environmental and Social Impacts Assessments and Resettlement Action Plans conducted by the Consulting Firm SNC Lavalin since 2007, were modified, due to the findings related to magnitude of the environmental and social impacts, especially those associated with the involuntary resettlement of local communities in the three countries. Thus, since 2007, the Feasibility and Design studies as well as the ESIA and RAP studies have shifted from the Full Development Scheme (FDS) to the Intermediate Development Scheme (IDS) and finally to the Run of the River Scheme (RoR). Following the recommendation of the Project Implementation Committee in March 2012, the RoR option was retained as the best option.

The power plant is planned to be situated at the Rusumo Falls where the Kagera River forms the boundary between Tanzania and Rwanda, and about two kilometres downstream of the river's confluence with the Ruvubu River.

Transmission lines connecting the hydroelectric power plant of Rusumo Falls to the national grids of Rwanda, Burundi, and Tanzania, and the related project area development: 220 kV transmission lines: Rusumo Falls – Gitega (Burundi), 161km; Rusumo Falls – Birembo/Kigali (Rwanda), 109 km; and Rusumo Falls – Nyakanazi (Tanzania), 98 km, and Substations in Muyinga, and Gitega, for Burundi; Shango and new Kigali Airport/Bugesera for Rwanda; and Nyakanazi for Tanzania.
1.2 Objectives

The main objective of the Rusumo Communication Strategy is to regularly inform, share information and update the public; particularly the stakeholders on the progress made on the Rusumo Hydroelectric Power Project. Important to note is that the Communication Strategy also highlights the benefits of the project to the member states that is Burundi, Tanzania and Rwanda.

The Communication Strategy will help to:

a. Provide timely, consistent and credible information to all stakeholders of the Rusumo Hydroelectric Power Project;

b. Create a favourable public opinion and perception about the Rusumo project through the careful and strategic deployment of available media and communication resources;

c. Inform and deepen the understanding of key stakeholders of the RRHPP about the benefits of the power project services; and

d. Address the concerns of specific target groups especially the Project Affected Persons (PAPs) and previously affected persons (Ex-PAPS. Also allay fears of PAPs regarding compensations, loss of their marshlands and agricultural land.

e. To promote the benefits and impact of the Rusumo hydroelectric power project activities in the region, including its economic, social, cultural and environmental benefits; and

f. To promote a coherent and consistent "brand" image for Rusumo project;

1.3 Methodology

The Nile Equatorial Lakes Subsidiary Action Program (NELSAP) undertook to elaborate a comprehensive Communication Strategy to support and guide the RRHPP communication activities.

The Communication Strategy was developed mainly using qualitative analysis through consultations to gather views and opinions using interviews of stakeholders and institutions that are involved in the Rusumo Hydroelectric Power Project operations, and undertook document analysis (Desk Review).
2.0 PROJECT RATIONALE

2.1 Power shortage in East Africa

Lack of electricity is a key constraint hampering economic development and livelihood improvement in Burundi, Tanzania and Rwanda. Current electricity demand by far exceeds supply, load shedding is chronic. Most urban and rural households rely on biomass for their cooking and heating needs, leading to deforestation and soil erosion.

The lack of access to reliable power supply services hampers countries’ growth potential, contributes to the poverty and isolation of rural population, and affects provision of other key services, such as water supply, health, and education. It is also a major constraint for commercial and industrial development. The deficit in power supply is rapidly increasing, despite governments efforts.

The investments in new power generation plans, transmission/distribution lines and substations as well as the rehabilitation of existing facilities are greatly needed. Regional power development and interconnections through the East Africa Power Pool and South Africa Power Pool along with national thermal and national hydro plants are expected to make major contribution to filling such significant and rapidly increasing deficits in power supply.

The Rusumo Falls project will play a role in increasing regional generation and transmission links to help meet national demand.

2.2 Trade Power in the three countries

The Rusumo power project will generate electricity that will be shared among the three countries. It is also expected to facilitate trade and cooperation among the partner states.

Power tariffs in the great lakes region has been considered the highest in East and Central Africa despite the presence of abundant natural resources. Access to electricity in the three countries of Tanzania, Rwanda and Burundi is still below thirty percent. Currently, electricity access rates in the three partner states is estimated at 10 percent in Burundi, 16 percent in Rwanda and 18 percent in Tanzania. In Tanzania, the power tariffs for domestic consumption, small commercial and light industries (D1 and T1 category) whose consumption is about 283kWh but exceeding 50kVA costs T.shs. 3,841($2.4) (approx. 0.074/kWh). For commercial consumption of about 7,500kWh not exceeding 500kVA costs T.shs. 14,233 ($8.9) (approx. 0.53/kWh). Well as in Rwanda, ordinary consumption (home consumption) cost is 134 francs ($0.22) per kWh; while industrial cost goes for 168 francs ($0.26) per kWh. In Uganda, electricity for the domestic consumption (Code 10.1) costs Ug.shs. 884.5/kWh ($0.34) and Ug.shs. 3,847.6/kWh ($1.48) and 22,918.6/kWh ($8.82) on commercial (code 10.2/10.3) and medium scale industries (code. 20) respectively. In United States of America, the electricity tariff for residential; on average costs $17.36 cents per kWh, while the average tariff cost for commercial consumption is about $15.15 cents per kWh. The figures above clearly indicate that electricity tariffs in the Great lakes region is still very high and punitive on both domestic and commercial consumption. Coupled with low access rates, the cost
has greatly impacted the desirable levels of rapid economic development and industrialization that the countries strive to have. Electricity generation and trade from the Rusumo project will be a great response to this development impediment in the region.

A private company whose administration will report to the Board represented by the three countries will manage the electricity generated from the Rusumo Hydroelectric power station. The utility companies of the three countries will be responsible for the power distribution mechanisms in their respective countries.

3.0 SITUATION ANALYSIS - KEY FINDINGS

3.1 PROJECT COMPONENTS

The Rusumo Falls Hydroelectric Project will develop a hydroelectric power plant and regional transmission connecting Burundi, Rwanda and Northwest Tanzania, and support local area development and benefit sharing activities in the area of the dam and transmission lines. The Project is part of an overall Kagera Basin Integrated Development Framework, which is part of the Nile Basin Initiative. The Project comprises three main components, as summarized as follows:

**Component 1: Hydroelectric Power Generation.** This component includes a hydropower facility with power production to be shared between Rwanda, Tanzania and Burundi. The feasibility studies for the power generation component have compared three alternative development scenarios, (i) Full Development Scheme (FDS), Intermediate Development Scheme (IDS), (iii) and Run-of-River (RoR) Scheme, including their technical, economic, social and environmental aspects. In February 2012, based on the Environmental and Social Impact Assessment (ESIA) for the IDS, the participating governments selected the RoR scheme with a normal operating water level of 1,320 metres above sea level as the preferred development option given that it minimizes environmental and social impacts of the project, and provides for the least cost implementation for environmental management and resettlement.

This component also looks at the Environmental and Social Mitigations and Multipurpose Local Area Development. It addresses (i) the dam site and areas affected by changes in seasonal variations of water level, and (ii) along the transmission corridor. This sub-component will have funds for the implementation of the Environmental and Social Management Plan (ESMP) and Resettlement Action Plan (RAP) which include the Local Area Development Plan (LADP).

**Component 2: Transmission, Regional Integration of Networks and Distribution.** Three transmission lines from Rusumo to (i) Gitega, Burundi (161 kilometres); (ii) Kigali, Rwanda (109 kilometres); and (iii) Nyakanazi, Tanzania (98 kilometres) will connect the power station to the national grids of Rwanda and Burundi, and supply electricity to the western mining provinces of Tanzania, which are currently not connected to the country’s national grid. There will be substations in Muyinga, and Gitega, for Burundi, Shango and new Kigali Airport/Bugesera for
Rwanda; and Nyakanazi for Tanzania.

Component 3: Institutional Capacity Enhancement. Preliminary studies into possible institutional arrangements between the three countries have been established. The Rusumo Power Company has jointly been established by the three governments. The operation and management of the company will be handled by a private company. For broader technical oversight, the possibility of establishing a joint entity with a monitoring, advisory, and approval role as well as a water resources management and development function is under discussion. Such an entity could set operating rules, address water use issues, and resolve any regional issues that may arise.

3.2 Feasibility Studies

Feasibility Studies/Project History

The key milestones in the history of the project are summarized as follows:

- In 1967 Lahmeyer International made an evaluation of the hydropower potential at Rusumo Falls and identified 16 small and medium sized hydropower sites in Rwanda;
- The United Nations Development Program commissioned a pre-feasibility study of three potential hydropower developments on the Kagera River, namely Rusumo Falls, Kishanda Valley, and Kakono hydropower projects. This study was completed by Norconsult/Electrowatt in 1976 and concluded that Rusumo Falls was a key element in the power development program of the Akagera River;
- Between 1979 and 1995 Tractebel carried out pre-feasibility; technical and economic feasibility studies and concluded that the Rusumo Falls was the most attractive site and prepared a final design and tender documents for a 61.5 MW scheme. However, secondary energy had been neglected and no ESIA had been prepared.
- In 2003, Acres International Ltd, carried out a review of existing documents on the Project in order to assess status and determine next steps. It was recommended performing an optimization study of Project alternatives prior to undertaking in-depth engineering, environmental, social, economic and financial studies;
- In the period 2004 – 2006; a Strategic/Sectoral Social and Environmental Assessment of Power Development Options was undertaken by SNC-Lavalin International (SLII). The assessment recommendation that the Rusumo Falls Hydroelectric Project is the power option that should be implemented in the short to mid-term because of low cost and acceptable environmental and social impacts;
- In 2005, a Study on Financing and Implementation Arrangements for Regional Hydro Power Generation and Multi-purpose Projects in the Nile Equatorial Lakes Region was conducted by Manitoba Hydro, in which the Rusumo Falls Project was selected for specific analysis. The modeling and sensitivity studies demonstrated conclusively that Rusumo Falls is financially competitive and economically attractive;
- In 2006-2007, the Norwegian Water Resources and Energy Directorate carried out a review of earlier hydrological and sedimentological investigations in the Akagera River.
Basin and the catchment upstream of the Rusumo Falls in view of providing a hydrological expert opinion for evaluating the hydropower potential and related sediment transport issues of the proposed Regional Rusumo Falls Hydropower and Multipurpose Project;

- In 2008, SLII produced a Preliminary Design Report which included the assessment of three alternatives; Full Development Scheme (FDS), Intermediate Development Scheme (IDS), and Run-of-river (RoR).
- The FDS was eventually selected by the Member States as the preferred development option, but it was also recognized that a more precise analysis was required using the improved topography that would subsequently become available from a LiDAR topographic survey of the flooded area.
- In the period 2009 to 2011 SLII carried out hydrological and hydrotechnical studies in support of planning and design of the Project on the basis of the LiDAR data.
- Also in the period 2009 to 2011 SLII carried out preliminary studies for the FDS, IDS and RoR schemes, including ESIA, RAP and Local Area Development Plan (LADP).
- In September 2011, based on the feasibility studies, the participating governments selected the IDS option as the preferred development option.
- In 2011 and early 2012, SLII prepared a full ESIA, RAP and LADP for the IDS.
- In February 2012, based on the ESIA for the IDS, the participating governments selected the RoR option at 1,320 metres asl as the preferred development option given that it minimizes environmental and social impacts of the project, and provides for the least cost implementation of the ESMP and RAP.

3.3 KEY FINDINGS - DURING CONSULTATIONS OF THE RUSUMO PROJECT

Qualitative approach has been used to establish perceptions, views and insights on the Rusumo Hydroelectric Power Project so far. The consultations involved the use of one-on-one interviews with senior staff of key stakeholders in Tanzania, Burundi and Rwanda, local administration in the project area, the directly Project Affected Persons (PAPs), previously Project Affected Persons (Ex-PAPs) and the indirectly affected Persons.

Perception

- The perception of Regional Rusumo Hydroelectric Power Project has largely been positive over the years. Public consultations on the project date as far back as 2007. Consultations and perception survey can be categorized into two; notably: (i) consultations between February
2007-February, 2012\(^1\) and (ii) consultations and perception between October 2012- and May 2013\(^2\).

Although there are some reservations on the extreme side of the overall perception, majority stakeholders' feeling was positive; reporting that the project is finally reinvigorated and addressing concerns of various stakeholders especially PAPs and Ex-PAPs as well as the project moving out of the studies phase into the implementation phase.

\(^\wedge\) During the months of October 2012 to February 2013, the most evident concern was the information gap. The residents of the project affected area portrayed clear ignorance about the project with speculative information not based on facts and evidence. They expressed concerns over lack of factual information so as to help them plan their marshland cultivation. Residents in the four districts (Ngara in Tanzania, Giteranyi in Burundi; Kirehe and Ngoma in Rwanda) were not sure whether they would be affected or not.

\(^\wedge\) The PAPs, raised concerns over delayed implementation of the project. They wished to see the project start. They also cited inconsistent and uncoordinated information flow between the district, local authorities and the Rusumo Project implementation Unit (PIU).

\(^\wedge\) The PAPs and Ex-PAPs also expressed concerns that the PIU could not clearly demarcate the areas that will be permanently flooded and the households that will be resettled as this would aid their planning. This however was due to change in project design from IDS to RoR.

\(^\wedge\) Other concerns voiced by the PAPs and Ex-PAPs were that the Rusumo PIU was not categorical on when the compensation would be effected as lack of this piece of information made their planning difficult and cultivation of marshland inconsistent thus affecting their incomes. This was due to un-concluded financial negotiations and project designs.

\(^\wedge\) The Officials in the Ministries of Energy and Utility Agencies voiced concerns over delayed implementation of the project citing delays in report submissions by the hired consultants on various studies commissioned.

\(^\wedge\) The recruitment of the Rusumo Project implementation Unit was perhaps the most significant milestone towards the implementation of the RRHP. Stakeholders expressed optimism and hope that the project would possibly move into the implementation phase given the speed at which activities were advancing soon after the recruitment of the PIU.

**Relevance and Credibility**

\(^\wedge\) The relevance of the RRHP received tremendous support across respondents and partner states.

\(^\wedge\) Respondents were able to highlight the big picture behind the benefits of the power project for the three countries. These included: improving the livelihoods of households once

\(^{1}\) For details, refer to the PCDP, section 5.2

\(^{2}\) For details, refer to the PCDP, section 6.1, table 3 and 6.2 table 4
connected to electricity; boosting economic growth and development through support to small, medium and large scale industries; support to local area development plans by improved agriculture and farming methods; among others.

On the drawback, however, respondents felt that RRHPP was not delivering according to stakeholder's expectations. They highlighted snag in implementation of different phases as per the schedule promised. There was also need to improve on information sharing especially communication to directly project affected persons (PAPs) as the project has direct impacts on their livelihoods. Respondents were however quick to mention that information sharing and communication to PAPs, Ex-PAPs had greatly improved from October 2012.

Potential

Respondents felt extremely optimistic on the future prospects and potential benefits of the Regional Rusumo Hydroelectric Power Project;

Respondents saw the potential regional economic growth and investment cartelized by the increased power supply to their national grids;

Respondents expressed optimism that the Rusumo hydroelectric power project will enhance regional cooperation among the three partner countries of Burundi, Tanzania and Rwanda;

The Rusumo PMU undertook informal consultations and interviews with a view to establish the general perception of the Rusumo power project. The scope of the consultations and interviews included sampled individuals, opinion leaders, district and local authorities, policy makers, PIC, TAC and COM meetings, representatives of CSO, NGOs and journalists. These consultations were held during the various village meetings with communities, workshops and conferences. The consultations and interviews aimed at establishing perceptions about Rusumo Hydroelectric Power Project on the basis of (a) the current Performance; (b) a general Perception; (c) Relevance; (d) credibility; and (e) potential of the project to generate the required electricity and support economic development of the partner countries.

The overall outcome of the consultations and interviews indicate that stakeholders have confidence in the Rusumo Project regarding to its overall contribution to the economic and social development to the citizens in the three countries if it is well executed.

During the aforementioned consultations and interviews, the varied stakeholders expressed important comments that were useful to the drafting of the Strategy bearing in mind how the strategy would address such concerns. One outstanding comment or concern over emphasized by most stakeholders was the delayed implementation of the Rusumo Project.
3.4 IMPLICATIONS OF THE CONSULTATIONS AND INTERVIEWS ON THE COMMUNICATION STRATEGY

Based on the consultations and interviews conducted, below are key salient implications of the findings on the overall development of the Communication Strategy for the Rusumo Hydroelectric Power Project:

1. There is need to enlist all implementing partners as supporters of the Rusumo Project so that the same message is driven. Communication efforts geared at building stakeholder support will be central for the long-term success of the Rusumo Project operation.

2. Utilizing media channels that reach target publics, including social media, to engage target audiences will be central to this effort. The use of direct engagement (open village meetings) and live broadcast programs on community radios and TVs to incorporate the campaign message will also help deliver the message using friendly platforms.

3. Enlist the support of decision-makers and opinion leaders at all levels to share with the public, first the benefits and impacts of the Rusumo Project on their livelihoods. The use of social forums such as Umuganda (in Rwanda), Igikorwa rusange in Burundi or similar activity in Tanzania and church services to disseminate the Rusumo Power project message will also help in leveraging existing platforms.

4. Enlist the community-based organizations/NGOs and local administration to communicate to key audience groups as they do their day-to-day activities. Local administration and community based organizations interact with some stakeholders especially the PAPs and Ex-PAPs on a day-to-day basis and efforts should be made to have them have easy-to-read and interpret materials that they can share with this target audience.

5. Leverage the media as a strategic partner. Work with the media to break down the Rusumo Project message and requirements over the campaign period through strategic engagement.

6. Tailor communication to the specific needs of each target group and focus on results and benefits that have a meaning to their lives or work. Examples:
   - For the Governments: Potential benefits of electricity supply to the local communities and nurturing of small and medium enterprises thus growing the countries to middle income class;
   - Local Administration/Leaders: Briefing notes on what they should tell the PAPs and Ex-PAPs

Implications are the meanings and realities that the communication team must take into consideration when designing strategies and messages.
Public: Potential access to electricity thus reducing power rationing and cuts and increasing their well being. Also benefits of growing small businesses to medium and large especially those that require direct electricity supply.

3.5 Audience Segments

Below are the main audience segments for this communication strategy. The audiences are selected and grouped on the basis of their role in helping to meet the objectives of the strategy. They comprise both primary and secondary audiences.

Primary Audience

a. Ministries of Energy/power utilities, Environment and water;

b. Project Affected Persons (PAPs);

c. Districts;

d. Project Implementation Committee (PIC) and Technical Advisory Committee (TAC);

e. Contractors, Owners Engineers, Consultants and

f. Media

g. Development partners (especially those engaged in supporting the Rusumo Project)

Secondary Audience

a. Decision makers in Government (wider Government authorities and ministries);

b. Religious institutions;

c. Previously Project Affected Persons (Ex-PAPs);

d. Civil Society Organizations (CSO);

e. Local and International NGOs;

f. Representatives of other projects around Rusumo area;

g. Other projects operating in the Rusumo area and

h. Champions.

Strategic Allies

These are institutions/organizations that will be central to the delivery of the communication message through their platforms. They will serve as both an audience and an implementing partner. They will serve as partners in disseminating co-branded materials, and also using their offices/platforms as dissemination forums. These include:

a. The World Bank (WB);

4Groups of people most important for the success of the communication effort.
b. The African Development Bank (AfDB);
c. the Government of the Netherlands;
d. the Witness NGO and any other identified as supportive to the course;
e. The Nile Basin Initiative;
f. Ministries of Energy, water and Natural Resources;
g. Utility bodies of the respective governments (EWASA-Rwanda, TANESCO-Tanzania and REGIDESO-Burundi) and
h. Environmental regulatory bodies (REMA-Rwanda, NEMC-Tanzania, and Ministry of Energy-Burundi).

### 3.6 Audience Rationale

The following are the key stakeholders groups and target beneficiaries who should be the focus for the communication efforts.

<table>
<thead>
<tr>
<th>Audience</th>
<th>Why they are important</th>
<th>Motivations</th>
<th>What they are concerned about</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0 PAPs</td>
<td>∧ Need to know the extent of potential impacts of the project on their livelihoods; ∧ Need to understand their compensation packages – rights and obligations; ∧ Need to know the available grievance mechanisms; ∧ Need to understand the benefits of the project.</td>
<td>The intention is to answer “what is in it for me.”</td>
<td>Appropriate compensation for my land and assets; Improved livelihoods; Access to electricity and other project benefits; Any employment opportunities When will the project start.</td>
</tr>
<tr>
<td>2.0 Ex-PAPs</td>
<td>∧ The previous studies (FDS and IDS) had identified them as PAPs. But they are no longer PAPs under RoR development scheme. Their expectations need to be managed</td>
<td>The intention is for the Rusumo PIU to be seen as efficient and effectively meeting and managing stakeholder expectations.</td>
<td>Professional approach to ease anxiety and expectation inform them of available support strategies including the Local Area Development Plan (LADP); Potential benefits of job opportunities during construction of the power plant, No impacts on their marshland cultivation which is a great source of income and a safety net during dry season; When will the project start.</td>
</tr>
<tr>
<td>3.0 Ministries of Energy, Environment and Water</td>
<td>∧ They negotiate with the development partners on behalf of the governments to secure funding; ∧ They ensure the interests of the</td>
<td>They are concerned about:</td>
<td>value for money; the loan/grants are properly put to use; Governments agree on the shareholders,</td>
</tr>
<tr>
<td>Audience</td>
<td>Why they are important</td>
<td>Motivations</td>
<td>What they are concerned about</td>
</tr>
<tr>
<td>----------</td>
<td>------------------------</td>
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<td>-------------------------------</td>
</tr>
</tbody>
</table>
|          | local population is protected;  
∧ They ensure the ESIA and RAP is carried out in a manner that meets national and international standards,  
∧ The contractor delivers quality and according to terms of reference;  
∧ National laws on land, compensation, etc are respected | implementation and power purchase arrangements;  
∧ Timeframe for implementation of the project,  
∧ Project impacts (positive and negative) are well assessed and mitigated. |
| 4.0 Development Partners | ∧ Influencers and decision makers  
∧ They provide the required funds to develop the power project | All Operation Policies are adhered to;  
∧ Countries agree to institutional arrangements;  
∧ Countries willing to the loan/grant conditionality;  
∧ All ESIA/RAP are prepared, approved and disclosed in time; |
| 5.0 Civil Society Organizations and NGOs | ∧ They carry the mandate to voice the concerns of the local communities  
∧ They influence decision-making | The project Affected persons are genuinely compensated;  
∧ Potential impacts of the project are adequately mitigated before the project starts,  
∧ Assist and protect the interests of vulnerable groups and voice their concerns;  
∧ Project implementation timeframe is respected. |
| 6.0 Media | ∧ Agenda setters for the general public  
∧ Influential – readers/listeners  
∧ Able to reach a large target audience  
∧ Credible source of information | Want to be seen to improve lives of the poor and the vulnerable;  
∧ Supportive of national goals  
∧ Endorse worthwhile initiatives  
∧ Promote cooperation and partnership between governments. |
| 7.0 District/Sector authorities, Planners and Environmentalists & Agronomists | ∧ Influence local communities  
∧ Influence opinion and guide decisions at local levels  
∧ protect/defend interests of citizens and vulnerable groups | Local communities understand government policies and plans;  
∧ Provide regular updates about the project and its potential impacts or no impacts to local communities;  
∧ Provide guidance on government plans, social and environmental issues;  
∧ Socio and economic developments of the local communities; |
| 8.0 Contractors, Owners Engineers and Consultants | ∧ Ensure timely implementation of the project  
∧ Adhere to quality standards;  
∧ Provide appropriate consultancy and advice to project owners; | Project Owners pay them on time (meet their financial obligations);  
∧ Proper terms of reference are provided to them;  
∧ Approval process is straight and reduces red tape;  
∧ Protect their reputation,  
∧ deliver good practice (e.g avoid corruption). |
### Message Objective

Provide timely, consistent and credible information to all stakeholders of the Rusumo Hydroelectric Power Project;

Create awareness and build support for the Rusumo Falls power project.

### Purpose

To ensure that stakeholders are fully informed of project developments, accept and act on their rights and obligations under the Rusumo Project activities.

### Core message

Sharing of information on Rusumo project improves *“ownership”* and *“support”* to Rusumo project. It creates *“confidence”* for stakeholders.

### Message pillars

The need for information sharing has been brought about by the necessity to:

- build public awareness and generating information/knowledge about the benefits of the Rusumo project;
- Stakeholder involvement and development while rallying support and ownership of stakeholders to the project;
- Build the Corporate communication and brand image of the Rusumo falls;
- the need to eradicate poverty, stimulate economic growth; and
- managing environmental degradation and social expectations/anxiety

### Support points

- The electricity generation from the Rusumo falls power project will complement the central role-played by the three governments in providing electricity to its citizens.
- Rusumo falls power project will facilitate regional cooperation;
- Rusumo falls power project will accelerate economic growth and development of the three countries;
- The Rusumo project will facilitate trade;
- The communities living in the project area will benefit from potential employment;
- The Rusumo power project will support the PAPs with livelihood restoration mechanisms;
- The communities living in the project area especially in the districts of Ngara, Kirehe, Ngoma and Giteranyi will be supported through the Local Area Development Plan (LADP);
- The people in the project area will benefit from other community based support programs like training on better farming methods, and improved agriculture and farming methods;
- The Rusumo falls power project will help to increase electricity share in the partner countries by connecting about 26mW to their national grids;
- All grievance mechanisms will have an office to address them and issues will have full attention right from the village to sector and district.
<table>
<thead>
<tr>
<th>Call to action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sharing information on the Rusumo falls project will facilitate stakeholder ownership and support of the project, facilitate regional trade, cooperation and improved livelihoods of the citizens of the three countries whilst growing the economy towards a <em>middle income nation</em>.</td>
</tr>
</tbody>
</table>
4.0 THE COMMUNICATION STRATEGY

Findings from the assessment for this strategy suggest that there is need for a communication strategy that provides information to the general public on the potential benefits from the Rusumo Falls Power Project and a communication programme to build support for it over time among public, partner institutions and other stakeholders. The following are the communication objectives of this strategy:

4.1 THE AIM OF THE STRATEGY

The primary aim of this Communication Strategy is to promote dialogue through a two-way information exchange between the NELSAP-Rusumo project and its stakeholders. The strategy also enhances the availability and access to information throughout the phases of the project cycle to encourage dialogue, debate, cultivate and nurture common understanding among the partner states with the aim of maximising benefits accruing from the Rusumo power project.

The strategy promotes NELSAP-Rusumo's understanding of stakeholder needs and enhances refinement of action plans in a timely manner on the basis of suggested stakeholder inputs. It brings to the fore issues pertaining to compensations, relocations, environmental monitoring, benefit-sharing criteria, communication and information clearance channels and promote the undertaking of timely corrective measures geared towards hastening the pace of implementation. Given the trans-boundary nature of the Rusumo power project, the strategy takes into consideration the socio-cultural-economic-political backgrounds of the beneficiary communities in order to nurture a culture of tolerance and harmonious co-existence. It also helps to instil a sense of ownership and control while ensuring full participation of these communities in the development process. Shared communication strategies help reduce overlap of roles and responsibilities and curtail the institutionalization of negative externalities associated with fragmented planning thereby enhancing complementarily in cross-sector natural resource management and utilization. The communication strategy enhances the flow of information from inputs, outputs, outcomes and impacts; all of which are components of the result-based system and the performance measure framework.

4.2 GOALS AND OBJECTIVES (OUTCOMES)

The overall goal of this communication strategy is to:

**Goal:** To promote socio-economic development and well-being of the three countries that share the benefits and implementation of the Rusumo Project

Also: Provide timely, consistent and credible information to all stakeholders of the Rusumo Hydroelectric Power Project;

The specific objectives / outcomes of the communication strategy are:
\textbf{Outcome A:} Increased ownership and support of the Rusumo project activities by all stakeholders;

\textbf{Outcome B:} Build strong understanding of the project benefits among all stakeholders; and

\textbf{Outcome C:} Build stakeholder confidence in the Rusumo Project and thus support its activities across all stakeholders.

\section*{4.3 Objectives of the Communication Strategy}

- Build awareness and support for investment;
- Enhance stakeholder involvement;
- Facilitate inter-country communication and across various actors and stakeholders of the project;
- Coordination of appropriate messages;
- To make available information packages during consultations;
- Provide timely, accurate and consistent information to the public;
- Keep informed of the trouble issues and provide feedback and trouble-shooting wherever necessary;
- Promote the impact of Rusumo project activities in the region, including its economic, social, cultural and environmental benefits;
- To promote a coherent and consistent "corporate brand image" of the Rusumo project.

\section*{4.4 Conceptual Framework}

In order to achieve the results, Rusumo project's Communication Strategy is built upon the following three pillars that directly feed into the overall NELSAP Communication Strategy:

\textbf{The public awareness creation and information generation pillar:} The primary objective of this pillar is to build on the already existing public knowledge on the NELSAP activities so as to reach on the widest audience possible in all the partner states. This pillar also aims at positively selling the Rusumo corporate image and elaborating on the core objective of "eradicating poverty, stimulating economic growth and reserving environmental degradation."

\textbf{The stakeholder involvement and development pillar:} This pillar aims at enhancing stakeholder involvement in all the Rusumo project cycle processes through cultivation and nurturing dialogue, promoting all inclusive participation in decision-making, sharing and dissemination of relevant information and implementation of innovative ways of net benefit sharing in order to instil a sense of ownership of the Rusumo project thereby insuring its future sustainability.

\textbf{The corporate communication pillar:} This pillar aims at enhancing internal and external flow of information among the Rusumo staff and other stakeholders in order to understand the
business at hand, promote result-based working relationships, creating synergies and avoiding costly overlaps, devising creative feedback mechanisms to increase efficiency and enhance the Rusumo corporate image, devising innovative ways of risk management and building a working relationship with the members of the fourth estate and public at large. This pillar also aims at strengthening the Rusumo Communication office as the focal point of this Communication Strategy.

4.5 Strategies to be Employed

4.5.1 Rusumo Communication Strategy Results Chain

Key results expected from the implementation of this Communication Strategy have been identified and are presented in the illustrations below:

It is important to note that while objectives are the destinations, the strategies are the roadmaps for getting there. The following strategies will ensure that the primary and secondary audiences
are reached effectively to achieve the communication objectives of this strategy. The communication objectives under each of the three (3) key result areas are addressed by the broad strategies outlined below:

1. **Thematic multi-media communication campaigns** to build a broad knowledge base on the Rusumo Project activities, and amplify the benefits it will bring to the stakeholders (electricity generation for domestic and commercial purposes, economic growth, regional cooperation and trade, local area development, improved livelihoods, support to community-based institutions like schools, clinics, among others).

2. **Media advocacy**: The aim is to leverage the media as a strategic partner through a pro-active media relations program and award scheme. The Rusumo project will proactively engage the already existing relations with the Nile Media Network (NMN) and other media by providing them with information and tools to facilitate accurate and analytical coverage of the Rusumo project activities – highlighting benefits, rights and obligation to the stakeholders and the public in general. Under this sub-strategy, the Nile Media Network will also be used as one of the channels for communicating the pertinent issues to the public.

   A media Award scheme to motivate media publishers and individual journalists to comprehensively cover the Rusumo project programs and activities should be further developed and implemented. Media training workshops at the national and regional level will be designed to prepare journalists to cover the Rusumo activities more analytically and to participate in the Award program. The award program may be designed so as to strategically focus reporting on specific themes or activities tied to Rusumo project issues. Activities to support the media award scheme should include but not limited to establishing collaborative mechanisms with media bodies and developing guidelines on responsibility adjudication. Different award categories should be established for individual journalists and participating media houses.

3. **Special events** to provide opportunity for the public to learn and engage about the Rusumo project activities and services in a cordial environment. These include but not limited to Community Work (*Umuganda in Rwanda*) on a weekend where communities participate in a self-help project within their villages and resolve a pertinent issue or support a neighbour. This strategy (*Umuganda*) could be introduced in Tanzania and Burundi which has already has a similar program (*Igikorwa rusange*). After the community service, an open village meeting is then organized where issues pertaining to the Rusumo project and its impacts to the local communities are discussed. These open village meetings help to get instant feedback which help shape decisions and remodelling of the strategy.

4. **Church services** on selected Sundays when slots after sermons will be provided to Rusumo staff by religious leaders to convey particular messages to communities.

5. **Combined effort communication approach** to stakeholders where leaders within participating institutions and countries add it to their agenda to communicate the Rusumo
project activities and services whenever they interact with key audience groups in workshops, meetings, seminars; formally and informally.

6. **Internal communication** in participating institutions to increase their knowledge and build their support for the Rusumo project activities and enrol them as partners towards an effective public communication effort.

The above specific strategies are elaborated below under the strategy communication matrix.
4.5.2 ALIGNMENT OF OBJECTIVES AND STRATEGIES

Below is a brief outline of the strategic Objectives (Outcomes) and aligned strategies to ensure successful monitoring and implementation of the Communication Strategy. A detailed logical framework that provides for measuring the indicators and verification measures will be elaborated in Annexes.

<table>
<thead>
<tr>
<th>Objectives (Outcomes)</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A</strong> Increased ownership and support of the Rusumo project and activities through improved knowledge and awareness</td>
<td>1. Thematic multi-media communication campaigns to build a broad knowledge base on the Rusumo project activities, and amplify the benefits it will bring to the stakeholders (access to electricity for domestic and commercial purposes, economic growth, regional cooperation and trade, local area development, improved livelihoods, support to community-based institutions like schools, clinics, among others)</td>
</tr>
<tr>
<td></td>
<td>2. Media advocacy to promote accurate and analytical coverage of the Rusumo activities– highlighting benefits, rights and obligation to the stakeholders and the public in general.</td>
</tr>
<tr>
<td></td>
<td>3. Special events to provide opportunity for the public to learn and engage about the Rusumo project in a cordial environment.</td>
</tr>
<tr>
<td><strong>B</strong> Improved understanding of benefits and services of the Rusumo power project by all stakeholders</td>
<td>4. Stakeholder communication to help elevate the level of understanding about Rusumo project by reinforcing the core Rusumo project message when interacting with key audience groups.</td>
</tr>
<tr>
<td><strong>C</strong> Improved stakeholder confidence in the Rusumo Project activities</td>
<td>5. Internal communication in participating institutions to increase their knowledge and build confidence for the Rusumo project and enrol them as partners towards an effective public communication effort.</td>
</tr>
</tbody>
</table>

4.6 COMMUNICATION STRATEGY AND STAKEHOLDER MATRIX

In order to clearly establish the stakeholders with strong stake in the Rusumo power project as well as their specific needs and how those needs can be met, a stakeholder matrix has been established pivoted on the strategies, objectives and outcomes of this strategy.

A summary of the outcomes and the strategies has been elaborated below followed by a detailed stakeholder matrix that provides the target audience, the key messages for this particular audience, the specific methodology to manage this target audience, the appropriate tools and channels for relaying the information and the intended outcome indicators. All these help manage each target audience as a unique and special stakeholder on the Rusumo power project.
The established assessment indicate a need to attend to each stakeholder category independent of the others since perceptions, needs, level of comprehension and stake in the project vary from one group to the other.

Below, the Strategy provides the outcomes and the strategies for each. Further below is a stakeholder matrix with a clear breakdown and analysis.

**Outcome 1: Increased ownership and support of the Rusumo project and activities through improved knowledge and awareness**

<table>
<thead>
<tr>
<th>Outcome 1: Increased ownership and support of the Rusumo project and activities through improved knowledge and awareness</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy 1:</strong> Thematic multi-media communication campaigns to build a broad knowledge base on the Rusumo project activities, and amplify the benefits it will bring to the stakeholders (access to electricity for domestic and commercial purposes, economic growth, regional cooperation and trade, local area development, improved livelihoods, support to community-based institutions like schools, clinics, etc....)</td>
</tr>
<tr>
<td><strong>Strategy 2:</strong> Media advocacy to promote accurate and analytical coverage of the Rusumo activities – highlighting benefits, rights and obligation of the stakeholders and the public in general.</td>
</tr>
<tr>
<td><strong>Strategy 3:</strong> Special events to provide opportunity for the public to learn and engage about the Rusumo project in a cordial environment.</td>
</tr>
</tbody>
</table>

This will be a public information campaign providing general information on the Rusumo project and its benefits. It will aim at building a critical mass of people within the general population knowledgeable about the Rusumo project activities, what it has to offer them and be the champions for its successful implementation. The campaign will be delivered through mutually reinforcing mass media channels to build awareness and increase knowledge on the ongoing Rusumo activities and its benefits to the three regional countries of Tanzania, Burundi and Rwanda. Mass media will be complemented by the public participation mechanisms that engage local leaders and opinion leaders who will reinforce the key messages at the village level through various community forums.

The media will be leveraged as a strategic partner through a proactive media relations programme. Under this strategy, the media will also be used as one of the channels for communicating about the Rusumo Projectto the public. The Rusumo Project Implementation Unit (PIU) will proactively engage media organisations by providing them with information and tools to facilitate accurate and analytical coverage on Rusumo Project activities and benefits.

There is need to create events where the public can learn about the Rusumo project and what it offers in a friendly environment. This will be during open village meetings, Community service day *(Umuganda–particularly in Rwanda, although it will be introduced in Tanzania and*
Similar messages will be communicated through church service with support of church and religious leaders. These will be organised for the public to share in non-threatening and cordial environment.

**Outcome 2: Improved understanding of the benefits and services of the Rusumo power project by all stakeholders**

| Strategy 4: | Stakeholder communication to help elevate the level of understanding about Rusumo project by reinforcing the core Rusumo project message when interacting with key audience groups. |

Decision makers in government, ministries, local and district administration, development partners, Project Implementation Committees (PIC), Technical Advisory Committees (TAC), civil society (CSO), NGOs, professional bodies, Academia, Research institutions, opinion leaders, Project Affected persons (PAPs), Previously Project Affected Persons (Ex-PAPs), Religious groups, local communities in the project area, among others have an influential role in matters of national importance. Effort will be directed at raising decision makers’ awareness on the benefits of Rusumo project and its activities to Tanzania, Burundi and Rwanda, progress being made, the challenges being faced and the role they can play in helping accelerate the implementation and realization of Rusumo Project. The decision makers will be reached through specially targeted policy communication materials.

**Outcome 3: Improved stakeholder confidence in the Rusumo Project activities**

| Strategy 5: | Internal communication in participating institutions to increase their knowledge and build confidence for the Rusumo project and enrol them as partners towards an effective public communication effort. |

Internal communication within partner institutions will help information sharing on Rusumo project. It will also widen the target audience as well as build support, knowledge and advocacy for Rusumo project in participating institutions through their staff and wider their stakeholders; providing information on its benefits, its importance in economic development of the three partner countries, thus building a case for its support and implementation.
### The Rusumo power Project Stakeholder Matrix and Analysis

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Key Message- Theme</th>
<th>Methodology</th>
<th>Tools / format &amp; Channels</th>
<th>Outcome</th>
<th>When/ Frequency</th>
<th>Intensity of message</th>
<th>Partners</th>
</tr>
</thead>
</table>
| Project Affected Persons (PAPs) | • There will be compensation for affected assets (land, crops, trees, etc)  
• Compensation will be transparent & will consider asset valuation at market rate and as of cut off dates  
• There will be livelihood restoration & enhancement programs  
• There will be clear grievance mechanisms  
• The project will potentially generate jobs  
• There will be clear grievance mechanisms | - Facilitate opinion leaders to reach out to their communities with Rusumo activity related issues by providing communication support through, for example, information kit and talking points on Rusumo project.  
- Direct engagement,  
- Open village meetings  
- Live Radio & TV discussions  
- Infomercials  
- Documentary  
- Iconography/ Graphic posters, brochures, leaflets and Circulars, etc  
- News and feature articles translated into local languages | - Increased levels of awareness on the Rusumo Project among adult population within the first 90 days  
- Increased level of understanding of rights and steps to claim them  
- Increase in percentage of adult population supporting the implementation of Rusumo project | - Within the 4th quarter of 2012 and the first quarter of 2013.  
- Whenever deemed necessary | Extensive and dialogue-based | • Media organisations  
• ARTELIA  
• NELSAP  
• District and Local authorities  
• Opinion leaders at village, sector and district level.  
• Civil Society Organizations (CSOs)  
• Local and International NGOs operating in the project area (NGOs) |
| Previously Project Affected Persons (EX-PAPs) | • There will be no cash compensation  
• They will be considered under the Local Area Development Plan (LADP)  
• The project will potentially generate jobs  
• There will be clear grievance mechanisms | - Facilitate opinion leaders to reach out to their communities with Rusumo activity related issues by providing communication support through, for example, information kit and talking points on Rusumo project.  
- Direct engagement,  
- Open village meetings  
- Live Radio & TV discussions  
- Infomercials  
- Documentary  
- Iconography/ Graphic posters, brochures, leaflets and Circulars, etc  
- News and feature articles translated into local languages | - Increased levels of awareness on the Rusumo Project among adult population within the first 90 days  
- Increase in quality of knowledge on the Rusumo power project | - Within the 4th quarter of 2012 and the first quarter of 2013.  
- Whenever deemed necessary | Extensive and dialogue-based in the project area | • ARTELIA  
• NELSAP  
• Local / District authorities  
• Opinion leaders at village, sector and district level.  
• Civil Society Organizations (CSOs)  
• Local and International NGOs operating in the project area (NGOs) |
<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Key Message- Theme</th>
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<th>When/ Frequency</th>
<th>Intensity of message</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Local Communities</strong></td>
<td>• The project will potentially generate jobs for local communities</td>
<td>on Rusumo project.</td>
<td>Circulars, etc - News and feature articles translated into local languages</td>
<td>percentage of adult population supporting the implementation of Rusumo project</td>
<td></td>
<td></td>
<td>NGOs operating in the project area (NGOs)</td>
</tr>
<tr>
<td></td>
<td>• Watershed management to protect the dam from sedimentation because of high erosion in the area.</td>
<td>- Establish “forums” to engage local population in order to promote public participation at the national and local level - Disseminate information to opinion leaders through focal points &amp; local structures on Rusumo activities in order to discuss communication needs within their communities</td>
<td>• Briefing materials translated into three languages - Community service <em>(Umuganda in Rwanda)</em> - Village-based meetings - News and feature articles translated into local languages - Iconography/ Graphic posters, brochures, leaflets and Circulars, etc</td>
<td>• Discussions with local forums and opinion leaders are increasingly based on correct knowledge of the Rusumo Project • Increase in number of local community members who factually talk about the Rusumo project activities in public forums</td>
<td>Within the first 5 months of 2013</td>
<td>Extensive and dialogue-based in the project area</td>
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<td></td>
<td>• High voltage lines are dangerous to people’s lives (T-line).</td>
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<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Plant nurseries to manage environmental degradation</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>• The project will bring about speedy development of the project area and in the three countries • Project will create job opportunities</td>
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</tr>
<tr>
<td><strong>Local NGOs and Civil Society Organizations (CSOs)</strong></td>
<td>• There will be community livelihood restoration for the project affected persons (PAPs) • PAPs will be justly compensated based on asset value at market</td>
<td>- Establish “NGO &amp; CSO forum” to engage local population in order to promote public participation at Talk Shows/Town Hall meetings (Live Broadcasts) on local Radios and TVs (where applicable and whenever necessary) - Briefing</td>
<td>• Increase in knowledge and support of the Rusumo activities in their institutions</td>
<td>• Increase in knowledge and support of the Rusumo activities in their institutions</td>
<td>Regularly, Monthly, Quarterly, Bi-annual, Annual</td>
<td>Directed, specific and intense</td>
<td>NELSAP, District/ Local authorities</td>
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<tr>
<td>Target Audience</td>
<td>Key Message- Theme</td>
<td>Methodology</td>
<td>Tools /format &amp; Channels</td>
<td>Outcome</td>
<td>When/ Frequency</td>
<td>Intensity of message</td>
<td>Partners</td>
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<td>Rate,</td>
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<td>local level</td>
<td>communication materials notably: Graphic posters, brochures, leaflets and Circulars, etc - Documentary</td>
<td>Discussions by local NGO/CSO forums are increasingly based on correct knowledge of the Rusumo Project</td>
<td>Regularly, Monthly, Quarterly, Bi-annual, Annual</td>
<td>Extensive and focused</td>
<td>NELSAP, NGOs, CSOs, Other projects operating in Rusumo project area, District Taskforces</td>
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<tr>
<td>ESIA &amp; ESMP will meet both national, international &amp; WB standards/ requirements. National Environmental Agencies will approve them.</td>
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<td>There will be job opportunity for local communities</td>
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<td>Power rates will be determined by PPA</td>
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<td>Flora &amp; fauna will not be impacted</td>
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<td>National Environmental Agencies will approve them.</td>
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<td>RAP will be well managed to avoid grievances</td>
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<td>ESIA plans to be managed with support of local and district authorities</td>
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<td>Local and district authorities to support in interpretation of national land laws</td>
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<td>Local authorities should own &amp; be involved in the consultation process with PAPs.</td>
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<td>Need to protect the buffer zone using respective national laws where applicable.</td>
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<td>Impact of badly managed buffer-zone &amp; other activities on</td>
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<td>- Disseminate information to local and district authorities through District Taskforce &amp; local structures on Rusumo activities in order to disseminate information to lower levels of their communities</td>
<td>Direct meetings</td>
<td></td>
<td>Increase in knowledge and support on the Rusumo project initiatives in their institutions among staff</td>
<td>Regularly, Monthly, Quarterly, Bi-annual, Annual</td>
<td>Extensive and focused</td>
<td>NELSAP, NGOs, CSOs, Other projects operating in Rusumo project area, District Taskforces</td>
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<td>- Disseminate information to local and district authorities through District Taskforce &amp; local structures on Rusumo activities in order to disseminate information to lower levels of their communities</td>
<td>Hard copy and Website materials</td>
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<td>Discussions by local and district authorities are increasingly based on correct knowledge of the Rusumo Project</td>
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<td>- Disseminate information to local and district authorities through District Taskforce &amp; local structures on Rusumo activities in order to disseminate information to lower levels of their communities</td>
<td>Official Publications</td>
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<td>- Disseminate information to local and district authorities through District Taskforce &amp; local structures on Rusumo activities in order to disseminate information to lower levels of their communities</td>
<td>Briefing materials</td>
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<td>- Disseminate information to local and district authorities through District Taskforce &amp; local structures on Rusumo activities in order to disseminate information to lower levels of their communities</td>
<td>Seminars and workshops</td>
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<td>- Disseminate information to local and district authorities through District Taskforce &amp; local structures on Rusumo activities in order to disseminate information to lower levels of their communities</td>
<td>Organisational meetings</td>
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<td>- Disseminate information to local and district authorities through District Taskforce &amp; local structures on Rusumo activities in order to disseminate information to lower levels of their communities</td>
<td>Articles in sector &amp; district publications</td>
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<td>- Disseminate information to local and district authorities through District Taskforce &amp; local structures on Rusumo activities in order to disseminate information to lower levels of their communities</td>
<td>Quarterly/monthly progress reports</td>
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<td>- Disseminate information to local and district authorities through District Taskforce &amp; local structures on Rusumo activities in order to disseminate information to lower levels of their communities</td>
<td>Quarterly newsletter</td>
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<tr>
<td>Target Audience</td>
<td>Key Message - Theme</td>
<td>Methodology</td>
<td>Tools / format &amp; Channels</td>
<td>Outcome</td>
<td>When / Frequency</td>
<td>Intensity of message</td>
<td>Partners</td>
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<td>Environmental Agencies</td>
<td>Rusumo turbines  - Watershed management and erosion control to protect the dam because of high erosion in the area.  - RoR development scheme has less environmental and social impacts than under FDS and IDS.  - ESIA will meet international standards; WB &amp; Environmental Agencies in three countries will sanction it  - RAP will be well managed with cooperation of local authorities  - Restoration program of dam site &amp; T-line to be managed by district authorities &amp; NELSAP  - Impact of badly managed buffer-zone &amp; other activities on Rusumo turbines to be managed</td>
<td>- Disseminate information to environmental bodies of the three countries, local and district authorities through District environment offices.  - Briefing written materials  - Seminars and workshops  - structured Organisational meetings  - Articles in Agency publications  - Quarterly progress newsletter</td>
<td>Increase in knowledge and support of the Rusumo project activities by the environment agencies of the three countries.  - Increased level of advocacy by the environment agencies upon issuance of environment certificates to Rusumo project</td>
<td>Monthly and quarterly basis</td>
<td>Extensive and focused</td>
<td>NELSAP  - ARTELIA  - District/ Local authorities  - Development partners  - PIC, TAC  - Academia, Research Institutions and Think tanks.  - Media  - General Public</td>
<td></td>
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<tr>
<td>Development Partners</td>
<td>Summaries of ESIA &amp; RAP have been published in 3 countries in languages of project area  - ESIA will be publicly disclosed and will receive endorsement by Consultations at all required levels and dissemination of information to all sectors of the project</td>
<td>- Briefing written materials  - Seminars and workshops  - structured Organisational meetings</td>
<td>Increase in knowledge and support of the Rusumo Project in their institutions among staff.</td>
<td>Daily, weekly, monthly, quarterly and whenever deemed</td>
<td>Intensive, focused and dialogue based</td>
<td>NELSAP  - ARTELIA  - Energy ministries  - District/ local authorities  - PIC, TAC  - Academia, Research</td>
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<tr>
<td>Target Audience</td>
<td>Key Message- Theme</td>
<td>Methodology</td>
<td>Tools /format &amp; Channels</td>
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</table>
| Ministries (Energy, Finance, Agriculture, Lands, Social Affairs) | Need to be actively involved in project life (Ownership) | Direct dialogue and discussion with the concerned ministries for clear decisions and approvals of all institutional arrangements | • Direct meetings  
• Hard copy and Website materials  
• Official Publications  
• Briefing materials  
• Seminars and workshops  
• Organisational meetings  
• Articles in ministry publications  
• Quarterly/monthly progress reports | • Increase in knowledge of the Rusumo project among policy and decision makers.  
• Increase in knowledge and support of the Rusumo project in their institutions and among their staff | Contingent on need and structured meeting schedules and calendar | Intensive and dialogue-based | NELSAP  
• Development partners  
• Ministries (E, F)  
• District/ Local authorities |
| Ministries (Energy, Finance, Agriculture, Lands, Social Affairs) | ESMP will be well managed and monitored | • Articles in development partner's publications  
• Quarterly progress newsletter  
• Social media (Twitter, face book, linkedIn, etc)  
• Website materials  
• Hardcopy reports  
• Magazines/newsletters | Increased reference and advocacy of Rusumo project among peer review meetings and other development partner forums | • Institutions and Think tanks.  
• Media  
• General Public |
<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Key Message- Theme</th>
<th>Methodology</th>
<th>Tools /format &amp; Channels</th>
<th>Outcome</th>
<th>When/ Frequency</th>
<th>Intensity of message</th>
<th>Partners</th>
</tr>
</thead>
</table>
| COM, PIC and TAC | • Need to be actively involved in project life (Ownership)  
• The power purchase agreements have been discussed & approved  
• The Shareholders Agreement has been discussed and approved  
• The Implementation Agreement has been discussed and approved  
• All institutional arrangements discussed and approved | - Invitation and dissemination of required documents to members in time and lobbying for consensus where applicable.  
- Direct meetings  
- Hard copy and Website materials  
- Official Publications  
- Briefing materials  
- Seminars and workshops  
- Organisational meetings  
- Articles in sector & district publications  
- Quarterly/monthly progress reports  
- Quarterly newsletter | Increased knowledge and understanding on the holistic nature of the Rusumo project among PIC, TAC & COM members. | Contingent on need and structured meeting schedules and calendar | Extensive and dialogue based | • NELSAP  
• Development partners  
• Ministries (E, F)  
• District/ Local authorities |
| Media | • Rusumo power project will help make electricity cheaper and more accessible  
• Rusumo will boost economic development  
• Rusumo project will | - Open days  
- Media awards on analytical and positive reporting about Rusumo project benefits  
- Media Kit  
- Training workshops, media award guidelines, radio & TV discussion programmes, editorial | - Increased knowledge and understanding on the holistic nature of the Rusumo project among editors and reporters | Weekly, monthly quarterly and contingent on need as it arises | Extensive and target audience based (focused) | • Media houses  
- Partner implementing institutions  
- NELSAP  
- Professional media |
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<tr>
<th>Target Audience</th>
<th>Key Message- Theme</th>
<th>Methodology</th>
<th>Tools /format &amp; Channels</th>
<th>Outcome</th>
<th>When/ Frequency</th>
<th>Intensity of message</th>
<th>Partners</th>
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<td>enhance regional cooperation among partner countries • Rusumo project will bring development near the project area • Rusumo project will</td>
<td>- coverage of project benefit by developing and disseminating a media kit</td>
<td>briefings - News items, TV and radio programmes, feature articles, live call-in programmes - Information and education materials - Articles in media publications - Quarterly progress newsletter</td>
<td>- Percentage increase in coverage of the Rusumo project related issues by the media - Increased percentage in citizens aware of the Rusumo project and how the region will benefit from the project</td>
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<td>organizations - Partner implementing institutions - Other Government agencies</td>
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4.7  STRATEGY IMPLEMENTATION PLAN

4.7.1  General Recommendations

A phased-in approach will be adopted in implementing this strategy over a period of two years and ameliorated after that to adapt changing needs and realities of the time. The first phase of communication that will be through a ten-month campaign will focus on increasing awareness and improving knowledge on the Rusumo Project and will be implemented during the first ten months of the project preparation and possibly implementation phase. Subsequent phases will focus on building support for the Rusumo Project activities and services among partner states and on enrolling other stakeholders to provide support and advocacy to Rusumo Project. These stakeholders include Ministries of Energy and water of the three countries, Power Utility companies, Environmental Agencies, Investment Agencies, district authorities, Civil Society Organizations and Local and International NGOs operating in the project area.

Below are general recommendations on key strategy implementation areas:

**Communication platform:** To enhance coherence of messages and create synergy across different communication activities, communication will be delivered from a branded platform. This platform will consist of the basic structure of a theme, message and selling slogan, which will be developed by a PR or Marketing firm yet to be recruited.

**Development and production of communication materials:** All materials produced to reinforce the communication program will require pre-testing among intended audiences prior to production to ensure their appropriateness.

**Branded and phased multi-media public communication programme:** The campaign will be implemented through phased and carefully linked/selected streams over the two years.

**Media placement:** A media plan for the campaign will be based on the most recent data to be published by the selected media.

**Dissemination**\(^5\) of information materials: Materials will be disseminated through a demand-driven network to ensure that materials are distributed efficiently and used effectively by opinion leaders and at the community level.

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\(^5\) Dissemination refers to distribution of materials together with an explanation of who the intended audiences are and where they should be used, handed out or displayed.
### Two Year Implementation Plan

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<th>Activities</th>
<th>Timeframe (Year)</th>
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<tr>
<td></td>
<td>2012</td>
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<tr>
<td>Quarters (Q)</td>
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#### Strategy 1:
Thematic multi-media communication campaigns to build a broad knowledge base on the Rusumo project activities, and amplify the benefits it will bring to the stakeholders (access to electricity for domestic and commercial purposes, economic growth, regional cooperation and trade, local area development, improved livelihoods, support to community-based institutions like schools, clinics, etc….)

**Phase 1: Public information campaign**

1.1 Create information awareness materials including: iconography, Project Factsheet, Frequently Asked Questions (FAQs), Posters, Maps, to be driven by NELSAP-PIU

1.2 Drive the Disclosure process in three countries necessary to create awareness about the project fulfilling all the funding requirements for moving to its implementation phase.

1.3 Create the detailed Communication materials necessary to support the media campaigns on radio and TV

1.4 Recruit a PR or Marketing Firm to detail and implement the campaign over 10 – 18 months

1.5 Coordinate media placement and disseminate materials and information through various channels

1.6 Develop the link between mass media and Rusumo service with partner bodies at different levels. e.g. Ministries of Energy, Environmental Agencies, Utility bodies, Development Partners, NGOs, Districts, CSOs, etc

#### Strategy 2:
Media advocacy to promote accurate and analytical coverage of the Rusumo activities – highlighting benefits, rights and obligation of the stakeholders and the public in general.

2.1 Produce and disseminate media materials including media kit, articles, editorial briefs, circulars, leaflets, brochures, etc on a regular basis

2.2 Plan and organize media briefings and training workshop

2.3 Implement a proactive media relations programme

#### Strategy 3:
Special events to provide opportunity for the public to learn and engage about the Rusumo project in a cordial environment.

3.1 Participate in high level events to showcase and share information about progress on Rusumo project

3.2 Plan and organize special end-of month-Community service activities (*Umuganda*) to discuss impacts, benefits and collect feedback on issues of concern from project area
<table>
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<tr>
<th>Activities</th>
<th>Timeframe (Year)</th>
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<tr>
<td>Quarters (Q)</td>
<td>2012</td>
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<tr>
<td>3.3 Organize Workshops at district, sector and village levels to disseminate Rusumo Project progress, benefits and services</td>
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<tr>
<td><strong>Strategy 4:</strong> Stakeholder communication to help elevate the level of understanding about Rusumo project by reinforcing the core Rusumo project message when interacting with key audience groups.</td>
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<td>4.1 Produce and disseminate information materials to decision makers on challenges and opportunities</td>
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<td>4.2 Identify appropriate forums and disseminate information and materials to all other stakeholders</td>
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<td>4.3 Piggy back on forums for different groups</td>
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<td><strong>Strategy 5:</strong> Internal communication in participating institutions to increase their knowledge, build confidence and understanding for the Rusumo project and enrol them as partners towards an effective public communication effort.</td>
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<td>5.1 Hold orientation meetings on the communication programme for key partners before roll out</td>
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<td>5.2 Produce and disseminate briefing materials</td>
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<td>5.3 Plan and Implement team briefing sessions</td>
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<td>5.4 Orientation and training for team communicators</td>
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<td>5.5 Prepare and produce progress bulletins/updates</td>
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<td>5.6 Provide follow-up technical assistance on communication planning</td>
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5.0 MONITORING AND EVALUATION FRAMEWORK

This chapter and the logical framework in Annex A provide an outline of the monitoring and evaluation (M&E) framework. In the course of implementation, additional M&E tools will be added and applied through annual communication action plans. An effective M&E will be essential to objectively track progress made in the pre-implementation and implementation phase of this communication strategy.

Through a rigorous process of monitoring, evaluation of results, NELSAP and stakeholders will be able to track the overall effectiveness of the communication strategy, make amendments as needed and ensure a successful implementation.

The M&E is supported with indicators (that can be objectively measured) that set the baselines against which progress can be tracked. To establish the baseline position, this strategy recommends a scientific perception or opinion survey; using: targeted focus group discussions, and Q&A interview sessions. Where the baseline data will prove not adequate to help set specific targets for M&E purposes, efforts will be made pre-construction to complement it over time; through the routine interaction of the Rusumo PIU staff with project stakeholders. A key activity of this strategy will be to conduct a stakeholder perception survey after 6 months into project implementation, and thereafter, every 12 months to establish levels of awareness, satisfaction and discontent of Rusumo project activities and service from stakeholders. Thus key indicators will then be derived from this data. This strategy will require at some point (recommended six (6) months to construction phase) an agency firm (PR or Marketing) for a more comprehensive and targeted media awareness campaign for effective execution.

The key aspects of the M&E framework for this programme include:

- Monitoring of the implementation of the activities as they happen through process and outcome indicators;
- Assessing the outcomes and the contribution of communication activities to the Rusumo Project service targets at regular intervals (e.g. Conduct baseline surveys every 12 months to assess changes in perception, knowledge, attitude, behaviours and practices); and
- Adding results to the overall Rusumo Project activity information management system.

## ANNEX 1: LOGICAL FRAMEWORK

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Outputs</th>
<th>Outcome Indicator</th>
<th>Output Indicator</th>
<th>Means of Verification</th>
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</table>
| A        | Increased ownership and support of the Rusumo project and activities through improved knowledge and awareness | 1. Thematic multi-media communication campaigns to build a broad knowledge base on the Rusumo project activities, and amplify the benefits it will bring to the stakeholders (access to electricity for domestic and commercial purposes, economic growth, regional cooperation and trade, local area development, improved livelihoods, support to community-based institutions like schools, clinics, among others) | • Increased adult public awareness on the Rusumo Project within the first 90 days  
• Increased quality of knowledge on the Rusumo Project activities and benefits  
• Increase in % of adult within and outside the project area supporting the Rusumo Project activities  
• Smooth implementation of compensation rates and schedule  
• Minimized % of grievance cases | • Branded Campaign (Campaign Name, theme, logo and slogan) developed  
• Full supplements and advertisements developed and executed in the media | Number or % of adults in the project area who confidently discuss right information on Rusumo Project |
|          |         | 2. Media advocacy to promote accurate and analytical coverage of the Rusumo activities – highlighting benefits, rights and obligation to the stakeholders and the public in general. | • Increased knowledge on the holistic nature of the Rusumo Project among media editors and reporters  
• % increase in coverage of Rusumo Project related activities by media in three partner countries  
• % Increase of accurate and analytical articles on | • Number of press briefings held to cover Rusumo Project  
• Number of articles that accurately report on Rusumo Project  
• Number of journalists who cover Rusumo Project activities/events  
• Number of media houses/ | % of adults who demand for their rights and obligation of each party fulfilled |
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<tr>
<th>Outcomes</th>
<th>Outputs</th>
<th>Outcome Indicator</th>
<th>Output Indicator</th>
<th>Means of Verification</th>
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<tbody>
<tr>
<td></td>
<td>Rusumo project activities</td>
<td>newspapers covering Rusumo project activities</td>
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<td>3.</td>
<td>Special events (&quot;Umuganda&quot; in Rwanda) &amp; messages during church services) to provide opportunity for the public to learn and engage about the Rusumo project in a cordial environment.</td>
<td>Increased % of adult public participating in special events, are aware of the Rusumo project activities and how they will benefit</td>
<td>Plan for special events for public to participate is developed</td>
<td>Communities demanding for special events as a successful mechanism for exchange of information.</td>
</tr>
<tr>
<td></td>
<td>Plans for special events to provide opportunity for the public to learn and engage about the Rusumo project in a cordial environment.</td>
<td></td>
<td>Increased number of events Rusumo participates in</td>
<td>Communities engage Rusumo PIU on real issues</td>
</tr>
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<td>4.</td>
<td>Improved understanding of benefits and services of the Rusumo power project by all stakeholders</td>
<td>Local authorities and Opinion leaders discussions are increasingly based on correct knowledge of the Rusumo Project</td>
<td>Number of meetings held with stakeholder groups</td>
<td>% of stakeholders speak factually about Rusumo project-its activities and benefits</td>
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<tr>
<td></td>
<td>Stakeholder communication to help elevate the level of understanding about Rusumo project by reinforcing the core Rusumo project message when interacting with key audience groups.</td>
<td>Increase in number of Local authorities and Opinion leaders who factually talk about Rusumo Project in public forums</td>
<td>Quality of people engaged with during the forums</td>
<td>PAPs understand their rights and processes for compensation and grievances</td>
</tr>
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<td></td>
<td></td>
<td>Increase in knowledge of the Rusumo Project among policy and decision makers.</td>
<td>Materials developed for stakeholder engagement - information kit</td>
<td>Institutions willing to share Rusumo project brand and materials within their networks including websites and internal</td>
</tr>
<tr>
<td>B</td>
<td>Improved understanding of benefits and services of the Rusumo power project by all stakeholders</td>
<td></td>
<td>Information kit disseminated</td>
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<td>C</td>
<td>Improved stakeholder confidence in the Rusumo Project activities</td>
<td>Increased staff support of partnering institutions for the Rusumo Project</td>
<td>Number of forums where partner institutions can discuss Rusumo project implementation and other</td>
<td>Institutions willing to share Rusumo project brand and materials within their networks including websites and internal</td>
</tr>
<tr>
<td></td>
<td>Internal communication in participating institutions to increase their knowledge and build confidence for the Rusumo project and enrol them as partners towards an effective</td>
<td>Increase in knowledge and</td>
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<td>Outcomes</td>
<td>Outputs</td>
<td>Outcome Indicator</td>
<td>Output Indicator</td>
<td>Means of Verification</td>
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<td>----------------------</td>
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<tr>
<td></td>
<td>public communication effort.</td>
<td>awareness among staff in partnering institutions in respect of Rusumo project activities within their institutions</td>
<td>related activities related activities</td>
<td>newsletters.</td>
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## ANNEX 2: MEDIA PLAN AND BUDGET (DRAFT)

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<th>Description</th>
<th>Unit</th>
<th>QTY</th>
<th>CPU</th>
<th>Amount (Rwf)</th>
<th>Vat</th>
<th>Total</th>
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<td>1</td>
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<td>Print Media awareness campaigns</td>
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<td>Radio Tanzania (Radio yaTaifa) (Tz)(Swahili)</td>
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<td>Electronic Media - RADIO (Airtime)</td>
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<td>Langs</td>
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<td>4.6</td>
<td>National Radio (Bu)(Kirundi)</td>
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<td>TELEVISION (Airtime)</td>
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<td>TV Spot Conception and production</td>
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<td>$1,862,000</td>
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<td>8</td>
<td>Outdoor Publicity and Awareness</td>
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<td>8.1</td>
<td>Tanzania</td>
<td>Rent 3 large-size Billboards</td>
<td>1</td>
<td>3</td>
<td>$930,000</td>
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<td>Burundi</td>
<td>Rent 3 large-size Billboards</td>
<td>1</td>
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<td>8.3</td>
<td>Rwanda</td>
<td>Rent 3 large-size Billboards</td>
<td>1</td>
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<td>$2,790,000</td>
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<td>9</td>
<td>Pull-up Banners/Flexes</td>
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<td>Social Media Campaigns</td>
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<td>11</td>
<td>Contingency (10%)</td>
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<td>$105,597,280</td>
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<td>$105,951,520</td>
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<td>$116,546,672</td>
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<td>NB:</td>
<td>Currency conversion as of April, 2013: $Frw = 665; $Bu = 1,500; $Tsh = 1,600</td>
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<td></td>
<td></td>
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<td>Estimate in USD: 174,672</td>
<td>175,258</td>
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<td></td>
<td>Green: Figures in Green imply - activity and cost implemented</td>
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Draft Final – NELSAP|Rusumo Project Communication Strategy (March 2013) Draft 2

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### Annex 3: Indicative Implementation Plan and Budget (10 Qtrs: 2012 – 2014)

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Activity</th>
<th>Pre-Construction Phase</th>
<th>3rd Party</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Indicative Budget (Rwf ‘000s)</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Thematic multi-media communication campaigns to build a broad knowledge base on the Rusumo project activities, and amplify the benefits it will bring to the stakeholders (access to electricity for domestic and commercial purposes, economic growth, regional cooperation and trade, local area development, improved livelihoods, support to community-based institutions like schools, clinics, among others)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

#### Pre-Construction Phase
- **Project Factsheet**
- **Frequently Asked Question (FAQs) Brochures**
- **Posters (Iconographic materials)**
- **Documentary Production**
- **Translation services**
- **Graphic Designer**

#### Disclosure Process (ESIA/RAP)
- **The East African (Full color)**
- **The New Times (Rw)(Full color)**
- **Tanzania Standard News paper - The Daily News (Tz)(Full color)**
- **Le Renouveau (BU)(Full color)**

#### Print Media Awareness Campaigns
- **Print media Awareness Campaigns**
- **Radio Awareness Campaigns + spot production**
- **TV Awareness Campaigns + spot production**

#### Outdoor Publicity & Awareness Campaigns
- **Large size Billboards in 3 countries**
- **Pull-up Banners/Flexes**
- **Social Media Campaigns**

#### Construction Phase
- **Contract with PR/Com consulting Firm/Agency**
- **Create Website, branded campaign, theme and slogans**
- **Develop, pre-test and produce information materials**
- **Billboard Adverts (Large format-Outdoor)**
- **Draw a media placement schedule and coordinate placement over a period of 40days**
- **Print media Awareness Campaigns**
- **Radio Awareness Campaigns + spot production**
- **TV Awareness Campaigns + spot production**
- **Setting up Social Media plan**
- **Develop and produce a stakeholder newsletter/bulletin**
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Activity</th>
<th>3rd Party</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Indicative Budget (Rwf '000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Media advocacy to promote accurate and analytical coverage of the Rusumo activities – highlighting benefits, rights and obligation to the stakeholders and the public in general.</td>
<td>Hold a Workshop or breakfast meeting with editors from media houses</td>
<td>Hire of venue &amp; refreshments</td>
<td>3</td>
<td>4</td>
<td>1</td>
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<tr>
<td></td>
<td></td>
<td>Develop a Media kit</td>
<td>Printing</td>
<td>600,000</td>
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<td></td>
<td></td>
<td>Development and placement of feature articles &amp; op-ed pieces in media</td>
<td>NO</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3</td>
<td>Special events (&quot;Umuganda&quot;) &amp; messages during church services) to provide opportunity for the public to learn and engage about the Rusumo project in a cordial environment.</td>
<td>Participate in high-level meetings to showcase &amp; share information on Rusumo progress</td>
<td>Travel expenses + exhibit materials</td>
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<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>3-4 month consecutive &quot;Umuganda&quot; campaigns with project area communities.</td>
<td>Production: banners, brochures, leaflets, refreshments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3-4 months consecutive messages during church services in project affected areas.</td>
<td>Production: banners, brochures, leaflets</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Organize Workshops at district, sector for updates</td>
<td>Venue hire + printing</td>
<td></td>
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</tr>
<tr>
<td>4</td>
<td>Stakeholder communication to help elevate the level of understanding about Rusumo project by reinforcing the core Rusumo project message when interacting with key audience groups.</td>
<td>Develop and disseminate information materials to target stakeholders</td>
<td>Production and printing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Workshops and Breakfast Sessions</td>
<td>Venue hire + Printing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Participate and disseminate materials on Rusumo in other stakeholders Workshops/events</td>
<td>Printing + travel expenses</td>
<td></td>
<td></td>
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<tr>
<td>5</td>
<td>Internal communication in participating institutions to increase their knowledge and build confidence for the Rusumo project and enrol them as partners towards an effective public communication effort.</td>
<td>Hold a capacity building workshop on Communication strategy implementation</td>
<td>Venue hire and refreshments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hold orientation meetings on communication program for key partners</td>
<td>Refreshments + venue</td>
<td></td>
<td></td>
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<td>Develop and produce a stakeholder newsletter/bulletin</td>
<td>Production and publication</td>
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<td>Space hire on partners' websites for wider dissemination of Rusumo project activities</td>
<td>Apps and rental fees</td>
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<td>#</td>
<td>Date of Consultation</td>
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<td>Objectives of the consultation</td>
<td>Key issues noted/Feedback</td>
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| 1  | 19.10.2012         | Ministry of Energy-Rwanda | Office meeting               | • Establish ongoing projects around Rusumo Project site.  
• Establish implementation plans of the above projects & how they might impact on Rusumo Projects  
• Establish the compensation policies for the resettled people near the Project site                                                                                                                                                                                                                     | • MININFRA had started expropriating people for the one stop border post, the diversion road.  
• Construction works had started for the above.                                                                                                                                                                                                                                       |
| 2  | 22.10.2012         | Rwanda Transport and Development Agency (RTDA) | Office Meeting               | • Establish ongoing projects around Project site (One stop Border Post, New Road, New Bridge & Rural electrification T-line)  
• Establish implementation plans/schedule of the above projects  
• Establish the compensation policies for the resettled people near the Project site  
• Find lists of resettled people to avoid double compensation                                                                                                                                                                                             | • Construction works for the one stop border post had started.  
• Got information on one stop border post, the new road, and the bridge                                                                                                                                                                                                                              |
| 3  | 1-3 Nov 2012       | Local Authorities (Sector & Cell) Kigarama, Musaza in Rwanda & Nyakiziba, Ntobeye in Tanzania | Office meeting               | • Inform Local authorities of change from IDS to RoR  
• Inform them of reduced impacts under RoR  
• Establish the size of marshlands cultivated                                                                                                                                                                                                                                                                  | Happy with communication materials (Factsheet, FAQs & Posters) with information on project benefits, impacts and livelihood restoration plans.                                                                                                                                                               |
| 4  | 15th Nov 2012      | District Officials (Ngara & Kirche) | Office meeting               | • Inform district authorities of change from IDS to RoR  
• Inform them of reduced impacts under RoR  
• Inform them of new cut-off-date  
• Establish perceptions over less impacts under RoR scheme  
• Manage expectations  
• Provide communication materials with comprehensive Project information  
• Seek district support to mobilize Chiefs for village meetings with PAPs                                                                                                                                                                                    | Happy with communication materials (Factsheet, FAQs & Posters) with information on project benefits, impacts and livelihood restoration plans.  
They were keen to know when they will be compensated                                                                                                                                                                                              |
| 5  | 26-29 Nov 2012     | TAC, PIC, COM       | Workshop                     | • Provide Project progress to TAC, PIC & COM & completed PMU recruitment process  
• Inform them of change from IDS to RoR  
• Inform them of reduced impacts under RoR  
• Discuss Share Holders' Agreement (SHA)& Implementation Agreement (IA)  
• Discuss SPV and its role vis a' vis role of NELSAP & Owner’s Engineer                                                                                                                                                                         | • Happy to note that there will be reduced impacts under RoR.  
• Happy to note that there seems to be substantial progress & project was moving towards implementation  
• Wanted updates on SNC Lavalin contract suspension & the prospects of uncompleted studies  
• Enquired about project financiers & update on their commitments  
• Enquired about the financing gap & what NELSAP is doing to bridge the gap                                                                                                                                                                           |
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<th>Date</th>
<th>Location</th>
<th>Event Type</th>
<th>Key Points</th>
<th>Notes</th>
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| 6 | 10-12 Dec 2012 | Giteranyi/ Muyinga District (Burundi) | Office meeting | - Inform district authorities of change from IDS to RoR  
- Inform them of reduced impacts under RoR  
- Inform them of new cut-off-date  
- Establish perceptions over less impacts under RoR scheme  
- Manage expectations  
- Provide communication materials with comprehensive Project information  
- Organize village meetings with PAPs | - Happy with communication materials with info on project benefits, impacts and livelihood restoration plans(Factsheet, FAQs & Posters)  
- Happy to receive information directly from NELSAP staff and not from a secondary source. |
| 7 | 18th Dec 2012   | Kirehe District Taskforce | Workshop     | - Inform District Taskforce of change in project design from IDS to RoR and its reduced impacts on communities.  
- Collect views that could be useful in LADP  
- Inform them of preliminary hydraulic modelling maps  
- Update them of the ESIA project studies and progress on the registration process in Rwanda and Tanzania  
- Gather information on ongoing projects from other development to be aware of. | - Happy with the reduced project impacts to local communities  
- Enquired about their participation in LADP development  
- Were happy with establishment of grievance mechanisms  
- Requested to be facilitated to hold workshop with counterpart taskforce in Tanzania to exchange ideas |
| 8 | 20th Dec 2012  | Ngara District Taskforce | Workshop     | - Inform district RAP Taskforce of change in project design from IDS to RoR and the reduced impacts on communities.  
- Collect views that could be useful in LADP  
- Inform them of preliminary hydraulic modelling maps& findings, Update the taskforce of the ESIA project studies and progress on the registration process in Rwanda and Tanzania | - Happy with the reduced project impacts to local communities  
- Enquired about their participation in LADP development  
- Were happy with establishment of grievance mechanisms  
- Requested to be facilitated to hold workshop with counterpart taskforce in Rwanda to exchange ideas  
- Requested to involve the district authorities at every stage of project development  
- Cautioned about managing expectations of PAPs given the significant reduction of project impacts from IDS to RoR scheme |
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<th>Workshop Details</th>
<th>Activities</th>
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| 9 | 2nd April, 2013 | Kirehe District Taskforce | Workshop Disclosure of Final Draft ESIA and RAP       | - Inform District Taskforce of change in project impacts given the Final results provided by the consultant Artelia.  
- Collect views that could be useful in Final ESIA and RAP reports as part of the disclosure requirement  
- Factually inform them of final impacts and villages to be affected: Ruhuha in Rwanda and Kyenda in Tanzania  
- Inform them of project implementation schedule  
- Update them on the compensation plan and the laws governing such  |
| 10| 3rd April, 2013 | Ngara District Taskforce | Workshop Disclosure of Final Draft ESIA and RAP       | - Inform District Taskforce of change in project impacts given the Final results provided by the consultant Artelia.  
- Collect views that could be useful in Final ESIA and RAP reports as part of the disclosure requirement  
- Factually inform them of final impacts and villages to be affected: Ruhuha in Rwanda and Kyenda in Tanzania  
- Inform them of project implementation schedule  
- Update them on the compensation plan and the laws governing such  |

- Enquired when the project will start  
- Enquired about employment opportunities  
- Enquired about the coordination efforts with other projects to avoid conflicts with other projects in the same area  
- Enquired about impacts of flooding on Ferry business on Tanzania side  
- Enquired when the project will start  
- Enquired about employment opportunities  
- Enquired about land tenure system around the Rusumo area and impact of this on future development
## ANNEX 4:(B) COMPLETED CONSULTATIONS WITH PAPS AND EX-PAPS

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</table>
| 1  | 5-18th Nov, 2012     | PAPs in Kirehe District | Village meetings            | • Inform PAPs of change in Project Design from IDS to RoR  
• Inform PAPs of less impacts under RoR  
• Update and Validate PAPs lists under the RoR scheme  
• Validate lists of PAPs cultivating the marshlands  
• Establish the size of marshlands cultivated  
• Inform them of new cut-off-date  
• Provide communication materials with comprehensive Project information  
• Establish perceptions over less impacts under RoR scheme  
• Manage expectations | • PAPs happy of less impacts on their uphill land under the RoR scheme  
• More PAPs cultivating marshlands than earlier reported by SNC Lavalin  
• Small size of marshlands cultivated  
• Wanted to know when they will be compensated |
| 2  | 19 – 23 Nov 2012     | PAPs Local Communities in Ngara district | Village meetings            | • Manage expectations under the RoR scheme  
• Inform Local communities of project benefits  
• Inform them of change from IDS to RoR  
• Inform them of less impacts under RoR  
• Provide communication materials with comprehensive Project information  
• Establish perceptions over less impacts under RoR scheme  
• Rally project support from local communities | • Happy with the project  
• Enquired if they will get electricity from the project  
• Enquired if they will get improved roads, schools or clinics |
| 3  | 12-14 Dec 2012       | Ex-PAPs Local Communities in Giteranyi district | Village meetings            | • Manage expectations under the RoR scheme  
• Inform Local communities of project benefits  
• Inform them of change from IDS to RoR  
• Inform them of no project impacts to their communities under RoR  
• Provide communication materials with comprehensive Project information  
• Establish perceptions over no project impacts under RoR scheme  
• Establish activities to include in LADP  
• Rally project support from local communities | • Extremely happy that the project will have no impacts to their marshlands,  
• Enquired if they will get electricity from the project  
• Enquired if they will get improved roads, schools or clinics |
| 4  | 17 Dec 2012          | EX-PAPs Local Communities in Ngoma district | Village meetings            | • Manage expectations under the RoR scheme  
• Inform Local communities of project benefits  
• Inform them of change from IDS to RoR  
• Inform them of no impacts to their marshlands under RoR  
• Provide communication materials with comprehensive Project information  
• Establish perceptions over no impacts under RoR scheme  
• Establish areas to include under LADP  
• Rally project support from local communities | • Happy that the project will have no impacts on their marshlands,  
• Enquired if they will get electricity from the project  
• Enquired if they will get improved roads, schools or clinics |
| 5  | 19 Dec 2012          | Ex-PAPs Local Communities in Ntobeye | Village meeting            | • Manage expectations under the RoR scheme  
• Inform Local communities of project benefits  
• Inform them of change from IDS to RoR  
• Inform them of no project impacts to their marshlands under RoR  
• Provide communication materials with comprehensive Project information  
• Establish perceptions over no impacts under RoR scheme | • Happy that the project will not affect their cultivatable marshlands,  
• Some not pleased with the less impacts under RoR since they were anxiously waiting for cash compensation,  
• Enquired if they will get |
|   | 4-5 February 2013 | Regional Consultative Meeting with stakeholders on draft ESIA & RAP | Workshop | Receive feedback and inputs from all levels of stakeholders on the draft ESIA and RAP before they are considered as final & publicly disclosed. | Local government officials, Environment officials at national & district, Ministries of Agriculture, utility agencies, Ministries of energy, civil society organizations, investment agencies, district authorities, media, other projects at Rusumo area, among others. | Establish what should be included under the LADP | Rally project support from local communities | Enquired if they will get improved roads, schools or clinics | displeased with electricity from the project |